



# Governance Gazette

*the newsletter of Brookdale Governance*

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## Special Year-End Issue 2009-2010

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### *Chair's message*

Hello Colleagues:

What can I say? What a year! What a great year! Much has been accomplished in Governance. Students, collaboration, increased participation, and inclusiveness were the themes threaded within the year's work. From the members of the Steering Committee who begin their work in the summer, to the members of the Standing and College-Wide Committees who work tirelessly on their charges all year, I thank you. I thank all the members of the College community who have kept us aware of activities that are taking place at Brookdale. We are all stakeholders in Brookdale and without our commitment, dedication, contributions and active participation Governance would not be a success. This issue of the Gazette highlights the work of the committee members and their recommendations as well as the contribution of so many other Brookdalians who participated in the Governance process.

Student participation reached new heights!!! There was an increase in the number of student representatives on committees and in forum attendance. A special thanks to those who worked the microphones!!! The Student Life Board presented updates of their activities, impressing the campus community with their many accomplishments. The mid-year retreat was also student-centered. Many ideas that resulted from the retreat will help formulate some of the charges for 2010-2011 and the participation didn't stop here. There were student speak-outs and surveys related to charges and articles in the Stall concerning Governance issues. Brookdale Newsmakers got the word out to students with a clip on "Governance" that can be seen on Brookdale TV.

The interaction between the Lincroft campus and the Higher Education Centers continued with the assistance of Educational Technology Services. Special thanks to the Brookdale TV Network for bringing Governance "Live" by making it possible to view the forums on the computer via Brookdale Live Stream. You will never have to miss a forum! And if you do the forums are archived on DVDs for future reference.

I appreciate the support, the trust, the encouragement and the respect that each of you have provided during my tenure as the Chair of Governance. I wish the best to Marianne Drake and Gail Harrigan as each assumes the role of Governance Chair and Vice Chair, respectively. I know they, with the Steering Committee, will do a fantastic job.

Lastly, I hope to see each member, both current and newly elected, of Governance at the year-end retreat. We have had a great year. Let's celebrate!

Governance Chair  
2009-2010



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## THE YEAR IN GOVERNANCE

This year in Governance is dedicated to the memory of Earl Thomas Teasley, 1967-2010. Thank you, Earl, for your contributions to Governance. Your support, encouragement and guidance have been invaluable. I have learned many things from you and for that I am grateful. You will be remembered.....*always and forever*. Phyllis.



The academic year 2009-2010 has been a very busy one for the Steering Committee, all Standing Committees of Governance, and the permanent College-Wide committees. The Steering Committee wishes to thank each and every member of these committees for their hard work during the year and for their part in completing the work of Governance. A summary report of each committee's work for the year is included in this Gazette.

### **June, July, August:**

Steering Committee prepares charges for the Standing Committees and the Honors College-Wide Committee

### **September:**

- President Burnham welcomes the campus to a new year in Governance
- Professional Development – Drawing of Gift Card for Participation in Survey
- Review of Steering and Standing Committee Charges
- IPEC - Matrix 2010/11 and 2011/2012
- ITAC - Update

### **October:**

- Information Technology Advisory Council - Update
- Diversity Council – Programming
- Facilities Update - The Big Four Project
- Honors – Honors at Brookdale

### **Mid- October:**

- Academic Standards – Matriculation Regulation
- College Life – Governance Participation Among All Constituencies
- Student Development – Student Engagement, Success, and Retention using Technology

### **November:**

- Professional Development Committee – Programming and Funding Model
- Institutional Planning and Effectiveness Committee – Mission Review
- College Action Team for Sustainability- Update

### **Mid -November:**

- Student Life Board – Mission of the SLB and Activities update
- Diversity Council – Programming and Budgeting
- Honors – Honors at Brookdale
- Basic Skills – College Readiness of Potential Brookdale Students

### **December:**

- Academic Council – Curriculum Review
- Academic Standards-Matriculation
- IPEC -Vision, Mission, Values; Matrix

### **January:**

- Mid-Year Retreat – “Where do we go from here?” Student Focused

### **February:**

- **VOTE!** Academic Standards-Matriculation-Vote
- Professional Development –Themes
- Student Development Committee - Student Engagement, Success, and Retention Using Technology

### **February – Special Forum:**

- Honors –Honors Regulation
- ESMP - Update
- College Life-Smoking Regulation

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**Mid-February:**

- ☞VOTE! Honors Committee
- ☞VOTE! Professional Development -Themes
- Academic Standards-Eligibility for Graduation
- Professional Development -Funding
- College Life-Governance Participation

**March:**

- Diversity Council – Program Assessment
- General Education Committee - Update
- IPEC - Environmental Scanning
- Governance Vice-Chair and Steering Elections

**Mid- March:**

- ☞VOTE! Professional Development -Funding
- Academic Standards-Eligibility for Graduation
- College Life-Smoking Regulation
- ESMP - Update

**April:**

- ☞VOTE! Diversity Council
- ☞VOTE! College Life-Governance Participation
- ☞VOTE! College Life-Smoking Regulation
- Student Development - - Student Engagement, Success, and Retention Using Technology
- Governance Standing Committee Elections

**Mid- April:**

- ☞VOTE! Academic Standards-Eligibility for Graduation
- ☞VOTE! Student Development - Student Engagement, Success, and Retention Using Technology
- ☞VOTE! ESMP- Endorsement
- Institutional Planning and Effectiveness-Matrix
- Student Life Board - Update
- Basic Skills-Update
- Information Technology Advisory Council - Update
- Big Four-Update
- Diversity Council Student Video Contest Results

2009-2010 Steering Committee:

Phyllis T. Shafer, Chair  
Marianne Drake, Vice-Chair  
Avis McMillon, Immediate Past Chair

Louise Horgan, Ex-Officio  
Sue Desiderato, Ex-Officio

Sue Kenney, Confidential Administrative Assistant

**Staff representatives:**

Amy Gingold  
Frank DeVita

**Administrative/Exempt representatives:**

Jennifer Jordan  
Jeana Malmros

**Faculty representatives:**

Earl Teasley  
Gail Harrigan

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**YEAR-END REPORT**

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**Steering Committee**

The steering committee was charged by Dr. Peter Burnham to “Examine, and if necessary, formalize the articulation between the Steering committee, the Standing committees, and the College-wide committees of Honors, Basic Skills, and General Education. “

The Steering Committee reviewed the available archival information and any charges of the college-wide committees from the past five years. Steering reviewed the roles of each committee based on the Constitution as well as the make-up of the membership of each of the committees.

The Steering committee recommends that the current structure for the three College-wide committees remain as is, based upon their “major purpose (which is not normally related to Governance,” and since they “carry out, but do not formulate, policy.” The organizational structure of the three College-wide committees is sound, and Steering supports their ability to facilitate communication with Governance through the monthly reports “for inclusion in the Governance Gazette,” the twice yearly oral reports given at Forum, and the year-end Gazette report.

Steering is continuing to look at further formalizing the relationship between these committee and Governance while not changing the structure of the committees nor their mission.

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**STANDING COMMITTEES  
YEAR-END REPORTS**

### **Academic Council**

For 2009-2010, Academic Council had the charge of reviewing curriculum as well as the charge to work with the Honors Committee in developing recommendations and procedures for recruitment, eligibility requirements to enter the program, and to create curriculum for the program and address any other issues needed to reorganize the program. After consultation with Academic Council, the Honors Committee recommended a new model for the Honors Curriculum at Brookdale that was approved by a vote at Forum.

Council recommends that it keeps the charge of curriculum review for Academic Year 09-10 and will explore other charges for next year at the year-end retreat.

During the year, Council considered and approved 67 course revisions, 14 new courses, and 6 course deletions. 7 changes to programs and program options were also approved. Council continues to use the process instituted two years ago to review courses that have not run in 3 academic years and communicate with faculty to see if the courses are appropriate for deletion. This process has greatly reduced the number of courses that are in the catalog that are not current.

A new Music program and a program for Sustainable energy were considered and approved.

Council is currently in the process of electing a co-chair for Academic Year 09-10 to replacing outgoing Co-Chair Barbara Burk. Dan Leyes will remain as Co-Chair for Academic Year 10-11.

*Barbara Burk and Dan Leyes, Co-chairs of Academic Council*

### **Academic Standards**

The Academic Standards Committee was given two charges this year.

The first charge was entitled MATRICULATION REGULATION. We were asked to "Assess changes made to the *Matriculation Regulation*, 6.1502R, Section IV.D. and make recommendations."

The Academic Standards Committee recommended the following:

- IV. Regulation Statement--Replace "Matriculation means enrollment in a particular program leading to a Degree or Certificate." with "Matriculation means enrollment in a particular program or option leading to a Degree or Certificate."
- Change IV.D.—change to: "...After matriculation, if a student is not enrolled for one year from the end of the semester in which they were last enrolled, he/she must meet all requirements listed in the current catalog for the semester or term in which he/she resumes study."

The committee also made the following suggestions:

- Explain the meaning of matriculation and the impact of changing program or option with regard to catalog year via the college catalog and the website.
- Students impacted by the regulation should be notified at registration that their program or option requirements may have changed and they should consult with a Student Development Specialist.
- Look for ways to reduce the paperwork involved in the exception process.

The second charge was entitled: ELIGIBILITY FOR GRADUATION IN MULTIPLE OR SUBSEQUENT DEGREES AND/OR CERTIFICATES. We were asked to "Review Regulation 6.1700R, *Eligibility for Graduation* and make recommendations to address the attainment of multiple or subsequent Associates degrees and/or Certificates."

The Academic Standards Committee recommended the following be added to the Eligibility for Graduation Regulation (6.1700R):

The requirements for earning additional degrees from Brookdale Community College are:

- The completion of all requirements specific to the additional degree, with a minimum of 15 additional credit hours beyond the previous degree.
- The Graduation Application must specify that the student is seeking a subsequent degree.
- Additional certificates may be granted by meeting the requirements for the additional certificates.

## College Life

The College Life Committee had a very busy year. The committee had two charges. The first charge was: "Explore ways to increase governance participation among all constituencies."

The committee met several times throughout the year as they gathered information from surveys and feedback from the two Forums prior to the vote on April 13, where they presented the following recommendations listed below.

Please note: Written content in "bold" will need a constitutional change.

The recommendations that were approved are as follows:

- The College will explore the possibility to use technology to improve accessibility.
  - Governance Forum will be broadcast on Brookdale TV and can be viewed on television, by computer over the internet, or by viewing DVD copies available in the Bankier Library.
  - An internet-based discussion area should be used for submission of discussion topics and questions during the live-broadcast of the Forum presentation.
  - Standing committee meetings should incorporate web and/or telephone conferencing into their in-person meetings. Microphones and web cameras should be made available to committees and members who wish to participate through this method.

- A web-based program should be used to allow anonymous voting outside the regular Forum time. A login should be required to ensure that the proper constituencies can vote on each issue. Voting should be open for 24 hours beyond the Forum time to ensure the entire college community has the opportunity to vote.

- The college community should be regularly updated on the status of Standing Committee recommendations from previous years. These updates should be posted in a public forum, easily accessible by all constituencies.
- The executive leadership of the college should encourage participation and provide a supportive environment that allows all members of the college community to take part in governance activities.
- A marketing campaign should be implemented to promote the importance of participating in college governance. This campaign should target Brookdale students and employees through the college website and email.
- At least one Governance Forum each semester should be held at a time other than Tuesday 11:45-1:15. Some options are Tuesday 4:30pm-6:00pm or Thursday 11:45-1:15, 4:30-6:00.
- Changes to the Governance Constitution (recommended changes in **bold**).

### Voting

1. The Forum shall have four voting constituencies:
  - a. full-time faculty
  - b. full- and part-time regular (base/salaried) administrators, to include police personnel with the rank lieutenant and above.
  - c. full- and part-time regular (base/salaried) staff, to include police personnel with the rank sergeant and below.
  - d. students who serve on the Standing Committees and **students who serve on the Student Life Board**.
- The Governance Retreat and Mid-year Retreat should be open to student participation. Their voices should be heard when recommending standing committee charges.

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On February 25 and March 30, College Life Committee presented its second charge “Review and assess the recommendations from the 2004-2005 College Life Smoking Regulation.” Several people from the college community requested the opportunity to vote for a smoke-free campus. As a result, the committee brought forward two options to the Forums on April 13. At the Forums it was decided that Option 1 should be voted on first. If that passed there was no need to vote on Option 2. The college community passed Option 1. Below is the recommendation from The College Life Committee which will be brought forward to Steering and the President.

Charge: “Review and assess the recommendations from the 2004-2005 College Life Smoking Regulation.”

Recommendations:

Brookdale Community College should become a smoke-free institution, and smoking should not be allowed on any Brookdale-owned or leased property. A presidential task-force should be assigned to change Regulation 2.6000R: *Smoke-Free College Environment*. The task-force will determine implementation and enforcement procedures for the new regulation.

## Diversity Council



Our year actually began in June 2009 when the President Peter F. Burnham, the Diversity Council, members of the Steering Committee and Friends of DC met to discuss diversity at Brookdale Community College and to brainstorm 2009-10 charges. The President spoke of the challenge and broad issues related to diversity. He spoke of our concerns about

the “success gap” facing diverse students at the college; incorporating diversity into the core values of the institution and the on-going need for diversity training.

We spoke of the need to have *ONE BROOKDALE* in all ways, to improve outreach, bring the discussion to the departmental level and have an impact on the college culture. Critical needs included leadership, accountability, and evidence-based assessment. The group spent a great deal of time discussing the issue of measurement – How do we know we’ve achieved our diversity mission? What is the benchmark for success? Can we quantify the changes that have been discussed? Serious questions to be considered when the Board of Trustees, the President and senior leadership judge the success of any diversity program. The answers are not easy ones and require a commitment from everyone.

Members present spoke passionately about the need for change but that it could not happen in a vacuum. It is necessary to involve both the internal and external community; to recognize and remove communications barriers; and to develop the courage to speak out. We have spent many years talking about the issue diversity, it is now time to start doing something about it. Brookdale has a story to tell about building an inclusive organization and we need to get that message out.

As a result of this discussion, the Steering Committee, in consultation with the President, prepared the following charge for the Council this year:

**Plan and implement a series of cultural competency programs/initiatives for the college community.**

The Council should deliver a series of programs/dialogue/initiatives for all constituencies over the 2009-2010 academic year which include collaboration with members of the Professional Development Committee and the College Life Committee. This effort should facilitate delivery and assessment of these programs by establishing and implementing a feedback mechanism to assess the impact of the series. The Council should create a diversity program and activities annual plan that includes a calendar, an outcomes component, a full assessment tool and a budget to be submitted for approval by the President during the budget cycle.

## PLAN OF ACTION

Once again the Council was facing a huge undertaking to move the diversity initiative forward. The blueprint developed during the previous year served as our springboard for preparing our first presentation to the Forum in October. We re-examined the six target areas 1) General Awareness & Education, 2) Hiring, Promotion & Reclassification, 3) Communications, 4) Equality of Service / Quality of Service / Extracurricular, 5) Diversity Across the Curriculum, and 6) Resources. We gleaned from these items the framework for a Diversity Action Plan that would focus on developing

- Formal Diversity / Workplace Training
- On-going Diversity Training
- Events / Speakers
- *Brookdale Conversations*
- Communications.

We looked at the theme *Discovering the Power of Diversity @ Brookdale* as a means of including all college constituencies in our diversity efforts. The work would integrate three key elements:

### ACTION

The Diversity Action Plan is designed to **DO** something affirming for the Brookdale community.

### COLLABORATE

Since diversity is everyone's responsibility, we need to work **TOGETHER** to be as effective and efficient as possible in utilizing the college's resources.

### ASSESS

The college community needs to know the work makes a difference. By conducting program evaluations, focus groups, and campus-wide assessments, the Council will be able to report on the qualitative and quantitative **IMPACT** on Brookdale.

The Diversity Council began the year with a very ambitious plan of program, events and initiatives. As with any volunteer organization, flexibility is necessary to adjust the activities to fit within available resources of time, funding and peoplepower. As we approached our second presentation for the Forum, the plan was modified to reflect the Council's capacity to fulfill its charge. The discussion focused on the diversity programming and budgetary planning.

Cooperation and collaborate were key to our accomplishments this year. The first effort grew from the need to work with the faculty and begin to address the success gap, if only tangentially.



In December Paul Keating and Norah Kerr-McCurry facilitated a Faculty Roundtable entitled "Classroom Best Practices" for the TLC. It included some discussion point about diversity issues.

Noreen Costa served as the Diversity Council liaison with the Professional Development Committee and the Professional Staff Association presenting a program entitled "A Taste of Diversity".



## Stone Soup

Brookdale Community College

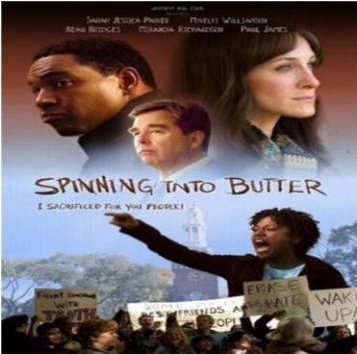
Participants were served a variety of soups, breads and desserts representing many different cultures. They participated in culture communications exercises led by Janet Khanlian.

The Council also promoted diversity-related events sponsored by other campus organizations. These

included a discussion by Deshaun Jiwe Morris author of *War of the Bloods in My Veins: A Street Soldier's March to Redemption* held at the Long Branch Higher Education Center; An Evening with Dr. Maulana Karenga, creator of Kwanzaa sponsored by the Black Student Union and the Student Life Board; and *The Autumn Gem Project* in cooperation with the Brookdale Asian Society and the International Center showcasing the film by co-producers Rae Chang and Adam Tow.

The second collaboration with the Professional Development Committee was a film and discussion facilitated by Dr. James Sulton, Jr. featuring *Spinning into Butter*. Participants, including several students, viewed the film and were led in table discussions about key themes, impact and alternative solutions to the problem presented in the film.

**DIVERSITY COUNCIL & PROFESSIONAL DEVELOPMENT  
PRESENT A CONTROVERSIAL FILM ON  
DIVERSITY IN A HIGHER EDUCATION SETTING**



**SPINNING INTO BUTTER**  
I SACRIFICED FOR YOU FOLKS!

CAST: SHAMUS, ROSA PAREZ, THOMAS WILKINSON, SEAN BUCKLEY, TRIANA BROWDER, PAUL JAMES

**This film contains explicit language and themes intended for mature audiences**

**OPEN CAMPUS-WIDE!!  
TUESDAY, DECEMBER 15, 2009  
2:00PM—4:00PM  
NAVESINK II  
STUDENT LIFE CENTER (217)**

**BRIEF PANEL DISCUSSION TO FOLLOW THE FILM  
WITH DR. JIM SULTON AS THE MODERATOR**

**BROOKDALE COMMUNITY COLLEGE**  
NEW JERSEY'S #1 ASSOCIATE DEGREE COLLEGE

**FOR MORE INFORMATION, PLEASE CONTACT  
KELLI SANDERS AT 732-224-2774**

Also, we discussed plans to offer intensive diversity training to a small group of campus member and several workshops to serve a broader base of the college community. These programs developed and presented by the staff of the American Conference on Diversity would include *Journey into Diversity* and *Flash Judgments*.



The final project the Council focused on was a student-centered video contest. Cheryl Fencik, Alex Idavoy and Maryann Smith spearheaded efforts to implement “The Many Faces of Brookdale”. With the support of the Office of Student Life and Activities, the contest invited a student-eye view of diversity at Brookdale. The winning entry “The Human Element” was created by John Eagan. The second place winner, Justin Guerrieri filmed “Colors” and the third place winner was “Diversity” by Michelle Moreland. The winners received cash gift cards for their efforts.

The diversity poster project begun in 2008-09 by the Council as part of our communication effort is now seeing installation. Permanent mounting of the posters has occurred on the main campus in Lincroft. Additional posters will be installed in the higher education as budget permits.

**BUDGET CONCERNS**

The Council members continue to recognize that collaboration and cooperation can go only so far. If an organization is to have a sustainable diversity program it requires resources. The deliberations included content areas, rationales and recommend outcomes assessment. See the attachment addresses the areas we feel are critical to that programming.

**ASSESSMENT**

Our third Forum presentation set forth our concerns about assessing the impact of our diversity initiatives. We agreed that the outcomes should reflect the following components:

- Expand capabilities
- Develop leaders
- Increase participation
- Disseminate the message
- Enhance community efforts
- Increase awareness
- Increase visibility
- Build resources
- Attract expertise
- Improve student involvement

- Assess impact

We encouraged the members of forum to expand the areas of interest and to offer ideas for methods of assessment. As a result the Council has been collecting program evaluations that probe the value and utility of the event. We have also suggested that a “climate survey” be conducted within the next two years, using the data gathered by Avis McMillon as the base measurement. So that assessment is conducted on both a small and large scale using both traditional and non-traditional methodologies. The use of technology via the internet can only enhance efforts to measure the success, utility and impact of diversity-related programming.

#### FORUM VOTE

During our vote report for the 2009-10 year the Diversity Council asks the Forum to affirm that:

-The Diversity Council will deliver and monitor programming that addresses issues of diversity across the campus each year including a budget to support the efforts.

-The Diversity Council will ensure an evaluation mechanism is added to each of the programs that are presented.

-Each year the Diversity Council will work with the Professional Development committee, College Life committee and other college organizations to facilitate delivery of programming that address the diversity needs of the college community.

The members of the 2009-10 Diversity Council are:

#### **Ex-officio:**

Webster Trammell

Helen Elliott

Pat Golden

Ernest Oversen

Dale Daniels

Avis McMillon

Charanne Smith

Mary Jo Burkhard

#### **Faculty**

Alex Idavoy

Michael Sullivan

Dina Long (Co-chair)

Kerry Behler

Maryann Smith

Ave Latte

Amy Clark

Maria Fernandez

Carol Schedel

#### **Admin/Exempt:**

Sondra Cannon (Co-Chair)

Vivian DeLosSantos

#### **Staff:**

Cheryl Fencik

Noreen Costa

Rasheda Young

#### **Students**

Karen Edmonds

Kayla Susina

#### **Steering Liaison**

Gail Harrigan

#### **Ed Services Liaison**

Carl Calendar

The Diversity Council wants to thank the college community for its continued support for the diversity initiatives developed by our members and collaborators.

**Join us on our journey into diversity ...**



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## Institutional Planning and Effectiveness

As has been the case over the past few years, the Institutional Planning and Effectiveness Committee (IPEC) began its work in August with a meeting with the President's Cabinet and then followed by a retreat. During most years, the primary charge for IPEC is to develop a recommended Strategic Goals Matrix. However, this year this was enhanced by the additional charges to put forth a revised Vision, Mission, and Values Statement, to ramp up environmental scanning, and to develop a sample outcomes document for the Matrix.

During the 2008-2009, the President's Cabinet had embarked upon a review and revision of the Vision, Values, Mission, and Goals (VVMG) Statement. Since about ten years had elapsed since the last review, it was felt that the time was appropriate. The two major goals of this review were to make certain that it was still relevant to the current realities and to streamline it to make it even more readable and meaningful. A recommended revision was shared with IPEC in the meeting with the Cabinet referred to above. IPEC then embarked on its own review, including a presentation to the first Governance Forum of the current academic year. The excellent feedback led to continued IPEC discussions and two additional Forum presentations. The major concerns expressed by community related to issues of academic freedom and attention to students. In both cases, they were reactions to removing certain words from the VVMG. In neither case, was the intent of the streamlining to diminish the importance of the concepts.

During the retreat and at its first meeting, IPEC considered the feedback from the College Community regarding the 2011 Strategic Goals Matrix. The entire structure had been changed the previous April, at the recommendation of the President, to align it more closely with the revised Vision, Mission, and Values and to make it even more approachable for unit planning purposes. Instead of including all of the tactical goals that had been steadily creeping into the Matrix, only major strategic directions were included. It was recommended that a subsequent document be used to explain the implementation in more tactical terms. The final product of those discussions was also presented at the first Governance Forum.

At the same time that the 2011 Matrix was being "put to bed", IPEC, under the leadership of Barbara Boyington and Joe King, embarked upon the development of the 2012 Matrix. This was to be the second year of a three-year cycle. It is important to note that this Matrix's goals would be slated to start in July 2011, almost two years from the time that they are initially considered by the IPEC subcommittee. The first presentation of the 2012 Matrix to the Governance Forum occurred in December. Throughout the fall and early winter, IPEC reached out to the "owners" of the Matrix to discuss recommended updates. Then in March, as has become past custom, IPEC held focus groups with broad cross-sections of the College community to obtain even more input. For the first time, these focus groups included student representation. Forty "Brookdalians" participated under the very able facilitation of Sondra Cannon and Linda Milstein. The major themes that arose from the discussion were subsequently reviewed to make certain that they were incorporated into the Matrix. That Matrix was presented once again to the Governance Forum at its last meeting in April.

During the previous academic year, IPEC members were able to attend the Mid-Atlantic Regional Conference of the Society for College and University Planning that was held in Long Branch. The plenary speaker was Joel Lapin, a professor of Sociology at the Community College of Baltimore County and a nationally recognized expert on environmental scanning. The Brookdale attendees recommended that he be considered as the keynote speaker for the Fall 2009 Faculty Day. That was accepted, and Joel not only kicked off Faculty Day, but he was also a primary impetus for a significant expansion of IPEC's scanning function.

Under the very able leadership of Mary Ehret and Jeanne Vloyanetes, an environmental scanning subcommittee functioned very effectively throughout the year. All one has to do is look at this site: <http://www.bccipec.blogspot.com/>, to see some of what has been accomplished. Testimonials from people working on the Educational Services Master Plan spoke informally about how useful the site was as a primary resource. The Environmental Scanning Subcommittee is the primary vehicle for advancing IPEC's goal of developing and maintaining an informed community.

The Committee presented its work to the Governance Forum on two separate occasions. On the positive side, the presentations generated a lot of “oohs” and “aahs”. However, they did not “drive” people to the site. It is hoped that the advent of the College Portal during the coming year will make accessing the site a lot easier.

## Professional Development

**Charge:** Identify 2010-2011 college-wide Themes and Priorities in accordance with the Professional Development Blueprint and Continue implementation of the Professional Development Blueprint.

The Committee should:

1. Identify college-wide themes and priorities.
2. Communicate those themes and priorities campus-wide allowing for discussion and planning of professional development activities.
3. Develop and implement in house programming to support the 2009-2010 themes and priorities.
4. Assess and provide recommendations on the Professional Development funding model.
5. Collaborate with the Diversity Council and the College Life Committee to develop and implement programs and activities that support recommendations of the Diversity Council Report.

The Committee completed the charge to identify college-wide priorities and themes by conducting a review of individual professional development plans, strategic plans (Matrix, ESMP, ITSP), the annual professional development survey conducted in December, 2009, and the Blueprint proficiencies. These were widely disseminated via email, The Inside Track, the Governance website, at the February Forum.

The Themes and Priorities were voted on and approved at the February 23, 2010 Forum, significantly earlier than in the previous year. The earlier decision making process allows for additional planning for FY11 professional development.

The FY11 Themes and Priorities are:

### Technology

- Innovative ways to address the needs of our changing students

- Administrative applications

### Collaboration and Communication

- Classroom management
- Managing people

### Management and Leadership Development

- Supervisory skills
- Leadership skills

### Diversity

- Institutional culture and climate – student and workforce
- Global awareness

### Curriculum Development

- Aligning credit and non-credit programs
- Community responsiveness – career programs, industry/business trends
- On-line, multi-campus, multi-modal programs

The Professional Development Committee examined its funding model, made modifications to the process followed in FY10, and recommended the following model to inform its funding decisions in the future: The funding model was voted on and accepted at the March 30, 2010 Forum.

1. Resource allocation will be consistent with the themes and priorities of the College, based on an annual assessment of data from strategic documents, professional development goals, professional development survey, and the Blueprint.
2. The Committee will maintain regular communications with other decision makers who have budgets for professional development to encourage a coordinated approach.
3. The Committee will clearly identify funding sources and will continuously examine its approval process, making user friendly adjustments to encourage individual development.
4. Venues for broadly sharing the information acquired through professional development activities will be established to increase the

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return on the College's PD investment and provide a basis for additional professional growth among colleagues.

5. The Committee will provide input for in-house programming based on colleague feedback, survey responses, individual professional development goals, and Blueprint proficiencies as a means of ensuring a collaborative and coordinated professional development model.
6. The Committee will track its expenditures in detail and encourages the adoption of a college-wide method of tracking actual rather than estimated professional development expenditures.
7. Recognition activities will continue to be supported by the Committee.
8. The Blueprint's Resource Allocation Guiding Principles will continue to be applied to the Committee's decision making.

The Professional Development Committee collaborated with the Diversity Council on the following programming:

1. Spinning into Butter was a co-sponsored program run in December 2009
2. A Taste of Diversity was a co-sponsored program, also run in December 2009
3. Co-chairs of both committees previewed a Diversity Awareness on-line program in August 2009 but found it to be unimpressive and too costly.

Among the in-house professional development programs conducted this year were over 50 technology workshops, Leadership Brookdale, Supervisor Survival Series (8 programs, 4 of which will be offered in FY10), Bloodborne Pathogen Training, New Employee Orientation Programs (monthly), HR Talk for Supervisors (emailed articles) and Faculty Day workshops from colleagues who have attended conferences.

In addition to our charge, Committee members carried out the following activities:

- As noted above, Human Resources and the Administrators Professional Development Sub Committee collaborated on a program named the "Supervisor Survival Series." This program is designed to provide a series of morning workshops that will enhance the skills and knowledge supervisors need to cope with the challenges of your job.
- Organizing, hosting, and funded the Annual Staff Breakfast on May 20, 2010. Dean Maris Lown is the guest speaker.
- Supported 2010 BIG grants with \$1,000 funding and membership on the BIG Selection Committee.
- Supported the 2010 Outstanding Faculty Colleague Awards and 2010 Outstanding Adjunct Awards with \$1,500 funding.
- Supported the 2010 Outstanding Staff Awards with \$1,125 funding and membership on Selection Committee.
- Supported the 2010 Outstanding Administrator Awards with \$1,000 funding and membership on Selection Committee.
- Supported Faculty, Administrator, and Staff On-the-Spot Recognition Awards.
- Funded Individual Professional Development for 87 Faculty with \$24,566 to date.
- Funded Individual Professional Development for 33 Administrators with \$7,281 to date; 7 applicants were returned due to lack of funds. The Administrators received an additional funding of \$500 from Staff to support their deficit and an additional \$1,000 from the President's office to support the Outstanding Colleague Awards.
- Funded Individual Professional Development for 18 Staff with \$2,339 to date.

## **Student Development**

Charge: Student Engagement, Success and Retention Using Technology

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The Committee should:

In collaboration with the Marketing Users Group (MUG) and the Information Technology Advisory Council (ITAC), identify and recommend on-line avenues to increase student engagement, success and retention.

Background Information:

At the first meeting of the Student Development Committee on September 15, 2009, the Committee members reviewed the charge from Steering and discussed the methods of approaching the charge.

Through our discussion, we decided on a strategy:

1. Contact comparable colleges to see what on-line avenues they are using, and how successful they have been; and identify what technology has been used and is currently being used at Brookdale.
2. Invite members of the Brookdale community who are using on-line technology to speak at our meetings.
3. Create a survey for students, staff and faculty to ascertain if and how they use on-line technology.
4. Send a representative from the committee to attend meetings of MUG, and meetings of the Portal Committee.

Implementation

- I. Committee members contacted colleges that “are most like us” as identified by the Middle States Report to see what on-line avenues they were using to engage students, and if these approaches are successful.

In interviewing these comparative colleges we focused on three questions:

1. What technology are you using?
2. Are they successful? How do you measure success?
3. What should have been done differently?

The schools contacted were: Anne Arundel Community College, Miami Dade College, Sinclair Community College, Kirkwood

Community College, and Lane Community College. Anne Arundel, Miami Dade and Sinclair responded to the questions.

From these three colleges, we found that they are using a portal for all their web-based student services, as well as organizations and clubs. These colleges are also using social media websites, such as Facebook, Twitter, and Secondlife and, in some cases, are moving all applications to iPhone and Blackberry.

In comparing Brookdale’s use of technology to these colleges, we have found that Brookdale is already using on-line technology: Datatel, Colleague, WebAdvisor, WebWizard, Gmail, Outlook, Opt-in, Innovative Interface, etc.

All three colleges emphasized the following areas for successful use of the portal:

1. Constant monitoring and updates of portal.
2. No back door access to the portal; all school business goes through the portal.
3. Develop policies for Acceptable Use.
4. Be aware of college’s legal standing with regard to social networking.
5. There must be a “buy-in” by the college community at large for the portal and other technology to be successful. Be sure that everyone knows the differences between website, portal, intranet and SN sites.

Our research has shown that in the past, Brookdale had a college portal, Campus Cruiser, which was not successful because there was no “buy-in.” It was not widely accepted nor used by the campus community. There needs to be a concerted effort by the College for a “cultural shift” in thinking and application in order for a portal to be successful now.

- II. The Committee invited representatives from the Brookdale College community to speak at our meetings about the use of on-line technology in their areas:

1. Steve Nacco – Director – Marketing Services – September 29, 2010 – Steve spoke about the use of the portal as

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the one of the ways to engage students. He said that at one time Brookdale had a portal, but it was never used, and stressed that portals are meaningless unless they are used. Portals can be used for chats, text messaging, special events systems, call systems, etc. Portals are one stop shopping with a single log in, and they can be customized to fit the students' needs and interests. He stressed the need for the Student Development Committee to find out what the students want to see, what they care about, and how it relates back to the campus. Since the students are the end-users of the portal, it needs to be "student focused."

2. Patty Kahn – Executive Director of ITAC – September 29, 2010 – Patty apprised the Committee of the application for a grant of approximately \$1.2 million that would cover the full support, training, hosting and integration of our system for a portal. This portal would be a single, sign on system. The Student Development Committee would need to determine what the students need on the portal, what they want, and how it will support success and retention.
3. Robert Quinones – Director – Student Life and Activities – Robert showed us a survey from the Pew Internet and American Life Project that showed that Gen Y (18-32) spend 87% of their time online. Robert said that his department uses Gold Mobile technology to inform the students of events, athletics, important dates, activities at the branch campuses, and emergency information. Robert emphasized that the portal or any technology must be about the user, that it must be current, and user friendly. He also said that we must make sure to separate the academic from the social – "Don't try to be Facebook."

4. Karen Archambault – Director, Student Services  
Candice MacLusky – Director, Wall Campus  
Karen and Candice spoke about the Student Success Center website. Both said that the information is on-going and updated frequently, and provides information for specific locations. Challenges are the need to update the website to stay current and how to get the students to use the website. It was too early to measure the success of the websites.
5. Kevin Burkitt – ETS, and adjunct faculty on Digital Media – Through a survey that Kevin had distributed in his classes, he was able to conclude that students don't communicate through traditional methods. It is not texting, IMing, Facebook, Skype-ing; "talking" one on one or one on infinity. Students expect instant access to information and communication. He asked how do we connect with these students. Brookdale needs to adapt to what the students need, and pay attention to what they need. Kevin also stated that technology is moving so quickly that Brookdale needs to narrow the gap between assessment and implementation of new technology.

III. The Committee created a Student Opinion Survey with the intention of discovering what technology the students' use, if they use the Brookdale e-mail, how often they use social networking, and what they would use the portal for. The survey was distributed for a month (November – December 2009) at registration in the C.A.R. building, on the Brookdale website, on Inside Track, in the SLC, on the Angel shell (Survey Monkey), in classes, and in the Library. 857 students responded to the survey. (The complete results of the survey can be seen on the Student Development Committee page of Governance) In summary, the following information was obtained:

- 62% use Brookdale g-mail
- 29% check it 1-3 times a week
- 77% check it for instructions and assignments
- 61% check it for events and activities
- 83% use social networking sites; 57% check it everyday
- 63% use Brookdale text messaging for announcements and warnings
- 75% feel a portal is very important for access to grades; 60% feel a portal is very important for transcripts
- Students want to keep their social life and academic life separate

In January and February 2010, the Committee conducted an on-line survey for faculty and staff on their use of on-line technology. 102 people responded:

- 79 respondents don't use social networking to connect with students, faculty or staff
- 23 respondents do
- Some comments made:
  - a. Social networking has been successful in assisting students to find information when off-campus.
  - b. Saves paper; helps students to keep up-to-date; allows me to communicate with class without waiting to see them again.
  - c. Helps search for instructors and ideas for class.
  - d. It puts the responsibility on the student to gather materials rather than handing it to them. They seem to be more engaged.

IV. A representative from the Student Development Committee has attended MUG meetings for the last year, and has been on the Portal Planning Committee, the Portal Staff and Student Sub-Committees and has attended webinars in order to gather information that is pertinent to the Committee's charge. In addition, members of

the Committee and some of our guests have kept us abreast of recent articles that would impact our recommendation.

Rationale:

Through the Committee's research and surveys, it has become apparent that there are three areas of concern with the portal, on-line technology and social networking in relation to Brookdale: legality, technology, and compliance

The Committee has found that today's students do not communicate by traditional methods, and, thus, we need to connect with these students where they are. Students don't recognize how much time they spend on media (music, texting, IMing, computer, games, etc). And they are experts at multitasking, which they do about 20 hours a day. If we provide a place to access all their media without having to leave the portal, we will engage their interest. And if we make the portal or any other on-line technology easier and more interesting to use, we will keep them in a Brookdale setting.

Students expect instant information, and we need to be current with their needs and to provide the information that will drive them to the portal through interest, content and connectivity. Brookdale also needs to find the bridge to handheld, portable devices and be proactive in implementing future on-line technology.

But Brookdale must also be cognizant of the legal issues involved with on-line technology and social networking, and must ensure that the Brookdale community is aware of what information can and cannot be disseminated on-line. Brookdale must also provide the students and the college community with an acceptable use policy and a way to report inappropriate content for the students' and the College's protection.

The Committee also realizes that Brookdale needs to promote a cultural change within the college community with regard to the portal and other future technology for it to be successful. It can achieve this through marketing, on-going training of students, staff and faculty, and in frequent and timely updates of the portal. The Brookdale community needs to be aware that the portal is a living, growing entity that will

evolve over the years to provide significant value to the services that Brookdale can provide to the students, faculty and staff.

### **Recommendation**

#### **1. Legality:**

☐ The appropriate college official should ensure that Brookdale’s legal team has experience in new-media law and legislation, and that they are versed in digital copyright, web content origin, institutional policy and cyber bullying.

☐ The Brookdale Acceptable Use Policy should be evaluated and appropriate changes made to reflect social networking sites and other technologies at Brookdale.

☐ All BCC users should receive FERPA training, and where appropriate HIPPA training.

☐ There should be a separate sign on for all social networking sites on the portal.

#### **2. Technology:**

☐ There should be ongoing scanning for emerging technology.

☐ The appropriate college committee should be proactive and timely in implementing new on-line technology.

☐ A portlet should be provided for user feedback and for reporting inappropriate content.

#### **3. Compliance/Cooperation:**

☐ The College should promote the use of the portal and any other emerging technology as an avenue to engage and retain students.

☐ The College should provide ongoing training for all constituencies on the portal and other emerging technologies.

☐ The portal information should be maintained and monitored by each department/division for accuracy and currency.

☐ No “back-door” access to the applications on the portal.

#### **Suggested Timeline for Implementation:**

The Committee is aware that the Brookdale portal will be “launching” within the next few months, and that the portal will be in a continuous state of updating and improving over the next five years. The Committee hopes that the implementation time for any new technology will be shortened so that Brookdale will be in-step with the technology that our students are using.

#### **Procedure for Assessment:**

An assessment/audit should be conducted by ITAC each year so that Brookdale can gauge where we are, and based on that information we can determine what the priority areas are, and make the necessary adjustments or changes.

To view the following resources, please go to the Student Development Committee’s webpage:

Student Development Committee’s Power Point Presentations to Governance

Anne Arundel Community College’s White Paper

Co-Chairs

Diana Glynn – Instructor, Psychology

Rosemary Kochman – Confidential Secretary, Police

### **COLLEGE-WIDE COMMITTEE YEAR-END REPORTS**

#### **Basic Skills Committee**

The Basic Skills Committee once again is proud of its accomplishments this year. Its commitment to the mission of Basic Skills, opportunity, access, proper placement, and improving student learning is reflected in the following results for the academic year 09/10:

- ✓ Assessed student achievement in selected learning outcomes in developmental courses.

- ✓ Worked with the Manager of Educational Services Systems on a computerized prerequisite checking program (SFPD-Student Failed Pre-requisite Data).
- ✓ Worked with PAR for researching appropriate basic skills and college level course success for the Basic Skills Program Review.
- ✓ Continued the process of the implementation of learning communities for developmental students.
- ✓ Researched additional modes of developmental course offerings. Initializing some pilot programs.
- ✓ Increased the use of software in developmental mathematics and maintained use in reading and writing as a follow up to previous technology use assessments.
- ✓ Implemented use of Angel shell for committee use to preview and discuss basic skills presentations and program review documents.
- ✓ Worked with Recruitment Services to update the Basic Skills Placement Testing Brochure.
- ✓ Facilitated activities to raise awareness of Basic Skills issues at the college, in the county and in the state. (Webinar, NJCCC presentation, Optimist III involvement, Student Success grant involvement, Outreach)
- ✓ Continued to offer timely discipline specific workshops, study skills workshops and anxiety workshops for students and offer training workshops for faculty.
- ✓ Scheduled fall and spring focus group meetings to plan the agenda for Outreach 2010 and 2011 conferences and to maintain working relationships with and among Monmouth County high school and middle school professionals.
- ✓ Planned and completed Outreach 2010 with student success as the theme.
- ✓ Increased participation in the Basic Skills Outreach Conference by high school participants over last year.

- ✓ Wrote the Basic Skills Review and Outcomes Assessment Document Format and Content.

### **General Education Committee**

This year, the General Education Committee:

- Reviewed new courses and programs approved by Academic Council
- Approved new general education courses
- Discussed the Technology or Information Literacy category, the meaning of 0-4 credits in this categories, and ways of determining that the competency has been satisfied when students opt for 0 credits
- Presented at forum on these issues as well as courses still designated in our catalog as "Little t"
- Discussed catalog changes which took place after the first year of the new model
- Voted on recommendations to approve
- Committee was co-chaired by Shay Delcurla and Laura Miceli

#### **Membership**

Karen Abramski  
 Rosemarie Bello-Truland  
 Cathy Blackburn  
 Shay Delcurla  
 Maria Fernandez  
 Shawnda Floyd  
 Daijuan Gao  
 Gail Harrigan  
 Alex Idavoy  
 Jennifer Jordan  
 Nancy Kegelman  
 Ann Tickner Jankowski  
 Nancy Liu  
 Laura Miceli  
 George Reklaitis  
 Tom Setaro  
 Robin Smith  
 Barbara Tozzi  
 Delores Steinhauser  
 Chris Vasquez  
 Linda Wang  
 Pat Wuelfing

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## Honors Committee

This year, we were charged through Academic Council to:

- 1) Review Regulation 5.0035R, Honors at Brookdale
- 2) Make recommendations as to how to identify students, create entrance requirements, and develop curriculum for the Honors Program

The Committee worked together with a group formed by the EVP to reorganize Honors at Brookdale into a cohort-based program that recruits students both graduating from high school and those already at Brookdale.

Highlights of the changes to Regulation 5.0035R recommended by the Committee included:

- 1) Discontinue interdisciplinary seminars and base the curriculum solely in highly transferrable general education courses;
- 2) Change the required number of credits to graduate with Honors from 12 to 18
- 3) Create an application process for students interested in enrolling in Honors
- 4) Create a 9-credit "Certificate of Honors Recognition" for students who wish to take Honors classes but don't wish to take all 18 credits of coursework.

Co-chairs Jonathan Moschberger and Laura Neitzel made three presentations at Forum. On February 23, the Committee's recommended revisions to Regulation 5.0035R were voted upon and passed. The revised Regulation is attached.

The Committee thanks the College community for their many valuable insights and suggestions!  
Co-chairs, Jonathan Moschberger and Laura Neitzel

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### REPORTS

#### Report on the April 27 Forum

Chair Phyllis Shafer called the Forum to order and welcomed all. It was ascertained that we had the necessary members from each constituency for voting.

#### Institutional Planning and Effectiveness Committee

The draft of the 2010 Strategic Goals Matrix was discussed. This Matrix begins July 2011. It was noted that IPEC is always doing environmental scanning. Dr. Burnham had spoken to the committee about the future of Brookdale and of higher education. The central theme of this presentation contains two major foci: We should continue to provide *access*, and assure that everything we do represents *quality*.

Two IPEC focus groups were held in March, ably led by Sondra Cannon and Linda Milstein. There were forty participants, and four major themes emerged:

1. Technology
2. Student focus
3. Growth and growth logistics
4. Valuing employees

It was suggested in Forum that valuing employees should be included in the Matrix. It was pointed out that technology appears in the Matrix under 1A ESMP-Virtual College.

#### **VOTE! Academic Standards**

Laura Longo represented the committee. The motion to carry the Vote on Eligibility for Graduation to a later Forum was voted upon, with Yes 12, No 34, and Abstaining 14. The Vote was then held and approved, with Yes 12, No 34, and Abstaining 14.

#### **VOTE! Student Development**

The committee collaborated in their charge with ITAC and MUG. It was asked if the FERPA training will include students, which it will. Another question on the Portal was about monitoring social networks, which will not be monitored since they will have a separate sign-on. The vote was approved, with Yes 57, No 4, and Abstaining 13.

#### **Student Life Board Update**

Alec Moran, the President of the Student Life Board gave an overview of the board, which allows students to have a broad range of leadership opportunities. This year, they were very involved on the smoking issue, which was a topic for their Student Speak Out. They shared their smoking survey with the College Life Committee. The SLB advocated for students using public transportation, including attendance at a NJ Transit meeting. Through their efforts, bus line 833

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wasn't canceled! The student clubs do service projects, such as the current letter writing campaign to save the NJ Stars program.

Alec stressed the strong relationship between the SLB and Governance, and continued his update with the various activities of the SLB. They attended a National Association of Campus Activities conference, with two themes that will be utilized in fall planning: How to keep community college students on campus longer, and Diversity. It was suggested by Dean Voogt to use these ideas for the Branch Campus and HEC's. Alec, who is also the Student Rep on Steering, presented to Steering on formalizing the relationship between Governance and the SLB.

Alec may be contacted at:  
Amoran1@mail.brookdalecc.edu

### **🗳️ VOTE! ESMP 2020**

Dean Carl Calendar thanked the over 200 people who worked on the ESMP 2020, with substantive research incorporated into each chapter. The endorsement Vote was approved, with Yes 55, No 20, and Abstaining 11.

### **Basic Skills Committee**

Chair Mindy Wey discussed the 8<sup>th</sup> Annual Outreach Conference, held on April 16 with very good attendance, including more high school teachers than last year. The conference addressed under prepared issues, and focus groups on this will be held in June and October.

Next year's Outreach Conference will be a Best Practices one. There are five positions open on the committee.

### **Information Technology Advisory Council**

Patty Kahn presented an update on the Portal, which has two parallel components, the IT backend through Active Directory, and the content design through four subcommittees: Home, Facility, Staff, and Student. The landing page was displayed, as well as a sample student page and a sample faculty page. The Portal will be live in August in preparation for the fall semester.

### **Big Four Update**

Bill Golubinski gave an update on the Big Four construction projects, illustrated with PowerPoint slides. Western Monmouth's third and fourth floors were open for Fall '09, with the lab portion finished in the fall. The Student Success Center was completed two months ahead of schedule. The Grand Opening is on June 10. The Automotive Tech was a two phase project, started in May 2009. Phase 1 Lab was finished by the fall semester, with state of the art equipment in all bays. Phase 2 classroom wing was then completed, with technology.

The Collins Arena/Fitness Center is underway, with the grass seed just put down in preparation for graduation. There will be fieldstone treatment. Phase 1 is due for June 30 completion, with Phase 2 for December 2010.

### **EDITOR'S NOTE**

At the end of this eventful academic year, I'd like to thank all of the various Governance committee chairs and co-chairs, members, for your dedication and helpful advice as I developed in my role as Co-Chair of Governance and editor of the Gazette.

The experience of the Steering Committee was invaluable, and I appreciate the support that Earl Teasley provided as he moved over and sat next to me mid-year, when Avis left Steering and vacated that seat. I believed that Earl gave me inspiration and help, and, in retrospect, I believe that he also provided this inspiration to Chair Phyllis Shafer as he sat across from her at the same time. Earl was a unique, highly inspirational person and I am grateful that I shared being on Steering with him this past year. He will be missed by all. I'd also like to thank my supervisor, Mark Ghezzi and ETS Director Mark Schmidt for their support of my Governance activities. Finally, I offer sincere appreciation to Chair Phyllis Shafer for her continual advice, support, and friendship over the past year.

Wishing all in the campus community a rejuvenating and enjoyable summer,  
Marianne Drake  
Vice-Chair, 2009-2010

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