

# BROOKDALE COMMUNITY COLLEGE

## Board of Trustees Public Business Meeting Minutes

May 30, 2023

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

### And Zoom Webinar

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

Present	Trustees	Administration:
	Ms. Mary Pat Angelini, Trustee	Ms. Patricia Sensi
	Mr. Steven Clayton, Trustee	Dr. Joan Scocco
	Ms. Dyese Davis, Trustee	Dr. Nancy Kegelman
	Ms. Taiphane Orange, Trustee	Dr. Anita Voogt
	Ms. Barbara Horl, Trustee	Ms. Teresa Manfreda
	Mr. Bret Kaufmann, Trustee	Ms. Nancy Kaari
	Ms. Marta Rambaud, Trustee	Ms. Bonnie Passarella
	Dr. David Stout, Secretary	Mr. Edward Johnson
	Ms. Natalie Watson, Trustee (5:40 PM)	Ms. Kathy Kamatani
		Dr. William Burns
Absent	Ms. Tracey Abby-White, Trustee	
	Ms. Latonya Brennan, Trustee	
	Mr. Paul Crupi, Chair	
	Dr. Les Richens, Trustee	
College Counsel	Mr. Mitch Jacobs, Esq., General and Labor Counsel	Ms. Cynthia Gruskos, Recorder

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 May 24, 2023 at 4:34pm 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.

Vice-Chair Kaufmann 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.

Vice-Chair Kaufmann led the Pledge of Allegiance.

Vice-Chair Kaufmann 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*

Dr. Stout led a moment of silence in memory of John Stibravy, Adjunct Instructor of Speech from 1997-2001, and Lauren Hewski, the St. John Vianney early college high school student who passed away after earning her associates degree at the commencement ceremony.

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<b>Adoption of Agenda</b>  Vice-Chair Kaufmann announced that the agenda was noticed with an Executive Session, and we no longer need to meet in Closed Session. The Agenda will be revised to remove the Executive Session.	A motion to adopt the revised agenda was made by Trustee Horl and seconded by Trustee Orange.  Motion passed.	
<b>Approval of MOU with Penske Automobile Group – Automotive Technician Career Program</b> – Presenters: Sam Cammarata, East Region Recruiter Penske Automotive Group, Bill DiMaio, Jaguar Land Rover Monmouth General Manager  Dr. Stout thanked everyone involved in the development of this program. He explained that this partnership will enable students who are in the Auto program to have access to employment opportunities through Penske Auto Group, as well as internship opportunities, tuition reimbursement and other incentives. He thanked our partners at Penske Auto Group for their willingness to enter in this partnership with our students at Brookdale Community College, which will ultimately provide our students with high paying jobs with tuition reduction after employment.	A motion to approve by resolution the Memorandum of Understanding with Penske Automotive Group was made by Trustee Angelini and seconded by Trustee Clatyon.  <b>YES:</b> Trustees Angelini, Clayton, Davis, Horl, Orange, Rambaud, Watson and Vice-Chair Kaufmann  <b>NO:</b> None  <b>ABSTAIN:</b> None  Motion passed.	Sam Cammarata, East Region Recruiter, Penske Automotive Group, thanked the Board of Trustees for the invitation to attend the meeting. As the largest automotive retail company in the world, with the greatest number of locations across 9 different countries, they are always looking for ways to connect with trade schools, community colleges, and anything they can do to bring talent into their organization and provide career opportunities. Tuition reimbursement of \$20,000 is provided over 3 years

Topic and Discussion	Votes Taken	Action and Follow-up Actions
		<p>upon the student's graduation from Brookdale. They have proud Brookdale alumni throughout their organization who urged him to connect with the College and create this partnership. He is excited to kickoff this beneficial partnership and to agree to this MOU.</p> <p>Dr. Stout and Sam Cammarata, Penske Automotive Group, participated in a signing ceremony.</p>

#### President's Report

**A. Presentation – Strategic Planning – Organizational Optimization Plan** – VP Teresa Manfreda presented on the draft Organizational Optimization Plan. (**Appendix A**) She highlighted the following:

- a. **Timeline** – planning began in April 2022 with engagement with consultants who focused on business planning, human resources planning and our Facilities Master Plan with continuous feedback from the College community.
- b. The Organizational Optimization Plan is broken into 6 plans which focus on:
  - i. Financial Plan – Objective: Provide financial stability and support for strategic priorities. Goals include the following and tactics for each goal were presented:
    1. Continue to develop alternative sources of revenue.
    2. Continue to assess and improv the budget development process.
    3. Perform financial planning and engage stakeholders in those discussions.
  - ii. Human Resource Plan – Objective: Ensure sufficient and appropriate resources to meet the needs of our students and incorporate efficient operations to fulfill the mission of the College. Goals include the following and tactics for each goal were presented.
    1. Redesign the human resource operational practices
    2. Retain skilled employees and ensure adequate staffing
  - iii. Professional Development Plan – Objective: Empower employes with skills to perform their jobs and to drive change in support of the College's mission while ensuring that all employees have access to resources to acquire new skills and knowledge. Tactics will focus on improving the onboarding experience, improving the Supervisor/leadership development and enhancing the professional development process and access to professional development across all units of the college.

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<ul style="list-style-type: none"> <li>iv. Facilities Master Plan – Objective – enhance the student journey by improving the facilities to increase student satisfaction and engagement on campus. A 10-year plan was developed with SSP, Architects to outline the deferred maintenance but also to enhance the student’s journey. An example of a recommendation to enhance the student’s journey, is to create a Welcome Center at Larrison Hall.</li> <li>v. Enterprise Risk Management Plan – Objective: Create a proactive and reactive process to identify, analyze and respond to risks. The goals will include developing a written risk management plan and continuing to monitor and report outcomes. The second goal is to promote a risk-aware culture across all units of the College.</li> <li>vi. Information Technology Plan – Objective: To guide the institution and the Office of Information Technology in executing the College’s strategic priorities and addressing the future technology needs of our students, faculty, staff and community. The goals are to: <ul style="list-style-type: none"> <li>1. Prioritize technology investments and initiatives.</li> <li>2. Utilize effective data governance to ensure access to data and ensure that our people, processes and technology align with our services and frameworks in order to effectively bring about organizational transformation and efficiencies</li> </ul> </li> <li>c. VP Manfreda reviewed examples of how the Organizational Optimization Plan supports the Academic Master Plan.</li> <li>d. She thanked all those who contributed to the development of the plan.</li> </ul> <p>Dr. Stout thanked her for her work in the development of the first Organizational Optimization Plan.</p> <p>Dr. Stout recognized our next Graduate Trustee Rebekah Fischhoff who was attending the meeting.</p> <p>Dr. Stout announced that Kathy Kamatani will be leaving Brookdale mid-June and acknowledged her significant contributions to improving the rebranding of the College and leading College Relations in implementing communications initiatives.</p>		
<p><b>Reports from the Board Committees and Liaisons</b></p> <ul style="list-style-type: none"> <li><b>A. Finance &amp; Facilities Committee – May 23, 2023</b> – Trustee Kaufmann provided a report on the meeting held on May 23, 2023. (<b>Attachment B</b>).</li> <li><b>B. Student’s Perspective</b> – Trustee Orange reported that on April 28, she attended the Scholarship Gala, where everyone came together to raise funds for scholarships. She stated that raising funds for scholarships is essential for all students, but it really makes an impact to minority students as the scholarship impacts the entire family. On May 11, 2023 she participated in the commencement ceremony which was a wonderful celebration of our students who will make a difference in the community and the world because of their education at Brookdale Community College. She was also excited to see all the high school students graduate with their associate degrees. She welcomed the Graduate Trustee-Elect, Rebekah Fischhoff who was attending the meeting tonight.</li> <li><b>C. NJCCC Update</b> – Trustee Horl provided the following report:</li> </ul>		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<p>a. <b>State Level</b> – The Senate Budget appropriations and Assembly Budget Committee concluded their meetings on May 17, 2023 and the next step is for them to come together and vote for the budget to pass. Both Houses have voting sessions scheduled on June 20 and June 26. The Proposed Budget keeps state operating aid for community colleges flat. We have received sponsorship from Senator Zwicker in the Senate and Assemblywoman Carter for a resolution to include an additional \$20M in the state budget. The budget does include a slight increase of CCOG to allow families with gross income of \$80,000 to \$100,000 to cover about 1/3<sup>rd</sup> of the tuition at a community college.</p> <p>b. <b>Legislative Action Campaign</b> – 11,000 letters have been generated so far across the State. She thanked all those who have participated and urged anyone who has not participated to log on to the njccc.org website and participate in the Legislative Action Campaign.</p> <p>c. <b>State Bills</b> - Special thanks to Senators Bob Singer and Troy Singleton who have introduced a bill on May 11, 2023 which will expand eligibility for CCOG to include students in career and technical education programs offered at community colleges and county vocational schools. The Bill was referred to the Senate Higher Education Committee and awaits a hearing. She provided an update on the Withholding of Transcript Bill and it sits in the Higher Education Committee and the Suicide Prevention Bill has not seen any action since last June. NJ Pathways to Career Opportunities Summit will take place on June 7 – 8, 2023</p> <p>d. <b>Federal</b> – She announced and thanked Representative Chris Smith for co-sponsoring the Tax Free Pell Grant Bill which was introduced on April 28, 2023 The Bill excludes from gross income for tax purposes, and amount received under the Federal Pell grant The Bill also expands the definition of qualified and related expenses under the American Opportunity and Lifelong Learning Tax Credit to include computer or computer peripheral equipment and up to \$1000 for child and dependent care.</p> <p><b>D. Foundation Update</b> –<i>Dr. Stout reported that the Scholarship Bash raised \$292,000 for student scholarships.</i> The Foundation announced that they elected three new members to serve on the Foundation Board of Trustees, each serving a three year term effective July 1<sup>st</sup>. New Foundation members include:</p> <p>Kyle McGrady of Rumson, Senior President, Eagle Point Credit Management  Oscar Diaz of Holmdel, Administrative Supervisor of Freehold Regional High School District  Joseph Cangelosi of Middletown, VP Provident Bank</p> <p>The selection process for the 2024 Brookdale Innovation Grants (B.I.G.) is now complete. Four grant proposals were selected that align with the College’s strategic priorities; awards totaling \$10,800 will be given to the following programs:</p> <p>The Diversity, Equity, and Inclusion (DEI) Mental Health Fellowship Program  Strong Start  Using Technology to Create Free Online Homework for Math Courses with High Enrollment</p> <p>Dr. Stout announced the Education Open will take place on Thursday, September 21 at Suneagles Golf Course.</p>		

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<b>Public Comment on Agenda Items – Chair Crupi</b>  No public comment was made.  Ms. Gruskos confirmed that no written comments were submitted.		
<b>Review of Consent Agenda</b>  <ul style="list-style-type: none"> <li><i>Any item may be removed from the consent <b>agenda</b> for discussion by any voting member of the Board of Trustees.</i></li> </ul> <b>A. Acceptance of Consent Agenda</b>	A motion to adopt the consent agenda was made by Trustee Watson and seconded by Trustee Clayton.  Motion passed.	
<b>Approval of Public Business Meeting Minutes</b>  <b>A. Approval of Public Business Meeting Minutes – April 25, 2023</b>	A motion to approve the minutes from the public business meeting held on April 25, 2023 was made by Trustee Angelini and seconded by Trustee Orange.  Motion passed. <b>ABSTAIN:</b> Trustee Watson	
<b>Approval of Executive Session Meeting Minutes – April 25, 2023</b>	A motion to approve the minutes from the Executive Session Meeting held on April 25, 2023 was made by Trustee Angelini and seconded by Trustee Davis.  Motion passed.  <b>ABSTAIN:</b> Trustee Watson	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
<b>Approval of Consent Agenda</b>  <b>A. Approval of Human Resources</b>  <b>B. Acceptance of Grants</b>  <b>C. 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</b>  <b>D. Open Invoice Payment Requests for Vendor, Student and Employee Payments</b>  <b>E. Monthly Financial Reports</b>  <b>F. Capital Project Update</b>  <b>G. Clinical Contracts, MOUs for Credit &amp; Professional Studies, Clinicals &amp; Internships</b>	<p>A motion to approve the consent agenda was made by Trustee Watson and seconded by Trustee Orange.</p> <p>:</p> <p><b>YES:</b> Trustees Angelini, Clayton, Davis, Horl, Orange, Rambaud, Watson and Vice-Chair Kaufmann</p> <p><b>NO:</b> None</p> <p><b>ABSTAIN:</b> None</p>	
<b>Naming of the Mary A. Ehret Nursing Lab</b>	<p>A motion to approve the nursing lab to be named the Mary A. Ehret Nursing Lab was made by Trustee Watson and seconded by Trustee Rambaud.</p> <p><b>YES:</b> Trustees Angelini, Clayton, Davis, Horl, Orange, Rambaud, Watson and Vice-Chair Kaufmann</p> <p><b>NO:</b> None</p>	

Topic and Discussion	Votes Taken	Action and Follow-up Actions
	<b>ABSTAIN:</b> None	
<b>Public Comment</b>  Mr. Jacob read the directions for giving public comment.  No public comment was made.  Ms. Gruskos confirmed no written comments were submitted.		
<b>New Business: Approval of Resolution of Donation of Bicycles to Monmouth County Sheriff's Office</b>	A motion to approve by resolution ( <b>Attachment C</b> ) to donate bicycles to the Monmouth County Sheriff's Office was made by Trustee Angelini and seconded by Trustee Orange.  Motion passed.  <b>YES:</b> Trustees Angelini, Clayton, Davis, Horl, Orange, Rambaud, Watson and Vice-Chair Kaufmann  <b>NO:</b> None  <b>ABSTAIN:</b> None	
<b>Adjournment</b>  <b>Meeting adjourned at 6:29 PM</b>	A motion to adjourn the meeting was made by Trustee Horl and seconded by Trustee Angelini.  Motion passed.	



# *Organizational Optimization Plan*

2023-2026

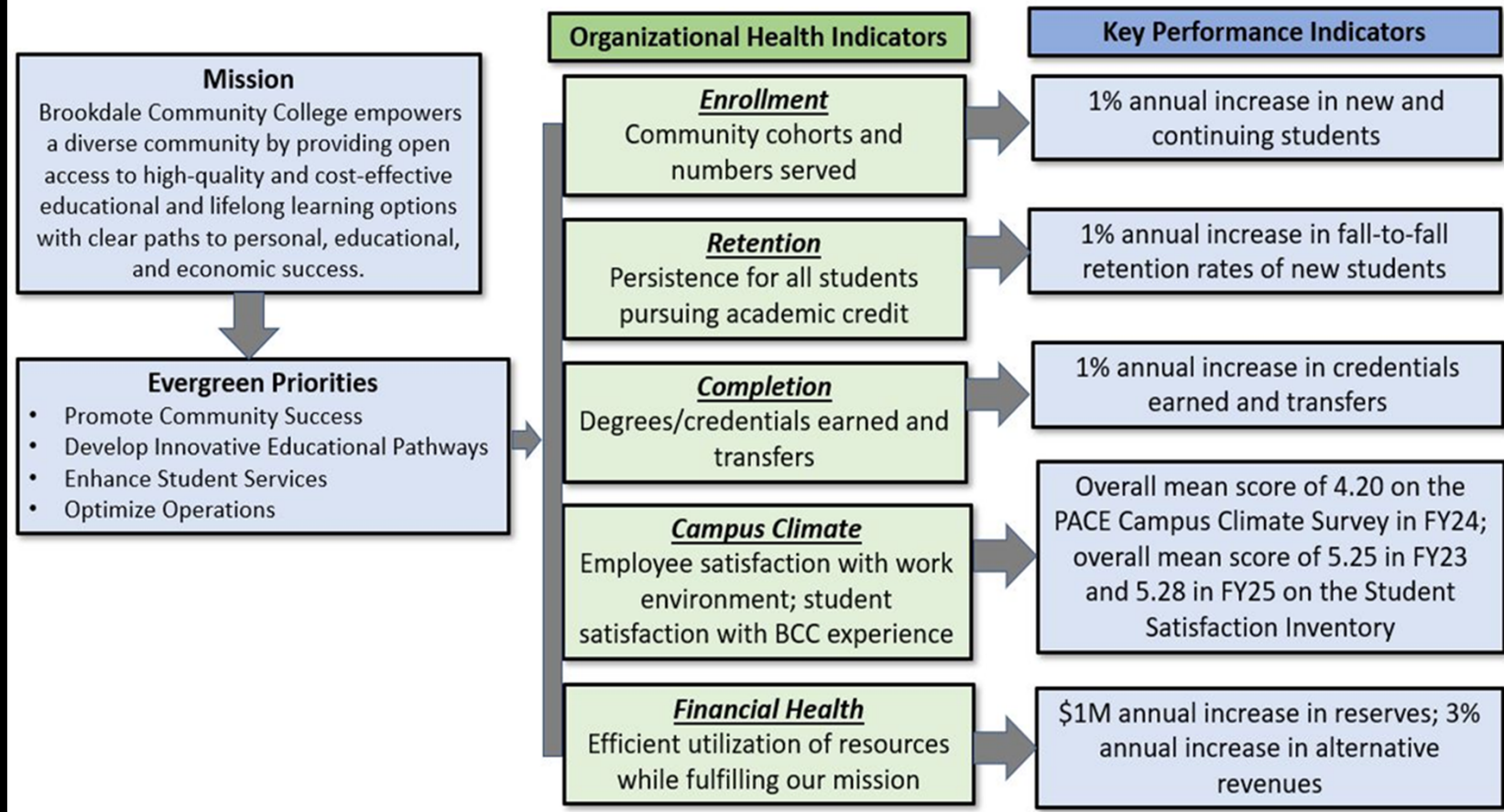


# Mission:



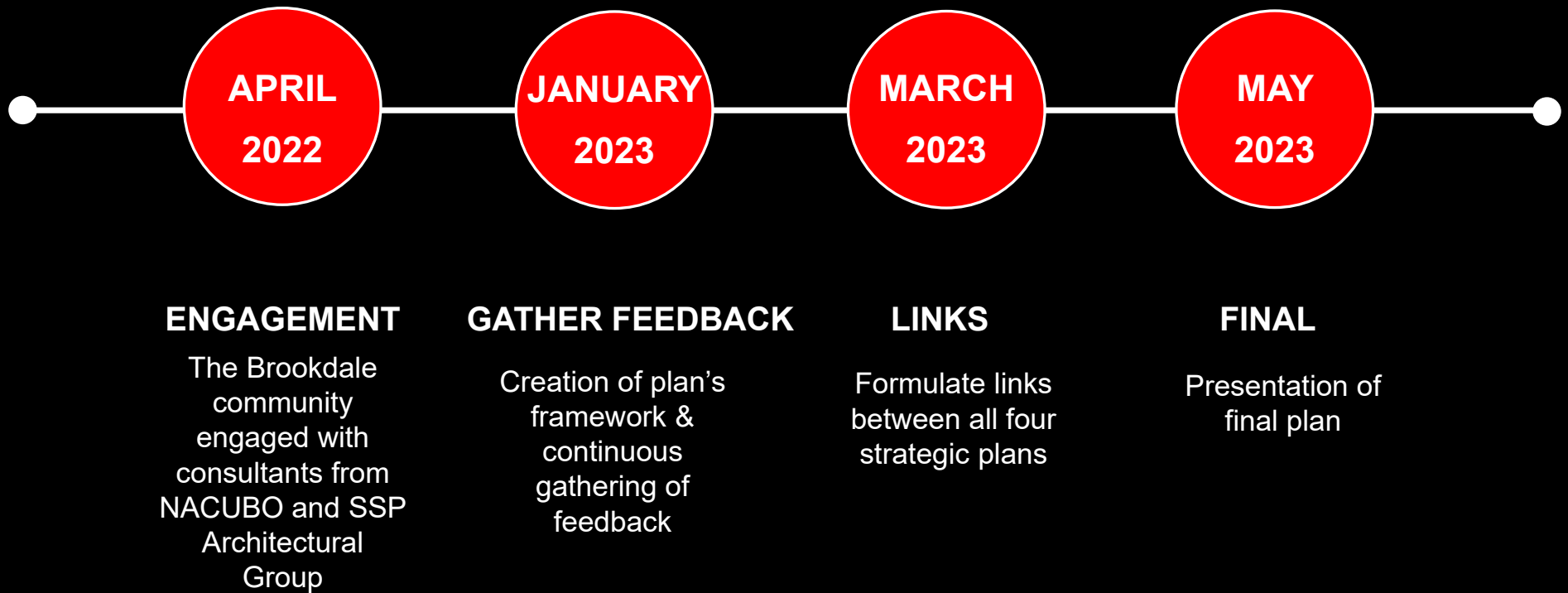
Optimize Brookdale Community College's operations to create an organization and community that is sustainable. Prepare the institution for uncertainty while continuing to improve processes to allow for adequate funding for strategic priorities. The organizational optimization plan is designed to support students' needs and enhance the student experience.

## Brookdale Community College Strategic Plan 2025





# Timeline:



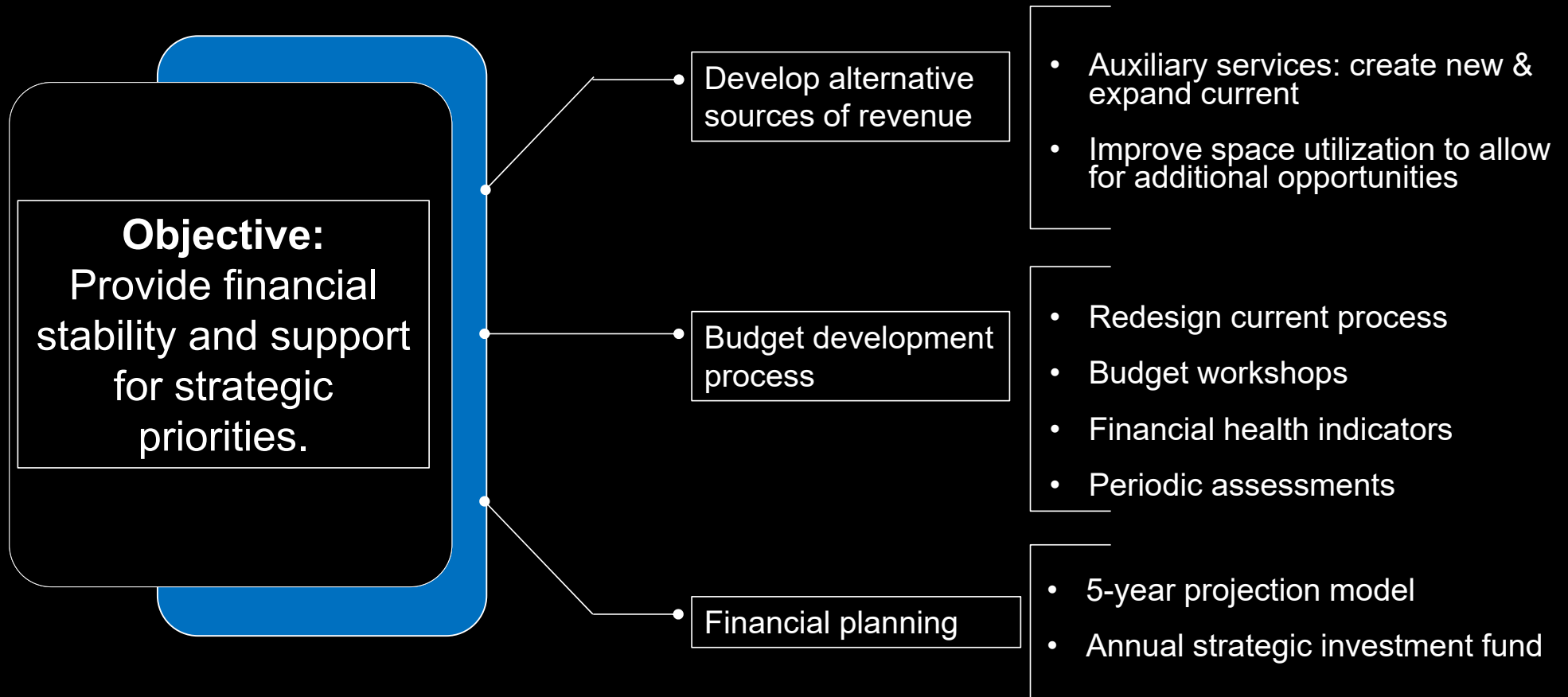


# *Strategic Goals: Six Strategies*

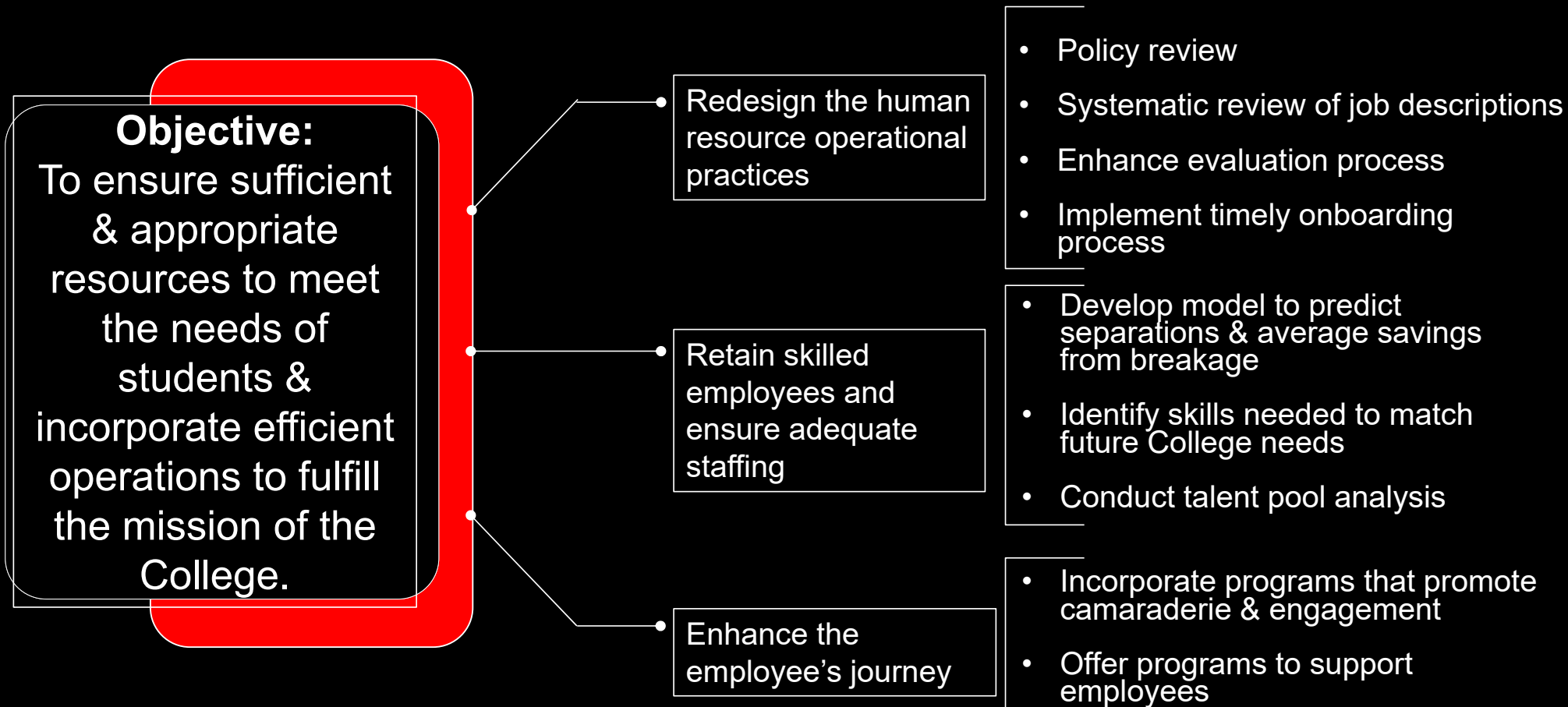
- **Financial Plan**
- **Human Resources Plan**
- **Professional Development Plan**
- **Facilities Master Plan**
- **Enterprise Risk Management Plan**
- **Information Technology Plan**



# Financial Plan



# Human Resources Plan



# Professional Development Plan

## Objective:

Empower employees with the skills to perform their jobs & to drive change in support of the College's mission while ensuring that all employees have access to resources to acquire new skills & knowledge.

Improve the onboarding experience

- Formalize process to include all stages
- Examine onboarding software options
- Ensure new employees have information
- Provide supervisors with tools to engage new employees
- Implement timely onboarding process

Supervisor/leadership development

- Supervisor development training
- Explore creative uses of educational reimbursement to enhance skills

Enhance Professional Development across institution

- In-house training
- Investment in PD
- Assess PD in relation to DEI
- Explore new models for growth



# Facilities Master Plan

**Objective:**  
Enhance the student journey by improving facilities to increase student satisfaction & engagement on campus.

Establish a vision of physical facilities to support future needs

- Design 10-year FMP
- Engage College community
- Examine schedule & enrollment patterns

Provide framework & rationale for design decisions on campus

- Establish Welcome Center
- Bring Culinary & Hospitality program to Lincroft
- Maximize use of Wall campus to house nursing programs

Create a 'sense of place'

- Create gathering spaces to engage socializing and study groups
- Improve wayfinding

# Enterprise Risk Management Plan

## **Objective:**

Create a proactive & reactive process to identify, analyze & respond to risks.

Promote a risk aware culture & an environment that enables strategic decision making.

Develop a written risk management plan

- Establish ERM framework
- Identify & assess risks
- Utilize scorecards
- Develop solutions to mitigate risks
- Monitor & report progress
- Continue to assess risks from all areas of the College

Promote risk awareness

- Design risk committee to promote awareness across all units
- Conduct regular tabletop exercises
- Include risk assessment conversations in leadership meetings

# Information Technology Plan

## **Objective:**

To guide the institution & OIT in executing the College's strategic priorities & addressing the future technology needs of students, faculty, staff & community.

• Prioritize technology investments & initiatives

• Establish effective Data governance to ensure access to data

• Align best practice Enterprise Info Tech methodologies with existing frameworks

- Improve IT governance to drive business results
- Initiate the IT strategic planning process

- Utilize IT governance to guide the institution in the selection of data governance model/est data governance council
- Set policies outlining rules
- Maximize existing reporting & analytic tools- Dashboards
- Identify gaps

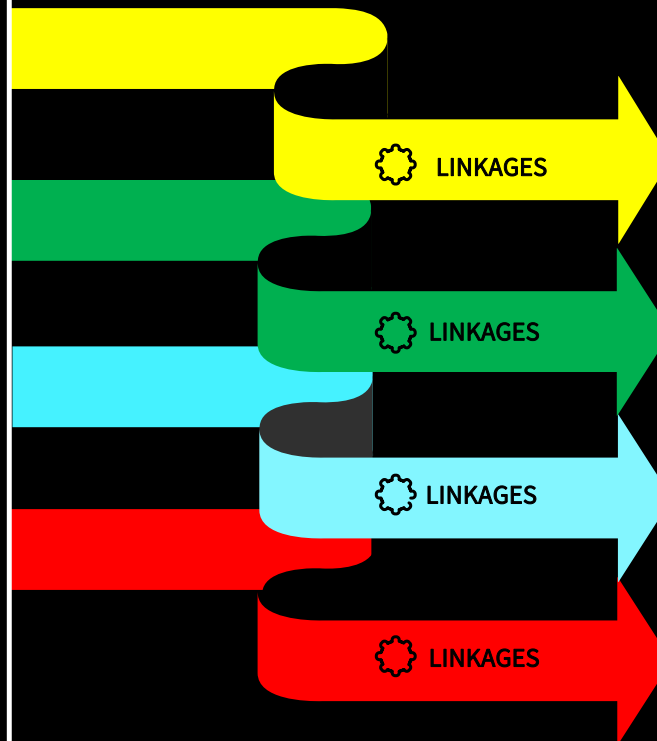
- Establish a PMO
- Establish a Business Process Review team
- Ensure that employees have access to technology

# ORGANIZATIONAL OPTIMIZATION MASTER PLAN & ACADEMIC MASTER PLAN

## O.O.M.P

### GOALS/TACTICS

- 1 Develop alternative sources of revenue to offer more services to our students.
- 2 Build a budget with flexibility to accommodate newly developed innovative projects.
- 3 Enhance personal & organizational professional development.
- 4 Create a sense of place and weave connections across campus & community.
- 5 Maximize existing reporting and analytic tools through the deployment of an optimized reporting environment, shared datasets, and results oriented dashboards.



## AMP

### GOALS/TACTICS

- 1 Increase resources for student academic support services.
- 2 Ensure relevant, innovative, and in-demand educational offerings.
- 3 Ensure teaching & learning practices that are innovative, culturally relevant, & address barriers to learning.
- 4 Cultivate a culture of belonging with the goal of acceptance & persistence for all students.
- 5 Ensure appropriate & transparent availability of data.



## Acknowledgments

Thank you to the entire Brookdale community for their contributions.  
Special thank you to:

Finance & Operations Division

Ellucian Team

Planning & Institutional Development

Human Resources

Members of Cabinet and ELC

IPEC

Participants in Spring 2023 Convocation

NACUBO Consultants

SSP Architects

*Thank you!*

Finance and Facilities report from May 23, 2023

The Facilities report as of May 30, 2023.

The college continues to make progress on major drainage, electrical, elevator and roof projects. Of particular note the Wellness Center is nearing completion. The FMP (Facilities Master Plan) is essentially complete. We expect the new solar panels to be commissioned by this week. Esports is nearing completion, with anticipated operations in the Fall.

Finance numbers reflect status on March 31, 2023.

Operating revenue of 69 M through March 2023 was 4.9% higher than the same time last year. Of the \$3.3M increase, \$2.5M is in tuition & fee revenue and \$783k from all other operating revenue sources.

Total operating expenses for the same period last year were \$49.8M compared to \$54.6M this year, indicating an increase of operating costs of 9.6% or \$4.8M. This increase is mainly attributed to the increase of salary and benefit costs of \$2.7M and contracted services expense of \$869k.

Total fiscal year deficit projected - all funds (794,000), which will be funded by Brookdale reserve funds.

The college has operating cash and reserve funds. Several months ago, the F&F Committee expressed concern about the security of the funds given recent bank collapses. Executive Director Matt Siuzdak has assured the F&F Committee, as well as the BOT that college funds are FDIC insured up to \$1,000,000 (\$250k for four banking relationships). Additionally, as a community college, all deposited funds over \$1,000,000 are protected under the Government Unit Deposit Protection Act (GUDPA). The Committee wants to thank Matt for his diligent follow-up on this important matter.

The F&F Committee has submitted for approval of 53 purchases in excess of \$17,500.

The F&F Committee has submitted for approval of 169 HR recommendations made by Human Relations. This includes plus 1 net gain.

The F&F Committee has submitted for approval executive salary adjustments equivalent to 3.25% for the executive team, consistent with all other college administrators.

The F&F Committee has submitted for approval the Consolidated Adult Basic Skills and English literacy and Civics Education grant of \$37,742.

In addition, the F&F Committee is submitting for approval a grant from the Center for Adult Transition (CAT) for \$269,621. The purpose of the CAT funding is for Brookdale to continue to operate a center for transition of adults with intellectual and developmental disabilities. Specifically, it will provide students (up to the age of 24) who have developmental disabilities the support and resources necessary to experience more successful transitions from secondary school to postsecondary education and adult employment, and to promote independent living opportunities by providing appropriate skills to be successful.

The F&F Committee has submitted for approval of an Education Opportunity Fund grant in the amount

of \$797,042 to provide an opportunity for higher education to educationally and economically disadvantaged NJ residents who would not be able to attend college without the financial assistance and special support services that are part of the EOF program. The funding is to implement goals and strategies for capacity building and increasing enrollment, improving student retention, persistence, completion, and reducing financial burdens on students.

The BCC Foundation is reporting an increase in net assets for FY23 of \$618,315.

**RESOLUTION OF THE BROOKDALE COMMUNITY COLLEGE BOARD OF TRUSTEES APPROVING THE  
DONATION OF FIVE (5) BICYCLES TO THE MONMOUTH COUNTY SHERIFF'S OFFICE**

**WHEREAS**, Brookdale Community College dissolved its Police Department on March 31, 2023;  
and

**WHEREAS**, on February 16, 2023, the Board of Trustees ratified and approved an agreement between Brookdale Community College, the Monmouth County Board of Commissioners, and the Monmouth County Sheriff Office (MCSO) for day-to-day law enforcement services to be provided to the College by the MCSO ("Agreement"); and

**WHEREAS**, the MCSO has requested that five (5) bicycles that were previously used by the Brookdale Police Department in carrying out its law enforcement activities be conveyed to MCSO to be utilized by Monmouth County Sheriff Officers to provide bicycle patrols on the Lincroft campus for the safety of the College's students and College Community; and

**WHEREAS**, said bicycles are in the state of disrepair, needing maintenance and repairs to place said bicycles in serviceable and useful condition and have little to no value to the College;

**WHEREAS**, due to the dissolution of the Brookdale Police Department, the bicycles would be considered surplus property and no longer needed for use by the College,

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of Brookdale Community College, that the five (5) bicycles be donated to the Monmouth County Sheriff's Office with no exchange of value and the President of the College is authorized to execute and file any documents necessary for the donation/transfer of the five (5) bicycles.



**Donated Property to the Monmouth County Sheriff's Office**

Cannondale #T018536

Size- large

Needs tires

Good condition

Cannondale #N139-26 illegible

Size- Medium

Gears don't function

Needs tires

Fair condition

Cannondale #U002354

Size- Medium

Needs tires

Good condition

Cannondale #N042837

Size medium

Good tires

Gears need to be adjusted

Good condition

Cannondale #Q027590

Size Large

Gears need adjustment

Good tires

Good condition