



Governance Gazette

the newsletter of Brookdale Governance

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Chair's message

Thanks to all of you who took the time to come to the first Forum of the academic year. And a special thanks to Tim Hart, Student Life Board president who joined us. Tim was not sure whether he should be part of the discussion during "What's On Your Mind" but with a bit of encouragement he voiced his opinion, as did our student Steering representative, Samantha Goldberg. It took courage for them to speak at Forum and I applaud them for making the effort. I urge you to make Governance a place where students, as well as the rest of the college community, feel welcome to participate in the collegial process and where they are treated with respect when they take a chance. Governance initiatives deserve discussion by a wide variety of participants.

After the last Forum, Fidel Wilson and Torina Armstrong volunteered to fill two open faculty spaces on Diversity Council and agreed to share chair responsibilities, which the committee gladly endorsed. Diversity Council will work together to propose a charge for this year which we will announce once it is finalized. Thank you, Fidel and Torina, for stepping up to lead this important part of Governance. And thanks to all the others who are coming forward to fill open slots on standing committees. A full roster means representation for all constituencies and ensures the work can be done by many.

Join us this week as we discuss the finalized Matrix and the evolving strategic plan, and are introduced to the initiatives being explored by College Life, Academic Council and Academic Standards. Bring your ideas and be willing to pitch in to help make them happen.

Gail

October 4, 2011

FORUM MEETING

11:45 in Twin Lights I & II

***Also on Bluesnet and broadcast to the Western Monmouth Branch Campus and the Eastern Monmouth, Long Branch, Northern Monmouth, and Wall Higher Education Centers**

Agenda

- **IPEC Matrix review:** Arnie Gelfman and Mary Ehret
- **Academic Council/Gen Ed discussion**
Dan Leyes, Caroline Calogero & Robin Smith
- **College Life:** Oly Malpica Proctor and Debbie DeBlasio
- **Academic Standards:** Howard Miller and Steve Chudnick



STANDING COMMITTEE NEWS

ACADEMIC COUNCIL

[MAC 204]

At the first meeting of the 2011 – 2012 Academic Council considered its charges which included reviewing changes to courses and programs, and also, considering how to make this process most efficient. No curriculum was ready for this first session and so none was reviewed. The Council presentation on October 4th will address the issue of efficiency by reviewing highlights of the submission process.

In response to our second charge (“to increase the efficiency of the curriculum review/approval process”) we thought it might help to review the current process. Instructions for filling out the paperwork can be found in the Curriculum Handbook, <http://www.brookdalecc.edu/pages/390.asp> on the Dean of Academic Affairs web page.

The process begins with an Originator who completes the appropriate paperwork. It then requires the review/signatures of the Department Chair, a Student Development Specialist and the Academic Division Dean. Following review by the Division Administrator it goes to the Dean of Academic Affairs and then to Academic Council. Assuming Council approval it proceeds to Gen Ed (if applicable), the Registrar, EVP of Educational Services, and finally, the President.

The signature page is included below. We welcome all ideas as to how the process can be made more efficient.

APPROVAL/REVIEW for
(Title of Course)

DEPARTMENT CHAIR

 Reviewed by **STUDENT DEVELOPMENT SPECIALIST**

ACADEMIC DIVISION DEAN

Courses crossing disciplines must be reviewed and signed by the appropriate Academic Division Deans.

Reviewed by **DIVISION ADMINISTRATOR**

TO CONTINUE THE APPROVALPROCESS, SEND THIS FORM VIA EMAIL (without signatures) and HARD COPY (with signatures) TO THE DEAN OF ACADEMIC AFFAIRS.

Reviewed by Academic Division Deans

DEAN OF ACADEMIC AFFAIRS

ACADEMIC COUNCIL

GENERAL EDUCATION (for General Education course)

REGISTRAR

EXECUTIVE VICE PRESIDENT-EDUCATIONAL SERVICES

PRESIDENT

ACADEMIC STANDARDS [MAC 202]

The Academic Standards committee was given one charge this year: Determine if the College should move toward a standardization of grade assignments across the disciplines.

Initial conversations have focused on how standardization may impact students. Consistency would seem to be comforting; however, we must consider other potential results. Regarding faculty, committee members have discussed whether or not standardization would impact academic freedom.

Research, of course, needs to be our first step. Committee members have been charged with investigating the grading standards of New Jersey community colleges, institutions considered similar to Brookdale by Middle States, and schools to which Brookdale students transfer most frequently. Additionally, we want to see where different Departments across the College stand today. And we want to know whether or not there are grade assignment standards established by the accrediting agencies for individual programs such as Nursing.

Once we have gathered our data, we can begin to assess whether or not moving toward standardization of grade assignments across disciplines is a wise decision. If we determine that it is, the next step will be to consider the appropriate grade assignments.

The committee has one vacant position for a faculty member at large. We meet in MAC 202. All are welcome.

The two charges for this semester are:

1. **Conduct a follow up survey to the College Life Communications Survey in 2006, include new methods of communication due to technology updates and assessment to determine if new communication methods are needed.**
2. **Research student access to transportation to/from Brookdale campuses to determine if there is an issue of accessibility, and make recommendations if needed to implement solutions.**

The committee has decided to work on the first charge at the same time data research is done on facts related to the second charge.

On the first charge:

- In 2006, College Life surveyed the campus community via Inside Track. The purpose of this survey was to assess effectiveness of methods of communicating internal information.
- The purpose of the new survey will be **to assess communication now**. What kind of new technologies and processes have been introduced since 2006?

A subcommittee has been created with the purpose of initiating this first charge. New technologies, such as Survey Monkey have been recommended.

On the second charge:

- Issues such as the scope of the charge will be addressed and discussed. One issue is transportation between campuses. Since students cannot finish a degree at an HEC, should we provide them with more access to Lincroft? Do we look at a bigger picture and assess transportation issues for all students?
- The immediate plan is for the committee to go through a process of information gathering on current resources, utilization and publicity of those resources, best practices by other multi-campus colleges, student concerns, etc. We will ask experts to come in and enlighten us and we will ask our student members to reach out to students for their voice.

DIVERSITY COUNCIL

[MAC 212]

Torina Armstrong and Fidel Wilson approached Steering and the Diversity Council and volunteered to take on the roles of co-chairs. Steering approved both appointments and the Council nominated the two faculty members to be the chairs. Everyone was asked to review Diversity documents and use the background information to create a charge for the committee this year.

INSTITUTIONAL PLANNING AND EFFECTIVENESS

[MAC 208]

As in past years, the Institutional Planning and Effectiveness Committee (IPEC) will be presenting the Fiscal Year 2013 Matrix (attached) at the first general Governance Forum of the academic year. This matrix is essentially unchanged from the one presented at the last Forum in April. Whereas in the past IPEC held a retreat in the summer and then met with both the President and President's Cabinet, circumstances precluded that occurring this year. The major topics of those meetings were usually the finalization of the matrix that would take effect the following July and discussing ideas for the development of the matrix that would begin in two July's. In other words, this year's meetings would have developed final recommendations

for the 2013 Matrix and have begun discussion of the 2014 Matrix, which would cover the period beginning July 2013 and ending June 2014.

In April 2011, Dr. Toms met with IPEC and recommended, among other things, that the committee consider widening the timelines for the planning process from 3 to 5 years. He also indicated very clearly that he was very supportive of the FY 2013 Matrix and felt that it communicated effectively the major planning priorities. He also stated that he often uses the Matrix in the decision-making process. Nevertheless, he felt that an expansion of the time frame would be in the College's best interests. Accordingly, IPEC has now embarked on the development of a 2017 Strategic Plan. In order to do so, IPEC is recommending that the FY 2013 Matrix be accepted so that all subsequent efforts can be aligned with plan development.

At this Forum, IPEC would like to share some ideas of where we see the process going. Much of the work has already been done through the development of the 2020 Educational Services Master Plan (ESMP), 2020 Facilities Master Plan (FMP), and 2020 Information Technologies Strategic Plan (ITSP). What now needs to happen is to make sure that the major themes of those plans are consonant with the strategic directions outlined in the Strategic Plan.

So what are those strategic directions? We would like the College Community to consider the following three:

The Completion Agenda

The assumption underlying this strategic direction is that the educational focus for the foreseeable future will be completion (e.g. high school, developmental studies, gatekeeper courses, 30 credits, 60 credits, transfer, employment, etc.). Completion connotes the attainment of demanding competencies to allow competition in a global economy. Some of the initiatives that are currently occurring in the community college sector include Achieving the Dream, the Voluntary Framework of Accountability, and the Committee on Measures of Student Success.

Financial Control/Accountability

Underlying this strategic direction is the assumption that public funding will continue to decrease at the national, state, and local levels. Accordingly, the College will need to develop alternate revenue sources over which it has significantly more control than is currently the case. The College also needs to show process improvements that lead to significant cost savings. Finally, the College needs to demonstrate that all dollars are well spent.

Identity Clarification

The College has undergone some very significant changes in the past six months. Most impactful has been the constant negative publicity that has potentially greatly affected and changed public perceptions. The Brookdale of the acerbic press and the volatile political rhetoric is not the real Brookdale that most of us know. Therefore, the assumption behind this third strategic direction is to develop even better ways to communicate both internally and externally who we really are and where we are going. Furthermore, as often as possible, we ought to develop vehicles for championing our successes.

I. Student Success in an Exceptional Learning Environment.	II. Resource Development, Operational Efficiencies, State-of-the-Art Technologies	III. One Brookdale - proactively implementing the Brookdale Mission.	IV. Business, Community & Educational Connectedness
<p>A. Educational Services Master Plan Goals FY 2013</p> <ul style="list-style-type: none"> a. Achievement Gap b. Counseling & Advising c. First-Year Experience d. Academic Programs e. Virtual Brookdale f. Community g. Multi-campus expansion (Western Monmouth & Lincroft) h. Higher Education Centers i. Continued integration of technology & pedagogy j. Curriculum Review & Reform <p>B. Enrollment Management</p> <ul style="list-style-type: none"> a. Emerging population segments b. Learning Communities c. Program Regionalization d. Centers of Excellence e. Globalization f. General Education g. Honors cohorts h. Basic Skills <p>C. Student Outcomes Reporting</p> <ul style="list-style-type: none"> a. Program Reviews b. Retention/graduation "gap" c. SLO's 	<p>A. Fiscal resourcefulness - financial security & stability</p> <ul style="list-style-type: none"> a. 5-Year Enrollment & Finance Forecast b. Internal Audits/reviews <p>B. Information Technology Strategic Plan Goals FY 2013</p> <p>C. Facilities Master Plan Goals FY 2013</p> <p>D. Marketing</p> <ul style="list-style-type: none"> a. Recruitment b. Communications c. Image <p>E. Alternative Revenue Sources</p> <ul style="list-style-type: none"> a. Foundation expansion b. Grant Priorities c. Corporate Sponsorships d. Destination Venue Revenue <p>F. Governmental Relations</p> <ul style="list-style-type: none"> a. Local b. State c. Federal 	<p>A. Board Leadership and Strategic Planning</p> <ul style="list-style-type: none"> a. Federal, State & Local Legislation b. Policy & Regulation Review & Revision c. Leadership Transition d. Governance <p>B. Middle States Periodic Review Report 2013</p> <ul style="list-style-type: none"> a. Finalizing report/visit <p>C. Diversity in all dimensions</p> <ul style="list-style-type: none"> a. Personnel b. Academic c. Campus climate d. Student development e. Civility <p>D. Professional & Human resource development</p> <ul style="list-style-type: none"> a. Comprehensive professional development b. Operational succession planning c. Adjunct development <p>E. Safety & Security</p> <ul style="list-style-type: none"> a. Audit b. Compliance c. Development <p>F. Systematic Process to collect & use Data</p> <ul style="list-style-type: none"> a. IPEC as institutional advocate for culture of evidence b. Application of data-driven decision making <p>G. Sustainable Brookdale</p> <ul style="list-style-type: none"> a. LEEDS b. Green initiatives c. Communications & education 	<p>A. Business & Community Development</p> <ul style="list-style-type: none"> a. Workforce development b. Ft. Monmouth development c. Credit/non-credit collaboration d. Displaced workers e. Non-traditional credentialing f. Entrepreneurship <p>B. Student Life & Activities</p> <p>C. Experiential Learning</p> <p>D. Community Life</p> <ul style="list-style-type: none"> a. Business/community leaders' engagement <p>E. Partnerships/Stakeholders</p> <ul style="list-style-type: none"> a. Regional partnerships b. P-12 Partnerships/programs c. Expanded role of Community partners

PROFESSIONAL DEVELOPMENT [MAC 210]

STUDENT DEVELOPMENT [MAC 205] 2011-2012

Co-Chairs: Diana Glynn – glynn@brookdalecc.edu

Rosemary Kochman – rkochman@brookdalecc.edu

Charge:

Examine the “First Year Experience” within BCC and at comparable colleges to increase student engagement, success, and retention. Work with the FYE Committee to find ways to increase student participation in the program, and make recommendations to increase utilization of the FYE program and to ensure the success of the program.

At the first meeting of the Student Development Committee, Diana Glynn asked the committee what their motivation was in being on the Committee, and what they were hoping to achieve. These questions elicited the common thread that we are all interested in student learning and in showing the students that their experiences outside and inside the classroom are connected to success.

This led to the discussion of our charge and the following questions:

- How do we motivate students to attend activities outside the classroom?
- How to engage extension center students?
- What qualifies as an FYE event?
- Who has ownership and accountability of FYE? Where does it “reside?”
- “What’s in it for me?” attitude.

Our action plan is to:

- Meet with the FYE Committee
- Review pertinent information and documents relating to FYE at Brookdale
- Contact comparable colleges to identify their success with FYE and/or what changes they have made.

The Student Development Committee meets in MAC 205. All comments and suggestions are welcomed.

COLLEGE-WIDE COMMITTEE NEWS

BASIC SKILLS COMMITTEE

Our first meeting took place on September 22nd and our discussion centered on the role of Basic Skills, the need to educate and promote Basis Skills on campus and a necessity to re-focus our goals for this year’s Outreach Conference .

The committee welcomes some new members this year; including representatives from the TLC and OBCD. Additionally, the committee has current representatives from Recruitment, Transfer Resources, PAR, Testing Services, Counseling, learning assistants from across the college, faculty from each basic skills discipline as well as faculty from non-basic skills areas.

We meet once a month on Thursdays in Larrison Hall 109 during college hour. If you are interested in joining us or have any questions, contact Brooke Batchler at ext. 2485 or bbatchler@brookdalecc.edu.

GENERAL EDUCATION COMMITTEE

At our first meeting, the general education committee discussed the academic council /general education charge to look at ways of streamlining the approval process for curriculum changes. Discussion focused on the general education committee’s role in the process and changes that might improve the process. A major problematic area that was identified in the process is that originators of curriculum changes are frustrated by getting requests for changes in their syllabus from two different committees. Several processes are being discussed by academic council to improve the quality of curriculum change applications so that fewer courses must be sent back to the originator for clarification or changes. One process change that was identified by the committee that may expedite this process is for the General Education Committee to meet

before academic council and evaluate all general education requirements and then send our recommendations to Academic Council. After academic council reviews the curriculum, all requests for clarification and changes will be sent to the originator in one package. The committee decided they would pilot this new process this year and will be changing their meeting dates to the Wednesday's before academic council meets instead of after, starting in mid October. If this seems to be effective in improving the process, we may look at changing our meetings to Monday's next year so that all curricula will be assessed within the same week.

The committee also discussed the idea of combining the academic council and general education committee's into one committee, as is done in many other colleges. There was a strong sentiment that this would be a mistake. The following are thoughts/concerns that committee members felt warranted discussion related to this issue.

- General education is so important to our students because it is a significant percentage of their graduating credits (3/4 of most AA graduate's credits are in general education).
- General education assessment is a specialty area that requires knowledge of the current NJCC guidelines and rubrics. All courses/programs review by the BCC general education committee since the implementation of the NJCC General Education guidelines, have also been approved by the state.
- Incorporating the work of the general education committee into the academic council, would possibly "water down" the process, not allowing us the time to adequately evaluate courses and ensuring that our general education standards are upheld.
- Combining the two committees would decrease the bi-weekly committee time for reviewing curriculum changes from 3 hours to 1.5 hours. This could result in a backlog of curriculum, slowing down the process.
- Maintaining the BCC general education committee, shows the students, faculty, community, transfer institutions, and accrediting agencies that we are committed to ensuring the quality of BCC's general education program.
- It is important to have a committee that focuses on ensuring that we are offering the highest quality general education program we can.

HONORS

The Honors Committee held its first meeting of the semester September 22. We welcomed new Committee members: Marie Maber (Arts and Communications), Roseanne Alvarez and Chris Vasquez (English and Reading), Catherine Britt Carlson (Science and Health Science), Brian Oland (Counseling), and Kristin Worthley (Recruitment—ex-officio).

We discussed our priorities for the coming year and decided to focus on four areas:

1. How to improve our recruitment efforts in high schools, in the community, and within Brookdale;
2. How to make the program more feasible for AS students;
3. How to better fulfill our program mission of promoting local engagement and global awareness in our curriculum;
4. How to build more flexibility into our curriculum—especially for students beginning the program after their first semester.

Year two of the new program is off and running. Our Honors Review sub-committee (Valerie Bonilla, Natalie Fein, Eric Goll, Jayne McBride, Jonathan Moschberger, Laura Neitzel, Ann Tickner-Jankowski) worked all

summer assessing applications and this fall we admitted thirteen freshmen and six returning students to the program. We are grateful to faculty members who encouraged students to apply to the program and we ask for your continuing help in identifying motivated students who would benefit from the Honors experience.

Our next meeting will be October 27 during the College Hour. We meet in MAC 206—all are welcome to attend!

Laura Neitzel and Jonathan Moschberger

Co-Chairs, Honors Committee

WHAT'S ON YOUR MIND

Do you have topics, issues, concerns, or questions that you would like to bring to Forum for discussion? The Steering Committee would like to hear what's on your mind. If time permits, and with your permission, your issues, concerns or questions can be brought before the College Forum for discussion. Contact Gail Harrigan at gharrigan@brookdalecc.edu with any requests.

IMPORTANT DATES IN OCTOBER

October 4	Forum
October 11	Standing Committees
October 12	General Education Committee
October 18	Forum
October 25	Standing Committees
October 26	General Education Committee
October 27	Basic Skills Committee Honors Committee