



# Governance Gazette

the newsletter of Brookdale Governance

September 2009

## Chair's message

Dear Colleagues:

Welcome back to the new academic year and a new year of Governance!! This year should be another exciting year to add to the history of Governance. What's on the agenda for the year? Several things..... Brookdale's mission review, academic issues, honors, technology, diversity, and much, much more.

The strength of Brookdale's Governance system is based on active participation. Campus engagement, student involvement, communication and collaboration are among the key elements that make our system great. Come and join the first Forum to help kick off what is sure to be a great year in the history of Governance.

I am looking forward to seeing you on September 22, 2009.

**Phyllis T. Shafer.**  
Governance Chair

**September 22, 2009**

**FORUM MEETING**

**11:45 in Twin Lights I & II**

**\*Also on Bluesnet and broadcast to all HECs (except Northern Monmouth)**

### Agenda

1. Professional Development – Gift Card Drawing for Participation in Survey  
*Susan Rosenberg*
2. Review of Standing Committee & Steering charges
3. IPEC: Matrix update  
*Arnold Gelfman and David Stout, Co-Chairs*
4. ITAC Update  
*Patricia Kahn, Executive Director-Information Technology Services*

5. Announcements/What's on your mind

### STANDING COMMITTEE CHARGES ASSIGNED

The Steering Committee, in consultation with President Burnham, has prepared the charges for Governance Standing Committees for the academic year 2009 – 2010.

**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 COUNCIL THROUGH HONORS**

**CHARGE: HONORS AT BROOKDALE**

Review Regulation 5.0035R, Honors at Brookdale.

**Explanation:**

A committee has been charged by the Executive Vice President to reorganize the current Honors Program at Brookdale. The committee has been charged with creating a cohort-based program in which students apply to the program and follow a specific path to completion. The Honors College-Wide Committee should work with this committee to create curriculum for the program.

**TO: ACADEMIC STANDARDS**

**CHARGE: MATRICULATION REGULATION**

Assess changes made to the *Matriculation Regulation, 6.1502R, Section IV.D.* and make recommendations.

**Explanation:**

In the 2003-2004 academic year, the College, through Governance, approved a change to the *Matriculation Regulation, 6.1502R*, adding Section IV.D., which states:

Students must meet all program requirements listed in the catalog academic year in which he/she matriculated. After matriculation, if a student is not enrolled for one calendar year, he/she must meet all requirements listed in the current catalog for the semester or term in which he/she resumed study.

In addition, beginning 2007-2008, the Lampitt Bill went into effect, changing the General Education requirements for all Associates degrees. As a result of these changes, stop-out students and

students who have changed programs are impacted.

The current Regulation 6.1502R warrants a review to facilitate clarity and consistency.

**TO: ACADEMIC STANDARDS**

**CHARGE: ELIGIBILITY FOR GRADUATION IN MULTIPLE OR SUBSEQUENT DEGREES AND/OR CERTIFICATES**

Review Regulation 6.1700R, Eligibility for Graduation and make recommendations to address the attainment of multiple or subsequent Associates degrees and/or Certificates.

**Explanation:**

In the 2008-09 academic year, the College, through Governance, approved a change to the Eligibility for Graduation Regulation, 6.1700R. However, the awarding of multiple or subsequent Associates degrees and/or Certificates is not addressed in the revised regulation.

In 1978-1979, a procedure was implemented by Vice President Jack Gallagher titled “Admissions and Records Operating Procedures – Second Brookdale Degree” that states:

The requirements for a second Associate Degree from Brookdale Community College are: the completion of a minimum of fifteen credit hours above the first degree, and the completion of all requirements specific to the second degree. The application form for the second degree must indicate that this is application for a second degree and must indicate the degree already earned.

This procedure was created at a time when all degrees required only 60 credits. In the 2009-2010 catalog, Associate degree programs require anywhere from 60 to 87 credits. Additionally, some degrees share many of the same courses (e.g., Humanities, Social Sciences, Automotive certificates).

In addition to completing the specific Associate degree requirements, the College currently requires 75 credits for a 2<sup>nd</sup> Associate degree, 90 credits for a 3<sup>rd</sup> Associate degree, and so on in 15

credit increments. There is no additional credit requirement for receiving multiple or subsequent certificates.

The current Regulation 6.1700R warrants a review to ensure the integrity of graduation eligibility for attainment of multiple or subsequent Associates degrees and/or Certificates.

**TO: COLLEGE LIFE**

**CHARGE: GOVERNANCE PARTICIPATION**

1. Explore ways to increase governance participation among all constituencies.
2. Collaborate with the Diversity Council and Professional Development in the creation and implementation of a series of cultural competency programs/initiatives for the college community.

**Explanation:**

Feedback has been received through various sources regarding participation in governance, including the following:

1. The Appreciative Inquiry session at the Governance mid-year retreat focused on fostering campus engagement in governance. (See attached questions and results.)
2. The Middle State Self Study Report indicated that “a comprehensive examination of how to increase student participation in Governance should be undertaken”.
3. The Self Study also states “A comprehensive communications plan should be an integral part of Brookdale’s planning framework and assessment process.”
4. Faculty and staff have expressed concerns about “feeling overwhelmed” with Governance meetings, committee responsibilities, assessment activities, and conflicting time commitment. The College should consider innovative ways to address these concerns.

Participation in collegial governance decision making expands beyond Brookdale’s formal College Governance. The concerns raised in the Self Study addressing the need to increase student participation in Governance has led Steering to expand this to all constituencies. When addressing methods of increasing participation,

Steering recommends that the theme of diversity be given high priority.

The Diversity Council has been charged with developing programming. Since Diversity is a college wide priority College Life should collaborate with the Diversity Council and the Professional Development Committee in program developments. The collaboration between the three committees will accomplish the goal of fostering discussions on Diversity topics within the Brookdale community.

**TO: DIVERSITY COUNCIL**

**CHARGE: PLAN AND IMPLEMENT A SERIES OF CULTURAL COMPETENCY PROGRAMS/ INITIATIVES FOR THE COLLEGE COMMUNITY.**

1. Deliver a series of programs/dialogue/initiatives for all constituencies over the 2009-2010 academic year.
  - I. Collaborate with members of the Professional Development Committee and College Life Committee to facilitate delivery and assessment of these programs.
  - II. Establish and implement a feedback mechanism to assess the impact of the series.
2. 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.

**Explanation:**

In the 2008-2009 academic year, the Diversity Council established four main themes for the direction of effort: Students; communication; information/data; and plan/strategy. Through the use of programs/dialogues/initiatives the Council will focus the conversation to establish institutional diversity core values, provide opportunities to explore cultural competency and cross-cultural communication, and to engender cultural global awareness in the college community. Programs can serve as a starting point for more specific dialogues in divisions and departments. Since

Steering recognizes this charge will be difficult to implement in isolation, related charges have been given to the Professional Development and the College Life Committees. Efforts can be coordinated to address diversity issues in the college in a variety of forums offered to all constituencies.

**TO: INSTITUTIONAL PLANNING & EFFECTIVENESS**

**CHARGE: PLANNING MATRIX**

1. Matrix 2010-2011
  - a. Complete the development of the 2010 - 2011 Matrix.
  - b. Complete the development of a companion document with examples of outcomes linked to the strategic goals of the 2010-2011 Matrix.
2. Matrix 2011-2012
  - a. Provide input on the development of the 2011-2012 Institutional Planning Matrix.
  - b. Develop a companion document with examples of outcomes linked to the strategic goals of the 2011 – 2012 Matrix.

**Explanation:**

The process to overhaul the Matrix has begun:

1. A comprehensive review and assessment of the internal and external research data available for planning is needed to determine recommendations for modification to the Matrix.
2. As a result of meeting with President Burnham and subsequent committee discussions, it is necessary to present a Matrix that is strategic over tactical.
3. Instead of a focus on short-term problems and issues, the Matrix should focus on long-term planning from an elevated level with attention to internal and external data and resources, as well as systemic management strategies and priorities.
4. The Matrix should reflect systemic management strategies and priorities in relationship to the ESMP, the FSMP, and the ITSP.

**TO: INSTITUTIONAL PLANNING & EFFECTIVENESS**

**CHARGE: ENVIRONMENTAL SCANNING**

1. Formalize the process for ongoing environmental scanning.
2. Gather, analyze, and dispense information for use in the college's strategic plans.
3. Devise a plan to educate the college community about environmental scanning and its uses.

**Explanation:**

IPEC has already used environmental scanning techniques to gather and analyze data for use in the development of recent matrices. As participation in governance increases, there is a need to formalize, expand, and communicate the uses of environmental scanning in strategic planning at the college.

**TO: INSTITUTIONAL PLANNING & EFFECTIVENESS**

**CHARGE: REVIEW AND RECOMMEND REVISIONS TO BROOKDALE'S VISION, VALUES, MISSION AND GOALS**

**Explanation:**

Periodically, Brookdale Community College revisits and revises its mission statement. The committee should work on this mission with input from the campus community.

**TO: PROFESSIONAL DEVELOPMENT**

**CHARGE: IDENTIFY 2010-2011 COLLEGE-WIDE THEMES AND PRIORITIES IN ACCORDANCE WITH THE PROFESSIONAL DEVELOPMENT BLUEPRINT.**

1. Identify annual college-wide themes and priorities.
2. Communicate those themes and priorities campus-wide allowing for discussion and planning of professional development activities.

**Explanation:**

Annual review of themes and priorities directs the development, selection, and support of professional development programs. In order to encourage appropriate applications, the annual themes and priorities must be communicated to all college employees in advance.

**TO: PROFESSIONAL DEVELOPMENT**

**CHARGE: CONTINUE IMPLEMENTATION OF THE PROFESSIONAL DEVELOPMENT BLUEPRINT.**

1. Develop and implement in-house programming to support the 2009-2010 themes and priorities.
2. Assess and provide recommendations on the Professional Development Committee funding model.
3. 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.

**Explanation:**

An annual review of priorities and themes directs the development, selection, and support of professional development programs. The Diversity Council has been charged with developing programming. Since diversity is a college wide priority, the Professional Development Committee should collaborate with the Council in program development. In house programming is an important venue for professional development for many employees. The collaboration between the two committees will accomplish the goal of fostering discussions on diversity topics within the Brookdale community.

**TO: STUDENT DEVELOPMENT**

**CHARGE: STUDENT ENGAGEMENT, SUCCESS AND RETENTION USING TECHNOLOGY**

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.

**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 college employees using on-line avenues, which includes a recent grant application for a portal with a single sign on solution.

**TO: STEERING COMMITTEE**

**CHARGE: 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.**

**Explanation:**

Questions arose in AY 2009 about whether Steering could charge a College-wide committee. A review of the Governance Constitution and archival correspondence was unclear on the point. The Constitution identifies College-wide committees as committees "whose major purpose is not normally related to Governance, and which carry out, but do not formulate, policy." With the recent critical deliberations and actions of the General Education committee, is the 'definition' still valid?

A portion of the Constitution reads: "it is expected that such committees will advise the Steering committee and the appropriate Standing Committee to provide assistance in their areas of expertise". Has Steering established the relationship(s) between the College-wide committees and the "appropriate Standing Committees"?

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## REPORTS

### RESPONSE FROM THE PRESIDENT

In July 2009, Dr. Burnham sent a memorandum to Steering with the following comments in response to the 2008-2009 Governance/Forum recommendations:

I recently received some guests from Prince Georges Community College (PGCC) in Maryland; they are re-organizing their administrative structure and re-examining their Governance system. They chose to visit Brookdale on the advice of their Vice President of Administration and Finance, Mr. Tom Knapp. Mr. Knapp was one of the Middle States evaluators who visited our campus last year during our reaccreditation process. He was so impressed with our Governance process and the workings of the Forum that he convinced his president and six of his colleagues make the trek to New Jersey to talk to us about “what makes Brookdale Governance work”.

Avis McMillon and Phyllis Shafer, representing the current Governance structure, attended. Drs. McMenamin and Sulton, Louise Horgan and me, represented the administration. Dave Stout represented the Faculty Association while speaking to his active role on Standing committees, most notably IPEC, and his work as a prior Governance chair. Barbara Boyington, very active in Middle States Association committee work and our last several Self Studies, rounded out the Brookdale representatives.

We met for several hours; we provided reams of information and answered their many questions. And, about the midpoint of this meeting, I realized how much I had been taking our unique and productive Governance system for granted.

I’m not Pollyanna; I realize there are issues imbedded in this complex enterprise. But, the word “trust” kept coming up in our conversations with the PGCC folks; trust in the Governance chairs, in the committee elections and discussions, in the voting and the outcomes reports, and in me, your President. At its core, shared governance revolves around people’s relationships at all levels of the College – and as is the case with most relationships, so much hinges on mutual trust.

Brookdale Governance seeks to empower all levels of our institution to voice concerns, present proposals for change, and express opinions. This lengthy prologue to my response to Governance Actions 2008-2009, is shared with you to simply say – thank you. Thank you to all who participate, cogitate, sit on the sidelines and whisper; those who chair the committees and those who attend the endless meetings, those who watch in on BluesNet and those who simply ask a colleague how the meeting went. Your participation and your dedication is why our Governance process is successful, and the envy of our peers. Thank you.

Avis McMillon deserves much of the praise for a seamless Governance year; she presided over the meetings with a calmness and grace that lent itself well to so many deliberations. As we welcome Phyllis Shafer to her year as Chair, we look forward to a similar steadfastness and dedication to “One Brookdale”.

### Steering Actions

I want to thank Steering for the democratic and professional handling of the roles of the **Academic Division Deans (ADDs)** on Standing committees; while the outcome is not what I would have hoped (the ADDs will not be appointed to Standing committees), I respect the wishes of the majority of the Forum attendees who voted so. I would like Steering to re-examine this issue in 2010-2011. In the meantime, I know that the ADDs are engaged with the Standing and College-wide committees and I applaud their active participation.

I also applaud the **ex officio appointment** of the Assistant to the Executive Vice President of Educational Services to Steering. I understand that there have been questions about the process leading up to the vote; a member of the Forum questioned why there had not been more extensive discussion prior to the vote (a technicality, not a question about the merit of the appointment). Steering’s plan to recall the approval and ask for another vote after more discussion is wise. I sincerely hope the outcome is the same.

### Charge for Steering

Reading the recommendations from the Forum, I had some questions about how the College-wide committees articulate with the **Standing committees**. I ask that Steering consider giving itself a charge to examine and formalize that

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articulation, with reporting lines (dotted or otherwise) clear to all. Does Steering charge the College Wide committees? Should they? I would like a recommendation from Steering by May 2010.

### **Academic Council –Curriculum Review**

Co-chairs Ellen Musen and Barbara Burk presided over another great year. I agree with their positive assessment of the **course deletion process** the committee developed last year; the process was a needed one and they should be proud of how seamlessly it was implemented. I particularly applaud the active involvement of the division faculty representative in the process, and the work of our Registrar's office.

As per Academic Council's recommendation to have Steering charge them with examining the **Virtual College**, I will discuss that initiative in more detail with Dr. McMenamin over the summer and advise Steering later in the year on this matter.

### **Academic Standards – Eligibility for Graduation & Transfer Regulations**

Co-chairs Beth Boylan and Darlene Macomber, and the members of Academic Standards, were wise to examine these two interrelated regulations together; the **Eligibility for Graduation** and the **Transfer Regulation** have big implications for our students and I'm pleased with the time and attention paid to these important issues.

I have made some minor changes to the regulations themselves – nothing substantive – the committee did excellent work on the revision and updating. Given the competency outcomes required by Middle States and the emerging Federal accountability standards, including the requirement to satisfy the Basic Skills requirement was a good addition to the Eligibility for Graduation regulation.

I have included the Academic Division Deans as an additional approval on the contract required for appealing where the last fifteen credits of a Brookdale degree are earned; they are responsible for the integrity of the degrees in their divisions and need to monitor these standards carefully.

I will ask Dr. McMenamin to work with all the Deans, particularly Dean Palumbo and the Counselors, to ensure a **comprehensive communications strategy** is developed for our

students, to avoid the inevitable confusion of any change, per the recommendations from the Academic Standards Committee. The role of the Counselors is critical in this communications process; as the main conduit for information of this sort, they must constantly refresh information in these complex matters.

I agree that each department should establish their own **standards for graduation** based on their particular program requirements, and that a review of the Matriculation Regulation is a natural follow-up to this year's work. Great work.

### **College Life – Community Use of Information Commons and Student Success Centers**

Co-chairs Natalie Black and Nancy O'Shea, and the members of College Life, approached this issue with admirable concern for the needs of our students and our environment. I support the changes to the regulation as they've drafted it, with one additional point. There is increasing concern about children left unattended in the Centers and on the Lincroft campus while their caregivers are using the resources or attending classes or programs. I would like to incorporate some language in this **Use of Information Commons and Student Success Centers** regulation that specifies that uses of certain resources are limited to adults only, and that children should not be unattended at any time in Brookdale locations. Brookdale may be many things to many people, but we're not a babysitting service. I will revise the regulation and ask Steering to share it with the Committee for their review and comment.

I agree that **abuse of printing** at the Branch Campus and Higher Education Centers is unconscionable; from both a resource and environmental perspective. While the suggestions to incorporate the language and processes used at the Bankier Library are good ones, by virtue of this memorandum, I ask that Dean Anita Voogt, the Center Directors and Karen Archambault, decide as a group the best way to implement appropriate restrictions. They are the best judges of their 'constituents' and what types of sanctions and communications are most appropriate. I ask that they report back to Steering and me in December 2009 with their recommendations.

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## **Diversity Council**

I met with the Diversity Council on June 16, 2009 to discuss their first year as a Standing Committee of Governance. Even with the anticipated problems associated with overscheduled members and double booked meetings, the co-chairs, Sondra Cannon and Dina Long, led the group in what I would assert was an excellent year. The decision to make **Diversity a Standing Committee** was one of the most meaningful actions taken in recent Forum history, and I continue to expect great things from this Council, and the campus community, on this front.

I have discussed with Avis, Phyllis and Marianne Drake, the incorporation of a Diversity-related component – as appropriate - into charges given to the Standing committees in 2009-2010; I believe there is a lot of room for collaboration between the committees. I believe this would send a strong message about the relevance of this topic across disciplines, departments and committees. It's not just the job of the Diversity Council, it's a responsibility we all must take ownership of, to ensure a truly inclusive, honest and diverse environment for our employees and our students.

The recommendations from the Council speak to this; "we recognize that not all of these recommendations can be completed by the Council and that there are other entities on campus that have accountability for the work." I would repeat emphatically that we must all be accountable, and we must all commit to this as strongly as the members of the Council have.

I ask that Dean Sensi, Cabinet members and the ADDs, continue to work with the committee on the **professional development and diversity training** components of their recommendations. I sincerely hope that these would include the **Brookdale Conversations** as proposed by the Council in the Diversity Report. I would like to suggest that the Council utilize EVP Jim Sulton, and perhaps other members of the Cabinet, to moderate these conversations. I would like them to be productive in nature; what are we doing right to address the success gap and how do we build on it? How are we attracting diverse candidates and how can we do more? How can we build on the success of the Maya Angelou event?

I would like to have further conversations with EVP McMenamin and Dean Palumbo on the formation of a taskforce on the "**success gap**"; this subject

deserves focused examination; I know that Dean Palumbo has been working with his staff in Student Development on some remediation measures. I need to consider whether a task force or administrative action would be more effective.

I await a **full plan with budget implications** for all the activities the Diversity Council has proposed, including the calendar and the assessment tool; assuming the plan includes a full assessment and outcomes component, I will make the decision regarding funding at that time.

## **Institutional Planning and Effectiveness - Matrix 2011**

The use of focus groups, as organized by co-chairs David Stout and Arnie Gelfman, and moderated by Sondra Cannon and Linda Milstein, has continued to add a rich dimension to the discussions of Institutional Planning. The input has been wonderfully positive and extremely valuable; a special thank you to all the participants in the focus groups who took time out from their busy days to help us plan for the future.

I want to thank all the members of the committee for their patience and enthusiasm as we 'blew up the Matrix' in the middle of the development process. As we continue to focus our planning with revisions of the Educational Services Master Plan and the Facilities Master Plan, a 'streamlined' **Matrix 2011** should provide a clear blueprint of expectations and outcomes. I was very pleased with the reaction at the May Forum to the "new" Matrix and look forward to the development of the "companion document" to complement and explicate the goals listed.

As IPEC continues discussion of Matrix 2011, I would ask them also to share and discuss the draft revision of the **Vision, Mission and Values** I've recently given to David and Arnie. The Cabinet spent much of May and June examining our current Mission, Vision, Values and Goals; we felt the documents could benefit from a sharper focus, particularly as we find ourselves facing challenges ahead and pointed questions from funders, legislators and our public about intentions and accountability. I await IPEC reaction and look forward to a wider discussion with the campus community.

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## Professional Development – Implementation of Blueprint

This committee, so ably chaired by Dean Pat Sensi and Marianne Drake, has done a tremendous job building on their successes in 2007-2008. I totally support the charge they have written for themselves to implement the Blueprint, **particularly in-house programming**; and, assessing and providing recommendation on the Professional Development **funding model**. Also, their internal operational recommendations were welcomed; I will consult with Dean Sensi about the implementation of a **reporting function** and the continued evolution of qualitative decision making for resource allocations. I will trust Dean Sensi to work with the committee to inform and implement as appropriate the resulting recommendations.

I agree that **earlier identification and communication on the themes** is necessary; as we continue to smooth out the kinks in the process, I ask the College community to be patient. Professional Development has done yeoman's work developing this measured, fair and complex approach to applications and funding.

## Student Development: Student Engagement and Success

Paul Keating and Rosemary Kochman led their committee in discussion of several provocative issues; they covered much ground in their discussions.

The collection of data on the **engagement of students** was interesting; while anecdotal evidence of the quality of our programming is assumed, a "formal method of gathering, evaluating, and reporting relevant information about students who use the service" is overdue. I will ask Dean Palumbo, Robert Quinones and Richard Pfeffer to work with the student groups on an assessment plan and process for 2009-2010.

Again, the use of student data in the discussion of **social networking sites** was an excellent way to gauge the potential of these powerful communication vehicles. I am disappointed that the College was unable to institute a single sign-on for the applications on the Brookdale site, but encouraged with the implementation last year of G-mail for our students.

The committee has asked that guidelines be developed to maximize the effective use of the **Brookdale email system**; I will ask Drs. McMenamin and Sulton to report to Steering and me in December 2009 on their plans for ensuring this major tool is being used to its greatest efficiency and effectiveness. This is another initiative that can only take hold with the support of all involved. The boomers and the gen-x'ers expect and demand that we communicate with them on their terms: it's the same content, but very different delivery. And much like on-line banking; what seemed intimidating and complex at first becomes almost effortless with continued use; you wonder what took you so long to sign up.

The committee recommended 'in-depth study' on the use of **social networking sites**; I know that the Marketing Users Group (MUG) has been exploring this medium for some time now. By virtue of this memorandum, I am asking Steve Nacco and all the members of MUG to work closely with the Student Development committee to ensure our efforts are ahead of this communications curve. That said, by the time any 'in-depth study' is completed, there will no doubt be several new developments in social networking; it is incumbent upon our Marketing department, informed by our innovative faculty and staff, to maintain currency of communication vehicles.

I understand that the use of the **Student Monitoring System (SMS)** was discussed at each Division meeting last year as a prologue to the use of the SMS being "required" by all faculty, a requirement I wholly support. I will ask EVP McMenamin and Dean Nancy Kegelman to continue this important discussion on the need for and benefits of use of the SMS, and ask the Division Deans to work closely with Registrar Kim Toomey on reporting **usage data and goals** for this year. I would expect the customizations required for the changes to the WebAdvisor system to bypass the Technology Users Groups (TUG) normal approval process and be implemented as soon as possible; if not, I would like to be informed of the reason and have a revised timeline by October 2009.

The committee asked that "**recommendations made...in 2007-2008** be implemented as soon as possible"; I ask that Dean Kegelman and Dean Palumbo report to Steering and me in December

2009 on the full implementation of this critical retention tool.

## Report on the Year-End Governance Retreat

Avis McMillon, Governance Chair, opened the retreat on the Student Life Center Patio with a warm welcome to all attendees. She thanked committee participants for their dedication to the Governance process during the past year and commended all committees for their hard work and accomplishments. The members of the standing and college-wide committees proceeded to work in groups to brainstorm ideas for the 2009-2010 academic year.

Each committee filled out a charge idea form, which included relationship to the Matrix as well as to the Mid-Year Retreat Appreciative Inquiry results. Also included was a question on collaboration with other committees. Several great ideas emerged from the committee that will be valuable in shaping the charges for 2009-2010.

Avis then acknowledged the committee co-chairs and the Steering committee for their contributions of the past year to Governance. Avis was given a special stainless steel water bottle from the Steering committee. Avis, in turn, gave out Governance T-shirts to the committee chairs. The retreat concluded with a presentation of a ceremonial crown to Phyllis Shafer by Avis McMillon.

## ISSUES

### INSTITUTIONAL PLANNING AND EFFECTIVENESS COMMITTEE

The Institutional Planning and Effectiveness Committee presented its 6<sup>th</sup> draft of the 2011 Strategic Goals Matrix to the Governance Forum on April 28, 2009 (attached). We indicated that this was a very different way of presenting the Matrix, and we asked for feedback on both content and style. Generally, the feedback was extremely favorable, and the consensus seemed to be a desire for continued development along the same lines. IPEC then indicated that Matrix development would continue over the summer in coordination with the President's Cabinet.

During the past academic year, the Cabinet was also engaged in a review of the Vision, Values, Mission, and Goals Statement (attached) that had been adopted approximately a decade ago. This continued into the summer along with a review of IPEC's Matrix recommendations. In August, IPEC held a retreat to continue Matrix development and to review the Cabinet's Mission revisions. Guest presenters included Dr. Burnham and Dr. McMenamin.

Then in early September, IPEC met with the Cabinet to work toward finalizing both the proposed Mission revisions and 2011 Matrix. Finally, at its first "official" meeting of the academic year (9/15), IPEC reviewed both the Mission and Matrix to which they made very few changes. Both documents are attached to this Gazette. The need to review the VVMG Statement was obvious. Accreditation standards require this review since everything a college does should be tied in some way to advancing the Mission. The passage of significant time (in this case a decade) requires at the very least a review of the Mission to make sure that our actions are consonant with our Mission. Such a review focuses attention where it belongs. It would also help to have a Mission that was widely recognized and understood by the College community. Accordingly, the Cabinet sought to tighten the VVMG while still maintaining all essential elements. Finally, the thrust was to move the goals to the Matrix.

The "new" Matrix lists the major strategic goal elements. It is hoped that once approved, the Matrix will serve as a template that can be used to "drill down" to describe exactly what will be done during the specific academic year to meet the strategic goal elements.

### INFORMATION TECHNOLOGY ADVISORY COUNCIL

Community colleges continue to remain affordable and accessible to a diverse student population; the role of technology continues to be a major component in enhancing academic and administrative operations at the college. Brookdale continues to strive for excellence and seeks technology enhancements that promote reliable and efficient access to appropriate data and instruments that complement the "One Brookdale" environment that we strive for. As noted in the College's Information Technology Strategic Plan

(ITSP III), Brookdale emphasizes the importance of technology as a tool for accomplishing the business of higher education, rather than becoming an end in itself through a systematic approach.

As Brookdale continues to move its information technology improvement agenda forward, it is guided by a set of principles designed to ensure a common understanding of the role and mission of information technology. Part and parcel of this objective is the desire to obtain a single sign on solution that will maximize scope and access to College offerings, facilities, and services as well as expand access to academic programs for students at all locations. The Information Technology Advisory Council (ITAC), who serves as a collegial advisory body was charged with the mission of exploring single sign on solutions that would be the best fit for Brookdale.

Led by the Executive Director of Information Technology, ITAC 's exploration of a portal solution for Brookdale that met the single sign on requirements for our administrative (Colleague), learning management system (Angel), and Email applications (Outlook and Gmail) resulted in a thorough analysis of several vendor provided solutions such as Datatel's ActiveCampus, TimeCruiser's CampusCruiser, and Sungard's Luminis. The result of this analysis was the selection of CampusEAI's MyCampus portal as the most viable solution for meeting the academic and administrative goals and objectives of the college. It was evident that Campus EAI's consortium model in accordance with the products and services that were being offered, as well as core values professed on their website, definitely aligned with the set of principles outlined in Brookdale's Strategic Plan and remains consistent with the "One Brookdale" philosophy. The MyCampus solution seemed to be the best solution meeting not only the above stated requirements but also support social networking features such as profile summary, friend lists, instant messaging, blogs, message walls, and wikis as well as resource planning applications such as PeopleSoft and Banner.

Campus EAI's consortium model was even more compelling based on the opportunity for higher education institutions to apply for a grant, which could possibly fund the hardware, software, project management, installation and training costs necessary to install and operate a Campus

Portal. Awards range between \$250,000 to \$1,000,000 in software, hardware, and services, depending on the size and requirements of the school.

Brookdale has recently submitted a grant application and has been notified that we were selected as one of the CampusEAI Portal Grant recipients. Upon receipt of the Confidentiality Agreement, Campus EAI will proceed to provide us with specifics about the Grant Award Package.

## STEERING COMMITTEE MEMBERSHIP

The Steering Committee membership for 2009-2010 is as follows:

Chair:	Phyllis Shafer
Vice-chair:	Marianne Drake
Past Chair:	Avis McMillon
Ex-officio:	Louise Horgan Sue Desiderato
Confidential Admin. Assist:	Susan Kenney
Faculty-at-Large:	Gail Harrigan Earl Teasley
Administrative/Exempt:	Jennifer Jordan Jeana Malmros
Staff:	Frank DeVita Amy Gingold
Student:	Alec Moran

## 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 Phyllis Shafer at ext. 2018 or [pshafer@brookdalecc.edu](mailto:pshafer@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:** Elizabeth Deignan

**Faculty:** Ellen Musen (Math)  
 Mohammad Shanehsaz (Business & Technology)  
 Ron Topham (English & Reading)

**Co-Chair:** Dan Leyes (Arts/Communication)

**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:** Conrad DeBlasio (member at large)  
*Vacant (Learning Assistant)*

**Students:** Brian Carlson  
*Vacant*

**Steering Committee Liaison:** Jeana Malmros**ACADEMIC STANDARDS****[MAC 202]**

**Ex-officio:** Margaret McMenamin (EVP for Educational Outreach Services)  
 Kim Toomey (Registrar)  
 Suzanne Parker (Basic Skills Coordinating Team)

**Admin/Exempt:** Laura Longo

**Faculty:** Howard Miller (Arts & Communications)  
 Sarah Leahy (Business & Technology)  
*Vacant (English & Reading)*  
 Kathy Pultar (Science & Health Sciences)

**Co-Chair:** Darlene Macomber (Social Sciences & Education)

**Co-Chair:** Glen Noe (Math)  
 Karen Abramski (Student Dev Specialist)  
 Alice Dressner-Erlich (Student Dev Specialist)  
 Jim Crowder (Faculty-at-Large)

**Staff:** Joan Scocco (Learning Assistant)  
 Dee Anderson (Learning Assistant)

**Students:** Jason Elmer  
 Mike Mullin

**Steering Committee Liaison:** Amy Gingold**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)  
 VACANT (Assistant Director of Athletics)

**Co-Chair** Ed Johnson (HEC Administrator)  
 Anne Marie Sparaco (Assist. To the EVP of Administration, Operations, and Technology Services)

**Co-Chair:** Allison Fitzpatrick (Admin/Exempt)

**Faculty:** Debbie DiBlasio (Arts & Comm.)  
 Paul Tucker (Business & Technology)  
*Vacant (English & Reading)*  
 Oly Malpica Proctor (Math)  
 Bill Boyke (Science & Health Sciences)

R. Carl Thomas (Social Sciences & Education)

Valerie Bonilla (Librarian)  
 Yesenia Madas (Student Dev Specialist)  
*Vacant (Student Dev Specialist)*

Natalie Black (Faculty-at-Large)

**Staff:** Ellen Leung  
 Dolores Palozzo

**Students:** *Vacant (4)***Steering Committee Liaison:** Frank DeVita

**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)  
 Avis McMillon (Manager, Public Relations)  
 Charanne Smith (HEC Administrator)  
*Vacant* (Student Life & Activities Administrator)

**Admin/Exempt:**

**Co-Chair:** Sondra Cannon (Employment Specialist)

Vivian DeLosSantos (Administrative Assistant – Facilities)

**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:** Noreen Costa  
 Rasheda Young

**Students:** *Vacant* (2)

**Steering Committee Liaison:** Gail Harrigan

**INSTITUTIONAL PLANNING AND EFFECTIVENESS****[MAC 208]****Ex-officio:**

**Co-Chair:** Arnold Gelfman (Executive Director, Planning, Assessment & Research)  
 Elise Barocas (Accounting Director)  
 Sue Desiderato (Director of Educational Services Operations)  
 James Palumbo (Dean of Enrollment Development & Student Affairs)

Patricia Kahn (Executive Director of Information Technology Services)  
 James 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:** Susan DeMatteo

Lisa Cureton

**Faculty:** Marie Maber (Arts & Communications)

Barbara Boyington (Business & Technology)

Joe King (English & Reading)

Brian McKeon (Math)

Mary Ehret (Science & Health Sciences)

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

Jeanne Vloyanetes (Librarian)

Howard Finkelstein (Student Dev Specialist)

Jim Cody (Faculty-at-Large)

**Staff:** Ondrea Murphy

Carol Brown

**Student:** *Vacant* (1)

**Steering Committee Liaison:** Earl Teasley

**PROFESSIONAL DEVELOPMENT [MAC 210]**

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

**Co-Chair:** Pat Sensi (Dean of Human Resources)

Laura Quissaunee (Director of Grants & Institutional Development)

**Admin/Exempt:** Kelli Sanders (Coordinator – Conference Facility Services)

**Co-Chair:** Debbie Almeida (Administration & Operations)

Linda Zambrano (Member-at-large)

William DeVoe (Member-at-large)

**Faculty:** John Bukovec (Arts & Communications)

Bernice Eng (Business & Technology)

*Vacant* (English & Reading)

Greg Liano (Math)

## IMPORTANT DATES IN SEPTEMBER/OCTOBER

September 15	Standing Committees Meet
September 22	Forum
September 24	Honors Committee Meets
September 24	Basic Skills Committee Meets
September 29	Standing Committees Meet
September 30	Gen Ed Committee Meets
October 6	Forum
October 13	Standing Committees Meet
October 20	Forum
October 27	Standing Committees Meet
October 28	Gen Ed Committee Meets
October 29	Honors Committee Meets
October 29	Basic Skills Committee Meets

Xiaoxiang Liu (Science & Health Sciences)  
 Elaine Olaoye (Social Sciences & Education)  
 Susan Rosenberg (Librarian)  
 Fidel Wilson (Student Dev Specialist)  
*Vacant* (Student Dev Specialist)  
 Terry Konn (Faculty-at-Large)

**Staff:**

Joyce Cangelosi (Administration & Operations)  
 Ethel Brandon (Educational Services)  
 Lynn Johnson (Member-at-Large)  
 Tracy Smith (Member-at-Large)

**College Police:** Sgt. Christopher Morgan

**Steering Committee Liaison:** Marianne Drake

**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)  
 Sue Nash-Ditzel (Basic Skills Coordinating Team)

**Admin/Exempt:** Tani Ortore

**Faculty:**

Chad Anderson (Arts & Comm.)  
 Tom Setaro (Business & Technology)  
*Vacant* (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)

**Co-Chair**

Diana Glynn (Faculty-at-Large)

**Staff:**

Ray O'Meara

**Co-Chair:**

Rosemary Kochman

**Students:**

Chavonne Berry  
 Matthew Busby  
*Vacant* (2)

**Steering Committee Liaison:** Jennifer Jordan