



Oklahoma City,
Oklahoma, Dec 2018



Denver,
Colorado,
March 2019*



Boise, Idaho,
July 2019



Helena, Montana, July 2019



2018

January						
Wk	Mo	Tu	We	Th	Fr	Sa Su
1	1	2	3	4	5	6 7
2	8	9	10	11	12	13 14
3	15	16	17	18	19	20 21
4	22	23	24	25	26	27 28

February						
Wk	Mo	Tu	We	Th	Fr	Sa Su
5	5	6	7	8	9	10 11
6	12	13	14	15	16	17 18
7	19	20	21	22	23	24 25

2019

January						
Wk	Mo	Tu	We	Th	Fr	Sa Su
1	1	2	3	4	5	6
2	7	8	9	10	11	12 13
3	14	15	16	17	18	19 20
4	21	22	23	24	25	26 27

February						
Wk	Mo	Tu	We	Th	Fr	Sa Su
5	4	5	6	7	8	9 10
6	11	12	13	14	15	16 17
7	18	19	20	21	22	23 24
8	25	26	27	28		

2020

January						
Wk	Mo	Tu	We	Th	Fr	Sa Su
1	6	7	8	9	10	11 12
2	13	14	15	16	17	18 19
3	20	21	22	23	24	25 26
4	27	28	29	30	31	

February						
Wk	Mo	Tu	We	Th	Fr	Sa Su
5	3	4	5	6	7	8 9
6	10	11	12	13	14	15 16
7	17	18	19	20	21	22 23
8	24	25	26	27	28	29

The Difference a Year Makes

July						
Wk	Mo	Tu	We	Th	Fr	Sa Su
28	2	3	4	5	6	7 8
29	9	10	11	12	13	14 15
30	16	17	18	19	20	21 22
31	23	24	25	26	27	28 29

August						
Wk	Mo	Tu	We	Th	Fr	Sa Su
31	6	7	8	9	10	11 12
32	13	14	15	16	17	18 19
33	20	21	22	23	24	25 26
34	27	28	29	30	31	

July						
Wk	Mo	Tu	We	Th	Fr	Sa Su
27	1	2	3	4	5	6 7
28	8	9	10	11	12	13 14
29	15	16	17	18	19	20 21
30	22	23	24	25	26	27 28
31	29	30	31			

August						
Wk	Mo	Tu	We	Th	Fr	Sa Su
31	5	6	7	8	9	10 11
32	12	13	14	15	16	17 18
33	19	20	21	22	23	24 25
34	26	27	28	29	30	31

July						
Wk	Mo	Tu	We	Th	Fr	Sa Su
27	6	7	8	9	10	11 12
28	13	14	15	16	17	18 19
29	20	21	22	23	24	25 26
30	27	28	29	30	31	

August						
Wk	Mo	Tu	We	Th	Fr	Sa Su
31	3	4	5	6	7	8 9
32	10	11	12	13	14	15 16
33	17	18	19	20	21	22 23
34	24	25	26	27	28	29 30
35	31					

September						
Wk	Mo	Tu	We	Th	Fr	Sa Su
35	3	4	5	6	7	8 9
36	10	11	12	13	14	15 16
37	17	18	19	20	21	22 23
38	24	25	26	27	28	29 30

October						
Wk	Mo	Tu	We	Th	Fr	Sa Su
40	1	2	3	4	5	6 7
41	8	9	10	11	12	13 14
42	15	16	17	18	19	20 21
43	22	23	24	25	26	27 28
44	29	30	31			

September						
Wk	Mo	Tu	We	Th	Fr	Sa Su
35	2	3	4	5	6	7 8
36	9	10	11	12	13	14 15
37	16	17	18	19	20	21 22
38	23	24	25	26	27	28 29
39	30					

October						
Wk	Mo	Tu	We	Th	Fr	Sa Su
40	1	2	3	4	5	6 7
41	8	9	10	11	12	13 14
42	15	16	17	18	19	20 21
43	22	23	24	25	26	27 28
44	29	30	31			

September						
Wk	Mo	Tu	We	Th	Fr	Sa Su
36	7	8	9	10	11	12 13
37	14	15	16	17	18	19 20
38	21	22	23	24	25	26 27
39	28	29	30			

October						
Wk	Mo	Tu	We	Th	Fr	Sa Su
40	5	6	7	8	9	10 11
41	12	13	14	15	16	17 18
42	19	20	21	22	23	24 25
43	26	27	28	29	30	31

November						
Wk	Mo	Tu	We	Th	Fr	Sa Su
44	5	6	7	8	9	10 11

December						
Wk	Mo	Tu	We	Th	Fr	Sa Su
48	3	4	5	6	7	8 9

November						
Wk	Mo	Tu	We	Th	Fr	Sa Su
44	4	5	6	7	8	9 10

December						
Wk	Mo	Tu	We	Th	Fr	Sa Su
48	2	3	4	5	6	7 8

November						
Wk	Mo	Tu	We	Th	Fr	Sa Su
44	2	3	4	5	6	7 8

December						
Wk	Mo	Tu	We	Th	Fr	Sa Su
49	7	8	9	10	11	12 13

Welcome Back Assembly
August 28, 2019
The College of New Jersey

A photograph of a university campus path. In the foreground, a person with a backpack walks away from the camera on a paved path. To the right, another person walks away. In the background, there is a wooden bench, a brick building with arches, and many large trees with green leaves. A black lamppost stands on the right side of the path.

Presentation

1. Emotions
2. Facts and Observations
3. Actions
4. Plans

1. Emotions



Anger



Disgust



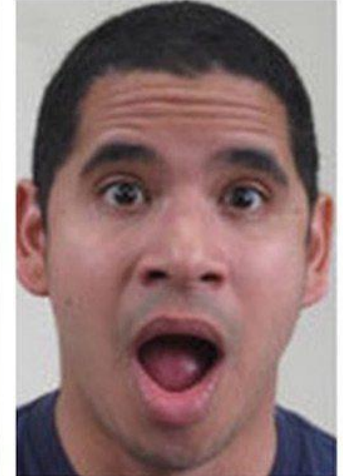
Fear



Happiness



Sadness



Surprise





Fear

Happiness

Sadness

Surprise

Anger

Disgust

Anger

Disgust

Fear

Happiness

Sadness

Surprise

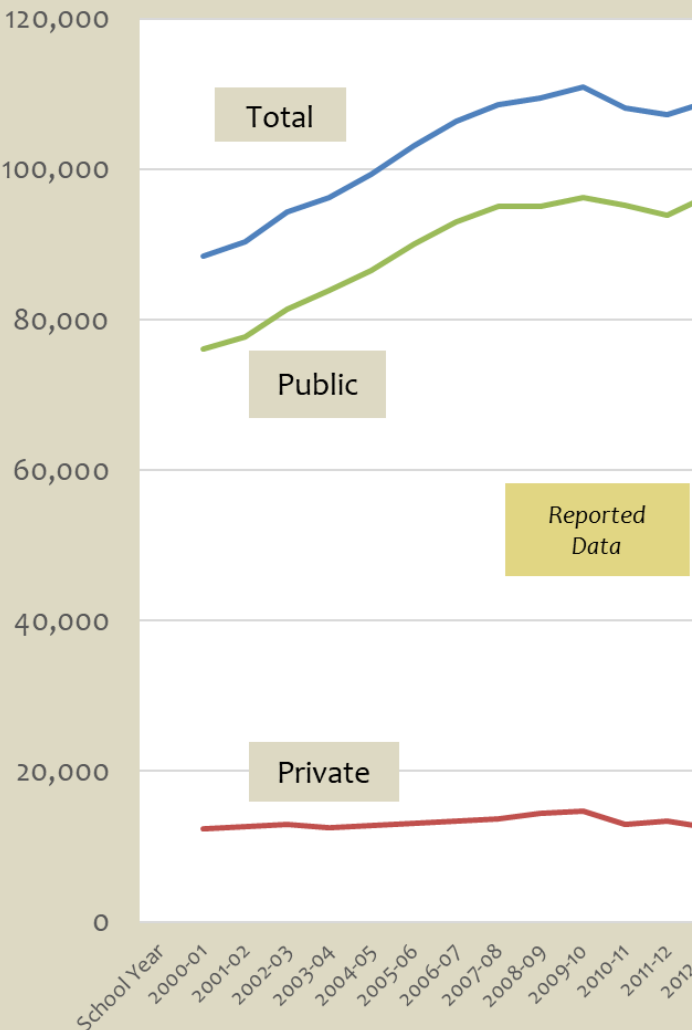


2. Facts and Observations



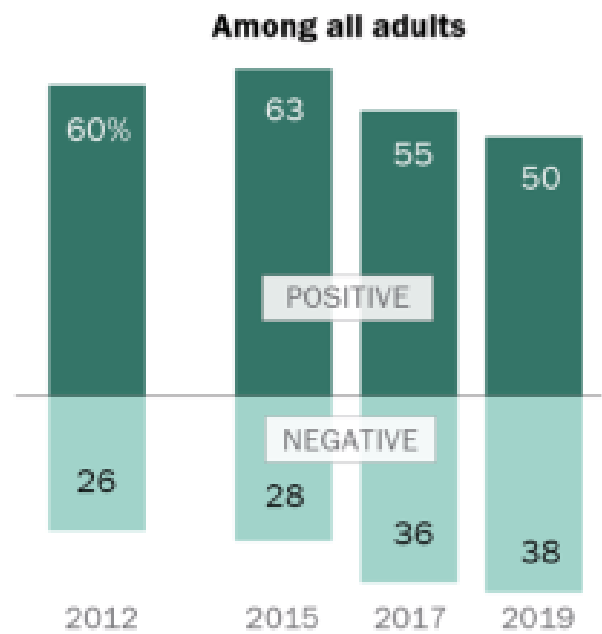
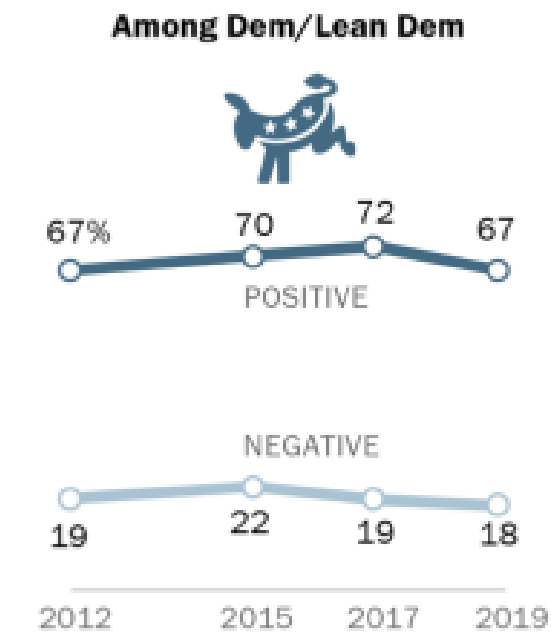
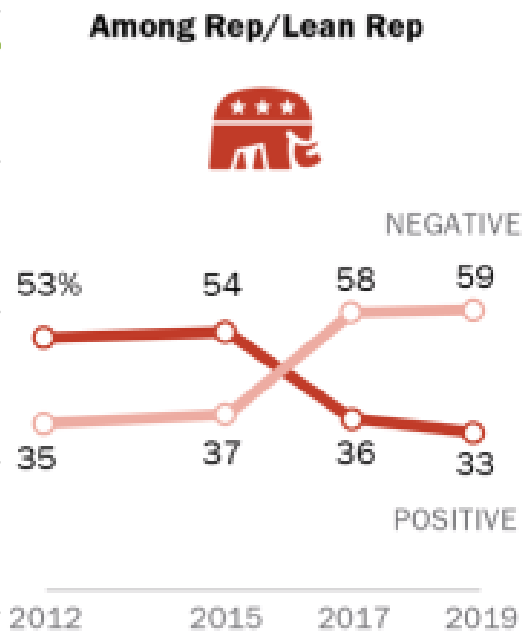
Higher Ed Headwinds

New Jersey High School Enrollment



Increase in the share of Americans saying colleges have a negative effect on the U.S. is driven by Republicans' changing views

% saying colleges and universities have a positive/negative effect on the way things are going in the country



Note: Share of respondents who didn't offer an answer not shown.
Source: Pew Research Center surveys of U.S. adults conducted by telephone July 10-15, 2019, June 8-18, 2017, Sept. 16-Oct. 4, 2015, and Feb. 8-12, 2012.

Finance

\$192 million E&G budget
\$64 million Auxiliary budget
\$256 million total FY20 budget

\$122 million Reserves (~7 months)

\$52 million Endowment

\$321 million debt load, various pots

\$26 million annual debt payment (11% of operating budget)



Enrollment

Fall '19 incoming class

1,627 first-year

49.3% admit rate

111 (7%) Out-of-State

407 (25%) first generation
to college

15% Latinx, 14% Asian/Asian
Indian, 10% Black

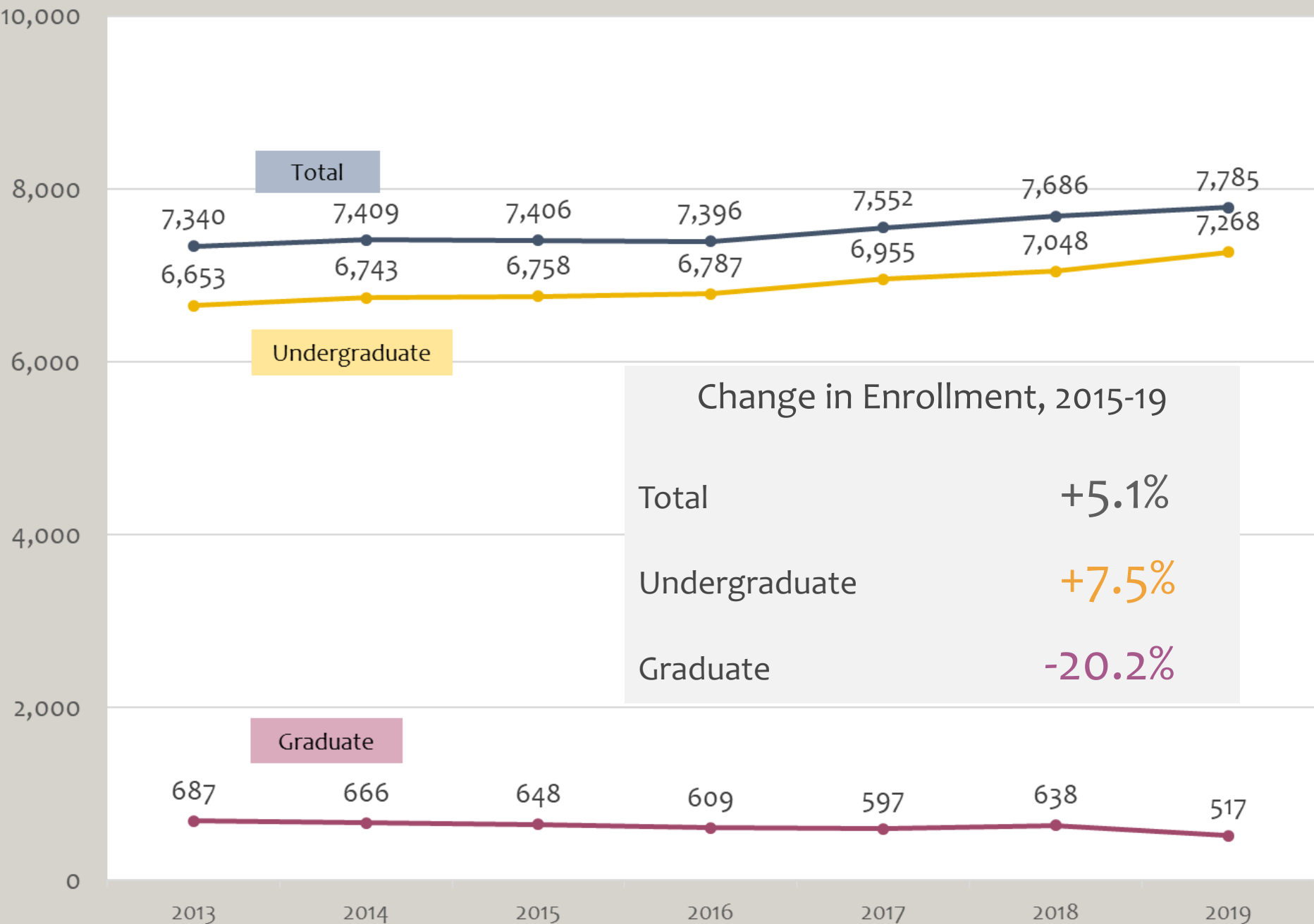
23% Science, 21% H&SS, 15%
Business

153 (9%) Honors Program

➤ 105 provisional

➤ 267 transfer

TCNJ Enrollment, Fall 2013 - Fall 2019



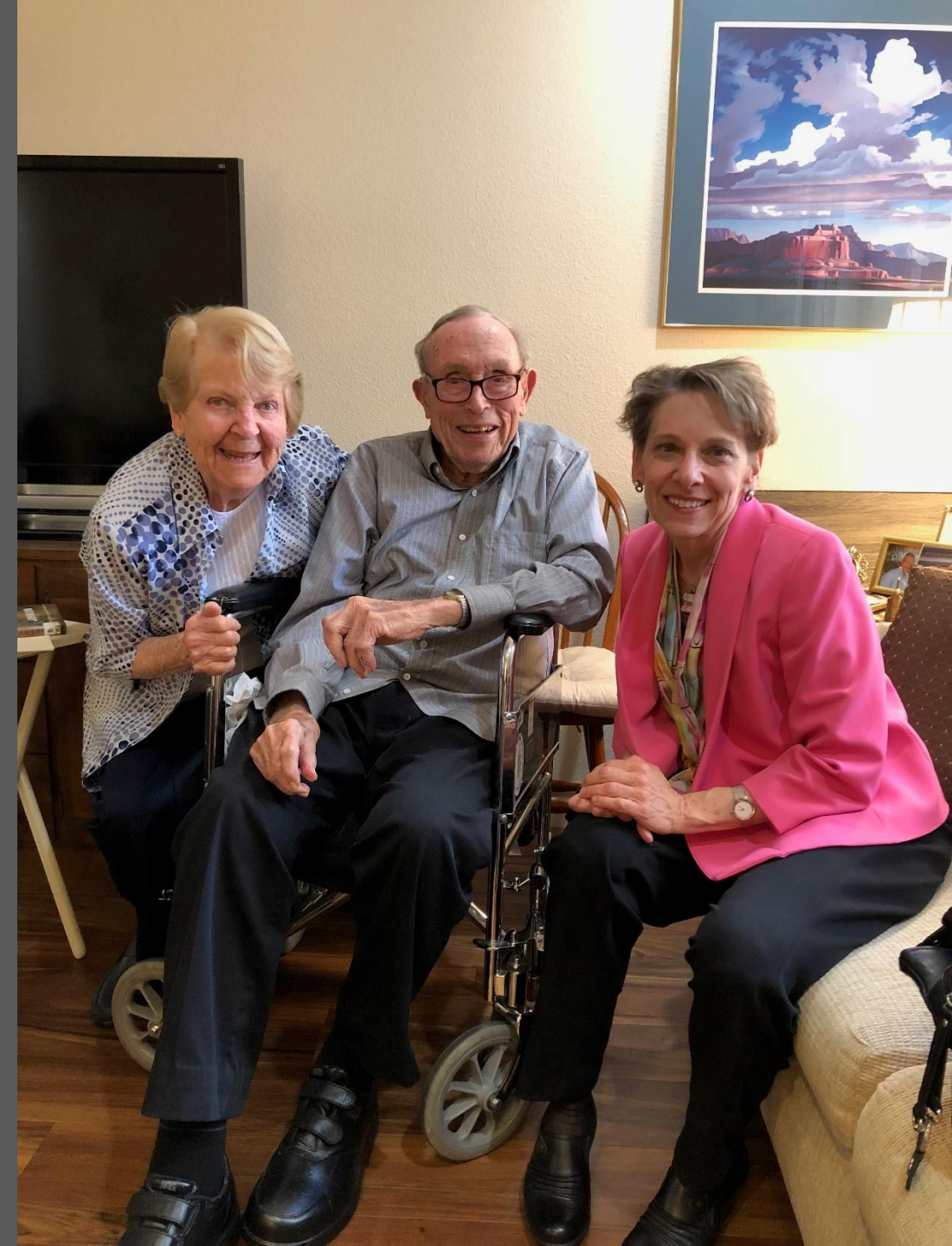
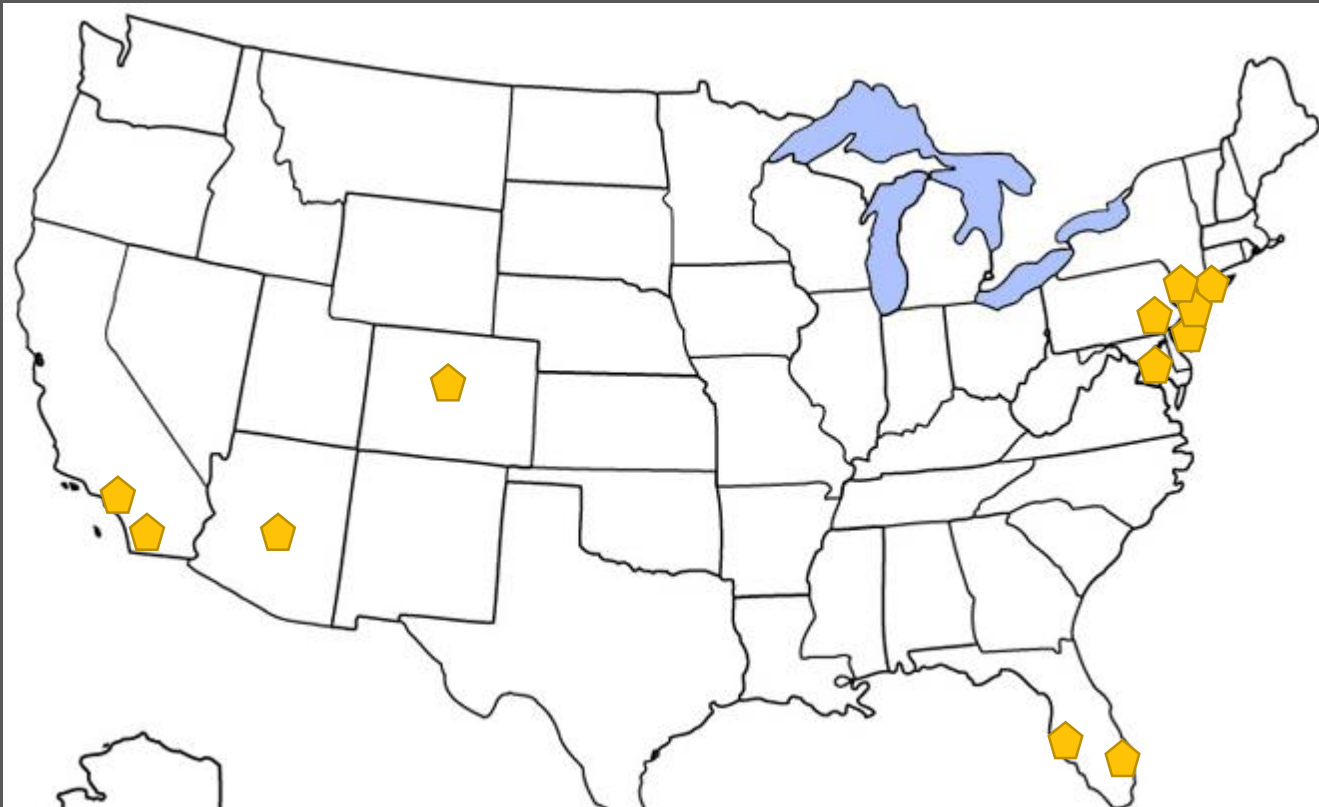
Advancement

Raised **\$8.1 million**, surpassing goal by 12-13%

Day of Giving: **\$322,000** from **2,098** donors

50 in 50 Campaign raises **\$250,000**

12 alumni receptions



Facilities

45 buildings, 3.6 million sq. ft.

16 academic, 13 residential, 5 parking garages, 5 recreational, 3 maintenance, 3 other

Value of Physical Plant (2015 est.):
\$1.32B

Asset Maintenance Need (2015 est.):
\$225M

Annual Asset Maintenance Investment:
\$10.3M

Major Capital Needs

- ✓ Co-Gen/Utilities Plant
- ✓ Forcina Hall
- ✓ Athletic Facilities (gym, rec center)
- ✓ Roscoe West '34
- ✓ Res Halls, including Townhouses, Centennial, EAB, Decker, others

Academics

363 full-time faculty, 490 part-time

44 majors, ~70 minors

21 master's degrees, 13 certificates

Most Popular Undergraduate Majors, FY18

Biology

Psychology

Elementary Education

Communication Studies

Marketing

Finance

Accountancy

Health & Exercise Science

Management

New Degree Programs since FY18

Speech Language Pathology and
Audiology

5-yr Bac/MAT Urban Secondary Ed

Master's of Public Health

Master's of Business Administration

B.A. Biology

World Languages & Linguistics

5-yr Bac/MAT Secondary and Special
Ed



Community Health

1 coach death and 4 student deaths

Traumatic **hate incidents**: racist, homophobic, anti-Semitic, anti-Muslim

>5,800 visits to Student Health Services, **up 10%**

938 requests for counseling services, **up 16%**

40% increase in Anti-Violence Initiatives clients

125 Title IX cases, **up 25%**

Hey You,

I know college
is stressful af!
But keep at it!
You're doing amazing

♥ She's the First

@stf_tcnj

Three Observations to Commend




THE CHRONICLE LIST

Colleges With the Best 4-Year Graduation Rates, 2017

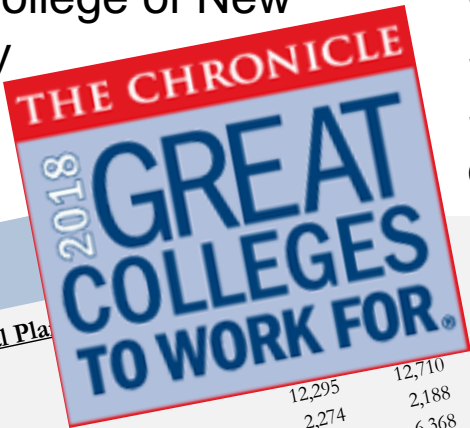
Colleges usually refer to their six-year graduation rates rather than their four-year rates. But the four-year rate matters, especially to whoever is footing the bill. Among four-year institutions grouped by sector and residential classification, highly residential private nonprofit colleges had the highest four-year graduation rates in 2017, and they were the only category with an overall four-year rate above 50 percent. Only four private nonprofit institutions — and no public institutions — had four-year graduation rates exceeding 90 percent for adjusted cohorts of first-time, full-time bachelor's-degree-seeking students who began their studies in the fall of 2012. See data for more colleges at <https://chronicle.com/article/4yeargradrates2017>.

4-year public institutions	Bachelor's-degree-seeking adjusted cohort	Graduated within 4 years
Highly residential		
1. College of William & Mary	1,481	85.1%
2. U. of North Carolina at Chapel Hill	4,019	84.0%
3. U. of California at Los Angeles	5,791	74.8%
4. U.S. Merchant Marine Academy	272	73.9%
5. College of New Jersey	1,371	73.2%
6. Binghamton U.	2,402	72.6%
7. U. of Illinois at Urbana-Champaign	7,240	70.4%
8. U. of Connecticut	3,271	69.9%
9. St. Mary's College of Maryland	446	69.5%
10. U. of New Hampshire	2,794	68.3%
11. State U. of New York College at Geneseo	1,007	68.2%
12. U. of North Carolina School of the Arts	173	68.2%
13. U. of Massachusetts at Amherst	4,668	67.3%
14. The Citadel	621	63.8%
15. Christopher Newport U.	1,241	63.5%
Over all for 105 institutions	113,449	46.9%



Three Observations to Contend (with)

The College of New Jersey



Collaborative Governance; Confidence in Senior Leadership; Job Satisfaction; Professional/Career Development Programs; Supervisor/Department Chair Relationship; Teaching Environment (faculty only); Tenure Clarity & Process (faculty only/4-year only)

Operating Financial Plan

Compensation	12,295	12,710
Other Commitments	2,274	2,188
Maintenance		6,368
Supplies		
Other		
IT Hardware		
Library		
Contract		
Debt		
Total		
Operating		
State		
Annual		



7,311.5	2,345	21,553	27,115	267,295	24,547	-	10,295	9,603	0	5	19,898	51	4,649	
10,295	5,365	17,660	17,975	(491)										
120,814	122,122	126,831	122,122	126,831	132,946	140,120	147,399							
122,122	122,122	122,122	126,831	132,946	140,120	147,399	160,356							
321,240	321,240	321,240	307,962	289,783	270,778	250,986	233,728							

3. Actions



Align Investment with Priorities

Institutional Priority 1

\$4.7M investments in:

Institutional Mission: Student Success

- Teacher-scholar-citizen model - \$200K
- Diversity, equity and inclusion capacity and program - \$446K
- Advising and mentoring to close graduation gaps - \$80K
- Disability Support Education (Accessibility Resource Center) - \$171K
- Honors program - \$30K
- Signature Experiences - \$490K
- Planning: housing, athletics, P3, space utilization, Trenton footprint - \$175K
- Targeted financial aid (1st Generation students, need + merit) - \$2.3M
- Academic lab equipment - \$458K
- Digital transformation - \$322K

Vision

A top-quality institution of higher education recognized as:

- a national exemplar of excellent, affordable public higher education
- New Jersey's most selective public college or university, attracting highly qualified students from the state and beyond
 - An engaged, collaborative and inclusive community
- a national leader in retention and graduation rates, with distinction for underrepresented groups
- a leader in producing the next generation of talent in academia, business, professions, and civic life

Values

Excellence, Engagement, Integrity,
Inclusiveness, Self-Reflection

Institutional Priority 2

\$1.2M investments in:

Financial Sustainability/Revenue Diversification

- Provisional enrollment support - \$80K
- Graduate programs in demand – marketing - \$310K
- Efficiencies and cost saving initiatives in academic & administrative units – Goal = \$1.3M
- Development and fundraising capacity - \$240K
- Planning for new market development (graduate programs) - \$130K
- Financial Aid (Out-of-State students) - \$460K

Institutional Priority 3

\$0.5M investments in:

National Reputation

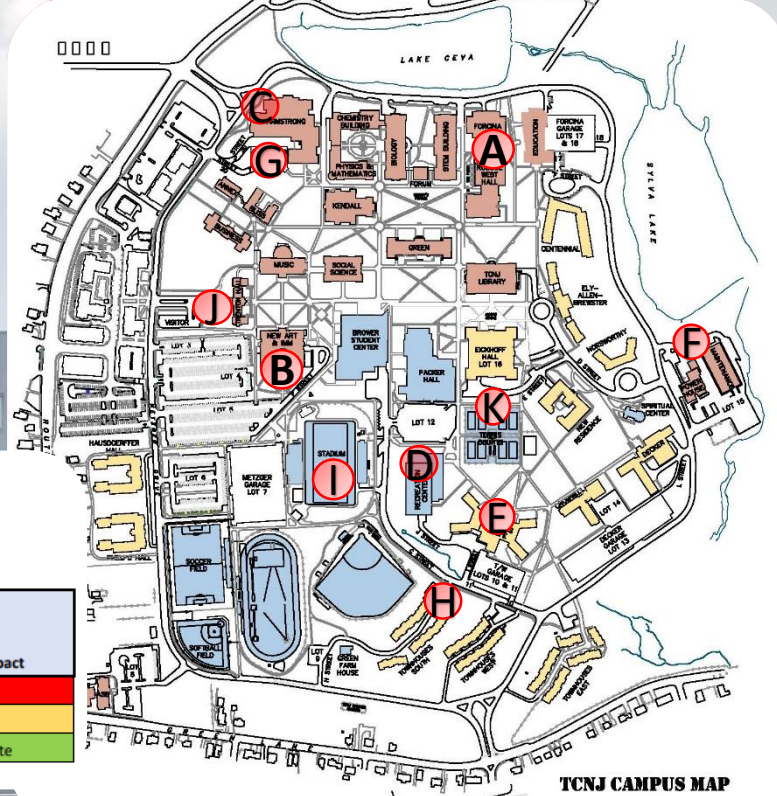
- Out-of-State marketing - \$115K
- Website quality and capacity - \$90K
- Communications capacity - \$144K
- TCNJ distinction(s) (annual conference, speakers, etc.) - \$60K
- TCNJ on the Road (presentations, news making, publications) - \$125K
- Strategic partnerships (university, corporate, government, foundation, community, international)

Rationalize Facilities Investments

- VP for Facilities
- Project List
- MAP
- P3 housing
- Building services shift change

MAP Risk Assessment Matrix

Project	Importance to Mission / Operations	Life Expectancy	Risk Type	Risk Probability	Risk Impact
	High	Failed	Safety	Likely	Critical
	Moderate	Near Term	Code Compliance	Moderate	Major
	Low	Mid Term	Operations	Unlikely	Moderate



TW Replacement - Cash flow Projections - TCNJ Owned/Operated (800)

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ASSUMPTIONS																			
Total Beds in Replacement Available	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Annual Rent (per Bed - TCNJ Other Housing)	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300
Annual Rent (per Bed - New TCNJ Housing)	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Assumed Rate Growth	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Variable	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Revenue Growth	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
EXPENSES																			
Total Gross Rental Income	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000
Less: Bad Debt - (1%)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Less: Staff Housing (20 x \$ 800)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
TOTAL REVENUE	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000	10,560,000
OPERATING EXPENSES																			
Salary & Wages	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000
Franchise Fees Expense	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
Franchise Fees Expense	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
Food & Beverage	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Scholarships & Stipends	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Other Expenses	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Operating Contingency	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Capital Expenditures & Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
TOTAL OPERATING EXPENSES	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000	6,370,000
NET OPERATING INCOME	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000	4,190,000
Less: 2012 Net Debt Service	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)
Less: 2012 Net Debt Service	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)	(6,177,000)
Net Cash Flow After Debt Service	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Less: 2012 Net Debt Service	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Net Cash Flow After Debt Service	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)

1 Premium over academic year 2022-2023 rents (when project is assumed to come on-line) of 10% required to ensure sufficiency.

2 Capital and operating reserves assumed to be captured within current expense budget and not separately budgeted.

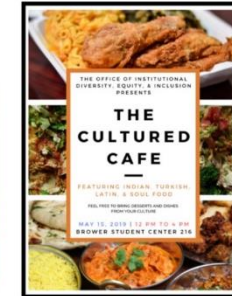
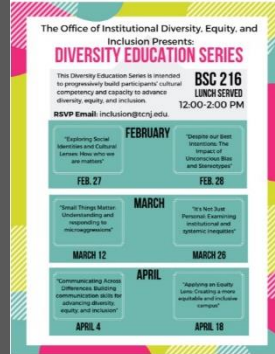


Lean in on Diversity, Equity & Inclusion

➤ OIDEI/Accessibility Resource Center

➤ Vice President for Equity & Inclusion
(Sept 12-13)

➤ Bias Response Team



Empower Health & Wellness

Counseling and Prevention Services (CAPS)

WE'VE GOT YOUR BACK.
BE THERE FOR EACH OTHER, TOO.

MHS • AVI • ADEP • CRP

THIS PROJECT WAS SUPPORTED
BY GRANT NUMBER VSAI-4-16.

MHS

Mental Health Services
Prevention • Counseling • Postvention
Formerly known as
Counseling & Psychological Services (CAPS)

AVI

Anti-Violence Initiatives
Counseling • Advocacy • Prevention

ADEP

Alcohol & Drug Education Program
Prevention • Education • Intervention

CRP

Collegiate Recovery Program
Housing • Community • Support



Health and Wellness: Helping Faculty/Staff Support Students

All members of the TCNJ community play an important role in fostering well being and safety on our campus and are encouraged to take an active role in creating a supportive environment. As a staff or faculty member, you may be the first person to notice a student who is experiencing difficulty. Even though you may not be a mental health professional,

Campus Resources:

Alcohol and Drug Education Program	609.771.2571
Anti-Violence Initiatives	609.771.2571
Campus Police Department	609.771.2345
Center for Integrative Wellness	609.771.2901
Collegiate Recovery Program	609.771.2571
Community Counseling Collaborative	https://bit.ly/2JTwisA
Counseling and Psychological Services	609.771.2247
Dean of Students	609.771.2780
Disability Support Services	609.771.3199
Discrimination/Harassment	609.771.3139
Creation and Wellness	609.771.2223
Religious and Spiritual Life	609.771.2571
Residential Education & Housing	609.771.3455

Other 24/7 Resources

Campus Police	609.771.2345
Capital Health Emergency	609.396.4357
Crisis Text Line	text START to 741-741
LGBTQ Hotline	866.488.7386
NJ Hopeline (Suicide Prevention)	855.654.6735

Concerned about a student? Care Report

Once a report is submitted, it immediately goes into the College's web based tracking system and then is referred to the Dean of Students or CARE Team to follow up with a student.



Students 609.771.2780



Seize Academic Opportunities

- Reorganization/Travel Support
- Provost and VPAA Search
- Post-Grad degrees/certificates/4+1
- Early Pre-Tenure Scholarship Re-assignment



SUPPORT OF SCHOLARLY ACTIVITIES (SOSA) PURPOSE, PRINCIPLES, AND PROCEDURES

PROGRAM MISSION AND ENDURING PRINCIPLES

The Support of Scholarly Activities (SOSA) program is designed to support faculty and librarian scholarship, creative activity, and professional activity with exceptional merit and/or promise. The SOSA program reflects the College's commitment to making TCNJ a strong community of teacher-scholars and librarian-scholars. The program provides faculty members and librarians an alternate assignment within workload in order to have more time to engage in their scholarly, creative, or professional activities. SOSA awards may also be used for faculty and librarian scholarly, creative, or professional work, which engages students as collaborators or apprentices. The SOSA program is designed to support two equally important groups, both a) new faculty members and librarians in establishing their agenda for scholarship, creative, or professional activity, and b) continuing faculty members and librarians in engaging in scholarship, creative, or professional activity.

The SOSA program is a competitive yet inclusive grant program as it provides faculty members and librarians with re-assigned time to expand their program of scholarly, creative, or professional activity beyond the level that is already expected and included within workload. Successful proposals must be high quality and innovative and supported by the candidate's area of expertise, track record, and academic goals. Given that SOSA alternate assignment is possible only with budgetary resources, SOSA grants are awarded in accordance with the following enduring principles:

1. The SOSA program is a competitive process that supports prospective scholarly, creative, or professional work. The review process is conducted in a fair, transparent, and efficient manner.
2. The intellectual merit of the proposed scholarly, creative, and/or professional program/project for SOSA alternate assignment is given the greatest weight in the evaluation of any SOSA proposal.
3. The scholarly, creative, and/or professional qualifications of the applicant are also given consideration in the review process. The applicant's area of expertise, track record, and academic goals should support the proposed SOSA work and enhance the scholarly culture at the College.
4. The review process takes into consideration the broader impacts on both the applicant's scholarly, creative, or professional program and the overall teacher-scholar and librarian-scholar culture at TCNJ.

All full-time, tenure-line faculty members and librarians, regardless of tenure status or rank, are eligible and encouraged to apply for SOSA awards. The teaching or administrative needs of any Program, Department, or School cannot be used to discourage any applicant from applying.

DISTRIBUTION AND DURATION OF AWARDS

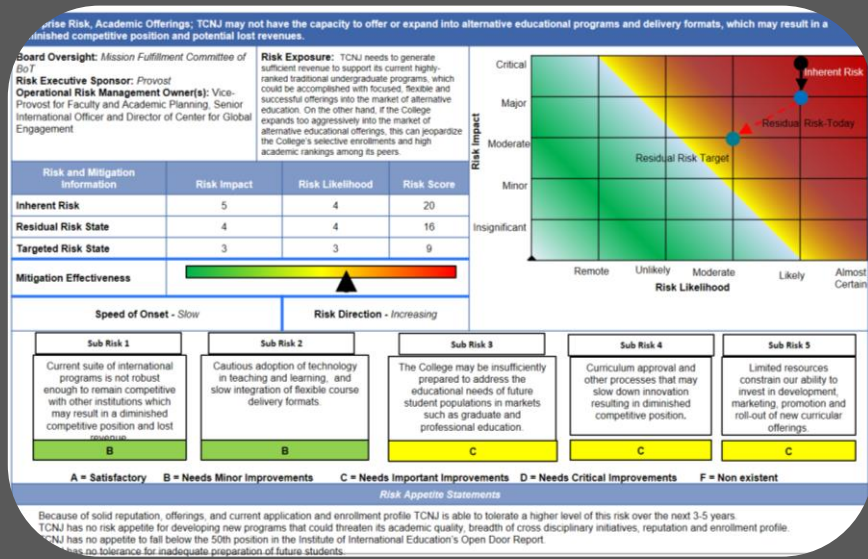
Awards are distributed competitively according to a procedure recommended by the Committee on Faculty Affairs (CFA) and approved through the governance process in consultation with the Union. A campus-wide Committee, made up of appointed members of the faculty, evaluates applications.

Promote and
Integrate our Brand



Align and Advance Cross-Unit Efforts

- Community Connections
- Enterprise Risk Management
- Grants and Scholarships
- Development and Alumni Engagement
- The Mother of All Cross-Unit Efforts



4. Plans



- ✓ Budget Plan
- ✓ IT Plan
- Campus Facilities Plan
- ✓ Advancement Plan
- Real Estate Plan
- Housing Plan
- Space Management Plan
- Enrollment Management Plan
- Academic Plan
- Community Engagement Plan
- ✓ Communications & Marketing Plan



TCNJ
2021:
BOLDER
BETTER
BRIGHTER

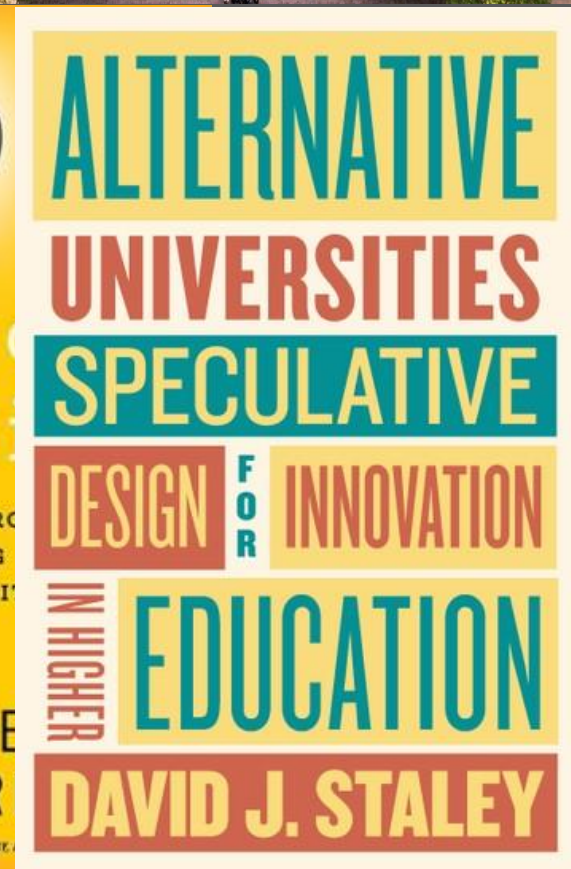
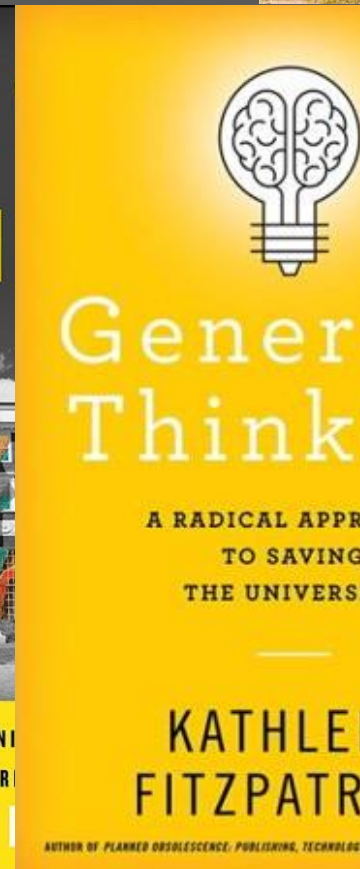
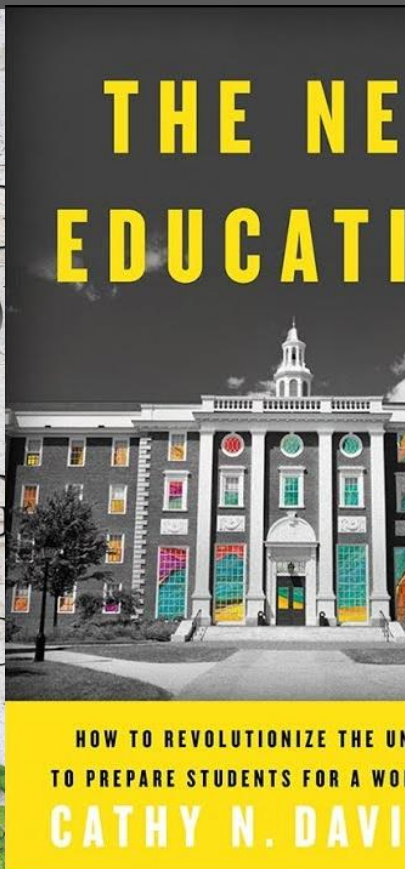
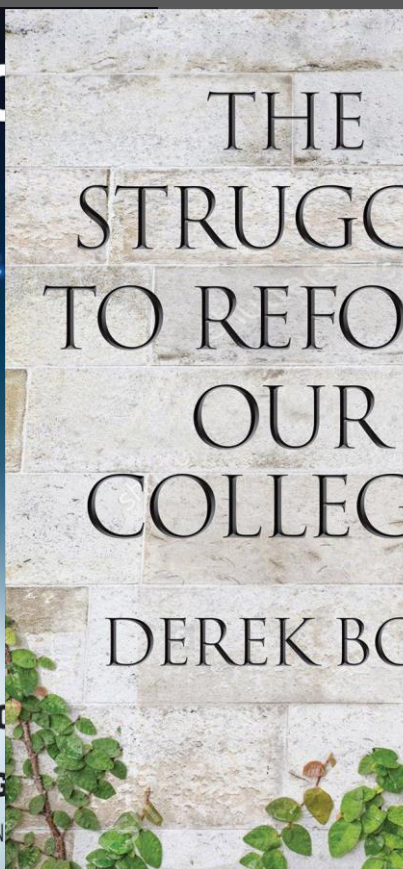
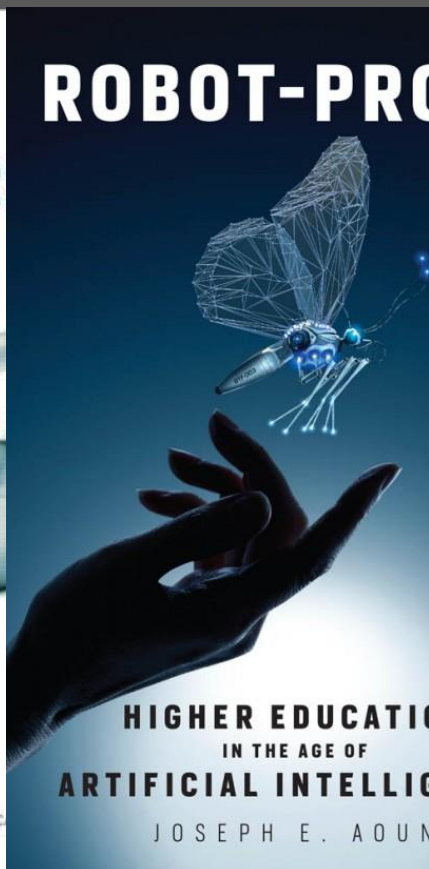
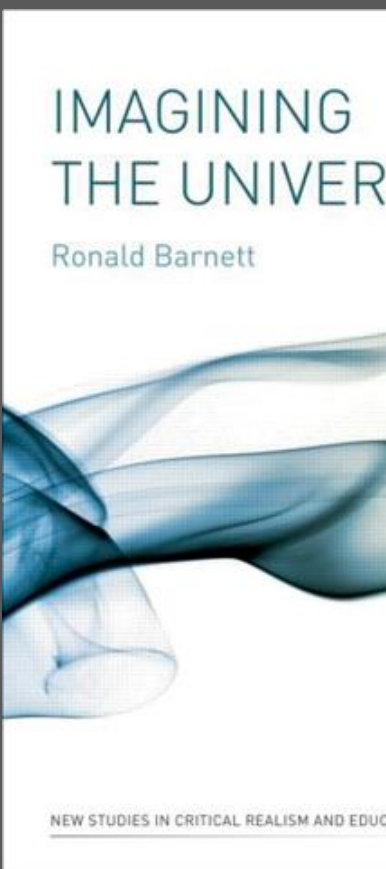
Less Planning, More Strategy

1. Why Do We Exist? A question of *Purpose*
2. Where Do We Exist? How is our Environment Changing? A question of *Situation*
3. Whom Do We Serve? What Do They Want? How are Their Needs Changing? A question of *Positioning*
4. What Do We Offer? What Do We Do or Not Do? A question of *Scope*
5. What Makes Us Special? A question of *Distinction*

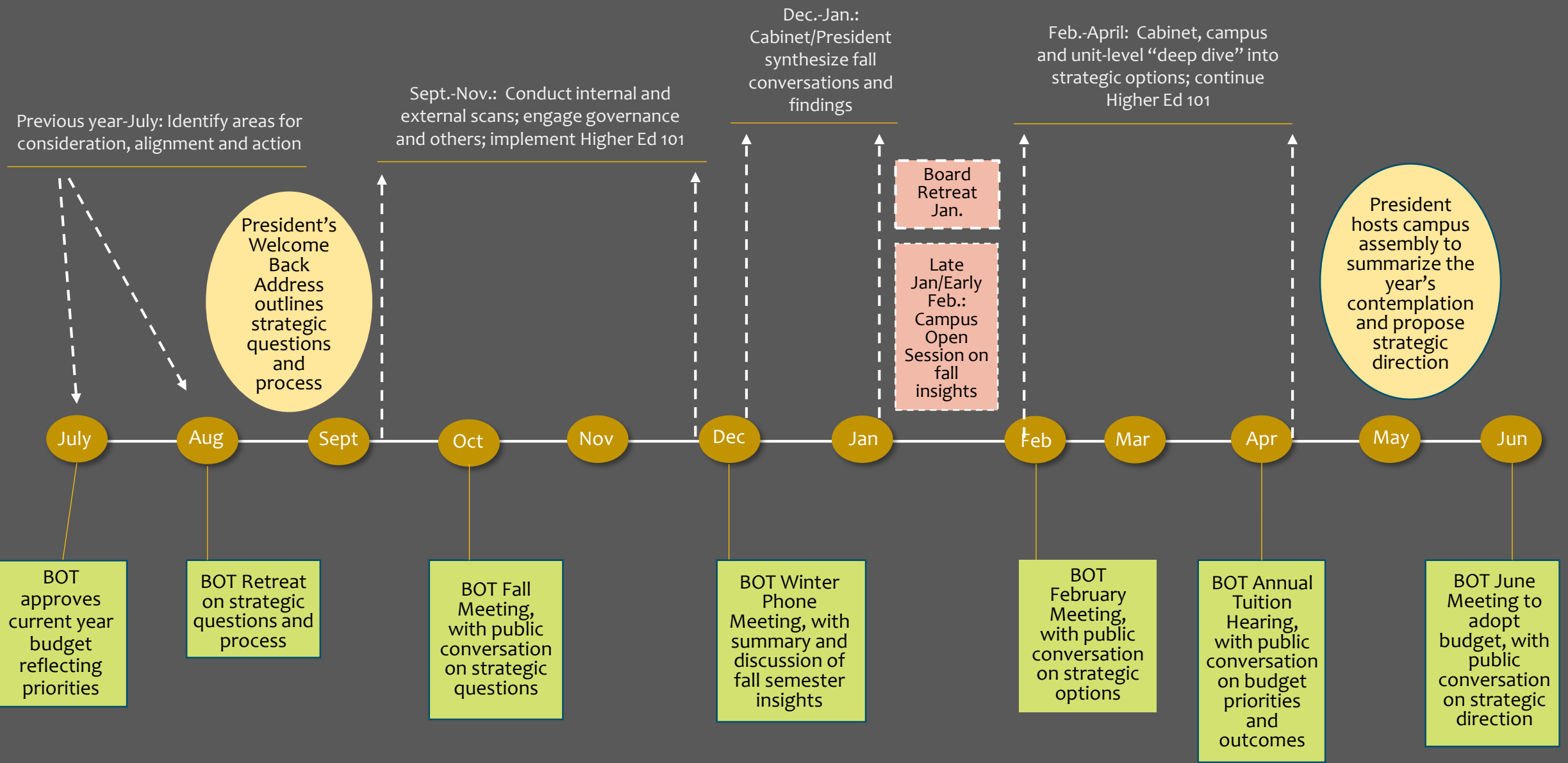
Higher Ed 101

Internal and External Scans

Field trips



FY20 Strategic Timeline





THINGS I HATE

1. VANDALISM

2. IRONY

3. LISTS

Enuf.
Let's Party.
Welcome Back Picnic.
Green Hall Lawn.
All welcome.

