

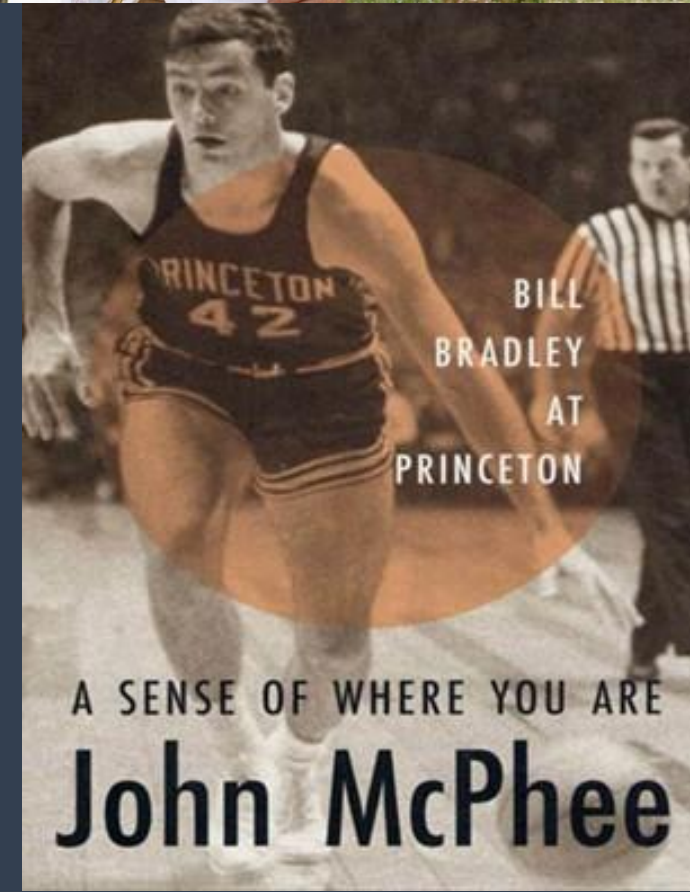


William H. Jones, Bailey

locksmiths, who by now were paid hourly, and long debates of lock-hold, published their debate of 1785, which, they assumed, would have been their last. Two years ago, when the Prussian Parliament was in session, the first English locksmith, John Phillips, visited the Rhine to publish his *Traktat*, as it was called in German; that it may have been a gemstone that they had received in Germany, that they would receive technical advice in Rhineland, which village was not far from Philadelphia, is a New York. Rhine's surprise was that the locksmiths were not working like the stone in higher rank, but, as Phillips says, it was plain (implied) as well as new, it will be in Oxford.

To start, Ramon Isakoff had what the Kalksteinians will be calling his act about twice as long as it is wide. Then, moments after Isakoff, a

1. *as a*
2. *by*



Presentation

1. A Sense of Where I Am
2. A Sense of Where You Are
3. A Sense of Where We Are
4. A Sense of Where We'll Be



A Sense of Where I Am





KAF Facts

Q. Born and raised?

A. Verona (Essex County)

Q. Birth order?

A. Middle of three

Q. Sign of Zodiac?

A. Virgo

Q. Will you celebrate your birthday soon?

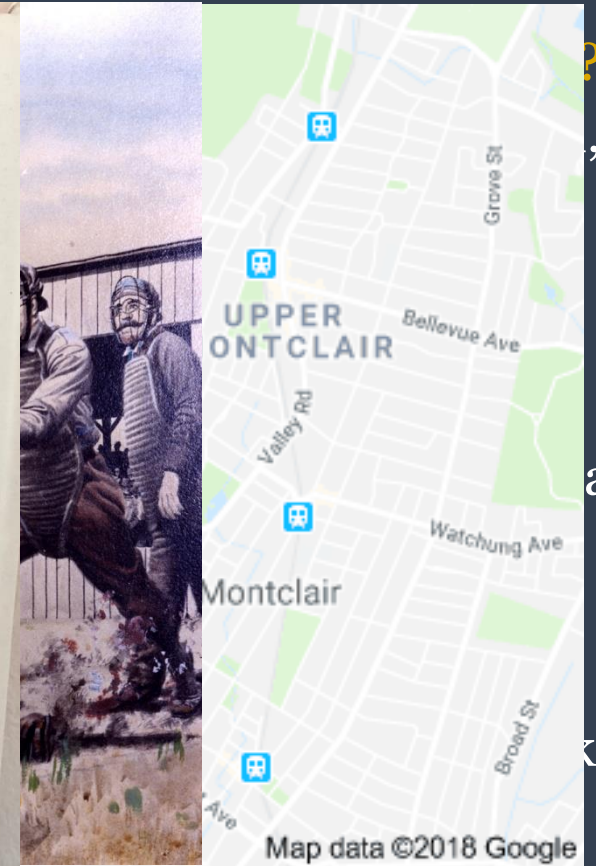
A. Please, no. I'm a woman of a certain age.

Q. Myers-Briggs Type?

A. ENTJ. Also see Virgo.



years. Builds character.

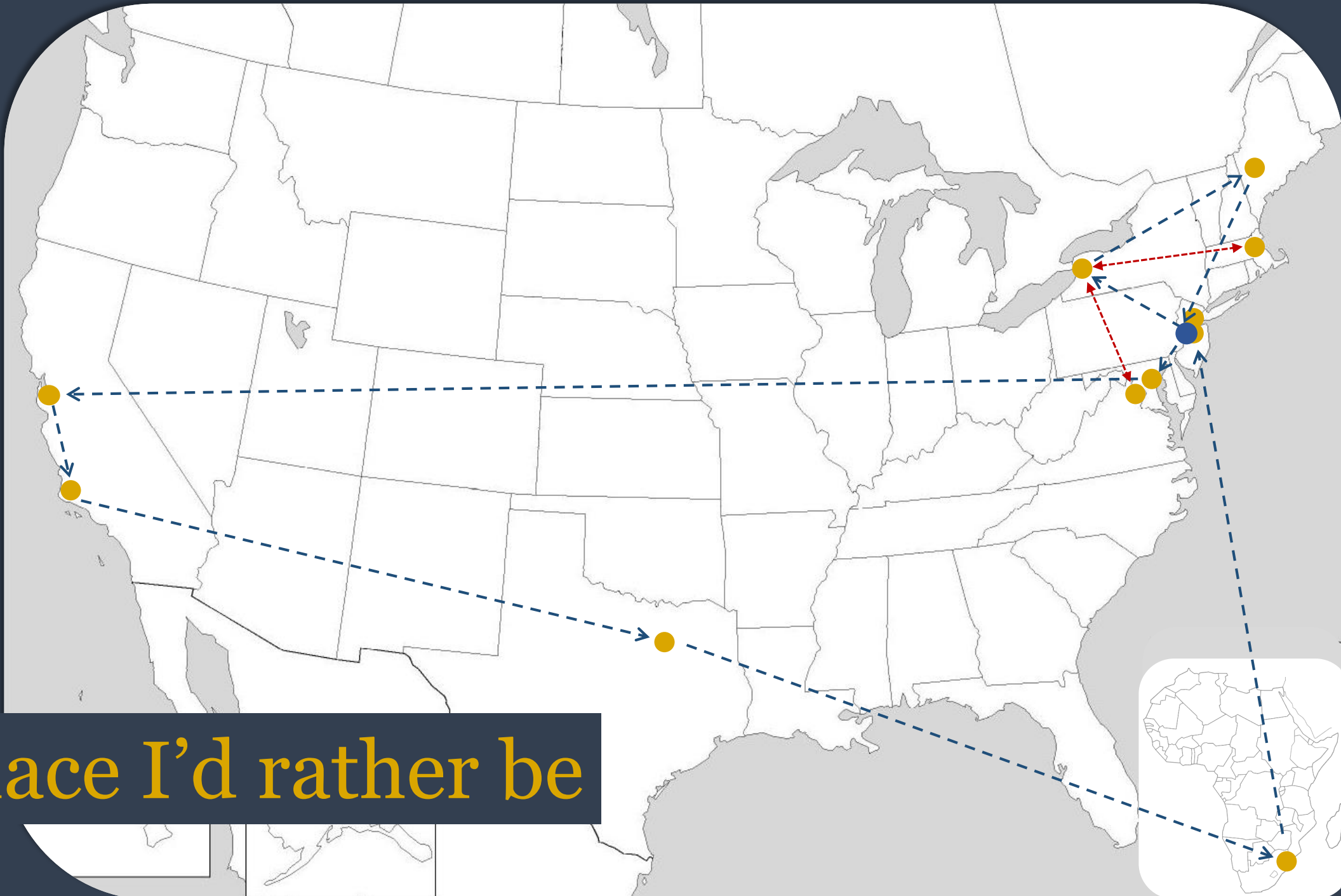


Q. How many to go?

A. Six. Honolulu, Pierre, Boise, OK City, Juneau, Helena

Q. Journey to TCNJ?

A. Glad you
asked.



No place I'd rather be

2.

A Sense of Where You Are

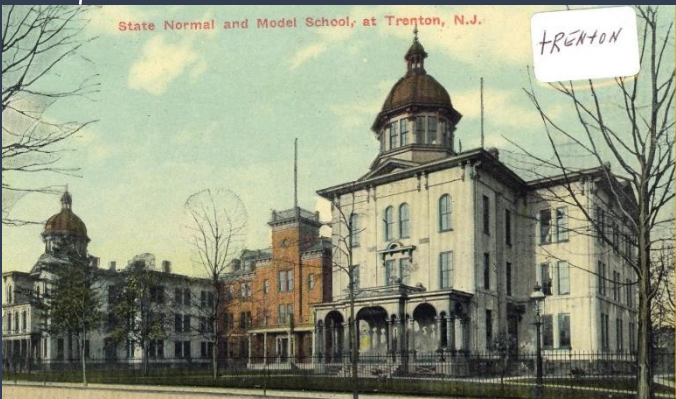
Where you are... in space



Where you are... in time

1855-1925:

Era of
“Normality”



1958-1990:

Transition to
comprehensive
state college;
growth



1925-1958:

Transition to State
Teacher's College;
relocation and
expansion

1990-2018:

Transformation to
premier public
selective college;
name change

Where you are... in comparison

U.S. News ranks TCNJ
#1 for 2017-18



TCNJ is the top public college in U.S. News' ranking of Regional Universities (North), a position it has held for more than 25 years.

BusinessWeek

Bloomberg Businessweek's 2016
Ranking "Best Undergraduate
Business Schools"

TCNJ School of Business ranked # 35
among the top 100 undergraduate business
programs in the nation and # 1 in the State.





Student Success
Disability Services
Educational Opportunity Fund
Library
Athletics coaches and staff
Recreation & Wellness
Building Services
Counseling and Psychological Services
Student Health Services
Anti-Violence Initiatives
Diversity and Inclusion
Alcohol and Drug Education Program
Student Involvement
Brower Student Center
Communications, Marketing & Brand Management
Alumni Engagement
Advancement Services
Development
Government Relations
Audit
Human Resources
Dean of Students
Admissions
Records & Registration

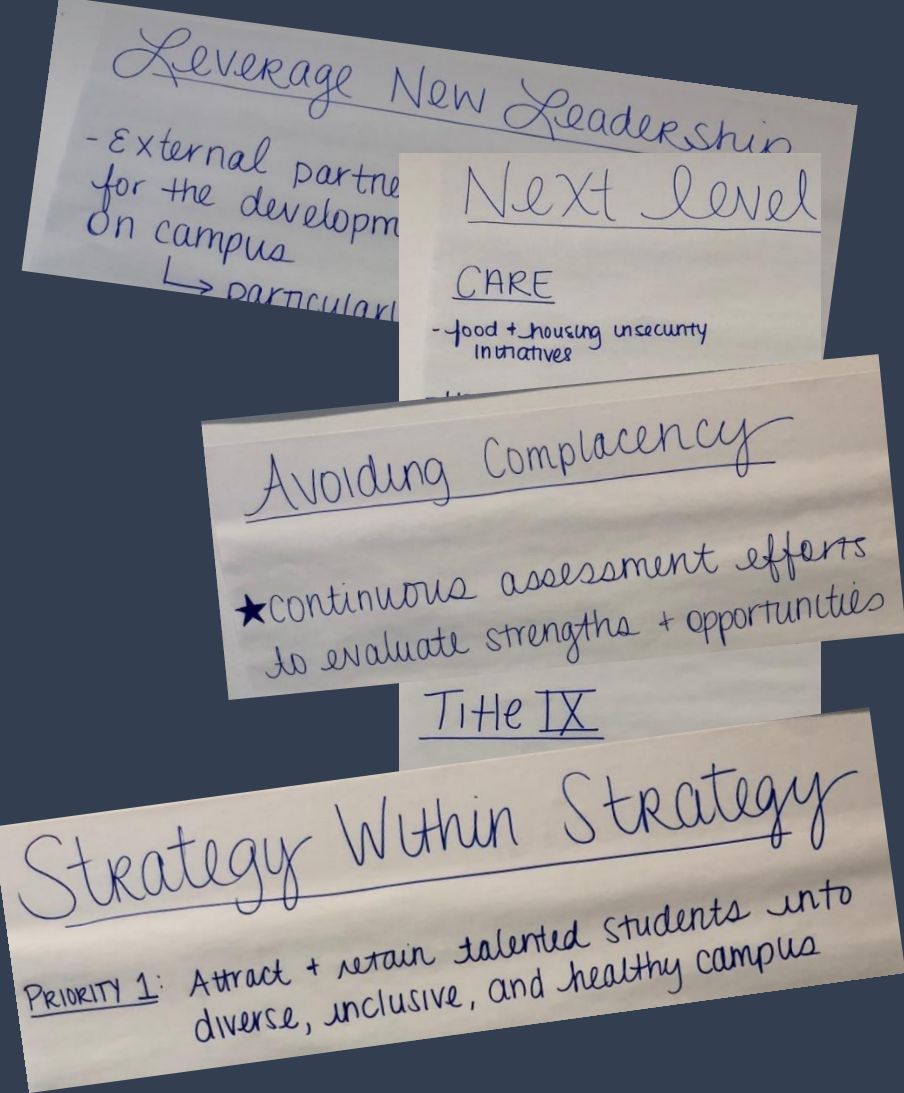
*Where you
are...*
emotionally

Residential Education and Housing
TCNJ Clinic
Cooperman Scholars
Admin/Facilities Directors
Board of Trustees members
TCNJ Foundation members
Town of Ewing Mayor & staff
City of Trenton Mayor & staff
Alumni Association members
Faculty Senate President
Staff Senate President
Student Government President & E-Board
CSPP
Labor Union Reps & Boards
Sustainability Leaders
Campus Town Principals
Friends & Donors of TCNJ
Presidents Emeritus/a
Academic Deans and Unit Staff
Social Justice Steering Committee
NJASCU Presidents
NJ-based College & University Leaders
Governor, commissioners, legislators
Business and non-profit leaders



Four Questions

1. How will we leverage new leadership?
2. What's the "next level"?
3. How will we manage the "tyranny of complacency"?
4. What's the strategy within the strategy?



Themes: change, anticipation, pride, trepidation, hope, opportunity, concerns, and....

....**No place you'd rather be**

3.

A Sense of Where We Are



Where we are...
strategically

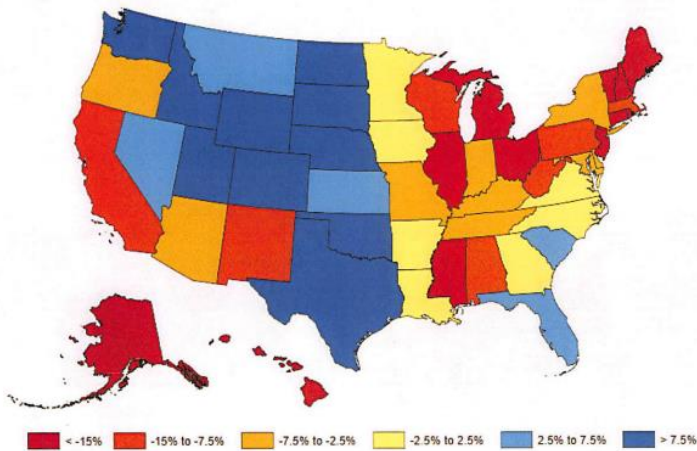
TCNJ
2021:
BOLDER
BETTER
BRIGHTER

Priorities

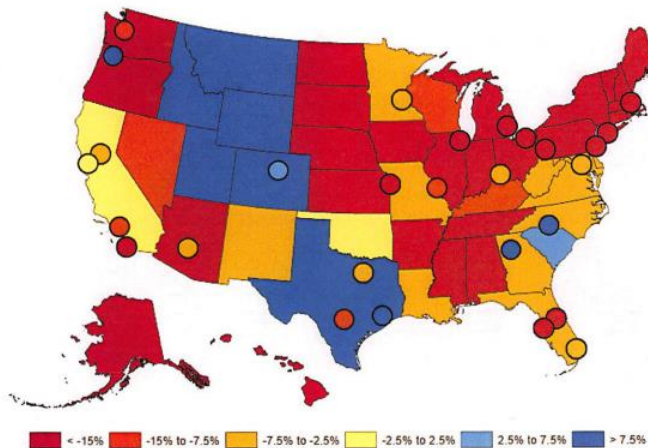
1. Talent/Wellness/
Diversity
2. Student Signature
Experiences
3. National Recognition
4. Physical &
Technological
Infrastructure
5. Sustainable
Financial Model

Where we are... demographically

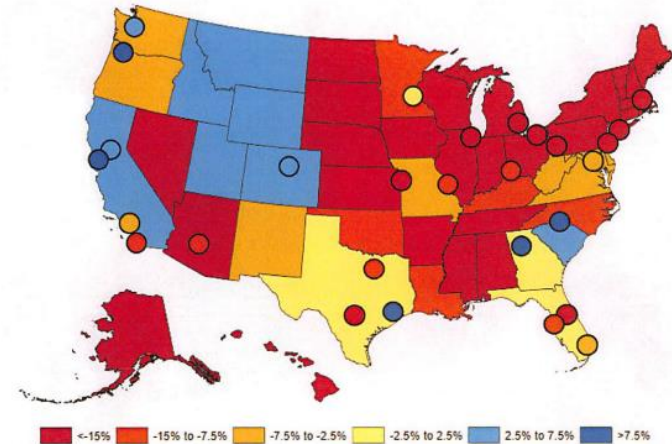
Forecasted growth in high school graduates, 2012 to 2032



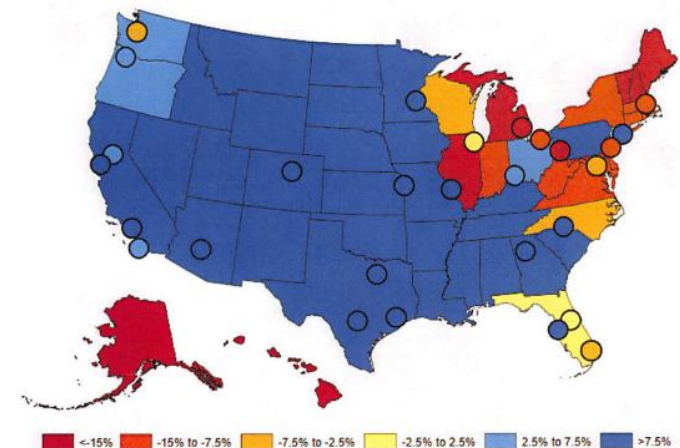
Forecasted growth in college-going students, 2012 to 2029



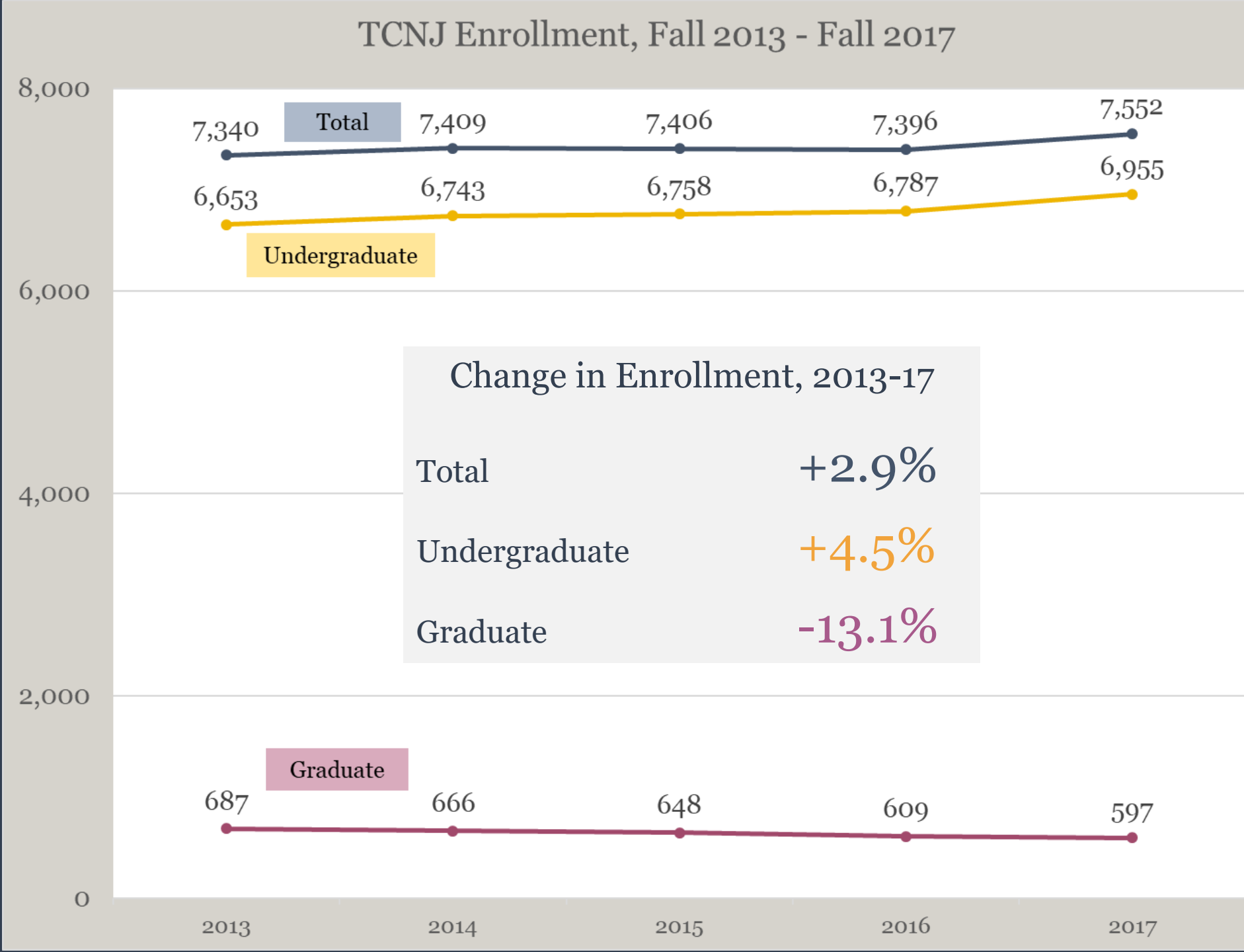
Forecasted growth in students who will attend a regional four-year institution, 2012 to 2029



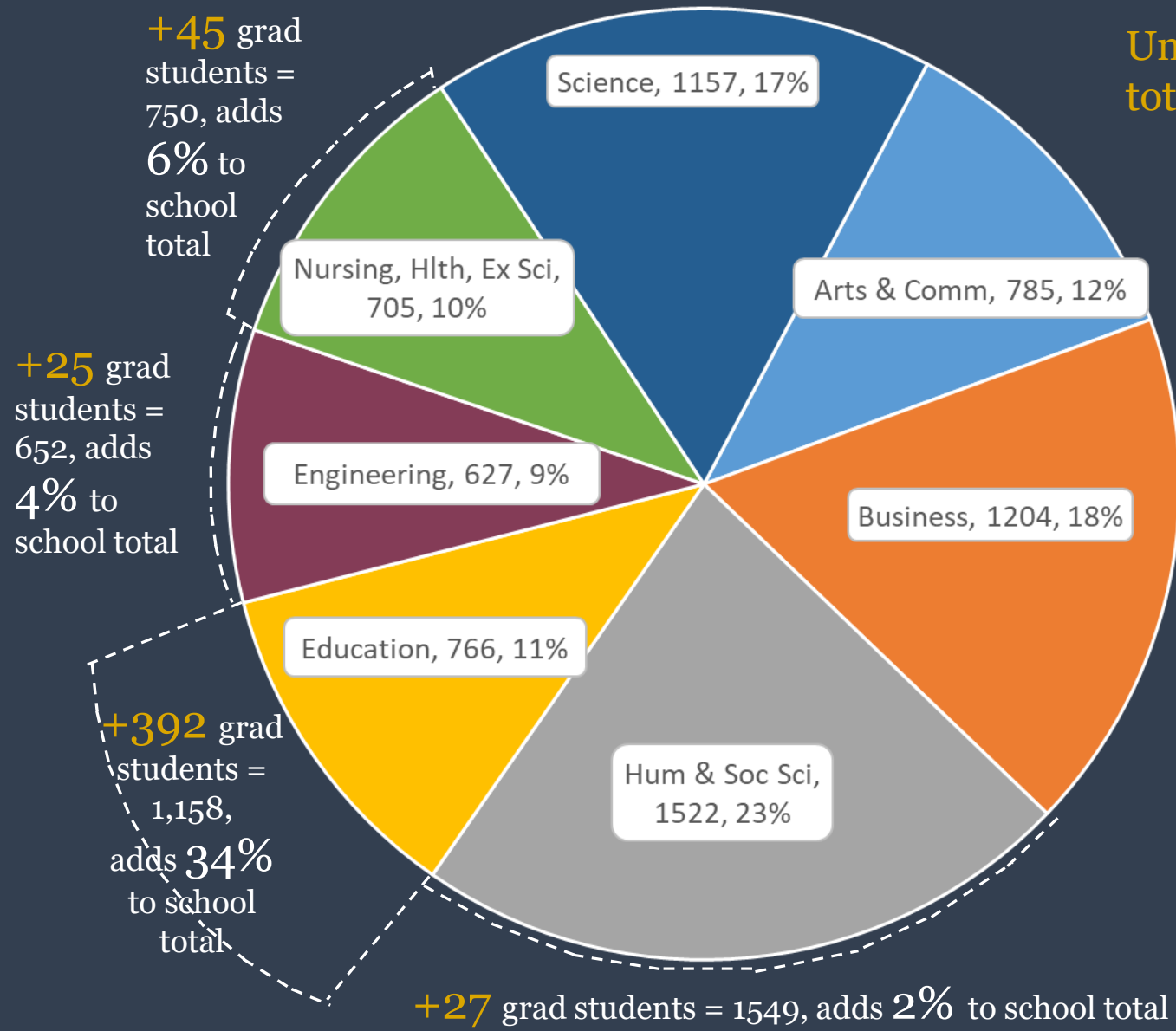
Forecasted growth in students who will attend an elite national four-year institution, 2012 to 2029



Where we are...
numerically



Where we are...
numerically by
school



Undergraduate
total = 6,695

Graduate total = 597

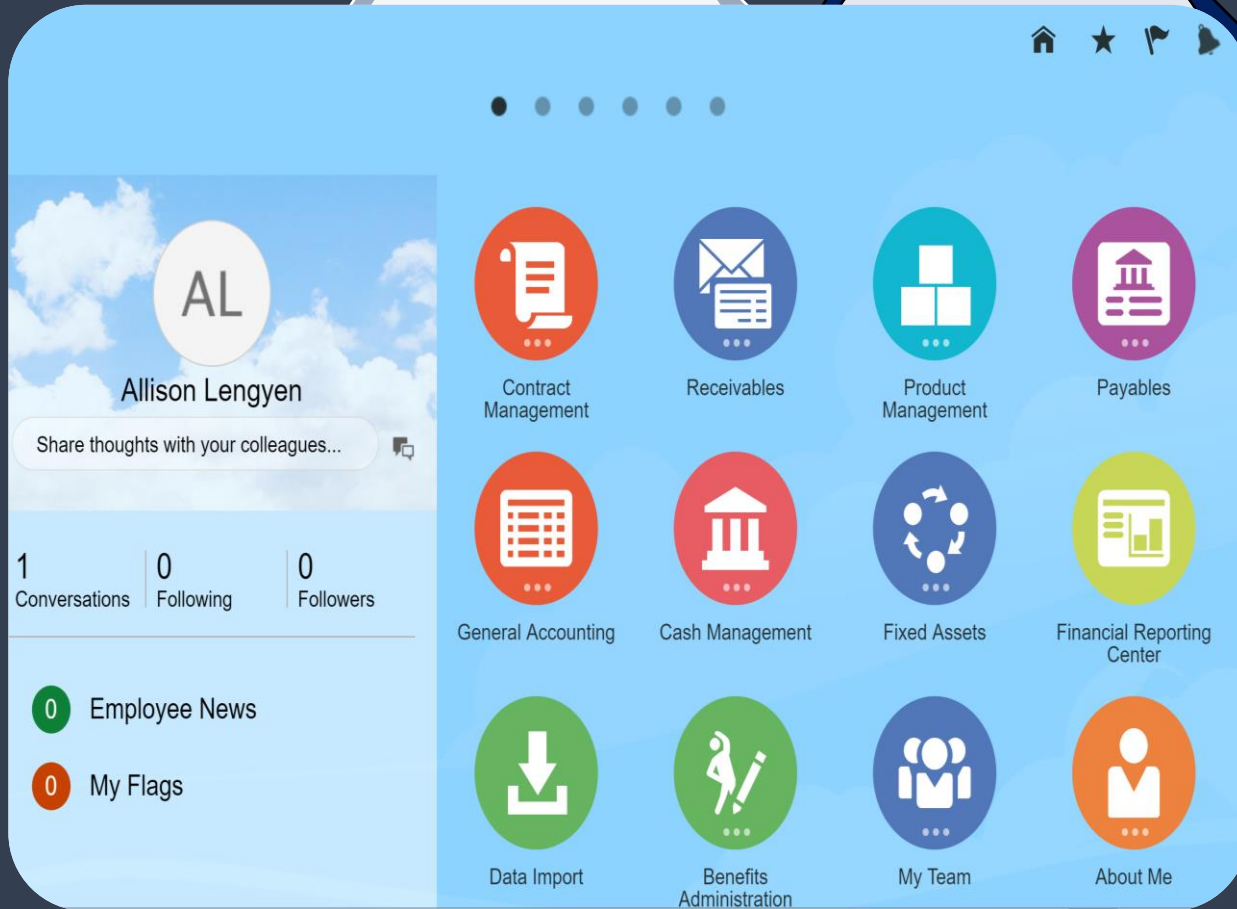
College total = 7,552

92% undergraduate
8% graduate

Where we are...
operationally



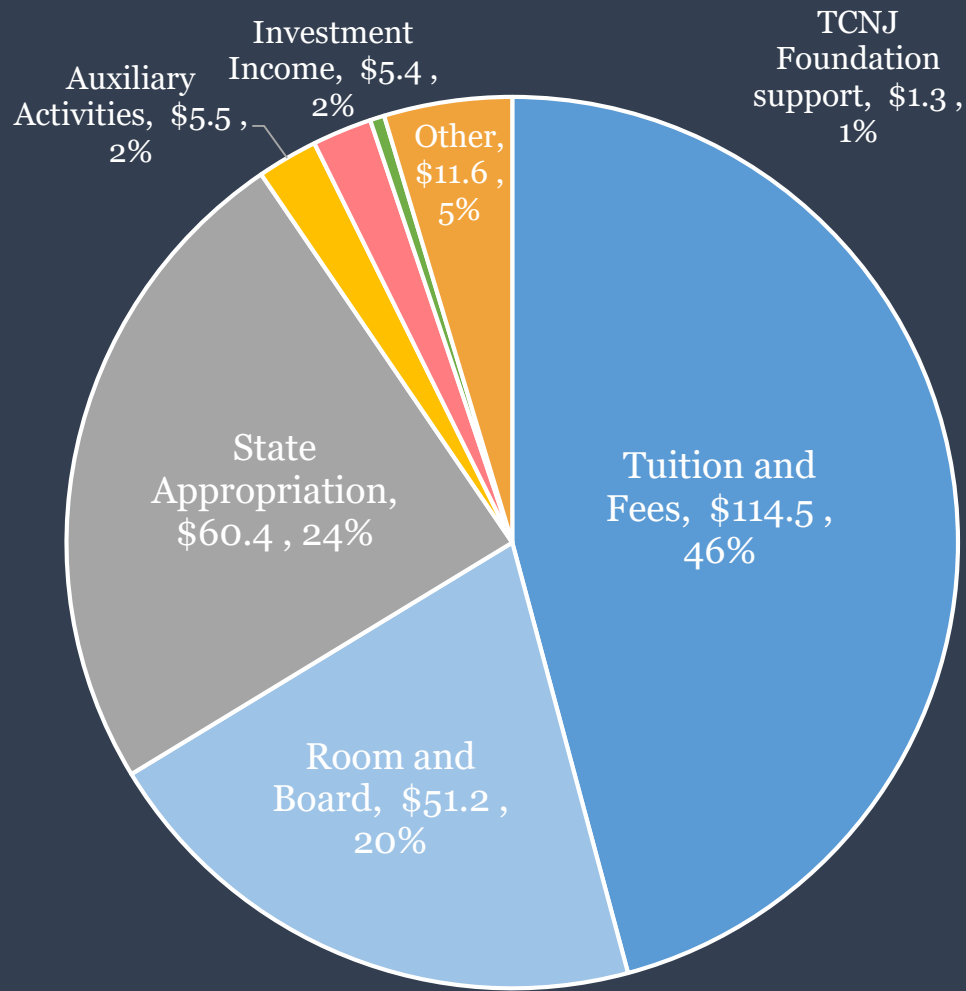
Journey to
the “Cloud”



Planned

- Finance
- Grants
- Human Resources
- Planning & Budgeting

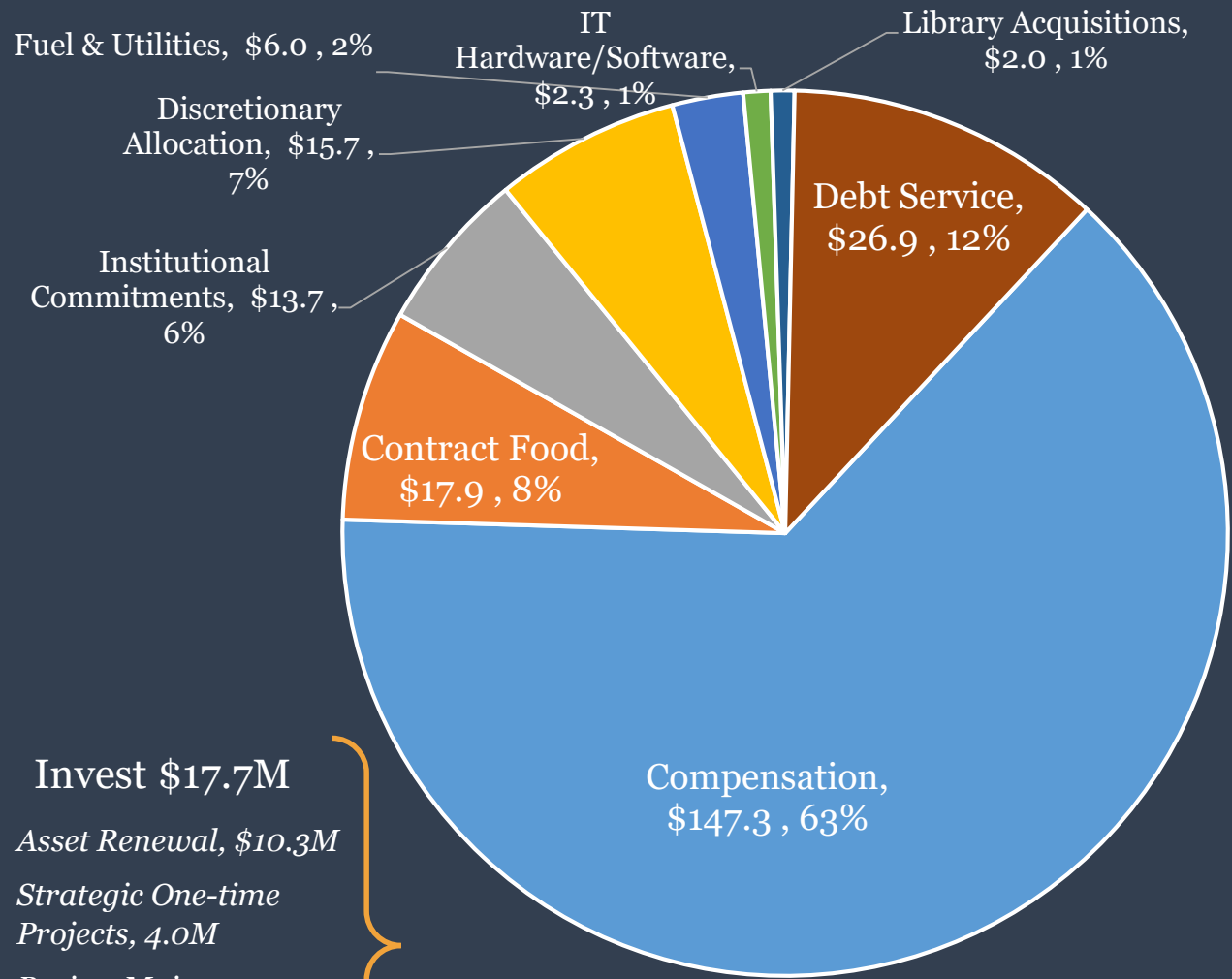
Where we are... financially



FY19 Revenues = \$249.9M

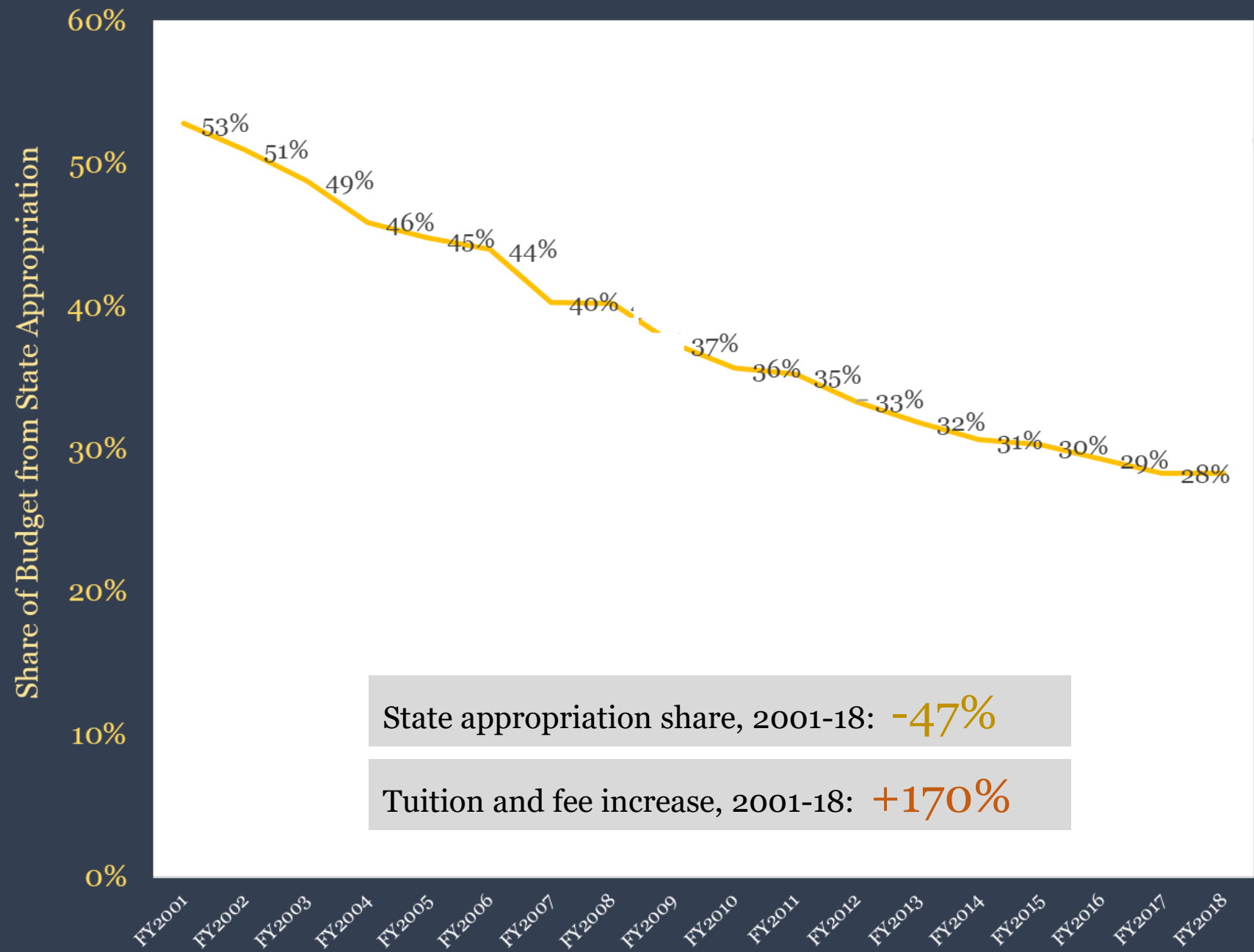
- Invest \$17.7M
- ❖ Asset Renewal, \$10.3M
 - ❖ Strategic One-time Projects, 4.0M
 - ❖ Project Maintenance, \$1.7M
 - ❖ Transfer to Reserves, \$1.7M

Δ = \$18.1M Surplus



FY19 Expenditures = \$231.8M

Where we are...
politically



Where we are...
fiduciarily

Investment Grade Bonds: **AA-**

Key TCNJ Balances

Reserves: \$119M

Endowment: \$54M

Debt Principal: \$355M

TCNJ Hit with Credit Downgrade

College of New Jersey, 2000
Pennington Road, Box 7718,
Ewing 08628. 609-771-1855.
Kathryn Foster, president.
www.tcnj.edu.

Fitch Ratings of Chicago has given a negative rating to The College of New Jersey's bonds, downgrading it from "stable" due to its high debt.

Analysts said the college has high operating deficits, expense growth outpacing revenue over the last three years, and an increasing reliance on student-fee generated revenue. Fitch also cited its high debt burden of \$414 million, which "limits its operating flexibility to fund future strategic and capital needs."

Fitch called TCNJ's available fund level "slim but sufficient." It cited pension expenses at \$17 million a year as a major drain on the college's operating budget.

Where we are...
facilities-ally

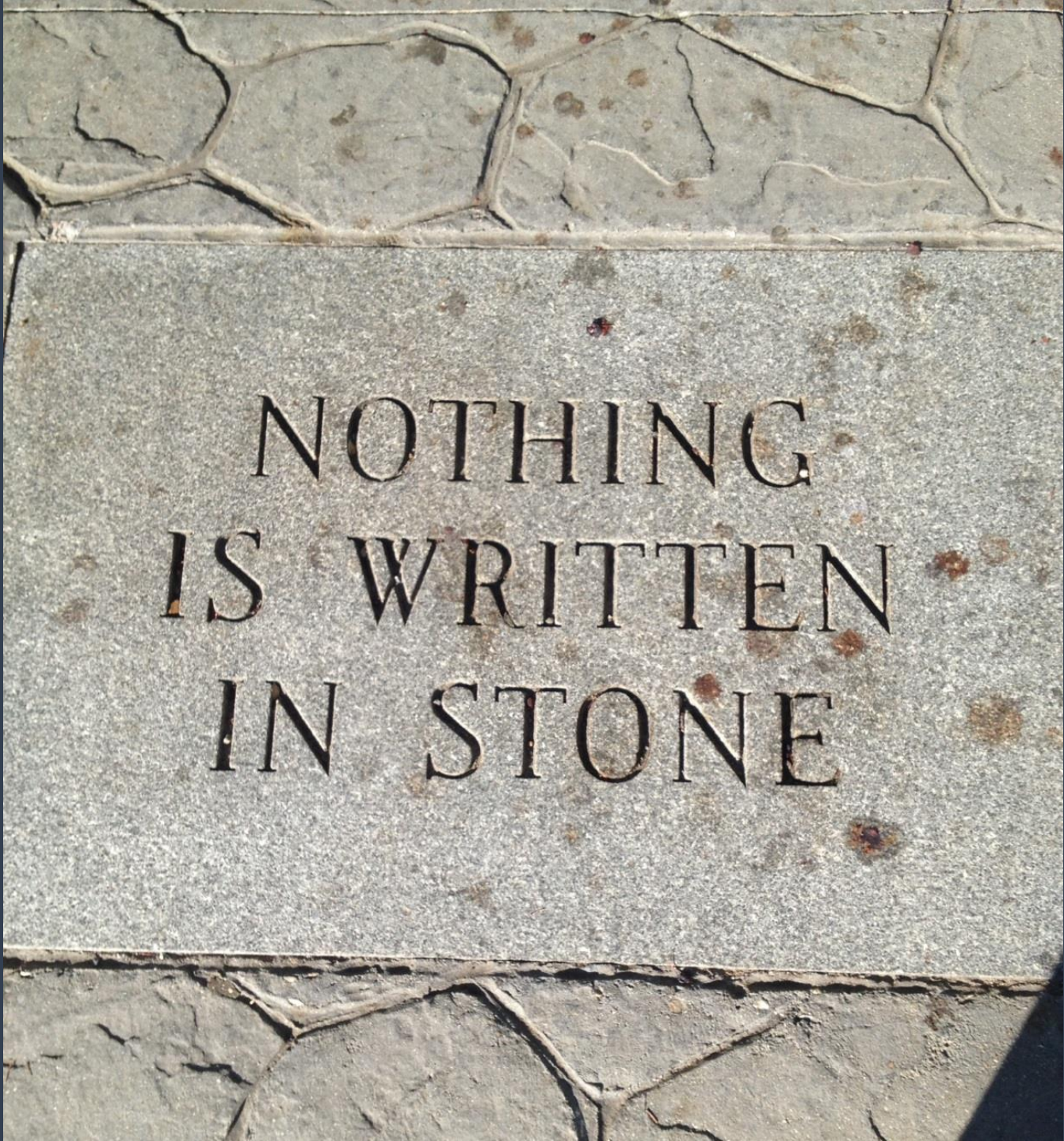


Where we are...
individually



4.

A Sense of Where We'll Be



NOTHING
IS WRITTEN
IN STONE

Themes for the Year to Come



1. Strategic Vision

2. Financial Sustainability

3. Campus Stewardship

4. External Agenda

1. Strategic Vision



TCNJ produces something valuable and in short supply for the state and nation:

well-prepared agents of change

How will we continue to do that?

Size

Scope

Modes of delivery

Markets served

Locations

Menu of programs

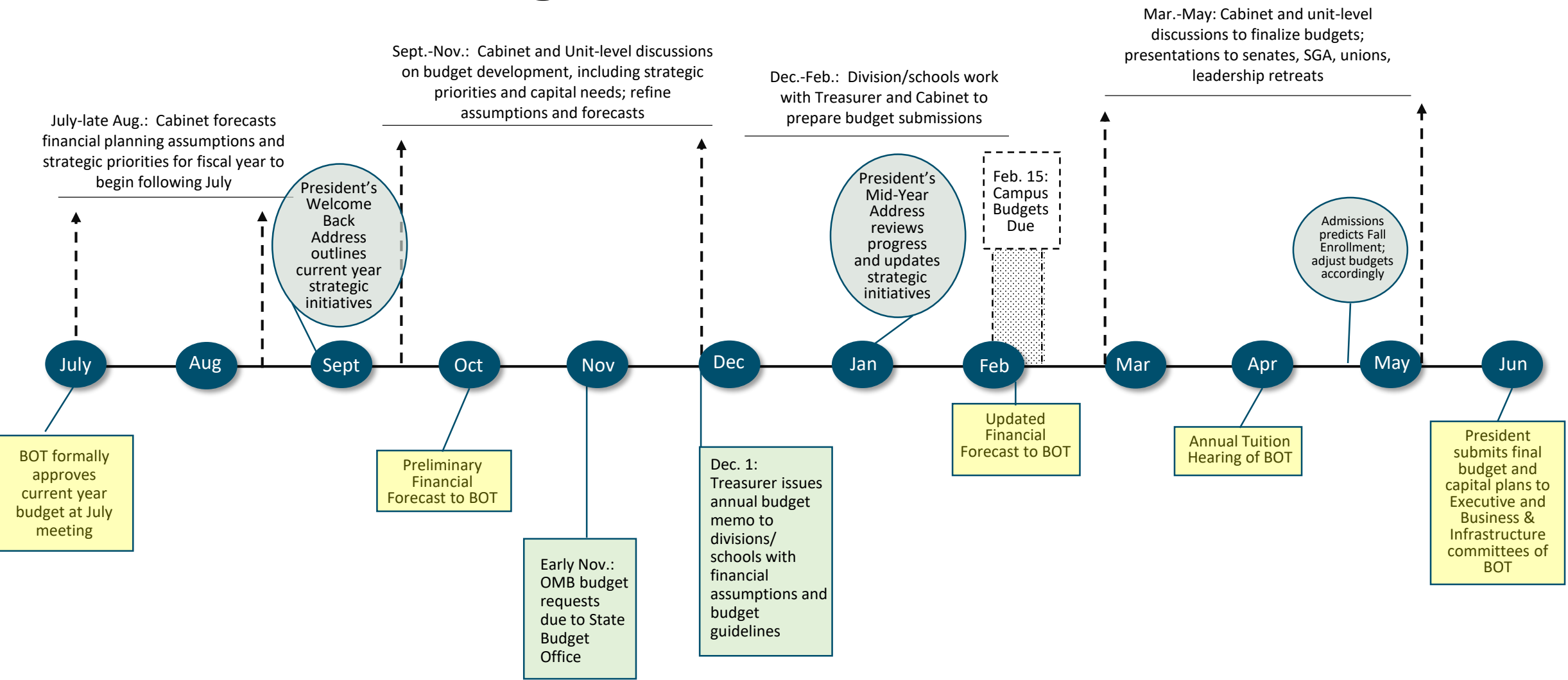
Signature strengths

2. Financial Sustainability

FINANCIAL MODELING ASSUMPTIONS

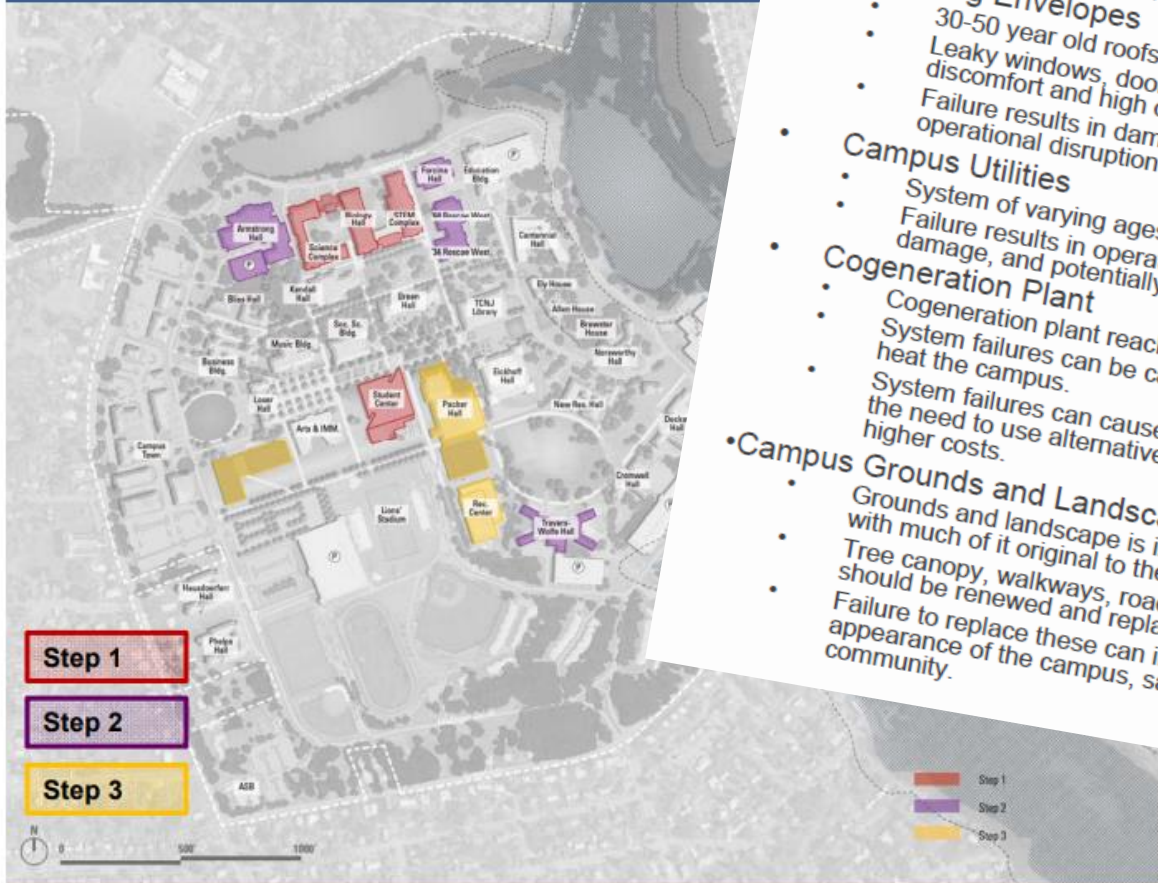
Growth Assumptions	FY2018 Budget	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
Operating Budget								
Operating Revenues								
Tuition and fees rate increase	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Net tuition revenue from enrollment growth (\$ in 000's)	2.25%	2.50%	2.50%	2.75%	2.75%	3.00%	3.50%	3.50%
Tuition discount - institutional scholarships & waivers	\$ 719	\$ 923	\$ 722	\$ 662	\$ 1,101	\$ -	\$ -	\$ -
Total Bed Count	12.2%	12.0%	11.9%	11.8%	11.7%	11.5%	11.5%	12.5%
Occupancy Rate	3,927	3,927	3,927	3,366	3,366	3,906	3,906	3,906
Occupied Beds	98.3%	98.5%	98.5%	100.0%	100.0%	99.0%	99.0%	99.0%
Average Rental (Room & Board)	3,860	3,868	3,868	3,366	3,366	3,867	3,867	3,867
Housing Rental Rate Increases	12,983	13,372	13,773	14,187	14,612	15,051	15,502	15,967
Other Operating Expenses	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Salaries & Fringe Benefits	2.50%	1.50%	1.50%	1.75%	2.00%	2.25%	2.50%	2.75%
Debt Service Savings - bond refinancing (\$ in 000's)	2.60%	4.20%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Maintenance cost increase -STEM & BSC (\$ in 000's)	\$ (5,345)	\$ (4,070)	\$ (4,067)	\$ (4,045)	\$ -	\$ -	\$ -	\$ -
Nonoperating Revenues	\$ 1,484	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State of New Jersey appropriations	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
State of New Jersey fringe appropriation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Income	0.02%	4.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Contract Food Service	9.50%	9.50%	9.50%	9.50%	9.50%	9.50%	9.50%	9.50%
Fall Enrollment Projections	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
In-State Undergraduate FTE	6,406	6,476	6,506	6,536	6,571	6,571	6,571	6,571
Out-of-State Undergraduate FTE	409	409	409	409	409	409	409	409
Total Undergraduate FTE	6,815	6,885	6,915	6,945	6,980	6,980	6,980	6,980
In-State Graduate FTE	299	319	369	409	494	494	494	494
Out-of-State Graduate FTE	40	40	40	40	40	40	40	40
Total Graduate FTE	339	359	409	449	534	534	534	534
Total FTE	7,154	7,244	7,324	7,394	7,514	7,514	7,514	7,514
Undergraduate Enrollment Growth	65	70	30	30	35	-	-	-
Graduate Enrollment Growth	-	20	50	40	85	-	-	-
FTE Enrollment Growth	65	90	80	70	120	-	-	-

TCNJ Fiscal Year Budget Timeline



3. Campus Stewardship

TCNJ Facilities Master Plan Recommended Option



MAJOR AREAS OF NEED

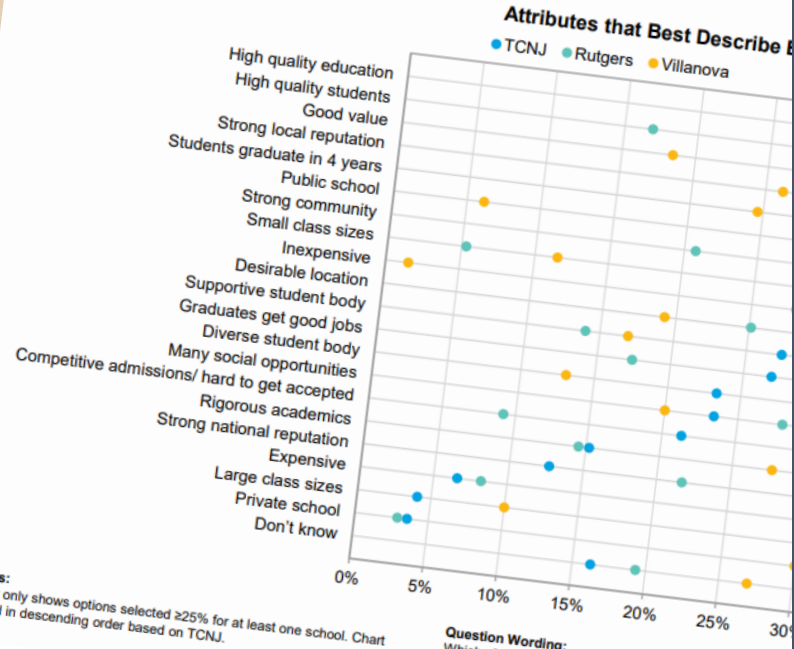
Most Critical Project Categories

- Domestic Water System
 - 80 year old system
 - Failure results in operation disruption
- Building Envelopes
 - 30-50 year old roofs
 - Leaky windows, doors result in damage, energy loss, discomfort and high operating costs
 - Failure results in damage, mold, air quality and operational disruption
- Campus Utilities
 - System of varying ages
 - Failure results in operational disruption, physical damage, and potentially catastrophic damage
- Cogeneration Plant
 - Cogeneration plant reaching the end of its useful life.
 - System failures can be catastrophic due to inability to heat the campus.
 - System failures can cause budget challenges due to the need to use alternative energy sources at much higher costs.
- Campus Grounds and Landscape
 - Grounds and landscape is in various states of disrepair with much of it original to the campus
 - Tree canopy, walkways, roadways, parking structures should be renewed and replaced due to age.
 - Failure to replace these can impact parking revenue, appearance of the campus, safety and security of the community.
- Safety and Security Systems
 - Original systems underground infrastructure is obsolete, spare parts no longer available, and systems are prone to failure.
 - Lack of fire alarm system disrupts normal operation. Not possible to occupy buildings without fire alarms
- Vertical transportation systems
 - Original systems are no longer serviceable, spare parts are unavailable and systems are unreliable
 - Vertical transportation system failure can impact ADA accessibility and usability of larger structures.
- Building automation systems
 - Building automation systems can be original to the building, are unreliable, prone to failure, and difficult to get replacement parts.
 - BAS failures cause discomfort, waste large amounts of energy and can cause excess wear on HVAC systems.
- Heating, Ventilation and Air Conditioning Systems
 - Many of these systems are original the buildings, are difficult to repair, parts are hard to get and systems are unreliable.
 - Poor performance results in comfort issues, wasted energy, health issues and equipment damage.

4. External Agenda



High quality students, good value, and local reputation for TCNJ.



Sustainability

Social Justice

Civic Information Project

Center for Integrative Wellness

Higher Ed innovation ecosystem

Participation on state, national and int'l Boards

Leveraging centers and institutes

Etc.



Alumni Weekend

SAVE THE DATE! MAY 1-4, 2019



The conversation starts now
(at the Welcome Back picnic).

Green Hall Lawn
All welcome.

