



# Governance Gazette

*the newsletter of Brookdale Governance*

February 2008

## *Chair's message*

Hello everyone,

This is an exciting time in Governance. With this issue of the Gazette we officially start the Governance election process. This is your opportunity to witness the Brookdale spirit at its best and to see, first hand, the impact that the work of the Standing Committees and College-wide Committees have on our institution. It is an opportunity to witness what makes our institution strong, what our challenges are and what is in store for us in the future. I encourage **Faculty and Staff** to self-nominate for the position of Vice-Chair of Governance. We are also soliciting nominations for one representative for Faculty, Administrators and Staff to the Steering committee. Nominations for Vice-Chair and steering positions are due by February 15, 2008. Information about the positions is included in this Gazette.

I urge each and every one of you to self-nominate for positions available in Steering or any of the standing committees. If you have any questions about the process or the positions please do not hesitate to contact me. The strength of our Governance system is based on active participation of all members of the college community. This is your opportunity to get involved!!

See you at the Forum!

*Maria Fernandez*

Governance Chair

**February 5, 2008**

**FORUM MEETING**

**11:45 in TWIN LIGHTS I & II**

**also on Bluesnet and broadcast to  
Western Monmouth HEC**

### **Agenda**

1. Middle States Update  
*Jayne Edman and Richard Pfeffer, Co-chairs*
2. Institutional Planning and Effectiveness: Matrix '08  
*Arnold Gelfman and Jeanne Ostrowski, Co-chairs*
3. Academic Council: Course Discontinuance  
*Barbara Burk and Ellen Musen, Co-chairs*

## **ISSUES**

### **Governance Election Process to Begin**

The election process for positions in Governance will begin the first week in February. First we will solicit nominations and then hold elections for the position of Vice-Chair and for the open positions on the Steering Committee.

The position of Vice-Chair is a critical one – the Vice-Chair represents a constituency different from that of the previous Vice-Chair. This year we must elect either a **faculty** or **staff** member as Vice-Chair. The Vice-Chair serves for one year and becomes the Chair the following year. The nomination can come from anyone and self-nominations are encouraged. If you nominate someone else, you should have that person's consent first. A nomination form is on page 9 of this issue.

Here are the “job descriptions” for both Vice-Chair and Chair:

### **Responsibilities of the Vice Chair**

- Write the Governance Gazette; which is published before each Forum meeting. This involves soliciting reports from Standing Committee Chairs and from any special committees, writing reports after each Forum meeting and including the complete text of any recommendations for discussion or vote.

- Serve as primary advisor to the Chair on all matters of Governance.

- Take over the responsibilities of the Chair in the absence of the Chair.

- Meet once a month with the President of the College for discussions of all matters pertaining to Governance.

- Maintain the Steering Committee listserv.

Candidates for election to Vice-Chair (Chair Elect) must have at least five years of experience at the College.

### **Responsibilities of the Chair**

- Set up and conduct weekly or biweekly meetings of the Steering Committee during the summer and the academic year to set the agenda for the coming academic year.

- Supervise the writing of the charges for the Standing Committees.

- Set agendas for all Steering Committee meetings.

- Set agendas, in consultation with the Steering Committee, for all Forum meetings.

- Meet once a month with the President of the College for discussions of all matters pertaining to Governance.

- Act as liaison to the Chairs of the Standing Committees, monitoring progress on charges.

- Advise the President on the establishment of special ad-hoc committees and task forces, when warranted.

- Preside at all Forum meetings.

- Communicate Forum recommendations to the President and engage in appropriate follow-up.

- Communicate the President’s actions on Forum recommendations to the appropriate committee and the campus community.

- Write a Chair’s Message for the Governance Gazette.

### **Compensation**

The **faculty** or **staff** member elected to the Vice-Chair position will receive compensation equivalent to one class section at the adjunct rate each semester.

### **Responsibilities of Steering Members**

In addition to participating in Steering Committee meetings (which are held year-round) and attending Forums, Steering members do the following:

- Act as a liaison to one of the Standing Committees by attending its meetings and communicating its concerns to Steering.

- Share responsibility of one function –maintaining the Governance website, keeping track of membership or recruiting students – with another Steering member.

The Steering Committee urges all of you to think carefully about the Vice-Chair position and all the available positions on the Steering Committee. Consider nominating yourself or someone you know. Nominees should have a good overview of the College and believe strongly in the Governance process.

**Candidates for Vice-Chair and the Steering Committee positions will be required to submit a 50 word paragraph highlighting their qualifications for the position. This will be printed in the ballot.**

Once the Vice-Chair and Steering elections have been completed, nominations and elections will be held for all the open positions on the Standing Committees. Once again, think about nominating people with a strong commitment to Governance who are interested in working on college-wide issues. The nomination form is included in the Gazette

**DISCUSSION REPORTS**

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## Institutional Planning and Effectiveness

Attached to this Gazette, please find the first draft of the FY 2010 Strategic Planning Matrix as developed by the Institutional Planning and Effectiveness Committee (IPEC). In order to accomplish its various charges, the committee divided into three subcommittees, one of which was tasked with recommending Matrix themes and goals for the fiscal year which will begin in July 2009 (17 months away). Under the leadership of Barbara Boyington and Dave Stout, this subcommittee met on five separate occasions during the fall to consider those goals that it predicts will emerge as the most important during that time frame. In addition, Dr. Burnham met with IPEC to share his thoughts with regard to the forces shaping Brookdale's near and long-term future. Finally, with the assistance of division and department chairs, the committee assembled a group of 26 faculty members representing all ranks and most areas to engage in a focus group facilitated by Sondra Cannon and Linda Milstein. The overriding purpose was to gain additional perspectives and input regarding desired futures for Brookdale. The fact that so many faculty would accept the invitation (just about everybody that was asked accepted) to meet in the early evening after a very busy Faculty Day speaks to their quality, commitment, and caring.

The attached document is only a draft. It represents the first year of a three-year (2010 to 2012) set of strategic initiatives. More needs to be added to show the connections with the Vision, Values, Mission, and Goals and the Major Indicators. Please review it carefully and come prepared to recommend additions, deletions, modifications, etc. After this Forum, IPEC will consider the feedback, enter into a dialogue with the President's Cabinet, and then formulate a more complete version that will be presented to the Forum at the end of the academic year. Your feedback at that time will facilitate more discussion between IPEC and the Cabinet over the summer so that a relatively complete version will be available in September and units can begin their planning and budgeting process for FY 2010.

## Academic Council

### Charge: Discontinuance of Courses

The Committee should:

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.

### Matrix Reference:

('06-'07) IIB Institutionalize a culture of data & assessment to support institutional renewal, student centeredness & the Middle States Self Study process.

### Characteristics of Excellence reference:

Standard 6 Integrity

Standard 11 Educational Offerings

**Date:** 9/6/06

### Explanation:

At the end-of-year Governance Retreat (5/12/06), Executive Vice President McMenamin 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 (05-06), 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 that "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 put 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."

Proposed Process for Deletion of Courses

Each August, the registrar will generate a list of courses that have not run within a three year period. The time period to consider is three academic years, such as 2005, 2006, and 2007 for a list generated in 2007. The definition of not running is that records show that for any semester; currently Winterim, Spring, Summer I, II, or III, or Fall; the given course did not run. Courses to be excluded from the list are all independent study or special project codes (e.g. NNNN 295)

Each course on this list will lead to an inquiry by the faculty member on Academic Council who represents its Division. The faculty member will ascertain the status of the course: whether the department intends to delete it, keep it, or modify it. The report of the status of each course will be recorded in the minutes of Academic Council. It is the responsibility of faculty in each Division to initiate the "Course Deletion" process if the faculty so chooses or to follow through with Registration and Academic Affairs if there is an error in records.

In addition, this list of courses should be available to each Program Review and Department Review committee.

One outcome of this process is the suggestion that courses that run on a schedule other than every long semester should indicate this in the course description. A Course Description change should be initiated by faculty to indicate this.

When a Course Deletion request is submitted, Division Chairs/Deans/Directors are notified so that the impact of this deletion on other disciplines can be considered. Academic Council discusses and votes upon that proposed deletion. The outcome is recorded in meeting minutes and in the *Governance Gazette*

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## REPORTS

### Report on the December 4 Forum

Maria Fernandez, Governance Chair, called the Forum to order.

The vote on the Student Email Account Guidelines was held and the Forum voted in favor of the recommendations made by the Student Development committee. Co-chairs of The College Life Committee, Roseanne Alvarez, Sarah Berkowitz and Mark Stuart, presented their first discussion on environmental principals. A major goal of the committee is to consider the various ways in which

environmental awareness can be integrated in every facet of the College. They discussed the possibility of adding the College's commitment to sustainability to the mission statement. A survey will be released to the campus community to gather information and build awareness about this important issue.

Stephen Nacco, Executive Director of College Relations, provided an update on the College's web site. He talked about the history of the site's development and the steps taken to implement the new design. He discussed the current status of the web site noting that 40 faculty members and 65 staff members and administrators have been trained on Sitebuilder, the software used to maintain web pages. Since the site is new, tweaking is still underway. He noted that future plans include: increased opportunities for faculty and staff to have their own pages, investigation of a portal for student access and establishing a Web Assistance Center for improved client service.

Maria Fernandez discussed the necessity of re-aligning committee membership to complete the process of making Diversity Council a Standing Committee. She presented the proposed deletions and additions to membership on all Standing Committees.

### Report on the January 24 Mid-Year Governance Retreat

Maria Fernandez welcomed everyone to the Governance Mid-Year Retreat and introduced Dr. Peter Burnham. He congratulated everyone involved in the Middle States document review on the excellent job done in the first phase of the process and briefly discussed the Middle States visit that will take place on April 13-16. He noted that the chair of the Middle States Visiting Team was impressed with the work done so far. Dr. Burnham spoke of the importance of the new Academic Deans involvement in the Governance process and expressed the need for flexibility in considering deans as committee members. Dr. Burnham pointed out the extensive work done by the General Education Committee regarding transfer credits and the Lampitt bill. He applauded and thanked the members and chairs of all Governance committees for their hard work, and underscored the importance of Governance as being central to College's decision making process.

Maria then asked participants to discuss the proposed committee membership list. A number of suggestions were given and submitted to Steering for consideration. The revised proposed membership list will be presented at the February 19 Forum. The vote

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on the proposed membership will take place at the April 1 Forum

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## **STANDING COMMITTEE NEWS**

### **Academic Council [MAC 204]**

Academic Council is prepared to discuss its charge regarding the Course Deletion issue and process at this Forum.

Curriculum changes that Council has approved are the following:

- Changes to
  - BUSI 222
  - COMP 129
  - PHTY 225
- New course Ballroom Dancing I
- Deletions
  - ARTC 252
  - ARTH 205
  - TRVL 102

A long list of curriculum changes are being considered by Council at this time.

### **Academic Standards [MAC 203]**

At our December 12 meeting, the committee discussed the standards for credit-to-clock hour ratios for internships. Brian McKeon distributed a spreadsheet that he compiled which identified semester hours/credits awarded for internships in various departments. The committee observed that there is considerable variability in the number of internship hours required per credit awarded, depending on the discipline and course. The committee may recommend that it be clearly specified for each course what the clock-hour-to-credit ratio is, in both the catalog and the master schedule. The committee also spent time discussing its Grading System Regulation charge by first considering the last date to withdraw: Laura Longo distributed college-wide grade distributions for Spring terms 2000 – 2007 and Fall terms 1999 – 2006. Fall 2005 was when Brookdale first implemented the revised withdrawal date that allows students to withdraw up until the 12<sup>th</sup> week of a regular semester or the 4/5<sup>th</sup> point of shorter terms. This was also when the college began awarding plus grades.

The grade distributions revealed a jump in W grades in Fall 2004 and Spring 2005, rather than in Fall 2005 and Spring 2006 as might be expected if the withdrawal date had been modified in Fall 2005. Kim Toomey is going to investigate whether there was a “retroactive” fit of the withdrawal grades. That is, she will find out what the last date to withdraw was for the Fall 2004 and Spring 2005 terms.

When evaluating the impact of the change in the withdrawal deadline, the committee may also want to consider when the revised Academic Standing Regulation went into effect. Students who withdraw from courses are not “penalized” in any way by the Academic Standing Regulation. For example, students can withdraw multiple times from Basic Skills courses and not be negatively impacted or put on probation. The Academic Standing regulation may “encourage” a greater number of withdrawals, regardless of the deadline to withdraw.

It was suggested that a brief survey be distributed, asking faculty members what they think about the revised withdrawal date and/or what they think an appropriate withdrawal date should be.

Plus and minus grades were also discussed. The committee reviewed the college-wide grade distributions and felt that the data made sense but that additional information was needed. Specifically, the committee would like to obtain term GPAs from before and after the plus grades were added to the grading system. Kim Toomey will investigate whether it is possible to retrieve college-wide GPAs from before and after the grading system change.

The committee felt that a number of issues needed to be taken into consideration when evaluating the impact of the plus grades and considering the possibility of adding minus grades including the following:

- (1) It may be important to look at how departments award grades (e.g., what scores or outcomes correspond with what grades).
- (2) Evaluate the trade-off between increased accuracy in grading vs. how cumbersome the grading system may become.
- (3) How students feel about the current system and the possibility of adding minus grades.
- (4) Implications of minus grades on pre-requisites.
- (5) Would we want C- grades or just A- and B-? Some schools accept C- grades for transfer.
- (6) Should we consider what other colleges do? How might our current grade scheme help or hinder our students? Kim Toomey reported that on the 2004

Survey of the American Association of Collegiate Registrars, only 13 out of 407 respondents (or 3.2%) reported using a grading system of letter grades with only plus grades.

At our January 29<sup>th</sup> meeting we continued the discussion on the withdrawal date. Some of the questions/topics the committee is contemplating are:

The advantages/disadvantages of having the student withdrawal date at the 2/3 mark of the semester as opposed to the current 3/4 mark.

Is there a need for a faculty and/or institution initiated withdrawal?

We also continued the discussion of minus grades. Carolyn McCreesh supplied the committee with a table of grades used at the other community colleges.

4 out of 19 have no plusses or minuses.

9 out of 19 have only plusses.

6 out of 19 have both plusses and minuses. Of these 6 colleges only 2 have a C minus grade.

Consulting with Ann Tickner-Jankowski the committee found that a grade of C minus could cause complications in transferring. There are some departments at Brookdale that require a B in a prerequisite course. So they would have to decide if a B minus would be acceptable.

The committee then began work on a set of questions concerning withdraws and minus grades to present at the first Forum discussion.

### **Grade change discussion for ENGL 095**

At our November 13 meeting, the Academic Standards Committee spent a few minutes discussing the English department's change in the grading of their ENGL 095 course from a "P" / "N/C" grade to a letter grade from A – F inclusive. Jim Cody, Chair of Basic Skills, brought the issue to Academic Standards at the recommendation of Dr. McMenamin. Overall, the committee felt the issue was not in its purview, but co-chairs Brian McKeon and Donna Flinn asked Phyllis Schafer, in her role as liaison, to bring the question back to Steering. Several members indicated that perhaps the issue should be sent to Academic Council.

## **College Life**

**[MAS 224]**

The College Life Committee is moving forward with our charge as we return from the winter break. At our first meeting of the semester we discussed various agenda items, including a review to add a commitment to sustainability to the stated Mission of the College as discussed in our first Forum presentation. We continued to plan our College-Wide Survey on Sustainability which will be made available through the Brookdale Website, and continued with the business of the committee and charge.

College Life is happy to welcome its newest student representative, Dana Sweetman, and we hope to continue to generate the interest and investment of the College community.

### **Tells us what you think:**

The College Life Committee meets at 11:45 am in MAS-224 every other Tuesday and welcomes all members of the College community to attend. Meeting room scheduled to change, so please feel free to contact the co-chairs by phone or via email at [collegelife@brookdalecc.edu](mailto:collegelife@brookdalecc.edu).

## **Professional Development**

**[MAC 210]**

The committee has been working on its Expenditures charge. The Survey Subcommittee has developed a survey of professional development needs that will be administered at an upcoming Forum. It is anticipated that the survey will also be sent out to the College community as a broadcast email. The survey results will help inform the Blueprint for Professional Development, which will be the culmination of our charge.

In carrying out our charge, we have reached out to resource people such as Dr. McMenamin and Dean Kegelman. Dean Kegelman attended the committee's January 29 meeting, and expanded on Dr. McMenamin's written comments to the committee. Dean Kegelman discussed collaborations between Academic Affairs, Human Resources, and the Professional Development Committee. She also clarified how professional development funding is related to the ESMP, Matrix, Department Plans, and individual professional development objectives.

Approved Funding:

A&E: 26 requests for \$4404

Faculty: 58 requests for \$16,188

Staff: 3 requests for \$600

## Student Development

[MAC 205]

Student Development Committee Report  
January 29, 2008

The Student Development Committee is currently investigating the Student Monitoring System at Brookdale. The Charge states that the Committee should:

1. Determine the effectiveness of monitoring students' progress and success.
2. Determine the impact of the Monitoring System on student's academic performance.
3. Recommend ways to assess the Monitoring System effectiveness.

The Committee determined that the first part of the charge refers to faculty use of the system; the second part of the charge refers to benefits students derive from monitoring.

We are currently seeking input from faculty regarding their use of and/or suggestions for monitoring. Our next Committee Meeting is Tuesday, February 12<sup>th</sup>, 11:45 AM in MAC 205. Our first Forum discussion is scheduled for February 19<sup>th</sup>. Please contact co-chairs Torina Armstrong (ext. 2559) or Pat Dillon (ext. 2871).

## Diversity Council

[MAC 212]

The Diversity Council has completed work on a diversity strategy for Brookdale Community College. We are providing the document to the campus community well in advance of the Forum discussion in March to allow careful review by all constituencies. Please take time to read the report and participate in further discussion. The document is available on the website from the following link:

[www.brookdalecc.edu/pages/1223.asp](http://www.brookdalecc.edu/pages/1223.asp)

Facilitators from the American Conference on Diversity Diane Schwartz and Michael Buensuceso have made a preliminary presentation to Cabinet on the "Diversity Council Report to Brookdale Community College". As a result of that meeting, Dr. James Sulton, Interim Executive Vice President – Administration, Operations & Information Technology Services, met with the Council to share some insights into the reception of the plan and to recommend areas that require further attention. Dr. Sulton also spoke about experiences in diversity planning and implementation in his work throughout the country.

The Council members reviewed the proposed make-up of the Diversity Council as it completes the

transition to a Standing Committee. Pending approval of the revised membership rosters by the Forum, the Council faces the prospect of electing representatives in every category except the faculty representative from Science / Health Sciences. We encourage members of the College community to consider running for the vacant and newly created positions on the Council.

The Diversity Council in conjunction with the Office of Community Outreach and the Eastern Monmouth Higher Education Center (EMON) will co-sponsor two activities commemorating Black History Month. On **February 21, 2008, *No Short Climb***, a lecture by Dr. Robert Johnson, Jr. on the contributions made by African American at Ft. Monmouth during WWII, will be held in **Navesink I at 11:45am**. Later that same day, Ronald A. Tyson will present a lecture and discussion on *African Americans and the 2008 Election: An Historical Analysis* at the **EMON Center in Neptune 7:00pm**.

The Diversity Council's next regular meeting for the 2007-08 Academic Year will be held at **11:45AM on Tuesday February 12, 2008 MAC 212**. We encourage anyone interested in joining these activities to attend. If you are unable to come to the meeting and want to share an agenda item, please contact the Co-chair Sondra Cannon x2695 [scannon@brookdalecc.edu](mailto:scannon@brookdalecc.edu).

## COLLEGE-WIDE COMMITTEE NEWS

### Basic Skills Committee

The Basic Skills Committee is coming off the throes of hosting its first faculty day event. Follow-up In-reach sessions on basic skills subjects in the TLC are planned for professional development opportunities. The committee is hoping that the Q&A session that we did not have time for on faculty day could occur at some of these sessions. We also would like to ask faculty to feel free to join our Basic Skills Angel website to access documents, articles, events, and other materials relevant to basic skills. Both division and department chairs are invited to contact any of the committee members to meet during coordinators' meetings to address any questions, concerns, issues, etc. relevant to their students and basic skills. Attention will now be turned towards planning for Outreach 08 scheduled for April 11th. All BCC faculty are welcome to attend. Contact Donna Cuddy at extension 2574 for registration information. Other

matters on Basic Skills' plate involve the coordinators meeting with Ernest Oversen, the Director of Disability Services, to open lines of communication between the two areas. Learning Community initiatives aiming at Health Science, EOF, and NJ Stars students will drive continuing coordination efforts throughout the College for the rest of the semester. The coordinators and the committee will examine recent data supplied by PAR regarding Student Success in Basic Skills Summer classes. Finally, the impact of state mandated cut-off scores and placement procedures will continue to be discussed in efforts to be proactive. And dialogue will continue regarding computer literacy, use of online components in developmental courses, and service learning as a retention tool in basic skills courses.

### **General Education**

The General Education committee met for an all day retreat on January 18, 2008. The committee is continuing to revise and develop rubrics used to determine General Education status. Committee members are continuing to reach out to departments to make sure that General Education sequences and requirements are accurately reflected in the catalog. Nancy Kegelman and Shay Delcurla reported that the statewide General Education committee is reviewing the General Education offerings of the 19 community colleges. **Meetings will be held this semester in ATC 101.**

## **IMPORTANT DATES IN FEBRUARY**

February 12	Standing Committees Meet
February 13	Steering Meets
February 19	<b>FORUM</b>
February 26	Standing Committees Meet
February 27	Steering Meets

## **DID YOU KNOW...**

...that Governance Forums were not always held in the Student Life Center? Of course you did! Now, be the first caller to ext. 2967 with the correct answer to the question below and you will be presented with a \$25 gift card to the College Store at the February 5<sup>th</sup> Forum.

**Question: Between 1997 and 2002 where (building and room number) were Governance Forums held?**

*Jim Crowder was the winner of the challenge question in the December Gazette. Congratulations Jim!*

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**BROOKDALE COMMUNITY COLLEGE**

**GOVERNANCE**

**NOMINATION FORM**

**VICE-CHAIR – Faculty or Staff**

The Vice-Chair position is for one year; the Vice-Chair then becomes the Chair. This year we elect a Staff or Faculty member as Vice-Chair. See the February Gazette for a list of the responsibilities as well as compensation. Anyone may nominate a Staff or A&E member for this position – please secure the consent of the nominee first. Self-nominations are encouraged. **Candidates will be required to submit a 50 word paragraph highlighting their qualifications for the position. Due with Nomination or by Friday, February 15.**

**NOMINATION** \_\_\_\_\_

**STEERING COMMITTEE**

Steering Committee positions are two-year positions. There are three positions to be elected. You may self-nominate or nominate someone else, within your constituency. Please secure the consent of the nominee first. See the February Gazette for a list of the responsibilities of Steering members. **Candidates will be required to submit a 50 word paragraph highlighting their qualifications for the position. Due by Friday, February 15.**

**Nomination for Faculty Position** \_\_\_\_\_

**Nomination for Administrator Position** \_\_\_\_\_

**Nomination for Staff Position** \_\_\_\_\_

Note that Steering Committee meetings are scheduled during the summer as well as throughout the year.

Please return the nomination form to Sue Kenney in the President’s office by Friday, February 15, 2007.