



Governance Gazette

the newsletter of Brookdale Governance

September 2007

Chair's message

Hello everyone,

Welcome to a new year in Governance. The year of Middle States visits, the year Diversity Council becomes a standing committee and the year of the College's 40th anniversary.

While we revisit our institutions past and sketch the lines of our future, we will discuss issues related to Students' Email Accounts, revisit our Grading Regulation, work on the 09-10 Matrix, define the meaning of diversity for the College community, update the Governance constitution and continue to help our students achieve their goals.

I look forward to all of you joining us at our first Forum of the year. I hope all of you can be active participants in shaping Brookdale's future. The strength of our Governance system is based on the participation of all members of the College community. It provides a voice for the community and a forum to work through our challenges and rejoice in our accomplishments.

Welcome to a new and exciting year in the history of Governance.

See you at the Forum!

Maria Fernandez
Governance Chair

September 18 FORUM MEETING

11:45 in Twin Lights I & II

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

Agenda

1. Review of 2007-2008 Charges
2. IPEC – Matrix '09 Report
Arnie Gelfman and Jeanne Ostrowski
3. Steering – Governance Constitutional Amendment
Maria Fernandez

4. Middle States Update
Richard Pfeffer and Jane Edman

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 2007-08.

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:

This is a carried over charge from 2006-2007. At the end-of-year Governance Retreat (5/12/06), Executive Vice President McMenemy 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 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 revision 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.”

TO: ACADEMIC COUNCIL

CHARGE: CURRICULUM REVIEW

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Conduct the ongoing work of oversight of the approval process for new and revised courses and programs.

Explanation:

This is a carried over charge from 2004-05 and will be an ongoing charge to this committee every year.

This charge reflects the ongoing and primary work of the committee, which flows from its Governance mission of “*oversight of the establishment and discontinuance of all courses and programs and the other matters relating to curricula.*”

TO: ACADEMIC STANDARDS

CHARGE: DETERMINE STANDARDS FOR CREDIT-TO-CLOCK HOUR RATIOS

1. Identify current credit-to-clock-hour ratios for lecture, lab/studio, and field experience/work experience in all disciplines.
2. Recommend the appropriate BCC standards to be applied across the College, informed by state and federal guidelines.

Explanation:

The clock hour ratio for lecture, lab/studio, and field experience/work experience should be calculated based on a College standard. Currently, the credit-to-clock hour ratios vary among disciplines, departments, and courses. This causes difficulty for students when planning schedules. It may also indicate that BCC is out of compliance with governmental and accrediting agencies. In addition, the recent Study Group on Learning Assistants’ Duties identified issues regarding the standardization of the credit-to-clock hour ratio for labs. Establishing standards for credit-to-clock hour ratios will enable the College to comply with external mandates and provide consistency in educational offerings.

TO: ACADEMIC STANDARDS

CHARGE: GRADING SYSTEM REGULATION

1. Review the impact on the grading system with regard to the change of the withdrawal deadline adopted in 2005.
2. Evaluate the impact of the plus grades on the grading system.
3. Recommend changes if needed.

Explanation:

In 2004-2005 Academic Standards recommended changes to the grading system regulation 5.0013R. Part of the final recommendation was to assess the impact of changes introduced in the revision of the regulation two years after its implementation.

TO: INSTITUTIONAL PLANNING & EFFECTIVENESS

CHARGE: PLANNING MATRIX

Provide input on the development of the 2009-2010 Institutional Planning Matrix.

Explanation:

In 2010, the College will be in the second year in a three-year cycle of planning. A comprehensive review of the internal and external research data available for planning is needed to determine recommendations for developing the new Matrix.

TO: INSTITUTIONAL PLANNING & EFFECTIVENESS

CHARGE: INSTITUTIONAL EFFECTIVENESS

1. Review and update the Major Indicators of Institutional Effectiveness.
2. Move to the dashboard approach for the Indicators.

Explanation:

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

TO: PROFESSIONAL DEVELOPMENT

CHARGE:

COLLEGE-WIDE ANALYSIS OF PROFESSIONAL DEVELOPMENT EXPENDITURES AND FORECASTING OF FUTURE PROFESSIONAL DEVELOPMENT NEEDS

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.

Explanation:

In President Burnham's response to the Professional Development Committee's 2006-2007 forum recommendations dated July 10, 2007 he recommended that the Committee examine how professional development funding is allocated to the entire campus community. This is an extension of the Professional Development Committee's 2006-2007 analysis of its own funds. The committee concluded that funding of individual professional development needs is essential to maintain employee excellence. The committee should continue to look at allocation of college-wide professional development monies with an eye toward maximizing resources. Collaborating with Human Resources on a professional development plan will ensure that institutional and individual professional development needs are met and provide a foundation for future professional development growth.

TO: STUDENT DEVELOPMENT

CHARGE: STUDENT EMAIL ACCOUNT GUIDELINES

1. Identify the types of information that the College conveys to students via their Brookdale Community College email accounts.

2. Examine the mechanics and identify constraints of our current email system and make recommendations as needed.
3. Develop guidelines for the administration and student use of email accounts.

Explanation:

Currently, the 2007-2008 College catalog states: *"All students are assigned a Brookdale e-mail address upon registration. You will receive critical information such as grade and graduation notices and registration announcements. It is vital for you to regularly check your Brookdale e-mail"* (see pg 21). However, the College has not determined what critical information is to be or should be sent via email, and students have raised issues regarding storage, SPAM, retrieval, etc. In a continuing effort to address the need to more effectively communicate with students, and in anticipation of implementing the 2006-07 "Green Initiative," which recommends using e-mail over paper, guidelines need to be put in place to maximize the effective use of e-mail. Responsibility of the e-mail account on the part of both the student and the College must be addressed in the guidelines. Because email to students may contain sensitive information, these guidelines should be consistent with all state and federally mandated regulations concerning the security of student records.

TO: STUDENT DEVELOPMENT
CHARGE: STUDENT MONITORING SYSTEM

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

Explanation:

The student Monitoring System has been in place since 1999. The latest version is intended to be used as a tool to alert students of possible problems in their academic performance. Information from monitoring records is also used for compliance with financial aid regulations (State and Federal). Currently, it has not been assessed for its impact on student success. It is important to update it and recommend changes to improve its effectiveness.

REPORTS

RESPONSE FROM THE PRESIDENT

In July 2007, Dr. Burnham sent a memorandum to Steering with the following comments in response to the 2006-2007 Governance/Forum recommendations:

I was pleased to be able to attend the majority of the Governance Forums this past year and witness the incredible collegiality and professionalism that characterized the

Forum's discussions. Kathy, a great deal of credit goes to you for your remarkable leadership and steady presence; and Maria for the wealth of information presented in each Gazette. Avis, I'm looking forward to working closely with you over the next year, particularly as we finalize our Middle States Self Study report, and tie the recommendations made in the report to the work of Governance for 2008-2009. I look forward to a productive year.

Please note that my office will be responsible for revising the College Regulations as noted here, and ensuring that the most current version is posted on the College website; several are currently posted, all will be online prior to September 2007.

Per the Forum recommendations for 2005-2006:

Academic Standards

Charge: Non-traditional Methods of Earning Academic Credit

The committee, under the leadership of Donna Flynn and Brian McKeon, did a good job examining the alternatives available to students for earning credit by non-traditional methods. I concur with the Guidelines as they've outlined them, but recognize the last-minute objections raised by Recruitment Services to some points in the Transfer Regulation, specifically their concerns over the number of BCC credits that students must have earned prior to recognizing credits from other transcripts. Hence, work on the regulation must continue. The Guidelines are effective September 2007; the Transfer Regulation is on hold pending further discussions between Academic Affairs, Enrollment Management and Recruitment Services, Academic Standards, and Steering. I welcome Steering's suggestions on the best way to handle this issue. Per the committee's recommendations, I have the following comments:

Recommendation A: Departments

By virtue of this memo, I ask the EVP of Educational Services, Dr. McMenam, the Interim Dean of Academic Affairs, Nancy Kegelmann, and the Dean of Enrollment Management and Student Affairs, Jim Palumbo, to develop a process for nontraditional credit assessment, 'designate a contact person to serve as liaison with the Student Development Specialists' and determine the best way to 'review and maintain a record of standards associated with granting college credit' by alternate means. The committee's Guiding Principles stipulate control at the department level and consistency in the procedures: I'm confident Dr. McMenam and Ms. Kegelmann will insist on the same as this process is developed. I will ask for a review in two years; that review should include an assessment of whether there has been an increase in the awarding of credit through non-traditional means.

Recommendation B: Student Development Specialists

By virtue of this memo, I ask that the Director of Student Development, Dr. Steve Curto, working with Director of Recruitment Services, Bruce Marich, develop a database

which can be accessed by the SDS's, and other campus members, of the 'various possibilities and processes for earning credit through non-traditional means'. Dr. Curto should work with Recruitment Services to ensure that the SDSs have the most current information on students transferring coursework in. Also, I ask that Dr. Curto work with the SDSs, the Marketing department, and Recruitment Services to ensure our nontraditional students are aware of this potential benefit and resource available to them.

Recommendation C: Governance

By virtue of this memo, I ask that the office of Academic Affairs include in the next College Catalog the information as listed in the committee's recommendations. My office will continue to work with the Committee, Governance Steering, and Ms. Kegelmann on the final version of the transfer regulation.

College Life

Charge: College-Wide Web Site Regulation Draft

The College Life committee, under the enthusiastic leadership of Roseanne Alvarez and Cari Gigliotti, utilized a wonderfully thorough and inclusive process to come to their recommendations; I am, once again, very impressed with their efforts and the end product. As the most powerful means of publicizing services for students, the College website has been long in need of focused attention. I agree with their recommendations and approve the revisions to regulation 2.9001R, College-wide Web Site Development Standards and Best Practices, effective immediately.

I will ask the Executive Director of College Relations, Dr. Steve Nacco, to continue to monitor the update of the site, and keep me and the entire campus community advised of progress made. In particular, I am interested in the assignment of "Information Providers" and training provided to them. I will ask Dr. Nacco, in collaboration with the TLC, to report back to me in one year on assessment of the site, its functionality and future plans.

College Life

Charge: Green Initiative

Once again, the committee has done exemplary work including the entire campus community in this important discussion. It should be noted that Matrix 2008, item I.B.6. reads; "Implement energy saving initiatives & green campus strategies". This matrix was reviewed and approved by the campus community November 2006. I will ensure that a similar goal is included in Matrix 2009. Per the recommendations, I have the following comments:

Establish an Environmental Sustainability Action Team

I will discuss the establishment of this "Action Team" with Governance Steering and EVP for Administration and Operations, Lou Goetting, to better determine it's organization, membership, life span and 'status' in the organization; after those discussions I will charge the Team and report my final decision to Steering.

Make a Public Commitment to Environmental Sustainability

A comprehensive plan for adhering to the spirit, if not the letter, of College Life's recommendations, is one of the goals for Lou Goetting for 2007-2008. This plan will determine the regulations and/or policies that need to be revised and/or adopted for compliance; I expect Lou to work closely with the anticipated Action Team and the Executive Director of Marketing Services, Dr. Steve Nacco, to ensure the planning process is as inclusive and shared as widely as possible.

History has proven that grass roots efforts have a better chance for success than top-down directives; it is imperative that the campus community look to each other to support efforts in environmental sustainability – not just College policies and regulations, and endorsements by 'top administrators'. Campus 'buy-in' must be total – not token; and not dependent on the actions of a few, but the actions of all. It was encouraging to see the new trash bins – properly labeled and with the item specific lids – added to the Administrative Center this past week. It was discouraging to see numerous employees arriving for work and stepping over the water bottles carelessly strewn around the parking lot. Somehow, we have to make our intentions and the actions of our students, faculty and staff, mesh. It is a sign of respect for the institution to want to 'take care of it'; I would like to encourage every employee to pick up one piece of trash a day, and adopt a zero tolerance for litter. Easier said than done, I know: but doable if we all work together.

The committee specifically referenced the Talloires Declaration of the American College & University Presidents Climate Commitment. While laudatory on its face, the Declaration requires compliance that, at this time, far exceeds our financial and human resources to implement and maintain. Our utility costs are already high; complying with this standard will raise them exponentially. Solar, wind power, and the use of non-fossil fuel are wonderful ideas – but doable? Not at this time, on our campuses. That said, the College has set in motion a series of initiatives to commit to environmental awareness, including upgrading lighting (resulting in JCP&L rebates); retrofitting non-ozone depleting chillers, and installing water saving devices. And we will continue to implement, as reasonable, as many environmentally-friendly protocols as possible. As noted in the Forum presentations, simple actions like turning out lights in unused rooms, and shutting off computers when not in use, can add up to a significant savings.

Establish a Baseline Understanding of Brookdale's Current Environmental Status

As part of the Plan for Environmental Sustainability referenced above, EVP Lou Goetting and his staff will compile all existing data on the current state of the College and develop "Best Practices" to share with the campus. Annual audits are currently conducted on many of the items listed by the committee; others will be conducted as feasible and reasonable. I ask that the Team prioritize and catalog efforts and initiatives, and assume the responsibility for

ensuring that divisions and departments, as appropriate, include 'green' goals in their action plans and department plans.

Foster a Climate of Environmental Stewardship and Responsibility

I would imagine that the exemplary work of College Life over the past year has gone a long way towards establishing a baseline climate of awareness on campus. It is my fervent hope that committee members – and the anticipated Action Team - will continue to 'spread the word' and work closely with Lou Goetting and Steve Nacco to develop evergreen initiatives and communication methods to ensure the 'buy-in' referenced above. I must reiterate what I said above - it is incumbent upon all of us to take responsibility, not wait for it to be foisted upon us.

Institutional Planning and Effectiveness

Charge: Matrix 2009

This was a busy year for IPEC - the Appreciative Inquiry workshop/retreat in Summer 2006; the involvement of the Full Professors in the development of Matrix 2009, and the multiple charges given to the committee this past year, all speak to the committee's productivity under the leadership of Arnie Gelfman and Jess Levine. IPEC began, and ended, the year meeting with members of the President's Cabinet, where frank discussion led to a better understanding – by both parties – of the thought processes involved in development of the Matrix. Matrix 2009 continues to evolve thanks to the diligence of the committee and the wonderfully collaborative method of its development.

Charge: Planning Calendar

Conceptually, the Planning Calendar is a great tool. It is not so much an "approach" as a representation; the key will be how it is used from this point forward. I will discuss it at Cabinet, and work with them to ascertain if there is any flexibility in the months where the lists of activities seems overwhelming, particularly May and September/October. Also, it is incumbent upon all to ensure that the activities and/or reports listed are available when the calendar says they are available; deadlines will need to be firmly enforced.

I would ask that the committee continue to work on it, and forward to me a plan for how it will be used, updated and communicated to the campus community. I would like the committee to report back to Steering and me in May 2008 with their thoughts on this.

Charge: Indicators of Institutional Effectiveness

I was surprised that I did not receive a report from IPEC/Steering on the committee's work with the Indicators of Institutional Effectiveness. While I liked the 'dashboard' approach the committee recommended, I am disappointed that after many years of laboring over these Indicators, we seem no closer to a campus-wide understanding of what they are, and why they are important. I am unaware of a process for collecting the data, compiling a final report, and sharing the information with the campus community. I would ask that the committee make the Indicators a priority for 2007-

2008; devising a true Accountability Report that will 'hold hands' with the Matrix, the Data Books, and other outcome-related reports. This Report should focus the task of assessing and monitoring progress towards the goals of the Matrix and the Academic, Facilities and Information Technology strategic planning documents.

Professional Development

Charge: Mentoring

The committee obviously spent a great deal of time researching and discussing the best practices for mentoring, ably led by Bernice Eng and Greg Liano. I applaud their efforts and support many of their recommendations, but must defer implementation of their full slate of recommendations pending a discussion with Dean of Human Resources, Pat Sensi.

By virtue of this memorandum, I ask that Dean Sensi develop a comprehensive plan on how mentoring is coordinated, funded and assessed on campus; similarly, I would ask EVP of Educational Services, Maggie McMenamini, to work with Dean Sensi and develop a similar plan for faculty mentoring. I would like Dean Sensi and Dr. McMenamini to advise me on the efficacy of the committee's recommendations and the following: how do these recommendations coordinate with new employee orientation; faculty orientation? How are mentors currently chosen? How are mentors matched with mentees? Are the mentoring programs across department and divisions consistent with one another? Do the recommendations of the committee go far enough? Are they too prescriptive? Not prescriptive enough?

Minus a comprehensive plan for mentoring, I am reluctant to enter into discussions about resources. I will advise Steering after my conversation with Dean Sensi about how we will move forward with this issue.

Charge: Analysis of Expenditure

Since the committee only examined the funding provided to the committees – not the entire College community – this report, though interesting, tells only part of the story. Once again, I'm afraid I must defer further action on these recommendations pending a comprehensive conversation with Dean Sensi about rethinking the funding of all Professional Development activities on campus. In the meantime, the sub-committees should continue to fund projects as they always have, assuming the same amount of money as last year, but I will not allocate additional funding without a comprehensive plan for how the money will be allocated and used. I will report to Steering on both of these Professional Development issues in January 2008.

Student Development

Charge: Student Services

The characteristics of the emerging student population was a timely topic; discussion of this continues on many levels, and I was gratified to see the Student Development committee, led by Pat Dillon and Torina Armstrong,

approach the topic with such meticulous attention to every student. I attended the Forum where they presented the characteristics in detail; I would've liked to have seen that information repeated in their final report to Steering. Regardless, the committee is to be commended for their efforts to compile the services available, and the recommendations resulting from their discussions.

Evaluation of college services should take place every five years in accordance with College Regulation 2.0024R.

By virtue of this memorandum, I am charging the Executive Director of Planning, Assessment and Research, Arnie Gelfman, with revising Regulation 2.0024, Evaluation of College Services. The regulation was last updated in 1985 and needs strengthening and greater accountability. While the regulation stipulates that the responsibility for the timing and implementation of the evaluation of services lies with the appropriate College officer, I personally feel that the PAR office should assume a larger role in this function. I would ask that Mr. Gelfman revise the regulation, with input from his staff and others, and submit to me, by December 2007, the draft revised regulation; a schedule for service area evaluations, and the parameters of such an assessment. I will review his recommendations and report to Steering in January 2008.

Per the second recommendation, "**Information regarding all student services should be readily accessible on the BCC website**" I would defer to the expected revisions of Regulation 2.0024R; also, Regulation 2.9001R, College Wide Website Development Standards and Best Practices, clearly states that there will be periodic surveys to 'determine whether students, staff and the community are suitably engaged...concurrently, the Teaching Learning Center will consult with faculty to discuss and determine needs, concerns, initiatives and innovations...'

Those assessments – and the subsequent recommendations and actions resulting from the assessments - should ensure that an understanding exists among all staff that services which do not meet expectations will be modified appropriately. I prefer to see recommendations such as this one couched as a Guiding Principle, allowing for some interpretation and flexibility in assessment criteria and methods of implementation.

Similarly, the remaining recommendations, while laudatory, are overly prescriptive; I defer to EVP Lou Goetting and the Information Technology Advisory Council (ITAC) to advise me on the technology related recommendations (assessment of department needs; ITV Broadcasting; Image Now Technology). Also, I would ask that Lou advise me on the safety and security issues listed (handicap access; safe and secure environment) and that Dean of Student Development, Jim Palumbo advise me on the issues related to Student Development (awareness program for students with disabilities; increasing student employment on campus; models of peer tutoring and study groups).

I found recommendation 14 confusing: "**Ensure that the quality of existing services is not compromised by the**

introduction or expansion of new services”, and would welcome clarification by Steering. With no assessment of the “quality of existing services” it becomes impossible to determine whether such service has deteriorated, or improved. Is this recommendation in regards to a specific situation?

Charge: Student Government

I followed this discussion with much interest and, although surprised by the outcome, I was also gratified to have our existing system of student representation and leadership validated and strengthened with the committee’s key recommendation. The committee must be commended for the research and careful thought which went into their deliberations.

I am aware of the great work currently underway by the Student Life and Activities staff under the leadership of the Associate Director of Student Life and Activities, Robert Quinones, who is working with the students to update the ASBCC Constitution and develop a Student Leadership and Student Ambassador Program. Many of the recommendations to support the existing ASBCC/SLB model are underway through the efforts of Robert and the staff. Several deserve more attention: I concur that dedicated space for the SLB is a priority, particularly in a Student Center; I will speak with EVP’s Maggie McMenamain and Lou Goetting about this. I would ask Steering to work closely with the Administrators and the new Student Leaders of the ASBCC/SLB on developing a formal link between Governance and the student body. With this reaffirmation of the importance of the SLB as the ‘voice’ of the student body, I ask both entities – SLB and Governance – to brainstorm ways to emphasize this voice in all College discussions and decisions.

Diversity Council

Charge: Recommend the status which is most appropriate for the Council within the College community and the Governance structure.

The campus vote to recommend that the Diversity Council join the ranks of Standing Committees of Governance was a welcome one for me; the Council, under the leadership of Sondra Cannon and Avis McMillon, deserve much credit for their careful stewardship of this issue throughout the year. The campus community deserves a lot of credit as well, for voting to give the Council the status it deserves within the College community. I would like to meet with the Council, Dean of Human Resources Pat Sensi, the Chair and Chair-elect of Steering, to discuss the recommendations of the Council, and how best to move forward in the coming year. My office will coordinate this meeting in August 2007 and I will report to Steering afterwards.

General Education

Charge: Revise the Gen Ed regulation 5.0003R General Education to reflect changes in the proposed state model.

This committee, under the leadership of Shay Delcurla and Gail Harrigan, performed a Herculean task in the quick and comprehensive review and revision of the Gen Ed regulation. They were focused and purposeful and the Forum presentation I attended on this topic was one of our best ever. Kudos as well to Interim Dean of Academic Affairs, Nancy Kegelman, for her constant attention and the expert guidance she provided to the committee. All the committees worked hard this past year, but none with the strict deadlines and state mandates Gen Ed had to operate under; they deserve a great pat on the back from all of us, but particularly from our current and future students, whose college careers will progress with fewer problems and transfer issues than some of our past students. This regulation has been posted on the web site and is effective immediately.

There is still much to be done, particularly with the integration of the revised Gen Ed and the core competencies (though we are well positioned for this). The criteria for classifying a Gen Ed course based on the state parameters and the implementation of the revised regulation will entail a great deal of collaborative discussion across campus. I look forward to working alongside this committee over the coming year.

Report on the Year-End Governance Retreat

Kathy Vasile, Governance Chair, opened the retreat by welcoming everyone and commending all participants on the amazing job done on the past year’s charges. She introduced Dr. Burnham who applauded both Kathy and Maria Fernandez for their great work. He also commended Steering and all the committees for jobs well done. He discussed the importance of the collegial system of Governance and noted how it provides him with a 360-degree view of the institution.

Dr. Burnham moved on to discuss what he cited as the single biggest challenge for Governance this year: assessment. He discussed the importance of assessment vis avis Governance to the Middle States self study. The selected topic is “Governance: A Culture of Engagement and Outcomes.” He acknowledged that assessment has been conducted all along, but that, for the self study, conclusions must be thoroughly documented.

Dr. Burnham provided four steps in the assessment process:

1. Set expectations (for course, program)
2. Identify standard of measurement by which expectations must be validated
3. Conduct assessment
4. Translate results to strategic change at the institution, program and course level

Middle States Self-Study Co-Chair Jayne Edman noted that the first draft of the report is available on line, and that the second draft would be written over the summer and available

for review in September. She informed participants that Middle States visits will take place in October and April.

Dr. McMenamain was next and provided input for 2007-08 committee charges. She applauded all committees for jobs well done and congratulated everyone for making it another great year at Brookdale.

Members of Standing and College-wide committees worked in groups to brainstorm charges for 2007-08. A discussion of some of the ideas ensued.

Kathy acknowledged Carolyn McCreesh and Laura Longo, both members of Steering whose terms have expired. She thanked them for their hard work. She noted that the diversity of steering – the mix of people from various parts of the campus as well as the diversity of thinking styles – is what makes Steering great.

Kathy was given giant Post-It Notes in commemoration of her note taking methods.

The retreat concluded with a presentation of the ceremonial gavel to Kathy Vasile by Maria Fernandez in recognition of her excellent work as Governance chair.

ISSUES

Institutional Planning and Effectiveness Committee

In late spring, IPEC presented to the Forum what was then the latest iteration of the Fiscal Year 2009 Strategic Goals Matrix. At that time, Dr. Burnham praised the process that brought the Matrix to the Forum well in advance of the budget year, and he cautioned that because of the long lead time, some changes will become necessary before the budget year actually begins. He also expressed his concern that the balance between strategic and tactical goals in the Matrix may be leaning too much toward the tactical. Subsequently, a subcommittee of IPEC and the President's Cabinet met to refine the Matrix. Then in late June, IPEC and the Cabinet met to discuss the progress. Finally, in late August, IPEC held a half-day retreat to review whether any changes would be needed for the FY 2008 Matrix, to complete their work with the FY 2009 Matrix, to examine updates to the Major Indicators of Institutional Effectiveness, to review committee accomplishments vs. goals for the previous academic year, and to develop tentative plans for the current academic year. IPEC and the Cabinet will meet again on September 19, the day after the first Forum, to present its final Matrix recommendations.

As a result of the above described activities, the updated FY 2008 Matrix was available on the first Faculty Day for the development of "final" plans for the current academic year. In addition, the FY 2009 Matrix was available on the second

Faculty Day for the initial development of plans and associated budgets for the academic year beginning in July 2008.

At the first Forum, IPEC will present the most recent version of the FY 2008 Matrix. Only minor changes were made to it since its approval by the Board of Trustees last October. Specifically, the two major initiatives were the initiation of a review of the Student Development Model and the development of a comprehensive capital funding plan for facility improvements. Both of these areas were discussed in depth by the President at his opening fall State-of-the-College presentation. IPEC will then present the FY 2009 Matrix which also reflects some changes from the April version. Specifically, the changes relate to the prioritization and implementation of recommendations from the review of the Student Development Model and to an even greater emphasis on student learning outcomes.

As already indicated, IPEC reviewed the updates to the Major Indicators of Institutional Effectiveness during its August retreat. The number of Indicators was reduced from 51 to 28; however, questions continued to be raised whether there are still too many. In addition, IPEC members expressed a need to provide benchmarks for each of the Indicators. In the early fall, IPEC will be coming before the Forum to present the data and solicit feedback.

Middle States Self Study

Brookdale's Middle States Decennial Reaccreditation process is in full swing. As you may remember there are two parts to Brookdale's report. The first is the Document Roadmap Review. In this step, nine of the fourteen standards from the Characteristics of Excellence are being fulfilled by a comprehensive review of documentation. The date for this review is scheduled for October 24, 25 and 26, 2007.

The second phase is the Selected Topic Self-Study Report based on the theme, Governance: A Culture of Engagement and Outcomes. In this report, the College will satisfy the remaining five standards through a comprehensive report. The Middle States visit to review the Selected Topic Report is April 13-16, 2008.

To date, several hundred faculty and staff have been involved in preparing the two documents. Now, the entire Brookdale community has an opportunity to contribute. Both reports will be available on the website soon. The Co-chairs, Jayne Edman and Richard Pfeffer, will discuss the two reports at upcoming Governance Forums and will meet with a variety of faculty and staff groups over the next month. Your constructive feedback will strengthen the report and validate the theme of engagement. We look forward to your input.

Proposed Amendments to the Governance Constitution:

On April 2006 the Forum voted to change the status of the Diversity Council from a college-wide committee to a standing committee. This change requires an amendment to the Governance Constitution. The first part of the amendment is to approve the statement of purpose for the Diversity Council, the addition of a definition of an ex-officio member of a standing committee and minor language changes to reflect Governance current practices. The second part of the constitutional amendment will be to look at the Standing Committee memberships and recommend changes as needed. The proposed changes to the constitution are:

1. The addition of a statement of purpose for the Diversity Councils follows under **STANDING COMMITTEES**:

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 creating 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 and the workplace.

2. Inclusion of a description of the role of Ex-Officio member of a standing Committee under **STANDING COMMITTEE BYLAWS**:

An ex-officio is an essential member of a Standing Committee. The primary role of an ex-officio member is to be a resource for the committee. An ex-officio contributes crucial information and expertise to the committee by virtue of her/his position. Another important function of the ex-officio is to facilitate communication between the committee and the administrative office she represents. Ex-officio members have all the rights of membership in the committee.

Proposed deletions in the constitution are identified with ~~strikethrough~~ text and proposed new language for the constitution is in *italic bold* text. The changes are as follows:

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. ~~The Chair will report on these actions at the earliest possible regularly scheduled Forum meeting.~~

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, ~~and~~ taking minutes ~~at~~, and providing follow-up assistance for, ~~all~~ 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. Assist in the annual elections to the Steering Committee;
- ~~g. Maintenance of accurate rosters of membership of all governance committees;~~
- g. Maintenance of the official files of the governance system.

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 their 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 ~~monthly~~ meetings ~~at the beginning of~~ 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. the fourteen students who serve on the ~~six~~ seven 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 in writing and be submitted 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. The vote will be by ballot. 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 ~~six~~ seven 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 their 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 ~~six~~ seven 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 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 ~~six~~ Standing Committees, an

annual calendar of meetings for the governance system (Forum, Steering Committee, and Standing Committees) ~~at the end of the Spring term~~ 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. ~~including the method of voting on such changes.~~ Any changes that are approved by the Forum are then to be forwarded to the President of the College for his approval.
9. ***Maintenance of accurate rosters of membership of all governance committees.***

Membership

The Steering Committee shall have ten members: two full-time faculty, two administrators, two full-time staff, the Executive Assistant to the President, one currently enrolled student who has earned 15 credits at Brookdale, and the Chair and Vice-Chair (Chair Elect) of the College Forum. All members are empowered to vote; the Chair votes only to break a tie.

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 ~~five~~ **four** offices will be open for election: Vice-Chair (Chair Elect), one faculty position, one administrator position, one staff position. ~~and the student 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.

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 creating 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 and the workplace.

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.

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 a precise charge and time frame 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, ~~Diversity Council~~, 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 **have a recording secretary** to 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 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. The Chairs of the Standing Committees will consult with the Steering Committee at the end of each Spring term to establish a calendar of governance committee meetings for the next academic year.~~
- ~~9. Each Standing Committee shall submit a monthly report to the Steering Committee; this report will include decisions made, matters currently under consideration and progress made so far. 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.~~
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. ~~The chair or designee of a Standing Committee must appear before the Steering Committee~~ 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.

~~Each committee shall prepare a monthly report for inclusion in the Governance Gazette.~~

~~Ex officio means appointment to a Standing Committee by virtue of an administrative position; all ex officio members are voting members of their respective committees.~~

14. *An ex-officio is an essential member of a standing committee. The primary role of an ex-officio member is to be a resource for the committee. Ex-officio members contribute crucial information and expertise to the committee by virtue of her/his position. Another important function of the ex-officio is to facilitate communication between the committee and the administrative office she/he represents. 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/Computer Science and Arts/Communications Divisions will elect representatives; the next year English and Social Sciences representatives will be elected; and lastly representatives from Math and Science/Technologies and 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 they run and are elected.

The Steering Committee would like to thank Tony Snyder, Virginia Lee and David Stout for working with us during the summer on the proposed changes to the Governance constitution.

Please send all questions, comments and suggestions to:
Maria Fernandez, Governance Chair
mfernandez@brookdalecc.edu
Ext. 2227

Thank you,
Steering Committee of Governance

STEERING COMMITTEE MEMBERSHIP

The Steering Committee membership for 2007-2008 is as follows:

Chair:	Maria Fernandez
Vice-chair:	Avis McMillon
Past Chair:	Kathy Vasile
Ex-officio:	Louise Horgan
Confidential Admin. Assist.:	Susan Kenney
Faculty-at-Large:	Phyllis Shafer Earl Teasley
Administrative/Exempt:	Linda Mass Jennifer Wright
Staff:	Erik Johanson Brent Costleigh
Student:	Joseph Lormel

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.

Below 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 Maria Fernandez at ext. 2227 or mfernandez@brookdalecc.edu

ACADEMIC COUNCIL

[MAC 204]

Faculty:	Dan Leyes (Arts/Comm.) John Mensing (Bus./Comp.) Vacant (English)
Co-chair:	Barbara Burk (Health Sciences)
Co-chair:	Ellen Musen (Math) Bill Templeton (Sci./Tech.) Thomas Kapsak (Social Sciences) Alice Dressner-Ehrlich (Stu. Dev. Sp.) Laura Miceli (Stu. Dev. Sp.) Karen Topham (Librarian)

Admin/Exempt: Pat Wuelfing
Staff: Amy Gingold (member-at-large)
Peter Geiselman (Learning Asst.)
Ex-officio: Nancy Kegelman (Dean,
Academic Affairs)
Arminda Wey (Basic Skills)
Vacant (Assoc. Registrar)
Ann Tickner-Jankowski
(Articulation)
Shay Delcurla & Gail Harrigan
(Gen. Ed.)
Laura Neitzel (Honors)
Students: *Vacant* (2)
Steering Committee Liaison: Brent Costleigh

ACADEMIC STANDARDS [MAC 202]

Faculty: Sid Godwin (Arts/Comm)
Vacant (Bus./Comp.)
Co-chair: Donna Flinn (English)
Joan Santa Croce (Health
Sciences)
Co-chair: Brian McKeon (Math)
Jim Crowder (Sci./Tech)
Darlene Macomber (Social
Sciences)
M. Beth Boylan (Stu.Dev.Sp.)
Karen Abramski (Stu.Dev.Sp)
Steve Chudnick (Librarian)
Admin/Exempt: Laura Longo
Staff: John Magliacane (Learning Asst.)
Carolyn McCreesh (Learning
Asst.)
Ex-officio: Margaret McMenamin
(Exec.V.P. Ed/Services)
Kim Toomey (Registrar)
Jim Cody (Basic Skills)
Nancy O'Shea (Testing Center)
Students: *Vacant* (2)
Steering Committee Liaison: Phyllis Shafer

COLLEGE LIFE [MAC 206]

Faculty: John Bukovec (Arts/Comm)
Marilyn Ryder (Bus./Comp.)
Roseanne Alvarez (English)
Marilee Luick (Health Sciences)
Andrew Pantiz (Math/Science)
Cari Gigliotti (Sci./Tech.)
R. Carl Thomas (Soc. Sciences)

Admin/Exempt: Ellie Horgan (Stu.Dev.Sp)
Vacant (2)
Staff: Sara Morgan
Ellen Leung
Ex-officio: Robert Quinones (Dir., Student
Life/Activities)
Riina Van Rixoord (Dir., Com.
Serv. Marketing/Program Dev.)
Gregg Chamra (Ex. Dir.,
Auxiliary Services)
Richard Frank (Ex.Dir. Fac.)
Bill Golubinski, (Ex. Dir. Facil
Mgmt & Engin.)
Pat Golden, (Diversity Mgmt.
Officer)
Vacant (Diversity Council
Representative)
William Sanford (Chief, Police)
Ernest Oversen, (Dir., Disability
Services)
Charanne Smith (Dir., Higher
Education Center)
Carol Ann Hafner (Marketing)
Students: *Vacant* (4)
Steering Committee Liaison: Erik Johanson

INSTITUTIONAL PLANNING AND EFFECTIVENESS [MAC 208]

Faculty: Marty McDermott (Arts/Comm)
Barbara Boyinton (Bus./Comp.)
Brandon Gramer (English)
Mary Ehret (Health Sciences)
Terry Healy (Math)
Shahin Pirzad (Sci./Tech.)
David Stout (Social Sciences)
Howard Finkelstein (Stu.Dev.Sp)
Co-chair: Jeanne Ostrowski (Librarian)
Admin/Exempt: Marian Smith
Vacant (1)
Staff: Dorothea Travers
Scott Gibson
Ex-officio: Webster Trammell (VP, Dev.,
Gov. & Comm. Rel.)
Co-chair: Arnold Gelfman (Ex. Dir, PAR)
George Fehr (VP Finance)
Sue Desiderato (Asst. to Ex.VP,
Ed/Stu/Outreach Services)
Stephen Nacco (Ex.Dir. Col. Rel.)

Rodney Howard (Ex.Dir.
Info.Tec.)
Louise Horgan (Ex.Asst .to Pres)
Anne Marie Sparaco, (Asst. to
Ex.VP, Admin/Operations)
Patricia Sensi, (Dean, HR)
Linda Milstein (VP, OBCD)

Student: *Vacant*

Steering Committee Liaison: Earl Teasley

PROFESSIONAL DEVELOPMENT [MAC 210]

Faculty: Barbara Baron (Arts/Comm)
Bernice Eng (Busin./Comp.)
Robert McGovern (English)
Karen Woolley (Health Science)

Co-chair: Gregory Liano (Math)
Nancy Liu (Sci./Tech.)
Elaine Olaoye (Social Sciences)
Cathy Goode (Stu.Dev.Sp)

Librarian: Amy Clark

Admin/Exempt: Debbie Almedia
Kelli Sanders-Jennings
Carol DiBuccio
Mary Ann Waclawik

Staff: Anne Prudent
Lynn Johnson

Co-chair: Marianne Drake

Ex-officio: *Vacant (Staff Dev.Spec.)*

Police: *Vacant*

Steering Committee Liaison: Jennifer Wright

STUDENT DEVELOPMENT [MAC 211]

Faculty: Paul Keating (Arts/Comm)
Joanne Eskola (Busin./Comp.)
Sue Nash-Ditzel (English)
Linda Servidio (Health Sci.)
Glenn Noe (Math)

Co-chair: Pat Dillon (Sci./Tech.)
Sherri West (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 Mariachi (Dir, Recruitment
Services)

Linda Mass (Dir., Experiential
Learning & Career Services)

Richard Morales-Wright
(Dir. EOF)

Michael Bennett (Dir, Fin.Aid)

Linda Simpson (Basic Skills)

Vacant (Higher Education Center
Administrator)

Students: *Vacant (4)*

Steering Committee Liaison: Linda Mass

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

IMPORTANT DATES IN SEPTEMBER/OCTOBER

September 11: Standing Committees

September 12: Steering

September 18: Forum

September 25: Standing Committees

September 26: Steering+

October 2: Forum

DID YOU KNOW?

**Reading the Governance Gazette
can pay off in more ways than
one! In addition to keeping you
informed on issues that impact
the campus community, each
edition will include a chance to
win \$25 to the College Store.**

**See next issue for details in the
new "Did You Know?" box!**

