



ANNUAL INSTITUTIONAL PROFILE

SEPTEMBER 2015

Preface

Each of New Jersey's 31 public institutions of higher education is required to submit an annual report to New Jersey Higher Education that addresses several performance indicators. Submission of this report, entitled the Annual Institutional Profile (AIP), fulfills the 1994 Higher Education Restructuring Act mandate to "prepare and make available to the public an annual report on the condition of the institution." The form and content of the AIP is established by the State of New Jersey Office of the Secretary of Higher Education. The Appendix contains the specific form and content required for the 2015 Profiles.

Located at six locations in Monmouth County, Brookdale Community College offers degrees designed to transfer to four-year institutions, as well as degrees and certificates, which prepare students to enter the workforce directly. Brookdale is proud to rank consistently in the top 100 of over 1100 community colleges nationally in associate degree production.

The Annual Institutional Profiles include a wide variety of Indicators such as accreditation status, number of credit and noncredit students served, academic preparedness of entering students, number of degrees conferred, graduation, transfer and retention rates, percentage of course sections taught by full-time faculty, characteristics of the Board of Trustees (e.g., race/ethnicity and affiliation), research and public service activities, degree and certificate programs offered, and major capital projects in fiscal year 2015.

As such, Brookdale's Annual Institutional Profile provides a summary of many of our fiscal year 2015 accomplishments and contributions to our community. We present this report to the State of New Jersey Office of the Secretary of Higher Education and to our public constituencies with the hope that this material will be informative and useful.



Maureen Murphy, Ph.D.
President

**BROOKDALE COMMUNITY COLLEGE
ANNUAL INSTITUTIONAL PROFILE
2015**

TABLE OF CONTENTS

Preface	i
Section A: Accreditation Status	1
Section B: Number of Students Served	2
Section C: Characteristics of Undergraduate Students	3
Basic Skills Testing and Remediation	3
Student Demographics	4
Financial Aid	5
Residency	5
Section D: Student Outcomes - Graduation, Retention and Transfer	6
Section E: Faculty Characteristics	11
Section F: Characteristics of Board of Trustees	12
Section G: Profile of Institution	14
Section H: Research and Public Service Activities	17
Section I: Major Capital Projects	20
Appendix: Form and Content of AIP	22

SECTION A ACCREDITATION STATUS

INSTITUTIONAL ACCREDITATION

Brookdale Community College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, the accrediting agency for all colleges in the mid-Atlantic region. The Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Commission on Recognition of Postsecondary Accreditation. Accreditation status is reviewed every five years and re-accreditation occurs at ten-year intervals.

Brookdale was awarded an unqualified accreditation from the Middle States Visiting Team in Spring 2008. In June 2013, Brookdale submitted a Periodic Review Report and received commendations for the quality of the report and for efforts to assist students following Super Storm Sandy.

Brookdale is certified by the State of New Jersey and the United States Department of Education to grant associate degrees to students who complete formal programs of study. All of Brookdale's associate-degree programs are approved by New Jersey Higher Education.

PROFESSIONAL ACCREDITATION

The Culinary Arts A.A.S and Certificate programs are accredited by the accrediting commission of the American Culinary Federation Education Foundation (ACFEF).

The Health Information Technology (A.A.S.) program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).

The Medical Laboratory Technology (A.A.S.) program is accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS).

The Nursing (A.A.S.) program is accredited by the Accreditation Commission for Education in Nursing (ACEN; formerly National League for Nursing Accrediting Commission), and by the State of New Jersey, Department of Law & Public Safety, Division of Consumer Affairs, Board of Nursing.

The Radiologic Technology (A.A.S.) program is accredited by the Joint Review Committee on Education in Radiologic Technology (JRCERT). X-ray compliance is affirmed by the New Jersey Department of Environmental Protection.

The Respiratory Care Program (A.A.S.) is accredited by the Commission on Accreditation for Respiratory Care (CoArc).

PROGRAM RECOGNITION OR CERTIFICATION

The GM-ASEP option of the Automotive Technology (A.A.S.) program is certified by the National Automotive Technicians Foundation (NATEF).

The Paralegal Studies (A.A.S.) program is approved by the American Bar Association, Standing Committee on Legal Assistants.

SECTION B

NUMBER OF STUDENTS SERVED

1. How many full and part time credit students were enrolled in Fall 2014?

<i>Student Status</i>	<i>Headcount</i>	<i>Percent of Total</i>
Full-time	6,899	48.8%
Part-time	7,245	51.2%
Total	14,144	100.0%

2. How many non-credit students were served in FY 2014?

There were more than 14,000 registrations (**14,199**) in Brookdale non-credit open-enrollment courses in FY 2014, representing **10,089 different individuals**. Three out of every 10 enrollments (4,621 or 32.5%) were in career-oriented or vocational courses and seven out of 10 (9,578 or 67.5%) registrations were in leisure or recreational courses. The 14,199 registrants in non-credit open-enrollment courses enrolled for 393,381 clock hours or 874.2 FTEs.

<i>Course Type</i>	<i>Registrations</i>	<i>Course Category</i>	<i>Total Clock Hours</i>
ABE / GED	1,270	Career	58,368.5
Sports Camps	465	Recreational	9,300.0
Fitness Center	2,382	Recreational	123,037.0
Open Enrollment - Career	3,351	Career	129,897.0
Open Enrollment - Recreation	6,731	Recreational	72,778.5
Total	14,199		393,381.0

There were also **3,914** registrations in courses offered through Contracted Services in FY 2014. Two hundred and thirty-six courses were delivered to **163 different companies**, resulting in 38.6 training FTEs. In addition, there were **3,127** registrations in courses offered through Contracted Services to local schools. Fifty-seven sections were delivered to **55 different schools**, resulting in 24.6 FTEs.

3. How many credit students enrolled in Fiscal Year 2014?

The unduplicated credit enrollment for FY 2014 was 20,816. These students enrolled for a total of 320,833 credits or 10,694.4 FTEs between the Summer III 2013 term and the Summer II 2014 term.

SECTION C

CHARACTERISTICS OF UNDERGRADUATE STUDENTS

BASIC SKILLS TESTING AND REMEDIATION

1. What Basic Skills Placement Test does Brookdale use? What criteria are used for selecting test takers?

Brookdale Community College uses the ACCUPLACER computerized adaptive placement test (CPT) to assess the preparedness of new students. The minimum and maximum possible scores on each subject test range from 20 through 120. All new degree students must take the Basic Skills Placement Test. Waivers of testing are available to the following students: (1) Those who have completed at least 24 college level credits with a grade of "C" or better at an accredited institution. The 24 credits must include English composition and a mathematics course higher than elementary algebra. (2) Those who have taken the ACCUPLACER test at another New Jersey college. (3) Those with a four-year degree from an accredited college. (4) Students who have taken the SAT within the past three years and have scored 540 or higher on the Critical Reading test and 530 or higher on the SAT Quantitative test. (5) Students who have taken the ACT test within the past three years and have scored 23 or higher on Reading and Writing and 22 or higher on Math. (6) Non-native speakers of English. (7) Individuals 65 and older.

2. How many Fall 2014 students were enrolled in one or more Basic Skills courses?

Of the 14,144 students enrolled in Fall 2014, 3,190 (22.6%) were enrolled in at least one Basic Skills course.

3. How many first-time, full-time (FTFT) degree-seeking students were enrolled in Basic Skills courses in Fall 2014?

Of the 2,245 first-time, full-time, degree-seeking students enrolled in Fall 2014, 1,481 (66.0%) were enrolled in at least one Basic Skills course.

4. How many and what percent of Fall 2014 FTFT degree-seeking students were enrolled in Basic Skills courses by subject area?

Subject Area:	Number and Percent out of All FTFT Degree-Seeking Students (2,245)	
	N	%
Computation	886	39.5
Algebra	409	18.2
Reading	740	33.0
Writing	726	32.3

STUDENT DEMOGRAPHICS

1. What was the head count and percent by ethnicity and student status in Fall of 2014?

ETHNICITY

STUDENT STATUS	NRA*		Black		AI/AN*		Asian/PI*		Hispanic		White		Unknown**		TOTAL
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
Full Time	88	1.3	635	9.2	26	0.4	244	3.5	969	14.0	4,644	67.3	293	4.2	6,899
Part Time	19	0.3	790	10.9	32	0.4	278	3.8	923	12.7	4,863	67.1	340	4.7	7,245
TOTAL	107	0.8	1,425	10.1	58	0.4	522	3.7	1,892	13.4	9,507	67.2	633	4.5	14,144

*Non-Resident Aliens

*American Indian / Alaskan Native

*Pacific Islander

**Includes 2 or More Races

2. What was the headcount and percent by gender and student status in Fall 2014?

GENDER

STUDENT STATUS	Male		Female		Total N
	N	%	N	%	
Full Time	3,677	53.3	3,222	46.7	6,899
Part Time	2,936	40.5	4,309	59.5	7,245
TOTAL	6,613	46.8	7,531	53.2	14,144

3. What is the age breakdown of the Fall 2014 student body?

FULL VS PART TIME STATUS

AGE CATEGORY	Full Time		Part Time		Total N
	N	%	N	%	
Less than 18	143	2.1	955	13.2	1,098
18 – 19	3,768	54.6	891	12.3	4,659
20 – 21	1,663	24.1	1,278	17.6	2,941
22 – 24	605	8.8	1,286	17.8	1,891
25 – 29	326	4.7	993	13.7	1,319
30 – 34	155	2.2	513	7.1	668
35 – 39	58	0.8	306	4.2	364
40 – 49	99	1.4	482	6.6	581
50 – 64	35	0.5	323	4.5	358
65 and Over	4	0.0	97	1.3	101
Unknown	43	0.6	121	1.7	164
Total	6,899	99.8	7,245	100.0	14,144

FINANCIAL AID

1. To what degree is your institution accessible to students of all economic backgrounds? Use FY14 Data.

<i>Type of Financial Aid</i>	<i>Number of Recipients</i>	<i>Total Amount Awarded</i>	<i>Average Amount Awarded Per Recipient</i>
State Programs			
Tuition Aid Grant (TAG)	1,926	\$3,425,000	\$1,778.30
Educational Opp. Fund (EOF)	439	335,000	763.10
Distinguished Scholars	0	0	0
Urban Scholars	0	0	0
NJCLASS Loans	13	50,000	3,846.15
NJ STARS	141	391,000	2,773.05
State Programs Total:		\$4,201,000	
Federal Programs			
Pell Grants	5,005	\$16,739,000	3,344.46
College Work Study	82	144,000	1,756.10
SEOG	645	238,000	368.99
SMART & ACG or other	0	0	0.00
Stafford Loans (Subsidized)	2,038	5,765,000	2,828.75
Stafford Loans (Unsubsidized)	1,988	5,377,000	2,704.73
PLUS Loans	18	91,000	5,055.56
Federal Programs Total:		\$28,354,000	
Institutional Programs			
Grants / Scholarships	427	334,000	782.20
Institutional Programs Total:		334,000	
Total All Programs FY14:		\$32,889,000	

*Source: NJ IPEDS Form #41 Student Financial Aid Report

RESIDENCY

1. What percentage of the student body are New Jersey Residents?

- Among Brookdale's 14,144 Fall 2014 students, 13,954 (or **98.7%**) were New Jersey residents. Of these, 12,563 (or **90.0%**) were Monmouth County residents.
- Among Fall 2014 first-time, degree-seeking students (2,727), **98.8%** (or 2,695) were New Jersey residents, of whom 2,365 (or **87.8%**) were living in Monmouth County.

SECTION D

STUDENT OUTCOMES – GRADUATION, RETENTION AND TRANSFER

1. What percentage of full-time freshmen graduate or transfer within 3 years?

The figures below reflect **3-year** graduation and transfer rates for first-time, full-time matriculated students. The transfer rates include National Student Clearinghouse data on transfers to most baccalaureate-granting institutions. The reported transfer rates refer only to those students who *did not* graduate within 150% of time to degree completion. More specifically, if a student graduated within three years and then transferred to another institution, (s)he would be identified only in the graduation rate and not in the transfer rate. The data below have been reported on the annual Federal Graduation Rate Survey (GRS). On the Graduation Rate Survey, students have until the end of the Summer of their 3rd year to either graduate or transfer to another institution (i.e., members of the Fall 2011 cohort had until the end of Summer 2014 to graduate or transfer).

2002 – 2011 Entering Cohorts:

Entering Cohort	Total in Cohort	Graduates within 3 years	Graduation Rate	Transfers (non graduates)	Transfer Rate	Combined Graduates + Transfers	Combined Graduation + Transfer Rate
2002	2,128	400	18.8%	363	17.1%	763	35.9%
2003	2,327	402	17.3%	460	19.8%	862	37.0%
2004	2,522	424	16.8%	501	19.9%	925	36.7%
2005	2,667	536	20.1%	542	20.3%	1,078	40.4%
2006	2,782	600	21.6%	525	18.9%	1,125	40.4%
2007	2,956	602	20.4%	603	20.4%	1,205	40.8%
2008	3,094	627	20.3%	577	18.6%	1,204	38.9%
2009	3,145	693	22.0%	568	18.1%	1,261	40.1%
2010	3,056	654	21.4%	547	17.9%	1,201	39.3%
2011	2,633	592	22.5%	470	17.9%	1,062	40.3%

2. What are Brookdale's three-year graduation and transfer rates by ethnic group for the Fall 2011 entering cohort of first-time, full-time freshman?

Ethnic Group	Total in Cohort	Graduates within 3 years	Graduation Rate	Transfers (non graduates)	Transfer Rate	Combined Graduates + Transfers	Combined Graduation + Transfer Rate
White	1,848	489	26.5%	336	18.2%	825	44.6%
Black	244	18	7.4%	38	15.6%	56	23.0%
Hispanic	345	46	13.3%	63	18.3%	109	31.6%
Asian	65	20	30.8%	12	18.5%	32	49.2%
NRA	8	2	25.0%	1	12.5%	3	37.5%
Other	123	17	13.8%	20	16.3%	37	30.1%
Total	2,633	592	22.5%	470	17.9%	1,062	40.3%

*Other includes American Indian and Unknowns

3. What are Brookdale's two- and three- year graduation rates for the Fall 2004 – Fall 2011 entering cohorts of first-time, full-time freshman?

Entering Cohort	Total	Graduate After Two Years		Graduate After Three Years	
		N	%	N	%
2004	2,522	165	6.5%	424	16.8%
2005	2,667	222	8.3%	536	20.1%
2006	2,782	231	8.3%	600	21.6%
2007	2,956	228	7.7%	602	20.4%
2008	3,094	235	7.6%	627	20.3%
2009	3,145	259	8.2%	693	22.0%
2010	3,056	251	8.2%	654	21.4%
2011	2,633	209	7.9%	592	22.5%

4. What is the third-semester (Fall to Fall) retention rate for first-time, full-time, degree-seeking students?

Full-Time Entering Cohort	Total	Number and Percent Retained in Third Semester		
		N	%	Third Semester
Fall 2006	2,782	1,901	68.3%	Fall 2007
Fall 2007	2,956	2,086	70.6%	Fall 2008
Fall 2008	3,094	2,203	71.2%	Fall 2009
Fall 2009	3,145	2,172	69.1%	Fall 2010
Fall 2010	3,056	2,045	66.9%	Fall 2011
Fall 2011	2,633	1,812	68.8%	Fall 2012
Fall 2012	2,705	1,855	68.6%	Fall 2013
Fall 2013	2,519	1,748	69.4%	Fall 2014

5. What is the third-semester (Fall to Fall) retention rate for first-time, part-time, degree-seeking students?

Part-Time Entering Cohort	Total	Number and Percent Retained in Third Semester		
		N	%	Third Semester
Fall 2006	454	209	46.0%	Fall 2007
Fall 2007	420	192	45.7%	Fall 2008
Fall 2008	498	242	48.6%	Fall 2009
Fall 2009	451	228	50.6%	Fall 2010
Fall 2010	517	216	41.8%	Fall 2011
Fall 2011	481	217	45.1%	Fall 2012
Fall 2012	535	253	47.3%	Fall 2013
Fall 2013	533	237	44.5%	Fall 2014

6. How many degrees were awarded to the graduating Class of 2015 (by ethnicity and degree type)?

AWARDS	NRA*	Black	AI/AN*	Asian / PI*	Hispanic	White	Two or More	Unknown	TOTAL
Certificates	0	4	0	1	2	39	0	4	50
Associates	8	136	1	83	231	1,508	20	67	2,054
TOTAL	8	140	1	84	233	1,547	20	71	2,104

*Non-Resident Alien

*American Indian / Alaskan Native

*Asian / Pacific Islander

7. What percentage of the Class of 2015 were female? Male?

AWARDS	Men		Women		TOTAL
	N	%	N	%	
Certificates	10	20.0	40	80.0	50
Associates	980	47.7	1,074	52.3	2,054
TOTAL	990	47.1	1,114	52.9	2,104

8. How does Brookdale rank, nationally, in terms of degree production?

- Brookdale is consistently among the top 100 associate degree producing institutions in the nation. The August 31, 2015 edition of *Community College Week* recently ranked Brookdale **77th** awarding 1,921 associate degrees to the Class of 2014). Brookdale was the #2 associate-degree producing college in New Jersey.
- In terms of specific associate-degree programs, Brookdale ranked **7th** nationally in production of Education degrees (173); **14th** in production of Criminal Justice and Corrections degrees (204); **25th** in production of Business, Management, and Marketing and Related Support Services degrees (402) and **31st** in Communication Technologies / Technicians & Support Services (28).

9. How many degrees / certificates were awarded to the Class of 2015 by General Field?

<i>IPEDS CIP Code Major Category</i>	<i>Certificates Awarded</i>	<i>Associates Awarded</i>	<i>Total</i>
04 Architecture	0	14	14
10 Communication Tech	0	23	23
11 Computer and Information Sciences	2	49	51
12 Personal and Culinary Services	18	34	52
13 Education	0	171	171
14 Engineering	0	26	26
15 Engineering Technologies	0	48	48
22 Legal Professions	25	19	44
24 Liberal Arts / Sciences	0	315	315
30 Multi / Interdisciplinary Studies	0	140	140
43 Homeland Security / Law Enforcement	0	217	217
44 Public Administration	0	43	43
45 Social Sciences	0	261	261
47 Mechanic / Repair Technologies	1	0	1
50 Visual / Perform Arts	0	21	21
51 Health Professions	4	217	221
52 Business / Management	0	456	456
Total:	50	2,054	2,104

10. What percentage of degrees are conferred annually by academic discipline? What is the percentage for the past five years?

- The table on page 10 contains the number and percent of degrees conferred in each discipline for the Classes of 2011 through 2015.

Brookdale Community College

Number and Percent of Degrees Conferred by Program

BCC DEGREE PROGRAM	2014-2015		2013-2014		2012-2013		2011-2012		2010-2011	
	No.	%	No.	%	No.	%	No.	%	No.	%
Transfer Programs:										
Architecture	14	0.7	7	0.4	9	0.4	11	0.5	3	0.1
Art	4	0.2	15	0.8	10	0.5	13	0.6	9	0.4
Business Administration	394	18.7	342	17.5	353	17.4	377	17.8	341	16.9
Computer Science	14	0.7	15	0.8	13	0.6	7	0.3	15	0.7
Criminal Justice	217	10.3	204	10.4	183	9.0	183	8.7	143	7.1
Education	164	7.8	171	8.7	183	9.0	226	10.7	248	12.3
Engineering	26	1.2	25	1.3	21	1.0	27	1.3	15	0.7
Humanities	315	15.0	239	12.2	301	14.9	306	14.5	295	14.7
Human Services (AS)	36	1.7	13	0.7	13	0.6	2	0.1		
Liberal Studies Certificate	0	0.0	0	0.0	0	0.0	0	0.0	2	0.1
Math / Science	140	6.7	130	6.6	105	5.2	115	5.4	119	5.9
Social Science	261	12.4	300	15.3	313	15.5	290	13.7	298	14.8
Transfer Total	1585	75.3	1461	74.6	1504	74.3	1557	73.6	1488	74.0
Career Programs:										
Accounting	6	0.3	6	0.3	8	0.4	9	0.4	14	0.7
Automotive Technology	44	2.1	49	2.5	51	2.5	31	1.5	34	1.7
Business Management	12	0.6	8	0.4	15	0.7	11	0.5	20	1.0
Graphics / Communication Design	4	0.2	10	0.5	9	0.4	3	0.1	4	0.2
Communications Media	9	0.4	5	0.3	12	0.6	9	0.4	7	0.3
Computer Aided Drafting & Design*	0	0.0	3	0.2	6	0.3	10	0.5	12	0.6
Computer Science	15	0.7	11	0.6	10	0.5	9	0.4	4	0.2
Culinary Arts	52	2.5	42	2.1	55	2.7	63	3.0	57	2.8
Dental Assisting	1	0.0	0	0.0	2	0.1	1	0.0	0	0.0
Dental Hygiene	8	0.4	9	0.5	5	0.2	8	0.4	11	0.5
Diagnostic Medical Sonography*	1	0.0	4	0.2	5	0.2	8	0.4	9	0.4
Digital Animation & 3-D Design	14	0.7	23	1.2	12	0.6	6	0.3	16	0.8
Early Childhood Education*	0	0.0	0	0.0	2	0.1	3	0.1	4	0.2
Electric Utility Technology	0	0.0	0	0.0	1	0.0	18	0.9	17	0.8
Electronics Technology	5	0.2	8	0.4	6	0.3	6	0.3	1	0.0
Fashion Merchandising	37	1.8	40	2.0	43	2.1	37	1.7	55	2.7
Health Information Technology	25	1.2	12	0.6	13	0.6	13	0.6	2	0.1
Horticulture*	0	0.0	0	0.0	2	0.1	1	0.0	3	0.1
Human Services	7	0.3	10	0.5	18	0.9	18	0.9	4	0.2
Interior Design	8	0.4	6	0.3	8	0.4	13	0.6	8	0.4
Legal Nurse Consultant*	0	0.0	1	0.1	0	0.0	3	0.1		
Marketing	7	0.3	7	0.4	4	0.2	5	0.2	7	0.3
Medical Coding	3	0.1	4	0.2	4	0.2	15	0.7	2	0.1
Medical Laboratory Technology	7	0.3	2	0.1	5	0.2	9	0.4	0	0.0
Music Technology	5	0.2	6	0.3	3	0.1	1	0.0		
Network Information Technology	22	1.0	20	1.0	15	0.7	11	0.5	13	0.6
Nursing	126	6.0	114	5.8	130	6.4	123	5.8	121	6.0
Office Administration Systems*	0	0.0	0	0.0	0	0.0	2	0.1	7	0.3
Paralegal Studies	44	2.1	47	2.4	40	2.0	57	2.7	42	2.1
Radiologic Technology	25	1.2	27	1.4	17	0.8	28	1.3	26	1.3
Respiratory Care / Therapy	25	1.2	20	1.0	19	0.9	21	1.0	24	1.2
Social Services	0	0.0	1	0.1	0	0.0	2	0.1		
Teacher Assistant	7	0.3	2	0.1	0	0.0	2	0.1		
Technical Studies	0	0.0	0	0.0	1	0.0	2	0.1		
Career Total	519	24.7	497	25.4	521	25.7	558	26.4	524	26.0
TOTAL	2104	100.0	1958	100.0	2025	100.0	2115	100.0	2012	100.0

*Program No Longer Active

SECTION E FACULTY CHARACTERISTICS

1. Provide a profile of Fall 2014 full-time faculty & instructional staff at your institution.

The table below provides a breakdown of Fall 2014 faculty & instructional staff by gender, ethnicity, academic rank, and tenure status.

Fall 2014 Faculty & Instructional Staff Status by Gender and Ethnicity

	<i>White</i>		<i>Black</i>		<i>Hispanic</i>		<i>Asian / PI</i>		<i>Unknown</i>		<i>Total</i>	
<i>TENURED</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>
Professors	46	35	0	4	0	1	0	3	0	0	46	43
Associate Professors	17	25	1	1	2	3	0	1	0	0	20	30
Assistant Professors	16	26	2	4	0	0	0	6	0	0	18	36
All Others	1	10	0	0	0	0	0	0	0	0	1	10
TOTAL	80	96	3	9	2	4	0	10	0	0	85	119
<i>WITHOUT TENURE</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>
Assistant Professors	1	3	0	0	0	0	0	0	0	0	1	3
Instructors	8	16	3	0	0	0	1	1	0	0	12	17
All Others	16	23	0	2	0	1	0	2	0	0	16	28
TOTAL	25	42	3	2	0	1	1	3	0	0	29	48
<i>COMBINED</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>
Professors	46	35	0	4	0	1	0	3	0	0	46	43
Associate Professors	17	25	1	1	2	3	0	1	0	0	20	30
Assistant Professors	17	29	2	4	0	0	0	6	0	0	19	39
All Others	25	49	3	2	0	1	1	3	0	0	29	55
TOTAL	105	138	6	11	2	5	1	13	0	0	114	167

2. What percentage of course sections are taught by full-time faculty?

- Just under half of all course sections (48.6%) are taught by full-time Brookdale faculty.

**Number and Percent of Fall 2014
Sections Taught by Each Group***

<i>Faculty Group</i>	<i>N</i>	<i>%</i>
Full-Time	957	48.6
Part-Time	863	43.8
Other	149	7.6
Total	1,969	100.0

*Does not include labs, international, or independent study sections

3. What is the ratio of full-time to part-time faculty?

- There is one full-time faculty member to every 2.5 (2.47) part-time faculty members. More specifically, in the Fall 2014 term, there were 281 full-time and 695 part-time faculty members.

SECTION F

CHARACTERISTICS OF THE TRUSTEES OR GOVERNORS

The Trustees of Brookdale Community College are dedicated members of the Monmouth County community. The Board is comprised of 12 Monmouth County citizens who serve in four-year terms. Two members are ex officio: Brookdale President Dr. Maureen Murphy (a non-voting member) and Executive County Superintendent of Schools, Dr. Les Richens. Two members are appointed by the Governor and eight are appointed by the Monmouth County Board of Chosen Freeholders. The Graduate Trustee is chosen by his or her graduating peers.

Dr. Carl J. Guzzo Jr., Esq., is Board of Trustees Chair and Chair of the Executive Committee. He is an ex-officio member of all Board committees and is also on the Board of School Estimate team. Dr. Guzzo is a solo practitioner at his own law firm and was appointed to the Board in 2012. **Ms. Tracey Abby-White** is Board Vice Chair and is Vice Chair of the Executive Committee. She is an ex-officio member of all Board committees, is Liaison to the Brookdale Community College Foundation and serves on the Governance Committee. Ms. Abby-White also serves as Liaison to the New Jersey Council of County Colleges (NJCCC) and is a NJCCC Trustee Ambassador. Ms. Abby-White, Director of Sales Enablement at a global network security company, was appointed to the Board in 2013.

Ms. Lora U. Campbell, Esq., was appointed to the Board by the state in 2011. Ms. Campbell is Chair of the Ad Hoc Bylaws Committee. She also serves on the Executive, Policy & Education, Audit and Nominating Committees. Ms. Campbell is Senior House Counsel at a large insurance company. **Dr. Henry Cram**, is Chair of the Policy & Education Committee and serves on the Ad Hoc Bylaws Committee. He also serves as a New Jersey Council of County Colleges (NJCCC) Trustee Ambassador. Dr. Cram, President of the Middle States Association's Commissions on Elementary and Secondary Schools, was appointed to the Board in 2014.

Mr. Paul Crupi serves on the Governance, Nominating, and Ad Hoc Bylaws Committees. He is also a member of the Finance & Facilities and the Policy & Education Committees. Mr. Crupi, who joined the Board in 2014, serves as Legislative Liaison for the New Jersey Department of Education. **Mr. William G. Dalton**, President of B. Dalton & Co., joined the Board in November 2013. Mr. Dalton chairs the Audit Committee and serves on the Policy & Education Committee, the Nominating Committee and Ad Hoc Bylaws Committee. **Mr. Joseph DiBella** chairs the Finance & Facilities Committee. He serves on the Executive, Governance, and Ad Hoc Bylaws Committees and is also on the Board of School Estimate Team. Mr. DiBella, appointed to the Board in November 2013, is Liaison to the Brookdale Community College Foundation. He is a managing director at a leading insurance, risk management and employee benefits brokerage and consulting firm.

Mr. David G. Flaherty joined the Board in 2012. Mr. Flaherty serves on the Executive, Finance & Facilities, and Governance Committees. Mr. Flaherty, a retired police sergeant and current Director of Security for an area school district, serves as Liaison to the New Jersey Council of County Colleges (NJCCC) and is a NJCCC Trustee Ambassador. **Mr. Paul Geissler** is Brookdale's Graduate Trustee. He was appointed to Brookdale's Board in August 2015. **Mr. Charles Karcher, Esq.**, joined the Board in 2012. He serves on the Audit Committee. Mr. Karcher is managing attorney at his own law firm.

Dr. Les Richens, Interim Monmouth County Executive School Superintendent, was appointed to the Board in April 2015. He serves on the Policy & Education Committee. **Mr. Gary S. Tolchin** serves on the Finance & Facilities Committee and is Liaison to the Brookdale Community College Foundation. He was appointed to the Board by the Governor in 2013. Mr. Tolchin is an entrepreneur and investor who has worked in the business and financial industries for more than 35 years.

1. What is the Racial / Ethnic and Gender Breakdown of the Board of Trustees?

Race/Ethnicity and Gender of Board of Trustees

	<i>White</i>	<i>Black</i>	<i>Hispanic</i>	<i>Asian</i>	<i>American Indian</i>	<i>NRA*</i>	<i>Unknown</i>	<i>Total</i>
Male	10	0	0	0	0	0	0	10
Female	2	0	0	0	0	0	0	2
Total	12	0	0	0	0	0	0	12

*Non-Resident Alien

2. Provide a List of Board of Trustees Members with Titles and Affiliations.

Title and Affiliation of Board of Trustees Members

Name	Title	Affiliation
Ms. Tracey Abby-White	Director of Enablement	Tenable Network Security
Ms. Lora U. Campbell, Esq.	Senior House Counsel	New Jersey Manufacturers Insurance Company
Dr. Henry Cram	President	Middle States Association's Commissions
Mr. Paul Crupi	Legislative Liaison	New Jersey Department of Education
Mr. William G. Dalton	President	B. Dalton & Co.
Mr. Joseph M. DiBella	Managing Director and Executive Vice President	Connor Strong & Buckelew
Mr. David G. Flaherty	Director of Security	Matawan Aberdeen Regional School District
Dr. Carl. J. Guzzo Jr., Esq.	Attorney	Law Firm of Carl J. Guzzo, Esq.
Mr. Charles Karcher, Esq.	Managing Attorney	Karcher Law Firm
Dr. Les Richens	Interim Executive County Superintendent	New Jersey Department of Education, Monmouth County office
Mr. Gary S. Tolchin	Partner; Owner	MTS Investors, LLC & Old Mill Restaurant
Mr. Paul Geissler	Graduate Trustee; Student	Student at Rutgers University

3. Provide the URLs of webpages with information on the Board of Trustees.

- Brookdale's Board of Trustees information is available on the Brookdale Community College webpage at: <http://www.brookdalecc.edu/about/board-of-trustees/>

SECTION G

A PROFILE OF THE INSTITUTION

1. Provide a profile of Brookdale's degree and certificate programs.

Brookdale Community College has a main campus in Lincroft, a Branch Campus in Western Monmouth, and several Higher Education Centers distributed throughout Monmouth County – Eastern Monmouth (Neptune), Northern Monmouth (Hazlet), Long Branch, and Wall Township. Brookdale offers AA, AFA, AS, and AAS degrees in 37 programs, and within those programs, students can choose from more than 50 different options or concentrations. Brookdale also offers eight Academic Credit Certificates (ACC) that require 30 or more credits to complete, as well as 11 Academic Credit Certificates of Achievement (ACA) which require fewer than 30 credits to earn.

The table on the next two pages contains the degree and certificate programs currently offered at Brookdale Community College. In the table, degree programs are presented first and are listed alphabetically. Certificate programs follow.

Brookdale also provides local access to post-associate degree education through Brookdale's New Jersey Coastal Communiversities, a post-associate degree partnership with Georgian Court University, New Jersey City University, and Rutgers, the State University of New Jersey. The Communiversities allows Monmouth County residents to pursue multiple degree options without having to leave the county.

**BROOKDALE COMMUNITY COLLEGE
DEGREE AND CERTIFICATE PROGRAMS**

Academic Degree Programs (AAS, AA, AS, and AFA Degrees)

Accounting (AAS)

Architecture (AS)

Automotive Technology (AAS)

Automotive Tech Option

Automotive Engineering Option

General Motors Program

Business Administration (AA)

Business Administration Option

Accounting Option

Business Management (AAS)

Communication Media (AAS)

Audio Production Option

Video Production Option

Computer Science (AS)

Computer Science (AAS)

Programming Option

Web Site Development Option

Criminal Justice (AS)

Criminal Justice Option

Corrections Option

National Security Studies Option

Culinary Arts (AAS)

Digital Animation and 3D Design (AAS)

Digital Animation Option

Game Programming Option

Education (AA)

Early Childhood Ed Option

Secondary Ed Option

Electric Utility Technology (AAS)

Overhead Lines Option

Substation Option

Electronics Technology (AAS)

Computer Technician Option

Engineering Technology Option

Engineering (AS)

Fashion Merchandising (AAS)

Fine Arts (AFA)

Graphic Design (AAS)

Health Information Technology (AAS)

Homeland Security (AS)

Humanities (AA)

Art Option

Communication Disorders Option

Creative Writing Option

English Option

Graphic Design Option

Journalism Option

Liberal Education Option

Media Studies Option

Music Option

Photography Option

Public Relations Option

Theater Option

Women's & Gender Studies Option

Human Services (AS)

Pre Social Work Option

Addiction Studies Option

Generalist Option

Interior Design (AAS)

Marketing (AAS)

DEGREE AND CERTIFICATE PROGRAMS - Continued

Academic Degree Programs Continued

Math / Science (AS)
 Biology Option
 Chemistry Option
 Environmental/Earth Studies Option
 Mathematics Option
 Physics Option
 Science Option

Medical Laboratory Technology (AAS)

Music Technology (AAS)

Network Information Tech. (AAS)

Nursing (AAS)

Paralegal Studies (AAS)

Public Health (AS)

Radiologic Technology (AAS)

Respiratory Care (AAS)

Social Science (AA)
 Social Science Program
 Anthropology Option
 Health Science Option
 History Option
 International Studies Option
 Philosophy Option
 Political Science Option
 Psychology Option
 Sociology Option

Teacher Assistant (AAS)

Technical Education (AAS)

Technical Studies (AAS)
 Business Management Option

Academic Credit Certificates

Accounting

Criminal Justice

Culinary Arts

Dental Assisting

Medical Coding

Paralegal Studies

Pastry Arts

Webmaster - Computer Science

Certificates of Achievement

Automotive Technology
 Advanced Auto Technician
 Brakes and Steering
 Electric and Power Systems
 Engine Performance Specialist
 Transmission Specialist

Cybersecurity

Digital Drawing for Interior Design and
Architecture

Electronics Technology
 A+ Repair Technician
 LAN/WAN Technician

Social Media

Social Services

SECTION H

RESEARCH AND PUBLIC SERVICE ACTIVITIES

1. Provide examples of research and public service activities at your institution.

Brookdale Innovation Grants. To further its commitment to students and the community, the College and the Brookdale Foundation offer Brookdale Innovation Grants (BIG) to enrich and improve the teaching and learning process. The BIG program is designed to promote innovation and creativity to bring about institutional change. Proposed projects are based on current research, demonstrate a clear benefit to the college, and address issues of broad significance. Projects must align with one or more of the college's strategic goals as detailed in the 2013-2017 Jubilee Plan: Inspire Student Success; Maximize Resources; Optimize Brookdale Partnerships; and Leverage Brookdale's Excellence.

The 2015-2016 Brookdale Innovation Grants will support the following four projects:

- (1) *Using No-Mow Zones as a Resource for Active Learning.*** A No-Mow Zone is a piece of campus area land, at least one acre, where the grass and other plants are allowed to grow without restrictions. Reduced mowing offers economic and environmental benefits in addition to aesthetic and natural beauty. This project will enable faculty and staff to use No-Mow zones as a resource for active learning in the classroom.
- (2) *PBL Prep: Inspiring Student Success Through Project Based Learning.*** Project-based learning is a dynamic classroom approach in which students actively explore real-world problems and challenges. Through this grant, training will be provided to full and part-time Brookdale faculty across all degree programs, academic departments, and disciplines on how to implement this small-group teaching technique.
- (3) *Training Faculty in Using GRIT-Related Instructional Strategies to Enhance Course Completion.*** Faculty will be trained in pedagogical techniques using GRIT-strategies, and the impact of such intervention for both faculty and students will be studied as it relates to course completion. GRIT strategies enhance a group of traits and behaviors, including goal-directedness, motivation, self-control, and a positive mind-set.
- (4) *Games for Going Green.*** The author will create interactive-multimedia modules, a.k.a. "games" for use in all classes within the Environmental Science Department as well as in other disciplines.

Brookdale Volunteer Connection. The Employee Volunteer Connection is a group of Brookdale Community College employees dedicated to serving the needs of the community. They help connect and mobilize colleagues and students to participate in community service projects. Each year, the Volunteer Connection identifies several local agencies or important causes, and emphasizes their needs through Brookdale broadcast announcements.

For example, each summer the Volunteer Connection contributes to "***Project Backpack***" for the Reading Buddies program. This year, employees donated 25 backpacks (filled with school supplies) which were distributed to local schools. In the Fall, the Volunteer Connection organizes the annual "***Giving Tree***" - an event the entire college community participates in. In 2014, Brookdale collected and distributed hundreds of gifts and gift cards to more than 85 families in need throughout Monmouth County. In addition, the annual "Empty Bowls" event raises money for local food pantries. This year

\$1,448 was raised, which was donated to four charities: Manasquan Food Pantry, the RAINE (Reaching All in Need Everyday) Foundation, HABCORE, and St Peter's Episcopal Church.

Adult Basic Education Programs. Adult Basic Education, GED Preparation, and English as a Second Language classes are available through the Hazlet, Long Branch, and Neptune Higher Education Centers and at the Western Monmouth Branch Campus. Brookdale is the lead agency for the Monmouth County Adult Education Consortium. Members include: Community Affairs and Resource Center, LADACIN Network, Literacy Volunteers, and the Monmouth County Vocational High School.

Brookdale Public Radio (90.5 The NIGHT). WBJB-FM-90.5 The NIGHT is a full-service local public radio station and National Public Radio (NPR) member station. 90.5 The NIGHT is a non-commercial FM public radio station with a staff of professional radio personnel. 90.5 The NIGHT is dedicated to serving the community by working with local non-profit organizations on many programming ventures and by providing free public service announcements.

Brookdale Television (BTV). Brookdale Television (BTV) is a non-profit educational access channel that provides a "visual bridge" between Brookdale Community College and the communities that it serves. BTV produces high quality educational television and public affairs programs that are broadcast via Comcast (channel 21) and Verizon FIOS (channel 46), effectively reaching most cable-wired households in Monmouth County.

Center for Holocaust, Human Rights & Genocide Education (CHHANGE). The Center for Holocaust, Human Rights & Genocide Education is dedicated to providing resources for education on the Holocaust, genocide and human rights. The Center staff works to eliminate racism, anti-Semitism and all forms of prejudice in our society. The Center serves the community through its comprehensive and creative educational programs and resources. More specifically, the Center provides: (1) A Teacher Resource Center, which contains a collection of curricula, lesson plans, and study guides. (2) A Speakers' Bureau, which has scholars, educators and Holocaust Survivors available for programs. (3) Services to students and teachers, such as the Catherine Woolf Student Leadership Conference, theatrical performances, teacher training programs, and a writing and art contest for students in grades 5 through College. (4) An annual Colloquium, which welcomes over 2,400 students and teachers to the Brookdale campus for a half-day program that includes a keynote speaker and 40 break-out workshops. (5) Programs for the general community, including annual scholarly lectures, film series, book discussions, collaborative programs with the Monmouth County Prosecutor's Office and the United States Holocaust Memorial Museum in the training of Law Enforcement Officers, and a court-mandated 12-week education program for Monmouth and Ocean County Juvenile Bias Crime offenders.

The Center for World War II Studies and Conflict Resolution. The Center is dedicated to fostering the study of the historical, political, social, economic, cultural and military aspects of the World War II era up through the Korean War. The Center educates the community about the era and its impact on world history and helps future generations avoid armed conflict in the resolution of global problems. The ultimate goal of The Center is to utilize the lessons learned from the World War II era to prevent the recurrence of global armed conflict in a world of sovereign states with divergent interests, wants and needs. The Center is a resource open to all, offering educational programs and community presentations.

The Displaced Homemakers Program. Brookdale Community College's Displaced Homemakers Program provides assistance to those who have lost their primary source of income due to separation, divorce, disability or death of a spouse. The need to obtain or upgrade skills for transition into the paid labor market is addressed along with the fear and emotional upheaval of facing a very difficult transition. Services include self-esteem / assertiveness training, personal and career counseling, pre-employment training, workshops, support groups and community referrals. These services are

offered at Brookdale's Higher Education Centers and Branch Campus with some activities located on the College's Lincroft campus. Introductory computer training is also provided to participants to help upgrade skills. Brookdale's Displaced Homemakers Program provides this free service through funding from the New Jersey Department of Community Affairs Division on Women.

The Brookdale Foundation. Every academic year, hundreds of students receive scholarship assistance from the Brookdale Alumni Association and the Brookdale Foundation, through the College's Financial Aid Office. Some of these scholarships are especially for recent Monmouth County High School graduates. Students who complete the Free Application for Federal Student Financial Aid (FAFSA) are automatically considered for these scholarships. In FY14, more than 400 students were awarded a total of \$334,000. The average award per recipient was almost \$800.

Free Tuition for Unemployed Persons, Volunteer Firefighters, Volunteer First Aid Workers, and Family Dependents of 9/11. The Unemployed Persons Free Tuition program requires colleges to admit people who can demonstrate that they are unemployed. Free tuition is also granted to volunteer firefighters and first aid workers. In each of these programs, students are admitted to classes on a seat-available basis and they are responsible for all fees. In response to the tragic events of September 11, 2001, Brookdale also provides Monmouth County's surviving spouses and dependent children of victims with free tuition.

New Jersey Small Business Development Center. The New Jersey Small Business Development Center (NJSBDC) at Brookdale Community College provides counseling and workshops to the business community of Monmouth and Ocean counties. Courses, workshops and conferences are designed to give owners, potential owners and managers the tools to analyze and resolve business problems and to keep up-to-date with educational, research, financial and international trade developments. All NJSBDC programs are presented by highly qualified specialists, including faculty, private consultants, business owners and government representatives.

SECTION I MAJOR CAPITAL PROJECTS

Major Capital Projects/ Improvements (Academic Year 2014/2015)

During the Academic Year 2014-2015, the following capital projects and improvements were undertaken at Brookdale Community College.

ATeC Retaining Wall. This wall, located between the Advanced Technology Center and the Counseling, Admissions & Registration (CAR) buildings, was compromised following repair of the main hot water heating system for both buildings. The College spent \$6,179 on architectural services aimed at preparing design options for construction of a new wall. Work to repair the wall will take place in fiscal year 2016.

Back Campus Walkway. In the planning phase of this renovation project, the College paid \$37,708 for architectural and landscape design services. This main student pedestrian pathway, stretching from the Performing Arts Center to the Collins Arena, will feature decorative pavement, new landscaping, ornamental lighting, seating alcoves and other upgrades that will increase pedestrian safety and accessibility.

Carpeting and Flooring. The College expended \$14,271 on the replacement and removal of twenty year old carpet in the Business Administration Center (BAC) second floor lobby areas. The project also included the replacement of the existing laminate tile in the kitchen areas.

Center for Visual Arts (CVA) bathroom facilities. The College spent \$19,013 on the renovation of the first floor women's main bathroom in the CVA building.

Energy Efficiency Lighting Upgrades. The College is committed to a campus-wide lighting upgrade project, spending \$201,953 in FY15 to replace obsolete fixtures with energy-efficient fluorescent and LED fixtures.

Freehold Campus Fire Suppression. In an effort to mitigate the possibility of frozen pipes in the winter, \$9,050 was allocated to fund architectural design services for the installation of a heat trace system to the existing fire sprinkler lines located on the fourth floor of the Freehold Campus building.

Gorman Hall. An additional \$176,214 was utilized in FY15, mostly attributed to installation of an ADA compliant limited use, limited access (LULA) elevator in the building. In total, the College expended \$3.3 million renovating the data center and improving the physical appearance of the information technology administration spaces. Among more notable project additions to the data center included a powerful emergency diesel generator, an uninterrupted power supply, new HVAC units, server racks and an upgraded fire suppressant system.

Milling and Paving. The College, through a shared services initiative with Monmouth County Department of Public Works, expended approximately \$35,000 on milling, paving, and pothole repair of several areas throughout the Lincroft campus as well as the repair of numerous water drainage basins.

Parking Lot Stripping. The College utilized \$15,395 for thermoplastic re-stripping of the Lincroft campus roadways and parking lots, including those designated for ADA parking.

Police Station Renovation. Following recommendations made during the Police department accreditation process, the College expended \$49,632 on renovations and improvements including the installation of upgraded flooring throughout the station, additional shelving and the upgrading of security access for the evidence room, as well as cosmetic and functional upgrades to the barracks locker room and storage area.

Replacement of Domestic Water Main of Megastructure. Over \$298,000 was allocated toward the replacement of a 40 year old domestic water pipe system that runs throughout the main academic megastructure on the Lincroft campus.

Wall Campus. The College disbursed \$136,486 on lead remediation following demolition of some existing structures found to contain traces of lead paint. This work is in preparation for construction of a new academic building and expanded parking spaces at the College's Wall location.

Window Replacement at Western Monmouth Campus. Approximately 155 single-pane, double hung windows were removed and replaced with more energy efficient, weather resistant windows costing \$214,525.

APPENDIX:

**Form and Content of the
Annual Institutional Profile Reports for 2015**

Form & Content of the Annual Institutional Profile Reports for 2015*

NOTE: Data for all indicators in **bold** will be provided by New Jersey Higher Education/ Office of the Secretary.

Report must be submitted electronically (preferred format is pdf) with each page containing the institution's name at the top and each lettered section starting on a new page. Please email completed reports to Mary.Morley@oshe.nj.gov

Report Due Date: September 15, 2015

Reports posted on NJHE website: November 3, 2015

Preface (with signature of the president or chief operating officer of the institution)

- I. Table of Contents (listing each data category in the following order, with page numbers)
- II. Data by Category (including brief institutional narration if desired)
 - A. Accreditation status:
 1. Institutional accreditation
 2. Professional accreditation
 - B. Number of students served:
 1. **Number of undergraduate students by attendance status**
 2. **Number of graduate students by attendance status**
 3. Number of non-credit students served (**provided by NJHE to community colleges**)
 4. **Unduplicated number of students for entire academic year**
 - C. Characteristics of undergraduate students:
 1. **Mean math, reading, and writing SAT scores (senior public institutions)**
 2. **Enrollment in remediation courses by subject area**
 3. **Race/ethnicity, sex, and age (separately)**
 4. **Numbers of students receiving financial assistance under each federal-, state-, & institution-funded aid program [FY 2014 data]**
 5. **Percentage of students who are New Jersey residents**
 - D. Student outcomes:
 1. **Graduation rates:**
 - a. **Four-, five- and six-year graduation rate by race/ethnicity (senior publics)**
 - b. **Two-year graduation rate (community colleges)**
 - c. **Three-year graduation and transfer rate by race/ethnicity (community colleges)**
 2. **Third-semester retention rates:**
 - a. **By attendance status**

E. Faculty characteristics:

1. **Full-time faculty by race/ethnicity, sex, and tenure status (simultaneously)**
2. Percentage of course sections taught by full-time faculty
3. **Ratio of full- to part-time faculty**

F. Characteristics of the trustees or governors:

1. Race/ethnicity and sex (simultaneously)
2. List of trustees/governors with titles and affiliations
3. URLs of webpages with information on trustees/governors

G. Profile of the institution:

1. Degree and certificate programs
2. Other (if desired)

H. Major research and public service activities

I. Major capital projects underway in fiscal year 2015

III. Other Institutional Information (if desired)

*The form and content of Thomas Edison State College's differs from this list, consistent with their unique mission.