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Onondaga Community College

Syracuse, New York

EXECUTIVE SEARCH PROFILE

PRESIDENT





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The Opportunity

Due to the retirement of President Casey Crabill at the end of the current fiscal year, the Onondaga Community College Board of Trustees seeks confidential nominations and expressions of interest for the College's ninth President. The successful candidate will build upon the accomplishments the College made under the leadership of President Crabill and lead the institution to greater heights as it continues to provide quality educational programs and services to residents of Central New York.

Onondaga Community College (OCC) is a values-based institution that strives to embody and fulfill its values in meaningful and substantive ways. Ethics and integrity are about doing what is right for students and serving the community. The College has worked diligently to create a culture where these values are inextricably and intentionally woven into the fabric of its day-to-day operations and undergird decisions on every level. From strategic planning to operational decision-making to student services to classroom teaching, the institution is focused on student success.

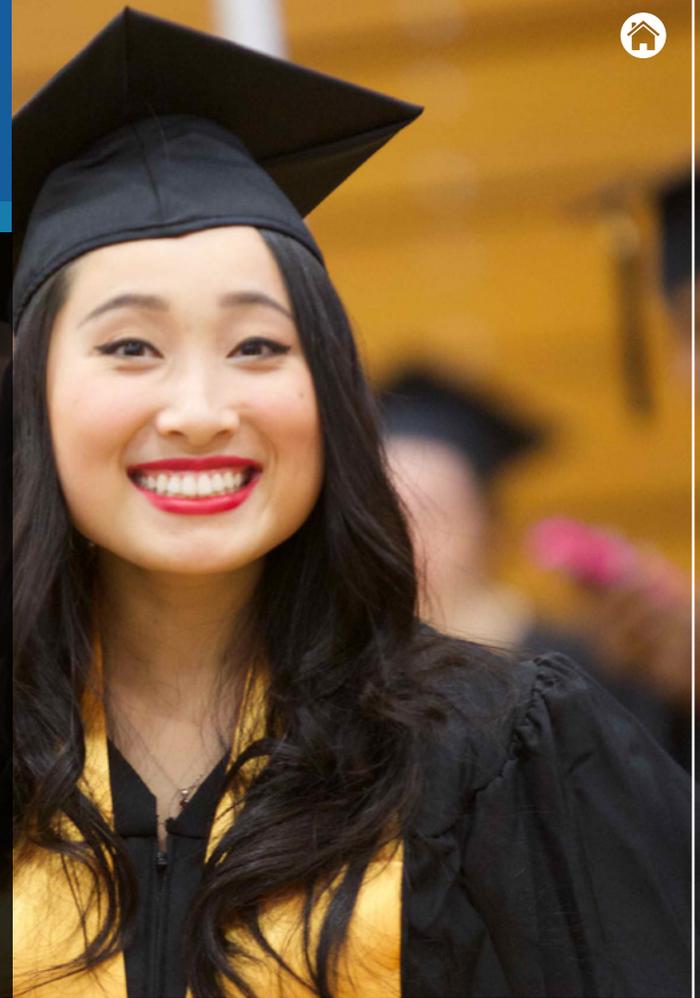


Mission & Vision

Onondaga Community College is Central New York's partner in education for success.

Achieving our mission through:

- Student Access, Retention, Completion, Transfer
- Academic Excellence
- Student Engagement and Support
- Career and Workforce Advancement
- Responsible Stewardship of Resources
- Community Engagement



Core Values

STUDENT FIRST

Keep students at the center of all we do.

LEARNING

Embrace the lifelong pursuit of knowledge and free expression of ideas in a safe environment to advance the individual and the community.

EXCELLENCE

Strive for continual improvement and innovation to seek our highest potential.

DIVERSITY

Enrich learning through an inclusive campus environment that respects human dignity and difference.

COMMUNITY

Foster active and productive participation in building a mutually supportive environment for members of the campus and broader communities.

RESPONSIBILITY

Build a culture of integrity and accountability to develop both self and others.

Institutional Overview



Onondaga Community College is a two-year college, founded in 1961, with two locations: a 280-acre main campus in Central New York state, just outside the city limits of Syracuse, New York, the County Seat for Onondaga County, and nearby satellite location in Liverpool, New York. OCC is one of 30 community colleges operating under the [State University of New York \(SUNY\)](#) system and is locally sponsored by Onondaga County. In addition, Onondaga Community College is a member of the New York Community College Association of Presidents (NYCCAP), a SUNY leadership organization that advances the mission and advocates on behalf of the system's two-year institutions.

In 2021, the institution turned 60, celebrating six decades that began with humble beginnings and an initial enrollment of approximately 500 students in September 1962. The college was located in the rehabilitated L.C. Smith typewriter factory (which had been renamed Midtown Plaza) in downtown Syracuse. The original graduating class of 1964 numbered 160. With a headcount enrollment today of nearly 8,500 credit students, Onondaga Community College is now one of the largest community colleges in the State, awarding more than 1,000 certificates and degrees to graduating students in 2021.

OCC offers 46 associate degrees and certificate programs taught by a body of highly qualified faculty who have dedicated their careers to teaching. The College is well-known in the community and surrounding region for its well-maintained campus, offering state-of-the-art facilities, classrooms, labs, studios, and student spaces, made possible by strong and sustained capital support shared by Onondaga County and the State of New York. The college has been prolific in the development of new programs, creating nearly a dozen credit-bearing programs and non-credit workforce offerings over the past two years alone. Student support services are also robust, including four residence halls housing nearly 900 students; a Counseling and Community Care Hub that provides one-

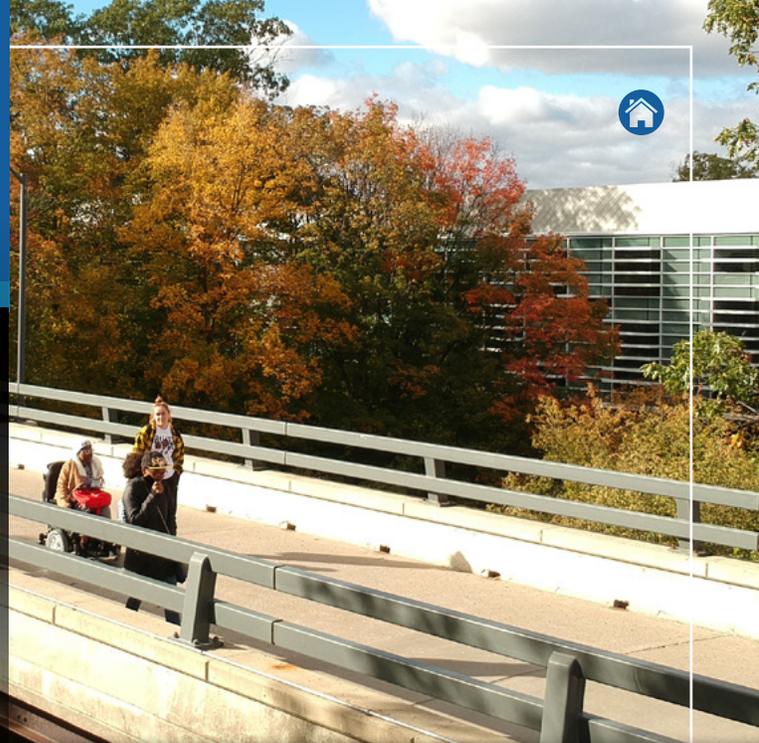
stop services including an on-campus food pantry, drop-in counseling services, child care assistance, and a rotating schedule of visiting community agencies; an award-winning Children's Learning Center; Veterans and Military Services Office; Student Association and a roster of student clubs and organizations; and an on-campus branch of the Syracuse Community Health Center that provides health services for students, dependents, and employees.

Onondaga Community College faculty and professional administrators are members of the OCC Federation of Faculty & Administrators (OCCFTA), which is affiliated with the New York State United Teachers, the American Federation of Teachers, the National Education Association, and the AFL-CIO. The current collective bargaining agreement between the College and the OCCFTA took effect in September 2019 and expires in August 2024. The OCC staff are represented by the CSEA, the largest affiliate union of the Association of State, County, and Municipal Employees. The CSEA collective bargaining agreement is negotiated by Onondaga County and Onondaga Community College is represented within this process. The current agreement is in effect through December 2022. A number of employees are categorized as Management Confidential (unrepresented) and work at the will and discretion of the President.

The College attracts and serves a diverse student body that includes recent high school graduates, working adults and displaced workers, veterans, traditionally underrepresented students, English language learners, international students, student-parents, students with disabilities, low-income students, and first-generation college students, as well as students with a postsecondary credential preparing for new careers.

The Region

Syracuse is located approximately four hours from New York City, Toronto, and Boston, and is in a region with a high quality of life, affordable cost of living, social and cultural opportunities, and abundant natural beauty that affords itself to four-season outdoor recreation.



The College

GOVERNANCE

Onondaga Community College defines shared governance as a commitment on the part of the faculty, trustees, the administration, and SUNY to work together, each as a fully accountable entities, to carry out the college's educational mission, vision, and strategic plan responsibly and effectively.

New York State law specifies that shared governance is the decision-making process among the three key responsible bodies: The Board of Trustees, The President, and the faculty. Shared governance thrives in an environment of mutual respect and trust among all members of the college community. The College has also established a Faculty Senate, a Professional Administrators Council, and a Staff Association. All members of the campus community are encouraged to respectfully voice their concerns and generate ideas through shared governance; however, the institution also adheres to the principle that the Board of Trustees, in conjunction with the President, has the ultimate decision-making responsibility.

ACCREDITATION

Onondaga Community College is accredited by the Middle States Commission on Higher Education. It last earned institutional reaccreditation in 2018. In addition, the following programs maintain accreditation:

- Early Childhood A.A.S. - Commission on the Accreditation of Early Childhood Education Programs of the National Association for the Education of Young Children.
- Health Information Technology A.A.S. - Commission on Accreditation for Health Informatics and Information Management Education.
- Nursing A.A.S. - Accreditation Commission for Education in Nursing.
- Physical Therapist Assistant A.A.S. - Commission on Accreditation in Physical Therapy Education.
- College Credit Now - National Alliance of Concurrent Enrollment Partnerships.
- Surgical Technology A.A.S. - Commission on Accreditation of Allied Health Education Programs.



Academics



THE EIGHT SCHOOLS OF ONONDAGA

In 2020, Onondaga Community College organized its academic units into eight Schools, which serve as the hub for similar degree programs. Each School contains a set of related majors. Contained within each School is a dedicated team of advisors, faculty, student success coaches, and other support staff who provide an “academic home” for students and assist them with important priorities such as registering for classes, discussing transfer or options for majors, and connecting students with services on campus. In addition, the Schools support retention efforts by monitoring student progress and conducting specific student outreach as necessary to ensure students stay on track to reach their goals.

The eight Schools of Onondaga Community College are:

- School of Art, Design, Media & Music
- School of Business
- School of Computing & Applied Technologies
- School of Education
- School of Health
- School of Liberal Arts
- School of Math, Science & Engineering
- School of Public Safety & Community Service

OCC offers 46 credit-bearing degree and certificate programs that prepare individuals for transfer to four-year colleges or for immediate entry into high-demand careers. This includes nine new programs and transfer opportunities in programs such as Health Studies, Paramedic, and Drone Technology, all designed to meet employer needs. The College maintains articulation and 2+2 agreements with many local and regional colleges and universities. In addition, the College also offers certificate programs that can be completed in two semesters. Day, evening, online, summer sessions, and an accelerated winter session are also offered.



The Campus & Satellite Location



Onondaga Community College is a large campus noted for its rolling hills and views of the city of Syracuse and the surrounding countryside. The College's main campus includes eight academic buildings, a modern student center, a recently renovated library, four residence halls, a 60,000 square foot multi-purpose arena with flexible seating for up to 6,500 people and a six-lane indoor track, an early childhood education center, an on-campus YMCA, and a "smart home" that functions as both a retreat center and living lab for teaching and learning.

Athletic facilities are state-of-the-art. Lazer Stadium is a lighted field equipped with a turf surface, a press box, ticket and concession booths, and seating for up to 2,000. Lazer Stadium is the home of the formidable OCC Lazers Men's and Women's Lacrosse teams and Men's and Women's Soccer. The College's Baseball and Softball Complex has similar accommodations and seating for nearly 600 spectators, serving as the home field for the OCC Lazers baseball and softball teams as well as visiting teams and leagues from around the region.

The Whitney Applied Technology Center, a 200,000 square-foot building constructed in 1999, houses OCC's specialized career and technical programs. The institution has prioritized teaching and learning in its facilities planning and implementation, steadily involving faculty in the imagining and design of modern teaching spaces for today's students. In Summer 2015, the College completed renovations in the building that established a new classroom and modern business center, the Whitney Commons, which simulates for students real-world working environments with flexible seating, multiple flat screens, shared learning technology, and a scrolling "ticker tape" featuring the latest prices and news from stock markets around the world. A high-tech interdisciplinary classroom featuring cutting edge instructional technology including interactive whiteboards and wireless connection for student devices to monitors was designed and constructed in 2018. The Electrical Technology and Mechanical Technology labs were also recently renovated and expanded in response to growing demand, and a new Drone Technology lab was created in 2020.

The College's facilities, the result of a shared commitment and steady investments by Onondaga County and the State of New York, are among the institution's most significant assets that are recognized throughout the community and the region. In addition, the institution has invested in modern technology, providing high-tech computer labs, modern equipment to facilitate collaboration, wireless access and charging stations throughout campus, and much more, all designed to provide students with the services they need to succeed both in college and in their future careers.

The Liverpool satellite location, a single, one-story building, has seven classrooms, a computer lab, offices, and easy access for students in northern Onondaga County. Classes are offered during the spring, summer, and fall semesters and cover a variety of topics, including degree-specific requirements and SUNY General Education credits.

STUDENT LIFE

Four state-of-the-art student residence halls house nearly 900 students. The residence halls are single and suite-style rooms, and some floors are organized into Living Learning Communities. The "Lazer Line" shuttle service provides students with transportation across campus. More than 25 active student clubs and organizations are organized, including the Student Association and an award-winning chapter of international honor society Phi Theta Kappa, which received five-star status in recognition of its outstanding achievements and leadership.

In addition, there are numerous student support services that focus on fostering student growth and preparing them for success, including personal, financial, spiritual, and social needs. The goal is to create and maintain an engaging and safe campus environment that has an appreciation for the diversity present on our campus and in our community.

[Click to access The College's Viewbook](#)



The Foundation

The Onondaga Community College Foundation has operated since 1980 and is governed by a 25-member Board of Directors consisting of community leaders, business and industry professionals, student representatives, a representative of the Board of Trustees, and the College President, who serves as an ex-officio voting member.

The OCC Foundation maintains net assets of nearly \$20 million and more than \$1 million is awarded each year in the form of student scholarships, emergency aid, student support and activities, capital support funding, and faculty and staff professional development.

In 2020, the OCC Foundation launched the Lazer Response Fund to support students' unprecedented needs for support due to the COVID-19 global pandemic and raised \$100,000 in less than 90 days. In addition, the OCC Foundation conducts a number of appeals and fundraisers, including the first-ever "OCC Cruise & Views" classic car show which brought more than 200 classic cars to campus and raised more than \$15,000 to support OCC students and programs such as the College's Automotive Technology program. Other recent philanthropic efforts included the first virtual fundraiser, Whiskey & Wisdom, which raised nearly \$20,000 in fall 2020, an alumni-based appeal for the Alumni Faces recognition program, various employee and community appeals, as well as individualized fundraising opportunities and a campus naming program.



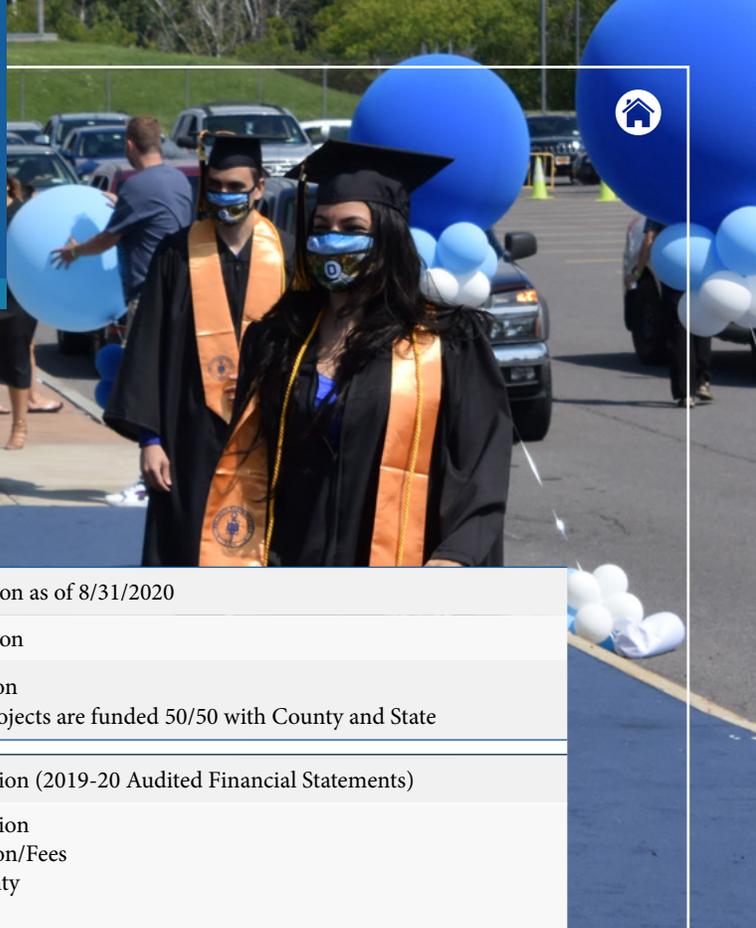
Points of Distinction

STUDENT CENTRAL

- OCC was the first public college in the nation to partner with Barnes & Noble College on the “Box of Books” program, which provides students with flat-rate, predictable pricing for textbooks and technology.
- Helping students succeed is a key element of the College’s Strategic Plan, **Lazer Focus**, and its partnership with Achieving the Dream, a nonprofit organization dedicated to closing equity gaps and helping all students succeed, regardless of income or race.
- OCC’s commitment to sustainability, environmental responsibility, and keeping central New York a beautiful place to live has earned it recognition as one of “The 10 Best Green Schools in America 2018” by The Knowledge Review, a “Green College” by the Princeton Review, and a “Cool School” by the Sierra Club.
- The College’s Public Safety and Training Center (PSTC) has been formally recognized for innovation by The United States Department of Justice.
- Sports continue to be a pillar of student involvement on campus and OCC’s 17 NJCAA athletics teams. The Lazers have won 16 national championships including men’s lacrosse, women’s lacrosse, men’s basketball, and men’s tennis.
- In 2018, OCC was awarded a \$3 million grant from the U.S. Department of Education to support the college’s Guided Pathways to Success (GPS) initiative. This five-year project includes development and implementation of structured program maps with clear paths to completion, careers, and transfer; common first-year learning outcomes; structured supports, including enhanced intake processes and evidence-based coaching; and accelerated developmental pathways to increase college completion rates.
- OCC was named as the higher education partner for three New York State Education Department-funded Early College High Schools in 2018. These programs are focused on an aligned STEM pathway in Computer Studies, Engineering Science, or Math/Science and Students have the opportunity to enter in the 9th grade with the ability to graduate high school concurrent with receiving an associate degree from OCC.
- In March 2020, Onondaga Community College joined with the rest of the nation and the world to respond to the COVID-19 global pandemic. In addition to a rapid pivot to remote operations that were necessary to stop the spread of the virus, the college community stepped up to donate medical supplies such as face masks, sterile swabs, and surgical and protective gowns that were in immediate demand by local health care facilities. OCC’s Nursing faculty also participated in the response, working long hours in testing sites. The campus and broader community also raised more than \$100,000 for a student relief fund.
- Throughout the pandemic, the OCC ended with surpluses for years ending June 30, 2020 and June 30, 2021.



Key Indicators



Investment in Plant, less depreciation	\$123 Million as of 8/31/2020
Plant Replacement Insured Value	\$205 Million
Cost of Operating Physical Plant: Deferred Maintenance:	\$8.3 Million Capital projects are funded 50/50 with County and State



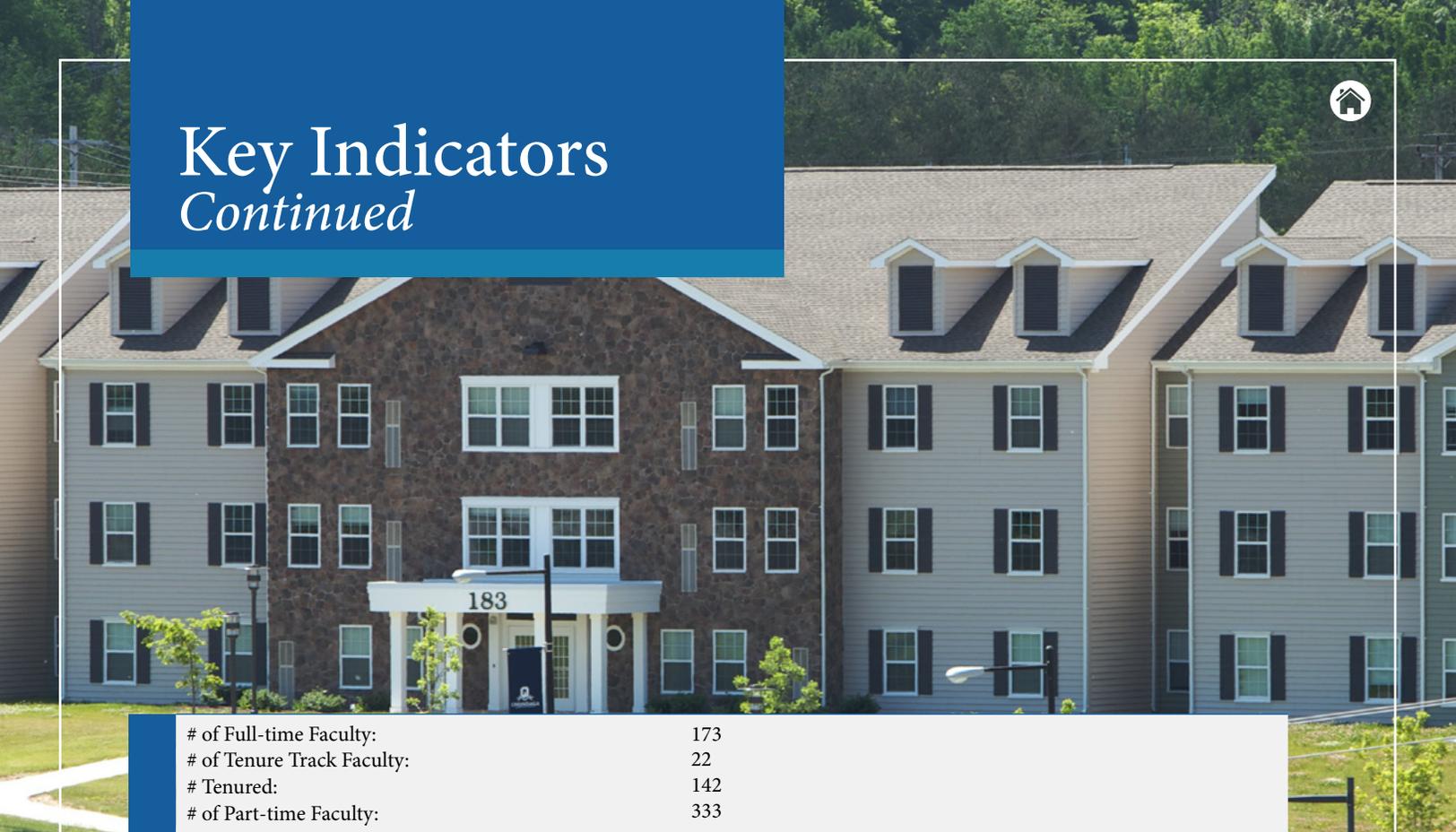
Endowment/Foundation	\$11.3 Million (2019-20 Audited Financial Statements)
Operating Budget: Year ending 8/31/2020 Revenue Mix:	\$66.8 Million 42% Tuition/Fees 15% County 30% State 13% Other
Federal Grants:	\$2,215,200
Operating Budget per FTE: (Based on 5,686 FTEs for 2019-2020)	\$11,744
Tuition & Fees:	
In State:	\$5,754
Out-of-State:	\$10,844



FTE Student Enrollment for fall 2020:	5,256
Total Headcount:	8,545
Full-time:	3,613 (42%)
Part-time:	4,933 (58%)
% Developmental Mathematical Programs	9.3%
Non-Degree Seeking: Enrollment:	3,554
Student Diversity Statistics:	
Asian	257 (3%)
Black	929 (11%)
Hispanic	427 (5%)
Native American	94 (1%)
Multiple races	290 (3%)
White	3,897 (46%)
Unknown	2,626 (31%)
First Year Retention Rate (first time, full time, degree seeking) Fall 2020 to Fall 2021	47.5%
# Of Degrees Awarded 2020-2021 academic year:	1,049
# Of Students Transferring to 4-year Institutions (Fall 2020-Fall 2021):	1.190



Key Indicators Continued



# of Full-time Faculty:	173
# of Tenure Track Faculty:	22
# Tenured:	142
# of Part-time Faculty:	333
Faculty Diversity (Full-time):	Asian: 6 (3%) Black: 7 (4%) Hispanic: 4 (2%) Two or more races: 1 (1%) White: 155 (90%)



Average Faculty Salaries:	\$71,667
Starting Salary:	\$49,084
Student/Faculty Ratio:	19:1
Sports Programs:	15
Men:	7
Women:	8

Unions: Faculty, Staff, Administration

The college has three collective bargaining units: Faculty, Staff (CSEA) and Professional Administrators. Currently the CSEA collective bargaining agreement is negotiated by Onondaga County and OCC is represented in the process. Faculty and Professional Administrators agreements are in place through August 31, 2024.



Library Holdings 661,284 (88% are digital)

Outsourced Departments Bookstore, Fitness Center & Food Service

Board of Trustees 10 Trustees – 5 appointed by the Governor, 4 appointed by the Onondaga County Executive, and 1 student Trustee elected by the student body.

Challenges & Opportunities



- OCC, like the other community colleges in the SUNY system, has experienced a decline in enrollment over the past decade. This decline was further exacerbated by the COVID-19 pandemic. Developing strategies and initiatives to stop and reverse the enrollment decline, while simultaneously maintaining and ensuring the financial health and stability of the College, will be a major priority for the next President.
- OCC has implemented programs and initiatives to meet the diverse needs of its students to ensure they complete their educational, career, and personal goals. However, the student retention rate contributes to the enrollment decline. The next President is expected to be passionate about student success and ensure that students receive the “wrap-around services” they need, and that students have pathway plans that lead them to timely degree and certificate completion, transfer, or entry into or advancement in the workforce.
- Residents of Central New York have many institutions of higher education in the region from which to choose. The next President can build on the college’s reputation through extensive outreach and innovative responses to student and community needs. This entails creative branding and marketing strategic priorities to reach and recruit students, with a focus on opportunities and access for potential students living within the City of Syracuse, including adult learners and incumbent workers needing to retrain or upskill to meet the needs for the workforce in Central New York.
- The communities and neighborhoods near the College and in other parts of Central New York vary greatly with respect to demographic characteristics such as age, gender, race, ethnicity, educational attainment, and income levels. Additionally, Syracuse is a sanctuary city and as a result, many individuals seeking opportunities to change the trajectory of their lives relocate there. The next President is expected to maintain a highly visible and engaging presence in the different communities to acquire a thorough understanding of how OCC can best serve them.
- OCC is deeply committed to diversity, equity and inclusion and has an [equity statement](#) that says, in part “At Onondaga Community College, equity permeates all we do. We believe everyone should have access to higher education and be treated equitably and fairly as a member of our community. Our institution recognizes the structural barriers and histories of systemic discrimination that have limited opportunities for marginalized, underrepresented, and underserved groups. We are invested in addressing the imbalances of power that contribute to patterns of exclusion and disparities in access to education, retention, and completion.” The next President will ensure that the College maintains and continues to demonstrate its commitment to equity in every area of the College.
- OCC’s faculty and staff are dedicated to meeting the needs of students and the communities the College serves. Faculty and staff represent a wealth of knowledge and expertise. The next President will want to collaborate with faculty and staff and draw on their expertise and knowledge in determining the best path forward to meet the diverse needs of students and the local region.



Challenges & Opportunities *Continued*



- The College has an outstanding reputation in the area and tremendous support from leaders in education, government, business and industry, and non-profit organizations. The next President will build on the College's existing support and the strong reputation of OCC in the region to expand strategic partnerships and coalitions that will assist the College in strengthening its programs and services and identifying and securing additional sources of revenue.
- Changing labor market trends require a continuing focus on curricula and programs. The next President is expected to strengthen the College's position as an economic driver in the region through the expansion of workforce initiatives, brokering mutually beneficial partnerships and coalitions with public and private sector interests. Such connections will prove beneficial as the Colleges seeks to keep its programs in alignment with changing workforce demands.
- A large majority of the employees at OCC belong to a collective bargaining organization and the College operates within a shared governance system. The President will welcome the opportunity to work collaboratively within a unionized campus and a shared governance system that provide the framework for the next President to benefit from listening to the voices of faculty and staff throughout the College.
- The College's most recent strategic plan, [Lazer Focus: 2016 -2021](#), reflects the College's ongoing commitment to ensuring equitable access and success for students, particularly traditionally under-represented students; linking workforce programs directly to local and regional employer needs; building institutional capacity; and ensuring adequate resources to support student success. The next President will have the opportunity to work with the Board and College community to assess the outcomes of the plan, and to develop a new strategic plan to guide OCC as it seeks to strength its programs and services, and to determine the proper balance between liberal arts and career and technical programs to meet the needs of its diverse student body and the diverse communities it serves.
- The College has recently been organized into Schools that house academic programs which effected staffing changes. The next President is expected to review and analyze the organizational structure and staffing levels to determine the optimal system to meet the needs of students, faculty and staff, and the diverse communities the College serves.

Professional Qualifications & Personal Characteristics



- An earned doctorate from a regionally accredited institution
- Significant and progressive administrative experience in higher education, preferably at a community college
- Higher education faculty experience strongly preferred, especially at a community college
- Demonstrated thorough understanding of and a commitment to the mission of a comprehensive community college
- Possess the financial acumen to address budget realities in the changing higher education landscape
- A visionary and transformative leader with excellent communication and interpersonal skills; high emotional intelligence; an active listener with a sense of humor who is humble, visible, approachable, engaging, compassionate, and empathetic
- Demonstrated history of supporting initiatives that promote diversity, equity, and inclusion for students, faculty, staff, and constituents; sensitivity to diverse learning styles and needs of students and a passion for leveling the playing field so that all students can experience success
- Understanding the changing role and significance of technology in the delivery of education and services for students
- Ability to establish and maintain a positive, collaborative, and transparent relationship with the collective bargaining units
- Demonstrated belief in the value of shared governance and success in operating within a shared governance environment
- A record of welcoming diverse opinions to inspire and empower others to engage in a strategic and comprehensive student success agenda using evidence as a guide to decision making
- Demonstrated in-depth knowledge of workforce and economic development and an understanding of the integral role the College as an economic driver for the region to meet the workforce needs of area employers
- Ability to advocate successfully on behalf of the College with public, private, and governmental entities and leaders; demonstrates the skills and expertise to raise funds from individuals as well as public and private sources

Application Procedures



Completed applications are due by December 6, 2021. To ensure full consideration, please submit:

1. A current resume or CV;
2. A cover letter addressing the position; and
3. The contact information for three professional references. Submit your application securely through our website by clicking [here](#)

FOR FURTHER INFORMATION:

Jesse Thompson
Senior Consultant and Director of
Community College Searches
(617) 901-4880
OCCPresident@rhperry.com

Gene Gickman, PhD
Senior Consultant
(847) 313-5520
OCCPresident@rhperry.com

RH PERRY & ASSOCIATES
206 East Chestnut Street
Asheville, NC 28801
www.rhperry.com

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