



Governance Gazette

the newsletter of Brookdale Governance

September 2008

Chair's message

Welcome back to Brookdale, and to Governance!

If you want to know the details of **major renovations** taking place at Brookdale in the coming months... how **professional development** activities will be funded... what **strategic direction** the college will take for 2009-10... then you want to be at the first Forum on September 16, 2008!

In addition to these exciting updates, Standing Committee charges will be discussed.

As Brookdale continues to grow by leaps and bounds, the role of Governance becomes even more important, as we work together to enhance the Brookdale experience for our colleagues and for our students. Thank you for your participation. I look forward to all the exciting ideas, discussions and recommendations that will take place this year!

See you at the Forum...

Avis McMillon
Governance Chair

September 16, 2008

FORUM MEETING

11:45 in Twin Lights I & II

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

Agenda

1. Review of Standing Committee Charges
2. IPEC: Matrix 2009/10 and 2010/11
Arnie Gelfman and David Stout, Co-Chairs
3. Facilities Update
Dr. James Sulton, Executive VP-Admin., Operations & Information Technology Services
4. Professional Development- Blueprint
Pat Sensi and Marianne Drake, Co-Chairs

Committee: Steering

The implementation of the Academic Leadership Model presented a different set of questions to Steering last year in terms of the role of Academic Division Deans in Governance. The new positions and the scope of their roles within the Governance structure were discussed several times last year at Forum. Steering recommended that "Academic Deans will be appointed to a standing committee as a liaison by the EVP for Educational Services in consultation with Steering for a period no less than one academic year. Liaisons are non voting members." The outcome of the vote was 44 for, 55 against, and 22 abstentions.

Therefore, the role of Academic Deans in Governance will be revisited to identify how these positions can best serve standing committees and Governance. At the September 30 Forum, Steering will facilitate a substantive discussion of this issue. Following the discussion, Steering will propose recommendations to the Forum.

STANDING COMMITTEE CHARGES ASSIGNED

The Steering Committee, in consultation with President Burnham, has prepared the charges for Governance Standing Committees for the academic year 2008 – 2009.

TO: ACADEMIC COUNCIL

CHARGE: CURRICULUM REVIEW

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

Explanation:

This is a carried over charge 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 other matters relating to curricula.”

TO: ACADEMIC STANDARDS

CHARGE: TRANSFER CREDIT

1. Identify all avenues the college offers students to receive transfer credits.
2. Identify processes and procedures already in place for each method.
3. Review and recommend updates to College Regulation 6.1003R, Transfer Credit.

Explanation:

In the 2006 – 2007 academic year, the College, through Governance, charged Academic Standards with examining non-traditional methods of earning academic credit. Implementation of the results of this charge was put on hold, pending further investigation and review by administrative units. Earning academic credit through non-traditional methods is just one component of the overall regulation guiding the transfer of academic credit (6.1003R). The current Regulation 6.1003R has not been modified since 1977, and a review is warranted to ensure that all avenues for receiving credit have clearly been defined and that clear, consistent, and fair practices and procedures are applied.

TO: ACADEMIC STANDARDS

CHARGE: ELIGIBILITY FOR GRADUATION

Review College Regulation 6.1700R, *Eligibility for Graduation*, and recommend any necessary changes.

Explanation:

In the 2003-2004 academic year, the College, through Governance, approved a change to the Eligibility for Graduation Regulation, 6.1700R, specifically related to matriculation and the catalog year that a student must follow in order to graduate. This was the only update since 1977, other than the addition of the AFA degree in 1997. Since that time there have been changes made to position titles, degree credit requirements, certificate name changes (Academic Credit Certificates and Academic Certificates of Achievement), and process, to name a few.

In addition, changes were made in various catalogs that were not consistent with the current regulation:

- The 1982-1984 catalog states “For all degrees, 30 credits must be earned at Brookdale”.
- The 1984-1986 catalog states “No more than 30 credits can be accepted from another college or from CLEP and other equivalency testing programs toward Brookdale graduation”.
- The 1993-95 catalog to the present catalog states “No more than 50% of the credits towards a degree can be accepted from another college or from CLEP and other equivalency testing programs toward Brookdale graduation”.
- The regulation states “For all degrees thirty semester hours of credit must be earned at Brookdale Community College”.

Additional inconsistencies that need to be addressed include:

- Brookdale degree programs across all disciplines required successful completion of 60 credits before an Associate's Degree could be conferred. Over time, however, this uniformity has been lost, and today some programs require in excess of 60 credits for completion.
- The current regulation states that “the last twelve credits earned toward a degree or certificate must be earned at Brookdale”. However, Dental Hygiene is a dual degree program with UMDNJ which requires students to take their credits at UMDNJ.

The current Regulation 6.1700R warrants a review to ensure the integrity of graduation eligibility.

TO: COLLEGE LIFE

CHARGE: COMMUNITY USAGE OF INFORMATION COMMONS AND STUDENT SUCCESS CENTERS

1. Examine current use of Information Commons and Student Success Centers by non-Brookdale community members.
2. Review related regulations, policies and procedures and make recommendations for revisions as appropriate.

Explanation:

As part of Brookdale Community College's commitment to community outreach, members of the community have unlimited access to the Information Commons and Student Success Centers and all technologies provided by the College. Recently, however, various concerns have arisen over the unregulated use of these facilities. It is clear that an assessment of the facilities usage and practices is warranted to ensure an appropriate educational environment is maintained for all users. In addition, an assessment needs to be conducted in order to ensure that student needs are met which is the primary purpose of these areas.

TO: DIVERSITY COUNCIL

CHARGE: IMPLEMENTATION OF THE DIVERSITY COUNCIL REPORT INITIATIVES

1. Prioritize the six target areas addressed in the Diversity Council Report to Brookdale Community College, 1/17/2008. (See explanation);
2. Structure, define and charge appropriate sub-committees to facilitate the implementation of the Diversity Council Report;
3. Begin the implementation of select preliminary initiatives/actions connected to the six target areas by January 2009.

Explanation:

The Diversity Council successfully achieved Standing Committee status on Governance in 2007-2008. The Council, in conjunction with the American Conference on Diversity, developed a comprehensive report, also referred to as a "blueprint", to "address issues of diversity and equity in programs, services and community, as well as facilitating a climate of civility, tolerance, and mutual respect."

The Diversity Council Report focuses on six target areas with recommendations to be addressed by the Diversity Council. These areas are:

- General Awareness & Education
- Hiring, Promotion, & Reclassification
- Communications
- Equality of Service/Quality of Service/Extracurricular
- Diversity in Curriculum

- Funding for Diversity Initiatives

It is important that the Diversity Council move forward to develop strategies and programs to begin the implementation of the philosophy and goals of its findings.

TO: INSTITUTIONAL PLANNING & EFFECTIVENESS

CHARGE: PLANNING MATRIX

1. Complete the development of the 2009-2010 Matrix.
2. Provide input on the development of the 2010-2011 Institutional Planning Matrix.
3. Develop a companion document with examples of outcomes linked to the strategic goals of the 2010-2011 Matrix.

Explanation:

A comprehensive review of the internal and external research data available for planning is needed to determine recommendations for modification to the Matrix.

TO: PROFESSIONAL DEVELOPMENT

CHARGE: IMPLEMENTATION OF THE PROFESSIONAL DEVELOPMENT BLUEPRINT PROFESSIONAL DEVELOPMENT RESOURCE GUIDE UPDATE

1. Identify annual college-wide priorities and themes in accordance with the Professional Development Blueprint;
2. Recommend methods to forecast and communicate these priorities and themes to college employees;
3. Continue to develop, enhance and recommend programs and processes that support the goals of the Professional Development Blueprint;
4. Update the Professional Development Resource Guide based on relevant documents including the Professional Development Blueprint.

Explanation:

During the academic year 2007-2008, the Professional Development Committee successfully completed a charge to "Develop a comprehensive blueprint with Human Resources for professional development..." Since that blueprint can now structure and guide professional development efforts at the college, initial steps to During the academic year 2007-2008, the Professional Development Committee successfully completed a charge to "Develop a comprehensive blueprint with Human Resources for professional development..." Since that blueprint can now structure and guide professional development efforts at the college, initial steps to achieve its goals can commence.

The plan's broad goals are framed by shifting institutional priorities and themes and their identification is a foundational step in that process. This annual review of priorities and themes shall direct the development, selection, and support of professional development programs. To prepare professional development plans and goals in a timely manner, supported priorities and themes must be communicated to college employees in advance.

The Professional Development Resource Guide was last updated in 2004. A revision would reflect evolving content in related college documents including Matrix 2009 and the Professional Development Blueprint.

TO: STUDENT DEVELOPMENT

CHARGE: STUDENT ENGAGEMENT AND SUCCESS

1. Examine avenues currently in place at Brookdale that encourage and report on student engagement and success (including facilities, resources, research and programs).
2. Identify and recommend additional avenues, both traditional and emerging, to increase student engagement and success.
3. Identify and recommend ways the information generated by the Student Monitoring System can be used to effectively support student success.

Explanation:

Student engagement is directly related to student persistence and success. The recent Community College Survey of Student Engagement (CCSSE) examined the amount of engagement students experience at Brookdale. The College is seeking ways to enhance connectedness among and between students and faculty.

REPORTS

RESPONSE FROM THE PRESIDENT

The phrase "what a year it was" has been overused by sportscasters and New Year's Eve revelers, but no other phrase is so apt for Brookdale 2007-2008. In the midst of the 'normal' day-to-day life of the College, we had the Middle States self study, a revised assessment model and five tiers to aspire to, the Commission on Academic Leadership Models, the Action Team on Sustainability, more Middle States, the hiring of six Academic Division Deans, major facilities planning, the relocation of two Higher Education Centers, a change in the Executive Vice President, Administration, Operations and Information Technologies, and more Middle States; all in the midst of a double digit enrollment increase.

Governance Steering, the Standing Committees and the College-wide committees deserve a major round of applause. The Report from our Middle States Evaluation Team cited the Governance system as a significant strength of the institution, writing; "The level of interaction, participation and dialogue that exists among constituents, governance and planning committees and the administration is commendable." The discussion at the Forums last year, though tempestuous at times, proved that we can agree, or 'agree to disagree' in a professional, mature manner.

I have carefully reviewed the recommendations from the Forum, as forwarded to me by Steering. My comments follow:

College Governance Steering Committee

Review of the Governance Constitution

The amount of work Steering did to revise the Constitution is admirable; they consulted with past chairs and the 'framers' of the original constitution, and spent many hours in discussion. It was a painstaking process; one that will continue as Governance evolves. I approve all the Constitutional changes made and voted on in the Forums. In particular:

Diversity Council

As I have previously stated, I wholeheartedly support the inclusion of the Diversity Council as a standing committee and salute the campus community, the Chairs of Diversity, Sondra Cannon and Avis McMillon, and Steering, for successfully stewarding this important initiative.

Cabinet had several comprehensive discussions on the Diversity report in August; they have been directed by me to work closely with the Council and all members of the College community, to ensure the goals and aspirations of the Council are embraced.

In addition, I understand that a statement in support of the Diversity Council initiatives will be added to the current 2009-2010 Matrix; I salute Institutional Planning's initiative in this matter.

I look forward to substantive discussions on the 'target areas' as defined by the Council, and broad community support for their initiatives. In addition, I expect the Diversity Council to work closely with the Tools for Tolerance Task Force, as they begin their second year assisting the College community to develop a cultural and global awareness with regard to bias and hate crimes. The "Day of Tolerance" held last year in the Collins Arena was a wonderful success; the DVD they developed with the assistance of Brookdale Television is a wonderful example of the collaboration between the Diversity Council and the Task Force. I hope the DVD gets a wide audience; and I look forward to more great work from both committees.

Academic Division Deans

I am encouraged that Steering will initiate a discussion in early Fall 2008, in light of the angst and confusion resulting from the previous discussions, on appointment of the Academic Division Deans (ADDs) to Standing committees.

Time will tell the influence and impact the new Academic Leadership Team will have. Change is always unsettling, but Brookdale has always prided itself on managing through change in a positive, pro-active manner. I am confident the ADDs will serve admirably, and bring a new level of advocacy and accountability to committee discussions. I look forward to a substantive discussion on this topic.

Academic Council

Charge: Discontinuance of Courses

The procedure to handle the issue of courses that no longer run, as developed by Academic Council, ably chaired by Barbara Burk and Ellen Musen, is a good one. I understand that this process was piloted this past year and worked well; that is a fine testament to the care and thought put into addressing the charge. I particularly like the active role for follow-up that the Division representatives on the Council have assumed with this recommendation.

I assume that Academic Council will broadly communicate the procedures and recommendations outlined; including the responsibility of the faculty to ascertain the status of the courses and act accordingly, and to initiate a Course Description change as necessary if the class does not run regularly.

I would ask the Council to work with Dean Kegelman per their request about the Course Deletion form.

I understand the Academic Division Deans will be included in the process for course deletion, and have the responsibility of ensuring that any impact of the deletion is minimized.

Academic Standards

Charge: Credit-to-Clock Hour Ratios

Donna Flinn and Brian McKeon, co-chairs of Academic Standards, diligently tackled two large issues, both of which have broad implications for students, faculty and staff, with excellent attention to detail and student needs.

There are a number of issues that would have to be resolved by October 2008 (when production begins on the College Catalog) to ensure that the Credit-to-Clock Hour Ratio is correct in the 2009-2010 Catalog.

Under the direction of Executive Vice President McMenamain and Dean Kegelman, the Academic Division

Deans must work with their respective departments to ensure that the course schedule, catalog, and syllabus are consistent in the allocation of hours, per this recommendation. Given the complexity of issues in the studio arts and ENGL 095, and perhaps other departments, I will ask Dr. McMenamain to tell me if a phased approach to implementation is needed.

I disagree that there are no budgetary implications: the changes needed to adjust the ENGL 095 courses alone have consequences for scheduling and credit hours taken by students.

By virtue of this memorandum, I ask that Dr. McMenamain report to me by September 30, 2008, on the best way to proceed.

Charge: Grading System Regulation

I applaud the committee's willingness to tackle the use of minus grades while reexamining their previous work on grading and withdrawal dates.

Much like the last time the grading issue was addressed, I have some concern about how the plus and minus grades are/will be applied consistently across divisions and departments. I will assume that Dr. McMenamain and the Academic Division Deans will handle this aspect of the recommendation, and also work closely with the departments to make the appropriate changes to their syllabi and grading procedures.

I understand that Registrar Kim Toomey has already begun the determination of the grade point assigned to each grade, and is in discussion with Dr. McMenamain and the ADDs on this issue prior to a Fall 2009 implementation.

I would like to request a formal assessment of the withdrawal date issue in Fall 2009, after two years under the 'new' regulation. I have heard many mixed opinions about its validity, and no harm can come from another look at the issue.

College Life

Charge: Environmental Principles

It is absolutely fitting that the first Governance committee co-chaired by students was the College Life committee.

Roseanne Alvarez, and students Sarah Berkowitz and Dana Sweetman's presentation in April 2008, before the Forum packed with faculty, staff and students, and the visiting Middle States team, was remarkable in content, engagement and recommendations. As always, College Life attacked the issues before them with diligence, dedication and scholarship.

The recommendations are far-reaching and will need the commitment of the entire campus community to implement. I will instruct the Cabinet, and ask Dr. McMenamain to do the

same with the Academic Division Deans, to carefully review all of the recommendations of the committee, and immediately begin implementation, or plan for implementation, as many as possible. Dr. Sulton has already committed to a LEEDS certification on some of our planned construction projects, and is working with Rich Frank to craft a College Action Team on Sustainability (CATS) agenda for next year.

I would ask that the Education Services Master Plan (ESMP), the Information Technologies Strategic Plan (ITSP), and the Facilities Master Plan (FMP) be reviewed by the respective Cabinet member, for updating, with an assumption that sustainability is an integral part of all of our future plans.

I also assume that many of the initiatives are already underway, such as the integration of sustainability into areas of college life, as evidenced by programming I've seen publicized. I will ask that Cabinet members and the ADDs review the recommendations in detail and respond to me with their own ideas and thoughts on implementation, by December 1, 2008.

As Steering knows, I am planning to convene a Presidential Commission to examine our current Mission, Vision, Values and Goals; I will be sure to incorporate the recommendation on inclusion of a "commitment to sustainability" in the charge to that group.

I have yet to receive the expected report from CATS, and would like to hear from them and Dr. Sulton, about how they conceive of their future role. I have no objection, per se, to their existence beyond the two years originally outlined, but would like to see their responsibilities better framed and conceptualized before simply assigning them as "information providers" for a website. I had envisioned that this group would act as an Advisory Council, for the entire College, not just the academic end as outlined in recommendation III.

Executive Director of Marketing Services Dr. Nacco has already told me of his personal commitment to implementing as many of the recommendations as possible, from the web site to possible Marketing User Group (MUG) initiatives. I would caution against a new logo, as recommended, as opposed to an adaptation of existing art or logo, simply to keep our identity consistent amongst our varied audiences.

As I mentioned earlier, Dr. Sulton has wrestled with many of the sustainability issues with the planned construction and renovation of the Arena, Fitness Lab, Auto Tech and Western Monmouth facilities. I encourage his early involvement in sustainability discussions, to expedite planning and outcomes.

Many years from now, we will look back at the maverick work done by College Life, and thank them for charting our green course so diligently.

Institutional Planning & Effectiveness

Charge: Strategic Planning Matrix

The evolution of the Matrix development process has been fascinating. Under the leadership of Jeanne Ostrowski and Arnie Gelfman, IPEC has worked hard to be inclusive, strategic and mindful in its planning and I believe the Matrix accurately reflects that.

I will meet with IPEC this Fall to discuss Matrix 2010 and the development of Matrix 2011. The Cabinet met in retreat on August 6, 2008 and I want to share with IPEC our discussion and my thoughts on the future.

In addition, I will ask that IPEC consider adding a companion document - examples of outcomes - to the Matrix goals for 2010.

Charge: Indicators of Institutional Effectiveness

I have charged Arnie Gelfman and Planning, Assessment and Research (PAR) with completion of the indicators and expect a report by December 1, 2008.

I consider the development and dissemination of the Indicators a priority item. I would like IPEC to work with PAR on the dissemination of this information, and as I requested last year, some sort of Institutional Accountability Report which could include information from the indicators, the Matrix outcomes report, the Faculty data books, etc. We have so much good news to share; let's get at it.

Professional Development

Charge: College-Wide Analysis Of Professional Development Expenditures And Forecasting Of Future Professional Development Needs

BRAVO! Marianne Drake and Greg Liano, working closely with Dean of Human Resources Pat Sensi, have painstakingly examined, analyzed, assessed and reported on the topic so close to my heart - professional development.

I can well imagine the hours of work that went into the development of the Professional Development Blueprint; the recommendations are all thoughtful and many are quite courageous. Implementation will require a shift in thinking about professional development; goals must be integrated into the functions of the position, the overall goals of the division and/or department, and established in annual plans developed by all employees.

The Cabinet has discussed the Plan and will continue to do so as a group; I expect Dr. McMenamin will engage the Academic Division Deans similarly, in truly codifying the myriad recommendations concerning programs, funding and assessment of same. The ADDs will have a pivotal role to play as we go forward operationalizing this plan; it is their

advocacy that will determine the extent of the changes made in the academic divisions.

But it is in the Professional Development committee where I expect the bulk of the work to continue: prioritizing, communicating and getting the buy-in from the faculty, administrators and students who will need to abide by this collegially developed and approved Blueprint.

Again, I stand ready to devote the resources needed to make this plan work: I will rely on Dean Sensi to keep me informed of the short and long term implications for the budget, and expect that an assessment plan be implemented (as outlined in the recommendations) as soon as feasible.

Student Development

Charge: Student Email Account Guidelines

I have spoken at length with Dean Jim Palumbo about this issue and also with Dr. Sulton.

This issue, while considered in good faith for the benefit of our students, is much larger than email and single passwords; it's about the urgent need for an integrated, strategic, institution-wide focus on student success. It's not about the *tools* – it's about the *intent*.

Steering must be aware that we are currently at a pivotal transition point in IT. At a Technology Summit I convened in January 2008, the lack of a viable system for decision making relating to IT policy – an IT Governance system if you will – was apparent. Since then, I have been working with EVP's Sulton & McMenamin on a number of issues relating to this issue, and while I don't expect a quick or easy solution, I do believe we're making progress.

In the meantime, I will ask Dr. Sulton to report to me ASAP on progress made in this arena, and respond to Steering when I have more information.

I would like Steering to consider charging the committee with the development of the Guidelines they recommended. They need to carefully review existing policies, regulations and procedures, which they've already started, and with student success as a framework, craft a plan complete with an assessment component.

Charge: Student Monitoring System

Co-chairs Pat Dillon and Torina Armstrong did an enormous amount of work to bring this discussion to the Forum. I recently reviewed a report where 439 faculty members (adjuncts & FT) used the monitoring system during a particular time period. Many faculty require attendance in class as part of the student's grade but I understand that this was hotly debated in Forum discussion. I am aware of the perception of some that we've danced around the issue of attendance taking in class. This is an important issue for the

College because the auditors found our compliance with the "last date attended" - required by Financial Aid and Veteran's Affairs regulations - problematic. We cobbled together a Datatel mid-year report as a band-aid; the band aid needs to come off and a better solution found. Perhaps this could be addressed in the future.

In the meantime, I ask that Steering charge Student Development with updating/revising the current monitoring system – as much as is practical - to make it a more proactive tool to increase student success. As it is currently configured, it points out only negative aspects of a student's participation in class; perhaps a more engaged, positive message could be sent as well as the 'warnings' currently in use.

In the meantime, I ask that the ADDs work closely with Dr. McMenamin and Deans Kegelman and Palumbo to clarify and communicate the uses and purpose of the Student Monitoring System, per the recommendations of the committee. The communication and assessment aspects are particularly important.

Report on the Year-End Governance Retreat

Maria Fernandez, Governance Chair, opened the retreat with a warm welcome to all attendees. She thanked the participants for their commitment to the Governance process during the past year and commended all committees for their hard work. Dr. Burnham was introduced. He thanked Maria and Avis McMillon, Governance Vice-Chair, for their great work during the past year.

Dr. Burnham continued by applauding the campus community led by co-chairs Jayne Edman and Richard Pfeffer, on the exemplary results of the Middle States Self-Study. He added that the report is a "testimony to the Governance Process." He proudly acclaimed that Brookdale received neither challenges to be addressed nor items to be reported back to the Middle States Committee. Dr. Burnham continued by stating Brookdale should:

- Look at the self-study document to examine our own recommendations.
- Initiate a reexamination of the Mission, Vision, Values, and Goals.
- Sharpen our focus on the services provided to students and academic services.
- Look at all aspects of county needs.

Dr. Burnham commented on the work of the standing and college-wide committees, including the establishment of the Diversity Council as a standing committee. He stressed the importance of disseminating information and that the most important mainstream of communication at Brookdale is Governance.

Dr. McMenamain addressed the retreat next. She spoke of her tenure at Brookdale and her desire to work with Dr. Burnham and the Governance system. She applauded all participants for their hard work. Dr. McMenamain shared her ideas and provided input for the 2008-2009 committee charges including the need to:

- Develop a mechanism for follow-through on committee recommendations.
- Broaden participation in the Governance process.
- Use the Governance website as the primary vehicle for communication.

Dr. James Sulton was introduced. He spoke of his background, his prior experience as a faculty member and his work in education at the State level. He stated how pleased he is to be a part of the Brookdale Community. Dr. Sulton stated that over the next five years the college will experience a transformation in facilities (the Big Four Project) and technology.

Next, the members of the standing and college-wide committees worked in groups to brain-storm ideas for the 2008-2009 academic year.

Maria then acknowledged the committee co-chairs and the Steering committee for their contributions to Governance. Maria was given a giant heart representing her method of keeping the Steering meeting discussions on track!

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

ISSUES

INSTITUTIONAL PLANNING AND EFFECTIVENESS COMMITTEE

On May 6, 2007 (the last Governance Forum of the academic year), the Institutional Planning and Effectiveness Committee (IPEC) presented a draft of the 2010 Strategic Goals Matrix. We had first discussed the Matrix in February, and the May presentation was designed to show progress to that time. The promise was made to come back before the Forum in September with as complete a Matrix as possible. That is the purpose of this presentation.

A number of events have transpired since May to revise and update the 2010 Strategic Goals Matrix. Immediately after the presentation, Dr. McMenamain asked her academic divisions to provide direct input to IPEC. In August, IPEC had a retreat where all feedback was considered. Subcommittees of IPEC and the President's Cabinet then met to further refine the Matrix. Then at its September 9 meeting, IPEC reviewed the Matrix once again. Finally,

IPEC and the Cabinet met of September 10, and what you see attached to this Gazette is the final result of those discussions.

It is important to note that the FY 2010 Strategic Goals Matrix represents the first year of a three year window. It is designed to represent the College's priorities for the year beginning July 1, 2009. As much as possible, the goals are designed to be strategic ("of great importance within an integrated whole or to a planned effect" – Merriam-Webster) rather than tactical ("of or relating to small-scale actions serving a larger purpose" – M-W). Compromises were made in cases where the committee thought that clarity needed to trump strategy.

Subsequent to this presentation to the Governance Forum, IPEC will utilize the feedback to develop and send a recommended Strategic Goals Matrix to the President. After appropriate consideration by the Cabinet, the Matrix will be forwarded to the Board of Trustees for approval. As always, it will be revisited at the end of the current academic year for any needed modifications.

FACILITY UPDATE

Dr. James Sulton will be addressing the campus community at the Forum on September 16th, to give an update on the Big Four project. The update will include floor plans and images of the new event center, fitness center, renovated Collins Arena and Automotive Technologies center, as well as the Western Monmouth Higher Education center renovation.

Dr. Sulton will also be discussing timelines and other renovation projects that have and will occurred over the next couple of years.

PROFESSIONAL DEVELOPMENT COMMITTEE

A Broadcast email was sent to the college community on September 8, 2008 about changes in funding requests. The announcement included

- College-wide priorities that will be funded by PDC are identified
- September 30 deadline to submit requests for funding for college-wide AND department/discipline specific development
- Procedures and forms for completing funding requests

College-wide priorities (eligible for PDC funding) identified for FY09 are:

- Teaching & Serving the Digital Student
- Supervision/Ethics/Leadership
- Student Centeredness
- Diversity
- Sustainability
- Assessment

A number of recommendations associated with the Professional Development Blueprint were completed this summer. Among them are:

- The new Funding Request form for PDC funds has been revised and is available on the PDC website.
- The instructions that accompany the request form have been revised to reflect the resource allocation guiding principles.
- Meetings have been conducted with the Budget office to determine the best way to track professional development expenditures. The resolution will be implemented in FY09 with changes in forms used to process expenditures of any kind.
- The needs assessment to identify College-wide priorities has been completed through a review of the PD Survey, input from College Officers on the strategic plans, a review of matrix priorities, review of individual PD plans from the faculty (administrators and staff plans will be reviewed when received), and a review of the PD Blueprint.
- College-wide priorities have been reviewed with Cabinet and distributed to the College community.
- Steve Nacco volunteered to be the College Relations marketing liaison for the PDC.
- Arnie Gelfman has added the PDC co-chairs to the IPEC distribution list at our request.
- A memo reminding the College community of the resource allocation changes for PD has been distributed across campus. All professional development funding requests (from PDC and departments/divisions) through January 2009 have been requested by **September 30**.
- Individuals with budgets for PD have agreed to meet on October 6th to prioritize PD requests and allocate resources in accordance with the guiding principles.
- Constituency subcommittees will be re-established to provide input and assistance with program planning. A brainstorming session was conducted to identify individuals who have knowledge of/interest in PD. The subcommittee chairs will contact these individuals to seek their participation on the subcommittees.
- Cabinet has agreed that PD plans for support staff are appropriate. They will communicate this expectation to supervisors in their areas of responsibility.
- The PDC Annual Survey, completed by over 200 employees last May, has been summarized and will be available at the Governance Forum on September 16th.

The first two pages of the survey are below. The winner of the survey gift card will be drawn at the Forum.

**Professional Development Survey
August 2008**

A survey was created by the Professional Development Committee of Governance with input from Planning, Assessment & Research. Data were collected online and via paper survey. A total of 206 surveys were analyzed.

Below are some quick takes:

1. The sample
 - a. Almost 3 out of 4 surveys were submitted online (71.4%, n = 147).
 - b. Half of the respondents were faculty (50.2%, n = 102). A total of 27.6% (n = 56) were administrators and 22.2% were support staff (n = 45).
 - c. A majority of respondents primarily worked in Lincroft (95.3%, n = 183).
 - d. The numbers of years employed at the college are provided in the figure below.

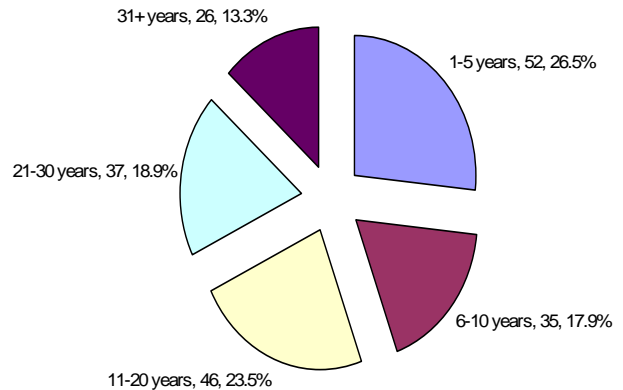


Figure 1: Number of years employed at Brookdale

2. Respondents were given a list of 19 professional development activities. They were asked first to identify the importance of each activity on a scale of 1 "least" to 5 "most." They were then asked to identify how satisfied they were with the availability each activity - again on a scale of 1 "least" to 5 "most."

- a. Importance
 - i. The range of importance for the activities was 3.0 ("average") to 4.2 ("above average").
 - ii. The activities deemed most important by respondents were:

	Avg. Imp.
Participating in conferences	4.2
Attending in-house technology workshops	4.1
Participating in professional organizations	4.1

iii. The activities deemed least important by respondents were:

	Avg. Imp.
Taking courses toward certificates	3.0
Taking non-credit course(s)	3.1
Taking credit course(s) at BCC	3.1

- b. Satisfaction with availability (satisfaction).
- i. The range of satisfaction for the activities was 3.1 ("average") to 4.3 ("above average").
 - ii. Respondents were most satisfied with availability of the following activities:

	Avg. Sat.
Participating in Governance	4.3
Taking credit course(s) at BCC	4.2
Taking credit courses at other institutions	3.9

iii. Respondents were least satisfied with the availability of the following activities:

	Avg. Sat.
Conducting scholarly research	3.1
Participating in career mentoring	3.1
Visiting other educational institutions	3.4

- c. Importance v. Satisfaction
- i. It is helpful to look at importance as it relates to satisfaction. This provides a picture of activities that are high in importance but low in satisfaction showing areas that could be targeted for improvement (see table below).

	Avg. Imp.	Avg. Sat.	Sat. - Imp.
Participating in conferences	4.2	3.5	-0.7
Attending in-house workshops other than technology	4.0	3.4	-0.6
Developing curriculum	4.1	3.5	-0.6

- ii. While "career mentoring" was 10th of the 19 activities listed (in the middle in terms of importance), it was among the lowest in satisfaction.

	Avg. Imp.	Avg. Sat.	Sat. - Imp.
Participating in career mentoring	3.8	3.1	-0.7

STEERING COMMITTEE MEMBERSHIP

The Steering Committee membership for 2008-2009 is as follows:

Chair:	Avis McMillon
Vice-chair:	Phyllis Shafer
Past Chair:	Maria Fernandez
Ex-officio:	Louise Horgan Sue Desiderato
Confidential Admin. Assist.:	Susan Kenney
Faculty-at-Large:	Earl Teasley Marty McDermott
Administrative/Exempt:	Jennifer Wright Jeana Malmros
Staff:	Kevin Burkitt Amy Gingold
Student:	Garry Shtofmakher

STANDING COMMITTEE MEMBERSHIP

There are seven Standing Committees of Governance: Academic Council, Academic Standards, College Life, Diversity Council, 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 Avis McMillon at ext. 2967 or amcmillon@brookdalecc.edu.

ACADEMIC COUNCIL

[MAC 204]

Ex-officio:	Nancy Kegelman (Dean-Academic Affairs)
	Mindy Wey, Basic Skills Coordinating Team)
	Eleanor Glazewski (Associate Registrar)
	Ann Tickner-Jankowski (Director of Transfer Resources)
	Marie Lucier-Woodruff (Executive Director of Outreach, Business and Community Development)
	Gail Harrigan (General Education Committee)
	Shay Delcurla (General Education Committee)
	Cathy Holl-Cross (Honors Committee)
Admin/Exempt:	Pat Wuelfing
Faculty:	Dan Leyes (Arts & Communications)
	John Mensing (Business & Technology)

Ron Topham (English & Reading)
Co-Chair: Ellen Musen (Math)
Co-Chair: Barbara Burk (Science & Health Sciences)
Caroline Calogero (Social Sciences & Education)
Karen Topham (Librarian)
Laura Miceli (Student Dev Specialist)
Steve Propert (Student Dev Specialist)
Bill Templeton (Faculty-at-Large)
Staff: *Vacant (member at large)*
Peter Geiselman (Learning Assistant)
Students: Elissa Cohen
Kevin Soldo
Steering Committee Liaison: Amy Gingold

ACADEMIC STANDARDS [MAC 202]

Ex-officio: Margaret McMenamin (EVP for Educational Outreach Services)
Kim Toomey (Registrar)
Jim Cody (Basic Skills Coordinating Team)
Admin/Exempt: Laura Longo
Faculty: Sid Godwin (Arts & Communications)
Sarah Leahy (Business & Technology)
Jennifer Kaminski (English & Reading)
Glenn Noe (Math)
Cari Giglioti (Science & Health Sciences)
Co-Chair: Darlene Macomber (Social Sciences & Education)
Steve Chudnick (Librarian)
Co-Chair: Beth Boylan (Student Dev Specialist)
Karen Abramski (Student Dev Specialist)
Jim Crowder (Faculty-at-Large)
Staff: *Vacant* (Learning Assistant)
Vacant (Learning Assistant)
Students: *Vacant (2)*
Steering Committee Liaison: Kevin Burkitt

COLLEGE LIFE [MAC 206]

Ex-officio: Robert Quinones (Assoc. Director, Student Life & Activities)
Riina VanRixoord (Director Community Service, Marketing & Program Development)
Gregg Chamra (Executive Director, Auxiliary Services)
Bill Golubinski (Executive Director of Facilities Planning)

Steve Nacco (Executive Director Marketing Services)
Sarah Brennan (Assistant Director of Athletics)
Ed Johnson (HEC Administrator)
Anne Marie Sparaco (Assist. To the EVP of Administration, Operations, and Technology Services)
Admin/Exempt: David Murray
Co-Chair: Nancy O'Shea
Faculty: John Bukovec (Arts & Communications)
Marilyn Ryder (Business & Technology)
Roseanne Alvarez (English & Reading)
Oly Malpica Proctor (Math)
Bill Boyke (Science & Health Sciences)
R. Carl Thomas (Social Sciences & Education)
Vacant (Librarian)
Marlena Frank (Student Dev Specialist)
Vacant (Student Dev Specialist)
Co-Chair: Natalie Black (Faculty-at-Large)
Staff: Ellen Leung
Dolores Palozzo
Students: Kiersten Gregson
James Brandon
Vacant (2)
Steering Committee Liaison: Jeana Malmros

DIVERSITY COUNCIL [MAC 212]

Ex-officio: Webster Trammell (VP of Development, Governmental, and Community Relations)
Helen Elliott (Director Community Outreach)
Sylvia Golden (Diversity Management Administrator)
Ernest Oversen (Director Disability Services)
Dale Daniels (Director Holocaust Center)
Charanne Smith (HEC Administrator)
Vacant (Student Life & Activities Administrator)
Admin/Exempt:
Co-Chair: Sondra Cannon
Vacant (1)
Faculty: Alex Idavoy (Arts & Communications)
Michael Sullivan (Business & Technology)
Co-Chair: Dina Long (English & Reading)
Kerry Behler (Math)

Maryann Smith (Science & Health Sciences)
Ave Latte (Social Sciences & Education)
Amy Clark (Librarian)
Maria Fernandez (Student Dev Specialist)
Cathy Goode (Student Dev Specialist)
Carol Schedel (Faculty-at-Large)
Staff: Cheryl Fencik
Vacant (Representative)
Students: Sneh Xaiver
Karen Edmond
Steering Committee Liaison: Phyllis Shafer

INSTITUTIONAL PLANNING AND EFFECTIVENESS [MAC 208]

Ex-officio:

Co-Chair: Arnie Gelfman (Executive Director, Planning, Assessment & Research)
Elise Barocas (Accounting Director)
Sue Desiderato (Assistant to EVP of Educational Services)
Jim Palumbo (Dean of Enrollment Development & Student Affairs)
Vacant (Executive Director of Information Technology Services)
Jim Sulton (EVP of Administration, Operations, & Information Technology Services)
Louise Horgan (Executive Assistant to the President)
Anita Voogt (Dean of Communiversity & HEC's)
Linda Milstein (VP, Outreach/Business and Community Development)

Admin/Exempt: Richard Morales

Marian Smith

Faculty: Barbara Baron (Arts & Communications)
Barbara Boyington (Business & Technology)
Vacant (English & Reading)

Brian McKeon (Math)
Mary Ehret (Science & Health Sciences)

Co-Chair: David Stout (Social Sciences & Education)

Jeanne Ostrowski (Librarian)
Howard Finkelstein (Student Dev Specialist)
Vacant (Student Dev Specialist)
Karen Woolley (Faculty-at-Large)

Staff: Scott Gibson
Bernadette Sabatini

Students: Jason Weinstein
Steering Committee Liaison: Earl Teasley

PROFESSIONAL DEVELOPMENT [MAC 210]

Ex-officio: Norah McCurry (Director of Teaching and Learning Center)

Co-Chair: Pat Sensi (Dean of Human Resources)
Laura Quissaanee (Director of Grants & Institutional Development)

Admin/Exempt: Debbie Almeda (Administration & Operations)
Kelli Sanders (Ed/Student/Outreach Services)

Vacant (Planning and Development)
Michelle Stathum (Member-at-large)
Allison Fitzpatrick (Member-at-large)

Faculty: *Vacant (Arts & Communications)*
Bernice Eng (Business & Technology)
Bob McGovern (English & Reading)
Greg Liano (Math)

Xiaoxiang Liu (Science & Health Sciences)
Elaine Olaoye (Social Sciences & Education)

Susan Rosenberg (Librarian)
Vacant (Student Dev Specialist)
Vacant (Student Dev Specialist)
Terry Konn (Faculty-at-Large)

Staff: *Vacant (Administration & Operations)*
Laura Kirkwood (Educational Services)
Lynn Johnson (Member-at-Large)

Co-Chair: Marianne Drake (Member-at-Large)

College Police: *Vacant (1)*

Steering Committee Liaison: Martin McDermott

STUDENT DEVELOPMENT [MAC 205]

Ex-officio: Richard Pfeffer (Director, Student Affairs & Support Services)
Bruce Marich (Director, Recruitment Services)

Karen Archambault (Director of Student Services HEC's)

Steve Curto (Director of Student Development Services)
Donna Bastedo (Supervisor, Registration)
Ilene Rutan (Basic Skills Coordinating Team)

Admin/Exempt: Elizabeth Deignan

Faculty:

Co-Chair: Paul Keating (Arts & Communications)
Joanne Eskola (Business & Technology)
Sue Nash-Ditzel (English & Reading)
Daniel Lopez (Math)
Joan Santa Croce (Science & Health Sciences)
Isaac Kanu (Social Sciences & Education)
Vacant (Librarian)
Torina Armstrong (Student Dev Specialist)
Vacant (Student Dev Specialist)
Daijuan Gao (Faculty-at-Large)

Staff: Ray O'Meara

Co-Chair: Rosemary Kochman

Students: Jennifer Hammond

Vacant (3)

Steering Committee Liaison: Jennifer Wright

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

IMPORTANT DATES IN SEPTEMBER/OCTOBER

September 9	Standing Committees Meet
September 9	Steering Meets
September 16	Forum
September 23	Standing Committees Meet
September 23	Steering Meets
September 30	Forum