

**An Exceptional Path: Five Strategies to Support TCNJ
in its Integrated Transformation
President R. Barbara Gitenstein
February 2008 Updates**

Five Initiatives Update

A. Positioning

- Working in cooperation with NJASCU to bring about goals for NJ Promise: (Council named in fall 2007, initial recommendations in October 2007, summary recommendations in January 2008)
- Creating specific TCNJ plan to position college in minds of key leaders in state about the exceptional nature of college: meetings with legislative and opinion leaders, underway
- Created preliminary document forming basis of a “compact” with state that will assure continued autonomy and stable support in exchange for academic excellence and meeting identified needs of state; national conversation at National Governor’s Association regarding compacts, but currently all examples are between systems and states vs. individual institutions and states
- Creating public information campaign targeted to key constituencies to assure a more widespread accurate image of TCNJ, based on key performance indicators and strategies for continuing support of the state; directed towards specific audiences (legislators, parents/students, alumni, donors/business community)
- In particular, in terms of legislative leaders, goal is for these individuals to have accurate impression of TCNJ’s quality and value to the state, and to compel them to want to preserve this.

B. Diversify revenue streams

- Completed preliminary development studies of the Hopewell property and the Carlton Avenue properties. Proceeding to conduct a full feasibility study of a campus town development on the Carlton Avenue property under the guidance of the Trenton State College Corporation.
- Investigating opportunities to leverage the College's strategic land holdings to generate additional revenue for the College.
- The discussions about the adoption of the Marie Katzenbach School of the Deaf have been put on hold temporarily. The College will continue to investigate the level of interest with the Commission on Higher Education.

- The discussions with the County about the potential acquisition and development of the Sypek Center are on hold indefinitely. If the County changes its position on this property, the College may renew this initiative.

C. Enhance the facilities and campus physical plant.

- Housing and Academic Administrative master plans have been completed, presented to various College constituents, and is on the agenda to be reviewed by the Board in February 2008. The Board will take formal action on the master plans at a March 2008 meeting.
- The new student apartments project broke ground in January 2008 and is on schedule to deliver approximately 400 new beds to the campus by the fall of 2009.
- The new Art and Interactive Multimedia Building is out to bid and is scheduled to break ground in April 2008. Completion of this academic building is projected for the late fall of 2009.
- An asset renewal plan has been prepared and was presented to the Buildings and Grounds Committee of the Board in December 2007. The College plans to implement \$3.2 M in asset renewal projects in the Housing portfolio in FY 2008 and approximately \$5.5 M in asset renewal projects in the Educational and General portfolio in FY 2008. In addition, projects totaling approximately \$.4 M are proceeding on the Brower Student Center.
- A strategic funding model for the two master plans as well as the asset renewal plan will be reviewed with the Board in closed session at the February 2008 meeting. Additionally, the strategic funding model has been reviewed with rating agencies and the Educational Facilities Authority in preparation for future borrowing.
- The Presidents Climate Commitment Committee has been working on several initiatives including 1) implementing a requirement that all equipment purchased by the College to be Energy Star© compliant, 2) a commitment to purchase 15% of the College's electricity demand from renewable resources, 3) the completion of an inventory of the College's greenhouse gas emissions, 4) researching how to prepare a climate neutrality plan for the College and 5) developing sustainability programs to integrate into the College's curriculum and events.
- The College has reorganized and consolidated its facilities, maintenance shops and building services areas to achieve better coordination between operations and maintenance functions.
- Reorganize Development, Alumni Affairs, Grants and Sponsored, and Public Affairs under division of Advancement. This will assure a consistent message directed at three key constituencies, prospective students and parents, alumni, and legislators, with the purpose of strengthening philanthropic revenue, assuring the continued strength of enrollment applications, and a more stable, predictable contribution from the state. This will also help position college for potential capital campaign.

- Diversifying alumni events to engage a wider range of alumni with the College (family visits to King Tut exhibit; events at NJPAC, such as “3Mo’ Divas” and “Alvin Ailey”)
- Continuing to see growth in alumni involvement and contributions: we are ahead of last year’s pace; we are projecting close to 7000 alumni donors this year (last year 5700); dollar amounts suggest that we will likely surpass our target
- And then of course our \$1million “secret admirer”
- Also, as part of Advancement reorganization, examine ways to diversify revenue streams in context of activity in conference and meeting services. The intention is to bring key organizations/corporations to campus as part of a plan to increase revenue and strength the college’s image with these groups.
- Explore other revenue producing programs related to the academic mission of the schools of the college; eg, summer school offerings, continuing education programs, certificate programs, etc.

D. Accountability and Transparency

- The Center for Institutional Effectiveness has been established under the leadership of Interim Provost Paul and Vice President Stern thus providing it an immediate data-based interdisciplinary focus. The staff for the Center consists of existing staff from the Office of Institutional Research and Assessment, two half-time Assessment Fellows, and a new line created specifically for the purpose of internal data analysis.
- The General Counsel, Thomas Mahoney, joined us in November, 2007, and has already proven to be an invaluable member of the leadership team.
- Department learning outcome assessment plans are being refined as part of the program review process. Deb Frank, Assessment Fellow, has developed a one-page summary sheet for each program scheduled for review in 2008-09 (Art, Computer Science, Education Interactive Multimedia, Nursing, Political Science, Technology Studies, Women's and Gender Studies) and will be actively reaching out to each of them this spring 2008 semester to plan for their review in the context of student learning outcomes.
- TCNJ is using The College Portrait Voluntary System of Accountability as a vehicle for sharing our accountability measures. This is a national project endorsed by both AASCU and NASLGIC. We have signed up as early adopters, and the template is scheduled for release this month. Once we have placed all required measures in the template, we will determine the additional uniquely TCNJ-defining measures we want to include, and the best methods for displaying these results.

- A student intern from the Sociology Department will be assisting CIE with a project to both contextualize sets of NSSE (National Survey of Student Engagement) questions and evaluate our 2006 results throughout the Spring 2008 semester. Our freshmen and seniors will be invited to participate in NSSE again in the Spring 2009 semester, and we hope to increase our participation to rates high enough that results can be used by individual schools, programs and departments. This information is particularly useful as we evaluate the success of our transformed curriculum.
- The Advising Program Council, with assistance from CIE, recently completed a survey of both students and faculty and is in the process of examining these results to suggest improvements that will be implemented over the spring 2008 semester. Improved advising and mentoring relationships should have a direct, positive impact on our NSSE results.
- The Treasurer and General Counsel will be bringing a resolution to the Board through the Audit Committee at the February meeting that will ask them to ratify the status the additional audit and compliance control items and for meeting NACUBO (National Association of College University and Business Officers) recommendations on Sarbanes-Oxley—remember focus of this law was on publically held companies. Early on, we recognized that these kinds of expectations would be coming the way of non-profits and began our action well before the SCI report: BOT re-evaluation of structure, including establishment of a separate Audit Committee at BOT, completion of internal control assessment, compliance program, hiring of general counsel/compliance officer
- Continued attention and public communication of security/safety concerns: currently engaging in audit of safety and security on campus; hired a new Police chief (John Collins) in January 2008; implemented new text messaging system in Fall 2007

E. P-20+ -- Expanding access to the integrated transformation

- Academic Affairs is conducting a campus-wide audit of all TCNJ collaborations and projects with K-12 schools. This will provide a good foundation for our consideration of new collaborations or enhancements/deletions of current ones.
- The Transfer Student Work Group continues to examine and improve the transfer student experience at TCNJ. The January Transfer Orientation included new features to meet transfer students' transition needs. We are increasing outreach to NJ community colleges. Interim Provost Paul spoke at the New Jersey Transfer Coordinators' meeting in December, and we are planning a series of campus visits for the community colleges from which many of our transfer students originate. Aigli Papantonopoulou, Chair of the Department of Math and Statistics, met with two- and four-year college math faculty to identify strategies for improving the

success in mathematics learning outcomes of two-year students at four-year institutions. TCNJ is now in full compliance with the new NJ Transfer legislation.

- The TCNJ Honors Program has developed an initiative for raising students' awareness and expectations for competitive graduate school entry. Several schools and departments, in concert with Career Services, have increased efforts to interest students in graduate school opportunities.
- The School of Education is exploring opportunities for extending lifelong learning programs for in-service teachers.