



# Governance Gazette

the newsletter of Brookdale Governance

September 2006

## Chair's message

Welcome to a new year in Governance! We have an exciting year ahead of us. The Steering Committee has worked diligently these past few months to create charges covering a broad range of topics, including a college-wide review of a newly drafted Website regulation. Created in response to last year's Governance recommendations on internal communication, this regulation now comes full circle through the Governance process.



We also have a record number of charges of special interest to students, covering such topics as student government, Dean's List requirements, non-traditional ways of earning credit, and creating a green campus. I hope everyone will encourage students to attend Forum meetings to share their perspectives on these issues. This year especially, we have a wonderful opportunity to model for Brookdale students how an active, committed group of people can work together to effect positive change. Thanks to the support of President Burnham and the enthusiastic work of our membership, I am confident we will do just that!

Join us at the first Forum on September 19<sup>th</sup> in Navesink III to learn more about this year's charges and for discussions on the Matrix and the ESMP. You will also get an update on the College Smoking Policy and on facilities improvements for individuals with disabilities. See you at the Forum!

Kathy Vasile  
Governance Chair

## September 19 FORUM MEETING

**11:45 in NAVESINK III**

*\*Also on Bluesnet and broadcast to  
Western Monmouth\**

### Agenda

1. Review of major issues of the year and the associated Standing Committee Charges.
2. Presentation on the Educational Services Master Plan, given by Maggie McMenamain.
3. Discussion on the '08 Matrix, led by Institutional Planning and Effectiveness Committee co-chairs, Arnold Gelfman and Jess LeVine.
4. Update on Smoking and ADA issues, given by Lou Goetting.

## STANDING COMMITTEE CHARGES ASSIGNED

In consultation with Dr. Burnham, the Steering Committee has prepared the following Charges for the Standing Committees for the academic year 2006-07.

**TO: ACADEMIC COUNCIL**

**CHARGE: DISCONTINUANCE OF COURSES**

1. Review the "Instructions for Course Revisions or Deletions" in the Curriculum Handbook.
2. Develop specific criteria for the discontinuance of courses.
3. Recommend changes to the Curriculum Handbook Instructions and Forms for Course Deletions.

### Explanation:

At the end-of-year Governance Retreat (5/12/06), Executive Vice President McMenamain raised the issue of "institutional

renewal” and emphasized the necessity of “letting go of some old courses and programs” while developing new offerings. There are more than 800 courses listed in the current (2006-2007) College Catalog, many of which do not run on a regular basis or have not been offered in years. Having courses in the catalog that are not actually available to students may have negative implications for student retention and program completion, as well as community perception of the College.

Last year, Academic Council updated College Regulation 5.0007R (*Establishment, Evaluation, and Discontinuance of Courses and Programs*) to make it consistent with current processes and to reflect Brookdale’s current Vision, Values, Mission and Goals. The revision was passed by Forum members on May 2 and approved by Dr. Burnham on June 5, 2006 who noted “this revision complements current procedures and nicely reflects the work done last year by Academic Council with the revision of the Curriculum Handbook.”

What the revised Regulation and the Curriculum Handbook lack, however, is the identification of *specific criteria* by which a course should be deleted. The “*Course Revision or Deletion Form*” is the vehicle by which courses can be deleted, and the “*Instructions for Course Revisions or Deletions*” in the Curriculum Handbook puts forth very general factors to be taken into account when considering a course for deletion, such as the “course’s congruence with Brookdale’s mission of responding to the county’s changing educational needs.”

**TO: ACADEMIC STANDARDS**

**CHARGE: NON-TRADITIONAL METHODS OF EARNING ACADEMIC CREDIT**

1. Identify all avenues the college offers to receive credit through non-traditional methods.
2. Identify processes and procedures already in place for each method.
3. Recommend guiding principles to promote consistency in the awarding of academic credit for non-traditional learning.

**Explanation:**

Although the majority of students at Brookdale earn credits in the traditional way by enrolling in academic courses, a growing number of students earn credit through other, non-traditional means, ranging from CLEP tests, to course challenge tests, to taking OBCD courses for credit. While some of these methods of earning credit for prior learning have clear procedures in terms of processes and people who administer them, others at the college do not. Student access to education is a core value of Brookdale. Ensuring that all avenues for receiving credit have clearly defined and consistently applied procedures will allow a greater number

of students the opportunity to earn credit and further their education at the College.

**TO: ACADEMIC STANDARDS**

**CHARGE: STUDENT RECOGNITION**

1. Review College Regulation 5.0032R *Recognition of Student Achievement*.
2. Evaluate standards for achieving Dean's List recognition in comparison to other New Jersey colleges.
3. Update College Regulation 5.0032R and recommend any necessary changes to this regulation to ensure that Brookdale students are held to equitable standards for Dean's List recognition.

**Explanation:**

In response to the Honors Committee’s 2005-2006 charge recommendations, Dr. Burnham said, “I would like to discuss with Steering if we should look at changing the current qualification for the Dean’s List from 3.7 to be in line with the Honor’s regulation of a 3.5 GPA.” Most colleges in New Jersey use a GPA of 3.5 or slightly lower as the qualification for their Dean’s List or other comparable student recognition.

**TO: COLLEGE LIFE**

**CHARGE: GREEN INITIATIVE**

1. Identify how Brookdale is addressing environmental issues/concerns.
2. Recommend initiatives that:
  - a) Address the immediate concerns of recycling and storm drain pollution
  - b) Promote an institutional culture that fosters a sustainable green campus.

**Explanation:**

Environmental issues have always been important to the college community. The College Life Committee’s previous recommendations regarding environmental issues, such as smoking on campus, have had very positive results. Other environmental issues need attention, such as the impact of storm water runoff on the reservoir and meeting our recycling responsibilities. There are actions that we as an entire college community can take to mitigate these and other issues. The most effective change will result from awareness, behavioral changes, and action.

**TO: COLLEGE LIFE**

**CHARGE: COLLEGE-WIDE WEB SITE REGULATION DRAFT**

1. Review the draft of College Regulation 2.9001R *College-Wide Web Site development Standards and Best Practices*.
2. Recommend any changes.

**Explanation:**

The College Life Committee presented guidelines on internal communications, which were approved by the Forum in May 2006. The committee also requested regulatory language to establish standards and protocols and ensure efficacy in internal communication. The College Website was identified as one of the most frequently used forms of communication and one of the most compelling in need of improvement. In response to the College Life Committee's recommendations, a draft of College Regulation 29001R—*College-Wide Web Site Development Standards and Best Practices* has been written by the College Relations Department. Participatory governance mandates that those "affected by college-wide policies, regulations, practices, and procedures have the right and responsibility to participate in developing, reviewing and recommending them." Because this regulation will affect all members of the Brookdale community, all constituencies should have an opportunity to review and respond to this important regulation early in the process.

**TO: INSTITUTIONAL PLANNING & EFFECTIVENESS**

**CHARGE: PLANNING MATRIX**

Provide input on the development of the Institutional Planning 2008-2009 Matrix.

**Explanation:**

As part of the College's planning cycle, a comprehensive review of the internal and external research data available for planning is needed to determine recommendations for modifications to the Matrix.

**TO: INSTITUTIONAL PLANNING AND EFFECTIVENESS**

**CHARGE: INSTITUTIONAL EFFECTIVENESS**

Review and update the Major Indicators of Institutional Effectiveness.

**Explanation:**

This charge is carried over from 2005-2006 and will be an ongoing charge to this committee every year.

**TO: PROFESSIONAL DEVELOPMENT**

**CHARGE: ANALYSIS OF EXPENDITURES**

1. Create a database of the college's professional

- development past expenditures.
2. Analyze this database for spending patterns, underserved areas, trends, and indicators for broader programs.
3. Communicate the findings of the analysis with recommendations for future professional development needs.
4. Update the Professional Development Operations and Resource Guide, 2003-2004 in relation to funding procedures.

**Explanation:**

Employee engagement and professional development are among the hallmarks of an effective institution. In a context of recent budget cuts and restructuring within the institution, the college has an opportunity to take a new look at where and how it disperses its professional development monies with an eye toward maximizing resource allocation and identifying underserved constituencies. In this process, it is also important to update procedures to ensure efficiency of operations.

**TO: PROFESSIONAL DEVELOPMENT**

**CHARGE: MENTORING**

1. Identify current mentoring opportunities available to BCC employees.
2. Determine "best practices" for mentoring.
3. Develop guidelines for mentoring in a de-centralized environment.

**Explanation:**

This charge is carried over from 2005-2006. As stated in the College Institutional and Organizational goals, "*Brookdale encourages and strengthens the highest levels of teaching and service excellence through.....appropriate development of efforts to enable them to continue their pursuit of excellence in teaching and service.*" A method in which the College can support the development of college personnel is through a mentoring process. In order to provide mentoring for all employees of Brookdale, there is a need to identify what mentoring opportunities currently exist at all locations. Once this assessment is complete, best practices must be developed in order to provide quality mentoring for all employees in a de-centralized environment.

**TO: STUDENT DEVELOPMENT**

**CHARGE: STUDENT GOVERNMENT**

1. Identify current opportunities for student input into the decision making process at the College, including the Student Life Board.
2. Examine existing student government models at other like institutions.
3. Recommend a student government model which

will provide opportunities for student leadership development and input in the decision making process at the College.

4. Determine the relationship, if any, between the recommended Student Government model and the Governance system at Brookdale.

**Explanation:**

According to the draft version of Matrix '07-08, presented at the May 2006 Governance Forum, an institutional priority of the college will be to "Increase opportunities for student input, leadership, and service." A concern has been raised that there are limited formal organized channels for the collective student body to have input into in the college's decision-making process. The college has been fortunate to have several extremely involved committee/club representatives and Graduate Trustees who have represented the voice of the students. In addition, there are fourteen student representatives on Governance. However, some issues of concern to students may fall outside the purview of the collegial Governance system. As the college continues to grow and become more decentralized, knowledge of the interests, needs and expectations of the student body become more crucial in the planning process.

**TO: STUDENT DEVELOPMENT**

**CHARGE: STUDENT SERVICES**

1. Report on the characteristics of the emerging cohort of students entering Brookdale over the next 5 years.
2. Identify the implications these characteristics have for the provision of student services.
3. Make recommendations for addressing these needs to promote student SUCCESS.

**Explanation:**

This charge is carried over from 2005-2006. According to the college mission, "Brookdale Community College is committed to opportunity with excellence, opportunity with accessibility, and opportunity with appropriate support, to enable success." The availability of appropriate student support services is guaranteed through Brookdale's *Commitment to the "Open Door"*, *Commitment to Quality and Excellence*, *Commitment to the "Total" Student*, and *Commitment to Extended Access in the Context of "One Brookdale"*.

Anecdotal evidence and outcomes of recent research conducted by the Planning Assessment and Research Office suggests that the characteristics of the emerging student population may offer a new challenge to the delivery of college services. Therefore, the college must examine the characteristics of these students and take a critical look at the preparedness of our current student support services to assure our commitments to the "open door" and to the "total student". This examination will enable the college to

develop strategies to encourage student success as the needs of the student population change in the future.

**ISSUES**

**Institutional Planning and Effectiveness Committee Planning Matrix**

The Institutional Planning and Effectiveness Committee (IPEC) held a half-day retreat in July. Facilitated by Sondra Cannon and Linda Milstein, the members, through a process called Appreciative Inquiry, developed a clearer definition of IPEC's mission and roles and began the identification of strategies to maximize its effectiveness. One of those strategies was to hold focus groups with members of the campus community starting with full professors. These focus groups would solicit input on those future directions/initiatives that would help make Brookdale "the best that it can be."

The concept of the focus groups starting with full professors was brought to the division chairs in late August. The recommendation was made that they be held on the second Faculty Day during the 8:00 to 9:30 AM slot when the only other scheduled activity was for those involved with program review. The division chairs agreed to recommend the experience to full professors who were not in the program review mode. Within just a few days, 20 full professors signed up. This article is being written just hours after that event occurred so just a few points can be cited here. **Nevertheless, it should be noted that of the 20 full professors that signed up, all 20 attended.** And four additional full professors whose names had not been forwarded also attended. That spoke volumes about the quality and commitment of the participants. The results/outcomes will be shared with those who participated before being disseminated further.

Prior to the July session, IPEC formulated its recommendations for the fiscal 2008 Matrix. These were based on input from many meetings during the academic year and two Governance Forum presentations. These recommendations were then forwarded to the President's Cabinet which during the course of the summer developed a series of drafts. IPEC will be considering the latest draft (#7) at its first meeting of this academic year. A preliminary review by the co-chairs seems to indicate that most of the IPEC recommendations have been included in one fashion or another. A more detailed discussion will occur at the next Governance Forum after IPEC has had the opportunity for a further review. Attached to this Gazette is the draft Matrix as it looked in Draft 7

At its first meeting of the academic year, IPEC will also discuss other ways to increase its effectiveness. One possibility will be the development of vehicles for discussing major forces (both internal and external) that shape Brookdale's present and future. You may see some of

these vehicles unveiled at a Forum so please do not be surprised.

## REPORTS

### RESPONSE FROM THE PRESIDENT

In June 2006, Dr. Burnham sent a memorandum to Steering with the following comments on the 2005-2006 Governance recommendations:

Congratulations on another incredible year of collegiality and governance. The "Special Year-End Issue 2005-2006" of the Governance Gazette should be required reading for all College employees; it succinctly portrays the "One Brookdale" philosophy as well as the energy and dedication of all involved. You have a great deal to be proud of Dave and Kathy.

Welcome aboard Maria – I look forward to working with you in the coming year.

Per the recent Forum recommendations:

#### Academic Council: Establishment, Discontinuance and Evaluation of Courses and Programs

I find the updating of [College Regulation 5.0007R](#) timely, with the revision of the Educational Services Master Plan in process, and the need to develop new courses and programs and/or revise outdated curriculum. This revision to 5.0007R complements current procedures and nicely reflects the work done last year by Academic Council with the revision of the Curriculum Handbook. I expect the Council to be rather busy over the next few years as the ESMP evolves through Educational Services and

Governance. **I approve this revision**, and thank the Council for their diligence and attention to detail.

#### Academic Standards: Fast Start Program, Dual Enrollment Programs, Tech Prep Program

**I approve the [Fast Start Program Regulation 6.6000R](#)**, and thank Standards for replying so quickly to the Administration's need to act proactively with the home schooled population when this subject was broached last Fall. Your responsiveness to the needs of our students is commendable.

The Regulation [Tech Prep Program](#) has been assigned as **6.6002R: I approve this new regulation** and thank Standards for helping to clarify these relationships.

I have concerns about the new **Dual Enrollment Regulation**, assigned as **6.6001R** and would like to **reserve a final decision till late summer 2006**. I realize that a great deal of discussion took place, at the Forum and in committee; however, I am concerned that the regulation, as written, will have a serious impact on the existing partnerships we have with the Monmouth County Vocational School District (MCVSD). At the very least, I would ask

that we delay implementation of this regulation pending discussion with the MCVSD about our changing requirements, to enable them to review and revise their programs, and/or make a decision to waive the Accuplacer requirement for our existing partners until a more satisfactory solution can be found. I would like to **ask Dr. McMenam, and Deans Kegelman and Palumbo to respond to me, within 45 days**, on their recommendations concerning this regulation before I make a final decision.

#### College Life: Internal Communication

I was fortunate to be in attendance at the Forum when College Life presented their recommendations; they did an excellent job categorizing and developing guidelines for effective internal communications. I agree wholeheartedly that standards and protocols are needed, as well as a specific college regulation addressing internal communication. I will work with EVP's Goetting and McMenam to sort out the best way to proceed in this case and **will report back to Steering within 45 days**.

#### Basic Skills: Consolidation of Regulations 5.0029R and 6.1501R into Basic Skills 5.0034R

I am very aware of how much time and effort went into the revision/consolidation of this Basic Skills Regulation; having started my own career in this area, I know how complex this issue is. I want to thank the committee for their diligence, and the chairs for their later clarification of Dr. McMenam's questions concerning the final regulation (5 May 2006, memorandum from Mary Beth Boylan and Laura Miceli to Deans Kegelman and Palumbo).

I ask that **Steering convene a special meeting with Dr. McMenam, and Deans Kegelman and Palumbo**, and any other parties they feel would add to the discussion, to discuss this regulation, and report back to me on its efficacy given some of the concerns raised by Educational Services concerning its implementation. At that time, **I would like Steering to either re-affirm the Forum's recommendation or suggest an alternate course of action to me**.

I want to thank you David and Kathy, members of Steering, committee chairs and committee members for your diligence, enthusiasm and professionalism throughout this past year. The scheduling of special Forums, flexibility with scheduling, and the scholarship which informed so many discussions, made this another banner year for collegial Governance. I look forward to our continuing discussions, particularly as we begin the Middle States Self Study in earnest.

Thanks again.

#### **Report on the May 12<sup>th</sup> Governance Retreat**

David Stout, Chair of Governance, began the retreat by welcoming everyone and thanking them for their hard work through the year. He then introduced Dr. Burnham who commended David and Kathy for their commitment to our shared decision making process of Governance. The president identified the evolution of the physical plant,

utilization of technology to support institutional growth, as well as, the relationship between academics, technology and collegial governance at all levels of the institution as critical issues for 2006-2007 year.

Dr. McMenamain talked about emerging themes from the ESMP: Development of new academic programs, changes in the TLC and the need for collaboration between the credit and non-credit side of the college. She indicated the institution's intention to expand partnerships with high schools and to explore ways to foster learning communities on campus. She concluded her remarks by thanking David and Kathy for their hard work.

The retreat continued with a brief update of the Middle States Process by Jayne Edman, Co-Chair of the Middle States Committee. She discussed a number of items that emerged from the Middle States review of documents that may be related to Governance charges.

Next, members broke into groups to brainstorm for possible charges for the 2006-2007 academic year. The retreat concluded after David Stout recognized each member of the Steering committee for his or her hard work and support during the past year. He passed the gavel to Kathy Vasile the next Chair of Governance.

## STEERING COMMITTEE MEMBERSHIP

The Steering Committee membership for 2006-2007 is as follows:

Chair: Kathy Vasile  
 Vice-chair: Maria Fernandez  
 Past Chair: David Stout  
 Ex-officio: Louise Horgan

Faculty-at-Large: Phyllis Shafer  
 Earl Teasley  
 Administrative/Exempt: Linda Mass

Staff: Eric Johanson  
 Carolyn McCreesh  
 Laura Longo

Student: Dane Stephenson  
 Confidential Executive Secretary President's office:  
 Sue Kenney

## STANDING COMMITTEE MEMBERSHIP

There are six Standing Committees of Governance: Academic Council, Academic Standards, College Life, Institutional Planning and Effectiveness, Professional Development, and Student Development.

For your information, here is a list of the membership and chair(s) of each committee. Please contact any member if you are interested in attending the meetings, or if you are interested in any committee vacancies contact Kathy Vasile at ext. 2496 or [kvasile@brookdalecc.edu](mailto:kvasile@brookdalecc.edu)

### ACADEMIC COUNCIL [MAC 210]

**Faculty:** Dan Leyes (Arts/Comm.)  
**Co-Chair:** John Mensing (Busin./Comp.)  
 Joe Varone (English)  
 Barbara Burk (Health Sciences)  
**Co-Chair:** Ellen Musen (Math)  
 Bill Templeton (Sci./Tech.)  
 Tony Snyder (Social Sciences)  
*vacant* (Stu.Dev.Sp.)  
 Alice Dressner-Ehrlich (Stu.Dev.Sp.)  
 Karen Topham (Librarian)  
**Admin/Exempt:** Pat Wuelfing  
**Staff:** Peter Geiselman  
 Amy Gingold  
**Ex-officio:** Nancy Kegelman (Dean, Academic Affairs)  
 Mindy Way (Basic Skills)  
 Megan Marich (Asst. Registrar)  
 Ann Tickner-Jankowski (Articulation)  
 Gail Harrigan (Gen. Ed.)  
 Eric Goll (Honors)  
**Students:** *Vacant* (2)  
**Steering Committee Liaison:** Laura Longo

### ACADEMIC STANDARDS [MAN 203]

**Faculty:** Sid Godwin (Arts/Comm)  
*Vacant* (Busin./Comp.)  
**Co-chair:** Donna Flinn (English)  
 Mitch Fisher (Health Sciences)  
**Co-chair:** Brian McKeon (Math)  
 Jim Crowder (Sci./Tech)  
 Anthony Pellicane (Social Sciences)  
 M. Beth Boylan (Stu.Dev.Sp.)  
 Karen Abramski (Stu.Dev.Sp)  
 Shay Delcurla (Librarian)  
**Admin/Exempt:** Helen Antholis  
**Staff:** John Magliacane

**Ex-officio:** Brent Costleigh (Learning Asst.)  
Maggie McMenamin  
(Exec.V.P. Ed/ Student/Outreach Services)  
Kim Toomey (Registrar)  
Jim Cody (Basic Skills)  
Nancy O'Shea (Testing Center)

**Students:** *Vacant (2)*

**Steering Committee Liaison:** Maria Fernandez

**COLLEGE LIFE [MAC 204]**

**Faculty:** John Bukovec (Arts/Comm)  
*Vacant (Busin./Comp.)*

**Co-chair:** Roseanne Alvarez (English)  
Eileen Kelly (Health Sciences)  
Arminda Wey (Math/Science)  
Cari Gigliotti (Sci./Tech.)  
George Reklaitis (Social Sciences)  
Ellie Horgan (Stu.Dev.Sp)  
*Vacant (Stu.Dev.Sp)*

**Admin/Exempt:** Tammy Dietrich  
Jill Zupanivic

**Staff:** *Vacant (2)*

**Ex-officio:** *Vacant (Assoc.Dir. Student Life/Activities)*  
Marie Lucier -Woodruff  
Ex.Dir. Bus/Com Development)  
Gregg Chamra (Ex.Dir., Auxiliary Services)  
Richard Frank (Ex.Dir. Fac.)  
Pat Golden, (Diversity Mgmt. Officer) Diversity Council Representative  
William Sanford (Chief, Police)  
Elaine Foley, (Dir., Disability Services)  
Charanne Smith (Higher Education Center Administrator)  
Carol Ann Hafner (Marketing)

**Students:** Naime Endo  
Nora Leary

**Steering Committee Liaison:** Carolyn McCreesh

**INSTITUTIONAL PLANNING AND EFFECTIVENESS [MAN 205]**

**Faculty:** *vacant (Arts/Comm)*  
*Vacant (Busin./Comp.)*  
Brandon Gramer (English)  
Kathy Pultar (Health Sciences)  
Terry Healy (Math)  
Shahin Pirzad  
(Sci./Tech.)

**Co-chair:** Jess LeVine (Social Sciences)  
*Vacant (Stu.Dev.Sp)*  
Jeanne Ostrowski (Librarian)

**Admin/Exempt:** Dave Grant  
Norah Kerr McCurry

**Staff:** Maria Smith

**Ex-officio:** Webster Trammell (VP, Planning/Dev./Gov.Rel.)

**Co-chair:** Arnold Gelfman (Ex. Dir, PAR)  
George Fehr (Ex.VP Finance)  
Sue Desiderato (Asst. to Ex.VP, Ed/Stu/Outreach Services)  
Stephen Nacco (Ex.Dir. Mrkt.)  
(Ex.Dir. Info.Tec.)  
Officer)  
Louise Horgan (Ex.Asst .to Pres)  
Anne Marie Sparaco, (Asst. to Ex.VP, Admin/Operations)  
Patricia Sensi, (Dean, HR)  
Linda Milstein (VP, OBCD)

**Students:** Alex Holodak

**Steering Committee Liaison:** Earl Teasley

**PROFESSIONAL DEVELOPMENT [MAN 207]**

**Faculty:** *vacant (Arts/Comm)*

**Co-chair:** Bernice Eng (Busin./Comp.)  
*Vacant (English)*  
Karen Woolley  
(Health Sciences)

**Co-chair:** Greg Liano (Math)  
Nancy Liu (Sci./Tech.)  
Elaine Olaoye (Social Sciences)  
Yesenia Madas (Stu.Dev.Sp)

**Librarian:** Amy Clark

**Admin/Exempt:** *Vacant*  
(Administration/Operations)  
*Vacant*  
Ed/Student/Outreach Services  
Carol DiBuccio  
Mary Ann Waclawik

**Staff:** Anne Prudente  
 Lynn Johnson  
 Maryanne Drake Member at large  
*Vacant* Member at large

**Ex-officio:** Sondra Cannon (Staff  
 Dev.Spec.)

**Steering Committee Liaison:** Phyllis Shafer

<b>IMPORTANT DATES IN          SEPTEMBER/OCTOBER</b>
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September 12: Standing Committees

September 14 & 15: Chairs Meeting

September 19: Forum

September 26: Standing Committees

September 27: General Education

September 28: Honors, Basic Skills, Diversity Council

October 3: Forum

October 10: Standing Committees

**STUDENT DEVELOPMENT [MAC 209]**

**Faculty:** Joe King (English)  
 Mary Ann Krenz (Health Sci.)  
 Glenn Noe (Math)

**Co-chair:** Pat Dillon (Sci./Tech.)  
 Isaac Kanu (Social Sciences)

**Co-chair:** Torina Armstrong (Stu.Dev.Sp.)  
 Brian Oland (Stu.Dev.Sp.)

**Admin/Exempt:** Elizabeth Deignan

**Staff:** Rosemary Kochman  
 Phyllis Nicholson

**Ex-officio:** Jim Palumbo, (Dean, Enrollment  
 Mgmt & Student Affairs)  
 Richard Pfeffer, (Dir., Student  
 Affairs/Support Services)  
 Bruce Marich (Dir, Recruitment  
 Services)  
 Linda Mass (Dir., Experiential  
 Learning & Career Services)  
 Paulett Simpson ( EOF)  
 Michael Bennett (Dir, Fin.Aid)  
 Rita Marshall (Basic Skills)  
 Tammy Deiterich (Higher  
 Education Center Administrator)

**Students:** *vacant(4)*

**Steering Committee Liaison:** Linda Mass

**COLLEGE-WIDE COMMITTEE MEMBERSHIP  
 LISTS WILL BE IN THE OCTOBER GAZETTE.**