

Capital Campus

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Dr. Mary Ellen Caro



Dr. Joseph Youngblood

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Dr. Joseph Youngblood II
Associate Vice President and Dean
The John S. Watson Institute for Public Policy

Change: The One Constant

Done right, change management is a structured approach to leading change that affects individuals, teams and organizations. It enables the transition from a current state to a desired future state. The change may be a new behavior, a new technology or a new policy. Whatever the proposed transformation, there are a number of aspects that must be considered, including the degree of change, the timing, the scale and the focus.

What is ultimately important for successful change is the engagement and participation of the individuals involved.

This was the basis of the Change Management presentation offered by Dr. Mary Ellen Caro, associate provost and dean, School of Business and Management, and Dr. Joseph Youngblood II, associate vice president and dean of The John S. Watson Institute for Public Policy, to approximately 70 College and New Jersey State Library staff members in April.

“Ultimately, change is going to happen, and to survive it, change must be internalized and accepted,” said Caro. “Organizations need to evolve to compete in an ever-changing world. The forces that drive that change may be internal or external or both. The one constant is change.”

Because change is inherently unsettling for people at all levels of an organization, it must be internalized from the top down. The respective leadership must embrace the new approach first and must speak with one voice and model the desired behavior. Leaders must also understand that individuals who may be going through stressful times and need to be supported.

Often, the missing ingredient in most failed cases is appreciation and use of “change knowledge.” To succeed, it is important to understand the process of change, to have insight about the key drivers and to have a commonality of language about change.

“We must master the language and concepts to make change occur, to implement it and sustain it,” noted Youngblood. “We need to have a commonality of language to be able to accept the issues as they arise. And managers must be very clear about the change and use that to drive the internal culture.”



Heather Brooks (center, back row), associate director, Office of Human Resources, and Caroline P. Tompkins (left, second row) admissions counselor, Office of Admissions, with fellow classmates during a recent Leadership Trenton seminar.

Leadership Trenton Graduates Class of 2007

Graduation was held for the sixth Leadership Trenton class at the Trenton Marriott at Lafayette Yard on June 14. Leadership Trenton is an issues-based leadership development program for emerging civic leaders who care about the future of Trenton and are committed to working together to make that future brighter. This year's class of 24 was honored for its yearlong commitment to the program. Among the graduates were **Heather Brooks**, associate director, Office of Human Resources, and **Caroline P. Tompkins**, admissions counselor, Office of Admissions.



"Leadership and learning are indispensable to each other."
- John F. Kennedy

Focus on: Ann Prime-Monaghan

The first thing **Ann Prime-Monaghan** will tell you about her new title — assistant vice provost for Learning Outcomes and General Education — is that it's a mouthful. Then she'll tell you how excited she is to be embarking on this challenging and vital initiative.

"This new job borrows from the old in that it requires that I continue to collaborate with my colleagues to make the College an even better resource for our adult learners," said Prime-Monaghan, who has been with the College for nearly nine years.

"In this new position, Ann will have overall leadership responsibility for developing and implementing the College's learning outcomes program," said Vice President and Provost **William J. Seaton**. "Ann will work with the deans to develop an innovative general education program, which is reflective of and in alignment with the College's learning outcomes program. Both of these areas are key components of the College's Strategic Vision Plan."

This fits well with Prime-Monaghan's philosophy on education. "I love going to school. I attended Penn State University and received my BS; then to Temple University for graduate studies and a MA. While working at Johns Hopkins University, I earned my MS. Now, because I am a glutton for punishment, I will begin a PhD program at Eastern University this fall."

But more than that, Prime-Monaghan is inspired by the powerful service that this College affords adult learners. "I draw strength from the fact that we, as an institution, are change agents. Wow, the new opportunities and strengths each student has with that degree in hand. How can you not get charged up about being a part of a team that has that kind of positive influence on someone's life?"

Prime-Monaghan, who lives in Langhorne, Pa., with husband Al Monaghan and their daughters, Alanna Marie (age 10) and Abaigeal Ann (age 5), noted, "The girls seem to be swimming competitively all the time and I seem to, therefore, be pool side all the time. I figure that is when I will get my studying done in the fall."

In addition, she is involved in activities at Pen Ryn School in Fairless Hills, Pa., where her children attend fifth grade and Kindergarten, respectively. "The school is very much into familial voluntarism; one of the roles I have taken on is the auction committee."

Beyond her pool-side and committee duties, Prime-Monaghan has a mission and a message she wanted to share. "Most all of you know that almost three years ago my husband suffered a severe stroke. He has made profound steps in his recovery, but still faces a number of trials daily. I want to thank you all for your continued support and use this as an opportunity to encourage you all to check your blood pressure and take the necessary interventions to control it, if need be. That's my little public service announcement."

Change Management

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Organizational change is triggered by a number of forces. External forces such as market changes, competitive pressures, economic demands and funding difficulty may be at play; internal forces may be fiscal, or student- or academic-oriented.

Ultimately, the catalyst for change involves eight forces for the leadership: engaging people's moral purpose; building capacity; understanding the change process; developing cultures for learning; developing cultures for evaluation; focusing on leadership for change; fostering coherence making; and cultivating trilevel development. In addition, there are "do and don't actions" suggested by experts.

Every change situation has unique elements. While there is no one model for organizational change, understanding the concepts and tools provided may enhance the likelihood of success.

Staff Participate in Take Our Daughters and Sons to Work Day



HR's Heather Brooks talks to children about Thomas Edison State College.

Several members of the Thomas Edison State College staff participated in the national "Take Our Daughters and Sons to Work Day" on April 26. Take Our Daughters and Sons to Work Day introduces girls and boys ages 8-12 to a discussion about the future of their workplace. It provides a forum for the children to share their ideas about the workplace of the future, directly with the companies that may someday employ them.

Activities included guest speakers from the College and New Jersey State Library, a story hour and a tour of the New Jersey State House, as well as occupational fun activities.

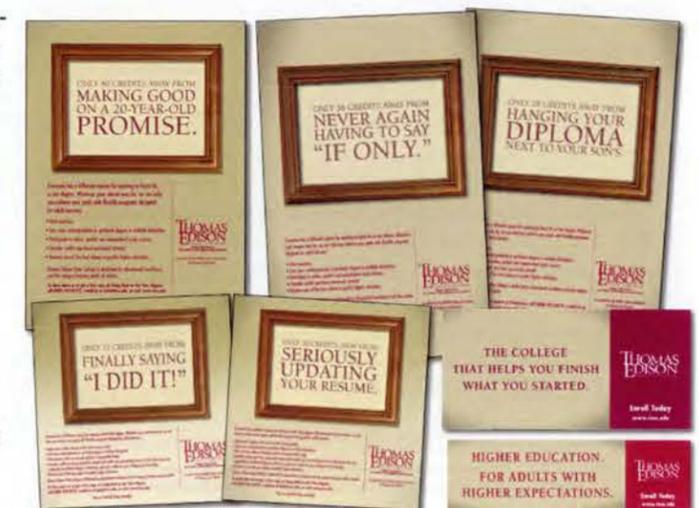
College Awarded Top Honor for Advertising Campaign

Thomas Edison State College has been recognized for its multimedia advertising campaign by the New Jersey Communications, Advertising and Marketing Association (NJCAMA). At the organization's annual Astra Awards held recently, the College took home the GOLD in the category Multi-Media Campaign, Business to Consumer.

The College's institutional advertising campaign was developed to best reach its potential students and increase the number of qualified applications using the following creative strategy:

- Tap into the emotional drivers of personal achievement and fulfillment that are at the heart of our target audience's desire to finish college;
- Reinforce a warm, approachable personality for the College by using a mix of headlines that evoke human emotions: humor, sentiment, pride, a desire to succeed; and
- Reinforce that Thomas Edison State College is the solution of choice for motivated adults, offering quality, flexibility, affordability and convenience.

The campaign has been delivered in a multimedia mix, including newspapers, magazines, radio, outdoor and transit.



New Staff



Rhonda Beckett has been appointed program advisor in the Office of Learner Services. Beckett is located on the 2nd floor of the Academic Center and may be reached at extension 3350.



Thomas P. Callahan has been appointed as admissions counselor in the Office of Admissions. Callahan is located on the 2nd floor of the Academic Center and may be reached at extension 3020.



James Chianese has been appointed clerk driver in the Office of Administrative Services. Chianese is located in the lower floor of the Townhouses and may be reached at extension 2340.



Antoinette L. Lewis has been appointed assistant Prior Learning Assessment specialist in the Office of Prior Learning Assessment, Center for Directed Independent Adult Learning. Lewis is located on the 2nd floor of the Townhouses and may be reached at extension 3295.



Thomas M. Phillips has been appointed human resources manager in the Office of Human Resources. Phillips is located on the 1st floor of Kuser Mansion and may be reached at extension 4105.

Staff Activities

Estelle C.L.J. Reeves, CPS, program assistant in the Heavin School of Arts and Sciences, was awarded an Associate in Applied Science degree from Thomas Edison State College in June 2007. Reeves, who is currently pursuing a Bachelor of Arts degree in psychology, said she would be happy to provide advice and support to others at the College who are interested in pursuing their degree.

Todd Siben, senior program advisor, Office of Learner Services, and **Dr. Jim McCarty**, assistant dean, Heavin School of Arts and Science, attended the New Jersey Library Association (NJLA) conference in Long Branch on behalf of the College on April 25 to offer congratulations to the 2003 Institute of Museum and Library Services (IMLS) grant recipients and encouragement to the 2006 IMLS grant recipients. The NJLA recognized Siben and Office of Learner Services staff **Celeste Wynn**, senior program advisor, and **Dr. Garry M. Keel**, assistant director for Academic Advising, presenting them with awards as "Partners" with the New Jersey State Library for their assistance with the IMLS grant.

Office of Learning Assessment staff, **Dave Schwager**, assessment technology specialist, **Gentry Sutton**, instructional designer, and **Emily Carone**, assistant director, presented Perception to the Rescue: Meeting the Online Challenge at the Questionmark conference in New York City in April. Questionmark is the company whose software (Perception) is used to deliver e-Pack® quizzes.

Susan Cobb, MSN, RN, nursing program advisor, School of Nursing, has been selected by The Foundation of the National Student Nurses' Association to receive the Promise of Nursing for New Jersey Regional Faculty Fellowship. The fellowship program seeks to address the nurse educator shortage by providing funding for registered nurses pursuing graduate education to prepare them for a career as a nurse educator. Cobb is a doctoral student in nursing at Duquesne University.