

BOARD OF TRUSTEES OF THE MIDDLESEX COUNTY COLLEGE

Minutes of January 24, 1989 Meeting

A regular meeting of the Board of Trustees of the Middlesex County College was held at 7:35 p.m., January 24, 1989, in the Boardroom of the Academic Services Building. Members present were: Mmes. Muller, Northington, Valenti and Flannary; Messrs. Fox, Marino, Meszaros and Otlowski. Dr. Brinson and Messrs. Ciatto, Coughlin and Tanzman were absent. Also present were President Edwards, Freeholder Power, Mr. Golum, Mrs. Widis and several members of the staff.

In compliance with the "Open Public Meetings Act" of the State of New Jersey, adequate notice of this meeting was provided as follows:

- (a) On November 28, 1988, advance written notice of this meeting was posted in the lobby of the Academic Services Building.
- (b) On November 28, 1988, advance written notice of this meeting was mailed to The Home News, 123 How Lane, New Brunswick, New Jersey and The News Tribune, 1 Hoover Way, Woodbridge, New Jersey.
- (c) On November 28, 1988, a copy of this advance notice of the meeting was filed with the Clerk of Middlesex County.
- (d) On November 28, 1988, a copy of this advance notice was filed with the President of Middlesex County College.
- (e) Any individual who has requested notice of this meeting has been forwarded a copy of the notice of such meeting.

Mrs. Valenti moved, seconded by Mrs. Muller, that the Minutes of the regular meeting of December 20, 1988 be approved as presented. The motion was unanimously carried.

FACILITIES AND EQUIPMENT COMMITTEE

Mr. Meszaros moved, seconded by Mr. Otlowski, that the following payment be authorized to the firm of Rothe-Johnson Associates for reimbursable expenses in connection with architectural services rendered for the Technical Services Center in the amount of \$653.33, pursuant to the recommendation of the Director of Plant Operations and the Vice President for Finance and Operations.

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Napco Printing \$653.33

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mr. Otlowski, that the following change be approved in the contract between the Board of Trustees and the firm of Guardian Roofing Systems, Inc. for roofing on the Johnson Learning Center, pursuant to the recommendation of the architectural firm of Morton, Russo & Maggio, the Director of Plant Operations and the Vice President for Finance and Operations in the amount of -\$324.00.

Total contract authorized	\$97,593.00
Deduct change order	<u>- 324.00</u>
New contract total	<u>\$97,269.00</u>
Credit for lawn damage	<u>\$ 324.00</u>

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, that the following payment be authorized to the firm of Morton, Russo & Maggio for architectural services rendered for reroofing the Johnson Learning Center, pursuant to the recommendation of the Director of Plant Operations and the Vice President for Finance and Operations in the amount of \$2,123.00 plus reimbursable expenses of \$428.28.*

Total contract award	<u>\$111,750.00</u>
Fee @ 10%	\$ 11,175.00
Payments to date	8,940.00
Payment authorized #2	2,123.00
Balance of contract	<u>112.00</u>
Total	<u>\$ 11,175.00</u>

*Reimbursable expenses:	
25 sets specifications	\$ 278.65
25 sets drawings	28.25
25 AIA General conditions	50.00
Subtotal \$356.90 x 1.20	<u>428.25</u>
Total	<u>\$ 428.25</u>

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, Middlesex County College had solicited quotations for completion of the asbestos removal in L'Hommedieu Hall at Middlesex County College; and

WHEREAS, quotations have been submitted to the College by Three Guys Restoration, Duall Maintenance and Commodore/Hesco Environmental; and

WHEREAS, subsequently an agreement was reached between the administration of Middlesex County College and the current asbestos removal contractor, SOS International, pursuant to which SOS International shall complete removal of asbestos from the entire second floor and stairwells in L'Hommedieu Hall; and

WHEREAS, as a result thereof the quotations solicited from vendors are no longer appropriate and a revised set of specifications have been prepared for formal bid,

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Middlesex County College that the quotations submitted by Three Guys Restoration, Duall Maintenance and Commodore/Hesco Environmental to the College are hereby rejected; and

BE IT FURTHER RESOLVED that a copy of this Resolution be forwarded to the above named parties that had submitted quotations to the College.

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, the State of New Jersey has cooperative purchasing services available under N.J.S.A. 18A:64A-25.9 of the County College Contracts Law applicable to the College,

NOW, THEREFORE, BE IT RESOLVED that the following contracts under \$8,400.00 be ratified under provisions of State Contracts currently in effect:

<u>STATE CONTRACT NUMBER</u>	<u>NAME OF COMPANY</u>	<u>DESCRIPTION</u>	<u>TOTAL</u>
A-70747	Suburban Tire	Tires	\$195.56
A-82801	Shipman-Ward, Inc.	Swintec typewriter	496.00
		Total	<u>\$691.56</u>

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, that a final payment be authorized to the firm of Sarbo, Inc. for HVAC in connection with the renovations of Raritan Hall, pursuant to the recommendation of the architectural firm of Morton, Russo & Maggio, based on the fact that all punch list items have been completed and future corrections and adjustments will be required under the one-year guarantee clause of the Specifications and Contract, and a one-year guarantee shall commence from the date of substantial completion or for a period of six months after final payment whichever is greater; the Director of Plant Operations and the Vice President for Finance and Operations have also recommended payment in the amount of \$10,147.75.

Total contract	<u>\$263,833.75</u>
Payments to date	253,686.00
Final payment authorized	10,147.75
Balance of contract	<u>0.00</u>
Total	<u>\$263,833.75</u>

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, that the following progress payment be authorized to the firm of Guardian Roofing Systems in connection with roof replacement to the Johnson Learning Center, pursuant to the recommendation of the architectural firm of Morton, Russo & Maggio, the Director of Plant Operations and the Vice President for Finance and Operations in the amount of \$8,796.00.

Total contract	<u>\$97,269.00</u>
Payments to date	\$86,528.00
Payment authorized #4	8,796.00
Retainage @ 2%	1,945.00
Balance of contract	<u>0.00</u>
Total	<u>\$97,269.00</u>

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Dr. Fox, that the following final payment be authorized to the firm of Guardian Roofing Systems in connection with roof replacement to the Johnson Learning Center, pursuant to the recommendation of the architectural firm of Morton, Russo & Maggio, based on the fact that all punch list items have been completed and future corrections and adjustments will be required under the one-year guarantee clause of the Specifications and Contract, and a one-year guarantee shall commence from the date of substantial completion or for a period of six months after final payment, whichever is greater; the Director of Plant Operations and the Vice President for Finance and Operations have also recommended payment in the amount of \$1,945.00.

Total contract	<u>\$97,269.00</u>
Payments to date	\$95,324.00
Final payment	1,945.00
Balance of contract	<u>0.00</u>
Total	<u>\$97,269.00</u>

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Northington, for adoption of the following resolution:

WHEREAS, the Board of Trustees requested funding under provisions of NJSA 18A:64A-22 et seq for the L'Hommedieu Hall project in the amount of \$2,034,000; and

WHEREAS, funding had previously been approved in the amount of \$1,662,658 based on prior certifications by the Board of School Estimate; and

WHEREAS, the Board of School Estimate certified \$371,342 as additional funds for the L'Hommedieu Hall project, pursuant to NJSA 18A:64A-22 et seq; and

WHEREAS, the Board of Higher Education subsequently only approved the amount of \$311,000 as the amount needed for L'Hommedieu Hall in addition to those amounts previously approved,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees requests the Board of School Estimate to reduce its certification for additional funds needed for the L'Hommedieu Hall project from \$371,342 to \$311,000, based on the action of the Board of Higher Education, of which the County of Middlesex will contribute \$155,550 and the State of New Jersey will contribute \$155,550; and

BE IT FURTHER RESOLVED that the Secretary of the Board of Trustees submit a copy of this resolution to the State Department of Higher Education and members of the Board of School Estimate; and

BE IT FURTHER RESOLVED that the Board of School Estimate is requested to consider this resolution at a meeting of said Board to be held on February 2, 1989 at 9:45 a.m. in the Freeholders Meeting Room, Middlesex County Administration Building, New Brunswick, New Jersey, subject to approval of legal counsel.

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, the L'Hommedieu Hall asbestos abatement project has been stalemated as a result of a number of uncontrollable circumstances resulting from a significant amount of additional asbestos within the facility, the inability of the contractor to maintain progress based on the prescribed schedule; and

WHEREAS, furthermore, there is the need to provide facilities for continued operations of those educational programs housed in L'Hommedieu Hall; and

WHEREAS, additional costs to complete the project and the need to continue operation of the educational programs in the amount of \$2,300,000 have been projected by the consultant to the project, Weston/ATC Associates and the Vice President for Finance and Operations; and

WHEREAS, it is deemed necessary to seek financing in the amount of \$2,300,000 from the County of Middlesex; and

WHEREAS, the Board of Trustees has agreed to reimburse the County of Middlesex from any net proceeds from the law suit currently in progress against the manufacturer of the asbestos applied and the applicators of the asbestos to the facility; and

WHEREAS, the County of Middlesex has agreed to underwrite said financing with the provisions included above,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Middlesex County College requests certification for additional funding to complete the asbestos abatement program at the L'Hommedieu Hall building from the County of Middlesex in the amount of \$2,300,000; and

BE IT FURTHER RESOLVED that the Board of Trustees commits to the County of Middlesex all net proceeds received from any claims against the manufacturer of the asbestos material applied to the facility and from those contractors who applied asbestos material to the facility directly to and as reimbursed to the County of Middlesex; and

BE IT FURTHER RESOLVED that the Secretary of the Board of Trustees submit a copy of this resolution to the members of the Board of School Estimate; and

BE IT FURTHER RESOLVED that the Board of School Estimate consider this resolution at a meeting of said Board to be held on February 2, 1989 at 9:45 a.m. in the Freeholders Meeting Room, Middlesex County Administration Building, New Brunswick, New Jersey, subject to approval of legal counsel.

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, the Board of Trustees of Middlesex County College has been authorized by the County of Middlesex and the State of New Jersey to construct a Technical Services Center pursuant to a grant application under the Jobs, Science and Technology Act of 1984; and

WHEREAS, the staff of the College has established the educational components needed for said Center to be an effective educational resource; and

WHEREAS, as a result of the above, the firm of Rothe-Johnson Associates, Edison, New Jersey, has designed a facility which will be a productive building in order to augment and support the technical educational programs at Middlesex County College; and

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WHEREAS, bids for the construction of said project were received which were in excess of the original authorized construction cost; and

WHEREAS, said bids were rejected by the Board of Trustees on November 22, 1988; and

WHEREAS, bids were received on a second occasion after a reconfiguration of the project was considered in the revised specifications; and

WHEREAS, as a result of the second bid procedures on the Technical Services Center, it has been deemed necessary to acquire authorization for \$1,200,000 from the County of Middlesex in order to complete the project; and

WHEREAS, the Board of Trustees plans to develop sources of funding for the \$1,200,000 to reduce the funding needed from the County of Middlesex; and

WHEREAS, the County of Middlesex has agreed to fund the project based on the provisions as stated above,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees requests additional certification for the Technical Services Center from the County of Middlesex from its original amount approved of \$3,400,000 to \$4,600,000, therefore resulting in a total project from \$5,400,000 to \$6,600,000; and

BE IT FURTHER RESOLVED that the Board of Trustees will continue its efforts to develop supplemental funding in order to reduce the additional certification in the amount of \$1,200,000 by whatever supplemental funding is received by the College; and

BE IT FURTHER RESOLVED that the Secretary of the Board of Trustees submit a copy of this resolution to the Department of Higher Education and to the members of the Board of School Estimate; and

BE IT FURTHER RESOLVED that the Board of School Estimate is requested to consider this resolution at a meeting of said Board to be held on February 2, 1989 at 9:45 a.m. in the Freeholders Meeting Room, Middlesex County Administration Building, New Brunswick, New Jersey, subject to approval of legal counsel.

After discussion, the motion was unanimously carried.

Mr. Otlowski moved, seconded by Dr. Fox, for adoption of the following resolution:

WHEREAS, the Board of Trustees approved an easement for a water line to be installed on its property by the Township of Edison, contingent upon approval and documentation of legal counsel; and

WHEREAS, legal counsel has now developed said documentation; and

WHEREAS, the Township of Edison has also provided consideration for said easement in the form of a water meter valued at \$13,565.65; and

WHEREAS, the resolution previously adopted by the Board of Trustees needs to be amended to reflect said consideration,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees approves the easement to the Township of Edison for the purpose of installing water lines, manholes and other appurtenances and to further provision of water service to the citizens of Edison Township; and

BE IT FURTHER RESOLVED that consideration for said easement by the supplying of a Hershey 10" x 6" detector water meter having a value of \$13,565.65; and

BE IT FURTHER RESOLVED that the documentation as developed by legal counsel be forwarded to the Township of Edison and the County of Middlesex for recording.

After discussion, the motion was approved, with Mr. Meszaros abstaining from voting.

Mr. Meszaros moved, seconded by Mrs. Northington, for adoption of the following resolution:

WHEREAS, the Board of Trustees entered into three lease purchase agreements for a computer system with the County of Middlesex, one of which was entered into in August, 1982 (the "first phase;") and

WHEREAS, the "first phase" of said computer lease in the amount of \$560,000 has been repaid to the County of Middlesex; and

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WHEREAS, the Freeholder Director has executed a bill of sale for the specific pieces of equipment covered by the "first phase" of the lease to the Board of Trustees to Middlesex County College,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Middlesex County College elects to exercise its option to purchase the equipment listed in Phase I of the computer lease agreement from the County of Middlesex in the amount of \$1.00.

After discussion, the motion was unanimously carried.

Mr. Meszaros moved, seconded by Mrs. Northington, for adoption of the following resolution:

WHEREAS, the Board of Trustees has authorization from the State of New Jersey and the County of Middlesex to build a Technical Services Center on the Edison, New Jersey campus; and

WHEREAS, the Board of Trustees has appointed the architectural firm of Rothe-Johnson, Edison, New Jersey to design specifications for the construction of said Technical Services Center; and

WHEREAS, the Board of Trustees of Middlesex County College has requested additional certification to the County of Middlesex for the construction of the Technical Services Center; and

WHEREAS, a bid was authorized and conducted under Bid #590; and

WHEREAS, the bids were accepted by the Board of Trustees and have been reviewed by the architectural firm of Rothe-Johnson and the administration; and

WHEREAS, final approval is subject to authorization by the Board of School Estimate of Middlesex County College scheduled for February 2, 1989.

NOW, THEREFORE, BE IT RESOLVED that a contract for the construction of the Technical Services Center be awarded to Hall Building Corporation, Farmingdale, New Jersey in each category meeting College specifications after recommendation by the architect, the Vice President of Finance and subject to the approval of legal counsel and the Board of School Estimate of Middlesex County College.

BASE BID	\$5,988,000
Lecture Hall Seating Alternate 6A	26,250
Upholstery for Seating Alternate 6B	6,200
Fume Hoods Alternate 8A	19,425
Fume Hoods Accessories Alternate 8B	2,640
Chiller, Cooling Tower, Boiler System Alternate 9	(16,800)
Miscellaneous Revisions Alternate 13	<u>(102,500)</u>
Total Contract	<u>\$5,923,215</u>

After discussion, the motion was unanimously carried.

COMMUNITY RELATIONS COMMITTEE

Mr. Otlowski moved, seconded by Dr. Fox, for adoption of the following resolution:

WHEREAS, Middlesex County College has addressed matters of public affairs of the College through various departments since the College's inception; and

WHEREAS, the Board of Trustees of Middlesex County College has addressed matters of public affairs through a Committee on Community Relations and a Committee on Legislation; and

WHEREAS, the Board of Trustees has created a Department of Institutional Advancement for the purpose of addressing all public affairs of Middlesex County College in a consistent manner and through a continuum of communication channels and has staffed this department for such services; and

WHEREAS, the Board of Trustees could make more effective use of its talents and resources by having a single, appropriate committee to address the collective area of public affairs,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees shall establish a Committee on Public Affairs by an amendment to the bylaws for the purpose of addressing all public affairs through one committee; and

BE IT FURTHER RESOLVED that the Board of Trustees shall dissolve the Committee on Community Relations and the Committee on Legislation by an amendment to the bylaws so that such affairs can be addressed by the single Committee on Public Affairs.

After discussion, the motion was unanimously carried.

FINANCE COMMITTEE

Mrs. Northington moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, the Board of Trustees of Middlesex County College (hereinafter referred to as the "Board,") has publicly advertised and solicited sealed bids for General Insurance Coverage including Property, General Liability, Automobile and Umbrella components; and

WHEREAS, as a result of such solicitation, several quotations have been received which fully meet the specifications let; and

WHEREAS, each said quotation was individually reviewed on behalf of the Board by Richard Lofberg of Clarence Lofberg, Inc. Insurance Service, insurance consultant for the Board; and

WHEREAS, the quotation received from the firm Meeker, Sharkey and DiLeo on behalf of Travelers' Insurance Company fully meets the aforementioned specifications, is the least expensive of all qualified proposals received, and has been specifically recommended for adoption by Richard Lofberg,

NOW, THEREFORE, BE IT RESOLVED as follows:

1. The Board of Trustees of Middlesex County College does hereby award General Insurance Coverage for Property, General Liability, Automobile and Umbrella components in full accordance with the proposal received by the firm of Meeker, Sharkey and DiLeo representing the Travelers' Insurance Company for the period 1 January 1989 through 1 January 1990 in the total premium amount of \$165,213.40.

After discussion, the motion was unanimously carried.

Mrs. Northington moved, seconded by Dr. Fox, for adoption of the following resolution:

WHEREAS, the President has recommended a current unrestricted fund and minor capital fund budget for the fiscal year July 1, 1989 to June 30, 1990, based on the goals and objectives as established for Middlesex County College; and

WHEREAS, the Finance Committee of the Board of Trustees has considered the amount of money which is estimated to be necessary for the Operating and Capital Outlay expenses for the fiscal year July 1, 1989 to June 30, 1990; and

WHEREAS, the Board of Trustees has determined that \$32,365,963 is the amount necessary for Current Operations and \$994,000 is the amount necessary for Capital Outlay for said fiscal year, as detailed in the attached budget, and that said amounts should therefore be approved,

NOW, THEREFORE, BE IT RESOLVED as follows:

1. That the attached budget for the fiscal year July 1, 1989 to June 30, 1990 in the amount of \$32,365,963 for current operations and \$994,000 for capital outlay be approved;
2. That the Secretary of the Board of Trustees be, and she is hereby instructed to forward a copy of said budget to each of the members of the Board of School Estimate;
3. That a public hearing by the Board of School Estimate with respect to the amount of money estimated to be necessary for Operating and Capital Outlay for the fiscal year July 1, 1989 to June 30, 1990 shall be held at the Freeholders Meeting Room, County Administration Building, New Brunswick, New Jersey, by the Chairman of the Board of Trustees on February 2, 1989 at 9:45 a.m.;
4. That the Vice President for Finance and Operations be, and she is hereby instructed to publish in The News Tribune of Woodbridge, New Jersey and The Home News of New Brunswick, New Jersey, at least seven (7) days prior to the date fixed for the public hearing, a notice indicating the date, time and place of the scheduled public hearing and also setting forth an itemized statement as to the amount of money which the Board of Trustees has determined to be necessary for Operating and Capital Outlay for the fiscal year July 1, 1989 to June 30, 1990, which notice shall also indicate that said itemized statement will be on file and open to examination by the public between 9:00 a.m. and 5:00 p.m., Monday through Friday, at the Office of the Vice President for Finance and Operations at Middlesex County College, Edison, New Jersey, from the date of publication to the date of the public hearing.

After discussion, the motion was unanimously carried.

Mrs. Northington moved, seconded by Mrs. Muller, for adoption of the following resolution:

WHEREAS, the Board of Trustees of Middlesex County College has submitted a budget to the Board of School Estimate of Middlesex County College that included an increase in tuition income; and

WHEREAS, said revenues from tuition income are within the guidelines established by the State Board of Higher Education,

NOW, THEREFORE, BE IT RESOLVED that the following changes in credit hour tuition rates be approved commencing with the pre-summer session 1989 as follows:

- (a) In-county tuition credit hour rate be increased from \$37.00 to \$40.00 per credit hour;
- (b) Out-of-county tuition credit hour rate be increased from \$74.00 to \$80.00 per credit hour;
- (c) Out-of-state tuition credit hour rate be increased from \$148.00 to \$160.00 per credit hour;

BE IT FURTHER RESOLVED that the following changes in maximum tuition rates at the College for the 1989 academic year (fall 1989 and spring 1990 sessions) be approved commencing with the Fall semester 1989:

- (a) Full-time, in-county tuition rate maximum be increased from \$888.00 per year to \$960.00 (a net increase of \$72.00 per year);
- (b) Full-time, out-of-county tuition rate maximum be increased from \$1,776.00 per year to \$1,920.00 (a net increase of \$144.00 per year);
- (c) Full-time, out-of-state tuition rate maximum be increased from \$3,552.00 per year to \$3,840.00 (a net increase of \$288.00 per year).

After discussion, the motion was unanimously carried.

Mrs. Northington moved, seconded by Dr. Fox, that the general fee in the amount of \$2.25 per credit hour be increased by \$.75 to \$3.00 per credit hour commencing with the pre-summer session 1989 and forward. After discussion, the motion was unanimously carried.

HUMAN RESOURCES COMMITTEE

Dr. Fox moved, seconded by Mrs. Valenti, that the following list of personnel appointments and actions be approved pursuant to recommendation by the President and to the provisions of Section 18A:64A-12.

MANAGEMENT APPOINTMENT

- (a) Dr. J. Douglas Overstreet be appointed Research Associate for Institutional Studies and Planning, in the Office of Research and Planning (budget code 19-1710-126) for the time period February 6, 1989 to January 18, 1990 only, at an annual salary of \$34,000 prorated to \$29,902 for the designated period.

MANAGEMENT STIPEND

- (a) Joseph Oberc, Captain of Police (budget code 19-0700-121) be approved for a stipend in the amount of \$200.00 per month prorated to \$100, for assuming additional responsibilities for the time period January 15, 1989 through January 31, 1989, due to the absence of the Chief of Police/Director of Safety.

MANAGEMENT LEAVE OF ABSENCE

- (a) Anita Voorhees, Dean of Community Education, in the Division of Community Education (budget code 19-5200-125) be granted a paid leave of absence as per the Full-Time Management Personnel Policy Handbook, Section III-R, for the time period February 1, 1989 to July 31, 1989.

RESCIND MANAGEMENT RESIGNATION

- (a) That the resignation of Patricia Daly, Assistant Director of Student Activities and College Center (budget code 19-1810-121) with an effective date of January 13, 1989, be rescinded.

ACADEMIC APPOINTMENTS

- (a) Patricia Payne be appointed Instructor, in the History and Social Behavior Department (budget code 19-2230-110) at an annual salary of \$24,668 prorated to \$12,334, based on the effective starting date of January 23, 1989.
NOTE: This is a tenure line position.
- (b) Christine Byers be appointed Instructor, in the Mathematics Department (budget code 19-2530-114) for the Spring semester only, of the 1988-89 academic year, at a total salary of \$12,334.
- (c) Jacqueline DeMarzio be appointed Instructor, in the Mathematics Department (budget code 19-2530-114) for the Spring semester only, of the 1988-89 academic year, at a total salary of \$13,000.

- (d) Margaret Olorunda be appointed Instructor, in the Mathematics Department (budget code 19-2530-114) for the Spring semester only, of the 1988-89 academic year, at a total salary of \$12,334.
- (e) Rachelle Karger be appointed Instructor, in the Modern Languages Department (budget code 19-2240-114) for the Spring semester only, of the 1988-89 academic year, at a total salary of \$12,334.

ACADEMIC ADJUNCT APPOINTMENTS

- (a) Dr. Martin Kaminker be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to lecture DHY 201, for a total of nine (9) clock hours, at the rate of \$27.44 per clock hour, for a total salary of \$247.
- (b) Frayda Kleiman be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to teach DHY 212 and DHY 108, for a total of nine (9) contact hours, at the rate of \$315 per contact hour, for a total salary of \$2,835.
- (c) Dr. Dana S. Levitt be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to teach DHY 212 and DHY 108, for a total of nine (9) contact hours, at the rate of \$315 per contact hour, for a total salary of \$2,835.
- (d) Dr. Herbert H. Portnoff be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to lecture DHY 201, for a total of six (6) clock hours, at the rate of \$26.50 per clock hour, for a total salary of \$159.
- (e) Loralyn Saporito be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to teach DHY 212, for a total of three (3) contact hours, at the rate of \$315 per contact hour, for a total salary of \$945.

- (f) Dr. Irving H. Sinai be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to lecture DHY 201, for a total of nine (9) clock hours, at the rate of \$27.67 per clock hour, for a total salary of \$249.
- (g) Dr. Joseph Tabourne be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to lecture DHY 201, for a total of six (6) clock hours, at the rate of \$29.83 per clock hour, for a total salary of \$179.
- (h) Marjorie Zall be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to teach DHY 212 and DHY 108, for a total of nine (9) contact hours, at the rate of \$340 per contact hour, for a total salary of \$3,060.
- (i) Christine T. Zwiebel be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to teach DHY 212, for a total of two (2) contact hours, at the rate of \$315 per contact hour, for a total salary of \$630.
- (j) Philip H. Nudle be appointed Adjunct Instructor, in the Hotel, Restaurant and Institution Management Department (budget code 19-2340-115) for the Spring semester of the 1988-89 academic year, to teach HRI 114, for a total of six (6) contact hours, at the rate of \$315 per contact hour, for a total salary of \$1,890.
- (k) Doris H. Sabin be appointed Adjunct Instructor, in the Hotel, Restaurant and Institution Management Department (budget code 19-2340-115) for the Spring semester of the 1988-89 academic year, to teach HRI 210, for a total of three (3) contact hours, at the rate of \$320 per contact hour, for a total salary of \$960.
- (l) Lawrence N. Levanti be appointed Adjunct Instructor, in the Marketing Art and Design Department (budget code 19-2323-115) for the Spring semester of the 1988-89 academic year, to teach PCP 213 and MAD 108, for a total of nine (9) contact hours, at the rate of \$320 per contact hour, for a total salary of \$2,880.

- (m) Rudy Luttkus be appointed Adjunct Instructor, in the Marketing Art and Design Department (budget code 19-2323-115) for the Spring semester of the 1988-89 academic year, to teach MAD 108, for a total of five (5) contact hours, at the rate of \$315 per contact hour, for a total salary of \$1,575.
- (n) Peter Morrison be appointed Adjunct Instructor, in the Marketing Art and Design Department (budget code 19-2323-115) for the Spring semester of the 1988-89 academic year, to teach AGD 212, for a total of three (3) contact hours, at the rate of \$320 per contact hour, for a total salary of \$960.
- (o) Geraldine Fee be appointed Adjunct Instructor, in the Psychology and Learning Development Department (budget code 19-2270-115) for the Spring semester of the 1988-89 academic year, to teach PSY 123, for a total of three (3) contact hours, at the rate of \$315 per contact hour, for a total salary of \$945.
- (p) Janet Jones be appointed Adjunct Instructor, in the Psychology and Learning Development Department (budget code 19-2270-115) for the Spring semester of the 1988-89 academic year, to teach EDU 210, for a total of three (3) contact hours, at the rate of \$315 per contact hour, for a total salary of \$945.
- (q) Mary M. Sillup be appointed Adjunct Instructor, in the Psychology and Learning Development Department (budget code 19-2270-115) for the Spring semester of the 1988-89 academic year, to teach PSY 123 and PSY 235, for a total of six (6) contact hours, at the rate of \$315 per contact hour, for a total salary of \$1,890.
- (r) Dr. Martin J. Jablow be appointed Adjunct Instructor, in the Dental Auxiliaries Education Department (budget code 19-2130-115) for the Spring semester of the 1988-89 academic year, to teach DHY 212, for a total of three (3) contact hours, at the rate of \$315 per contact hour, for a total salary of \$945.
- (s) Dermot O'Grady be appointed Adjunct Instructor, in the Division of Community Education, for the Spring semester of the 1988-89 academic year, to teach POL 204-630, Law Enforcement and the Community, without compensation.

ACADEMIC COMPENSATION

- (a) Elliot Ramer be appointed Assistant Chairperson, in the Department of Modern Languages (budget code 19-2240-110) for the 1989 Spring semester only, with a stipend in the amount of \$340 for the designated period.
- (b) Sudesh Bhatia be approved for payment of twenty-seven (27) hours in the Computer Science Department (budget code 19-2570-110) for providing coverage from October 20, 1988 to December 22, 1988, at the rate of 6% of his base salary, for a total of \$2,127.36.
- (c) Anne Hershey be approved for payment of twenty-seven (27) hours in the Computer Science Department (budget code 19-2570-110) for providing coverage from October 20, 1988 to December 22, 1988, at the rate of 6% of her base salary for a total of \$2,303.70.

ACADEMIC STIPENDS

- (a) That the following stipends be approved for the indicated amounts, beginning with the name John Mondano and ending with the name Klea Hartman, for assuming additional responsibilities and for services rendered in conjunction with the implementation and maintenance of programming in the Health Technologies Division (budget code 63-8800-880) during the Fall 1988 semester.

John Mondano	\$1,000
Elaine Buscemi	1,000
Trace Gerow	500
Suzanne Dennis	500
Terry McGlincy	300
Marla Brinson	300
Patricia Daly	300
Klea Hartman	500

NON-ACADEMIC APPOINTMENTS

- (a) Josephine S. Miello be appointed Account Clerk, in the Business Office (budget code 19-0310-130) for the fiscal year July 1, 1988 to June 30, 1989, at the salary of \$11,513, for thirty (30) hours per week, prorated to \$5,019, based on the effective starting date of January 25, 1989.

- (b) Ralph Stalker be appointed Data Control Clerk, in the Computer Center (budget code 19-1720-130) for the fiscal year July 1, 1988 to June 30, 1989, at the annual salary of \$13,246 (\$12,700 + \$546) prorated to \$5,773.95 (\$5,535.95 + \$238), based on the effective starting date of January 25, 1989.
- (c) Edwin York be appointed Reference Service Librarian, in the Library (budget code 19-6100-150) for the time period February 1, 1989 to December 31, 1989 only, at an hourly salary of \$13.00 for twenty (20) hours per week, not to exceed \$12,646.

NON-ACADEMIC TEMPORARY PERSONNEL

- (a) Asvaldo Caraballo, at the rate of \$5.00 per hour.
- (b) Dina Taha, at the rate of \$5.50 per hour.
- (c) Kamala Mantha, at the rate of \$6.25 per hour.
- (d) Lauren Zifchak, at the rate of \$6.50 per hour.
- (e) Peter Rizzo, at the rate of \$6.00 per hour.
- (f) Marie Theresa Witt, at the rate of \$7.25 per hour.
- (g) Phyllis Arthur, at the rate of \$7.25 per hour.
- (h) Andrew Lipnick, at the rate of \$5.25 per hour.
- (i) Amalia Claffey, at the rate of \$6.25 per hour.
- (j) Laurie Szatkowski, at the rate of \$6.00 per hour.
- (k) David Nolan, at the rate of \$6.00 per hour.
- (l) Crystal Sullivan, at the rate of \$5.50 per hour.
- (m) Eileen McLaughlin, at the rate of \$3.71 per hour.
- (n) Josephine Miello, at the rate of \$7.38 per hour.
- (o) Sabita Persaud, at the rate of \$6.25 per hour.
- (p) Isobel Marino, at the rate of \$6.25 per hour.
- (q) Stacy Rittenhouse, at the rate of \$5.25 per hour.
- (r) Andre Marcial, at the rate of \$6.25 per hour.
- (s) Tammy Fischbach, at the rate of \$7.25 per hour.
- (t) Mathew Spano, at the rate of \$6.25 per hour.
- (u) Rita Christopher, at the rate of \$6.00 per hour.
- (v) Thomas Ward, at the rate of \$7.00 per hour.
- (w) Rhonda Webb-King, at the rate of \$7.00 per hour.
- (x) Rocio Gamarra, at the rate of \$5.50 per hour.
- (y) Laurie Szatkowski, at the rate of \$6.50 per hour.
- (z) Kate Pianucci, at the rate of \$5.50 per hour.
- (aa) Mecka Stephanie, at the rate of \$5.75 per hour.
- (bb) Narcisi Louis, at the rate of \$5.75 per hour.
- (cc) Jane Fitzpatrick, at the rate of \$7.50 per hour.
- (dd) Elaine Schwartzkopf, at the rate of \$7.50 per hour.

NON-ACADEMIC CHANGE OF STATUS

- (a) Patricia Cardinale, Financial Accounting Coordinator, Grade 6 (budget code 19-0310-130) at an annual salary of \$17,595, be changed to Financial Accounting Coordinator, grade 7 (budget code 19-0310-130) at an annual salary of \$18,651 prorated to \$10,880, effective December 1, 1988.
- (b) Anne Tasy, Bookkeeping Assistant, in the Business Office (budget code 19-0310-130) at an annual salary of \$18,628, be changed to Divisional Operations Coordinator, in the Division of Community Education (budget code 19-5200-130) at an annual salary of \$19,846 prorated to \$9,096, effective February 16, 1989.

NON-ACADEMIC LEAVE OF ABSENCE

- (a) Vendel Gastgeber, Mechanic II, in the Maintenance Department (budget code 19-7300-160) be granted a disability leave of absence, pursuant to the Teamsters Contract, Article XIII, Section G, for the time period December 17, 1988 to February 15, 1989.
- (b) Eileen Davis, Senior Printing Specialist, in the Printing, Publications and Mail Services Department (budget code 19-0500-131) be granted a disability leave of absence, pursuant to the AFSCME Contract, Article VI, Section G, for the time period January 1, 1989 to February 20, 1989.
- (c) Robert Durlock, Data Control Clerk, in the Computer Center (budget code 19-1720-130) be granted a disability leave of absence, pursuant to the AFSCME Contract, Article VI, Section G, for the time period January 9, 1989 to February 28, 1989.

NON-ACADEMIC RESIGNATION

- (a) Susan Petrunyak, Library Assistant, in the Library Services Department (budget code 19-6100-130) effective January 6, 1989.
- (b) Regina Easley, Custodian, in the Custodial Department (budget code 19-7200-160) effective January 6, 1989.
- (c) Sharon Stephenson, Junior Lab Coordinator, in the Hotel, Restaurant and Institution Management Department (budget code 19-2340-131) effective December 30, 1988.

GRANTS AND SPECIAL PROJECTS PERSONNEL

Appointments

- (a) Andre Cholmondeley be appointed Coordinator/Teacher, Project Automated Office Skills, in the Division of Community Education (budget code 19-5200-121) for the time period February 1, 1989 to February 28, 1989, at an hourly salary of \$11.54 prorated to \$1,615.60.
- (b) Odessa Peeples Davis be appointed Coordinator/Teacher, Clerk Typist Training Program, in the Division of Community Education (budget code 59-3811 CM-126) for the time period February 1, 1989 to June 30, 1989, at an annual salary of \$28,140 prorated to \$11,680.20.
- (c) Maria Grazul be appointed Acting Director, Project DDD, in the Division of Community Education (budget code 59-3807 CJ-126) for the time period January 23, 1989 to February 28, 1989 only, at an hourly salary of \$11.54 prorated to \$2,181.06.
- (d) Joshua Silverman be appointed Departmental Secretary, Project SPAN, in the Division of Community Education (budget code 59-3802 DJ-130) for the time period January 25, 1989 to June 30, 1989, at an annual salary of \$13,971 (\$13,425 + \$546) prorated to \$6,074.88 (\$5,837.58 + \$237.30).

Change of Status

- (a) Sylvester Bullock, Technical Lab Coordinator, Project LOGRO, in the Division of Community Education (budget code 59-3805 CJ-150) for the time period January 1, 1989 to June 30, 1989, at an hourly salary of \$12 per hour for twelve (12) hours per week, be changed to sixteen (16) hours per week, for the time period February 1, 1989 to June 30, 1989 prorated to \$4,224.
- (b) Amybelle Humphrey, Departmental Assistant, in the Institute for Management and Technical Development (budget code 59-3419 BJ-130) for the time period October 3, 1988 to June 30, 1989, at an hourly salary of \$8.43 for twenty-five (25) hours per week, be changed to thirty (30) hours per week, at an hourly salary of \$8.43 prorated to \$5,564, for the time period January 30, 1989 to June 30, 1989.

- (c) Carol Levine, Basic Skills Teacher, in the Division of Community Education (budget code 59-3804 AM-112) for the time period July 1, 1988 to June 30, 1989, at an annual salary of \$18,140, be changed to an annual salary of \$19,410 prorated to \$8,282.82 for the time period January 27, 1989 to June 30, 1989.
- (d) Naomi Natel, Peer Advisor, in the Division of Community Education (budget code 59-3809 AJ-150) for the time period January 11, 1989 to June 30, 1989, at an hourly salary of \$7.84 for twenty (20) hours per week, be changed to twenty-nine (29) hours per week, at an hourly salary of \$7.84, not to exceed \$5,092.86, for the time period January 25, 1989 to June 30, 1989.
- (e) Tracy Street, Departmental Secretary, in the Institute for Management and Technical Development (budget code 59-3419 BJ-130) for the time period October 3, 1988 to June 30, 1989, at an hourly salary of \$7.38 for twenty-five (25) hours per week, be changed to thirty (30) hours per week, at an hourly salary of \$7.38 prorated to \$4,871, for the time period January 30, 1989 to June 30, 1989.
- (f) Darlene Yoseloff, Coordinator, Project RESOURCES, in the Division of Community Education (budget code 59-3294 EJ-126) for the time period January 1, 1989 to August 31, 1989, at an annual salary of \$19,200, be changed to Director, Project RESOURCES, at 75% of \$19,200 annually (budget code 59-3294 EJ-126) and Special Assignment at 25% of \$19,200 annually (budget code 19-5200-120) for the time period February 1, 1989 to August 31, 1989.

Resignation

- (a) Jesse Smith, Coordinator, Project IDEA, in the Division of Community Education (budget code 59-3809 AJ-126), effective January 20, 1989.

After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, the Board of Trustees at its meeting of December 20, 1988 adopted a resolution declaring pursuant to N.J.A.C. 9:4-5.1, et seq that the President's plan and recommendation for a reduction in force for the 1989-90 academic year be accepted; and

WHEREAS, the Board has resolved that the appropriate layoff unit shall be the Nurse Education Department with layoffs in order of years of service laying off tenured faculty with the fewest years of service first; and

WHEREAS, the President's plan requires the abolition of six (6) tenured teaching positions in the Nurse Education Department; and

WHEREAS, the Board directed the President to notify affected faculty at least two (2) weeks prior to its next meeting of January 24, 1989, that the Board would consider abolition of their positions and termination of their employment with Middlesex County College at its meeting of January 24, 1989, said terminations to be effective upon the conclusion of the 1988-89 academic year (June 30, 1989); and

WHEREAS, the President has reviewed the seniority of the faculty members of the Nurse Education Department and determined that the six (6) least senior members of the Nurse Education Department are the faculty members referred to in this Resolution and recommends that they not be reemployed for the 1989-90 academic year,

WHEREAS, Eleanor Bates, Zelia Brown, Sharon Ferrante, Sandra Kregeloh, Alicia Ylagan and Kathleen Zaepfel were notified by letter of January 4, 1989 that the Board of Trustees would consider at its January 24, 1989 meeting the abolition of their positions in the Nurse Education Department and termination of their employment upon conclusion of the 1988-89 academic year (June 30, 1989); and

NOW, THEREFORE, BE IT RESOLVED that the six (6) faculty positions in the Nurse Education Department be abolished for the 1989-90 academic year for the reasons set forth in the President's plan submitted at the Board meeting of December 20, 1988 and accepted by the Board of Trustees that the following faculty members be terminated effective upon conclusion of the 1988-89 academic year (June 30, 1989) based upon the reasons set forth in the President's plan: Eleanor Bates, Zelia Brown, Sharon Ferrante, Sandra Kregeloh, Alicia Ylagan and Kathleen Zaepfel; and

BE IT FURTHER RESOLVED that the President shall review the qualifications of the foregoing faculty members to determine if in her academic judgment such faculty members are entitled to employment pursuant to N.J.A.C. 9:4-5.6 (b) 8; and

BE IT FURTHER RESOLVED that these faculty members shall remain on a preferred eligible list as provided by N.J.S.A. 18A:60-3 and N.J.A.C. 9:4-5.8 and 5.9; and

BE IT FURTHER RESOLVED that a copy of this Resolution shall be forwarded to the foregoing faculty members referred to in this Resolution.

After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mr. Otlowski, that the following payroll be approved for the Academic Advising Center (budget code 19-2930-155) for the payroll period November 1, 1988 through December 30, 1988, beginning with the name Balabkins, Xenia and ending with the name Tyrrell, David, for a total amount of \$6,100.

<u>Name</u>	<u>Total</u>
Balabkins Xenia	\$575.00
Beyer, David	205.00
Dalton, Robert	195.00
Donahue-Hellwig, Sharon	345.00
Ferrante, Sharon	395.00
Holt, Theresa	265.00
Nolan, Raymond	80.00
Pearse, Irene	230.00
Peterson, Arthur	215.00
Przygoda, Margaret	370.00
Rehbein, Edith	360.00
Shindelman, Jerome	2,760.00
Steinsapir, Dorothy	20.00
Strugala, Richard	25.00
Tyrrell, David	60.00
Total	<u>\$6,100.00</u>

After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mrs. Valenti, that the invoice for services rendered by the firm of Jackson, Lewis, Schnitzler and Krupman be approved in the amount of \$20,288.57 for the period July 1, 1988 through October 31, 1988 for services rendered relating to labor relations, EEO and other personnel matters. After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mr. Otlowski, that the attached payroll be approved in the Division of Continuing Education and Instructional Resources for the payroll period January 3, 1989 through January 20, 1989, beginning with the name Barto, William and ending with the name Patetta, Debbie, for a total amount of \$75,512. After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mrs. Valenti, that the attached list of proposed courses be approved for January 1989 in the Division of Community Education, beginning with the name Baio, Louis J. and ending with the name Stoop, Richard, for a total amount of \$16,541.88. After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, Elinore Widis has faithfully served Middlesex County College from October 25, 1965 to June 30, 1989 in various capacities, and since 1982 as Administrative Assistant to the President and Assistant Secretary to the Board of Trustees; and

WHEREAS, she has performed her duties and responsibilities capably and loyally,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees accepts the voluntary retirement of Elinore Widis as of June 30, 1989, and

BE IT FURTHER RESOLVED that the Board recognizes the significant contribution of Elinore Widis for her years of service at Middlesex County College.

After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mrs. Valenti, for adoption of the following resolution:

WHEREAS, Article V-E of the Labor Contract between the Board of Trustees and Local 2269, AFSCME, provides that a member of the bargaining unit shall receive an additional \$15.00 per credit hour in annual salary for each approved College credit of course work directly related to job function and \$8.00 per approved credit hour for course work required in achieving a degree in a related field; and

WHEREAS, the contract further provides that the Supervisor and Personnel Manager shall approve the completed course College credit before payment; and

WHEREAS, the Supervisor and Manager of Personnel Services have approved course work for the individuals listed below,

NOW, THEREFORE, BE IT RESOLVED that the following individuals' annual salaries be increased based upon completed credit work, by stated amounts, effective January 1, 1989.

<u>Name</u>	<u>Credits</u>	<u>Amount</u>	<u>1988-89 Salary</u>	<u>1988-89 Salary With E.I.P.</u>
Alfaro, Virginia	3	24	\$19,286	\$19,310
Catalfano, Arlene	10	129	16,372	16,501
Lakatos, Steve	5	40	23,298	23,338
Weissman, Lori	3	24	14,445	14,469

After discussion, the motion was unanimously carried.

Dr. Fox moved, seconded by Mrs. Valenti, that the following list of individuals, beginning with the name Sandra Baretto, and ending with the name Deborah Greenhut, be approved for payment for completion of assignments for the Institute (budget code 19-2990-116), for a total amount of \$15,855.50.

<u>Name</u>	<u>Amount</u>
Joseph Anania	\$ 1,952.50
Sandra Baretto	720.00
Nilesh Bhatti	210.00
Maria Betkowski	1,000.00
Linda Giannicola	600.00
Harold Gladstone	500.00
Deborah Greenhut	405.00
Reggie Luke	3,000.00
Carol Pam	420.00
George Popel	2,000.00
Ethel Reid	630.00
Bonnie Rhee	128.00
Shirley Roque	160.00
Frank Rubino	740.00
Rhonda Slawinski	500.00
Joann Taurus	700.00
Robert Urbanski	1,000.00
Jack Waintraub	440.00
PC Consultants	750.00
Total	<u>\$15,855.50</u>

After discussion, the motion was unanimously carried.

REPORT OF COUNSEL

Mr. Golum reported that litigation against manufacturers and contractors who applied asbestos to L'Hommedieu Hall is continuing and we are pursuing discovery.

REPORT OF THE PRESIDENT

President Edwards reviewed her report, December 20, 1988 to January 24, 1989, which was provided to Board members. (Copy attached to Minutes.)

AUDIENCE

No comments.

Chairman Marino stated that the next meeting of the Board of Trustees will be February 28, 1989.

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There being no further business, the meeting was adjourned at 8:15 p.m.

BLANQUITA VALENTI
Secretary

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - BUDGET SUMMARY

SCHEDULE 1

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990	PERCENT OF TOTAL
CURRENT UNRESTRICTED FUND BUDGET				
EDUCATIONAL AND GENERAL				
CURRENT INCOME:				
TUITION (SCHEDULE 3A)	\$7,493,441	\$8,126,572	\$9,034,154	27.9%
STUDENT FEES	869,117	905,057	1,057,079	3.3%
FEDERAL GOVERNMENT APPROPRIATION	65,983	100,000	100,000	0.3%
STATE GOVERNMENT APPROPRIATION	8,037,646	8,507,800	9,030,540	27.9%
COUNTY OF MIDDLESEX APPROPRIATION	9,665,597	10,230,619	10,968,800	33.9%
FREE BALANCE APPROPRIATED	428,000	785,000	609,000	1.9%
INCOME FROM OTHER SOURCES (SCHEDULE 1A)	1,436,291	1,466,390	1,566,390	4.8%
TOTAL CURRENT INCOME	\$27,996,075	\$30,121,438	\$32,365,963	100.0%
CURRENT EXPENDITURES (SCHEDULE 5)				
INSTITUTIONAL SUPPORT	\$3,866,063	\$4,115,104	\$4,534,943	14.0%
STUDENT SERVICES	3,869,606	4,225,397	4,552,931	14.1%
INSTRUCTION	14,449,816	15,795,147	17,199,485	53.1%
PUBLIC SERVICE	791,990	849,400	750,815	2.3%
ACADEMIC SUPPORT	796,259	886,637	947,410	2.9%
OPERATIONS	3,635,001	4,249,753	4,380,379	13.5%
EXCESS OR (DEFICIT) FROM OPERATIONS	566,346			
TOTAL CURRENT EXPENDITURES	\$27,996,075	\$30,121,438	\$32,365,963	100.0%
STUDENT SERVICES FUND BUDGET				
CURRENT INCOME:				
STUDENT SERVICES FEES	\$410,858	\$410,585	\$410,000	
TOTAL	\$410,858	\$410,585	\$410,000	
CURRENT EXPENDITURES:				
STUDENT SERVICES	\$410,858	\$410,585	\$410,000	
EXCESS OR (DEFICIT) FROM OPERATIONS				
TOTAL	\$410,858	\$410,585	\$410,000	

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - BUDGET SUMMARY

MIDDLESEX COUNTY COLLEGE	FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990			SCHEDULE
	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990	PERCENT OF TOTAL
CAPITAL				
CAPITAL INCOME				
STATE AID	\$325,000	\$395,000	\$497,000	50
COUNTY OF MIDDLESEX	325,000	395,000	497,000	50
TOTAL CAPITAL INCOME	\$650,000	\$790,000	\$994,000	100
CAPITAL EXPENDITURE - TOTAL	\$650,000	\$790,000	\$994,000	100

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAIL OF CURRENT INCOME

SCHEDULE 1A

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

TUITION (SEE DETAIL ON SCHEDULE 3a)

\$9,034,154

STUDENT FEES:

GENERAL FEE	\$603,262	
FULL-TIME APPLICATION FEES	\$111,637	
COURSE FEES	\$342,180	\$1,057,079

FEDERAL APPROPRIATION (WORK-STUDY)		\$100,000
STATE APPROPRIATION		\$9,030,540
COUNTY APPROPRIATION		\$10,968,800
FREE BALANCE APPROPRIATION		\$609,000

OTHER INCOME:

INDIRECT REIMBURSEMENTS	\$390,000	
MISC. INCOME	\$260,000	
PARKING FINES AND SALES	\$160,000	
INTEREST INCOME	\$350,000	
RENTAL INCOME	\$227,390	
LATE FEES	\$82,000	
R. R. I. FOOD SALES	\$9,000	
PERFORMING ARTS	\$8,000	
PHYSICAL EDUCATION BLDG.	\$80,000	\$1,566,390

TOTAL		\$32,365,969
		=====

TUITION AND FEE RATES FOR 1989 - 1990

IN-COUNTY:

FULL-TIME TUITION	\$960.00 PER YEAR
PART-TIME TUITION	\$40.00 PER CREDIT HOUR

OUT-OF-COUNTY:

FULL-TIME TUITION	\$1,920.00 PER YEAR
PART-TIME TUITION	\$80.00 PER CREDIT HOUR

OUT-OF-STATE:

FULL-TIME TUITION	\$3,840.00 PER YEAR
PART-TIME TUITION	\$160.00 PER CREDIT HOUR

FULL-TIME APPLICATION FEE	\$20.00
COURSE FEE	\$.00 TO \$25.00 DEPENDING ON COURSE
FULL-TIME STUDENT SERVICES FEE	\$64.00 PER YEAR (BASED ON 28 CREDIT HOURS PER YEAR) MANDATORY
PART-TIME STUDENT SERVICES FEE	\$2.25 PER CREDIT HOUR
FULL-TIME GENERAL FEE	\$84.00 PER YEAR (BASED ON 28 CREDIT HOURS PER YEAR) MANDATORY
PART-TIME GENERAL FEE	\$3.00 PER CREDIT HOUR

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - COMPUTATION OF STATE APPROPRIATION

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

SCHEDULE 2

BASED ON COST PER STUDENT:

1.	TOTAL EDUCATIONAL AND GENERAL COSTS, PER SCHEDULE 1	\$32,365,963.00
2.	TOTAL NUMBER OF FULL-TIME EQUATED STUDENTS, PER SCHEDULE 3A	8,383
3.	AVERAGE COST PER STUDENT	\$3,860.90
4.	ONE-HALF OF AVERAGE COST PER STUDENT	\$1,930.45
=====		
5.	STUDENTS ELIGIBLE FOR STATE SUPPORT	
	A) TOTAL FULL-TIME EQUATED STUDENTS (LINE 2 ABOVE)	8,383
	B) LESS FULL-TIME EQUATED OUT-OF-STATE RESIDENTS, PER SCH. 3A	19
	C) LESS NONCREDIT - NONFUNDABLE STUDENTS	760
	D) TOTAL STUDENTS ELIGIBLE FOR STATE SUPPORT	7,604
6.	STATE APPROPRIATION - STUDENTS ELIGIBLE FOR STATE SUPPORT (LINE 5D) X 1/2 AVERAGE COST (LINE 4)	\$14,679,159.17

BASED ON FIXED AMOUNT:

7.	STATE APPROPRIATION - STUDENTS ELIGIBLE FOR STATE SUPPORT (LINE 5D) X \$800 PER STUDENT	\$6,083,200.00
=====		

STATE APPROPRIATION REQUESTED:

8.	FOR CURRENT OPERATIONS	\$9,030,540.00
9.	FOR CAPITAL EXPENDITURES	
	A) TOTAL ESTIMATED CAPITAL EXPENDITURES	\$994,000.00
	B) LESS:	
	(1) FINANCED BY FEDERAL AID	
	(2) FINANCED BY OTHER SOURCES	
	C) TO BE FINANCED BY STATE AND COUNTY	\$994,000.00
	D) STATE APPROPRIATION REQUESTED - 1/2 OF LINE C	\$497,000.00
10.	TOTAL STATE APPROPRIATION REQUESTED 1988-89	\$9,527,540.00
=====		

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION
ANNUAL BUDGET REQUEST - WORK LOAD DATA

SCHEDULE 3A

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

STUDENT CATEGORY	1987 - 1988		ENROLLMENT DATA 1988 - 1989		1989 - 1990		TUITION
	ACTUAL	WEIGHTED	ESTIMATE	WEIGHTED	BUDGET	WEIGHTED	
FULL-TIME:							
COUNTY RESIDENTS	2,899	2,899	3,379	3,379	3,521	3,521	3,380,446
OUT-OF-COUNTY RESIDENTS	306	306	357	357	361	361	692,680
OUT-OF-STATE RESIDENTS	16	16	19	19	19	19	74,661
TOTAL	3,221	3,221	3,755	3,755	3,901	3,901	4,147,787
PART-TIME:							
COUNTY RESIDENTS	7,446	2,402	7,009	2,312	6,187	3,045	3,268,673
OUT-OF-COUNTY RESIDENTS	470	165	447	134	976	322	617,977
OUT-OF-STATE RESIDENTS	0	0	0	0	0	0	0
TOTAL (INCL. PRE-SUMMER)	7,916	2,567	7,456	2,446	7,163	3,367	3,886,650
SUMMER SESSION:							
COUNTY RESIDENTS	2,520	336	2,316	289	1,076	355	340,860
OUT-OF-COUNTY RESIDENTS	222	30	174	21	155	51	49,140
OUT-OF-STATE RESIDENTS	0	0	0	0	0	0	0
TOTAL (NOT PRE-SUMMER)	2,742	336	2,490	310	1,231	406	390,000
NON-CREDIT: FUNDABLE							
COUNTY RESIDENTS	--	--	--	--	--	--	--
OUT-OF-COUNTY RESIDENTS	--	--	--	--	--	--	--
OUT-OF-STATE RESIDENTS	--	--	--	--	--	--	--
TOTAL	--	--	--	--	--	--	--
ENROLLMENT SUMMARY:							
COUNTY RESIDENTS	12,899	5,687	12,704	5,980	10,784	6,921	6,988,976
OUT-OF-COUNTY RESIDENTS	958	473	976	512	1,492	663	1,358,796
OUT-OF-STATE RESIDENTS	16	16	19	19	19	19	74,661
TOTAL CREDIT	13,834	6,126	13,701	6,511	12,295	7,623	8,424,437
NON-CREDIT: NON-FUNDABLE	27,000	900	23,000	760	23,000	760	609,717
TOTAL	44,083	7,026	36,701	7,271	36,701	8,383	9,034,154

ADMISSIONS DATA - FULL TIME STUDENTS

	ACTUAL		ESTIMATED		BUDGET	
	JULY 1, 1987 JUNE 30, 1988		JULY 1, 1988 JUNE 30, 1989		JULY 1, 1989 JUNE 30, 1990	
APPLICATIONS RECEIVED	5,825		5,750		5,750	
FRESHMEN ACCEPTED	3,976		3,910		3,910	
FRESHMEN REGISTERED	3,730		3,675		3,675	
TRANSFER STUDENTS	205		205		205	
EARNED DEGREES GRANTED						
ASSOCIATE IN ARTS	175		165		185	
ASSOCIATE IN APPLIED SCIENCE	635		600		672	
ASSOCIATE IN SCIENCE	140		135		151	
CERTIFICATES	50		50		56	

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - WORK LOAD DATA

SCHEDULE 3E

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

AUTHORIZED POSITIONS

POSITION CATEGORY	1987-1988		1988-1989		1989-1990	
	ACTUAL	WEIGHTED	ESTIMATED	WEIGHTED	ESTIMATED	WEIGHTED
ADMINISTRATION:						
ACADEMIC EMPLOYEES	25	25	27	27	27	27
OTHER EMPLOYEES	68	56	73.5	62	73.5	62
TOTAL	93	81	100.5	89	100.5	89
INSTRUCTION:						
TEACHERS	212	212	212	212	212	212
LIBRARIANS	7	7	7	7	7	7
OTHER EMPLOYEES	90	70	88	70	88	70
TOTAL	309	289	307	289	307	289
EXTENSION:						
TEACHERS	388	130	360	125	360	125
ACADEMIC EMPLOYEES	4	4	4	4	4	4
OTHER EMPLOYEES	16	14	16	14	16	14
TOTAL	408	148	380	143	380	143
OPERATION & MAINTENANCE:						
TOTAL	89	89	87	87	87	87
AUXILIARY ENTERPRISES:						
TOTAL	5	5	5	5	5	5
SUMMARY:						
ACADEMIC EMPLOYEES	608	378	608	378	608	378
OTHER	269	234	265	230	265	230
TOTAL	905	612	901	608	901	608
RATIO POSITIONS-TEACHERS						
STUDENT-TEACHER RATIO		29.5		28.9		30.7

CURRICULUM AND CREDIT HOUR DATA

	1987-1988	1988-1989	1989-1990
CURRICULA OFFERED	33	33	35
COURSES OFFERED	592	592	597
STUDENT CREDIT HOURS:			
FULL -TIME	102,419	104,654	105,453
PART-TIME	68,195	69,334	73,692
SUMMER	21,819	22,124	23,550
TOTAL	192,433	196,112	202,695
NON-CREDIT HOURS	20,000	19,300	19,300

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BUDGETING FORM NO. 3
EQUIPMENT - NEW

ANNUAL BUDGET REQUEST - CAPITAL EXPENDITURES

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

DEPT. #	DESCRIPTION	AMOUNT	COMPUTERS HARDWARE	FURNITURE & EQUIPMENT	SOFTWARE	INSTRUCTIONAL EQUIPMENT	FACILITY IMPROVEMENTS
63-0220-825	PUBLIC RELATIONS	19,808	6,400	13,408			
63-0230-825	PERSONNEL	9,200	2,500	6,700			
63-0250-825	C.E.O. SERVICES	13,400	7,500	5,900			
63-0300-825	V.P. OF FINANCE & OPERATIONS	25,000	10,000		15,000		
63-0310-825	BUSINESS OFFICE	10,400	2,400	8,000			
63-0320-825	PURCHASING	8,250	8,000	250			
63-0500-825	PRINTING	95,000		95,000			
63-0550-825	COMMUNICATIONS	6,000		6,000			
63-0700-825	SECURITY	21,600	1,100	20,500			
63-1120-825	REGISTRAR	3,176		3,176			
63-1130-825	COUNSELING	7,625		7,625			
63-1150-825	HEALTH SERVICES	2,000		2,000			
63-1160-825	MINORITY STUDENT AFFAIRS	600		600			
63-1720-825	COMPUTER CENTER	243,500	220,000	23,500			
63-1810-825	COLLEGE CENTER	1,000		1,000			
63-2130-825	DENTAL AUX.	12,646				12,646	
63-2140-825	RADIOLOGICAL TECH.	34,195	5,000			29,195	
63-2160-825	MEDICAL LABORATORY TECH.	5,000				5,000	
63-2210-825	ENGLISH	16,900	12,500	4,400			
63-2220-825	PERFORMING ARTS	3,500				3,500	
63-2230-825	HISTORY AND SOCIAL BEHAVIOR	320			320		
63-2240-825	MODERN LANGUAGES	12,950	12,950				
63-2250-825	HEALTH & PHYSICAL EDUCATION	10,725		800		9,925	
63-2260-825	VISUAL ARTS	2,200		2,200			
63-2280-825	ENGLISH AS A SECOND LANG.	2,590	2,590				
63-2300-825	BUSINESS DIVISION	13,100		3,600			9,500
63-2323-825	MARKETING ART AND DESIGN	15,934				15,934	
63-2325-825	RETAILING OPTION	20,000				20,000	
63-2330-825	OFFICE SYSTEM TECHNOLOGY	60,000				60,000	
63-2340-825	HOTEL, RESTAURANT & INST.	24,400				24,400	
63-2350-825	BUSINESS ADMIN. AND MGMT.	4,350		4,350			
63-2500-825	ENGINEERING/SCIENCE DIVISION	5,300	2,500	2,800			
63-2510-825	BIOLOGY	36,800				36,800	
63-2520-825	CHEMISTRY	11,300				11,300	
63-2530-825	MATHEMATICS	11,400	10,000			1,400	
63-2540-825	PHYSICS	700				700	
63-2550-825	ELECTRICAL ENGINEERING TECH.	16,650				16,650	
63-2560-825	MECHANICAL-CIVIL-CONSTRUCTION	15,000				15,000	
63-2570-825	COMPUTER SCIENCE	12,500				12,500	
63-2930-825	OPEN COLLEGE	3,145		2,000		1,145	
63-2960-825	DIVISION OF CONTINUING EDUCATION	7,000		7,000			
63-2962-825	PERTH AMBOY CENTER	8,200			500	7,700	0
63-2970-825	NEW BRUNSWICK CENTER	35,457		5,457			30,000
63-2990-825	BUSINESS TECHNICAL INSTITUTE	6,500	6,000	500			
63-5200-825	COMMUNITY SERVICES	8,800				8,800	0
63-6100-825	LIBRARY	20,500		20,500			
63-6200-825	INSTRUCTIONAL MEDIA	51,479				51,479	0
63-6500-825	TESTING	1,900	1,900				
63-7100-825	OPERATIONS	22,000		22,000			
63-7300-825	MAINTENANCE	12,000		12,000			
TOTAL CAPITAL BUDGET		994,000	311,340	281,266	15,820	346,074	39,500

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5

CURRENT OPERATING EXPENDITURES

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
A. INSTITUTIONAL SUPPORT:			
BOARD OF TRUSTEES			
OPERATING EXPENSES	6,602	6,500	6,500
PRESIDENT'S OFFICE			
SALARIES	198,028	129,156	149,798
OPERATING EXPENSES	34,613	44,296	38,381
ORGANIZATIONAL & PROF. DEV'L			
SALARIES		39,290	42,072
OPERATING EXPENSES	-0-	8,000	16,500
INSTITUTIONAL ADVANCEMENT			
SALARIES	-0-	59,166	63,426
OPERATING EXPENSES	-0-	17,830	15,375
ACCREDITATION			
OPERATING EXPENSES	11,470	4,125	17,200
EMPLOYEE RELATIONS			
SALARIES	41,900	79,000	90,340
OPERATING EXPENSES	111,707	35,791	38,681
PUBLIC RELATIONS			
SALARIES	159,567	247,209	210,786
OPERATING EXPENSES	194,242	186,514	387,805
PERSONNEL			
SALARIES	111,515	116,530	130,709
OPERATING EXPENSES	151,953	78,516	75,741
C.E.O. SERVICES			
SALARIES	89,044	104,364	118,506
OPERATING EXPENSES	29,842	30,878	27,531
V.P. FOR FINANCE & OPERATIONS			
SALARIES	149,351	175,272	160,477
OPERATING EXPENSES	37,043	41,821	39,856
BUSINESS OFFICE			
SALARIES	373,749	385,921	415,382
OPERATING EXPENSES	106,540	118,563	120,684
PURCHASING & INVENTORY			
SALARIES	134,152	146,250	159,734
OPERATING EXPENSES	44,948	41,982	44,252
AUDIT FINANCE			
SALARIES	37,714	40,107	42,488
OPERATING EXPENSES	4,953	11,272	11,207

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5 CONT

CURRENT OPERATING EXPENDITURES

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MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
A. INSTITUTIONAL SUPPORT:			
LEGAL FEES			
OPERATING EXPENSES	68,133	70,000	75,000
AUDIT FEES			
OPERATING EXPENSES	39,525	40,000	43,000
INSURANCE			
OPERATING EXPENSES	79,197	140,000	98,000
PRINTING & PUBLICATIONS			
SALARIES	185,796	193,250	245,699
OPERATING EXPENSES	515,637	409,522	437,938
COMMUNICATIONS			
SALARIES	32,726	28,027	37,246
OPERATING EXPENSES	132,428	227,839	169,840
CORRESPONDENCE CENTER			
SALARIES	78,053	102,513	119,775
OPERATING EXPENSES	33,251	37,410	39,250
MEMBERSHIP			
OPERATING EXPENSES	40,716	35,000	35,000
COLLEGE POLICE			
SALARIES	407,719	419,681	473,484
OPERATING EXPENSES	101,974	117,986	122,313
V.P. ACADEMIC AFFAIRS			
SALARIES	151,256	151,716	167,902
OPERATING EXPENSES	40,395	47,430	46,062
VACATION EXPENSE-INSTIT'L SUPPORT			
SALARIES			
TOTAL INSTITUTIONAL SUPPORT	3,888,063	4,168,729	4,534,943

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5 CONT

CURRENT OPERATING EXPENDITURES

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MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
B. STUDENT SERVICES			
VACATION EXPENSE-STUDENT SERVICES			
SALARIES	16,987		
STUDENT SERVICES			
SALARIES	64,287	70,499	74,761
OPERATING EXPENSES	22,344	17,846	15,996
ADMISS. & FIN'L AID			
SALARIES	393,618	435,260	508,852
OPERATING EXPENSES	110,628	121,684	124,670
REGISTRAR			
SALARIES	423,195	480,032	534,362
OPERATING EXPENSES	223,898	195,531	92,832
COUNSELING & PLACEMENT SERV.			
SALARIES	492,484	531,808	569,995
OPERATING EXPENSES	97,077	94,060	95,586
STUDENT ACTIVITIES			
SALARIES	111,871	100,900	107,478
OPERATING EXPENSES	19,626	26,829	26,879
HEALTH SERVICES			
SALARIES	56,619	60,524	66,378
OPERATING EXPENSES	19,207	18,568	22,373
MINORITY AFFAIRS			
SALARIES	-0-	70,419	71,102
OPERATING EXPENSES	-0-	17,865	20,265
STAFF BENEFITS			
OPERATING EXPENSES	(47,863)	-0-	-0-
INSTITUTIONAL RESEARCH			
SALARIES	134,845	170,099	182,967
OPERATING EXPENSES	26,865	35,750	36,325
COMPUTER CENTER			
SALARIES	603,631	647,361	762,227
OPERATING EXPENSES	575,683	630,507	674,684
COLLEGE CENTER			
SALARIES	172,747	219,270	241,844
OPERATING EXPENSES	73,335	82,793	83,144
PHYS. ED. CENTER			
SALARIES	172,860	169,435	185,923
OPERATING EXPENSES	50,920	53,699	54,348
TOTAL STUDENT SERVICES	3,869,606	4,250,699	4,552,931

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5 CONT

CURRENT OPERATING EXPENDITURES

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MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
C. INSTRUCTION			
VACATION EXPENSE-INSTRUCTION			
SALARIES	34,493		191,251
HEALTH TECHNOLOGY DIVISION			
SALARIES	180,552	166,281	221,757
OPERATING EXPENSES	42,457	52,564	49,045
NURSE EDUCATION			
SALARIES	696,514	755,711	730,406
OPERATING EXPENSES	108,280	121,237	109,626
DENTAL AUXILIARIES			
SALARIES	300,948	320,017	330,706
OPERATING EXPENSES	64,386	70,030	68,401
RADIOGRAPHY EDUCATION			
SALARIES	126,810	95,828	126,282
OPERATING EXPENSES	41,340	50,465	38,509
MEDICAL LABORATORY TECHNOLOGY			
SALARIES	90,869	79,334	84,514
OPERATING EXPENSES	28,494	28,580	28,165
SOCIAL SCIENCES & HUMANITIES DIVISION			
SALARIES	215,004	270,165	324,724
OPERATING EXPENSES	67,272	73,400	70,431
ENGLISH			
SALARIES	1,137,826	1,201,053	1,348,330
OPERATING EXPENSES	153,550	156,700	155,380
PERFORMING ARTS			
SALARIES	176,200	206,834	228,004
OPERATING EXPENSES	78,046	77,125	90,913

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5 CONT

CURRENT OPERATING EXPENDITURES

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MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
C. INSTRUCTION: (CONTINUED)			
HISTORY/SOCIAL BEHAVIOR			
SALARIES	614,259	650,717	671,056
OPERATING EXPENSES	76,226	81,614	110,165
MODERN LANGUAGE			
SALARIES	228,980	218,753	266,781
OPERATING EXPENSES	31,161	36,056	37,526
HEALTH & PHYSICAL EDUCATION			
SALARIES	338,108	383,168	408,326
OPERATING EXPENSES	56,958	69,381	68,697
VISUAL ARTS			
SALARIES	141,153	134,908	140,356
OPERATING EXPENSES	39,307	41,544	43,577
PSYCHOLOGY & LEARNING DEVELOPMENT			
SALARIES	329,506	405,326	451,766
OPERATING EXPENSES	48,724	54,584	54,335
ENGLISH AS 2ND LANGUAGE			
SALARIES	109,258	116,713	108,673
OPERATING EXPENSES	16,392	15,126	14,811
BUSINESS TECHNOLOGIES DIVISION			
SALARIES	138,738	174,992	176,993
OPERATING EXPENSES	47,437	47,649	52,546
ACCOUNTING			
SALARIES	640,106	683,382	729,155
OPERATING EXPENSES	80,324	89,601	87,912
MARKETING			
SALARIES	119,004	128,075	138,277
OPERATING EXPENSES	16,829	18,932	18,667
MARKETING ART & DESIGN			
SALARIES	261,035	288,137	274,917
OPERATING EXPENSES	83,449	106,076	101,252
RETAIL OPTION			
SALARIES	40,309	43,691	49,893
OPERATING EXPENSES	9,732	12,967	12,862
OFFICE SYSTEM TECH.			
SALARIES	186,547	203,967	223,734
OPERATING EXPENSES	43,658	49,535	72,373
HOTEL & RESTAURANT INSTIT. MANAGEMENT			
SALARIES	246,621	270,655	287,486
OPERATING EXPENSES	79,017	91,915	104,076

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5 CONT

CURRENT OPERATING EXPENDITURES

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MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
C. INSTRUCTION: (CONTINUED)			
BUSINESS ADMIN. & MGMT.			
SALARIES	185,822	171,044	190,011
OPERATING EXPENSES	24,511	22,343	23,958
ENGINEERING TECH. & SCI. DIVISION			
SALARIES	181,292	214,865	235,086
OPERATING EXPENSES	65,579	57,373	56,429
BIOLOGY			
SALARIES	591,011	609,210	662,532
OPERATING EXPENSES	109,859	121,665	112,091
CHEMISTRY			
SALARIES	432,067	450,685	565,845
OPERATING EXPENSES	83,374	93,215	96,816
MATHEMATICS			
SALARIES	603,855	643,661	690,204
OPERATING EXPENSES	76,225	84,866	87,789
PHYSICS			
SALARIES	206,261	303,138	339,373
OPERATING EXPENSES	40,542	44,233	43,589
ELECTRICAL ENG. TECH.			
SALARIES	378,566	404,273	401,827
OPERATING EXPENSES	54,298	69,713	61,714
MECH. CIVIL CONST. ENG. TECH.			
SALARIES	362,342	359,282	413,506
OPERATING EXPENSES	96,527	72,333	64,523
COMPUTER SCIENCE			
SALARIES	460,819	455,925	473,340
OPERATING EXPENSES	68,890	70,551	73,365
COOPERATIVE ED.			
SALARIES	64,301	100,195	100,258
OPERATING EXPENSES	15,388	20,838	20,423
E.O.F. PROGRAM			
SALARIES	120,524	152,020	169,548
OPERATING EXPENSES	22,536	29,714	30,309
OPEN COLLEGE			
SALARIES	157,452	211,665	212,167
OPERATING EXPENSES	20,667	34,515	33,240
ORGANIZED ACTIVITIES			
OPERATING EXPENSES	6,528	-0-	-0-
CONTINUING ED. & INST. RES.			
SALARIES	113,760	133,479	138,379
OPERATING EXPENSES	21,107	24,443	24,033
CONTINUING ED. OPEB.			
SALARIES	1,789,208	1,885,885	1,986,154
OPERATING EXPENSES	156,419	232,513	230,008
PERTH AMBOY COMM. CAREER CTR.			
SALARIES	51,105	69,288	89,988
OPERATING EXPENSES	57,137	56,020	73,698

MIDDLESEX COUNTY COLLEGE

FOR FISCAL YEAR JULY 1, 1989 - JUNE 30, 1990

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
C. INSTRUCTION: (CONTINUED)			
NEW BRUNSWICK CAREER PREP. CTR.			
SALARIES	43,119	111,775	108,680
OPERATING EXPENSES	35,543	57,981	78,502
COMM. ADVIS. & RES. CTR.			
SALARIES	37,246	58,178	53,401
OPERATING EXPENSES	12,478	17,763	17,748
BUSINESS LABOR & IND. PROG.			
SALARIES	115,489	228,085	256,840
OPERATING EXPENSES	39,507	32,930	79,460
TOTAL INSTRUCTION	14,449,816	15,848,653	17,199,485
D. PUBLIC SERVICE:			
VACATION EXPENSE-PUBLIC SERVICE			
SALARIES	5,076		
COMMUNITY EDUCATION			
SALARIES	543,825	513,446	499,952
OPERATING EXPENSES	165,551	192,073	125,426
CHILD CARE CENTER			
SALARIES	8,263	-0-	-0-
OPERATING EXPENSES	14,156	-0-	1,115
GRANT DEVELOPMENT			
SALARIES	-0-	37,750	51,163
OPERATING EXPENSES	1,384	11,695	15,285
CONTRACT MANAGEMENT			
SALARIES	45,248	47,242	50,025
OPERATING EXPENSES	7,487	7,934	7,829
TOTAL PUBLIC SERVICE	791,990	810,140	750,815
E. ACADEMIC SUPPORT:			
VACATION EXPENSE-ACADEMIC SUPPORT			
SALARIES	5,576		
LIBRARY SERVICES			
SALARIES	313,611	338,654	380,882
OPERATING EXPENSES	162,987	171,516	163,079
MEDIA PRODUCTION & DIST.			
SALARIES	157,053	173,650	198,002
OPERATING EXPENSES	61,967	77,347	68,203
TESTING			
SALARIES	80,843	93,711	104,598
OPERATING EXPENSES	21,443	32,367	32,646
TOTAL ACADEMIC SUPPORT:	796,259	887,245	947,410

NEW JERSEY STATE DEPARTMENT OF HIGHER EDUCATION

ANNUAL BUDGET REQUEST - DETAILS OF

SCHEDULE 5 CONT

CURRENT OPERATING EXPENDITURES

PAGE 8

	ACTUAL JULY 1, 1987 JUNE 30, 1988	ESTIMATED JULY 1, 1988 JUNE 30, 1989	BUDGET JULY 1, 1989 JUNE 30, 1990
F. OPERATIONS:			
VACATION EXPENSE-OPERATIONS			
SALARIES	18,006		48,518
PLANT OPERATIONS			
SALARIES	120,371	115,267	113,802
OPERATING EXPENSES	46,424	29,881	29,611
COLLEGE ENGINEERING			
SALARIES	8,638	38,075	41,138
OPERATING EXPENSES	8,005	16,889	17,479
CUSTODIAL			
SALARIES	487,563	509,562	559,806
OPERATING EXPENSES	203,471	149,845	204,651
MAINTENANCE			
SALARIES	564,073	629,648	704,374
OPERATING EXPENSES	415,371	315,810	347,852
LANDSCAPE & GROUNDS			
SALARIES	179,288	200,101	229,178
OPERATING EXPENSES	126,888	158,748	184,170
PURCHASED UTILITIES			
OPERATING EXPENSES	1,151,613	1,693,000	1,537,000
RECEIVING			
SALARIES	88,608	92,678	110,703
OPERATING EXPENSES	26,961	31,472	32,097
INSURANCE			
OPERATING EXPENSES	222,982	175,000	220,000
TOTAL OPERATIONS	3,635,001	4,155,971	4,380,379
TOTAL EXPENDITURES - EDUCATION & GENERAL	27,462,527	30,121,439	32,365,963
EXCESS OR (DEFICIT) FROM OPERATIONS	533,546	0	0
TOTAL CURRENT EXPENDITURES	27,996,075	30,121,438	32,365,963

MIDDLESEX COUNTY COLLEGE

EDISON, NEW JERSEY

DATE Jan. 4, 1989

DIVISION OF CONTINUING EDUCATION
AND INSTRUCTIONAL RESOURCES
PAYROLL CERTIFICATION FORM

1. Payroll period beginning/ending Jan. 3/Jan. 20, 1989
2. Name of Employee See attached list
3. Gross amount due this payroll period \$75,512
4. Remarks: Please date and deliver checks January 17, 1989

WINTERSESSION 1989 PAYROLL

COURSE(S)	NAME	TOTAL
PSY 123-771	Barto, William	945.00
RDG 011-770	Bernarducci, James	1590.00
CSC 105-770	Bhatia, Paul	1590.00
CSC 100-770	Bourque, David	1590.00
ART 201/202-770 ART 201/202-775	Bouzard-Hui, Eva	2010.00
JUR 109-770	Buckley, Jean	1060.00
BUS 103-770	Butula, Andrew	1590.00
ENG 122-770	Cohen, Larry	1590.00
RDG 009-770	Coleman, Gertrude	945.00
ENG 010-770	DiDomenico, Charles	1590.00
SPE 121-770	Dimeo, Nancy	945.00
ENG 121-771	DePasquale, Emanuel	1590.00
ACC 103-770	Feehan, Thomas	2120.00
IAT 013-771	Gladstone, Harold	2120.00
PED 124-770	Gray, Donna	1060.00
SOC 121-770	Greenhouse, Michael	1590.00
ART 123-770	Harvey, Tana	945.00
ECO 202-770	Helman, Sanford	1590.00
BUS 101-770	Higgins, Robert	1590.00
SPA 121-770	Howley, Mary	945.00
IAT 014-770	Jennings, Thomas	2120.00
PSY 123-770	Kantor, Irwin	1590.00
PHI 121-770	Kelton, Saul	1590.00
IAT 010-770	Kinkhabwala, Rita	945.00
SOC 121-771	Kline, Jay	1125.00
BUS 201-770	Landers, Michael	1590.00
ART 109/110-770	Lighthipe, Mindy	945.00
PSY 223-770	Morris, Glenn	1590.00
ENG 121-770	Moskowitz, Jack	1590.00
IAT 123-770	Olorunda, Margaret	945.00
HEC 100-780	Pautz, John	530.00
ECO 201-770	Peterson, Arthur	1590.00
RDG 011-771	Price, Renee	1590.00
IKT 201-770	Rosenberg, Lynn	1590.00
PED 140-770	Sacchi, John	1060.00
PED 143-770	Servon, Joseph	1060.00
IAT 013-770	Taylor, Clarence	2120.00
PED 145-770	Wilson, Jane	630.00
PED 140-770	Zifchak, Robert	1060.00
ENG 122-771	Zimmerman, Daniel	1590.00
Health Technologies	Buscemi, Elaine	424.00
Dental Auxiliaries &	Dorothy DeFoe	3180.00
Nursing Programs	Freier, Audrey	424.00
	LeBlond, C. Merry	2756.00
	Peau, Claire	2756.00
	Reilly, Catherine	2756.00
	Zacune, Harmon	3180.00
	Zall, Marjorie	272.00
	Brown, Zelia	283.00
	Ferrante, Sharon	141.00
	Hellwig, Sharon	495.00
	Kocinski, Rose	283.00
	Kregeloh, Sandra	141.00
	Semple, Genevieve	495.00

Academic Coordinators
and Counselors, Advisors

Bruno, Nancy
Olson, Jerome

283.00
120.00

Independent Study Coordinators

Nicolai, Albert
Strugala, Richard

1060.00
530.00

Laboratory Coordinators

Patetta, Debbie

88.00

MIDDLESEX COUNTY COLLEGE
 DIVISION OF COMMUNITY EDUCATION
 PROPOSED BOARD PAYROLL
 JANUARY, 1989

<u>COURSE</u>	<u>NAME</u>	<u>DATE</u>	<u>HOURLY/ CONTACT RATE</u>	<u>SALARY</u>
Customer Relations	Baio, Louis J.	4/1	17.	\$102.00
Shipping/Transportation	Baio, Louis J.	4/15	17.	102.00
Coaching	Beal, Jim	4/29	25.	150.00
Controlling	Beal, Jim	4/8	25.	150.00
Strategey & Tactics/Marketing	Beal, Jim	4/22	25.	150.00
Telecommunications	Besant, Katherine	2/4-5/20	18.	810.00
Fire Inspector	Bonanno, James	1/24-5/2	20.	1800.00
Audience Development	Bond, Gwen	1/1-6/30	415.cont.	3735.00
Directing	Cullinane, Daniel J.	4/1	35.33	211.98
Management, an Overview	Cullinane, Daniel J.	3/4	35.33	211.98
Negotiating Your Way To Success	Cullinane, Daniel J.	4/3-5/8	35.33	635.94
Selling I, a Professional Approach	Cullinane, Daniel J.	3/18	35.33	211.98
A Manager's Guide To Human Behavior	Fisher, John	2/6-3/13	25.	450.00
Delegating	Fisher, John	5/13	25.	150.00
Effective Time Management	Fisher, John	5/6	25.	150.00
Market Research	Fisher, John	4/8	25.	150.00
Organizing	Fisher, John	3/18	25.	150.00
Problem Solving/Decision Making	Fisher, John	4/22	25.	150.00
Training & Development	Fisher, John	3/4	25.	150.00
Building Inspector RCS	Grayce, Gerald	2/6-5/22	20.	900.00
Fire Inspector HHS	Grayce, Gerald	3/29-5/31	20.	600.00
Advertising	Jonas, Louis	3/11	22.	132.00
Fundamentals of Modern Marketing	Jonas, Louis	1/17-2/21	22.	396.00
Marketing, an Overview	Jonas, Louis	3/4	22.	132.00
Employee Relations	La Hara, Richard	3/11	22.	132.00
Equal Employment Opportunity	La Hara, Richard	4/8	22.	132.00
Labor Relations	La Hara, Richard	4/1	22.	132.00

COMMUNITY EDUCATION
 PROPOSED BOARD PAYROLL-JANUARY, 1989
 Page 2.

Personnel/Human Resources	La Hara, Richard	2/18	22.	132
Salary & Benefits Administration	Leday, Jerome	3/18	17.	102
Selecting & Interviewing	Leday, Jerome	2/25	17.	102
Fire Inspector RCS	Lynch, Charles J.	1/17-4/25	20.	900
Inventory Management	Mulligan, Joseph	2/6-3/27	25.	525
Construction Official	Nickel, William	1/23-5/1	20.	900
Construction Blueprint Reading (Basic)	Russo, Anthony	4/4-5/16	18.	252
Subcode Official	Russo, Anthony	1/18-4/26	20.	900
Fundamentals of Finance & Accounting for the Non Financial Manager	Stoop, Richard	4/5-5/10	23.	414
Planning	Stoop, Richard	3/11	23.	138

BUDGET SOURCES AND TOTALS

COMMUNITY EDUCATION


\$16, 541.88

GRAND TOTAL \$16, 541.88

MEMORANDUM

DATE: January 24, 1989

TO: Members of the Board of Trustees

FROM: Flora M. Edwards, President 

SUBJECT: Report to the Board of Trustees
December 20, 1988 - January 24, 1989

In terms of enrollment, Spring 1989 begins on a healthy note. With registration coming to a close, full-time enrollment exceeds last year by four percent and part-time registrations also reflect an increase of approximately three percent. Indeed with over 11,000 students last fall, we are today the largest single college in the State of New Jersey with the exception of Rutgers University. On the surface, this is the fruit of our hard labor - of our new recruitment campaign, our new advertising program, our new efforts at public relations. Beyond that however, it is an expression of public faith in the quality of our endeavors.

The theme of quality, of the importance of the teaching/learning process, was the theme of my remarks to the faculty in the state of the college address, held on January 18. The opening session was very well attended and appeared to be well received. A copy of my remarks and the accompanying press clips are attached. Other start-up activities this term included a round of divisional and departmental meetings along with two student orientation sessions held on January 19 and January 21. This month, not only did I have the opportunity to welcome our new students but to say farewell. On January 19 a quiet but confident-looking young woman walked into my office to convey her appreciation for the education she received at Middlesex. Shefali Patel came to the United States two years ago, made the Dean's List as an Engineering Science student and, with the encouragement of our faculty and staff applied to MIT. She begins her studies at MIT this semester. Shefali Patel is just one of many students whose career was forged on a foundation built at MCC. We are very proud of her and wish her well.

The theme of quality in education is stressed by the Governor in his State of the State Message. However, quality requires more than rhetorical commitment. It means an allocation of hard dollars to maintain the level of service and to forge ahead in new areas. This was predictably a major topic of discussion at the CCCPANJ meeting and of the Financial Policy Committee meeting which followed it on January 9. On campus as well, much of this month was spent in laying the financial groundwork of the FY 1989-90 academic year.

As we look to FY 90, the combination of escalating non-controllable expenses (e.g. health insurance has increased over 25 percent, social security 10.5, maintenance contracts 13.6) and talk of a State budget deficit of close to \$300 million doesn't augur well for high education in the State.

With this in mind, the Finance Committee met on January 17 to review the proposed FY90 budget and again by conference call on January 19 to finalize its policy recommendations. On January 21 we had the opportunity to share our budget plans with the Board of Chosen Freeholders. Needless to say, our county's commitment and the level of constant and steady support provided by the freeholders is a key element in the stability and integrity of our financial base. However, no county can make up fully for the unprecedented increase in mandatory costs and for the projected lack of participation of the state in meeting these costs. Therefore, the budget you adopted today and which will be presented to the Board of School Estimate on February 2, is dedicated primarily to the maintenance of existing programs and services, to quality assurance and to the continuing integrity of our academic programs. Even with a 6.55% in county support and a \$3.00 increase in tuition per credit hour (from \$888.00 to \$960.00 a year for a full-time student), this is a no-frills budget, adjusted to accommodate that over which we have no control and to reflect our academic priorities. Despite the tightness of the budget and the uncertainty of State support, this is a good time to thank our county for its support not only for its contribution to our operating budget, but for sharing their time with us twice this month (February 7 and 21) and for agreeing to underwrite the completion of both the asbestos removal project and the high tech center. Completion of the first and groundbreaking for the second is scheduled for this Spring.

Looking a bit further to the future, this month saw the final working meetings of the Task Force on Quality and the Task Force on Technology of the 3E Commission. The meeting of the Task Force on Technology was held at the Ford Motor Plant and concluded with a tour which provided us with an opportunity to see workers, students and graduates in action. It was a truly memorable experience. (The final meetings of the Task Force on Partnership are scheduled this week and next.) At this point, an interim report will be developed to be shared with the college community in open forum prior to the preparation and release of the final document in the Fall. It promises to be an exciting and challenging report.

Other activities this month included a luncheon just before the close of the Fall term with the Mechanical/Civil Engineering Department, a meeting to conduct a formal analysis of the Fall 1988 applicant pool, a number of meetings with members of the nursing faculty, a meeting with Dr. Stanley Bergen of UMDNJ to discuss a future collaborative effort in nursing, a meeting of the NBT Task Force on Education and then on January 11, of the NBT Board itself, and on January 19, I had breakfast with Dr. Ron Larkin, Superintendent of New Brunswick Schools to discuss a number of collaborative ventures.

On a more personal note, when I returned from Christmas holiday in Panama, I was pleasantly surprised shortly thereafter to learn that an opinion piece I authored was published in the Star Ledger (copy attached). In addition, I am pleased to report that I have been named as a Transformational Leader in the Community College in a national study conducted by the University of Texas at Austin. I am also pleased to report that I have been appointed to the Board of Directors of the American Council of Education.

Finally, this evening this Board passed a resolution approving the retirement of Mrs. Elinore Widis, Administrative Assistant to the President and Assistant Secretary to the Board. Elinore has served MCC faithfully for over 20 years. Her commitment, dedication and unparalleled professionalism have contributed more than I can express to the success of my tenure here as President. As she prepares to move to Florida with her husband, Abe, I know you join me in wishing her Godspeed and all the joy and happiness they so richly deserve.

FME:fg (1684)
Attachment

ADDRESS TO THE FACULTY

JANUARY 1989

The Fall 1988 semester was a semester of discovery. During its course we discovered how far we have come and how far we have yet to travel.

This was the semester we regained our position as the largest community college in the State of New Jersey. In fact, with 11,218 students we are, with the exception of Rutgers University, the largest college in the State. The demographic projections for the county had led us to believe that this was impossible and that the downward trend which began in 1981 would continue unabated until well into the next decade. However, undaunted by the cold facts, we set out to turn the tide. And we did. Full-time enrollment increased from 3,963 for Fall 1987 to 4,233 for Fall 1988. Minority enrollment has increased this past year as well. At present blacks, Hispanics and Asians make up over 27 percent of our total College population. Wintersession enrollment reached nearly 1,000 (an 11% increase over 1987), drawing an ever-increasing number of students from other colleges and universities who wish to advance their program of study. Projections for Spring, 1989 are running four percent ahead of last year. Please remember that Spring orientation activities for all divisions except Engineering and Science are scheduled for Thursday, January 19 at 7:30 p.m. with campus tours beginning at 6:30 p.m. Engineering and Science orientation is scheduled for Saturday morning, January 21 at 10 a.m. Faculty interested in assisting with their division's program should contact their dean.

This good news comes to us after more than two years of hard work that often involved a redirection of our energies. The enrollment management council, headed by Michelle Goffe, reached out to almost every area of the College for support of our new ventures.

Reorganization and refurbishments, redirections of advertising publications, revamping of inquiry and processing systems, new approaches to recruitment and retention were all possible because our community was energized by a challenge and was able to respond in new and creative ways. It would take far too long to list all that went into this past term. All the hard work. Mostly it was a matter of small things - hundreds of small things that made the difference. It meant a new set of more colorful, top quality materials for student recruitment. The new full-color poster for high schools and the new division brochures are the newest pieces off our presses along with a new brochure focusing on the success of our graduates. It meant revamping the look of our student schedules, abandoning the tabloid format for a trim new series of booklets. It meant reaching out to our corporate community with a new catalog for the Institute and new glossy version of our annual report. It meant reaching out through our academic divisions. For example, on January 4, the Business Division hosted a luncheon for the Central Region New Jersey Marketing Education Coordinators, and on January 11, the Business Division cosponsored the Central New Jersey Distributive Education Clubs of America Annual Awards Competition, drawing 1500 high school students to our campus. On January 12, over 500 Future Business Education Leaders were on campus for a Leadership Testing Program coordinated by Mary Lynch and Ethel Reid.

Direct recruitment was complemented by a host of activities designed to promote retention and student progress. This year the Educational Opportunity Fund program, with an enrollment increase of 14 percent, engaged faculty on a part-time basis in an effort to

increase retention. A new course "Becoming a Master Student" became part of our staff development effort when 30 members of the Middlesex County College community were joined by 20 representatives of our sister colleges, braving sleet and snow to attend a seminar on empowering students as learners. In the Academic Advisement Center, faculty and staff prepared plans of study for over 50 developmental and Open College students, and 11 faculty and chairs volunteered their time to provide over 65 hours a week of drop-in tutoring in the Learning Assistance Laboratory. In the Physics Department, Professor Fred Montana and Engineering Science student, James Soresen, teamed up to present a two-day computer workshop during the winter session for all students entering Physics 131. The sessions were very successful and all involved should be commended, including Dorothy Loper who helped coordinate the program.

In the newly created Office of Minority Student Affairs the focus has been on retention. The peer mentor program has been working with over 50 black and Hispanic freshmen. Augmenting these activities is a new tracking system designed to identify and to provide intervention for high-risk black and Hispanic students. Finally our newest program, funded under the Challenge Grant, MAPS, has completed its first semester with 19 students, 15 local corporations serving as work sites and 28 corporate mentors. The Spring recruitment initiative has begun with a target of 80 students for the Fall semester. Last semester we celebrated Hispanic Heritage with a series of exciting activities representing the richness and diversity of our Hispanic Heritage. This past Monday, we celebrated the birthday of Dr. Martin Luther King. Next month, in honor of Black History Month, our cocurricular activities will feature films such as "Cry Freedom," as well as a lecture series on the black media presented by author Donald Boyle and a lecture on the African influence on Hispanic culture presented by Hector Bonilla.

The College Center Art Gallery will have a photographic exhibition entitled, "They Have A Dream," featuring the works of Don Farkas.

These are all good activities worthy of our attention and support. Indeed, respect for other cultures entails a respect for history and an understanding of the consequences of bigotry and racism. This was the theme last semester of the Kristallnacht ceremony which was a poignant reminder of what can happen when we deny the fundamental humanity of our fellow man. We have come so far, so far from Kristallnacht, so far from the shameful memory of slavery and segregation that mars the history of this great nation. Yet, despite how far we like to think we have come as a civilized society, I cannot help but wonder how Dr. King would have felt were he standing here today. What has happened to his dream when in a time of unprecedented prosperity black unemployment is twice the national average - how can it be in a nation as rich as ours that one-third of our black citizens must live in poverty? What can we say about ourselves if black history month is nothing more than an isolated activity? We owe ourselves better than that. Let us use this month to redirect our energies - let us look at how our black and Hispanic students are reflected in our curricula, in our classrooms and in the life of the campus. And let our deeds speak for us as we endeavor to make this College a beacon of hope for all our citizens. The challenge is a formidable one - for it places us in a constant State of evolution.

And evolve we do - in many ways, in many directions. This semester saw great progress in the development of the new courses for the honors program in Business and in the Liberal Arts. The Ethics Project, now in its second year, has expanded to include the public and parochial high schools in New Brunswick. In fact, Bob Roth and Kathy Fedorko have had such success with it they have taken

the show on the road, presenting papers at the Community College Humanities Conference in Boston and later this term they will go to Washington to present the project at the American Association of Community and Junior Colleges Convention. In Marketing Art and Design, the faculty have completed the integration of new high resolution color graphics computer equipment into the advanced courses to meet the growing need for computer graphic artists in this area. The Department has also been working on a special project - the development of an animated, 3-dimensional logo design for the College. This coming Spring, the Library will implement the first phase of an on-line circulation system. To enhance this service, the College has applied for a federal grant to place small inquiry terminals around campus to make it easier for students and faculty to locate materials.

In the area of fine arts, this semester saw the opening of a new exhibition area for student work in fine and commercial art on the second floor of the Academic Services Building. Cultural highlights of the semester included a full-scale theatrical production of "God's Favorite," directed by Professor Winik, and our annual Christmas Choral Concert, conducted by Professor Bogar. On the playing field, our Mens' Cross Country team shared the Garden State Athletic Conference championships with Gloucester County College, and Bob Terelle was named GASC Cross Country Coach of the Year. In addition, Greg Cavaliere finished 17th in the NJCAA Cross Country Championships in Idaho and became Middlesex County College's first male runner to attain Cross Country All-American honors. Two soccer players were cited by the New Jersey Soccer Coaches Association this Fall: James Hall and Kevin Milton. Kevin was also named All-Mideast player by the National Soccer Coaches Association; and the wrestling season hasn't even started yet! In addition to serving as Acting Dean of Social Sciences and Humanities, Bob Zifchak is serving as President of the Collegiate Athletic Administrators of New Jersey for 1988-89.

Just as our content courses must blend the teaching of form and content, so must our cocurricular activities provide opportunities for leadership growth, recreation and civic responsibility. Project Compact, now in its second year, provides just this opportunity. Drawing volunteers from Phi Theta Kappa Honor Society and from the Hispanic American Club, Project Compact teaches Spanish-speaking senior citizens in Perth Amboy how to speak and read English. We need to create more opportunities for students to share and give to their communities for this is as fundamental a part of their education as is Math and Science.

We have intensified our offerings in every area. Our Joint Admissions Program with New Jersey Institute of Technology accepted its first class of 12 students this term, along with a new course in Hazardous waste management, presented jointly by Middlesex County College and New Jersey Institute of Technology through the Institute for Management and Technical Development. As we head into 1989, the Institute continues to grow. The plan for Spring includes over 70 seminars and workshops designed by the new Small Business Development Center on a wide range of subjects of special interest to the small business community. The Institute's facility in Raritan Center is rapidly taking shape with an official opening scheduled for late in February or early March. Work with the Ford statistical process control program has significantly increased, due to the addition of a second shift at the Edison Plant. We expect in the next two months to train more than 300 Ford employees as we assist Ford in this conversion.

As we reach out to new populations, we build our reputation across the State and throughout the nation. Community Education's Project Resources, now identified as a State model, will also be featured in a future issue of Catalyst. Resources, which trains

This good news comes to us after more than two years of hard work that often involved a redirection of our energies. The enrollment management council, headed by Michelle Goffe, reached out to almost every area of the College for support of our new ventures.

Reorganization and refurbishments, redirections of advertising publications, revamping of inquiry and processing systems, new approaches to recruitment and retention were all possible because our community was energized by a challenge and was able to respond in new and creative ways. It would take far too long to list all that went into this past term. All the hard work. Mostly it was a matter of small things - hundreds of small things that made the difference. It meant a new set of more colorful, top quality materials for student recruitment. The new full-color poster for high schools and the new division brochures are the newest pieces off our presses along with a new brochure focusing on the success of our graduates. It meant revamping the look of our student schedules, abandoning the tabloid format for a trim new series of booklets. It meant reaching out to our corporate community with a new catalog for the Institute and new glossy version of our annual report. It meant reaching out through our academic divisions. For example, on January 4, the Business Division hosted a luncheon for the Central Region New Jersey Marketing Education Coordinators, and on January 11, the Business Division cosponsored the Central New Jersey Distributive Education Clubs of America Annual Awards Competition, drawing 1500 high school students to our campus. On January 12, over 500 Future Business Education Leaders were on campus for a Leadership Testing Program coordinated by Mary Lynch and Ethel Reid.

Direct recruitment was complemented by a host of activities designed to promote retention and student progress. This year the Educational Opportunity Fund program, with an enrollment increase of 14 percent, engaged faculty on a part-time basis in an effort to

funds for the completion of the High Tech Center. As you may remember, the low construction bids represented approximately \$1 million more than is currently available for the project. We are now in the process of putting into place the short-term and long-term financing so that we may commence construction this Spring. Finally, as part of our never-ending efforts to boost the endowment, Foundation staff will be visiting College departments in the next few weeks as part of our employee campaign drive. This Fall, nine employees pledged \$5,725 toward the campaign. Please give as generously as you can.

In the increasingly more competitive world of grantsmanship, I am pleased to report over \$500,000 in grant projects funded this past term. The endeavors of Dean Anita Voorhees and the dedicated Community Education team were responsible for the majority of the dozen awards. The largest, \$98,000 - is dedicated to Employability Skills Preparation. The second largest is the Customer Information Control System for \$78,000, authored by Professor Jack Dineen, followed by Project LOGRO II at our Perth Amboy Center. Camille Mahon, our new Grants Writer/Coordinator, is in the process of preparing a grants manual for the College and is busy at work with departments throughout the College in developing ideas and in writing proposals that will help augment the dollars available to meet our goals and objectives.

Our commitment to quality is reflected in our commitment to our faculty and staff. Our professional development program continued this term with the brown bag lunch series, the implementation for the master faculty program, and a new program for academic chairs was added with a parallel series for nonacademic administrators planned for the Spring. Our efforts to improve internal communication have crystallized in the form of FYI. We are very pleased with

how well received the new version is and we welcome comments on making it even more effective. This past semester also saw the first publication of Focus On You, our first yearbook applauding the accomplishments of our faculty and staff. To this year's addition, we must add the following updates: In History, Dr. Diane Wilhelm has received the New Jersey Department of Higher Education's Fellowship on the Academic Profession: In Business, Professor Pat Graber was invited to present at the annual meeting of the CHE/MSA on Cyclical Program Review, and Xenia Balabkins presented at the National Conference of AVA in St. Louis on teaching techniques to assist learning disabled students. In English, Dr. Kathy Fedorko has been named President of the Eastern Division of the Community College Humanities Association, and Santi Buscemi presented a paper on using literature in remedial writing at the Community College Humanities Conference. Now we need your enthusiasm and expertise on another front. We need more faculty to make their talents and professional expertise available to the MCC speakers bureau. More than 20 requests for speakers were filled this past Fall and we could have filled 20 more had we had the volunteers.

The measure of our worth is confirmed to us through external evaluations. This Fall, accreditation teams from the Middle State Association and from the Accreditation Board of Engineering Technologies (ABET) visited the College to review programs in the Divisions of Engineering Technologies and Science, Continuing Science and Instructional Resources and Community Education. The teams were uniformly impressed both by the quality of our programs and by the thoroughness of our self-studies. The video prepared by Linda Gibson and her staff did an excellent job of capturing the spirit of the College and its programs. Congratulations to Tory Salvest and Jerry Shindelman, Community Education; Barbara Greene, Continuing Education, Dr. Reginald Luke, Engineering Technologies

and Science, and Rich Strugala on a job well done. We are now preparing for the fifth and final phase of the cyclical program review process and in addition we are taking the necessary steps to make application to the American Bar Association for accreditation of the Legal Assistant option. Tom McCoy, by the way, is recuperating from bypass surgery and appreciates all of our concern and good wishes. Also in the area of evaluation, the State College Outcomes Assessment Project moves forward. In response to the State requirements for assessment in noninstructional areas, I am appointing to additional committees, one on assessing student development to be chaired by Dr. John Herrling and the other on assessing community impact chaired by Professor Jerry Shindelman.

We are, of course, well aware of the excellent quality of our programs but it always feels good to hear it from external evaluators. It feels especially good to hear we are the best in the State and ranked sixth in the nation, which is exactly what happened when our HRI program was judged in the 1988 National Restaurant Association Awards. Congratulations to Professor Mike Pepper and everyone in HRI.

Yes, we have come a long way. Our successes are the fruit of our collective effort. For in the final analysis, the difference is in the people...in the uncompromising commitment of every member of the College community. It means that every decision must begin with the single question, "How does this affect the quality of our academic program?"

This semester I was called upon to make one of the most difficult and painful decisions of my professional career. After more than a decade of uneven performance, our nursing program was advised by the State Board of Nursing that we had been placed on

conditional accreditation. Although the official status of "conditional accreditation" is new for the Nursing Board, this is not the first time our program has received such a warning. After extensive consultation, examination of attrition rates, graduate performance, and board scores, it became apparent that a fundamental change is needed in the organization of the program. The decision to restructure the program through an affiliation with the University of Medicine and Dentistry and Rutgers University was not made lightly. It was not a decision driven by enrollment trends; nor was it a decision driven by financial considerations. Rather, it was born of the need to effectively increase the supply of registered nurses to our county's health facilities in this time of shortage, to provide meaningful career ladder opportunities for our students, and, most important, to assure the quality on which we have built our reputation as an institution. For while we can debate the means, in the end, the academic integrity of our offerings is the one nonnegotiable element in our equation.

It is academic quality that will form the heart of our discussion as we consider the issues to be raised by the Task Force on Academic Excellence. And again, it will be the issue of academic quality that will guide the public hearings on the recommendations of the 3E Commission.

This Spring everyone on campus will receive a set of proposed recommendations which reflects the work of the 3E task forces. Please take the time to consider them carefully. You will have an opportunity to respond both in writing and in person at an open forum with members of the 3E Commission before they prepare their final recommendations to the Board.

This your opportunity to take part in the planning for MCC in the next decade.

Indeed, as I look back on this past semester, I cannot help but marvel over what we have accomplished. Even the most casual observer could not help but be impressed by our achievements. Yet despite all that we have accomplished, Fall, 1988 will go down in history as the semester that tested our institutional mettle as it had rarely been tested before.

October 1988 saw the breakdown of negotiations with the AFT. It was, in the final analysis a poignant reminder of how dimly we hear each others' voices. This is not a problem to be solved rhetorically. The solution requires time - for there are no quick fixes. Most of all it requires the good faith and commitment of both faculty and administration.

However, labor relations (or the lack thereof) was not the only challenge we faced last term, although it was more than enough to hold our attention. Fall 1988 had more in store for us. The significant delays in completing the asbestos removal project in L'Hommedieu Hall due to the excessive overspraying of the building and the performance of the contractor, took its toll in financial and human resources. As we speak, the second floor of the building is being completed more than five months behind schedule. After months of necessary but fruitless negotiation, we are now in the process of replacing the current contractor. Bids for the completion of the project will be accepted on January 24. The Board of Chosen Freeholders has agreed to underwrite the 2.3 million dollars necessary to complete the additional work. Beyond the direct dollar cost is the human toll which is in many ways incalculable. Due to the delay, the trailers used for general

classroom purposes have been expanded from two to three and an additional biology lab was installed in Main Hall. All the occupants of Main Hall and Raritan Hall - both temporary and permanent - should be commended for their professionalism and forbearance in making the best of a bad situation. Something special needs to be said about the patience and endurance of Elaine Buscemi, the dental hygiene faculty and their students who struggled on without a clinic for the Fall semester endlessly revising a curriculum to meet ever-changing completion dates and to Don Drost, John Mondano, Dick Carmen and their crew for doing the impossible - constructing and installing a dental hygiene clinic in three weeks - We couldn't have asked for a better Christmas present. It shows what can be accomplished when people really care.

In November 1988 we mourned the passing of our dear colleague John Muller, who was tragically struck down by a vehicle on the Garden State Parkway. In his memory a leaf on the Tree of Education will be inscribed to read: "In Memory of Professor Joseph R. Muller from his family and friends." It is fitting at this time to recognize Professor Frank Burke for his efforts in coordinating this tribute to his memory. Then in November 1988, we were saddened by the passing of Larry Rice, Chief of Police and Director of Safety, after a long illness. Larry had served the College as an employee for over twenty years.

Finally, no discussion of the Fall semester would be complete without some reference to finance. The good news is a very favorable audit report on current operations. Mary Trickel - our favorite alumna and College Controller - received her baptism of fire along with Pat Marrero. Both are to be commended for their work with the auditors. As we look to FY 90, the combination of escalating non-controllable expenses (e.g. health insurance has

increased over 25 percent, social security 10.5, maintenance contracts 13.6, and talk of a State budget deficit of close to \$300 million doesn't auger well for higher education in the State. The Governor's State of the State Message emphasizes responsiveness, creativity and excellence in higher education. It is my fondest hope that his budget message next week is consistent with these laudable objectives. On the off-chance that form and substance may not match this fiscal year, we have been advised not to plan for additional State aid. Given the escalation of a number of key non-controllable expenses, the inevitable bottom line will be a serious programmatic budget, placing many of our plans for needed improvement on temporary hold. In anticipation of this unfortunate eventuality, I am imposing a freeze of all non-instructional lines until the parameters of the State financing becomes more clear.

As you can see, it was a long and full semester.

The holiday recess provided a much needed opportunity for respite and reflection. It also afforded some unstructured time to catch up on my reading. During this period, I read two books - alternating from one to the other - Mikheil Gorbachev's Perestroika, and exciting, somewhat polemic analysis of his plan for economic revival, and Thriving on Chaos by Tom Peters (author of In Search of Excellence). The latter is not, as its title would suggest, an analysis of our State budgeting process - rather it is an extraordinarily readable text on management.

Allowing for the gravest of simplifications - both authors write out of their concern about economic stagnation in their countries. Both identify the causes and both advocate similar solutions. The problem that they identify is the following: the effect of bigness on any system. As any institution grows larger, it tends to rely

increasingly upon the big solution; it tends to depend increasingly upon bureaucratic, centralized planning, it tends to insist upon centralized decision-making; it tends not to support nor even tolerate flexibility; it tends increasingly to lose touch with the consumer. According to both Gorbachev and Peters, this is the road to economic stagnation. What does this mean in terms of higher education? Are we too on the road to obsolescence?

Close to 60% of our American young people attend college. The campus is now the typical backdrop for the transition between late adolescence and young adulthood. College is a time for exploring intellectual possibilities other than received wisdom about politics, morality, religion and culture. It is a time to grow and a time to decide and a time to prepare for life's work. Our colleges and universities play the role of judges of the young men and women who come to us and we sort them out for society. The stakes are higher than in the past. More people are attending college than ever before, but the degree is no longer an automatic passport to upward mobility. At the same time, students are arriving at college more poorly prepared than in the past. Our ability to serve the historically underserved has not kept pace with our rhetoric and, for all our best efforts, the profile of the freshman class continues to deteriorate with alarming rapidity. The world itself is changing before our eyes. Being a teacher is no longer to be the curator of knowledge - rather we have become the creators of it, in bits and pieces on many fronts. We now know that final knowledge belongs to the future, not the past.

We have heard much of late from national task forces and commissions on the improvement of undergraduate teaching and learning. But we have heard precious little about the heart of the educational process - what goes on in the classroom. These are not

the macro solutions but the painfully worked-out individual relationships between teacher and student. Being a teacher is a challenging intellectual task. Done right, it demands knowledge about human learning; it requires an evaluation of student responses that is every bit as exacting as a physician's evaluation of a patient's response to treatment... The classroom is, in the words of Patricia Cross - "A challenging research laboratory, with questions to be pursued, data to be collected, analyses to be made and improvements to be tried and evaluated". The professor as classroom researcher is a new and different role. Yet that is not all. It requires that we go beyond the comfortable disciplinary boundaries to explore the moral and social implications of what we teach. It means that we become accountable for the development of the whole student as an ethical, thinking human being, capable of critical analysis and moral choice.

What is the climate we need if we are to raise the teaching/learning process to these lofty heights? Returning to the thoughts of Gorbachev and Peters, let me suggest a few characteristics of the milieu we could hope to promote. This is my New Years wish for Middlesex County College - a list of qualities that become more and more elusive as American higher education becomes bigger and more complex.

First we need to create an atmosphere in which no one is afraid of failure. We need an atmosphere that encourages experimentation, which allows us to try something, immediately evaluate it, and quickly adjust or even terminate it if it does not succeed. There should be no room for criticism of those who try new things after responsible planning and then, with equal responsibility, terminate the experimental effort which proves to have been unsuccessful. We must never allow a climate to develop where we hold back from taking responsibility because the climate will not allow for failure. To accept that idea is to be doomed only to follow where we might lead.

Second, there must be an atmosphere in which individuals have enough autonomy so that they can initiate change in a thoughtful, well-planned manner without being strangled in a morass of red tape.

Third, we need to create an atmosphere where every person understands that not to be constantly developing is to fall behind. We should not want to hear too often expressions such as "it's never been done that way." We must understand that we should be in competition - not just with others...but with our own record of excellence.

And where does it all begin? It begins in the classroom - it begins with nothing less than a total redefinition of the role of the teacher as the heart of the academic community. A new - or perhaps not so new - vision of the enterprise and of those who labor within it. Instead of the specialized lecturer whose task is the transmittal of information, perhaps our young people today need a broadly educated, highly thoughtful, sensitive scholar who can serve as mentor and guide in these perilous times. Concern, commitment and the value of intellectual reflection can all be communicated by the process of teacher-student dialogue, no matter what the content. Idealistic fantasy? I think not. We see the results every day in the quality of the Middlesex County College graduate. This year, salaries for Business Division graduates were up 6 percent and for Engineering and Science graduates they reflected an increase of 13 percent from 1987. But statistics can't really tell the story. How can a number tell the story of Elvin Abreu, an Middlesex County College graduate in Computer Science who completed the first semester of his Junior year at Lehigh with a 4.0 average. Or the two students majoring in Marketing Art and Design who received the 1988 Art Directors Club of NJ Scholarship and the Garden State Athletic Conference T-shirt design competition award. How can statistics actually tell the stories of the eight recipients of our first Presidential scholarships?

I believe you have become accustomed to my sharing a quote or two with you. Today, I want to conclude with a quote from Nicholas Bizzarro - don't recognize the name? I'm not surprised - he is a student of Al Nicolai - his essay sums up exactly what we are when we are at our very best.

He writes:

"Once at MCC, I was immediately impressed with the sincerity and helpfulness of the staff. Helping me define more accurately what my goals were, their assistance was invaluable. Once instituted into a program, I found the classes much different than in high school. While they were challenging, I also found them (well, most of them) very interesting. Also, one of the most pleasant surprises was the small student-to-faculty ratio. I found that on most any occasion I could just drop by a professor's office and discuss with him or her any problems or difficulties I was experiencing or many times just talk about nothing in particular! This was a far cry from the experience of most of my friends attending other institutions. They were lucky if they were able to have a few seconds of the professor's time after class!

"Perhaps most important are the benefits of MCC that I am experiencing today. I found that the hands-on experience that I acquired in my field (chemistry) at MCC is something much desired by employers. At the job that I am at now, I work side by side with four-year graduates from Rutgers and Stevens. Speaking with them, I was astounded to find out that they were unable to utilize much of the same instrumentation that was available to me during my entire second year!

"From speaking with other graduates, I know that mine is not a unique situation...most graduates speak of MCC as anywhere from a helpful experience to something that opened up doors for them that would have remained closed for a lifetime."

There you have it - the sum total of what we are and what we must strive to become - the best teaching institution in the State, if not the country. And it's not out of reach - as long as we do not become complacent and lose sight of what is just beyond the horizon. John Gardner said:

"A college is never finished. You can't build it and then leave it standing as the pharoahs did the pyramids. It must be re-created for each generation by believing, caring men and women. It is now your turn. If we don't care, then nothing can save the college. If we do believe and care, nothing can stop us".

I am convinced we are unstoppable. My best wishes for a good semester. God Bless You!

(1667)

State 'Marshall Plan' the only way to rebuild devastated urban districts

The Education Forum presents an open letter to Gov. Thomas Kean from the president of Middlesex County College.

By DR. FLORA MANCUSO EDWARDS

Gov. Kean, as you begin the last year of your term, you have before you a great challenge and a great opportunity.

Our economy is strong. Unemployment is at a record low. You have forged a partnership with industry and staked a claim for our state as a leader in research and development. You have reached out to those in need with a bold program of welfare reform. You have invested in our future through a commitment to quality education.

The school intervention program at the K-12 level and the high proficiency test send an important message about what we should expect of public education. You have sent that same message to our colleges and universities through the challenge grant program—the first of its kind in the country. Your vision of the future, shared this past November by New Jersey voters, has found tangible expression in the Jobs, Education and Competitiveness Bond Issue.

You have made your mark upon the Garden State. However, there remains a blot on our landscape that no amount of environmental engineering can correct.

Our cities are dying. Here and elsewhere our urban centers are

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losing the war on poverty, on drugs, on AIDS. Violence, homelessness and despair have become the hallmark of a civilization in crisis.

Our urban centers have changed before our eyes. The demographics and the economic trends—long set on a collision course—have finally met, shaking our cities to the core and leaving their inhabitants to wander dazed amidst the rubble. The suburbanization of our economic base has left our large cities with a service economy comprised of fewer low-skilled jobs to be filled by an increasing number of unskilled applicants. While displaced workers and disaffected youths languish on our street corners, unemployed and unemployable, jobs for those with the requisite knowledge and skills go begging.

It is ironic that 40 years ago our nation was willing to invest \$13 billion in the Marshall Plan to rebuild the war-torn cities of Europe. Is it not in our national interest to make the same investment at home?

Our cities need more than equalization formulae, challenge grants and minority initiatives. The truth is that urban education is too complex, too problematic and too expensive to be treated as a local responsibility. What our large cities need is a Marshall Plan for urban education. Otherwise, we can write them off within the next decade along with a growing percentage of our population.

We live in a world where more than 40 percent of black 17-year-olds are classified as functionally illiterate; where over half of our minority children live in poverty; where every day 40 teenage girls give birth to their third child. JPTA, Youth Services, school intervention, standardized testing, REACH, teenage pregnancy prevention programs, AIDS education—these treat only the symptoms. We need more than that.

The only way to redeem our cities is to redeem our youth. Through education and re-education we can abolish the underclass we have created.

What we ask of urban education we ask of no other institution. We do not expect our urban schools to merely transmit knowledge (as if that itself were not a Herculean task). We expect them to break the bonds of linguistic isolation, to provide alternatives to poverty, to mend families, to undo generations of lessons in racism and bigotry, to fight the war on drugs in a society addicted to the "quick fix" and to teach different values in a world that worships the golden calf. In a country

'Marshall Plan' only way to rebuild urban districts

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brutally divided between the haves and the have-nots, we ask our urban schools to produce decent law-abiding people to live on streets that have no mercy.

We ask our urban schools to be an oasis of hope in a desert of despair. We ask them to accomplish this in old facilities which are often poorly equipped, located in unsafe neighborhoods, with less staff and fewer resources than their more peaceful country cousins. The inequity within is further compounded by the inequity from without as the constituencies with needs and decision-makers with resources clash in a process clouded by the politics of race, ethnicity and special interests.

Miraculously, many of our urban schools make progress in achieving this goal. Bucking the odds, they persevere and light the way for countless numbers of children who grow up and take their rightful place in society.

If we believe in a ship of state in which there is truly room for all its passengers, then we have a fine opportunity for fundamental change. The

problems of the homeless will not be solved by building more shelters. The drug epidemic cannot be solved with a slogan. Street violence is not reduced simply by adding more police.

These are the symptoms, not the causes of our dilemma. For our cities to survive we need to rebuild communities. The educational process needs to be seen as part of a single continuum from kindergarten to college, housed in well-kept facilities, complete with all the support services necessary to insure success.

We need to be willing to make the dollar investment and take some risks to make it work. Are we willing to consider alternative methods for financing capital and operating costs for our cities schools?

There is a great challenge on the horizon. By bringing together our urban planners, our school systems and our colleges and universities, and really implementing the best of their recommendations, we can reshape the urban landscape.

You can be a legacy of hope—a genuine commitment to a society that works for all of its citizens.