Good afternoon. It is a pleasure to welcome everyone this afternoon. Let me begin my remarks by acknowledging some of those in attendance this afternoon. I would ask each of you to stand to be recognized as I call your name. I ask the audience to please hold applause until all have been introduced.

From the board of trustees:
• Robert Altman
• Rosie Hymerling
• Board Chair Susanne Svizeny

Former trustee:
• Walter Chambers

Student trustee . . . and alternate student trustee . . .
• Randy Lynn Veenstra
• Meagan Coburn

Faculty representatives to the Board:
• John McCarty
• Mike Martinovic
And staff representatives to the Board:

- Jackie Dietch – Stackhouse
- Lynnette Harris

Special guests:

- Randy Lumia – Chair, Foundation Board
- Kimberly Brandley – Alumni Association
- Bobby Hackett – President of the Bonner Foundation
- Joe Youngblood – ACE Fellow from Thomas Edison
- Mike Nitti – Ewing School Superintendent

Please accept my sincere thanks for your dedication to this institution that we all hold so dear. <applause>

From the Faculty Senate, Staff Senate, Student Government Association and representatives of our union leadership:

- Cindy Curtis
- Nino Scarpati
- Olaniyi Solebo
- Ralph Edelbach

Please accept my sincere thanks for your service and dedication to The College. <applause>

Please be seated.
I would also like to welcome back to campus our faculty and staff emeriti who have joined us today. Your commitment to excellence and to our students has been the foundation upon which we have built our continued success. Please stand to be recognized. <applause>

As has become the norm, 2010-2011 was a year of challenge and accomplishment for The College of New Jersey. Beginning this year, we will be instituting a printed/published annual report that will cite all our considerable accomplishments of the previous year. I will focus most of my comments this afternoon on the challenges of the future rather than our considerable accomplishments of last year.

Whatever the media might suggest with their near hysterical reports of earthquakes and hurricanes, the most important events that happened over the last 10 days for The College of New Jersey community was welcoming back the faculty, the new faculty and staff, the returning students and the exceptional class of 2015. This year’s class is from the largest applicant pool in the College’s history (up 2% from last year). This freshman class of 1375 continues the tradition of excellence in traditional measures such as SAT scores and high school rank and also exhibits extraordinary talents in national engineering and advertising competitions, in competitive sports, and in leadership positions in their high schools and communities. This class has already had international experiences in New Zealand, Japan, Peru, Tanzania, and England.
We also welcomed 273 new transfer students.

These new members of our community will join an extraordinary community of scholars who last year engaged in research and scholarship with their TCNJ faculty members representing every single school of the college. Last year, a TCNJ student and 3 of our faculty (one from biology, one from physics, and one from business) were awarded Fulbright awards; and for the first time in the College's history, a TCNJ student was awarded a Boren scholarship to study in Russia. Graduating engineering majors achieved 81% pass rate on the Fundamentals of Engineering Exam Spring 2011, surpassing the state and national averages by a significant margin (the national rate is 70%). TCNJ graduates first time pass rate in 2010 for the Registered Nurse National Council Licensing Examination (NCLEX) was 95% (which is 8 percentage points above the national average and 6 points above the New Jersey average). Students in the Department of Counselor Education achieved a 100% first-time pass rate on the National Counselor's Exam, and TCNJ students taking the PRAXIS exams (required for teacher certification in New Jersey) achieved a 99% pass rate. Our Gamma Zeta Chapter of Kappa Delta Pi, the International Honor Society in Education, won the coveted ACE Award presented to chapters that meet stringent criteria for excellence.
Our student athletes continued to make us proud. The Athletic Program again finished in the top 10 in last year’s Directors Cup Standings (competing against over 420 Division III schools). Only Williams College and The College of New Jersey can boast a top ten ranking for every year since the competition’s establishment, 16 years ago. Last year, 13 of our teams were NJAC champions; 14 of our teams advanced to NCAA competition and 9 of our coaches won NJAC Coach of the Year honors.

In this academic year, we are welcoming 5 new tenure track faculty to our community: in Nursing, in Music, in Elementary and Early Childhood Education, in Physics and in the Library. Their credentials and expertise are impressive, which is only appropriate as the faculty that they join accomplished wonderful things last year. In the School of Humanities and Social Sciences, 19 faculty members presented at international conferences and 57 at national conferences; they published 5 books or monographs (including poetry and short fiction), 2 edited volumes, 23 chapters in edited volumes, 50 articles in peer-reviewed scholarly journals and 23 newspaper and magazine articles.
In the School of the Arts and Communication, faculty received recognition as an Australia Endeavour Awardee, collaborated with other faculty at the Massachusetts Institute of Technology and the University of Melbourne, mounted exhibits and presentations at the Thomas Eakins House in Philadelphia and the Philadelphia Photo Arts Center, spoke at national and regional academic conferences and published articles ranging from analysis of the 19th century composer Robert Schumann to explication of rhetorical personality to the nature of robotics. The Department of Music received its 10-year re-accreditation by the National Association of Schools of Music (NASM).

Departments in the School of Science continue to receive national recognition. For instance, TCNJ’s Chemistry Department ranked in the top 4% of all Chemistry programs nationally (out of 653 programs) in the graduation of American Chemical Society-certified bachelor degree graduates. TCNJ's Physics Department ranked in the top 9% in the U.S. for the production of Bachelor of Science graduates. And, for colleges and universities that do not offer graduate degrees (more than 500), TCNJ ranked in the top 3% of the number of baccalaureate degrees awarded. Science faculty were again very successful in attracting external research support, including from the Research Corporation for Scientific Advancement and from the National Science Foundation.
Businessweek ranked our School of Business #65 in the nation for the second year in a row and the #1 undergraduate business program in New Jersey. The Accounting Program moved to #46 in the nation, placing it in the company of programs at Wake Forest, American University and University of Maryland. This past spring, our first year in the IRS-sponsored VITA program, 14 accounting students volunteered their time to assist low income households with their tax returns.

In May 2011, the National Council for Accreditation of Teacher Education (NCATE) confirmed its continued accreditation of TCNJ at the advanced level through Fall 2015 and The Council on the Education of the Deaf recently accredited the TCNJ Deaf Education Program through July 2015.

These great successes have not gone unnoticed. Last year the Trenton Times profiled the work of many of these faculty and celebrated the Bonner Scholars’ annual service project in New Orleans. Other publications that highlighted our faculty scholarship were Newsweek and The Wall Street Journal.
During last academic year, there were a number of realignments and enhancements of programs in student affairs that support the continuing transformation of that division. The Dean of Students position has been filled, the wellness programs have been realigned to play a key role in the Healthy Campus Program, an Executive Director of Academic Support programs has been appointed. These appointments and promotions, along with the recently approved new Code of Student Conduct, will significantly enhance the integration of the transformation of student affairs with the earlier transformation of the academic program.

During 2010-11, TCNJ again received accolades from a number of third party sources. We were once more named one of the country’s best undergraduate institutions by The Princeton Review, where we also earned notice as one of the “Best Northeastern Colleges” and one of the nation’s 50 “Best Value” public colleges and universities. The Fiske Guide included TCNJ in its listing of most interesting schools; Forbes included the College in its list of best 500 colleges and universities in the nation, ranking us the top public institution in New Jersey; and Kiplinger’s Personal Finance ranked TCNJ 23 among America’s best value public colleges for in state students. For the 19th consecutive year, U.S. News & World Report named TCNJ the top public regional institution in the North.
We continue to strengthen our institutional messaging and the communication of our distinct institutional identity to the world beyond our campus. The thoughtful input of many faculty, staff, and students has been beautifully integrated into the redesign of our student recruitment publications and communications. This process will continue this year. A stronger, clearer and better understood identity is an essential investment in our future, and will return value to the College (and to its faculty, staff, students, alumni) in a myriad of ways. The focus of this messaging is less on what others say about us and more about what impact we have on our students during their time at The College.
TCNJ has never been an institution of modest goals, but it has become more and more apparent that we will not be able to accomplish our considerable aspirations without partnering with others, engaging our alumni and friends more effectively. I am thrilled that we continue to be the summer host for the competitions for Special Olympics New Jersey and will be an integral partner with them for their hosting of the National Special Olympics in 2014. Last year, our establishment of a partnership with the Trenton Thunder foreshadows additional enhanced relationships in the future. I am very pleased to report that last year, we saw promising growth in our attraction of private contributions. In FY 2011, we raised nearly $4.1 million (a 31% increase over FY 10); dollars raised from alumni climbed 38%; while giving from friends of the College and parents increased 32% and 12%, respectively; 18% more faculty and staff members made donations than had done so during the previous year. Our endowment was reported at $24 million on June 30, 2011.
While every gift was and is deeply appreciated and every donor deserves recognition, I do want to acknowledge today the generosity of The Bonner Foundation in Princeton which very recently contributed a half a million dollars to a special endowment for our Bonner Program. I want to recognize and publicly thank the foundation. Bobby please stand to receive our community’s thanks for your expression of support and confidence. <applause> On Monday, we received additional terrific news, TCNJ will be receiving a $1 million bequest from a generous supporter, who wishes to remain anonymous.
No year is a year without major construction on the campus. This past year, however, was particularly busy. The new building for the School of Education has passed the halfway point in its construction, remaining on schedule and substantially under budget. The Green Hall exterior renovation and new storm water system is nearly completed. We completed a series of fast-track summer construction projects including renovations to Eickhoff Hall, New Residence Hall, and the Brower Student Center. The construction and facilities departments completed over 100 facility upgrade and maintenance projects in the residence halls, Brower Student Center and on athletic fields over the summer for the students to use and enjoy at the beginning of the fall semester.
The Campus Town developer has been selected and the term sheet for the project has been approved by both parties. The Board of Trustees will be taking further action on the ground lease for Campus Town at its October board meeting. A Master Plan consultant has been selected and the campus leadership of this process will be working closely with the Strategic Planning leadership to assure that the two projects are coordinated and mutually informed. Our construction efforts have also won awards in the past year. Last summer’s Eickhoff Hall renovation was awarded Food Management Magazine’s 2011 Renovation Concept of the Year Award (and we are on the cover of the August 2011 edition!). In addition, we were just notified by American School & University Architectural Magazine that the Atrium at Eickhoff has been named the winner of their portfolio competition, and will appear in the November 2011 issue of the magazine.
I spent considerable time this past year managing and responding to some of the challenges confronted by public higher education in New Jersey. Again, we experienced a cut in our support from the state in the loss of state support for some 5% of our work force. Because we clearly needed these employees to deliver the programs and services of the College, we were forced to modify our budget plan to allocate resources to reimburse the state for the benefits of these valued employees. This resulted in additional limitations to our plans for FY12 and an additional .5% increase in tuition for our students. Also, our Human Resources division has been forced to respond to and provide guidance to our employees on issues resulting from legislatively mandated changes in residency requirements for state employees and the ability of retirees to teach as adjuncts. And, of course, Human Resources has been on point in providing explanation of the changes that were legislatively mandated in state employee benefits. While the outcome of much of Trenton’s deliberations were not particularly constructive, I welcomed the report from Governor Christie’s Task Force on Higher Education in almost every single one of its recommendations and look forward to the implementation of the most significant of them.
Part of what we must acknowledge in New Jersey is that if higher education is considered (and if in fact it is expected) to be part of the solution to the economic challenges of the times, then higher education and particularly public higher education must receive more attention and by that I do not mean more negative attention. I mean support—both financial and moral support.

I am very pleased with the appointment of the new Secretary of Higher Education and look forward to working closely with Secretary Hendricks to accomplish just that. But, if you look at recent statistics reported in this year's *Chronicle Almanac*, we will have a substantial obstacle before us. The almanac reported that while the drop in support for higher education in the U.S. last year was 0.8%, there was a 6% drop in New Jersey. Furthermore, for those New Jerseyans who have always maintained that unlike other states, New Jerseyans prefer attending privates, the recent *Almanac* suggests otherwise. This publication reports that 81% of New Jerseyans attend a public institution of higher education, whereas the U.S. average is 73%. Leaders in higher education are put in a position where we must argue for more resources even as we are arguing against the tenets of an inaccurate conventional wisdom.
Despite the fact that we see most of our challenges with a New Jersey focus, we must recognize that these challenges for higher education need to be seen within a national context. It is important to acknowledge at the very time when the public and opinion leaders assert that higher education is more and more important, higher education is becoming less and less accessible. Because of cuts in state support for higher education, there are fewer seats available for students and the cost for students and their families is growing. While it is tempting to blame the cost escalation on the drop in state funding, we must recognize that the public does not accept that relationship as the single and most important reason. If you consider differentials in cost escalation, it is easy to see why the public comes to these conclusions. For instance, during the 20 years from 1988-2008, the cost of prescription drugs grew 150% while the cost to attend a public four year institution in the U.S. grew 325%.
To make this cost escalation more stark, whereas family incomes have remained stagnant or dropping since 1999-2000, higher education costs have grown over 40% during that same time period. We also much recognize that TCNJ's published price is higher than those at other four year public institutions. The recent Chronicle Almanac reported average published prices for public four year institutions for last year were $7,605 for tuition and fees for in state and $19,595 for tuition and fees for out of state, with a room and board average at $8535. TCNJ's FY12 costs are $13,539 in state; $22,935 out of state and $10,358 for room and board. That is almost twice as much as the national average for in state students, $3500 more for out of state students, and almost $2000 for both in room and board.
I detail these facts to underline, not to suggest we should attempt to cut our price or our costs so much as it is to recognize three things. First, there is very little price elasticity left in the system. We cannot address our future financial challenges simply by increasing the cost to the students and their families. Second, if we are going to continue to charge tuition which is among the highest for New Jersey public institutions, then we must assure our students and the public that the experience at TCNJ is worth the differential. We must always be analyzing what we are doing and why we are doing it and using the information we collect to improve programs, services and outcomes. Finally, we must expend intellectual and personnel resources in identifying and implementing programs that attract investments and income that are not tuition, fees, or state appropriation; and then, we must invest a substantial portion of those additional resources in primary purposes. We must continue to set budgets and track expenditures to assure we allocate the vast majority of all our resources to that primary purpose (the academic core, student services, scholarships, academic support).
One of the ways that we have addressed the budget challenge in the past has been through moderate and thoughtful enrollment growth. There are legitimate campus concerns about this growth. I concur that we must be circumspect about growth in enrollment, but if we compare the TCNJ experience to that at other institutions, I am convinced we have, indeed, been moderate in that growth. For instance, from 2004-2009, enrollment at the University of Vermont grew 22%. Even our private school colleagues recognized that growth in enrollment was a necessary modification to their business plans. For instance, enrollment at Harvard and Duke grew 15% in that 5 year period and Georgetown’s enrollment grew 22%. From 2004-2009, TCNJ grew about 5.5%. Even if we take into account our growth from 2004-2010, TCNJ’s growth was just over 9%.
I am confident, with similar kinds of thoughtful decisions, we can address the financial and institutional challenges confronting higher education, even with the special New Jersey nuances. This year, I am extremely pleased with the direction recommended by the Committee on Planning and Priorities and endorsed at the President’s Advisory Council Summer Retreat, to focus on a thoughtful review and enhancement of our strategic plan and our planning processes. It is particularly fortunate that, simultaneously, we will be engaging in review and update of our Facilities Master Plan. These processes will engage a wide range of stakeholder groups and will benefit from the leadership of senior administration, faculty, staff, and students. I am so pleased with the energy, creativity, and intelligence already exhibited in the preliminary plans on these two projects and look forward to receiving the reports no later than the end of this academic year.
Let me emphasize, however, the kind of planning that has benefited TCNJ over the years must be the basis for these discussions. That planning has not been the old fashioned rigid, hierarchical, limiting planning, but rather an organic, responsive, inclusive and forward looking planning. From my first year as president, I have affirmed this kind of planning. In 1999, at the summer retreats and in my welcome back remarks, I shared my conclusion that TCNJ had to change its perspective on how we envisioned ourselves and, consequently, how we strategized and planned for our future. We had to reorient ourselves to outcomes rather than inputs; we had to be publicly accountable to our internal and external constituents; and we had to become more self-sufficient.
I based much of my first thinking on the metaphors Gareth Morgan had used to describe organizations (*Metaphors of Organizations*). Morgan argues that an organization’s choice of metaphor influenced how it developed, communicated, and implemented its plans for the future. I suggested the most apt metaphor for the College was a machine - not unusual for that time and place. As Morgan suggested, the planning assumptions and areas of focus that came from the machine metaphor were on issues of efficiency, numerical inputs and outputs, measurements, and standardization. This seemed accurate for planning at the College in the late 1990s. If we instead envisioned the College less as a machine and more as an organism within a living system or as a brain, we would have to recognize life cycles and learning goals in our planning processes, and we would necessarily turn to a more distributed decision-making practice, where broad and deep feedback became essential. Over the last decade, we did just that. Indeed, TCNJ’s planning celebrated and valued flexibility and direction rather than limiting goals and objectives. We embraced the concept of creating frameworks rather than rigid rubrics, and we asked ourselves simple but revealing questions: what is it we wish to do, how do we wish to do that, what is the context of that action, and which stakeholder is responsible for accomplishing that action. We tried not to get caught up in baroque processes and, rather, sought to make change happen.
As I look at the challenges before us today, I am certain the College is in a good position; however, I think we should expand our range of metaphors for the College. I believe we should embrace an even more complex metaphor that Gareth Morgan references in his thesis: a metaphor of “flux and transformation.” Indeed, if we look at the two signature programs to enhance the intellectual environment for our students, faculty, and staff, the academic and the student affairs transformations, we must conclude that we have already embraced that notion. We have already accepted what has been called transformation in contrast to change. That is transformation “alters the culture of institution by changing select underlying assumptions and institutional behaviors, processes and products; is deep and pervasive, affecting the whole institution; is intentional and occurs over time.” (American Council on Education).

Flux and transformation implies, according to Morgan, a recognition that organizations exist in an environment of constant change, complexity and paradox. What better way to describe our current and recent experiences in higher education, particularly higher education in New Jersey.
After all this is the summer of the largest earthquake and most destructive hurricane to hit New Jersey in a hundred years. It seems apt to me that during the renovation of Green Hall this summer, we found a time capsule behind the building’s cornerstone. In that time capsule were an invitation to the cornerstone laying for Green Hall (May 9, 1931), an article from the Trenton State Gazette, an article from the Signal, bulletins, programs, histories, catalogues from that time, the specification/bidding document for the building, and a beautiful resolution from the Alumni Association thanking the State Board of Education for naming the building for Dr. James M. Green, a great supporter of the College’s alumni. All of these documents are currently on display in Reference Room of the Library!
Like our planning process in renovating one of our signature buildings, we are surprised by discovering important messages from our past, messages that remind us of our heritage and provide a foundation for our future.

As Emily Dickinson has written:

Growth of Man — like Growth of Nature —
Gravitates within —

... Effort — is the sole condition —
Patience of Itself —
Patience of opposing forces —
And intact Belief —
750

With our commitment to institutional and personal growth, TCNJ will continue to improve through thoughtful self-reflection and honest self-assessment, exhibiting patience of itself and patience of those “opposing forces” from within and without that make our growth a challenge. Best wishes for another extraordinary year.

Please join me and Don Hart for the annual welcome back picnic on the Green Hall Lawn, between Packer and Green Halls.