



# Governance Gazette

*the newsletter of Brookdale Governance*

**November 2007**

## *Chair's message*

Hello Everyone,

I want to share with you what is happening in the College Life Committee. This is the first standing committee to consider allowing students to serve in the position of co-chair. On October 9, 2007, Steering appointed students Sarah Berkowitz and Mark Stuart as co-chairs to serve along with Roseanne Alvarez who will also mentor them in their new role.

Steering approved the students participation as co-chairs based on the Committee's mission and charge. This will serve as a pilot to explore alternative ways in which students can participate in Governance. I applaud the students' for self nominating and the committee for breaking new ground. At the end of the academic year, Steering will evaluate the experience and will report the findings to the Forum.

It is time for the first vote of the year. The vote on the Governance Constitutional Amendment is the final step in establishing the Diversity Council as a standing committee. Even more important than the parliamentary process is the impact this change should generate on the College community. How should diversity be defined? In what ways should the mission of the Council be redefined? What role should each and every one of us play in this process?

Join us at the next Forum to search for answers to these questions and many more. Each and every one of us is an integral part of our community. We represent the true meaning of diversity at Brookdale. See you at the Forum!

Maria Fernandez  
Governance Chair

**November 6**

**FORUM MEETING**

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

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

## **Agenda**

1. Middle States Self-Study Update  
*Jayne Edman and Richard Pfeffer, Co-chairs*
2. **VOTE!** Constitutional Amendment
3. Professional Development  
*Marianne Drake and Greg Liano, Co-chairs*
4. General Education Update  
*Shay Delcurla and Gail Harrigan, Co-chairs*
5. Diversity Council  
*Sondra Cannon, Co-chair*

**VOTE**

## **GOVERNANCE CONSTITUTION**

### **Preamble**

Brookdale Community College, committed to the proposition that full and active participation by its constituent members in the decision-making process provides the best means for achieving the mission of the College, hereby adopts the following participatory form of governance.

### **Participatory Governance**

Brookdale Community College defines participatory governance as a comprehensive system of decision making in which college-wide policies, regulations, practices, and procedures will be recommended to the President of the College. Participatory governance, as opposed to adversarial means of reaching decisions, requires that the constituencies engage in collegial discussion and base their actions on good faith, mutual respect and the willingness to participate in the process through the Governance structure.

Participation is defined to mean that (a) those parties affected by college-wide policies, regulations, practices,

and procedures have the right and responsibility to participate in developing, reviewing and recommending them, and (b) those parties who develop, review and recommend college-wide policies, regulations, practices, and procedures are accountable for their recommendations.

The major principles underlying participatory governance include the following:

1. A genuine desire and commitment to share decision making among the various relevant constituencies;
2. Providing each constituency with the opportunity to pursue its legitimate interests within a cooperative framework, which will, at the same time, minimize the possibility that the special interests of a specific group will exercise a controlling influence within the process;
3. Providing each constituency, and those with special expertise, the opportunity to influence decision making at all appropriate levels (such as the Standing Committees, the Steering Committee and the College Forum) while insuring that only the relevant parties and constituencies are involved in the process by directing issues to the appropriate bodies (largely a function of the Steering Committee);
4. Developing extensive, open and honest communication between and among the members and constituencies of the College community;
5. Developing mechanisms of accommodation to maximize the frequency of agreement;
6. Maintaining a streamlined structure to prevent the overlapping of responsibilities and duplication of resources by keeping Standing Committees to a minimum; and
7. Ensuring accountability of those responsible for implementing policies and procedures (usually in the Forum and the Steering Committee.)

## COLLEGE FORUM

### Charter

The College Forum is a deliberative body that engages in collegial discussion of any issue of concern to the College community. The College Forum shall be the forum for discussion and debate of issues of college-wide concern and votes of the College Forum shall communicate the will of the College community to the President. All new business must be initiated within the Forum, except where urgency of action makes this impossible (see Steering Committee, Function, item 4.)

### Function

1. The College Forum may consider and may act upon any issue of college-wide concern which a member, the Steering Committee, the President of the College or the Board of Trustees wishes to place on the agenda.
2. The Chair of the College Forum may instruct the Steering Committee to consider and/or act upon any issue of college-wide concern after discussion by and a consensus vote of the Forum members present.

3. The College Forum may ratify, amend, reject or return to a committee for reconsideration those proposals that are submitted to it by the Steering Committee, the Standing Committees or ad hoc committees.

4. Proposals acted on by the Forum will be forwarded to the President of the College for his/her action. These proposals will be accompanied by a form, to be returned to the Chair of the Forum, which will include (a) the President's action, (b) the Board's action, (c) the proposed date of implementation and (d) the office that will implement the action or proposal.

5. There shall be annual kick-off and wrap-up meetings of the Governance system at the beginning and end of each academic year.

## BYLAWS

### Membership

The College Forum shall include all of the full-time and part-time members of the College community: faculty, administration, staff, and students.

### Officers

1. There shall be a Chair and a Vice-Chair (Chair Elect) - one will be faculty, administrator, or staff member, and the other will represent a different constituency.

2. The Vice-Chair one year shall become the Chair the next year and serve a one-year term in that capacity. Each year a new Vice-Chair, representing a constituency different from that of the previous Vice-Chair, shall be elected on a college-wide basis by three voting constituencies: faculty, administrators, and staff. There is no election for Chair. The Chair may not serve as Vice-Chair (Chair Elect) again for at least two years after his/her term of office has expired. The Steering Committee shall institute proceedings to replace a Vice-Chair (Chair Elect) who resigns during his/her term of office.

3. Candidates for election to Vice-Chair (Chair Elect) must have at least five years of experience at the College. The Office of the President shall provide the clerical help needed to perform the following functions:

- a. Typing and circulation of the agenda and supporting material for Forum meetings.
- b. Circulation of the Governance Gazette prepared by the Vice-Chair (Chair Elect);
- c. Attendance, taking minutes, and providing follow-up assistance for Forum and Steering Committee meetings;
- d. Making arrangements for all Forum and Steering Committee meetings;
- e. Making arrangements for annual kick-off and wrap-up sessions of the Governance system;
- f. Assisting in the annual elections to the Steering Committee;
- g. Maintaining the official files of the Governance system.

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4. The Officers of the Forum will hold regularly scheduled monthly meetings with the President of the College for the purpose of maintaining communications between the Forum and the President.

5. The roles of the Chair are to (a) preside at all Forum meetings, (b) preside at all Steering Committee meetings, (c) break a tie vote in the Forum or in the Steering Committee. The Vice-Chair (Chair Elect) shall fulfill these roles in the absence of the Chair.

6. The roles of the Vice-Chair (Chair Elect) are to (a) fulfill the roles of the Chair in his/her absence and (b) assume responsibility for the monthly Governance Gazette.

7. The officers of the Forum and the members of the Steering Committee may be removed from office for cause by a recall vote.

- a. One hundred fifty full-time employees of the College must sign a petition to obtain a recall vote.
- b. The petition must be presented at a regular meeting of the Forum and discussion will take place with the Vice-Chair (Chair Elect) acting as presiding officer if the Chair is the subject of the recall.
- c. At the next Forum meeting, two-thirds of the membership of the Forum voting constituencies will be required to recall a Chair, Vice-Chair (Chair Elect) or other Steering Committee member.
- d. In the event of a recall of the Chair, the Vice-Chair (Chair Elect) shall assume the responsibilities of the chair for the remainder of the term. An election for a new Vice-Chair (Chair Elect) shall be held as soon as possible by the Steering Committee.
- e. In case of inactivity:
  - i. If a Chair or Vice-Chair (Chair Elect) is absent from duties for a month or more (without notification), he/she will be notified in writing by the other officer. If unable to continue, he/she will be asked to resign and an election will be held. (If the Chair resigns, the Vice-Chair (Chair Elect) shall fulfill the Chair's term.)
  - ii. If a member of the Steering Committee is absent for two consecutive meetings (without notice), he/she will be notified in writing of the need for his/her attendance. He/She will be asked to resign if unable to continue and an election to replace him/her will be held as soon as possible.

#### Meetings:

1. The College Forum shall hold regularly scheduled meetings in September, October, November, December, February, March, April, and May.
2. The Chair, in consultation with the Steering Committee, may call extraordinary meetings with one week's notice.
3. The Chair may declare a Forum meeting closed to all except the regular membership.
4. There shall be a Parliamentarian appointed by the Chair in consultation with the Steering Committee. Robert's Rules of Order shall prevail.

5. Forum agenda items must be submitted to the Steering Committee no later than ten working days prior to a Forum meeting; the final agenda must be distributed at least three working days before a Forum meeting. The agenda will always include a report of any Steering Committee actions taken since the last Forum meeting.

6. Suggestions and issues to be considered may be made from the floor at Forum meetings, but a clear, detailed and precise written motion must be submitted to the Steering Committee within ten days.

#### Voting

1. The Forum shall have four voting constituencies:
  - a. full-time faculty
  - b. full- and part-time regular (base/salaried) administrators, to include police **personnel** with the rank lieutenant and above.
  - c. full- and part-time regular (base/salaried) staff, to include police personnel with the rank sergeant and below.
  - d. students who serve on the Standing Committees.
2. A majority vote of the full membership of the Steering Committee shall determine which voting constituencies are eligible to vote on each issue before the Forum. The Steering Committee's determination may be challenged from the floor and overruled by a two-thirds majority of the eligible voters present.
3. Members of the College community who are not members of the four voting constituencies shall have a voice but not a vote.
4. The Chair may only vote to break a tie.
5. A quorum exists when thirty voting members are present. A minimum of seven members of a voting constituency is required for the constituency to vote on an issue that the Steering Committee has determined they may vote on. In the case of students, the minimum shall be three.
6. The Vice-Chair (Chair Elect) and the members of the Steering Committee are counted in the quorum and may vote on issues for which they are eligible.
7. An abstention shall be counted as a non-vote rather than a negative vote.

#### Procedure for Amendments

Proposed amendments to the Constitution must be submitted in writing to the Steering Committee for discussion and action. Such amendments must be supported by a majority vote of the Steering Committee before being brought to the Forum for action. Proposed amendments which have been rejected by the Steering Committee may be brought before the College Forum by securing a petition signed by 100 Forum members. Copies of proposed amendments shall be distributed to the College community, with the notice of the meeting, at least ten days prior thereto. A Forum meeting to discuss the amendment shall precede a Forum meeting to authorize voting on that

amendment. An affirmative vote of two-thirds of those responding shall be necessary to adopt any amendment.

## **STEERING COMMITTEE**

### **Charter**

The Steering Committee is the organizational and management body of the Governance system and the College Forum. When an issue is forwarded to the Steering Committee from any source, the committee will route it, in a timely manner, to the appropriate party for further consideration. Should the Committee refuse a recommendation or request, it must support its decision to the source of the request with a written rationale as soon as possible.

### **Function**

1. The Steering Committee may direct a specific issue to one of the Standing Committees, along with written instructions detailing both the responsibilities of the Committee and the time frame within which a recommendation is to be forwarded in writing to the appropriate party. The Steering Committee may also send issues to the College Forum, to an administrator or to an ad hoc committee (if such a committee is deemed necessary.) In all cases, these issues are to be accompanied by a suggested schedule for action.
2. The Steering Committee may create an ad hoc committee to address issues which, in its judgment, do not fit into the jurisdiction of any of the Standing Committees or which overlap the jurisdiction of several Standing Committees. The creation of an ad hoc committee must be accompanied by a written charge detailing its responsibilities and the time frame within which a recommendation is to be forwarded in writing to, and reported at, the College Forum and/or to the appropriate administrative office.
3. A majority of the membership of the Steering Committee shall determine the voting constituencies at Forum meetings.
4. The Steering Committee shall consult with the chair in setting the agenda of the Forum meetings.
5. The President of the College may request a meeting of the Steering Committee when the urgency of a decision makes the normal decision-making process impossible.
6. The Steering Committee will prepare, in consultation with the chairs of the Standing Committees, an annual calendar of meetings for the Governance system (Forum, Steering Committee, and Standing Committees) for the next academic year.
7. The Steering Committee shall meet at least twice a month and be available twelve months a year or when called by the President of the College. The Steering Committee shall serve to represent the Forum during

July and August, with any actions approved by the Forum at its first scheduled meeting in September.

8. The Steering Committee shall entertain and recommend changes to the governance system and shall determine the best method for dealing with any difficulties in its operation. The College Forum shall be responsible for the final decision on any changes in the governance structure. Any changes that are approved by the Forum are then to be forwarded to the President of the College for his/her approval.
9. The Steering Committee will maintain accurate rosters of membership of all Governance committees.

## **ELECTIONS TO THE STEERING COMMITTEE**

1. In order to ensure continuity on the Steering Committee over time, the terms of office of the members will be staggered.
2. Each year offices will be open for election: Vice-Chair (Chair Elect), one faculty position, one administrator position, and one staff position.
3. The term of office of each member of the Steering Committee shall be two years except for the student position, which is one year.
4. Vice-Chair (Chair Elect) will be elected by the faculty, administrative, and staff constituencies (see above under College Forum); the other four members will be elected by their own constituencies on a college-wide basis.
5. An ex-officio member of a Standing Committee may also serve on the Steering Committee; other members of Standing Committees may not also serve on the Steering Committee.
6. The transition date to a newly elected Steering Committee shall be May 1.
7. The former Chair of the Forum will be a non-voting member of the Steering Committee in an advisory capacity for the first semester of the next academic year.
8. Elections to the Steering Committee shall be completed and the results counted no later than the end of the first full week in March each year. A student representative will be appointed by June.
9. Vacancies: Should a vacancy occur on the Steering Committee, nominations will be solicited from that constituency and an election held as quickly as possible. Persons elected in this manner can fill out the term of the previous member. They are then eligible to serve for two more terms, provided they run and are elected.

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## STANDING COMMITTEES

The **Academic Council** is charged with oversight of the establishment and discontinuance of all courses and programs and other matters relating to curricula. Its purpose is to assure adherence to College policies on academic matters and to review any actions that affect curricula.

The **Academic Standards Committee** is charged with the review of academic standards pertaining to programs and services offered by the College. The Committee will review and recommend revisions of existing policies, regulations, procedures, and practices which impact upon the achievement and maintenance of College standards in the academic purview and, when appropriate, will suggest new ones.

The **College Life Committee** is charged with considering and recommending policies concerning the overall quality of life of the Brookdale community. Matters relevant to this concern include, but are not limited to, the campus environment, non-academic services, facilities use and management, and relations between the College and the community.

The **Diversity Council** is charged with reviewing and recommending College policies and practices concerning diversity. The Committee will advise the College community on strategies for maintaining an environment that is open, diverse, and inclusive, both intellectually and organizationally. In addition, the Committee will plan and implement activities and programs to assist the College in achieving its commitment to diversity in the classroom, the workplace and the entire College environment.

The **Institutional Planning and Effectiveness Committee** is charged with developing, monitoring, and evaluating the College's strategic planning and assessment processes. The Committee's purposes are: 1) to provide a set of institutional strategies and objectives that align with each other, address the appropriate external factors, and drive the College's budget, and 2) to develop, monitor, and assess the major indicators of institutional effectiveness.

The **Professional Development Committee** is charged with developing and evaluating the policies of the faculty, support staff, and administrative professional development committees for full- and part-time employees of the College. The Committee coordinates with Human Resources to provide college-wide orientation and training programs for all employees.

The **Student Development Committee** is charged with addressing the needs and concerns of students outside the classroom by recommending policies to enhance student success, growth, and development. Such matters may include co- and extra-curricular activities, student behavior, and/or issues that affect a student's development.

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## OTHER COMMITTEES

**Presidential Task Force or Commission:** Task Forces or Commissions on Governance and other college-wide issues will be established by the President of the College in consultation with the Steering Committee. The membership will be appointed by the President in consultation with the Steering Committee. All Task Forces and Commissions will be given precise charges and time frames for completion. Recommendations made by such a committee shall be forwarded to the Forum for its consideration and vote.

**Ad Hoc Committee:** May be formed on an as-needed basis by the Steering Committee and will have a precise charge and time frame.

**Permanent College-Wide Committees:** It is recognized that there is a need for various committees at the College whose major purpose is not normally related to Governance and which carry out, but do not formulate, policy. The purpose of such committees may be to facilitate communication between groups, to coordinate activities, to develop strategies for dealing with certain specific situations or to carry out policies determined by the Governance process. Examples of these committees are the Basic Skills Committee, the General Education Committee, and the Honors Committee. It is expected that such committees will advise the Steering Committee and the appropriate Standing Committee to provide assistance in their areas of expertise. Each committee shall prepare a monthly report for inclusion in the Governance Gazette. Committee Chairs will have the opportunity to give an oral report at the monthly Forum meeting and will be available to lead further discussion or to answer questions.

Any issue involving the formulation of recommendations for college-wide policy will be taken to the Steering Committee and College Forum for deliberation.

### STANDING COMMITTEE BYLAWS

1. A quorum for voting purposes will consist of two-thirds of the committee membership; students will not be counted in determining a quorum.
2. A member will be dropped from a committee if that member fails to attend more than two consecutive meetings (unless special arrangements are made.) The Chair of the committee will seek a replacement as soon as possible.
3. A member of each committee shall keep minutes and monitor attendance.
4. Membership on the Standing Committees shall be staggered on the basis of three-year terms.
5. Standing Committees may establish any subcommittees they wish. Each subcommittee will be given a specific charge and time frame for its work. Permanent

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subcommittees may only be formed in consultation with the Steering Committee.

6. Committees may consult with any individual or non Governance committee that they think is appropriate.
7. Each committee will elect a Chair or Co-chairs for the next academic year at the last meeting of each spring term. Eligible voters include those who are completing their election cycles, current members, and newly-elected members.
8. No person may serve on more than one Standing Committee. No person may run for office on more than one committee.
9. Robert's Rules of Order will define procedures in the Standing Committees.
10. Members of Standing Committees are expected to attend Forum meetings.
11. Standing Committee meetings are open to all members of the College community.
12. A person may not be elected to more than two consecutive three-year terms on a particular Standing Committee, but may run for office on another committee or the Steering Committee immediately.
13. When a motion is ready to be presented to the Forum for its consideration; the Steering Committee shall review the motion for clarity, but not content.
14. Each committee shall prepare a monthly report for the Governance Gazette.
15. The primary role of an ex-officio member is to be a resource for the committee. Ex-officio members have all the rights of membership in the committee.

#### **ELECTIONS TO STANDING COMMITTEES**

1. Students on Standing Committees must be currently enrolled. Student nominations will be solicited from the College community. Steering will appoint student representatives to each Standing Committee and the Steering Committee unless the number of students exceeds the allotted number of student positions on that committee. In that case an election will be held, and the Steering Committee and the Student Life Board will coordinate the process.
2. Elections of faculty members to Standing Committees will be held on a rotating basis by Divisions. One year the Business/Technology and Arts/Communications Divisions will elect representatives; the next year English/Reading and Social Sciences/Education representatives will be elected; and lastly representatives from Math and Science/Health Sciences

will be elected. This sequence will be continued into the future.

3. Staff and Administrative and Exempt elections will be held by ballot according to procedures determined by the Steering Committee.
4. Elections should be completed by early April each year.
5. Vacancies: Should a vacancy occur on a Standing Committee, the Steering Committee will solicit recommendations from that constituency and appoint a member as soon as possible. Persons appointed in this manner will serve until the end of that academic year. That position will be included in the first election following the appointment. The appointed member is then eligible to serve for two more terms, provided he/she runs and is elected.

The members of the Steering Committee are:

Maria Fernandez	Phyllis Shafer
Avis McMillon	Linda Mass
Kathy Vasile	Erik Johanson
Louise Horgan	Brent Costleigh
Susan Kenney	Joseph Lormel
Earl Teasley	Jennifer Wright

Please send all questions, comments and suggestions to:

Maria Fernandez  
[mfernandez@brookdalecc.edu](mailto:mfernandez@brookdalecc.edu)  
Ext. 2227

Thank you,  
Steering Committee of Governance

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## **ISSUES**

### **Middle States Update**

The first stage of the Middle States visit was completed October 24-26. Dr. Martha Smith, the chair of the visiting team met with Dr. Burnham, the Middle States Steering Committee, the President's cabinet and Division chairs, and a number of other faculty, staff, and administrators to discuss the draft of the selected topics self study and to make plans for the April visit. Dr. Larene Hoelcle, Vice President Human Resources and Planning at Genessee Community College and Jayne Peaslee, Director Professional Development at Corning Community College used our roadmap to review more than 200 assembled documents. As of this writing, we haven't received the summary report, but look forward to hearing the reviewer's suggestions. The next step is to revise the selected topics self study report. It is anticipated that this final version will be available by mid November.

## Professional Development

[MAC 210]

Professional Development Committee Charges:

1. Identify all professional development expenditures for the entire College.
2. Analyze the finding for spending patterns, underserved areas, trends, and indicators for broader programs.
3. Develop a comprehensive blueprint with Human Resources for professional development programming and resource allocation which ensures that institutional needs are met.

To address Charge #1, we have identified all professional development expenditures for the entire College, based on the college-wide professional development FY07 budget. The chart on page 11 summarizes the findings.

To address Charges #2 and #3 we are developing a survey.

Marianne Drake & Greg Liano, Co-Chairs  
Lynn Johnson, Staff Subcommittee Chair  
Nancy Liu & Elaine Olaoye, Faculty Subcommittee Chairs  
Mary Ann Waclawik, A&E Subcommittee Chair

## General Education Committee

**Charge:** General Education Regulation

### The Committee should:

1. Revise General Education Regulation 5.003R to comply with the state model.
2. Develop a process to determine General Education designation.

### Explanation:

On September 14, 2007 Governor Corzine signed the statewide transfer legislation. The new law replaces prior transfer practices between four-year and two-year institutions and will begin with the 2008-09 academic year. This model includes requirements for AA, AAS, and AS degrees and for Certificates. It also adds competencies from the Middle States Characteristics of Excellence, which are matched with the existing knowledge area categories for general education courses. Although the committee revised the regulation in 2006-07 to abide by the state transfer legislation, our General Education regulation needs further revision to comply with the new law. Furthermore, the college needs clear parameters for future designation of General Education courses to ensure alignment with statewide General Education guidelines.

The members of this committee are working hard on their charge to implement the new GE regulation based on the state model which was voted into law on September 13, 2007. Work is progressing on mechanisms to review courses seeking General Education status and to review the impact of the changes in the GE model on programs that are

up for review. At the November Forum, the committee will present information on the application process and the review process, and will suggest amendments to the General Education regulation that can provide more flexibility in course selection to meet the state model criteria.

## Diversity Council

[MAC 212]

A key element of the Charges provided to the Council for this year includes the development of a functional definition of “diversity” for Brookdale. Council members have begun tackling that issue to present our concepts during an upcoming Forum discussion. We welcome input from the campus community during our meetings or by e-mail. Work on the Diversity Council’s Strategic Plan is entering its final phase. We will be soliciting input from the College as we prepare this for distribution.

We would like to recognize all of the Students, Faculty, Administrators and Staff of Brookdale who made the *Monmouth County Day of Tolerance* an unqualified success. Co-sponsored by the Monmouth County Prosecutors Office, the opening session featured “The C.O.W. Project” (Changing Our World) from Washington Township High School. Over 900 students from high schools in Monmouth County attended workshops presented by members of the Brookdale family, law enforcement and community members focused on “building leaders to promote diversity.” Thank you for all of your hard work and dedication.

The Council would like to invite the Brookdale Community College to participate in a “Holiday Reading” of the book *Covering: The Hidden Assault on Our Civil Rights* by Kenji Yoshino. We will be sponsoring a Brown Bag Lunch Discussion on **Wednesday January 30, 2008** in Twin Lights I SLC 106. Join in a discussion of how workplace conformity encourages each of us to “cover” or not be our authentic selves. Copies of the book are available in the Scroll & Pen Bookstore and the Bankier Library.

It is a pleasure to welcome new representatives from Business & Computer Sciences – Michael Sullivan, College Relations – Brenda Spielzinger, and Library – Amy Clark. We are looking forward to adding representatives from Student Development, Arts & Science and the student body during the next month.

The Diversity Council’s next regular meeting will be held at **11:45AM** in **MAC 212** on **Tuesday, November 13, 2007**. 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 Co-chair Sondra Cannon x2695 [scannon@brookdalecc.edu](mailto:scannon@brookdalecc.edu).

## REPORTS

### Report on the October 16 Forum

Maria Fernandez, Governance Chair, welcomed participants and called the Forum meeting to order. First on the agenda was an Information Technologies Strategic Plan update, led by Lou Goetting, EVP, Admin., Operations & Info Tech Svcs. Lou thanked ITAC for the past year's efforts in bringing focus to the College Technology Strategic Plan. He noted that the planning process includes a detailed look at technology needs for faculty, office staff and students. The draft of the plan is available on-line.

The ITSP's vision statement links it to the Educational Services Master Plan and the Vision, Values, Mission and Goals of the College. This vision statement will serve as a tool in goal achievement. Guiding principles of the plan were developed to ensure that coming steps in the process are appropriate and effective in delivering the vision.

Lou noted that a critical element of the plan is data security. ITAC has reviewed State and federal regulations on electronic records security and how private information should be stored. The summary will be shared with the campus community.

Next on the agenda was a discussion on the Proposed Governance Constitutional Amendment, led by Maria Fernandez. Amendments include the change in status for the Diversity Council to a Standing Committee. Also, the role of ex officio committee members has been revised for clarification, particularly with regard to voting and quorums. Ex officio members are charged with providing expertise to committees and have all the rights of membership. Other proposed changes are based on an accurate reflection of current practices. The vote on the Constitution, with amendments, will take place at the November 6 Forum.

The final discussion was led by Richard Pfeffer, Co-Chair of the Middle States Self Study. He indicated that the Middle States team chair's visit of October 24-26 will allow for meetings with the Self-Study Steering Committee, the Cabinet, the members of the Board of Trustees and members of the campus community. Dr. Smith, the Team Chair, will ask and answer questions and review documents, and generally gather information. Richard noted that the campus community has done an extraordinary job on the document, which was sent to the team for advance review. Sue Desiderato and Hilda Dudick are especially to be commended for their contribution to the process. The Self-Study Report will come to the Forum in late November or early December for a review and vote. In the meantime, Forum members should review the document carefully and take every opportunity to provide prompt feedback. The document is available on-line at [www.brookdalecc.edu](http://www.brookdalecc.edu) > HR& Intranet > Middle States 2008.

A Student Review Committee is being formed to go over the document and provide input. Richard Pfeffer and Jayne Edman would welcome suggestions of students to participate in this endeavor.

Maria closed the meeting by thanking those present for attending and announcing that Lenise Young was the winner of the mid-October Gazette "Did You Know" challenge.

## STANDING COMMITTEE NEWS

### Academic Council

[MAC 204]

Academic Council continues to expedite approval of some course revisions via an e-vote, leaving our meeting times to discuss more substantive curriculum changes.

Academic Council approved the following course changes.

- CULA 254 Confectionary and Showpieces (pre-requisite and course code change)
- CULA 255 Advanced Pastry Arts (pre-requisite change)
- SPCH 115 Effective Speech (title change to Public Speaking and description change)
- PSYC 185 Introduction to Creative Arts Therapy (deletion)
- PSYC 202 One-stop Workforce and Career Development I (course deletion)
- PSYC 203 One-stop Workforce and Career Development II (course deletion)
- PSYC 204 One-stop Workforce and Career Development III(course deletion)
- ENGL 161 Literature of the Occult (course deletion)
- ENGL 162 Advanced Literature of the Occult (course deletion)
- ENGL 276 Horror: Mary Shelley to Stephen King (course deletion)
- PHTY 215 Color Photography (course deletion)
- ELEC 250 Fundamentals of Optoelectronics (course deletion)

At each of the Academic Council meetings, we have discussed the charge of determining a procedure for course deletions. At the 10/23 meeting, we discussed our second draft and council members are currently researching practices at other colleges.

What are the days and dates that the Middle States Accreditation Visiting Team will be on campus?

### Academic Standards

[MAC 203]

The Academic Standards Committee continues to identify and discuss the current credit-to-clock-hour ratios for lecture and lab/studio in various disciplines at the College. Brian McKeon has created and continues to update a spread

sheet which lists our division/departments and the credit-to-clock-hour ratios currently in place for the various courses. At our two most recent meetings, we discussed the feedback from our October 2 Forum presentation which included a suggestion to use the web to enhance credit-to-clock-hours as well as some history of the fourth credit in developmental courses. We have also discussed the meanings/possible definitions of studio vs. lab vs. lecture, the various discrepancies of such at the College, and the differences between open and closed lab settings. At our most recent meeting, Carl Calendar from Humanities, Lisa Hailey from Engineering, Paul Tucker from Automotive, and Doug Welsh from Science and Technology joined us in order to discuss the implications of and/or the possible changes that may be necessary in the event of a 2 to 1 or 3 to 1 credit-to-clock-hour standardization at the College. We meet in MAC 203 from 11:45-1:15.

## **College Life**

**[MAC 206]**

### **Creating a Culture of Sustainability**

Since our initial charge to, “[d]evelop an on-going environmental awareness campaign that engages all members of the Brookdale community,” the College Life Committee has discussed multiple options in addressing an initiative which centers “sustainability” as a guiding principle. As addressed in last year’s initial “Green Initiative” charge, the Committee noted that in order for our College to “go green,” we need to ensure the active participation of all members of our community; now we must work to facilitate this cultural shift and innovative vision of sustainability for our future and the future of the College.

The Committee has accomplished all of its initial goals, including our first priorities in gathering and assessing the internal and external resources for our charge; thus far, we have met with the directors of College Relations and Facilities, as well as considered the role of the Action Team in relation to our charge. Currently, we in the process of continuing to consolidate all the data on Brookdale’s extensive work in sustainability and our past and present initiatives; we continue our external research by collecting data on sustainability initiatives at higher education institutions around the country, assessing various components of these representative programs and considering what our fellow institutions have been doing to become more environmentally conscious and sustainable. The following includes a small sample of the internal and external resources we have been considering and working with thus far:

- NJHEPS (NJ Higher Education Partnership for Sustainability)
- MUG, CATS, and other internal/Brookdale resources
- AASHE (Assoc. for the Advancement of Sustainability in Higher Ed)
- Sustainability and “Green” initiatives and resources at other institutions

There is much to develop and establish this academic year; thus far, some of the items the committee has considered necessary to establish in relation to our charge include: a clear definition of, as well vision and mission statement regarding, Brookdale’s commitment to sustainability; sustainability across the curriculum initiatives; examples of sustainability in our physical plant/facilities; engaging our students and student representatives (clubs and organizations), and developing community-based projects throughout Brookdale’s campuses and Higher Education Centers.

To begin gathering feedback from the College community, we are collaborating on developing an online survey; this survey will aid our Committee in generating data and gathering vital input from all members and stakeholders in order to make our efforts address the needs and knowledge of the constituencies we serve. The charge we face speaks to the innovative and collaborative nature of our College and the vision of “One Brookdale”; in fact, not only will our collective efforts represent the innovative visions of our College community, but our own committee leadership reflects this as well.

The College Life Committee has elected and appointed the first-ever student Co-Chairs in the history of Governance at Brookdale; Co-chairs, Sarah Berkowitz and Mark Stuart, students at the College, will be leading the committee’s efforts alongside faculty member and fellow co-chair, Roseanne Alvarez; we are all excited about the important aspect of getting student representatives involved in leadership and its impact on our charge and the collaborative, collegial nature of our system of governance at Brookdale. The new Committee Co-Chairs and the Committee as a whole look forward to working with the members of Governance and the community.

### **Tell us what you think:**

The College Life Committee meets at 11:45 AM in MAC 206 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).

Roseanne Alvarez (ext. 2684) [ralvarez@brookdalecc.edu](mailto:ralvarez@brookdalecc.edu)  
Sarah Berkowitz [sberkowitz2@mail.brookdalecc.edu](mailto:sberkowitz2@mail.brookdalecc.edu)  
Mark Stuart [mstuart2@mail.brookdalecc.edu](mailto:mstuart2@mail.brookdalecc.edu)

## **Institutional Planning and Effectiveness**

**[MAC 208]**

The Institutional Planning and Effectiveness Committee (IPEC) watched a documentary titled “Discounted Dreams: High Hopes and Harsh Realities at America’s Community Colleges” which was produced by a company called Learning Matters for Public Television. This documentary was showcased at conferences of the American Association of Community Colleges, League for Innovation in the Community College, and Society for College and

University Planning. The general consensus was that the documentary was exceptionally well done, that it emphasized important themes, and that it should be viewed by others at the college. Members also felt that it served as a catalyst for discussions of the Strategic Goals Matrix and Major Indicators of Institutional Effectiveness. Some of the faculty members recommended that the Faculty Association have an opportunity to view and discuss it. The documentary is currently being catalogued by the Bankier Library so that it can be made available to all.

IPEC decided to conduct much of its business through the use of subcommittees. Three subcommittees were formed; two of which are directly related to Governance charges (i.e., Strategic Goals Matrix and Major Indicators) while the other (Environmental Scanning) will help inform the first two. Co-chairing the Strategic Goals Matrix Subcommittee are Barbara Boyington and Dave Stout. Webster Trammell chairs the Major Indicator Subcommittee while IPEC co-chair Jeanne Ostrowski also serves as chair of the Environmental Scanning Subcommittee. Each IPEC member has chosen to serve on one of the subcommittees.

### **Student Development [MAC 205]**

The Student Development Committee continues to work on its first charge, "Student Email Account Guidelines". To date, we have identified the types of information Brookdale conveys to students through their BCC email accounts and traditional mail, investigated the ways other colleges handle student email accounts, and discussed issues such as limitations of the current system, security concerns, student needs and student access issues.

In the next few weeks, we will review email etiquette guidelines and email administrative/usage policies. The Committee will then develop guidelines for the administration and student use of email accounts at BCC.

The Student Development Committee meets every other Tuesday at 11:45 AM in MAC 205. Our next committee meeting is November 13<sup>th</sup>. Our second Forum Discussion is scheduled for November 20<sup>th</sup>. Please contact co-chairs Torina Armstrong (2559) or Pat Dillon (2871) with comments and suggestions.

## **COLLEGE-WIDE COMMITTEE NEWS**

### **Basic Skills Committee**

The Basic Skills Coordinators along with Donna Cuddy, the Associate Director of Transfer Services, held their **annual focus group** with members of various high schools throughout Monmouth County in attendance. During the meeting, plans and the designs for **Outreach 08** were brainstormed, conceptualized, and discussed. A **Basic Skills Angel Platform Site** has been designed for use as a

repository for Basic Skills documents and important links with plans for the Discussion Board tool to be used for interaction between meetings on key issues and topics affecting Basic Skills. The second college-wide meeting for Basic Skills took place on October 25<sup>th</sup> with an agenda that included discussion of having a **Basic Skills presence in the College catalog**, **BLC Information** presented by Helen Elliott, and **Outreach 08 updates**. Attention also was given to preparing for a **Basic Skills Faculty Meeting Day** as announced by Dr. McMenamain at the latest faculty meeting, the impact of **potential state-mandated cut-off scores increases**, and **Learning Community Initiatives**.

### **Honors Committee**

The Spring 2008 schedule is set up. We are offering four Honors seminars and six general education courses. Fliers and letters will be going out to students who are eligible to take Honors classes. The Fall 2008 schedule is also in the process of becoming finalized. Our biannual joint meeting with PTK will be held on November 6 during the College Hour in MAN 105, where Honors instructors will advertise their courses and prospective Honors students can learn about the offerings.

## **IMPORTANT DATES IN November/December**

**November 13: Standing Committees meet**

**November 14: Steering Committee meets**

**November 20: FORUM**

**November 27: Standing Committees meet**

**November 28: Steering Committee meets**

**December 4: FORUM**

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

... that when the Middle States Accreditation Visiting Team is on campus they will have random conversations with Brookdalians about the selected self study topic: "Governance: A Culture of Engagement and Outcomes" ?

The **hidden question** in this issue relates to the next Middle States visit.

Find the question and be the first caller to ext. 2967 with the correct answer and you will be presented with a \$25 gift card to the College Store at the November 6 Forum.

PROFESSIONAL DEVELOPMENT RELATED EXPENDITURE -- FY07 BUDGET

**Estimated Expenditure - \$1.1 million**

Budget Lines Examined	Professional Development	FY03 to FY07
1. Overnight Travel (estimated)	Estimated expenditure. Omitted unrelated expenditures such as from International Ctr, Intercollegiate Sports, etc.	+ 101 %
2. Teaching & Learning Center (estimated)	Reduced total cost of dept to omit costs related to distance education responsibilities.	
3. Tuition Reimbursement	For credit course work in accordance with provisions in each collective bargaining agreement.	+ 158 %
4. Sabbaticals	Included only the replacement costs for 6 employees on sabbatical in FY07. Cost nearly triples if 50% of recipients' salary is added	- 18 %
5. PT Non-instructional (estimated)	Includes costs for faculty mentoring, release time, curriculum development, OBCD PD activities, etc.	No Change
6. Professional Memberships	Memberships that give employees access to professional journals, websites, conferences, newsletters, email alerts, etc.	+ 43 %
7. Professional Development Lines a. HR line  b. PDC lines for Faculty, Admins, Staff  c. BIG grants	Standard programs such as New Faculty Development, STARS, SuperSTARS, Champions, Faculty Round Tables, just in time training, sexual harassment and diversity training, Leadership Brookdale, AI training, etc.  Conferences, workshops, adjunct reception, Outstanding Colleague Awards, etc.  Brookdale Innovation Grant awards	+ 37 %
8. Tuition Waiver	Fees that were waived for employees only (not dependents)	+17 %
9. Food Costs related to PD events (estimated)	Garden Party, New EE Orientation, PD Classes/Completion Ceremonies, Faculty Day Program, Leadership Brookdale, Administrators Day, Adjunct Reception	+ 22 %
10. Daily Travel (estimated)	Estimated expenditure. Includes travel to 1 day conferences, professional meetings, etc. Omitted more than 50% of actual cost to exclude travel between campuses, athletic team travel to games, etc.	No Change
11. Outside Training Expenditures under this line in multiple departments	External consultants who provide dept. specific training. * Perkins Grant no longer uses this account	- 33 %*