

President's Report to the Board  
President R. Barbara Gitenstein  
June 30, 2003

Thank you, Ms. Rado. It is always a pleasure to take an opportunity to sketch for the board and the public an outline of the moments of success and celebration that characterize the life of The College. This has been an exceptionally active semester, marked by academic and athletic success, examples of student and faculty creative endeavor, growing engagements with our local and regional partners, and growing recognition from the public of The College and our representatives as leaders and participants in enhancing the communities in which we live. Let me cite just a couple of examples.

Celebrations for members and supporters of our community include the following:

1. On March 20, the Alumni Association honored Sheree Butterfield, class of 1976, Kelly Myers, and John Gormley, class of 1987, for their outstanding achievement, community service and sustained support of The College during its annual Leadership Convocation.
2. On April 4, the TCNJ Foundation held its third annual gala at which we honored:
  - a. Lenox, Incorporated, Lawrenceville, as 2003 TCNJ Corporation of the Year;
  - b. Walter D. Chambers, East Orange, the chair of the TCNJ Board of Trustees, as 2003 TCNJ Presidential Honoree of the Year;
  - b. Thomas N. Loser, Langhorne, PA, the former president/founder of Wyrough & Loser, Inc., and TCNJ Philanthropist, as 2003 TCNJ Citizen of the Year; and
  - c. Donald R. Waters Sr. (posthumous), Newtown, former chief executive officer of Waters & Bugbee, Inc., and TCNJ Foundation Executive Board Member, as 2003 TCNJ Leadership Recognition Award.Proceeds from the evening netted \$38,000 for student scholarships (\$12,000 more than the previous gala).
3. On May 7, we celebrated 12 Outstanding Educators, K-12 teachers who were recommended for this honor by their former students who are current first-year TCNJ students. (This is the third year of this program.)

During this spring, we received recognition that alumni continue to value their education from The College by significant bequests:

1. Helen Dickman Shaw, class of 1936, a physical education instructor, left \$180,000 to The College of New Jersey Foundation. The Helen Dickman Shaw Endowment Fund will support an annual staff excellence award for full-time TCNJ staff members and offices that support the mission of the College.
2. Dena Alvino Dodson Memorial Scholarship, supported by a \$150,000 bequest, provides scholarship dollars for graduates of the Hopewell Valley Regional School District who plan to major in education at TCNJ and enter the teaching profession upon graduation.

Students, faculty, staff, and the local community have been challenged, entertained, and informed by a wide range of national, regional and international speakers:

1. On March 5, Naomi Tutu, was our spring multicultural lecturer.
2. On April 10, Salman Rushdie was the featured speaker at the annual Writers Conference.
3. On April 11, Bill Cosby performed for two packed shows in the Rec Center.
4. Faculty from the Schools of Culture and Society, and Business sponsored a series of speeches, “teach-ins” and discussions regarding the Iraqi War, and the relationship between Islam and the west. Staff from our counseling center provided insights and support for parents as they confronted the psychological impact of war on children. And in the true spirit of open discourse, members of the community participated in both anti-war and pro-troop rallies on the campus.

A series of newly established partnerships with centers and state-wide organizations have borne significant fruit:

1. The newly formed partnership between The College and New Jersey Small Business Development Centers (NJSBDC) has provided free management consulting services and affordable training to small business owners and entrepreneurs in Mercer and Middlesex counties. Specific programs included co-sponsorship with the Asian Indian Chamber of Commerce (AICC) seminar on affordable health insurance alternatives and a series to help minority and female business contractors in filings to participate in the \$8.6 billion school construction program.
2. New Jersey Global Business Initiative, a joint program of the New Jersey State Chamber, the New Jersey Commerce and Economic Growth Commission and the New Jersey Business and Industry Association, housed at TCNJ, kicked off its programming with a series of breakfasts on NAFTA and NJ Export Assistance.
3. The Mercadien Group sponsored the third annual nonprofit management certificate program, offered at TCNJ, and Merrill Lynch provided additional grant support.
4. The Center for Assistive Technology and Inclusive Education Studies just recently received an \$800,000 grant from the US Department of Education to support faculty and students in developing applications for the use of adaptive technology for individuals with disabilities.

During the spring our students exhibited their intellectual, artistic and leadership talents:

1. The operata *The Merry Widow* was performed from February 27 to March 2.
2. During the same time period, 70 first-year students conducted a survey of some 500 Ewing residents, under the leadership of a faculty member, to determine the community preference for the use of the old General Motors plant site in the township.
3. On March 20, 20 students from TCNJ joined Montclair State students to present their scientific research in a series of poster presentations in the state house tunnel. Sponsored by the Council for Undergraduate Research, with Assemblywoman Bonnie Watson Coleman and Senator Richard Codey as honorary chairpersons, the program parallels the annual Posters on the Hill in Washington, D.C., which also celebrates undergraduate research.
4. During the spring semester, there were at 4 separate exhibits of faculty and student art and graphic design, a whole series of spring concerts highlighting our woodwind ensemble, orchestra, women’s chorale, choir and chorus.

Individual students were also recognized with national awards including:

1. Our third winner in four years of a Goldwater Award (Chris Tanner, sophomore Biology major).
2. Five of our students received Fred C. Rummel Community Service Scholarships, for civic leadership through community service.

Faculty and staff have continued to be recognized for their excellent commitment to their disciplines and professions, their students and our shared communities.

1. Two of our psychology faculty (James Graham and Katrina Bledsoe) have participated in the “Fun with Books” program which supports parents of Trenton children from pre-school to 6<sup>th</sup> grade in learning how to read aloud to their children. “Fun with Books” is sponsored by the Children’s Home Society of New Jersey and Merrill Lynch.
2. The Minority Mentoring Program at TCNJ received the 2003 Noel Levitz Retention Excellence Award.
3. Ann King, Sports Information Director for the past 11 years, was the first woman to receive the Warren Berg award, given by the College Sports Information Directors Association.
4. Professor Don Lovett received a collaborative National Science Foundation grant to support his research on crustacean salt levels and implications on hypertension and kidney disease in humans (\$167,000 of the \$480,000 grant will be specifically dedicated to Don’s research).

The faculty, deans, and academic affairs office completed the program planning for two new academic programs: a master of arts in applied Spanish, and a bachelor of arts in biomedical engineering. The bachelor of arts degree in biomedical engineering offers two curricula options, electrical engineering or mechanical engineering. With the receipt of \$169,000 grant from the U.S. Department of Education, the School of Business will be able to enhance the linkage between its international studies programs and small and medium businesses. Combined with the move of the New Jersey Global Business Initiative to the TCNJ campus and the new major in International Studies, this grant will surely enhance international studies at TCNJ.

In athletics, we again proved ourselves one of the most competitive Division III programs in the country. Two students were recognized as National All Americans, many were recognized as the most talented athletes in their sport in the region and the entire program was ranked #3 in National Association of Collegiate Director of Athletics Cup (formerly the Sears Cup) for Division III programs.

On May 17, we celebrated the graduation of 1295 baccalaureate students and 368 masters students. At the ceremony, we honored Marilyn Vos Savant, the author of “Ask Marilyn” and several books, with an honorary doctorate of letters, and De Forest Soaries, senior pastor of the First Baptist Church of Lincoln Gardens in Somerset and former Secretary of State of New Jersey, with an honorary doctorate of humane letters. Perhaps the most exciting part of the day was did not happen: rain!

And then there was the logo. . . .

While we are no longer sure that the recent (and what were very welcome) proposals for budget restoration for higher education will be passed today, the specifics should be presented today. Many of us have been in active conversations throughout the process with members of the senate budget and appropriations committee to advocate for such a plan. The proposed changes to funding for TCNJ are as follows:

1. Restoration to our state appropriation totaling \$2,470,000, a little over 50% of the 12% cut (however, this amount includes the \$1,580,000 to pay the final 1/24<sup>th</sup> of fiscal year 2003 appropriation).
2. Full restoration of the Outstanding Scholar Recruitment Program (OSRP), estimated at \$1,200,000.
3. Some funding for TAG (we are currently not sure of the specifics of these resources).

There is budget language that requires that restoration will be provided only to those colleges that increase tuition no more than 9% over the FY 2003 tuition and those institutions that do not shift costs previously funded from institutional sources (tuition and appropriations) to fees.

While under this improved scenario, we would still sustain a decrease in state funding, these possible restorations would be an excellent result in a difficult budget year. Unfortunately, at this time, I am not sure that this improvement in funding will be included in the budget bill. As a consequence of this uncertainty, I believe that the finance and construction committee will be suggesting a delay in any consideration of tuition and fees. [During the meeting, Vice Chairman Rado, acting as chair, after the recommendation of the Committee Chair, Jeffrey Perlman, deleted the resolution on tuition and fees. She indicated that there would be an additional public meeting called for consideration of tuition and fees after the passage of the budget bill. Appropriate notification will be made to the public.]

Even with the series of crises of the spring – the international and national ones (the war, the fear of terrorism, and the stagnant economy) as well as local ones (the state budget challenges and the placement/positioning of TCNJ in the “restructuring” of the public research institutions) – The College made significant progress in meeting our publicly stated goals. The final report on our accomplishments will be provided in my Welcome Back speech; however, today I am able to provide an update:

1. 25% of newly appointed tenure-track faculty are from underrepresented groups; 30% of newly appointed full-time faculty are from underrepresented groups; 23% of newly enrolled students are from underrepresented groups, with a growth from last year in Hispanic and Asian populations. Unfortunately, we saw a drop in both the number of EOF and African-American students in the freshman class. I have charged the admissions office to develop specific strategies to improve our success in recruiting EOF and African-American students for the fall 2004 class.
2. As I have already detailed, the new partnerships with the New Jersey Small Business Development Center and the New Jersey Global Business Initiative have produced

great results. Additional partnerships are close to closure, including a Center for Civic and Community Engagement, a Center for Youth Relationship Development and the Municipal Land Use Resource Center. In addition, a series of proposals have been submitted for consideration for federal funding in nursing, teacher training, community based research, and forensics science. Other significant grant requests are in to the Department of Education for programs in technology education and math/science education.

3. Five cross functional task forces have provided excellent recommendations that are currently being implemented and/or being directed to appropriate governance committees. These task forces ranged from positioning The College, to more effective communication with the community, to improvement of the first-year experience, to international programming, and to advisement. In addition, an ad hoc facilities management committee has been named to provide comparable broad based input into our project management and modifications of the “Conceptual Framework for the Facilities Master Plan” which was approved by the board of trustees in June 2000.
4. Communication with internal and external constituencies was enhanced in a number of ways. We posted budget and advocacy information on the web as well as additional communications from the president and provost. Other electronic communication (Fourth Friday and targeted mass e-mails, as in response to terror alerts, the war, the Reverend White episode, and most recently the budget impasse) continued. We instituted an exam week late night “pancake” supper for students (served by the president and provost), an ice cream social for all staff to celebrate the end of the year, a series of “Coffees with the Provost,” “Breakfasts with Barbara” for local CEO’s, and “Lunches with the President” for faculty and staff. Furthermore, the treasurer and I held a series of budget briefings for leadership of the faculty senate, the student government association, the staff senate, and the unions throughout the spring.
5. Our careful planning for technology has allowed us to continue to invest in replacement and necessary infrastructure while also saving an additional \$250,000 for one year from the technology line of the budget.
6. Some 90% of academic majors have been revised to meet the expectations for the imaginative academic “transformation” currently underway on the campus. Creative and thoughtful proposals to support the curriculum change have been completed by the committee on academic programming and the committee on faculty affairs. The recommendations are currently being processed for implementation by leadership in academic affairs. New programs in biomedical engineering and interactive multimedia have been approved by the board and proposals for civil engineering and forensic science are moving through the system.
7. A complete update on the progress on our major renovations and construction projects is included in the board materials of the finance and construction committee, but there are a couple of points that I would like to underline. I am very pleased that we are seeing significant progress on the new library, but perhaps the most significant successes of this year with regard to construction have to do with the development of a new more inclusive planning process. In addition to our greater attention to our Ewing neighbors, we have established the new facilities planning committee

referenced above which grew out of a January retreat on modifications of the Framework. We have seen significant results in greater campus-wide ownership of the plans for building, an improvement in divisional accountability in project management, and significantly improved relationships with Ewing Township and citizens of Ewing.

8. Through an extensive review of administrative structure and organization, we have realized more than \$800,000 of salary savings from staff positions which have been added to base budget cuts over two years. In the first of a series of process/organizational audits, we are currently implementing recommendations from a Mercadian consultant's report for improvements in accountability and financial savings in project management and campus construction.
9. In addition to the improvement in town-gown relationships referenced above, TCNJ has created a series of partnerships with Ewing township:
  - a. "Kids Voting," a partnership with the school district to help students appreciate the importance of the democratic process;
  - b. "TACT: Town and College Together," a joint committee on town-gown issues;
  - c. a joint Ewing leadership committee (Mayor Pribilla, Tony Dickson of New Jersey Manufacturers, Superintendent Timothy Wade, and me, as president of The College).

Even though we did not complete the publication of campus events open to the public, specifically directed at the township, we did establish electronic links between the township and TCNJ's communication venues, and continued our hosting of Ewing Community Fest.

10. While we increased total giving to The College, we did not quite meet our goals. We project that we will have raised over \$1.6 million, some \$400,000 short of goal, with the foundation contributing \$800,000 to scholarships, about \$100,000 short of budget plan. We increased alumni annual giving to 7% (3% short of the goal).
11. The recognition of The College in the region and nation has certainly grown, as evidenced by the increasing number of quotations included in articles in the *Philadelphia Inquirer*, the *New York Times*, the *Star Ledger*, as well as the *Times* and the *Trentonian*. In addition, institutional presence in such organizations as the American Council on Education, the Association of Governing Boards, planning committees for the Commission on Higher Education, the New Jersey Presidents Council, the New Jersey Chamber, the Mercer County Chamber, the New Jersey Technology Council and regional non-profit boards have enhanced the positioning of TCNJ as a state-wide institution.

As successful as the year past has been, next year is equally as promising, as evidenced by the excellence of the new hires in our faculty ranks and the profile of our in-coming first-year class. We will be welcoming new faculty with graduate degrees from Rutgers, Yale, University of North Carolina, University of Minnesota, University of Wisconsin, Southern Methodist University, University of Connecticut, University of Cincinnati, Temple, University of Nebraska, University of Houston, University of Wyoming and University of Maryland. These faculty bring expertise in music performance, human resource management, political communications, Russian history, Aristotle, Latin America, treatment of Alzheimer's and dyslexia, digital imaging, civil engineering,

physical chemistry and deaf education. Many have taught previously – at Villanova, SUNY-Albany, William and Mary, California State University-San Bernardino, Wagner College, and Case Western Reserve.

For the incoming class, we selected only 48% of those who applied, placing TCNJ in that select group of only 200 schools in the nation that admit fewer than 50% of their applicant pools. The average high school rank for the enrolled generally admitted students that attended high schools that provide rank (82%) was the top 8% of their classes. The SAT average for generally enrolled students is 1307, which is 92% of the class (a 10 point increase from last year); the SAT average for all enrolled students is 1262 (a 24% increase). Students identified as “scholars” represent 49% of the class, with 37% of the class being made up by OSRP (the state merit program), a growth of 2% over last year’s class. Since the inception of the statewide seven year program at University of Medicine and Dentistry that provides the opportunity for students to earn both a bachelor of science and medical degree in a shortened time frame, TCNJ has attracted a large portion of their entering class. But this year, we have reached a high water mark. This fall, 19 students indicated they will enroll in the statewide seven year joint program with University of Medicine and Dentistry. Fourteen of these students, or 75%, will be attending TCNJ as their undergraduate institution of choice.

We continue to see improvement in the diversity of our student body, with 23% of next year’s class being self-identified as minority. There was a 7.4% increase in minority applications, a 50 point increase in SAT score for enrolled minority students. There were, however, several problematic statistics, including a drop in African-American and EOF enrolled students, compared to last year’s entering class.

In addition, in this class, some 93% participated in volunteer work in high school, 65% were high school varsity athletes, 70% were members of the National Honor Society and 30% served as class officers.

As we are prepared today to ask the board to vote on fees and tuition, it is appropriate that I comment on our continued commitment to allocating our financial resources to mission-driven initiatives. I have done so in every June meeting since I was named president, and to do so in these times is especially important, considering the financial constraints of the last 18 months. In September 1999, I made clear that under my leadership, The College needed to “reorient” ourselves in three important ways:

1. We had to set goals strategically to provide the basis for budget development and reallocation to direct instruction and the academic enterprise.
2. We had to engage in an extensive and expansive redefinition of roles and responsibilities of stakeholders.
3. We had to rethink accountability such that standards are set for units of the institution as opposed to merely for individuals.

The reorientation is evidenced in budget allocations, governance and decision-making procedures, and a change in the values of communication and consultation. Beginning in the plans for FY ’01, we began to redirect financial resources specifically to academic

purpose. Over the next two years, we added over 13 faculty lines, substantial support for faculty research through additional “assigned” time and funds for new faculty laboratories as well as a new office of sponsored research, 10% increase in the acquisitions budget for the library, support for a series of faculty supported leadership programs, and investments in technology in the television studio, computer infrastructure, the library, and computing for student laboratories and faculty pedagogical needs. Despite the budget cuts over the last 18 months, none of these improvements in the academic core has been undermined. Indeed, additional resources are included in next year’s budget plan to support faculty work in implementing the transformed curriculum.

The board has endorsed this articulated commitment to the academic excellence of the institution by directing me to preserve the academic core in all decisions for budget decreases in meeting the state cuts in our resources. In addition, the board and I have made clear that we will not jeopardize the safety and security of our students, faculty, staff, and visitors. To that end, we actually added additional security officers in last year’s budget and they are continued for next year. Furthermore, we have continued to engage additional resources for security support in all high profile activities on the campus, including for visits of controversial speakers as well as for the large crowds associated with commencement. I am additionally gratified and pleased that we can confirm today that the budget plan that is supported by whatever scenario of the range of tuition which will be voted on by the board today includes no layoffs of any employees.

It has been a challenging but rewarding semester. I extend my thanks and congratulations to the full leadership of the campus that helped bring us to such a positive conclusion to these trials. I hope that the board is aware of the quality and thorough commitment of the faculty, administration, and staff at this wonderful college. It is an honor to be the president of the organization that they grace.

Finally, I wish to end my remarks today by giving my personal thanks to two board members who have been instrumental in our institutional success and my personal professional success since my arrival as president in January 1999. Today is the last official board meeting for Mr. Jeffrey Perlman, chair of the finance and construction committee, and Mr. Walter Chambers, chair of the board, who unfortunately could not be with us today due to illness. I am personally and we are institutionally in your debt. Thank you. We hope that what ever your official relationships with The College in the future, you will always consider yourselves part of our institutional family. We also hope that you will join us for our fall meeting at which time, we will have the opportunity to honor you more formally.

Thank you.