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ABSTRACT

In spring 1993, Hudson County Community College (HCCC) in Jersey City, New Jersey, created a separate office to establish an ongoing staff development program for all employees. The program is designed to provide further education for employees, orientation to HCCC and its community, training, and recognition for superior performance for support personnel, and promotion of the understanding of and commitment to the mission of a comprehensive community college. Activities conducted during the office's first year included: (1) the program's first convocation; (2) a faculty orientation session; (3) faculty and staff affiliation with the National Institute for Staff and Organizational Development and the National Council for Staff, Program, and Organizational Development; (4) initial awards of the Small Grant Program, designed to improve the quality of service to the HCCC community by providing four grants of \$500 each; (5) staff recognition activities, including the first Staff Recognition Day, creation of the status of "Professor Emeritus," and official recognition of employee achievement; (6) seminars and conferences for faculty and staff; (7) site visits to peer institutions; (8) dissemination of the "Staff Development Newsline"; (9) educational opportunities, including sabbaticals, tuition reimbursement, and fellowship programs; (10) establishment of a Staff Development Room, a Staff Development Committee, and a Staff Development Questionnaire. A list of reasons for conducting staff development; definitions of organization, program, and staff development, including examples of types and important characteristics of staff development programs; a list of selected staff development activities conducted at HCCC between spring 1993 and spring 1994; information about the small grants program; and sample issues of the Staff Development Newsline are included.
(MAB)

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PUTTING THE STAFF IN STAFF DEVELOPMENT

Prepared for the Eighth Annual Conference of Library Assistants

Presented by

New Jersey Association of Library Assistants

Seton Hall University

South Orange, New Jersey

June 6 - June 7, 1994

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Mark Oromaner

Dean of Planning and Institutional Research

HUDSON COUNTY COMMUNITY COLLEGE

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SELECTED REASONS FOR STAFF DEVELOPMENT

1. Professional Knowledge - New knowledge, knowledge obsolescence, importance of keeping current and keeping up to date.
2. Technical Knowledge And Technology - New technology, new techniques, obsolescence, importance of keeping current and keeping up to date.
3. Role Definition - Changing demands and expectations. Professionalization of occupations.
4. Budget Cuts And Retrenchment - Innovative ways of providing services.
5. Life-Cycle Developments - Burnout, mid-career plateau, professional vitality.
6. Mission - Changes in mission and goals of organization.
7. Organizational Structure - Changes in lines of authority, and in the composition of workforce, e.g., percentage of new employees, backgrounds of new employees, shift in number of employees in various roles.
8. Clients Or Customers - Changes in attitudes, skills, knowledge, preparation, expectations, needs, etc.
9. External Actors - Government, professional, licensure, accreditation. or other agencies may make demands that require staff development activities.
10. A Check Is Nice, However. It Is Not Enough.

ORGANIZATION, PROGRAM & STAFF DEVELOPMENT

Helen M. Burnstad¹ follows the National Council for Staff, Program and Organizational Development (NCSPOD) in defining these terms:

ORGANIZATION DEVELOPMENT - Refers "to programs designed to enhance attitudes, skills, knowledge, and performance related to institutional effectiveness." Examples include: strategic planning; quality management; integration of staff, program and organization development within the mission of the organization; organizational evaluation; needs assessments.

PROGRAM DEVELOPMENT - Refers "to programs designed to enhance attitudes, skills, knowledge, and performance related to the specific systems within the institution." Examples include: program reviews, honors programs, information systems.

STAFF DEVELOPMENT - Refers "to programs designed to enhance the attitudes, skills, knowledge, and performance related to people in specific positions within the institution." Examples include:

- a. Orientation Programs - Integrate (socialize) new members. Also learn from them. What are the mission, goals, policies, priorities, procedures, "climate" or "culture" of the organization? Who are your clients or customers? Mentor programs.
- b. Professional Development - Assist employees in learning how to do their jobs more effectively and efficiently. Effectiveness is doing the right things, and concentrates on results. Efficiency is doing things right, and concentrates on processes used to obtain results. An organization can be efficient at doing the wrong things. And, an organization can be effective but it may not be using its resources in a smart (cost effective) way. What are the necessary management skills, interviewing techniques, budget skills, committee skills, computer skills? What theoretical and technical knowledge is necessary? What professional values are important?
- c. Personal Development - Assist employees to enhance their personal and interpersonal skills, written and oral communication skills, listening skills, stress control, ability to "take the role of the other," ability to understand other cultures (issue of "ethnocentrism"), conflict resolution skills, time management skills.

¹Burnstad, Helen M. 1994. "Management of Human Resources in the Community College." Pp. 386-395 in A Handbook on the Community College in America: Its History, Mission, and Management, edited by George A. Baker, III. Westport, CT: Greenwood Press.

- d. Recognition Programs - Publicize and reward employees who make contributions to or participate in organization, program or staff development activities.

Staff development programs must fit within the **mission** of the organization and must have the **support** of the employees and administrators. It is important to **promote** the program to both employees and administrators, e.g., newsletter, and to seek their **input**, e.g., **needs assessments** and **feedback** concerning activities. It is important to identify outstanding programs and to make **site visits**. It is also important to identify outstanding individuals and **invite** them to address employees and to provide assistance in the development of activities. It is important to become part of the **formal** (organizations, journals) and **informal** (personal contacts) **networks**. Consider establishing "**invisible colleges**" of those interested in staff development. Individuals at the same or at different work sites can communicate with one another and can hold formal (e.g., conferences) and informal (e.g., lunch sessions) meetings.

In the process of establishing the staff development program at HCCC, the college invited Dr. Helen Burnstad to visit for two days. Dr. Burnstad is nationally recognized as a leader in staff development, she has served as the President of the National Council for Staff, Program and Organizational Development, and she is the Director of Staff Development at Johnson County Community College, Overland Park, Kansas. Based on her observations, meetings with college personnel, and her reading of college documents, Dr. Burnstad prepared a report in which she presented a number of suggestions, recommendations, and insights for the HCCC community to consider in the initiation of a staff development program. I have generalized and paraphrased a number of these "Things to Remember," and have added a few based on our experience at HCCC.

1. Staff development is a **SERVICE** office.
2. Staff development must assist employees in advancing the **MISSION** of the organization.
3. The **STYLE** of the staff development personnel must be open and supportive.
4. The staff development personnel must be aware of limitations imposed by the **BUDGET**. Do not raise expectations that cannot be met. Do not promise more than can be delivered.
5. **LISTEN** to others. However, remember (a) you cannot do everything, (b) some proposals are not legitimate staff development activities, (c) some legitimate activities are more important than are others.
6. Design a **PROGRAM** that meets the needs of your organization. Do not copy another program and assume that it will meet your needs. Identify good ideas and adapt them for fit into the culture and climate of your organization.
7. **BE PATIENT**. Not everyone will like or appreciate what you are doing.
8. **BUILD ALLIANCES**. You cannot do this alone.
9. **DON'T TAKE THINGS AWAY**. Find out what staff development activities exist and work with those who are involved with those activities.
10. **Be Neutral**, that is, do not favor one person, group, office, program, etc.

IN SUMMARY, PUT THE STAFF IN STAFF DEVELOPMENT

**SELECTED STAFF DEVELOPMENT ACTIVITIES AT
HUDSON COUNTY COMMUNITY COLLEGE
SPRING 1993 - SPRING 1994**

The college should establish a formal, comprehensive and ongoing staff development program for all employee categories that would accomplish at least these goals: further education in job/discipline area; orientation to Hudson County Community College and the community it serves and promotion of understanding of and commitment to the mission of a comprehensive community college. (Hudson County Community College Blueprint Project, February 1993. HCCC Priority 1 Planning Objective).

All academic and administrative plans should include a training component and suitable recognition for superior performance for support personnel. (Hudson County Community College Blueprint Project, February 1993. HCCC Priority 1 Planning Objective).

One of first actions of the then recently (Sept. 1992) appointed President of HCCC, Glen Gabert, Ph.D., was to begin the discussion of the establishment of a staff development office at the college. The office was established in the spring of 1993. That office plus the offices of institutional research and grants report to the Dean of Planning and Institutional Research. Soon after the office was established, the President appointed a broad-based 16 member Staff Development Committee.

During the past year, the staff development program has included the following activities:

First Convocation - Dr. John Roueche, Professor and Director of the Community College Leadership Program at the University of Texas at Austin was the keynote speaker. Dr. Roueche also met with the Staff Development Committee. The 1994 speaker will be Dr. Terry O'Banion, Executive Director of the League for Innovation in the Community College.

Faculty Orientation - Dr. Maryellen Weimer, Associate Director of the National Center on Postsecondary Teaching, Learning, and Assessment, Pennsylvania State University was the speaker.

Affiliation with NISOD and NCSPOD - Faculty and staff have attend conferences of each. NISOD - National Institute for Staff and Organizational Development. An activity of the Community College Leadership Program, Department of Educational Administration, College of Education, The University of Texas at Austin. NCSPOD -National Council for Staff, Program and Organizational Development. An Affiliate of the American Association of Community Colleges.

Small Grants Program - First awards were made during the spring of 1994. (See p.6).

Recognition - On a regular basis, President Gabert and the Board of Trustees recognize employees for their achievements. Policies on the recognition of retirees and on the status of Professor Emeritus have been developed. The first Staff Recognition Day will be held in the fall.

Seminars - Faculty/Staff seminars have been held throughout the year.

Examples: Teaching Latino Literature of the United States.

What is Multicultural Literature?

Scholarship at the Community College: The Administrator's Perspective.

Development of a Mission for HCCC.

Community Perceptions of HCCC.

The Family Narrative.

Conferences - Faculty and staff have been encouraged to attend regional and national conferences.

Site Visits - Faculty and staff have been encouraged to visit peer institutions.

Dissemination - Each issue of the college's monthly staff publication, HCCC Network, contains a two page "Staff Development Newslane."

Educational Opportunities - Sabbaticals, tuition reimbursement and tuition waiver, mid-career fellowship programs.

Resources - A Staff Development Room will be established at the new library site (1994/95 academic year). Included among present holdings are: books; material from other community colleges; journals (e.g., The Journal of Staff, Program and Organization Development); NCSPOD Network (newsletter); Leadership Abstracts (League for Innovation in the Community College); NILIE Abstracts (National Initiative for Leadership & Institutional Effectiveness, College of Education and Psychology, North Carolina State University); Innovation Abstracts (Community College Leadership Program, The University of Texas at Austin); George H. Reavis Reading Collection (fastbacks and monographs published by Phi Delta Kappa Educational Foundation); College Teaching Counts, newsletter of The New Jersey Institute for Collegiate Teaching & Learning, Seton Hall University; internal (HCCC) reports, plans, and studies; documents from the New Jersey Department/Board of Higher Education; documents from the Commission on Higher Education, Middle States Association of Colleges and Schools.

Staff Development Committee - A sixteen member committee plus the Dean of Planning and Institutional Research. There is broad-based representation, and the current chair is a faculty member. (See p.7).

Staff Development Questionnaire - Distributed to all employees. Areas included: interests, individual and organizational needs, staff development experiences, participation in future staff development activities.

HCCC STAFF DEVELOPMENT

SMALL GRANTS PROGRAM

Purpose: The purpose of the HCCC Staff Development Small Grants Program is to improve the quality of service to students and to promote the well-being of the College community as a whole by providing opportunities for professional development such as specialized training, participation in workshops/conferences, discipline specific research projects, related travel, and development of materials which are not part of the applicant's normal responsibilities and which require additional funding.

Amounts: Funding for the 1994 fiscal year is \$2,000. Four grants of \$500 each may be awarded.

Guidelines:

1. All full time employees at the College are eligible to apply.
2. Grant projects must be related to professional development of self and/or others.
3. Grants are not intended for the purchase of equipment, for course work covered by tuition reimbursement, or for activities funded by other sources.

Applications for 1994 must be submitted by February 28, 1994 and applicants will be informed of the Committee's decisions by April 1. Applications are available from Mark Oromaner, Dean for Planning and Institutional Research, 901 Bergen Avenue, 714-2245.

Grants will be awarded based on the applicant's description of the project, its intended outcomes, and its benefit to the College, a timeline for completion, a justification of budget, and method of evaluation of the completed project.

Workshop to assist applicants with application process will be held on Wednesday, February 16 from 3:30 to 4:30 in Room 2, 2737 Kennedy.

Joan Rafter, Chair
Staff Development Committee

Mini-Grant Subcommittee

Issam El-Achkar
Elaine Foster
Estelle Greenberg
Joseph O'Halloran

STAFF DEVELOPMENT COMMITTEE (1993-1994)

Joan Rafter (chair)	Associate Professor, Public and Human Services
Maria Arroyo	Accountant, Business Office
Georgia Brooks	Systems Administrator, Continuing Education and Community Services
Jose Carmona	Assistant Professor, English as a Second Language
Issam El-Achkar	Instructor, Science and Technology
Elaine Foster	Associate Professor, English
Judith Bender-Gangemi	Associate Professor/Director, Medical Assisting Program
Estelle Greenberg	Director, Grants
Mohammed Iman	Instructor, Science and Technology
Nabil Marshood	Professor, Public and Human Services
Lois McGuire	Director, Human Resources
Syokwaa Mulumba	Director, Student Support Services Program
Joseph O'Halloran	Director, Admissions
Grace Patterson	Director, Library Services
Rita Salvador	Office Manager, North Hudson Center
Barry Tomkins	Associate Professor/Chair, English & Humanities
Mark Oromaner	Dean of Planning and Institutional Research (ex officio)

STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

FROM THE STAFF DEVELOPMENT COMMITTEE

The Staff Development Committee has been meeting since September and is in the process of developing some exciting programs and activities for all staff at HCCC. The committee will meet all day, December 3rd, to discuss the results of a staff survey of needs and to work on implementing the following:

- Small Grants Program - Open to all staff/faculty members. Grants from the college may support special projects proposed by HCCC staff.
- Resource Guide - A complete listing of workshops and seminars, both on and off campus, and other staff development opportunities to be housed in the library.
- NISOD Awards - These national awards honor individuals for special contributions to excellence at their institutions.
- Staff Development Day - A full day devoted to uniting all staff and faculty and providing training important to professional development.
Submitted by Joan Rafter, Chair

NCSPOD 1993

Dr. Issam El-Achkar (Science & Technology) and Prof. Jose Carmona (ESL) represented HCCC's Staff Development Committee at the 16th Annual National Council for Staff, Program and Organizational Development, October 13-16, 1993 at Key Biscayne, Florida. They learned about many successful programs from across the country and brought back ideas to be considered by the Staff Development Committee in the areas of comprehensive orientation, writing across the curriculum, staff mentorship and retreat programs.

Submitted by Issam El-Achkar and Jose Carmona

INSTRUCTIONAL LEADERS CONFERENCE

The Third International Conference of Community College Chairs, Deans, and Other Instructional Leaders will be held in Phoenix, Arizona, February 23-26, 1994. The Conference is sponsored by The National Community College Chair Academy, The Maricopa Community Colleges. Contact: Mark Oromaner.

NEW JERSEY STATE BAR FOUNDATION FREE PUBLIC SEMINARS

January 6, 1994 ,

Wills & Estate Planning,
10 a.m.

January 18, 1994

Small Claims Court, 7 p.m.

January 26, 1994

AIDS and the Law, 7 p.m.

All programs will be held at the New Jersey Law Center in New Brunswick. Admission is free but advanced registration is required. To confirm dates and to register call (908) 937-7525 or 1-800 FREE LAW.

CALL FOR ARTICLES AND ANNOUNCE- MENTS



*The Journal of
General
Education is
soliciting
manuscripts from*

two-year college educators on exemplary general education programs, successful general education curriculum development efforts, and critical issues in general education at two-year institutions. Contact: James L. Ratcliff, Center for the Study of Higher Education, Suite 104, 403 So. Allen St., University Park, PA 16801, (814) 865-6346.

The Journal of Staff, Program, & Organization Development is interested in publishing both practical and theoretical information regarding the planning, design, implementation, and evaluation

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Contact: Dean Mark Oromaner (201) 714-2245

of practices and programs related to the effective and efficient functioning of institutions of higher education and the individuals within those institutions. Contact: Karron G. Lewis, Assistant Director, Center for Teaching Effectiveness, University of Texas at Austin, Austin, TX 78712-1111. In addition, potential authors may wish to contact M. Oromaner, book review editor for the journal.

LINKAGES: A Showcase for Innovation and Accomplishment is soliciting announcements of 50 to 100 words describing ways in which colleges respond creatively to the important issues facing them. Recent articles have discussed business partnerships, community outreach, creative fund-raising, multiculturalism, women's programs, literacy/basic education. *Linkages* is a publication of the National Institute For Staff Organizational Development (NISOD). Contact M. Oromaner for additional information.

SUMMER RESEARCH OPPORTUNITY FOR FACULTY

The Defense Equal Opportunity Management Institute (DEOMI), Patrick Air Force Base, FL, will conduct a summer research program involving issues related to equal opportunity and military readiness. Faculty from institutions with substantial minority representation are especially encouraged to apply. The program is 10 weeks in length and allows participants to complete equal opportunity/human relations research in an environment that fosters professional and academic growth. Those selected receive a stipend plus travel/living expenses. The program is conducted in association with the U.S. Navy. Contact (by Dec. 1): Defense Equal Opportunity Management Institute, DEOMI/DRP Summer Research Program, Patrick AFB, FL 32925-3399, (407) 494-2675

SUMMER INSTITUTE: HISTORY, LANGUAGES AND WORLD LITERATURE

The New Jersey Council for International/Global Education has received a three-year U.S. Department of Education Title VI grant. This grant will enable 20 faculty from the literature, history, social sciences and foreign languages areas of New Jersey colleges to meet for a two-week residential Summer Institute. Faculty who wish to apply for the 1994 Institute should contact Donald Wheeler at Kean College or Pat Keeton at Ramapo College.

WOMEN'S GLOBAL LEADERSHIP CONFERENCE

Douglas College, Rutgers University, announces its Third Women's Global Leadership Institute to be held June 12-25, 1994. The two-week workshops will bring together leaders who are working on issues of women, violence, and human rights. Contact Susana Fried, Institute Coordinator, Center for Women's Global Leadership, 27 Clifton Avenue, Douglas College, New Brunswick, N.J. 08903, 1-908-932-8782.



Contact: Dean Mark Oromaner (201) 714-2245

BOARD ESTABLISHES STATUS OF PROFESSOR EMERITUS

At its December 14, 1993 meeting, the Board of Trustees established the status of Professor Emeritus. This status will be conferred by the Board upon those long-term senior faculty whose exemplary contributions to their students and to the larger community transcend the period of their employment.

Criteria for nomination are: a minimum of 15 years of employment at HCCC, full professor status, and permanent retirement from the teaching profession.

Procedures for nomination and confirmation are: recommendation from the vice president for academic affairs, recommendation from the president, confirmation upon approval of the Board of Trustees.

At that Board meeting, Joseph M. DeGuilmo, P.E., professor, science & technology division, was named the first Professor Emeritus at HCCC. Professor DeGuilmo served the college for 18 years as a faculty member and coordinator of the electronics engineering technology program.

RETIREE RECOGNITION PROGRAM

Retirees who are at least 55 years of age and who have served HCCC for at least 10 years will be recognized by the Board of Trustees. At the time of retirement, full-timers will be recognized by the Board of Trustees.

All part-timers will be recognized at the May meeting of the Board of Trustees.

PHI DELTA KAPPA

Mark Oromaner was a guest at the Executive Board meeting of the Jersey City State College Chapter of PDK (a professional education fraternity). This visit was part of an ongoing process through which we are examining PDK opportunities at HCCC.

LEADERSHIP PROGRAM

The League for Innovation in the Community College and the Community College Leadership Program, The University of Texas at Austin invite participation in the "Expanding Leadership in Community Colleges 1994-1995" program. This initiative is supported by the W.K. Kellogg Foundation. The program is designed to prepare mid-level managers of Black, Hispanic, Asian and Pacific Islander, and American Indian and Alaskan native background for senior-level leadership positions. Mid-level management positions include chairs, assistant/associate deans, coordinators and directors, and faculty who are interested in and considering moving into administrative positions. All application material must be submitted by March 25, 1994. Contact: Mark Oromaner.

SEMINARS

New Jersey State Bar Foundation
Free Public Seminars:

- *Sexual Harassment*

in the Workplace

February 6, 1994

7-9 p.m.

- *State & Federal Income Tax*

February 17, 1994

7-9 p.m.

All programs will be held at the New Jersey Law Center in New Brunswick. Admission is free but advanced registration is required. To confirm dates and to register call (908) 937-7525 or 1-800 FREE-LAW.

CONFERENCES/ WORKSHOPS

NISOD 1994

The sixteenth annual International Conference on Teaching Excellence and Conference of Administrators will be held May 22-24, 1994. The National Institute for Staff and Organizational Development (NISOD) - based in the Department of Educational Administration, College of Education, The University of Texas at Austin - celebrates excellence in teaching and leadership through its annual conference, which attracts more than 1500 teachers and administrators each year. The event is co-sponsored by the League for Innovation in the Community College. Specifics will appear in the next issue of Network.

Blacks in Higher Education

The Nineteenth National Conference on Blacks in Higher Education will be held in Washington DC, March 23-27, 1994. The theme is "Empowering." Contact: National Association for Equal Opportunity in Higher Education (NAFEO), Lovejoy Building, 400 12th Street, NE, Washington, DC 20002.

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Contact: Dean Mark Oromaner (201) 714-2245

AAAS Annual Meeting

The 160th Annual Meeting of the American Association for the Advancement of Science will be held in San Francisco, February 18-23, 1994. The general theme is "Science and a Changing World." Contact: Mark Oromaner.

TQM on Campus: Trends, Trials and Results

The National Quality Academy, Noel-Levitz Centers will offer a one day workshop on Total Quality Management in Philadelphia, April 14, 1994. Contact: Mark Oromaner.

Evaluating, Judging, and Improving Faculty Performance

A workshop for higher education administrators and faculty will be held in Philadelphia, April 29, 1994. The workshop is "designed to bring the most current research and practices to bear on real life challenges and dilemmas.... New chairs, faculty members with special evaluation committee assignments, and experienced administrators who want to evaluate their institutional evaluation processes and procedures can benefit from this intensive one-day experience." The workshop is sponsored by the Office of Continuing Education, Ohio University. Contact: Mark Oromaner.

SUMMER OPPORTUNITIES FOR FACULTY AND ADMINISTRATORS

• Headquarters, Department of the Army (HQDA), Office of the

Secretary of the Army, is recruiting faculty members for participation in the Historically Black Colleges and Universities (HBCU) and Hispanic Serving Institutions (HSI) Faculty Fellowship Employment Program for the summer. Faculty members will be working on special projects and studies submitted by organizations that will utilize their academic expertise. These projects can include such areas as economics, mathematics, communications, history, statistics, research, analysis, finance and data processing. Contact: Mark Oromaner.

• The National Endowment for the Humanities announces that 50 seminars for college teachers will be offered during the summer of 1994. The seminars will be offered to 600 participants at institutions across the United States plus two in Italy, two in Germany, and one each in England and Russia. Application deadline is March 1, 1994. Contact: Summer Seminars for College Teachers, Division of Fellowships and Seminars, Room 316, National Endowment for the Humanities, Washington, DC 20506.

• The Nineteenth Annual Summer Institute For Women In Higher Education Administration will be held at Bryn Mawr College, June 26 - July 22, 1994. The curriculum prepares participants to work with issues facing higher education, with emphasis on the growing diversity of the student body and the work force. Contact: HERS; Betsy Metzger 303/871-6866. HERS, Mid-America, University of Denver, Park Hill Campus, 7159 Montview Blvd. Denver, CO 80220.



CALL FOR PAPERS, ARTICLES AND ANNOUNCEMENTS

The Community College Journal of Research and Practice is soliciting manuscripts. Contact: Barry Lumdsden, Editor, University of North Texas, P.O. Box 13857, Denton, TX 76203, or call (817) 565-2045.

The Journal of Applied Research in the Community College is soliciting manuscripts. Contact: Jim Palmer, Editor, 5900 Educational Administration and Foundations, Illinois State University, Normal, Illinois 61790-599.

Innovation Abstracts is soliciting contributions. Each abstract contains a description of an innovative approach, activity, or program. Recent contributions have described the importance of faculty scholarship, the value of teamwork among students, the applicability of business/management practices to the college setting, and a different type of grading system for composition papers. For samples and additional information contact Mark Oromaner.

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Contact: Dean Mark Oromaner (201) 714-2245

FUN WITH INTERNET

Submitted by Mark Silliman

I can remember my mother telling me a story about a time when my dad was very sick. She reminisced of trekking across frozen farm fields in knee deep snow in order to reach a neighbor who had a phone so that she could call a doctor. It wasn't long after that period, that every home raced to be the next family to have a phone -and today, "we're all connected". Such is the trend with the personal computer and accessories that come with it, the FAX/modem.

The information superhighway and Internet is not the wave to the future, it's the wave of today. Internet's range and scope of utility is truly something to marvel. Whether your interests are recreational, scholastic, personal or pedagogical, there is something on Internet for you. And it's as easy as 1, 2, 3. That is, if you can type a one, two or a three, "you're in"! Many Internet screens are menu driven and all you have to do is select the item of your interest and type the corresponding number.

Here is an example of the kind of fun you can have if you are a teacher. Currently, Dr. Medina and I are in the planning stages of using Internet in our ESL classes. The concept behind using Internet is to entice students to do more reading

and writing meaningful ways vis-a-vis E-mail. Students in an ESL class have the option of writing to other classes "downtown" (e.g. other ESL classes, Basic Skills, ICS - Perkins, etc.), or to Basic Skills students at Ramapo College, or to other ESL students across the Hudson River or around the world. They also have the opportunity for an on-going, personal dialog with their own teacher. Teachers and students at Ramapo use E-mail as a medium to approach "error correction" - a sensitive area of learning that is sometimes better dealt with privately than in full view of class peers.

"How can I get started", you might ask. HCCC subscribes to the *New Jersey Intercampus Network (NJIN)* through annual membership fees. As an amenity and benefit to all HCCC employees, you are eligible for an account on Internet at no cost to you. Just call me at x2112 and give me your name and social security number. I will forward that information to our liaison at Rutgers University; the location of NJIN, and in about two weeks you'll have your own account. I urge you to take the leap. The metaphor for the kind of weather we've been having this winter fits - you no longer have to trek across icy urban fields to get to the library.

HCCC STAFF DEVELOPMENT SMALL GRANTS PROGRAM

Upon the recommendation of the Staff Development Committee, a Small Grants Program has been established. The purpose of the program is to improve the well-being of the College community as a whole by providing opportunities for professional development such as specialized training, participation in workshops/conferences, discipline specific research projects, related travel, and development of materials which are not part of the applicant's normal responsibilities and which require additional funding.

All full-time HCCC employees are eligible. The Mini-Grant Subcommittee of the Staff Development Committee comprises: Issam El-Ackar, Elaine Foster, Estelle Greenberg, and Joseph O'Halloran. For applications and additional information contact Estelle Greenberg, ext. 2103.

HCCC SPRING 1994 FACULTY SEMINAR SERIES

All employees are invited to the Faculty Seminar Series.

Reciprocal Teaching: An Interactive Approach for Life-Long Learning.
Ann Stoney, Reading and Disabilities

Specialist/Adjunct Instructor of English. Thursday, March 4, 3:00, Conference Room, 901 Bergen Avenue.

The Family Narrative. Jani Decena-White & Patricia Jones-Serrette, Instructors of English. Wednesday, April 6, 3:00, Conference Room, 901 Bergen Avenue.

Teaching Latino Literature of the United States. Jose Carmona, Assistant Professor of ESL and Spanish. Thursday, April 14, 5:00, 168 Sip Avenue, Room 204.

BEST COPY AVAILABLE

STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

What is Multicultural Literature?

Rosie Soy, Instructor of English.
Wednesday, May 4, 3:00,
Conference Room, 901 Bergen
Avenue.

Scholarship at the Community

**College: The Administrator's
Perspective.** Dr. Nabil Marshood,
Professor of Sociology. TBA.

For registration purposes and for
additional information contact Barry
Tomkins, ext. 2156.

HCCC STAFF DEVELOPMENT/ RECOGNITION DAY

Tuesday, May 24, 1994 has been
designated as HCCC Staff
Development/Recognition Day.
Please make a note of this in your
calendar. Once the agenda is
completed, it will be published in
HCCC Network.

EXTERNAL CONFERENCES/SEMINARS

New Jersey State Bar Foundation Free Public Seminars

- *How to Start a Business*,
March 7, 1994, 7-9 p.m.
- *Planning for Catastrophic Illness*,
March 16, 1994, 7-9 p.m.

All programs will be held at the New
Jersey Law Center in New
Brunswick. Admission is free but
advance registration is required. To
confirm dates and to register call
(908) 937-7525 or 1-800-FREE
LAW.

**The New Jersey Project:
Integrating the Scholarship on
Gender**

March 22 - *"Languages in Conflict:
A Practical Guide to Mediating
Multicultural Uses of English in the
Classroom."* Lynette Cook, Assistant
Professor of English, Camden
County College. Location: Stockton
State College, Academic Building, N-
115 (3:30-5:30).

March 23 - *"The Artist Sees Herself:
Self Portraits in Words and
Pictures."* Maryanne Garbowsky,
Professor of English, County College
of Morris. Location: Brookdale
Community College, A-TEC Building,
Room 217, (3:30-5:30).

March 31 - *"Honoring Differences:
Acknowledging Race, Class and
Gender Issues In and Out of the
Classroom."* Edith Grauer, Assistant
Professor of Social Work, Upsala
College. Location: Upsala College,
Library, Faculty Lounge, (3:30-5:30).

Reservations are not necessary. For
additional information contact Naomi
Miller, Assistant Director, The New
Jersey Project (201) 595-2296.

Sixth Annual Conference of the CUNY Writing Centers Association of the City University of New York

The conference will feature
workshops and presentations on
innovative concepts and practices
for people interested in college
writing. Location: Kingsborough
Community College, Brooklyn, N.Y.
Call (718) 368-5405 or (212) 772-
4212.

NISOD Conference on Teaching Excellence and Conference of Administrators

The National Institute for Staff and Organizational Development (NISOD),

The University of Texas at Austin,
and the League for Innovation in the
Community College will celebrate
excellence in teaching and leadership
at the 1994 International
Conference, May 22-25, in Austin,
Texas. NISOD has a membership of
over 600 colleges throughout the
U.S., Canada, and around the world.
Speakers will include: Ann W.
Richards, Governor of Texas;
Wilhelmina Delco, Texas House of
Representatives; and Tom Curley,
President and Publisher, USA Today.

74th Annual American Association of Community Colleges (AACC) Convention

The AACC annual convention will be
held in Washington, DC, April 6-9.
This year's theme is *"Community
Colleges: Leadership for a Changing
World."*

Network: America's Two-Year College Employment, Training and Literacy Consortium Conference

The conference will be held in
Baltimore, Maryland, April 9-12. The
theme is *"Workforce Development:
Promises to Keep."* The primary goal
of Network is to strengthen the role
of two-year colleges in the delivery
of public and private sector
sponsored employment, training and
literacy initiatives and programs.
Workshops include: A literate
workforce, A world class workforce,
Effective local partnerships, and
Bridges to careers.

STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

SMALL GRANTS PROGRAM

The first round of the College's Small Grants Program closed on February 28. Submissions will be reviewed during the week of March 21 by a committee comprising Elaine Foster, Estelle Greenberg, Issam El-Achkar, and Joseph O'Halloran. Project Directors of funded proposals will be notified on April 1, 1994.

GRANTS AND CONTRACTS

The College's first *External Funding Activities Report* (1993) has been prepared by Estelle Greenberg, director of grants.

In his introductory message, President Gabert summarized the significance of these activities: "In 1993, these efforts (external grants and contracts) resulted in \$13,591,171.00 of additional funding for college projects and programs. No new taxes were imposed to raise this money." Dr. Greenberg pointed out: "Writing a grant is a collaborative effort. At all times, the grantsperson is working with project directors and coordinators, division deans and chairs, directors and faculty. Together they weave ideas and resources into fundable proposals and create a system of external funding that enhances the performance of the institution." (Contact Estelle Greenberg, x2103).

DISTINGUISHED NATIONAL COMMUNITY COLLEGE LEADER TO SERVE AS CONVOCATION SPEAKER

Dr. Terry O'Banion, Executive Director of the League for Innovation in the Community College, will be the Keynote Speaker at the College's 1994 Convocation (September 21, 1994). Dr. O'Banion's topic will be *"Helping Students Make Passionate Connections to Learning"*. His newest book, *Teaching and Learning in the Community College*, will be published in 1994. An article (*"Teaching & Learning: A Mandate for the Nineties"*) adapted from the book appears in *Community College Journal* 64 (February/March 1994).

STAFF DEVELOPMENT ROOM TO HOUSE REAVIS READING COLLECTION

As a result of collaborative efforts between HCCC and Phi Delta Kappa, Professional Education Fraternity (Jersey City State College Chapter and International Headquarters), HCCC has been designated as a site for a George H. Reavis Reading Collection. The collection will be housed in the Staff Development Room, Pathside building. The collection will include all current publications of the Phi Delta Kappa Educational Foundation. At present, the collection comprises 22 monographs and 165 fastbacks, and is temporarily located in Mark Oromaner's office.

MEMBERS OF STUDENT SUCCESS TASK FORCE ATTEND CONFERENCE

Nine members of the President's Task Force on Student Success attended a workshop *"Leveraging Scarce Resources to Get Retention Results."* The workshop is sponsored by the National Institute for the Advancement of Educational Research and Innovation, Inc., and was conducted by Dr. Lee Noel and Dr. Randi Levitz. As part of their general preparation, all members of the task force have been provided with a copy of the Noel, Levitz, Saluri et al., book *Increasing Student Retention*.

MEMBERS OF TITLE III INFORMATION SYSTEMS COMMITTEE ATTEND CONFERENCE

Eleanor Fujita, Juan Harris, and Leon Adams attended the 14th Annual Conference of Student Information Systems Users in Anaheim, CA.

At the conference, the HCCC team was able to meet with representatives from the TRG System (under consideration by HCCC), and with colleagues from Monroe Community College, N.Y., who have experience with the TRG System.

The team also visited Gateway Community College, AZ, where they attended a number of demonstrations of that college's comprehensive student tracking system.

MEMBERS OF STAFF DEVELOPMENT COMMITTEE ATTEND CONFERENCE

Elaine Foster, Barry Tomkins, and Joan Rafter attended the Fifth Annual Statewide Meeting of the Faculty Development Network of New Jersey.

DIRECTORS ATTEND REGIONAL FORUM ON EMPLOYMENT AND TRAINING

Janet Greaves and Sandra Greene attended a Regional Forum sponsored by the N.J. Departments of Human Services, Labor, and Education. The forum was held at Bergen County Community College.

TECHNOLOGY, TEACHING, AND SCHOLARSHIP SURVEY CONDUCTED

Fifty-eight faculty members (40 full-time and 18 part-time) completed the questionnaire for the national Technology, Teaching, and Scholarship Project conducted by the Center for Scholarly Technology at the University of Southern California. The project is cosponsored by the American Council of Learned Societies, the League for Innovation in the Community College, and the American Association for Higher Education. Funding for the project comes from the Spencer Foundation, the Carnegie Foundation for the Advancement of Teaching, the Lilly Endowment, and from corporate sponsors.

The questionnaire comprises 55 standard questions plus 18 local questions specifically designed for HCCC. In terms of the response rate, completed questionnaires were returned by 28 percent (58 of 206) of the faculty. Seventy-seven

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STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

percent (40 of 52) of the full-time faculty and 12 percent (18 of 154) of the part-time faculty returned completed questionnaires.

National and local results will be available during the summer, and will be published in Network.

CALL FOR PAPERS AND PROPOSALS

The New Jersey Department of Higher Education and Jersey City State College have announced a call for papers for the *Fourth Annual Philip V. White Scholars' Conference* to be held at JCSC, May 31-June 2, 1994. The theme of the Conference is "Crossroads within the Canon: Multicultural Literatures for Collegiate Change." Material must be submitted by April 4. Philip V. White was a Vice Chancellor in the N.J. Department of Higher Education.

A call for proposals has been issued by the *Northeast Region Academic Affairs Administrators* for a November 3-5 conference to be held in Washington, DC. The theme of the conference is "Public Service and Global Perspectives: Higher Education's New Accountability." Topics include: Forging higher education/business alliances, integrating professional & liberal education, and refocusing the faculty perspective. Proposals must be submitted by April 8, 1994.

The Community College Journal of Research and Practice is soliciting manuscripts. Contact James L. Ratcliff, (814) 865-6346.

Leadership Abstracts, a publication of the League for Innovation in the Community College, provides a vehicle for 1,500 word manuscripts containing practical advice on how to perform leadership tasks, solutions to common problems facing community college leaders, or descriptions of model programs that respond to a common challenge facing community colleges, especially those that are generalizable to other colleges.

HCCC Committee for Innovation Dissemination (CID). Mark Oromaner would like to meet with other members of the faculty, staff and administration who are interested in preparing discussions, proposals, papers, etc., describing innovations at HCCC. Our work could be disseminated through in-house and external publications and at in-house and external seminars and conferences. Colleagues who are interested in joining this informal group (*Committee for Innovation Dissemination, CID*), please contact Mark Oromaner at x2245.

CONFERENCES

The *1994 Annual Conference on Applying Information Technology in Community Colleges* will be held in Houston, TX, November 13-16. This conference is sponsored by The League For Innovation In The Community College.

The *Sixth Annual Summer Institute on Institutional Effectiveness and Student Success* sponsored by The Community College Consortium will be held in Atlantic City, June 18-22. The following proposals have been submitted from HCCC: "Bringing the Community In: A Mission Renewal Process as a Framework for Institutional Effectiveness," Mark Oromaner, Glen Gabert, Eleanor Fujita; "Coordinating Learning and Teaching Styles," C. Frank Alston; "The President's Task Force on Retention: Addressing Student Success," Eleanor Fujita, C. Frank Alston.

The College Board announces two conferences: *Doing Business with Business* (May 5-6, Chicago and May 19-20, Washington, DC), and *Serving Adult Students Through Alternative Delivery Options* plus, one-day workshops on Accelerated Degree Programs or Weekend College (May 2-4, New York and May 16-18, Washington, DC).

The *National Center for the Study of Collective Bargaining in Higher Education and the Professions (NCSCBHEP)*, Baruch College/CUNY will

be holding their twenty-second annual conference on April 18-19, 1994.

RECOGNITION

Tomkins and Oromaner to Receive NISOD Awards. For the first time, HCCC will participate in the *National Institute for Staff and Organization Development (NISOD) Excellence Awards*. Nominations from faculty, staff, and administrators were reviewed by the NISOD subcommittee (Judith Bender-Gangemi, Nabil Marshood, and Joan Ratfer, of the Staff Development Committee). The recommendations of the subcommittee were forwarded to the Committee. The Committee recommended that President Gabert nominate Barry Tomkins and Mark Oromaner, and that Mark Oromaner be the HCCC candidate to be considered as one of the fifty recipients to represent all award winners in a USA Today profile. The fifty will be selected by a national panel. The Excellence Awards recipients will be honored at a special ceremony during the 1994 NISOD Conference in May.

Barry, Chair of Humanities, and Mark, Dean of Planning and Institutional Research, have been long-time employees of HCCC. Both wish to express their appreciation to their colleagues for this honor and recognition.

FACULTY SEMINAR SERIES

- *The Family Narrative* (Janet Decena-White and Patricia Jones-Serrette) will be held Wednesday, April 6, 3:00-4:00 in the Board Room at 901 Bergen Avenue.
- *Teaching Latino Literature of the United States* (Jose Carmona) will be held Thursday, April 14, 5:00-6:30 at 26 Journal Square, room 9109.
- *Scholarship at the Community college: The Administration's Perspective* (Nabil Marshood) will be held Tuesday, April 26, 3:00-4:30 in the Board Room at 901 Bergen Avenue.



Contact: Dean Mark Oromaner (201) 714-2245

HCCC STAFF GRANT TO THOMAS K.T. HSIEH

The Small Grants Committee (Estelle Greenberg, Issam El-Achkar, Elaine Foster and Joseph O'Halloran) announced that Thomas K.T. Hsieh, Ph.D., Instructor of Chemistry, is the recipient of the college's first Small Grants Award. The grant will aid in the editing and publication of Dr. Hsieh's manuscript "Laboratory Manual for Introduction to Chemistry." This publication is designed for an introductory course for non-science majors. Dr. Hsieh's proposal was one of three submitted for consideration. Guidelines for the 1994/95 competition will be issued presently.

ELAINE FOSTER AND JANE ISENBERG CO-EDITORS

In addition to the awards made through the Small Grants Program, the Staff Development Committee awarded funds to Professors Elaine Foster and Jane Isenberg of the Humanities Division. This award will assist in the preparation of *Award Winning Papers 1993-1994* (edited by Elaine Foster and Jane Isenberg), a compilation of essays by winners of the New Jersey Project's Fifth Annual Student Achievement Awards for Excellence in Feminist Scholarship. Professors Foster and Isenberg's responsibilities included notifying the ten winners, interviewing them, writing a biographical sketch of each, editing the manuscripts, and arranging for the preparation of camera ready copy as well as for the printing of the 114 page book. Hudson County Community College's Staff Development Committee greatly facilitated the publication process by funding the word processing and formatting of the camera ready copy.

Books will be distributed at the New Jersey Project's Awards Dinner honoring the authors on Tuesday, May 10 in the Great Hall at Drew University between 4:30 and 8:30 p.m. Writer and social activist Grace Paley is the dinner speaker. One award recipient is Hudson County Community College's Aine Victoria Walsh, author of *Dual Dilemma: Daughters of Alcoholism* which she wrote for Professor Joan Rafter's psychology class.

The New Jersey Project is the first statewide curriculum transformation project in the nation and seeks to support the work of faculty, staff, and students at all two- and four- year public

and private colleges in the state who are engaged in integrating issues of gender, race/ethnicity, class, sexuality, and culture into the curriculum. HCCC faculty have attended The Project's Summer Institutes and conferences, and the College hosted The Project's Regional Networks Meeting in 1992. Faculty interested in attending the dinner, learning more about the guidelines for submission of student work to next year's competition, or obtaining a copy of *Award Winning Papers 1993-1994* should contact Professor Foster or Professor Isenberg at x2156.

WANTED:

SEMINAR LEADERS

HCCC SURVIVAL SKILLS FOR SCHOLARS 1994-95 SEMINAR SERIES

SAGE Publications has issued a 10 volume series "Survival Skills For Scholars." The titles are:

1. Improving Your Classroom Teaching (Maryellen Weimer).
2. How To Work With The Media (James Alan Fox and Jack Levin).
3. Developing A Consulting Practice (Robert O. Metzger).
4. Tips For Improving Testing And Grading (John C. Ory and Katherine E. Ryan).
5. Coping With Faculty Stress (Walter H. Gmelch).
6. Confronting Diversity Issues On Campus (Benjamin P. Bowser, Gale S. Auletta, and Terry Jones).
7. Effective Committee Service (Neil J. Smelser).
8. Getting Tenure (Marcia Lynn Whicker, Jennie Jacobs Kronenfeld, and Ruth Ann Strickland).
9. Improving Writing Skills: Memos, Letters, Reports, and Proposals (Arthur Asa Berger).
10. Getting Your Book Published (Christine S. Smedley, Mitchell Allen and Associates).

Mark Oromaner would like to organize a seminar series based on each of these publications. The series would run throughout the 1994-95 academic year (September - June). One or two seminar leaders will use the relevant publication as the basis for a seminar. Members of the faculty and staff

who are interested in serving as seminar leaders should contact Mark Oromaner. This series of books is part of the Staff Development Collection. The seminars will be open to all college employees.

WORKFORCE DEVELOPMENT CONFERENCE ATTENDED

Dan Bozza (Business Division), Janet Greaves (Career Training), Estelle Greenberg (Grants) and Mark Silliman (Academic Affairs) attended the "Workforce Development: Promises to Keep" conference sponsored by Network: America's Two-Year College Employment, Training and Literacy Consortium. The conference was held in Baltimore, Maryland.

KAREN MEDINA ATTENDS CONFERENCE

Dr. Karen Medina, Director of the ESL Program at the North Hudson Center, recently attended the International TESOL Conference held in Baltimore, Maryland. While there, Dr. Medina participated in a seminar devoted to the successful teaching of pronunciation and another on the development of ESL programs for corporations. Upon her return, Dr. Medina shared the information with members of the faculty.

ELIZABETH BENITEZ AND JANIQUE CAFFE COUNSELORS

Elizabeth Benitez and Janique Caffé attended the "Teaching Academic Survival Skills" conference held at the University of Cincinnati.

FACULTY SEMINAR SERIES

• *What is Multicultural Literature?* (Rosie Soy, Instructor of English) will be held Thursday, May 5, 5:00-6:30 p.m. in the Board Room at 901 Bergen Avenue.

HANDS-ON TRAINING

Jennifer Oakley and Marcella Williams of the President's Office received two days of hands-on training in WordPerfect 5.2 for Windows.

STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

A MISSION STATEMENT FOR A COMPREHENSIVE URBAN COMMUNITY COLLEGE

Hudson County Community College is an institution in transition. This process of transition can best be summarized in the words that the college is moving from a limited mission/contract-based institution with all the implications of that model (e.g., leased and rented facilities, excessive reliance on adjunct faculty) to a comprehensive service urban community college with all the implications of that model (e.g., consolidated facilities and campus, reliance on full-time faculty).

After a period of six months of study, discussion, and debate involving over 1,100 members of the college community and of the external community, the Board of Trustees adopted a new mission statement appropriate for a comprehensive urban community college. All activities at the college take on meaning within the framework of that mission statement.

MISSION STATEMENT

Hudson County Community College is a comprehensive urban community college. The mission of the College is to offer high quality programs and services which are affordable, accessible, and community-centered. All programs and services are designed to meet the educational needs of a linguistically and ethnically/racially diverse community, and to promote the economic, technological, cultural, social, and civic development of Hudson County and its service areas.

The College is committed to equal educational opportunities for traditional and non-traditional students who can benefit from its programs and services without regard to race, ethnic or national origin, religion, age, gender, disability, economic status, or educational background.

The provision of a supportive and affirmative educational environment, and the principles of lifelong learning, excellence, and opportunity are central to all programs and services. To implement its mission, the College sets forth the following general goals:

- To provide liberal arts and science courses and associate degree programs that will prepare students to transfer to four-year colleges and universities.
- To provide courses, certificates and associate degree programs that will prepare students for immediate employment or provide for career enhancement.
- To provide general education courses to ensure that students can think critically and analytically, communicate effectively, solve mathematical problems, participate as informed citizens, appreciate cultural diversity and global interdependence, and are information and computer literate.
- To provide support services including counseling, job placement, aptitude and skills testing, financial aid, academic advisement, and basic skills development to help students succeed and benefit from academic programs.
- To provide programs and services appropriate to the linguistic diversity of the community.
- To provide educational and support services to businesses and industries to meet work force needs and to promote the economy of the County.
- To provide not-for-credit courses and programs including conferences, seminars, lectures, workshops and other activities to meet the continuing education, professional, and enrichment needs of residents of the County and of members of organizations within the County.
- To provide for collaborative relationships with local school districts; other colleges and universities; public and private agencies; and business, industrial, professional and labor associations to promote high quality and efficiency in all programs and services.

RESOLUTION:

Now, therefore, be it resolved, that the Board of Trustees accept the Mission Statement commencing April 13, 1993 for the new comprehensive urban Hudson County Community College.

STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

BOARD RECOGNITIONS

Jose Carmona and Elena Gorokhova received the *Publication Recognition Award* for the publication of the textbook *Topics and Trends: First Authentic Readings for ESL Writers*.

Framed HCCC NETWORK covers were presented to: Miguel Greenup and Dina Genovese (March 1994), and Anne Hnath (April 1994) in which they appeared.

Wendy Schonberg was presented a *Tenure Medallion*.

JOAN RAFTER REPORTS ON SABBATICAL EXPERIENCE

The tradition of the sabbatical - a period of time during which a faculty member is relieved of teaching responsibilities in order to pursue some form of professional development - is an old and honored one. Over the past few years, several faculty members at HCCC have been granted sabbatical leave. At the April meeting of the Board of Trustees, HCCC started its own tradition, and Joan Rafter became the first faculty member to report back to the Board regarding her sabbatical experience.

Professor Rafter received a sabbatical for the Spring of 1993. She is a doctoral candidate at New York University, and during the semester, she completed comprehensive exams and worked on developing her dissertation proposal. She is planning to study the ways in which students from different cultures read psychology texts. In her presentation, Professor Rafter emphasized the benefits of sabbaticals to HCCC and its students. To quote from that presentation: "My sabbatical certainly allowed me the opportunity for professional renewal, growth, change and improvement, and I believe all of that translates into benefits for my students and this institution. I teach Developmental Psychology. The months I spent focused on studying and researching developmental psychology in preparation for comprehensive exams enhanced my understanding and appreciation of this enormous body of work. I bring this understanding and appreciation to class with me and I hope to share this experience with my students."

ESL ACTIVITIES

On April 7, at Rutgers University, New Brunswick, three faculty members from the ESL department discussed articulatory phonetics, classroom/lab activities for teaching phonology/aural comprehension, and the latest student and instructor textbooks in the field. On April 26, a faculty member from Union County Community College's ESL department gave a presentation on techniques for the successful elicitation of conversation/discussion in the ESL class. Both presentations were enthusiastically received.

EXTERNAL RECOGNITIONS

An article from Eleanor Fujita's dissertation was published in the Spring 1994 issue of the *Journal of Personnel Evaluation in Education*.

Also, Eleanor was elected secretary/treasurer of the County College Association for Institutional Research and Planning for the coming academic year, 1994-95.

In the May 18, 1994 issue of *The Chronicle of Higher Education*, Mark Oromaner's comments appeared in the "Letters to the Editor" section. His comments focused on Nancy Carriolo's "Why Developmental Education Is Such a Hot Potato."

STATEWIDE CONFERENCE ON ADJUNCT FACULTY

On Friday, April 29, Abigail Douglas-Johnson, Vice President for Academic Affairs served as a panelist representing the community college sector at the First Annual Statewide Conference held at Rider College. The theme of the conference was "Adjunct and Part-Time Faculty: Problems, Practices and Strategies." The round table discussion by chief academic officers addressed policy issues and academic staffing.

Other HCCC participants at the conference were: Daniel Bozza (Interim Admin/Bus.Div); J.S.Duggal (Chair/Sci & Tech) and Karen Medina (Dir/ESL). The conference was co-sponsored by the New Jersey Institute for Collegiate Teaching and Learning, Rider College and The Statewide Steering Committee on Adjunct and Part-Time Faculty.

NEW JERSEY ASSOCIATION OF COLLEGES AND UNIVERSITIES (NJACU)

On April 21, Maria Ucelli (Board Member), Glen Gabert, Mark Oromaner, Juan Harris and Eleanor Fujita attended the NJACU Annual Meeting at Princeton University. The keynote speaker was W.Wilson Goode, Regional Representative, U.S. Department of Education.

PROPOSALS SUBMITTED

Mary Evans submitted a proposal for presentation at the 21st Annual Conference of the National Council for Marketing and Public Relations (NCMPR). The title is "Crisis Communications - Keeping Your Cool."

Eleanor Fujita, Abigail Douglas-Johnson, and Felix Aquino submitted a proposal for presentation at "The Community College and the Computer" conference sponsored by The League for Innovation in the Community College. The title of the proposal is "Getting the Word Out: Making Connections for a Multi-Lingual Community."

JOIN CID

Abigail Douglas-Johnson, Mary Evans, Georgia Brooks, and Jose Carmona have responded to a request to join Mark Oromaner in the formation of a Committee for Innovation Dissemination (CID). This informal group will work on the preparation of papers, discussions, proposals, etc., to be disseminated in-house and externally. The first meeting will be held in June. Colleagues who are interested in joining CID, please contact Mark Oromaner x2245.

FULBRIGHT SCHOLAR AWARDS 1995-96 Competition

Over 1,000 grant opportunities for research, combined research and lecturing, or university lecturing. Openings in more than 135 countries. Multicountry research is possible in many regions. All disciplines and specializations participate. Application deadline: August 1 for lecturing and research awards worldwide. If interested, contact Council for International Exchange of Scholars, 202/686-7877.

STAFF DEVELOPMENT NEWSLINE



Contact: Dean Mark Oromaner (201) 714-2245

THE BLUEPRINT PROJECT, HCCC PLANNING OBJECTIVES, AND STAFF DEVELOPMENT

The College should establish a formal, comprehensive and ongoing staff development program for all employee categories that would accomplish at least these goals: further education in job/discipline area; orientation to Hudson County Community College and the community it serves and promotion of understanding of and commitment to the mission of a comprehensive community college (Blueprint Report, p.87; Priority 1, Planning Objective).

All academic and administrative plans should include a training component and suitable recognition for superior performance for support personnel (Blueprint Report, p.86; Priority 1, Planning Objective).

In February of 1992, the Hudson County Community College Task Force (Blue Ribbon Panel) was appointed to examine the future of a community college in Hudson County. In May of 1992, the task force recommended that, "The county and state leadership must now, by pledging their commitment and support, unlock the door to a new future for Hudson County Community College" (Shaping The Future: County, Community and College, p.33).

In August of 1992, the Blueprint Project Team was appointed and given the mandate to develop a comprehensive implementation plan for the recommendation of the Blue Ribbon Panel that HCCC become a comprehensive community college. The final report of the team, Hudson County Community College: Blueprint Project, was completed February 1, 1993.

During the period February 1 - May 1, 1993, members of the college community reviewed the Blueprint Report and identified 158 unduplicated recommendations in the document. Twelve recommendations were added by the college staff. These 170 recommendations form the Planning Objectives for HCCC for the period 1992/93 - 1997/98. The 170 objectives have been assigned to a functional area of the college and each has been given a priority number (1-5). The priority number refers to the time by which the objective will be addressed:

Priority Number	Due Date	Number of Objectives
1	June 30, 1994	141
2	June 30, 1995	18
3	June 30, 1996	7
4	June 30, 1997	2
5	June 30, 1998	2
		(170)

The table below presents the distribution of the 170 objectives according to functional area and priority.

HCCC PLANNING OBJECTIVES: 1992/93 - 1997/98						
Functional Area	Number of Objectives	Priority				
		1	2	3	4	5
Academic Affairs	36	25	6	3	2	x
Administration & Finance	29	23	3	2	x	1
Continuing Education & Community Services	24	21	3	x	x	x
North Hudson Center	5	5	x	x	x	x
Planning & Institutional Research	25	24	1	x	x	x
President's Office	15	13	x	1	x	1
Public Relations	5	5	x	x	x	x
Student Affairs	31	25	5	1	x	x
Total	170	141	18	7	2	2

The two quotes at the introduction to this discussion indicate the central role that staff development must play at the college as HCCC fulfills its mission as a comprehensive community college.