

**2017 Welcome Back Address**  
**R. Barbara Gitenstein**  
**August 30, 2017**

As we look forward to the promise of the upcoming year, I know that many of us have been glued to our televisions, watching the devastation of Hurricane Harvey in Houston, Southeast Texas and Louisiana. While it is too early to know exactly what should be our institutional response, we have begun some initial inquiries and some initial plans. We have identified TCNJ students from these areas and are providing them support. In the days to come, you will hear more from the division of student affairs, which is working closely with the Center for Community Engaged Learning and Research, regarding recommendations on how our community can help. I would urge anyone who has suggestions and/or resources to reach out to Angela Lauer Chong.

I find it wonderfully nostalgic that I am delivering my last Welcome Back speech in Kendall Hall—the site where I gave my first speech to the campus on February 10, 1999, my first Welcome Back speech on September 1, 1999 and where we held the 9-11 memorial service on September 14, 2001. Those were very important moments for me and today is yet one more.

This afternoon I am deeply gratified to provide another annual review of remarkable successes and recognitions. Let me share some of the highlights from last year.

While there is little doubt that TCNJ is a beautiful place to work and learn, it is the people that make the difference. Our faculty, staff and students have extended our reputation across the country and the world.

The faculty published articles, monographs and books on human rights, globalization, immigration in America, white collar crime, a memoir of the holocaust, early Quaker Women, and the playwright Edward Albee. Our Nursing Department became a Quality, Safety Education for Nurses (QSEN) Regional Center. Last year, the National Academies of Sciences released a major report on undergraduate research. TCNJ was the only institution featured in a stand-alone case study presentation at the June 2, 2017 national launch of the report in Washington, D.C. Faculty have been named a fellow of the American Mathematical Society (one of only 65 across the country), a member of a National Engineering Panel studying Engineering Educator Capacity, a Guggenheim Fellow, and a fellow at the Princeton University Manuscript Preservation and Digital Humanities Center.

The incredibly successful spring Eat and Teach luncheon, co-sponsored by Student Services and the School of Science, entitled Tasting the Tree of Life, expanded our understanding of the relationship and interaction between humans and the food we eat. The National Association of College and University Food Services awarded the program an Honorable Mention as a Special Residential Program of the year and Food Management Magazine named it the Best Special Event of the Year. I understand the crickets were especially tasty!

Academically, our students were stars. Four School of Science seniors were awarded Graduate Research Fellowships from the National Science Foundation (NSF); a psychology graduate who won an NSF graduate research fellowship is attending Harvard next year. Students won awards from the New Jersey Communications, Advertising and Marketing Association and the New Jersey Ad Club. They competed at the national Technology and Engineering Education Collegiate Association, the Society of Automotive Engineers Mini Baja competition, the regional American Institution of Steel Construction's Steel Bridge Competition, the Northeast Bioengineering Conference and the national Technology and Engineering Education Collegiate Association conference. Students presented at the 2017 "Posters on the Hill" in D.C., interned in mental health clinics on the Syrian border and were awarded Fulbrights.

Our student athletes had another extraordinary year. Thirteen sports competed in their respective NCAA championship tournaments; 17 of our students were named All-Americans in their sports; five teams were New Jersey Athletic Conference (NJAC) Champions. Our women's lacrosse team was ranked #1 for seven straight weeks and reached the national championship game. Women's tennis captured its 34<sup>th</sup> consecutive NJAC title. Men's cross country won its 23<sup>rd</sup> straight conference championship and qualified for the NCAA championship. Baseball was nationally ranked in the top 25 for its entire season and competed in the NCAA tournament for the second year in a row.

As is characteristic of a healthy and robust academic and intellectual community, TCNJ invested time and energy in the enhancement and development of new academic and student services programs. For instance, last year, faculty established the College's first global hybrid graduate program in School Counseling; there was significant expansion of the dyslexia program; Bryn Mawr College's Graduate School of Social Work and Social Research has entered into an important admissions agreement with The College of New Jersey; we launched a new public health program; the Office of Graduate and Advancing Education expanded its program collaborations to 6 out of the 7 schools; the Office of Instructional Design partnered with the Center for Excellence in Teaching and Learning (CETL) to advance TCNJ's instructional technology initiatives; and the Office of Anti-Violence Initiatives introduced TCNJ's the Men's Leadership Group.

TCNJ has always been courageous in confronting complex and difficult issues. For instance, our continued focus on diversity and inclusion is exemplified by our engagement in the Sustained Dialogue program and the implementation plans for the recommendations from last year's Commission on Social Justice. This work will build on the numerous community partnerships that were enhanced last year, including the expansion of the TCNJ-Trenton Middle School Initiative and our institutional relationship with ARC Mercer.

Next week, I will be sharing the full report of the Advisory Commission on Social Justice: Race and Educational Attainment with the community and presenting the plan for implementation of the commission's five recommendations. Let me take a moment this afternoon publicly to thank the members of the commission and those who participated in the fora which informed the excellent report.

I am accepting all five of the recommendations (which are to increase the number of students from Trenton and Ewing public schools who successfully apply and graduate from TCNJ; to increase the awareness of and engagement with Trenton and Ewing among TCNJ undergraduates; to promote a community, curriculum and culture that is more inclusive among faculty, administration and staff; to identify an office or individual to oversee the implementation of accepted recommendations; and to rename Paul Loser Hall).

As you are likely aware, the final recommendation has already been addressed. The structure announced next week will address the fourth recommendation. I will be establishing a Steering Committee and an Implementation Task Force. The Steering Committee will include me and the two co-chairs of the Commission (John Donohue and Chris Fisher). The Implementation Task Force will be made up of representatives of offices and individuals on the campus who have partnerships with the Trenton and Ewing communities and expertise that could enhance those partnerships in order to make significant progress on the implementation of the remaining three recommendations of the report. Christina Riso <Ree-so>, my deputy Chief of Staff, will staff the Steering Committee and the Implementation Task Force.

Let me cite just a couple of additional initiatives supporting our commitment to diversity and inclusion. Last year, 250 students, faculty and staff participated in the School of Engineering multicultural welcome back for its students; on Friday, over 140 students, faculty and staff joined the Division of Student Affairs and the office of the Chief Diversity Officer in the annual “It Takes a Village” luncheon. We have added an Office of Student Diversity and Inclusion in the Division of Student Affairs and hired a staff therapist in Counseling and Psychological Services (CAPS) with a coordinator role for diversity and inclusion.

Established in 2012, the PRIDE (Preparing Remarkable Individuals Determined to Excel) Mentoring Program (PMP) has had tremendous impact on the results for our first-year African American/Black, Hispanic and first generation college students. For instance, 71% of the 2012 PMP cohort graduated in 4 years. That is 17% higher than all African American students in the 2012 cohort and 4% higher than all Hispanic students in the cohort.

In order to enhance the faculty and staff understanding of the challenges for underrepresented students at TCNJ, the Center for Excellence in Teaching and Learning (CETL) organized and led the Achievement /Opportunity Gap Learning Community. The learning community did an expansive data collection on TCNJ-specific information on admission and retention of underrepresented students. The community’s follow up proposal for a TCNJ Data Summit Initiative has been funded in next year’s College budget as a strategic investment.

While these discussions and programs are essential, it is also necessary that we can actually see diversification in the make up the community. Last year, there was great progress in this as well. Of the 18 Tenure Track faculty hires, 44% are female, 17% Asian, 11% African American, and 11% Hispanic. In non-faculty hires last year, 53% are female, 14% are African American, and 11% are Hispanic. We have also seen good progress in the diversification of the student body. In this year’s entering class, there is a 10% increase in Latino/Hispanic students and 21% of the entering class identify as Black/Hispanic.

One of the exciting new programs that has significantly enhanced the diversity of our student population is the Cooperman Scholars program. I am excited to report that we continue to see increases in enrollment in this program.

1. 22 students participated in the 2015 Cooperman Scholars Summer Academy, 25 in the 2016 Summer Academy and 32 in the 2017 Summer Academy.
2. 17 Cooperman Scholars enrolled as full time TCNJ students in Fall 2016, all of whom have been retained for this fall; and 22 Cooperman Scholars are joining us this fall.

Last year we enriched our community by adding new staff and administrators, enhancing diversity and expertise. We welcomed new staff in Admissions and Human Resources, a new director of Buildings and Grounds, two new academic deans, new directors of Global Engagement and Community Engaged Learning and Research, and new leadership in every department of Student Affairs, including a new Executive Athletic Director. I am particularly grateful that Angela Lauer Chong has agreed to serve as Interim Vice President of Student Affairs.

We also welcome exceptional new faculty who join us this year. There are 18 tenure track and 11 visiting full time professors. This includes appointments in all seven schools and the library. They represent an amazing range of talent and expertise. Our new faculty include an expert who developed the learning standards for arts in New York State; a specialist in interpersonal and health communication dynamics in close relationships and family; a researcher on the role of social media in the sales process; a faculty member who combines an interest in civic education, performance-based assessment and social justice; a poet with a background in dance; an expert in home health and community public health; and a scientist devoted to the enhancement of student and faculty diversity in the STEM fields.

These new faculty members have previously taught in middle school, Brown University, Penn State, Winston-Salem State and the Wharton School at the University of Pennsylvania. They have held post docs, fellowships and internships in computational technology and physics at Louisiana State University, at the Seeger Center for Hellenic Studies at Princeton, at the Children's Hospital of Philadelphia (CHOP), and with the China Education Association for International Exchange. They include a member of the Academy of Management; a previous foreign policy advisor for a congressman, who penned legislation on confronting Russian aggression; and a former lead engineer for a start-up company specializing in light sensor technology. They have received doctorates from Columbia University-Teacher's College, University of Michigan, Berkeley, Emory, Yale, University of Iowa, University of Minnesota, Penn State, University of North Carolina-Chapel Hill, University of Maryland-College Park, and Friedrich-Schiller University and the Max Planck Institute. And again, we have a former TCNJ undergraduate returning to her alma mater as a tenure track faculty member!

Such quality faculty are a major reason the College can boast extraordinary student success and educational outcomes. These outcomes are confirmed in our post graduate survey (53% response rate), the most recent of which indicates that 97.4% of our graduates are either employed full time or in graduate school within 12 months of graduation. Further indication of success is confirmed in the pass rates of our students on professional exams including a 95% pass rate on the NCLEX for our undergraduate nursing students, a 100% pass rate on the Advanced Practice Certification Examinations for graduate nursing students, a 95% pass rate on Praxis for our teacher education students, a 93% pass rate for Counseling graduates on the National Counseling Exam, and a 77% pass rate for engineering students on the Fundamentals of Engineering exam.

Our students continue to be accepted into very competitive graduate schools, including University of Pennsylvania, Penn State University, Harvard, Johns Hopkins University, and New York University (NYU). They have landed impressive jobs at Bloomberg, Deloitte, West Windsor-Plainsboro School district, and Lockheed Martin.

Another important indicator of effective transfer into life after undergraduate school is a student's ability to repay loans. The history of TCNJ's Federal student loan default rate is exemplary. It was 1.8% in 2013 and 1.4% in 2016. Just to give you a sense of how extraordinary this record is, the 2016 national average is 11.3%.

Because of these impressive outcomes, we again received recognition from third parties for the quality of the TCNJ educational experience. *Money Magazine* ranked TCNJ 14<sup>th</sup> among all public colleges and universities in the nation and 24<sup>th</sup> overall in *Money's* "Best Colleges for Your Money." In New Jersey, we were the #1 public and #2 of all New Jersey institutions. *Forbes* ranked TCNJ 23<sup>rd</sup> among publics and 74<sup>th</sup> overall in its list of "America's Best Value Colleges." We continue to be ranked the best public institution and tied for third overall in the Northern Region by *U.S. News and World Report*. This year's U.S. News rankings should be out in the next couple of weeks.

Third party evaluators also praised individual academic programs. The School of Business was ranked the #36 undergraduate program by *Poets and Quants* and #35 by *Businessweek*. Our Criminology program was ranked the 6th on-campus criminal justice bachelor's program in the nation by *criminaljustice.com* and the Physics Teacher Education Coalition (PhysTec) ranked TCNJ second nationally in the education and graduation of high school physics teachers across the U.S.

Other functions of the College were also nationally recognized. For instance, the TCNJ Magazine was selected by the Council for the Advancement and Support of Education to receive the Sibley Award as the year's best college/university magazine. Past winners include Harvard, Stamford, Penn State and Princeton.

I am very pleased to report that the statistics regarding our incoming class promise that these successes will surely be repeated in the future. Let me share just a couple of highlights of the entering class:

1. There was a 9% increase in applications this year (12,898) with increases in applications from underrepresented populations, African American populations, out of state populations, and international populations. There was a 13% increase in Early Decision applications.
2. First year enrollment increased by 8.2%.
3. We have welcomed 1556 first year students, 255 transfer students and 63 provisional students this fall.
4. 24 Students will join us in our new January provisional program.
5. This entering class includes students from Arizona, Utah, Wisconsin, Georgia, California, China, Columbia, India and Vietnam.
6. Average class rank is in the top 18% and the average SAT is 1242.
7. The talents of these students are wide ranging: they are musicians, actors, former student body presidents, and varsity captains.
8. They are committed to social justice and social change, volunteering in their communities and participating in organizations advocating for LGBTQ rights.
9. The class includes 8 sets of twins and 1 set of triplets.
10. And fully a third have some legacy relationship with the College—either a parent, sibling, grandparent, aunt, uncle, or cousin attended TSC/TCNJ.

It is, of course important to remember that is it not just the number of students we bring in, but how we provide support for their success after they have been admitted. I have already mentioned the excellent results of the PRIDE Mentoring Program. In the same vein, I am very pleased to report that last year's fall provisional program had impressive results, with 84% being offered full matriculation last spring and almost every single one of those remaining in good standing entering this fall semester. Last year, we successfully rolled out the first cohort of the Lion Plus program, a program for students with disabilities who were seeking enhanced support. Early data suggests that not only do the students appreciate the program, but the impact on their overall GPA has been salutary.

In order to assure that these students and our faculty have the support to succeed, we continue to invest in our non-faculty employees. A large part of this investment focuses on our commitment to diversity and inclusion, with varied programming throughout the year as well as programming to help employees progress at the institution. Three major accomplishments of Human Resources last year are the outsourcing of Employee Assistance Program services to Princeton HealthCare System, the initial implementation of the TALEO Applicant Tracking System which will reduce paperwork and enhance recruitment, and the initial planning for the SofTime software product which will allow us to eliminate manual timesheets.

With such an exceptional community of students, faculty and staff, it is important that the campus renew its facilities. The beautifully renovated Brower Student Center (BSC) is fully open, boasting an expansive new food court. Last Friday night, we celebrated the hugely successful Campaign for TCNJ in the premier event and meeting space that is part of the addition to BSC.

The new Science Technology Engineering and Mathematics (STEM) building, Chemistry addition and STEM Forum are extraordinary new additions to our academic space. And true to form we are already moving into the first phases of STEM Phase 2 and the renovation of Armstrong. We are also beginning programming and planning for the renovation of Travers and Wolfe, with a planned construction begin date in June 2020 and a planned completion date in August 2022.

The Campus Town project continues to be one of the most transformational physical developments on the campus in the last generation. Currently, the Campus Town apartments are at full occupancy for the fall (612 rentals). New retail since the spring include InFocus Urgent Care, PostNew Printing and Empower Yoga. Slated to open in the near future are Hair Worx hair salon, Polished Nails, Insomnia Cookies, Bell Eyes optometrist, and Namaste Indian Restaurant. The Landmark Brew Pub should open in the summer of 2018. Infrastructure investment also includes improvement in information technology. Our biggest technology highlight of last year is in wireless improvements. We are currently 95% complete with wireless connection in academic and administrative spaces and 100% complete in residential spaces. The outdoor spaces should be done this fall. Another major technology improvement is less apparent but equally as important: by removing 100 servers, we have seen a major reduction in the overhead costs of running the data center.

The fiscal conditions of New Jersey over the past few years have heightened the College's efforts to improve efficiencies, enhance revenue, and assure that our resource allocation supports strategic investments. Next year's budget plan (approved in July by the Board of Trustees) is based on conservative projections and strategic decisions, such as a planned enrollment growth of 65 students, a modest expansion of off site degree programs, a 2.25% increase in tuition and fees, and a regional graduate tuition rate. Just to underline the conservative parameters of this budget, current fall enrollment exceeds each budgeted enrollment target. Last year, we saw a similar exceeding of budget plan in another initiative to grow revenue. Conference and Event Services (CES) had set a goal of increasing conference and event business revenue to \$365,000. For FY17, CES actually realized \$695,548.

For next year's budget, we made strategic expenditure decisions, including plans for salary program funding despite the fact that the negotiations between our units and the Office of Employee Relations had not been completed. Because of this planning, the College had no difficulty in distributing negotiated increases for our AFT unit members in the first paycheck after member ratification of their contract. I have told the members of the staff whose unions are still negotiating with the Office of Employee Relations, once those unions conclude negotiations with the state, the college stands ready to implement the new terms.

The budget plan funds an additional 13 new positions across the campus (staff in maintenance, student affairs and enrollment management as well as a new faculty line). There are funds for increases in fuel and utilities costs, information technology, library acquisitions, institutional scholarship and waivers, and strategic initiatives and one time projects. In fact, the budget plan almost doubles the investment in strategic initiatives and one time projects over FY17.

As part of the College's continued cost savings strategy, last summer we refinanced a portion of our debt that will produce debt service savings totaling \$22.9 million through 2021. Our careful and conservative budget planning was again recognized by ratings agencies. The College's investment grade bond ratings and stable fiscal outlook were reaffirmed by the three major bond rating agencies (Fitch, Standard and Poor's and Moody's at "AA-", "A" and "A2" respectively).

As in years past, the College has remained attentive to the impact of state legislative activity. College affordability dominated last year's legislative discussions about higher education. The Report of the New Jersey College Affordability Study Commission (CASC) listed 20 recommendations aimed at addressing two overarching challenges to achieving college affordability: time to degree and financial literacy. TCNJ is very well positioned to provide convincing responses to both of these concerns. One of my major commitments for next year will be advocacy with the legislature and the incoming governor for formal recognition of TCNJ's special status because of our excellent history in student outcomes.

All of these accomplishments are characteristic of a remarkable institution with a strong history and a promising future. But there is one project that deserves particular attention today: the Campaign for TCNJ. On January 31, 2017, 6 months before the deadline, Leo and Marcy Kelly made a \$100,000 gift to push us over the original \$40 million goal and on May 24, a month early, Gloria Weissbart made a \$470,000 gift to push us over the extended \$45 million goal. The campaign closed out on June 30, 2017 with a grand total of \$47, 547,832. This fund raising represents an additional 75 new current use and endowment scholarships; over 70 volunteers, including 4 former New Jersey governors, were actively involved with the campaign. There were 7 gifts, pledges or bequests above \$1 million. Two of these gifts represent our first ever endowed professorships/chairs—one was the lead gift of the campaign, the contribution by one of the co-chairs of the campaign, the Barbara Meyers Pelson '59 Professorship in Faculty-Student Engagement. The other co-chair of this wonderful enterprise, Allen Silk, established a scholarship to support students who began their undergraduate careers at either Mercer County Community College or Brookdale Community College.

Equally as important as these exceptional large gifts is the sheer number of individual donors. More than 13,100 unique donors have supported the campaign. The final year of a campaign typically produces a smaller amount of revenue than earlier years; that was not TCNJ's experience. Our fundraising goal for last year was \$8.5 million. We achieved \$10.3 million. The Board has already challenged us to extend that fund raising success into this coming year by raising at least \$7 million for FY18, an initiative you will hear more about in the coming weeks.



During last year's Welcome Back remarks, I discussed the responsibilities of institutions of higher education as stewards of democracy as well as stewards of place. As it turned out this focus was prescient since we confronted three major challenges last year: the processing of the November presidential election, the revelation of the history of the former superintendent of Trenton Schools, Dr. Paul Loser, and the fall out from the planned closure of the TCNJ Clinic. There were a number of vehicles for response to these events: our partnership with the Sustained Dialogue Project, the Advisory Commission on Social Justice, and a review of the decision regarding the closure of the TCNJ Clinic. Each of these has involved extensive commitment and dedication from community members, many of you in this room. I thank you for your dedication to these individual projects but more importantly to the health and future of TCNJ. I believe that as a consequence of this work, we have some very good initiatives underway. In fact yesterday, the campus received an update on the progress regarding the review of the TCNJ Clinic.

If, however, we are going to succeed in any of these initiatives, we must learn to be better communicators—and that means listening as well as talking. In addition, we must forthrightly admit mistakes and missteps when they occur. I was disappointed at a number of junctures last year when it seemed as if we were eager to express our opinions and to assert our authority but not willing to engage in the hard process of productive action. It is simply not adequate to have our say—no matter who we are—administrators, faculty, staff, students or alumni. In the end we all belong to this community; we all have responsibilities as well as rights in the crafting of our future. That means that we must forcefully but civilly express our perspectives, but once that is done, we must allow others to do the same. And then we must do the hard work of social and community action and that work often entails compromise. No matter what we might see in the political realm, compromise is not a four letter word and it is not weakness to review and reconsider when we come to recognize that our original plan of action is simply ill considered.

I doubt that there is anyone in this room who is unaware of the fraught discussions on matters similar to our concerns of last year that have permeated campuses across the nation. When you are in the midst of these discussions, you can become convinced that yours is the most problematic, that your community is the most dysfunctional. I submit that if there are those in this room who believe that about TCNJ, they should take a step back and consider the facts. Yes, last spring was hard. It was difficult on students, on faculty, on staff and on administrators. Quite frankly, it was deeply and personally painful for me. As so happened, there were a number of issues that were completely out of our control, issues that had deleterious impact on our ability to work together (such as the drawn out negotiations between our unions and the Governor's Office of Employee Relations).

But I believe that TCNJ came through these difficult times with less long term damage than other institutions. And even if you disagree with me on this assessment, I hope that you will put aside your criticism, anger and disappointment so that we can collectively commit to TCNJ's improvement and progress.

Such a commitment will require that we continue to engage in these difficult conversations and that together we craft a response to those issues that have an impact on us from the outside and those that permeate our community from the inside. There is no one who will fix this for us. Refusing to participate is agreeing to the status quo.

I must admit, however, that in the last three weeks, I fear that we have reached a more volatile level on college campuses and across the nation. The image of crowds with torches marching through the streets of Charlottesville was hauntingly reminiscent of lynch mobs in the 1920s of the American South and storm troopers in Nazi Germany. The tepid response of some academic administrators and the presidential assertion of a moral equivalency between the rhetoric of the KKK and the Neo-Nazis with that of the non-violent UVA protestors stunned me.

Yesterday, I read Mark Edmundson's article in the web edition of the *American Scholar* which painted a much more complex and nuanced portrait of the Charlottesville events than I had read before. It underlined for me that we are all likely seeing and hearing these events through personal filters. Nevertheless, I have begun to worry that simply talking about civil discourse is not enough. It sounds a bit too passive. That is perhaps a dangerous and impolitic thing for me to say but at this moment in time I believe that not saying that is even more dangerous.

I wish I felt confident of what I propose in its place but I do think there must be a more affirmative reaction. Vice President Angela Lauer Chong gave a TED talk to the CA's last week in which she recommends to our student leaders in residence life that they not just "react with grace" but that they learn to "fight with grace." Perhaps this is a concept that all of us should embrace. Because we are fighting for something. We are fighting for the soul of our society and the heart of our community.

No doubt, these are trying times, but I have absolute confidence in the TCNJ community's ability to make a difference in how these difficult issues should be addressed. And I think I can speak with some authority—I've served as president here for a long time, about 3 times the national average for public presidents. Serving as the president of this amazing College has been the highpoint of my professional career. Over the last 18 years, we have experienced tremendous success; and we have faced some significant challenges, responding to those crises and losses with institutional grace. That success and that grace is due to the hard work and talent of those of you in the room. Thank you for your hard work and appreciation of TCNJ, your challenging expectations such that we continuously question ourselves and continuously strive to be better. Those experiences will surely be the foundation on which the community addresses the future.

I feel the presence here today of many who are no longer with us. I feel them as powerfully as if they sat in the front row. I thank them for what they contributed to making our community a more just place and I thank them for how they changed our lives, how they changed my life.

I also thank the remarkable leadership of the Board of Trustees, individuals who truly hold the institution in trust—serving our mission, the state of New Jersey and higher education. I have never worked with a more dedicated and impressive group of volunteers.

I have learned as much from TCNJ students, faculty and staff about human promise as I ever did in any other experience in my life. You are a remarkable community. I am certain that the 16<sup>th</sup> president of TCNJ will come to know what I know—TCNJ is special and it is worth protecting and enhancing. Just as you selected me as president in 1999, I selected TCNJ as the community I wanted to join. That's why we have accomplished so much together. After all, as Emily Dickinson reminds us,

The Soul selects her own Society—  
Then—shuts the Door—  
To her divine Majority—  
Present no more--

I know that the individual you select as the 16<sup>th</sup> president of The College of New Jersey will select you as well. As a consequence, in the years to come, you will accomplish even more than we have dreamed to date.

In the meantime, we have a wonderfully promising year ahead of us and I look forward to working hard with you during that time. From the bottom of my heart, I thank you for the privilege of being president of The College of New Jersey.

Now, please join me and Don Hart for a special picnic to celebrate the campaign and kick off another successful academic year.