

BROOKDALE COMMUNITY COLLEGE

**Board of Trustees
Public Business Meeting Minutes**

February 28, 2023

**Brookdale Community College
Student Life Center, Navesink Rooms
765 Newman Springs Rd.
Lincroft, NJ 07738**

And Zoom Webinar

Chair Crupi called the meeting to order at 5:30 P.M. and roll call was taken.

Present	Trustees	Administration:
	Mr. Paul Crupi, Chair	Dr. Yesenia Madas
	Ms. Mary Pat Angelini, Trustee	Ms. Patricia Sensi
	Ms. Latonya Brennan, Trustee	Ms. Teresa Manfreda
	Ms. Dyese Davis, Trustee	Dr. Nancy Kegelman
	Ms. Taïphane Orange, Trustee	Dr. Anita Voogt
	Ms. Barbara Horl, Trustee	Dr. Joan Scocco
	Mr. Bret Kaufmann, Trustee	
	Ms. Marta Rambaud, Trustee	Ms. Bonnie Passarella
	Dr. Les Richens, Trustee	Dr. William Burns
	Dr. David Stout, Secretary	Ms. Nancy Kaari
	Ms. Natalie Watson, Trustee	Mr. Edward Johnson
		Ms. Kathy Kamatani
Absent	Ms. Abby-White, Trustee	
College Counsel	Mr. Mitch Jacobs, Esq., General and Labor Counsel	Ms. Cynthia Gruskos, Recorder
College Counsel		

Ms. Gruskos read the following statement: "In compliance with the Open Public Meetings Act, N.J.S. 10:4-6 et seq., advance written notice of this meeting of the Board of Trustees was provided in the following manner:

On February 22 at noon advance written notice of this meeting was posted on the Brookdale Community College website; emailed to *The Asbury Park Press* and *the Star Ledger* and filed with the

Clerk of the County of Monmouth.

Chair Crupi announced that the meeting is being recorded.

Mr. Jacobs read the statement on giving public comment in a virtual meeting and announced that this meeting is being recorded.

Chair Crupi led the Pledge of Allegiance.

Dr. Stout led a moment of silence after providing a tribute to the following:

I'm once again saddened to report the passing of a Brookdale family member, Karen O'Neill. After earning a Master of Science degree in Education Counseling at Monmouth University in 2012, Karen began working at Brookdale as an hourly staff member in the Educational Opportunity Fund and Continuing & Professional Studies offices. She was then hired in 2014 as an Adjunct Faculty member in the Counseling Department. Most recently, Karen served as a grant funded Program Coordinator/Administrator from 2016 until November 2021.

I'm so sorry to report the passing of Ken Duffie, Retired Professor of Accounting. Ken earned a Bachelor of Science degree at Monmouth College in 1959 and a Master of Business Administration degree from Monmouth in 1983. He was hired to teach Accounting as an Adjunct Instructor at Brookdale in 1984 and then as a full-time Assistant Professor of Accounting in 1986. During his tenure, Professor Duffie served as a mentor to new faculty, Department Chair, and a member of the Academic Standards and Honors committees. It was my honor to work closely with Professor Duffie until his retirement in 2021.

On behalf of the entire College community, I offer condolences to the families of Karen O'Neil and Ken Duffie.

Chair Crupi read the mission statement.

Brookdale Community College empowers a diverse community by providing open access to high quality and cost-effective educational and lifelong learning options with clear paths to personal, educational, and economic success

Topic and Discussion	Votes Taken	Action and Follow-up Actions
Adoption of Agenda Chair Crupi announced that there is no need to hold an Executive Session this evening An agenda item has been added to approve the dissolution of the Brookdale Community College Police Department.	A motion to adopt the revised agenda was made by Trustee Richens seconded by Trustee Horl. Motion passed.	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>President's Report – Dr. Stout acknowledged the upcoming retirements of Professor Margo Wilson, Biology, Laura Qaissaunee, Director Grants & Institutional Development, and Security Guard, Stephen Finnegan. In addition, he extended appreciation on behalf of the entire Board of Trustees and the entire College for the many years of service to the Police Officers who have chosen to transfer to the Monmouth County Sheriff's Office and those who chose to retire.</p> <p>A. Advancement Master Plan Presentation - - VP Kaari presented on the work of the Advancement Team on the Advancement Master Plan. She highlighted the following:</p> <ul style="list-style-type: none"> a. The Advancement Mission Statement b. The Advancement Plan corresponds most closely with Evergreen Priority – Promote Community Success c. Beginning in August 2022 – The Advancement Team identified the internal and external stakeholders and narrowed down to 10 groups that broadly represent the stakeholders and they gathered information to answer the question on what does community success mean to you and what can the College do to support you in those efforts?. 4 Themes emerged: <ul style="list-style-type: none"> i. Degree and Non-Degree pathways that lead to jobs and careers that provide family sustaining wages. ii. Strengthen delivery of innovative learning that provides skills and abilities that our employers and community need. iii. Opportunities for adult learners iv. Reduce barriers of student success by connecting students to the services provided in the County. d. The Advancement Plan is now in the Strategy Design Phase and the Plan will be completed by June 30, 2023. <p>B. Strategic Goals Reviewed:</p> <ul style="list-style-type: none"> a. Promote Community Success by identifying and addressing emerging needs through access, inclusion and equity. b. Integrate Enrollment Efforts to Ensure Equitable Access to Higher Education c. Develop Relationships: Government & Community Relations, Strategic Partnerships, Foundation & Alumni Affairs. d. Generate Alternate Revenue: Grant Development, Strategic Partnerships and Fundraising. <p>C. Key Initiatives for the Advancement Master Plan and the linkages to the Academic Master Plan Goals were reviewed. (<i>Attachment A – Presentation Slides</i>)</p> <p>D. Next Steps were reviewed.</p>		
<p>Reports from the Board Committees and Liaisons</p> <p>A. Finance & Facilities Committee – February 21, 2023 - Trustee Brennan reported on the meeting held on February 21, 2023 and highlighted the following:</p>		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>1. Capital Project Update – Engineer of Record Bill White reviewed his capital projects report and provided an update on a recommendation to award a bid for the replacement of the Children’s Learning Center’s HVAC, fire protection system and sewer pump. Mike Naparlo then reviewed his facilities report and provided an update on the projects such as the Center of Excellence for Cybersecurity Education project, Esports and the Wellness Center. Most of these projects will be completed in March or April.</p> <p>2. Monthly Financial Reporting – VP Teresa Manfreda reported the financial performance for December 2022 compared to the FY23 budget. Total operating revenue was 6.1% higher than the same time last year, mostly due to the increase in tuition and fees driven by the increase in enrollment. Total operating expenditures were also 6.2% higher than last year. Total cash position was \$29.6M, including \$8M invested in an interest-bearing account which has earned \$115,735 in interest through December. The College is not relying on that cash to cover operating expenses.</p> <p>3. Purchases - VP Manfreda reviewed nine recommended purchases funded by Chapter 12, Grants and the Operating Budgets. Noteworthy purchases are the law enforcement shared services contract and a data backup and restoration solution to replace our current system.</p> <p>4. Approval of the FY24 Chapter 12 Project Authorization: The College is seeking approval tonight for the use of Chapter 12 funds in the amount of \$4.6M.</p> <p>5. Approval of the 2023 Facilities Master Plan (FMP) - a presentation was provided last month.</p> <p>6. HR Items: Ms. Pat Sensi reviewed 7 recommended positions and the Committee approved the requests to move forward with the searches. Ms. Sensi also presented 28 recommended HR items to be approved this evening, including hires, changes of title or status, and separations.</p> <p>7. Revenue: VP Nancy Kaari requested the acceptance of a prop vehicle for our Haunted Theater. She also requested approval to submit the Small Business Development Center grant and the Educational Opportunity Fund grant which includes expanded funding for an EOF wellness project and a recruitment project. All recommendations were supported by the Committee.</p> <p>8. Regarding FY23 Grant Revenue, VP Kari noted that \$4.2 million has been awarded and \$20.3 million is pending, of which \$18M is for the grant for the new Culinary Education Center in Lincroft. .</p> <p>9. Foundation Report - VP Kaari reviewed the Foundation’s Statement of Activities and Changes in Net Assets for December.</p> <p>10. Cyber Security – CIO, George Sotirion provided information on the College’s Information Security Program and next month he will provide more information on our security programs.</p> <p>B. Student Success & Educational Excellence Committee – February 22, 2023 – Trustee Angelini reported on the meeting held on February 22, 2023 and highlighted the following:</p> <p>a. -Achieving the Dream (ATD) - The meeting began with an update by Dr. Farbman on Achieving the Dream (ATD). He reviewed the breakdown of the 3 teams which is comprised of 40 faculty, staff and administrators who have all volunteered to participate</p>		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>on 1 of the 3 Teams. The Teams are focusing on addressing equity gaps in access, persistence or outcomes for our students. The Teams are meeting twice a week and will participate in a Design thinking approach workshop and a workshop to better recognize the social economic mobility issues our students are experiencing.</p> <ul style="list-style-type: none"> b. ATD Dreams Conference - Dr. Burns attended the ATD Dreams Conference with 3 other ATD Co-Chairs and enthusiastically reported on the workshops they attended. While they were there, they also met with our ATD Coaches. c. College Website Refresh - Kathy Kamatani provided an update on the College website refresh of the home page which took place the first week in January. The new homepage is cleaner, highlights academic choices and is easier to navigate. d. Multimedia Production Option, Humanities, Associate in Arts - Dr. Burns reviewed the new Multimedia Production Option, Humanities, Associate in Arts degree which takes existing courses and packages them into a transferable degree while providing our students with real career experiences in multimedia production. The students will take a multimedia production capstone course which will allow them to create content for a real client, who is our own Brookdale Public Radio. The Committee supports the approval of the new degree option. e. Administrative Unit Review – Student Conduct & Compliance - Christopher Jeune presented on an Administrative Unit Review on Student Conduct & Compliance and the Committee recommended he present to the full Board in March. f. Advancement Master Plan - VP Kaari gave the committee a preview of the Advancement Master Plan which was presented this evening. g. Faculty Sabbaticals - Dr. Scocco informed the Committee that 4 Faculty sabbaticals will be recommended for approval at the March Board of Trustees meeting. <p>C. Audit Committee – February 23, 2023 – Trustee Rambaud reported on the Audit Committee held on February 23 and highlighted the following:</p> <ul style="list-style-type: none"> a. The External Auditors, Withum which merged with O’Connor and Drew on January 1, 2023 reviewed their required communications about the College financial audit.. They issued an unmodified opinion clean report on the FY22 financial statement and Single Audit. They also reported no material weaknesses, no findings or significant deficiencies were reported. They accounted for significant and unusual transactions which include the Higher Education Relief Fund (HEERF) in fiscal year 2022. The College expended a total of \$18.4M from the allocated HEERF funds of \$43M, and there was \$13.2M left to spend as of June 30, 2022. b. Mr. Coppola reviewed the financial statements. c. The Committee recommends the acceptance of the financial statements. d. VP Manfreda reviewed the upcoming internal audit of Student Accounts and will be reported at the May Audit Committee. e. VP Manfreda reported on the status on the State Comptroller Audit and the Finance Department continues to implement the corrective action plan and is updating regulations and the Internal Control Manual to implement the plan. f. Ethics Hotline – Dr. Stout reported that an ongoing investigation in the print shop led by Bonnie Passarella is completed and did not yield any findings or ethical violations. An 		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>ethics complaint was reported by an employee against another employee through Monmouth County and is being treated as if it was reported via our Ethics Hotline. Dr. Stout has requested to have an outside counsel investigate the complaint, and Gregory Franklin, Cleary Giacobbe Alfieri Jacobs is assigned to perform the investigation which is ongoing.</p> <p>D. Student's Perspective – Trustee Orange reported that she attended the ACCT Legislative Summit with Dr. Stout, Trustee Horl and Cynthia. She met with Senator Cory Booker, Congressman Andy Kim and the staff of Senator Menendez and Congressman Pallone. The conversations were meaningful and focused on the demographics of the student body and what is the future of community colleges. She was grateful to have the opportunity to go to the conference and to meet new people. She encouraged this opportunity to be extended to other students. At the Conference she met with the ACCT Student Advisory Committee and their guest speaker was PTK CEO, Dr. Lynn Tinchler-Ladner and she spoke about CCSMART, which is a website that assists students who are interested in attending a community college. On February 23th she attended a WILL and TIN meeting. She encouraged the students to apply to be a student graduate trustee for the next academic year. Will also mentioned they will soon have a meeting with the college Vice President to continue the discussion about the placement of the menstrual products.</p> <p>E. ACCT National Legislative Summit –Trustee Horl thanked Trustee Orange for her participation at the Conference and for advocating on behalf of the College and students at the legislative visits. We also had a productive meeting with Congressman Chris Smith... Advocacy focused on the importance of Pell and Perkins. Trustee Horl stressed the importance of building relationships with our legislators. She was assigned to the ACCT Communications and Education Committee and attended a meeting at the conference, which focused on what can they do to enhance membership and new initiatives to improve relationships with ACCT and Trustees.</p> <p>F. NJCCC Update –Trustee Horl provided an update on Governor Murphy's FY24 Budget address and what the budget contains that relates to higher education:</p> <ol style="list-style-type: none"> a. The Budget contains funding to assist in meeting the goal of 65% of New Jersey's adults attaining a post-secondary degree or certification by 2025 in the following ways: <ol style="list-style-type: none"> i. Increasing TAG by \$15 million ii. Expanding eligibility for both CCOG and GSP from income of \$80,000 to \$100,000 iii. Increasing the Some College No Degree Program, so that adults with some college credits can return and obtain their degrees iv. Providing an additional \$16 million for mental health services at institutions of higher education including funds to create a statewide Telehealth program to provide services both on and off campus. b. It does not appear that there will be an increase in Community College operational aid, which NJCCC has been advocating for. c. Lobbying will begin in the next few weeks with legislative visits with Dr. Stout, Ed Johnson and Trustee Horl. d. Trustee Horl also provided an update on the United States Supreme Court hearing of the legality of the Biden Administration's Student Loan Forgiveness Program and she will provide further updates. 		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>G. Foundation Update – Dr. Stout reported on the following:</p> <ul style="list-style-type: none"> a. The Foundation is accepting applications for the Foundation Board of Trustees. b. The Scholarship Bash is on April 28 at 6 PM at Branches in West Long Branch. There are tickets, sponsorships and ad journals available. We are inviting the community to join us to celebrate our honorees, Contemporary Cars, The Raine Foundation and Vito Cardinale and raise much needed funds for our students. Our Barringer awardee, Professor Jane Scimeca will also be honored at the event. 		
<p>Public Comment on Agenda Items Assistant Professor Jack Ryan – reviewed the history of the College Police Department via his personal recollections. He feels that the circumstances of today demand a more comprehensive security force at the College and he hopes that the Sheriff's Department will have resources that are going to be used to develop a more sophisticated, proactive system of security for the institution to improve the overall security of the College. He appreciates the forward thinking of the change.</p> <p>Ms. Gruskos confirmed she received no written comments.</p>		
<p>Review and Acceptance of Consent Agenda</p> <p>Chair Crupi announced that the takeover of law enforcement services by the Monmouth County Sheriff's Office is scheduled to take place on Thursday, March 2, 2023. An addendum has been added to the HR materials, which adds the separation of employees in the Police Department, as all our Officers have been offered positions with the Sheriff's Office</p>	<p>A motion to adopt the revised consent agenda adding the addendum to the HR recommendations was made by Trustee Watson and seconded by Trustee Rambaud.</p> <p>Motion passed.:</p>	
<p>Approval of Public Business Meeting Minutes</p> <p>A. Approval of Public Business Meeting Minutes – January 24, 2023</p>	<p>A motion to approve the minutes from the public business meeting held on January 24, 2023 was made by Trustee Richens seconded by Trustee Brennan.</p> <p>ABSTAIN: Trustee Rambaud</p>	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
Approval of Executive Session Meeting Minutes – January 24, 2023	<p>A motion to approve the minutes from the Executive Session Meeting held on January 24, 2023 was made by Trustee Davis and seconded by Trustee Orange.</p> <p>Motion Passed.</p> <p>ABSTAIN: Trustee Rambdaud</p>	
Approval of Special Public Business Meeting Minutes – February 16, 2023	<p>A motion to approve the minutes from the Special Business Meeting held on February 16, 2023 was made by Trustee Brennan and seconded by Trustee Richens.</p> <p>Motion Passed.</p> <p>ABSTAIN: Trustees Orange, Rambdaud and Vice-Chair Kaufmann</p>	
Consent Agenda <ul style="list-style-type: none"> A. Approval of Human Resources B. Acceptance of Gifts C. Acceptance of Grants D. Purchases in Excess of \$37,500 and New Jersey “Pay-to-Play” bids, and Pursuant to the New Jersey “Pay to Play” Process, in Excess of \$17,500 E. Open Invoice Payment Requests for Vendor, Student and Employee Payments F. Monthly Financial Reports 	<p>A motion to approve the consent agenda was made by Trustee Richens and seconded by Trustee Brennan.</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambdaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
G. Capital Project Update		
Approval of the FY24 Chapter 12 Project Authorization	<p>A motion to approve by resolution the FY24 Chapter 12 Project Authorization was made by Trustee Brennan and seconded by Trustee Watson.</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	
Approval of FY24 Capital Budget	<p>A motion to approve by resolution the FY24 Capital Budget was made by Trustee Watson and seconded by Trustee Brennan.</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	
Acceptance of the FY22 Financial Audit	<p>A motion to accept the FY22 Financial Statement Audit was made by Trustee</p>	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
	<p>Rambaud and seconded by Trustee Angelini</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	
Adoption of the 2023 Facilities Master Plan	<p>A motion to adopt by resolution the 2023 Facilities Master Plan was made by Trustee Brennan and seconded by Trustee Watson.</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	
Approval of Multimedia Production Option, Humanities, A. A.	<p>A motion to approve by resolution the Humanities Associate in Arts, Multimedia Production Option was made by Trustee Richens and seconded by Trustee Rambaud.</p> <p>Motion Passed.</p>	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
	<p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	
<p>Approval of Revised Policies</p> <p>A. Policy 5.0000 Academic Freedom and Responsibility</p> <p>B. Policy 5.1000 Standards for Granting Degrees and Certificates</p> <p>C. Policy 2.4000 Clinical Facilities Contracts</p> <p>D. Policy 2.8000 Promotion Advertising and Sponsorship</p> <p>E. Policy 3.0003 Employees with Disabilities</p> <p>F. Policy 3.1000 Adjunct Faculty Employment (previous title, Policy 3.1000 Adjunct Faculty Positions)</p> <p>G. Policy 3.1001 Adjunct Faculty Terms and Conditions of Employment (previous title, Policy 3.1001 Adjunct Terms and Conditions of Employment)</p> <p>H. Policy 3.0002 Non-Represented Employees</p> <p>I. Policy 3.3000 Employment Pending Board Approval</p> <p>J. Policy 7.0009 Engagement of Outside Speakers (previous title, Policy 7.0009 Outside Speakers)</p>	<p>A motion to approve the revised policies listed below was made by Trustee Davis and seconded by Trustee Watson.</p> <p>A. Policy 5.0000 Academic Freedom and Responsibility</p> <p>B. Policy 5.1000 Standards for Granting Degrees and Certificates</p> <p>C. Policy 2.4000 Clinical Facilities Contracts</p> <p>D. Policy 2.8000 Promotion Advertising and Sponsorship</p> <p>E. Policy 3.0003 Employees with Disabilities</p> <p>F. Policy 3.1000 Adjunct Faculty Employment (previous title, Policy 3.1000 Adjunct Faculty Positions)</p> <p>G. Policy 3.1001 Adjunct Faculty Terms and Conditions of Employment (previous title, Policy 3.1001 Adjunct Terms and Conditions of Employment)</p>	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
	<p>H. Policy 3.0002 Non-Represented Employees</p> <p>I. Policy 3.3000 Employment Pending Board Approval</p> <p>J. Policy 7.0009 Engagement of Outside Speakers (previous title, Policy 7.0009 Outside Speakers)</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p> <p>NO: None</p> <p>ABSTAIN: None</p>	
<p>Approval of Winding Up and Dissolution of the Brookdale Community College Police Department</p>	<p>A motion to approve by resolution that the business and legal affairs of the Brookdale Community College Police Department will be wound up and the Department dissolved no later than 12:59 pm on March 31, 12023 was made by Trustee Angelini and seconded by Trustee Rambaud.</p> <p>Motion Passed.</p> <p>YES: Trustees Angelini, Brennan, Davis, Horl, Kaufmann, Orange, Rambaud, Richens, Watson and Chair Crupi</p>	

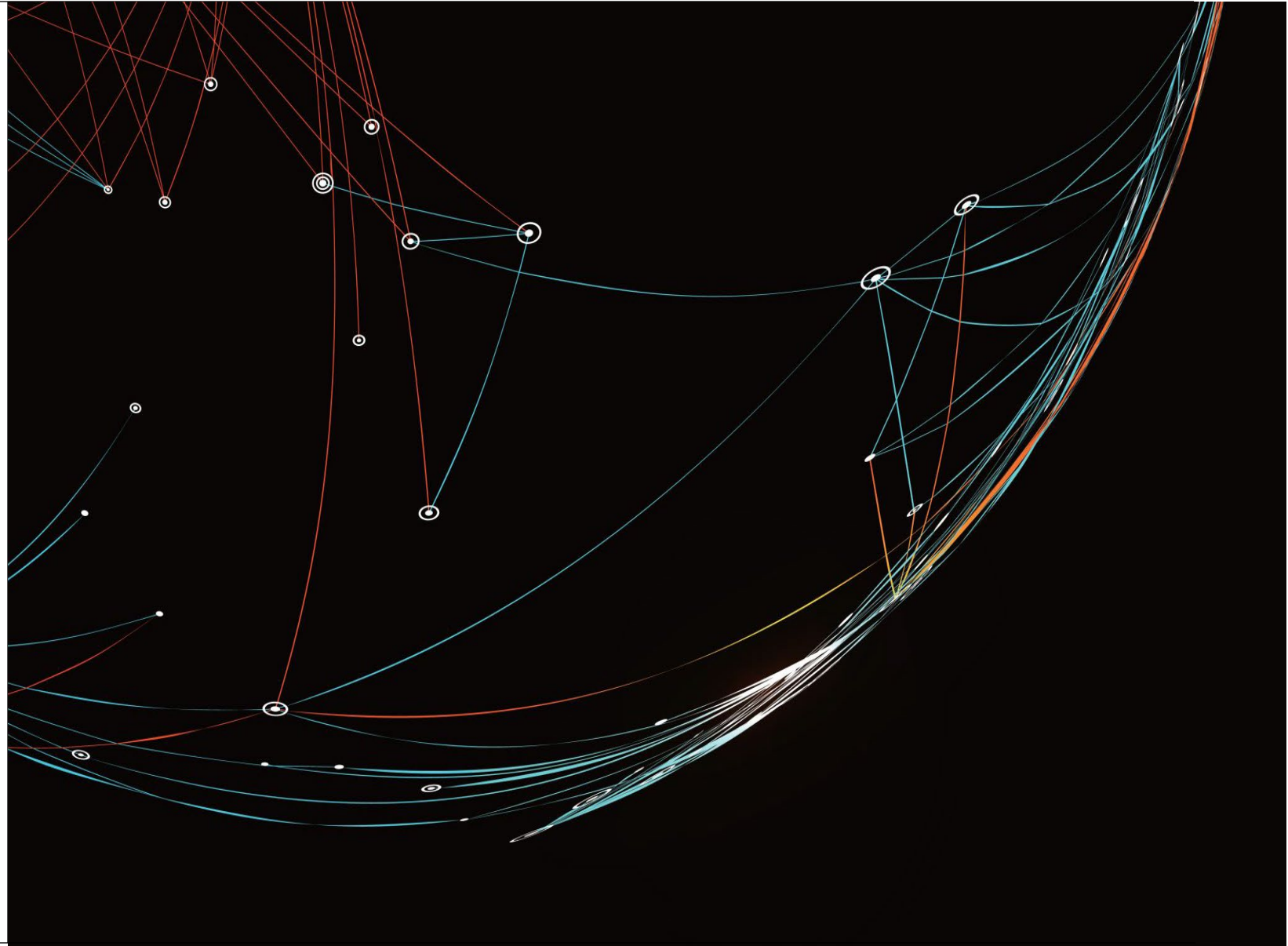
Topic and Discussion	Votes Taken	Action and Follow-up Actions
	NO: None ABSTAIN: None	
Public Comment Mr. Jacobs read the directions to giving public comment via in person or remotely. Leah Wasacz Coppola , Writing Center – as a member of the Professional Board Staff, she stressed the importance the staff has on the smooth operation of the College and the vital role they play in student success.. She stated that it is very distressing to her that the staff continues to work without a union contract, despite the fact that the College has settled their contracts with both the Faculty and Administrative unions. Their free fair and honest negotiation have failed, despite the fact that they have repeatedly reached out to the College’s negotiation team over the past 4 months, to conclude negotiations and complete our contract, but they have heard nothing. She urged the College to return to the negotiating table in the spirit of good faith and conclude the negotiations. Dr. Stout thanked the PSA members who attended the meeting and thanked them for their hard work and elevating their concerns to the Board of Trustees. He said they are committed to making sure the process moves forward.		
Old/New Business - Dr. Stout announced that we are in the Basketball Regional Finals tonight. Dr. Stout encouraged support of the teams. He also announced that Coach Chisek is Coach of the Year.		
Recess for Dinner	A motion to recess for dinner for 30 minutes was made by Trustee Richens and seconded by Trustee Brennan. Motion Passed.	
Reconvene	A motion to reconvene the meeting was made by Trustee Richens and seconded by Trustee Watson. Motion Passed.	
Retreat Session – Investing in Brookdale Dr. Stout described the process of developing Strategic Plan 2025, which began with college-wide input via 12 town hall meetings, where 7 guiding themes were identified. The Strategic Master Plan is further broken down into 4 master plans of which the Board of Trustees has viewed presentations on the Academic Master Plan and Advancement Master Plan. The Student Success Master Plan and Organizational Optimization Plans will be presented in March and May.		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>Dr. Stout provided an abridged version of the initiatives attached to the Academic Master Plan and Advancement Master Plan which outlined the connections with the Strategic Plan 2025 Themes (Attachment B). He recommended that the initiatives highlighted in green can be invested during this coming year. He clustered the initiatives into 7 Strategic Investment Areas and reviewed his recommendations on the prioritization of investments to meet the goals of the Strategic Plan 2025. At the end of the discussion, he recommended that the Board of Trustees view the Student Success Master Plan and the Organizational Optimization Plan and he would provide at their next Retreat Session a Budget that outlines the prioritized strategic investments from all 4 master plans and their funding sources.</p> <p>The Trustees commented and recommended based on Dr. Stout's presentation on the following:</p> <ul style="list-style-type: none"> • Develop an Honors College • Improve Alumni tracking and engagement with students • Ensure employee demographics match our student demographics • Invest in professional development to ensure that employees have the opportunity and incentive to advance in their careers at Brookdale • Expand access to the Nursing and Health Care programs • Improve utilization of the Wall Higher Education Center - undertake a utilization study • Follow through with featuring Trustees in the Brookdale Bulletin • Invest in Cohort Centers to improve persistence and success of students • Continue to Monitor and report on Strategic Plan 2025 		
<p>Adjournment</p> <p>Meeting adjourned at 7:56 PM</p>	<p>A motion to adjourn the meeting was made by Trustee Richens and seconded by Trustee Watson.</p> <p>Motion passed.</p>	

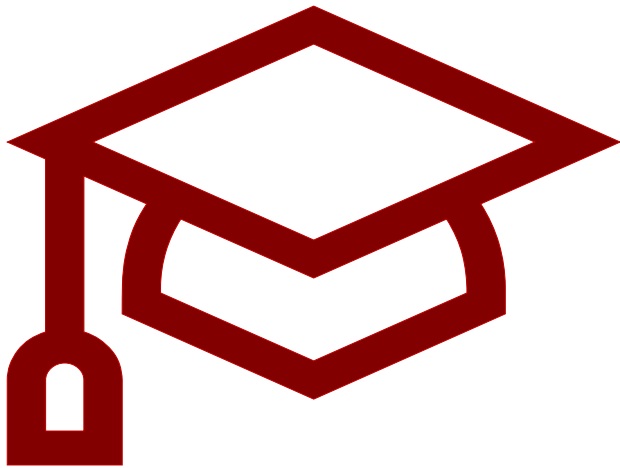
Advancement Master Plan 2023–2026



EXECUTIVE SUMMARY

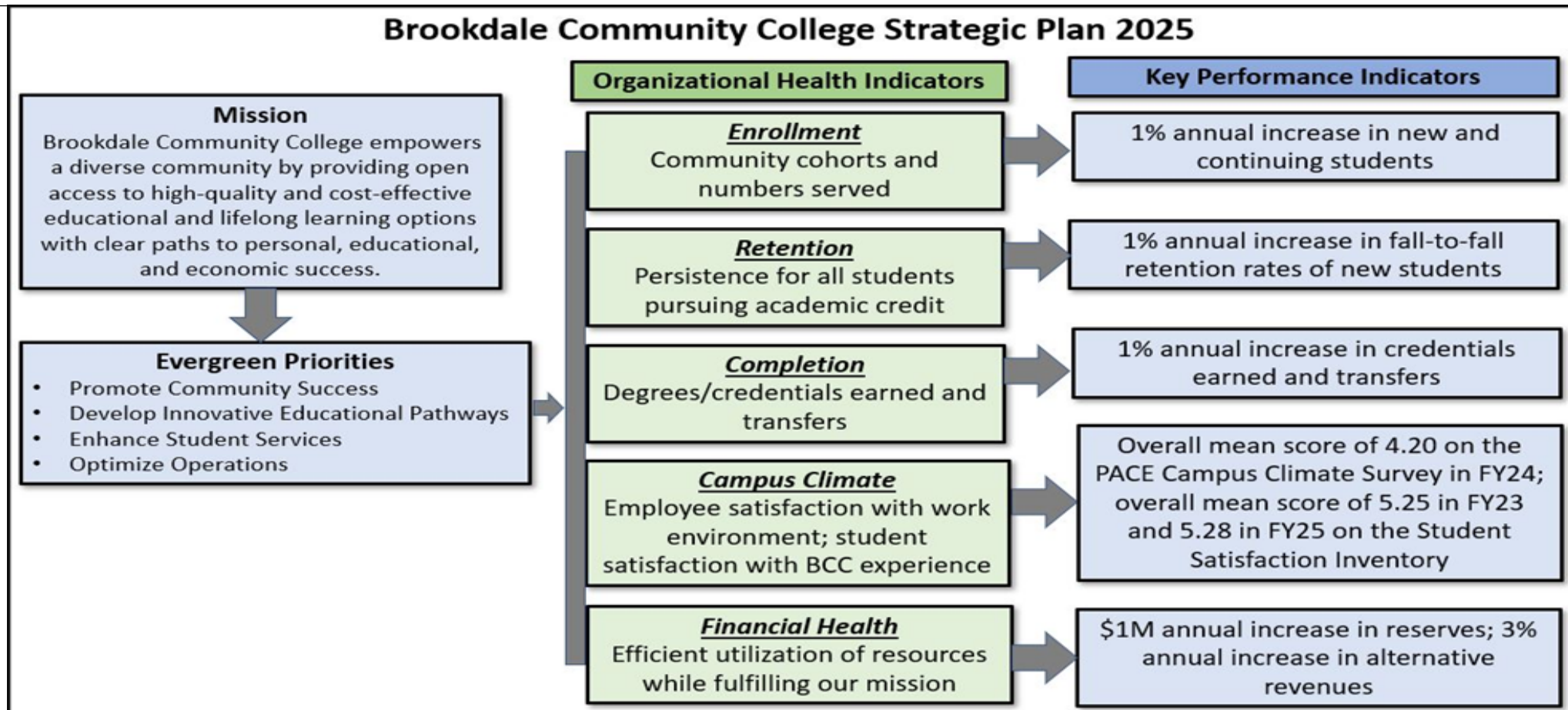


Mission Statement

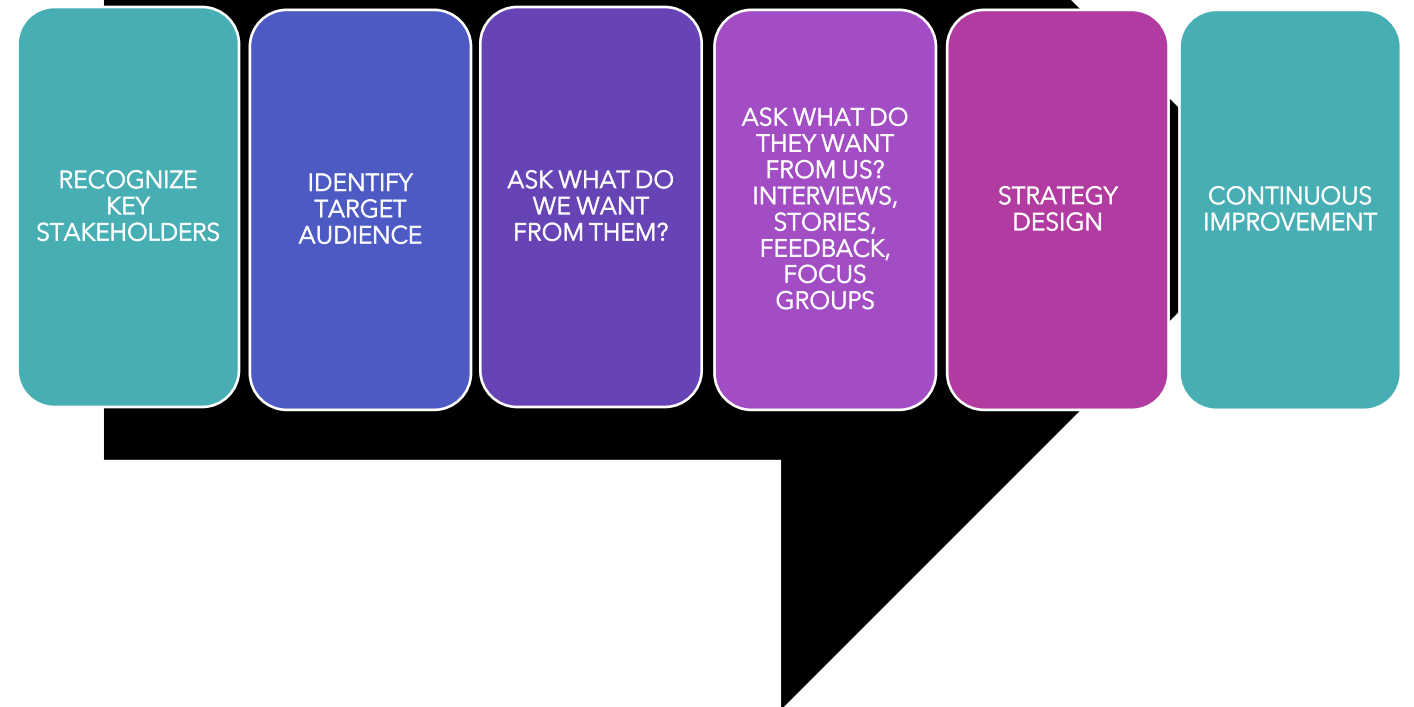


The Office of Advancement furthers the mission, values and educational objectives of the College by building and strengthening internal and external relationships that encourage advocacy, support for, and investment in student success.

Advancement Master Plan



August 22-June 23



The Process

Strategic Goals

1. Promote Community Success by identifying and addressing emerging needs through access, inclusion and equity
2. Integrate Enrollment Efforts to Ensure Equitable Access to Higher Education
3. Develop Relationships : Government & Community Relations, Strategic Partnerships, Foundation, & Alumni Affairs
4. Generate Alternate Revenue: Grant Development, Strategic Partnerships, and Fundraising

Promote Community Success

KEY INITIATIVES FOR ADVANCEMENT	LINKAGES TO ACADEMIC MASTER PLAN GOALS/INITIATIVE
<ul style="list-style-type: none">• (1) Expand pathways that lead to credentials and careers in collaboration with the Dept. of Human Services and RWJ.• (2) Host the "Cost of Poverty Experience" program for the ATD team as an innovative learning experience to establish equity in access, persistence and outcomes.• (3) Implement the Jersey Blues transportation grant with the DOT to address the significant transportation barriers that prevent students from accessing higher education.• (4) Complete development of the Caroline Huber Wellness Center to connect students, faculty and the community to social services to address mental health and wellness needs	<ul style="list-style-type: none">• (1) Supports Goal 3 of the AMP: Create pathways for adult learners and nontraditional returning students.• (2) Supports Goal 4 of the AMP: Work closely with the ATD teams on gathering data and efforts to establish equity in access, equity in persistence, and equity in outcomes.• (3) Supports Goal 1 of the AMP: Provide continued support to help students overcome barriers to access• (4) Supports Goal 4 of the AMP: Provide continued support to help students overcome barriers to academic success

Integrate Enrollment Efforts to Ensure Equitable Access to Higher Education

KEY INITIATIVES FOR ADVANCEMENT	LINKAGES TO ACADEMIC MASTER PLAN GOALS/INITIATIVE
<ul style="list-style-type: none"> • (1) Optimize website homepage (completed January 2023) <ul style="list-style-type: none"> - Enhance ease of navigation - Surface key academic content - Improve effectiveness for marketing purposes - <i>Next step is to streamline and consolidate pages to improve speed and efficiency of overall site</i> 	<ul style="list-style-type: none"> • 1) Supports Goal 4 of AMP: Cultivate a culture of belonging with the goal of acceptance and persistence for all students.
<ul style="list-style-type: none"> • (2) Continued partnership and alignment with enrollment management – operationally and strategically. 	<ul style="list-style-type: none"> • (2) Supports Goal 4 of the AMP: Cultivate a culture of belonging with the goal of acceptance and persistence for all students
<ul style="list-style-type: none"> • (3) Implement market segmentation strategies for specialized constituencies (veteran's, adult learners, first generation students) 	<ul style="list-style-type: none"> • (3) Supports Goal 4 of the AMP: Cultivate a culture of belonging with the goal of acceptance and persistence for all students

Relationship Development: Government & Community Relations, Strategic Partnerships, Foundation, & Alumni Affairs

KEY INITIATIVES FOR ADVANCEMENT	LINKAGES TO ACADEMIC MASTER PLAN GOALS/INITIATIVE
<ul style="list-style-type: none"> • (1) Brookdale President's Community Advisory Council promotes collaborative partnerships with community employers and stakeholders 	<ul style="list-style-type: none"> • (1) Supports Goal 3 of the AMP: Ensure relevant, innovative, and in-demand educational offerings.
<ul style="list-style-type: none"> • (2) Community-based sponsorships and events enhances college's image and creates community connections 	<ul style="list-style-type: none"> • (2) Supports Goal 1 of the AMP: Cultivate a culture of belonging with the goal of acceptance and persistence for all
<ul style="list-style-type: none"> • (3) Leverage and engage Foundation and Alumni Boards to increase community awareness and financial support 	<ul style="list-style-type: none"> • (3) Supports Goal 2 of the AMP: Increase Brookdale Foundation and Grant Support
<ul style="list-style-type: none"> • (4) Participation in Monmouth ACTS, the county-wide public, private partnership of social service agencies, provides Advisory Board members, internship opportunities and program recommendations 	<ul style="list-style-type: none"> • (4) Supports Goal 3 of the AMP: Ensure relevant, innovative and in-demand educational offerings

Alternate Revenue Generation: Grants, Strategic Partnerships, & Fundraising

KEY INITIATIVES FOR ADVANCEMENT	LINKAGES TO ACADEMIC MASTER PLAN GOALS/INITIATIVE
<ul style="list-style-type: none"> (1) Destination Brookdale promotes college facilities rental and fee-based event support resources 	<ul style="list-style-type: none"> (1) Supports Goal 1 of the AMP: Increase resources for student academic support services.
<ul style="list-style-type: none"> (2) Partnership/rental agreement with Lunchbreak "Clara's Closet" provides on-campus access to basic needs resources for students & community members 	<ul style="list-style-type: none"> (2) Supports Goal 1 of the AMP: Provides continued support to help students overcome barriers to academic success.
<ul style="list-style-type: none"> (3) CCOG SIG supports recruitment outreach and student success services & support resources (Recruitment, FAFSA Completion, Pathway Mentors) 	<ul style="list-style-type: none"> (3) Supports Goals 1 & 2 of the AMP: Supports Goal 1: Cultivate a culture of belonging with the goal of acceptance and persistence for all students. Goal 2: Increase resources for student academic support services.
<ul style="list-style-type: none"> (4) The Wellness Center \$550,000 Line-Item Grant in FY 23 NJ State Budget 	<ul style="list-style-type: none"> (4) Supports Goal 1 of the AMP: Goal 1: Increase resources for student academic support services.
<ul style="list-style-type: none"> (5) Increase Year Over Year Giving, Average Gift and Endowments 	<ul style="list-style-type: none"> (5) Supports Goal 2 of the AMP: Increase Brookdale Foundation and Grant Support

Alternative Revenue Generation: Grant Development, Strategic Partnership, and Fundraising

KEY INITIATIVES FOR ADVANCEMENT	LINKAGES TO ACADEMIC MASTER PLAN GOALS/INITIATIVES
<ul style="list-style-type: none">• (1) October 2023, submit a competitive grant proposal to the National Science Foundation to support a technician training program in Electric Vehicle Technology to meet New Jersey's growing demand for technicians (\$350,000)	<ul style="list-style-type: none">• (1) Supports Goal 3 of the AMP: Ensure relevant, innovative, and in-demand educational offerings
<ul style="list-style-type: none">• (2) March 2023, request Federal Legislative support not to exceed \$1M for a project to provide student services and/or workforce Development. Previous legislative support includes \$450,000 for the Center of Excellence in Cyber Security.	<ul style="list-style-type: none">• (2) Supports Goal 2 of the AMP: Increase Brookdale Foundation and Grant Support
<ul style="list-style-type: none">• (3) July 1, 2023, Fund the Brookdale Innovation Grants in collaboration with the Foundation to develop small projects to promote diversity, equity, and inclusion (DEI), Mentoring, Wellness, and additional College initiatives	<ul style="list-style-type: none">• (3) Supports Goal 1 of the AMP: Mentoring Program

Next Steps



Acknowledgements



Thank You!

President's Advisory Council
Workforce Development
Monmouth County Planning Board
Faculty Advisory Boards
Superintendents
Student Diversity Committee
IPEC
NJCCC
Monmouth Medical
CPS

The Advancement Team:

Kathleen Kamatani
Edward Johnson
Laura Qaissaunee
Anita Voogt

Attachment B - Minutes of Board of Trustees Public Business Meeting - February 28, 2023
Brookdale Trustees Mini-Retreat, February 2023 | Strategic Investments

	Access	Retention/Completion	Campus Climate	Financial Health
Academic Affairs	<ul style="list-style-type: none"> Establish New Horizons Committee; recommend innovative programs. (NACUBO; SP 1&7) Develop Prior Learning Assessment process; Awarding college credit for life and work experience. (SP 1,2,4,7) Add representation from CPS to Academic Council. (SP 1,2,7) Create pathways for adult learners and returning students. (SP 4&6) Sunset courses that are no longer available. (SP 1&6) Invest in professional development for PLA. (SP 2,5,7). 	<ul style="list-style-type: none"> Explore innovative co-requisite models for foundational education. (SP 2,6,7) Offer summer boot camps. (SP 2&6) Develop early interventions. (SP 1-3,6) Assess effectiveness of online vs. in-person tutoring. Invest in results (SP 1) Mandatory freshman seminar for all new students. (SP 3&6) Expand use of instructional technology in Distance Ed courses. (SP 2,6,7) Increase support for Disability Services Office. (SP 4-6) Integrate UDL into courses. (SP 2,4-7) Develop interdisciplinary courses that address equity/social justice. (SP 2&7) Work closely with the ATD teams on efforts to establish equity in access, persistence, and outcomes. (SP 1-7) Invest in faculty prof. dev. (SP 5) Maintain MSCHE Requirements for Accreditation and program-specific accreditations. (SP 1-7) Ensure appropriate and transparent availability of data. (SP 1&5) Include equity goals in program plans and assessments. (SP 2&5) Institutionalize a culture of continuous improvement. (SP 1-7) Map existing assessments. (SP 2-7) Evaluate assessment tools to integrate computer programs for ease of use across the college. (SP 2,5,7) Invest in faculty professional dev. in assessment methods. (SP 5) 	<ul style="list-style-type: none"> Support classroom practices that cultivate belonging to increase persistence. (SP 2&6) Help students overcome barriers to success. (SP 1,3-6) Explore intrusive interventions for academic support. (SP 3-7) Establish student mentoring. (SP 3) Invest in professional development. (SP 5) 	<ul style="list-style-type: none"> Increase grant and Foundation support for operating expenses. (OOMF)

Advancement	<ul style="list-style-type: none"> • Expand pathways that lead to credentials and careers in collaboration with community partners. (SP 2,4,7) • Host “Cost of Poverty Experience” program for ATD teams. (SP 4-6) • Implement transport. grant to improve access to higher education. (SP 4,6,7) • Complete development of Wellness Center to connect community to mental health and wellness services. (SP 2,5-7) • Optimize homepage to enhance navigation, surface key academic content, improve effectiveness for marketing, and streamline and consolidate pages to improve speed/efficiency. (SP 1,4-7) • Operationally and strategically align with enrollment mgmt. (SP 1,4,6,7) • Implement market segmentation strategies for specialized groups (veteran’s, adult learners, first gen. students). (SP 4&6) • Promote collaborative partnerships with community employers and stakeholders through Brookdale President’s Community Advisory Council. (SP 2-7) • Enhance image and create community connections through community-based sponsorships and events. (SP 2,6,7) • Leverage Foundation and Alumni Boards to increase community awareness and financial support. (SP 2,6,7) • Participate in Monmouth ACTS. (SP 2&7) 	<ul style="list-style-type: none"> • Develop partnerships to provides on-campus access to basic needs resources. (SP 4,6,7) • Support CCOG recruitment outreach and student support resources (Recruitment, FAFSA Completion, Pathway Mentors). (SP 3-7) 	<ul style="list-style-type: none"> • Promote facility rental and fee-based event support. (OOMP) • Increase annual giving, average gift, endowments. (SP 4) • Submit NSF grant proposal to support EV Tech training program. (SP 2&7) • Request Federal support for a project to provide student services and/or workforce dev. (SP 2,4,6,7) • Fund BIG Grants to promote equity, diversity, inclusion, mentoring, wellness, and additional initiatives. (SP 2-7)
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Evergreen Priorities

1. Promote Community Success | 2. Develop Innovative Educational Pathways
3. Enhance Student Services | 4. Optimize Operations.

Strategic Plan 2025 Themes

1. Map processes. | 2. Develop resources for program development and enhancement. | 3. Design Mentorship opportunities.
4. Ease Access. | 5. Expand Internal Education. | 6. Enhance the User's Journey. | 7. Promote Innovation and Collaboration.

Organizational Health Indicators

1. Access | 2. Retention/Persistence | 3. Completion | 4. Campus Climate | 5. Financial Health

Strategic Investments

- Achieving the Dream interventions (e.g., enhanced data capacity, peer mentoring, transportation, ATD recommendations).
- Innovative Program Development (e.g., prior learning assessment, Foundational co-requisite models, summer boot campus,
- External consulting services to assist with mapping processes from student first contact through alumni engagement
- Pathway programs for specialized groups (e.g., college-readiness, early college, first-gen.) and adult learners/non-traditional returners (e.g., veterans, parents preparing to re-enter the workforce, upskilling adults).
- Professional Development for all employees.
- Facility Master Plan moves, prioritizing new welcome center and business incubator.
- Advancement capacity (e.g., grant development, sponsorships, alumni relations).
- Student Success Master Plan and Organizational Optimization Master Plan Initiatives