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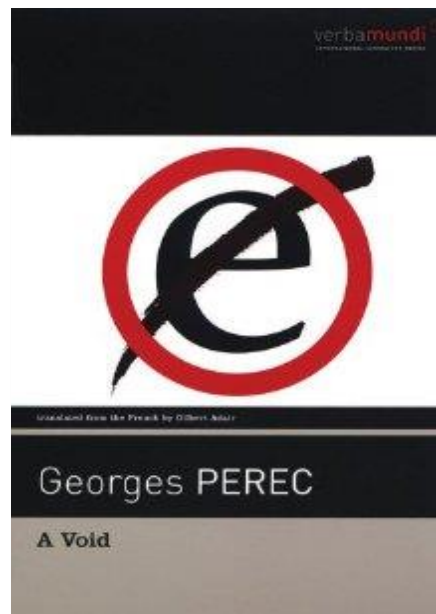
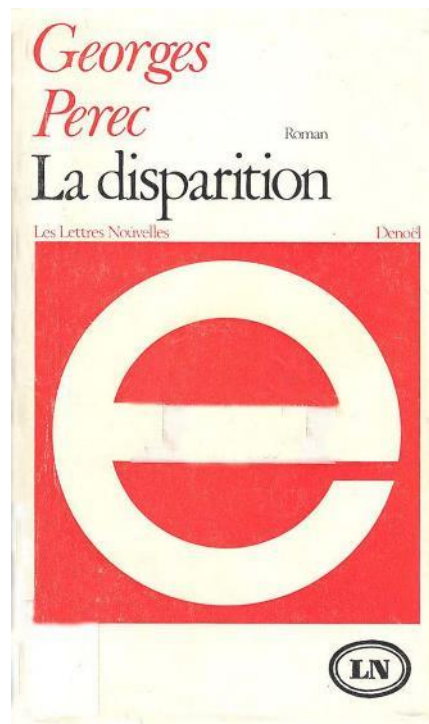
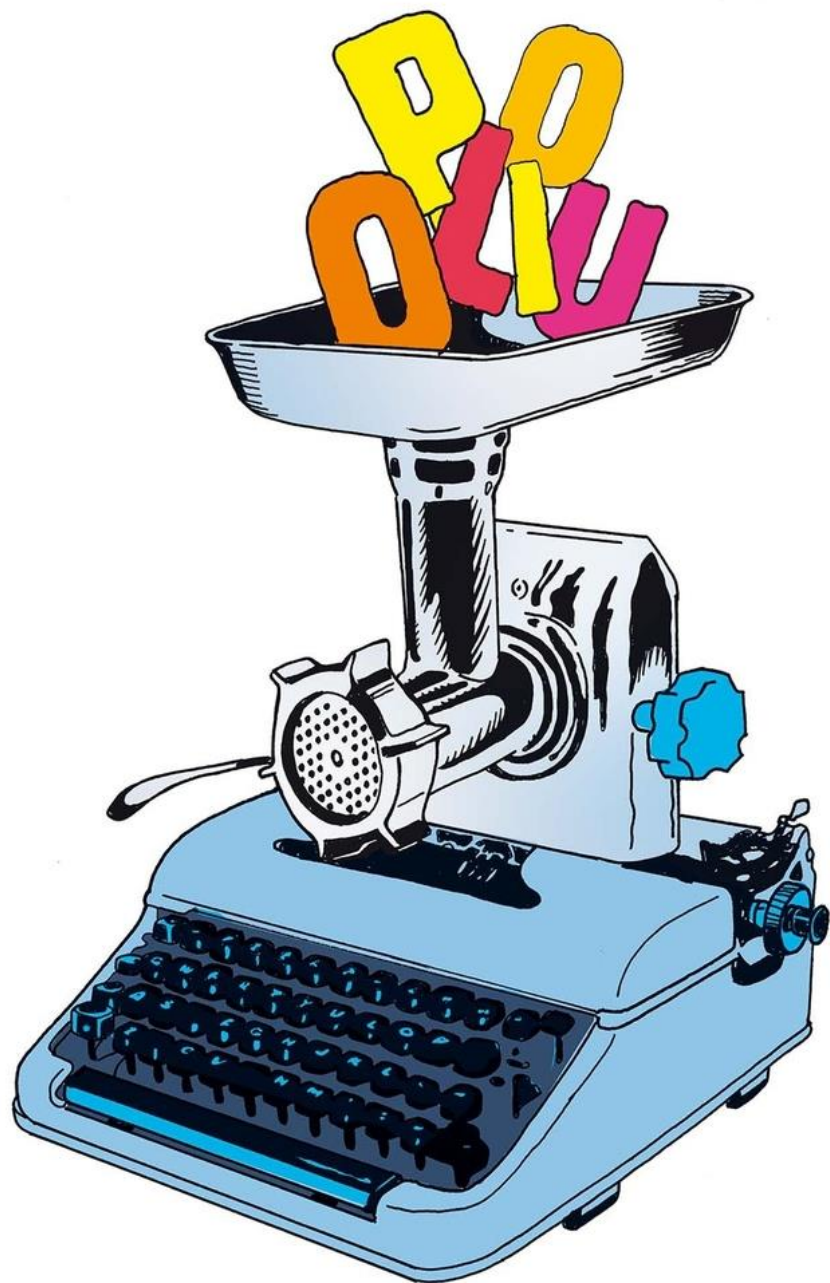
am
now
post
naste
sort of)
posting
new topic
to discuss.
do you enjoy
constraints?
does word play
give headaches?
are you confused?
This is a snowball,
A poetic form which
was created by those
who group themselves
with the name of Oulipo.
Every line contains one
Additional letter. U like?
John Newman

Top of Potential Literature

“constrained writing”

I
am
the
text
which
begins
sparely,
assuming
magnitude
constantly,
perceptibly
proportional,
incorporating
unquestionable
incrementations.

-- Harry Mathews




Ou alors, on pourrait agir ainsi : tu irais à un gala nippon.

Il y aurait pour ton grand plaisir, car on sait ton goût pour l'art subtil du Go, un naïf affrontant dans un match amical un champion, un « Kan Shu », sinon un « Kudan » : Kaku Takagawa, mais disposant, pour adoucir la disproportion, d'un fort handicap, non d'un « furin » mais d'un « Naka yotsu ». Kaku Takagawa ouvrirait par un « Moku hadzushi » ; son opposant s'absorbant dans un « Ji dori Go » aussi maladroit

-- Georges Perec, 1969

"This is a story chock-full of plots and subplots, of loops within loops, of trails in pursuit of trails, all of which allow its author an opportunity to display his customary virtuosity as an avant-gardist magician, acrobat and clown."

-- tr. by Gilbert Adair, 1995



The more constraints one
imposes, the more one
frees oneself of the chains
that shackle the spirit.

--Igor Stravinsky

Because, Despite, However, Therefore

Welcome Back Assembly
The College of New Jersey
September 1, 2021
Kathryn A. Foster, President

*Photos by Aaron Wilson Watson, Rebecca Nowalski, Rakieer
Jennings, Department of Athletics, and Kate Foster*



1. Because...



Five task forces, multiple sub-groups, much research, hundreds of perspectives, gazillion decisions

Health and Safety Taskforce

Issues and Planning for Fall 2020

I. REGULATORS

1. United States - White House Task Force, CDC, U.S. Department of Education, EEOC
2. State of New Jersey – Governor, Return to Work Task Force, Department of Health; Secretary of Higher Education
3. Local – Mercer County, Ewing Township

II. CONCERNS AND REMEDIAL MEASURES

1. TCNJ Policies

- a. Employees – Human Resources and Academic Affairs (accommodations, remote work, staggered shifts and reporting/departing times, alternating days, high-risk populations, sick leave, FMLA, Emergency FMLA, ADA, EPSL, FFCRA, NJLAD, NJFLA)
- b. Students – Student Affairs and Academic Affairs
- c. Visitors – College Advancement and Enrollment Management
- d. Residential Housing (housing contract, capacity, Facilities)
- e. Student Code of Conduct
- f. Enforcing Physical Distance
- g. Capacity (instructional, residence halls, common areas)
- h. Training (policies, physical distance, PPE, sneeze & cough etiquette; personal hygiene; radiation safety)

2. Monitoring and Surveillance

- a. Symptom Monitoring - Identify Fever/Acute Lower Respiratory Illness
- b. Of whom
- c. By whom
- d. Self-monitoring and reporting
- e. Temperature Taking

3. COVID-19 Testing

- a. Who can/should get tested
- b. Types of COVID-19 Tests
 - i. Viral (molecular) test -
 1. Indicates presence of current COVID-19 infection
 2. Sample collection method
 - a. Provider-administered (deep) nasal swabs (5 - 45 minutes)
 - b. At-home nasal or cheek swabs (1 - 2 days from receipt) or saliva (2 – 3 days from receipt)
 - ii. antibody (serological) test
 1. indicates late-stage or prior COVID-19 infection (with presence of antibodies)

2. sample collection method

- a. blood test (finger prick)(1 -2 days)
- b. nasopharyngeal/nasal swab
- c. saliva

4. Contact Tracing

- a. By whom – New Jersey Department of Health; TCNJ; Contractor
- b. Personal log
- c. Apps
- d. Privacy

5. Facilities and Equipment - Social/Physical Distancing

- a. Personal space
- b. PPE – procurement, issuance, cleaning, enforcement
 - i. Face Covering
 - ii. Disposable masks
 - iii. Goggles/Face Shields
 - iv. Gloves
 - v. Hand washing and sanitizer
- c. Modified Layouts
 - i. Tables and seating - numbers, spacing and configuration
- d. Labs
- e. Hallways (one-way)
- f. Stairs (one way, either up or down)
- g. Elevators
- h. Common Areas
- i. Classrooms
- j. Library
- k. Residence Housing (single occupancy rooms; spaced out rest rooms)
- l. Surface cleaning/disinfecting
- m. Compromised Area closure, cleaning/disinfecting
- n. Water systems (after prolonged shutdown)
- o. Mechanical systems (HVAC) and ventilation
- p. Physical Barriers (Plexiglas)
- q. Enter/Exit Control (no touch entrances)
- r. Sinks & Toilets
- s. Swipe Access
- t. Spatial indicators and Signage (directional, occupancy limits)

6. Workforce

- a. Remote work
- b. Staggered schedules
- c. Employee leave, accommodations, absence
- d. High-risk populations

7. Students and Campus and Student-centered Programming

- a. High-risk students

- b. Athletics
- c. Student Recreation and Packer Hall
- d. Fitness Center
- e. Outdoor Facilities
- f. Club Sports
- g. Intramurals
- h. Recognized Student Organizations
- i. Campus Events

8. Health Care Providers

- a. (Student) Health Services
- b. Bergen New Bridge

9. Food Service

- a. Sodexo

10. Campus Town

- a. Housing
- b. Retail

11. Sickness or Exposure

- a. Symptom and Compliance Reporting
 - i. Self-reporting to TCNJ
 - ii. Reporting of others to TCNJ
 - iii. TCNJ reporting to Health Officials and those in close contact
 - iv. Contact Tracing
- b. Exit from Campus, transportation
- c. Quarantine (exposure)
- d. Isolation (sickness)

12. Coronavirus Resurgence

- a. Outbreak on Campus
- b. Community Spread
- c. TCNJ community members affected off-campus (absenteeism)
- d. Other (influenza)

13. Internal Audit and Enterprise Risk Management

- a. Assess implementation and success of measures
- b. Management response/Action steps

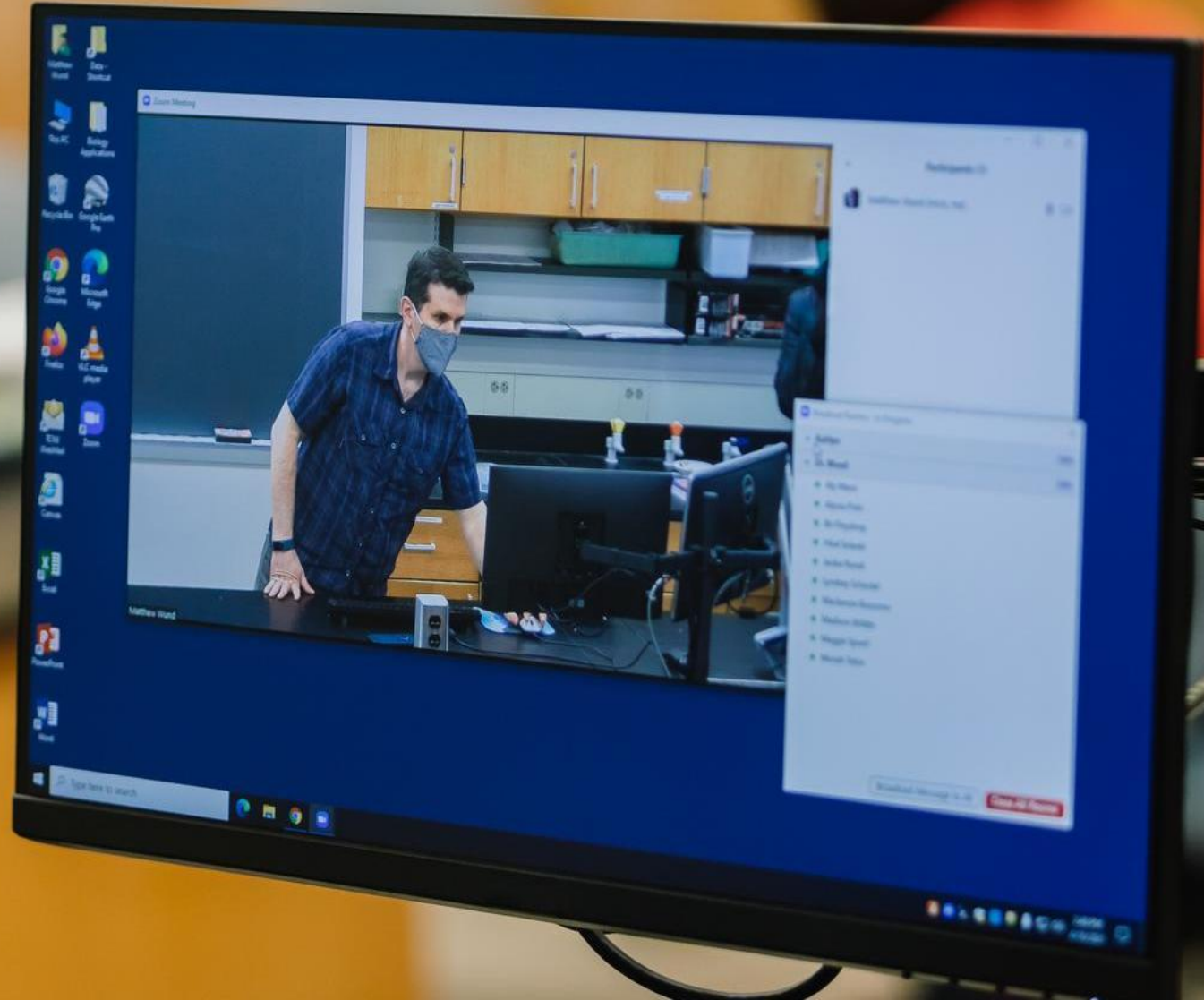
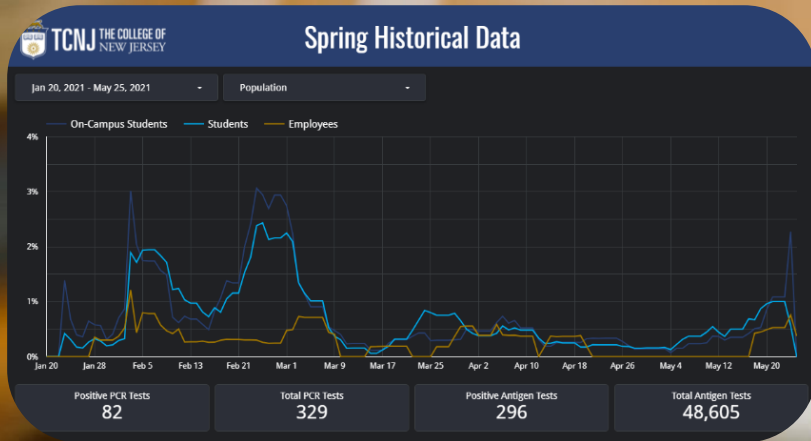
“Not Normal” Fall



Remote learning, empty campus, physical adaptations, Zoom

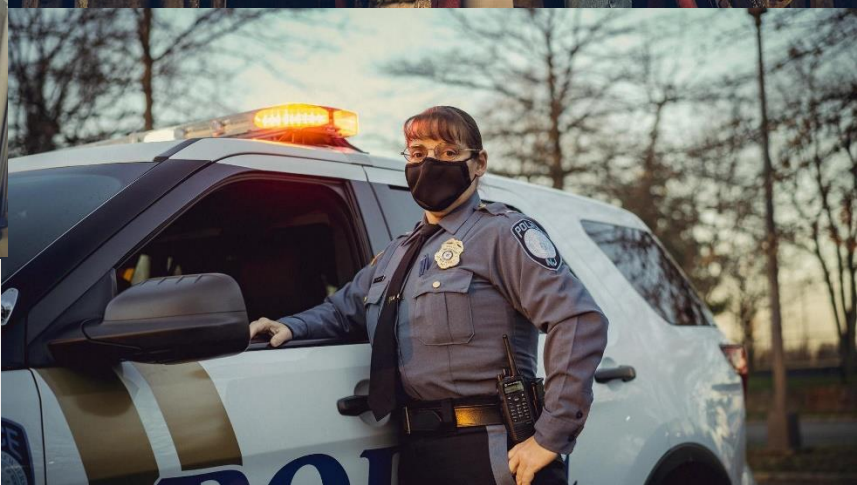


Spring Awakening





A New Appreciation



Commencement, Class of 2020



Commencement, Class of 2021



2. Despite...



Academic Achievement

- Highly successful Mentored Undergraduate Summer Experience (MUSE) in Science, Engineering, HSS, Arts & Comm
- Trained over 600 faculty for remote and flex instruction
- Approved for Peace Corps Paul D. Coverdell Fellows program to recruit graduate students in Nursing
- New faculty hires: 20 visiting and tenure-track assistant professors, including Clare Boothe Luce professor in Physics
- Successfully completed NJM Urban Innovation, Gitenstein-Hart prize, and Barbara Meyers Pelson fellowship programs, with new incumbents selected for 2021-22
- Established \$2 million endowed fund for Academic Innovation to support curricular and scholarly opportunities
- Completed Academic Advising analysis and reforms to FYS, CEL, and Liberal Learning programs
- National accreditation of Computer Science program
- Graduated the inaugural MBA class of 28 students
- Finalized 4+3 program for Doctorate in Physical Therapy with Jefferson University



Highlight:

Graduation Rates

- Increased from 5th to 4th in the nation for highest 4-year graduation rates among highly residential public institutions
- At 85.8%, ranked 16th of 697 public institutions for 6-year graduation rates, highest in New Jersey
- Notable 4-year graduation rates of 85% for Pride Mentoring Program and 74% for EOF

4-year Graduation Rates

Bachelor's-degree-seeking adjusted cohort

Graduated within 4 years

4-year public institutions			
Highly residential			
1.	College of William & Mary	1,475	85.0%
2.	U. of North Carolina at Chapel Hill	3,941	83.8%
3.	U. of California at Los Angeles	5,684	79.6%
4.	College of New Jersey	1,404	74.9%
5.	U.S. Merchant Marine Academy	214	74.8%
6.	U. of Massachusetts at Amherst	4,607	74.1%
7.	U. of Connecticut	3,704	72.9%
8.	U. of North Carolina School of the Arts	210	71.9%
9.	State U. of New York College at Geneseo	1,130	71.8%

Source: Almanac 2020-2021, Chronicle of Higher Education, based on IPEDS data

Increasing Diversity and Access

- Admissions recruited the most racially, ethnically, and economically diverse class in college history
- Of 1,512 incoming first-year students
 - 10% Black/African-American
 - 13% Asian/Asian-American
 - 17% Hispanic/Latinx
 - 55% White
 - 5% not reported
- Pell-eligible FY students
 - Fall 2021: 21.2%
 - Fall 2020: 18.2%
- First-Generation students
 - Fall 2021: 29%
 - Fall 2020: 24%
- Financial aid commitment: students with \$0-\$2,000 “expected family contribution” pay \$0 tuition and fees
- Reset out-of-state tuition to 1.4x in-state (from close to 2.0x)



Highlight:

Antiracism and Inclusive Excellence

- Multiple interest and action groups engaged, including Faculty and Staff senates, Student Government, student organizations, Campus Diversity Council, Antiracism Task Force, ad hoc groups, and Inclusive Excellence
- Dozens of events, workshops, lectures, and activities to educate and build capacity for advancing antiracism and inclusive excellence

What is a crosswalk and how do I use this document?

A crosswalk is a document that provides an index of similar programs and initiatives. This document aims to collate campus-wide anti-racism action items, demands, and other calls for change published by various groups of the TCNJ campus community in response to the national events of Summer 2020. Individual action items are given a label corresponding to the document title and paragraph number it references (e.g. 5th paragraph for Faculty Senate's - FS-5). Brief summaries of action items are provided, and the full documents can be accessed online. Action items have been grouped into 8 themes: Accountability, Education, Reparation, Recognition, Cultivation, Reclamation, Representation, and Engagement.

This crosswalk also serves as a visualization of progress on and responsibility for action items. Page 6 summarizes the total number of action items by stage of development, and stage of development by theme. Pages 7 and 8 list each action item by theme, and gives a brief update as to their status. Original documents submitted by the community and full update memos are [available here](#).

How will the institution use this information?

The information in the crosswalk will inform TCNJ's broader Inclusive Excellence Strategic framework, currently in development.

Who created this crosswalk?

This document was developed by the Division of Inclusive Excellence and an ad-hoc workgroup of the Campus Diversity Council. Questions or concerns about its content, structure, or uses should be directed to the Division of Inclusive Excellence at inclusion@tcnj.edu.

The referenced calls to action, memos, lists of demands, and other documents were received and compiled over Summer and Fall 2020 and may have been updated or amended since.

When will it be updated?

This document will be updated periodically by the Division of Inclusive Excellence in collaboration with the Anti-Racism Task Force. Subsequent versions of the crosswalk may include new information or visualizations as we incorporate feedback from community members.

How can I get involved?

The work of diversity, equity, and inclusion belongs to us all. Anyone interested in contributing to any of these initiatives should contact the responsible unit, or contact the Division of Inclusive Excellence at inclusion@tcnj.edu.

In Planning | In Progress | Implemented | Improbable

TCNJ THE COLLEGE OF NEW JERSEY	BLM Call to Action	Student Government	Faculty Senate	HSS Commitment to Anti- Racist Action	Lions' Committee for Justice
Accountability for policies and practices	CDC-9.1 – equity policy audit CDC-6.1 – faculty evaluated on inclusivity	SG-1 – Student Diversity Steering Committee convened SG-2 – RSO President's Council convened	FS-11 – visible anti-racism commitment FS-13 – holistic model of public health & safety FS-3 – curricular policy equity audit FS-5 – classroom racial climate metrics FS-14 – reopen racial bias cases against campus police	AR-2 – anti-racism committee, draft DEI plan AR-14 – better enforcement of anti-discrimination policy AR-3 – review all programs for racist policies annually AR-15 – publish anti-racism action timeline AR-13 – racial climate on course evals AR-10.2 – reopen racial bias cases against campus police AR-10 – disband, replace campus police	LCJ-2.1 – LCJ spot on BEST
Education in and out of the classroom	CDC-7.1 – new student diversity training	SG-3 – biweekly educational BLM bulletin	FS-4 – first-year course on racism	AR-4 – create and mandate white privilege/supremacy course AR-5 – credited community-building summer course for black students	LCJ-3 – mandatory social justice course

	SG-7 – treat plantation house for asbestos, etc. SG-8 – paid/credited research opportunities at	FS-6 – fund relevant social research FS-12 – BIPOC programming funds and	AR-8 – establish reparations fund AR-10.1 – redirect police funds to mental health,	LCJ-7 – disclose prison/child labor partners
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Student Achievement

- Twelve Blue and Gold Award inductees for leadership excellence and contributions to TCNJ
- 100% pass rate for Nursing students on the professional licensure exam (NCELX)
- Graduate school placements for HSS '21 grads at Johns Hopkins, Cornell, Univ. of Edinburgh, Fordham, Wake Forest and others
- Three TCNJ students from Class of 2023 joined the inaugural cohort of the Aspiring Scholars and Professionals program (ASAP) at Princeton University, a Ph.D. pathway initiative
- Senior Engineering Design team won 7 awards at the Solar Boat competitions in Ohio (including Outstanding Solar System Design and Outstanding Drivetrain Design)
- TCNJ chapter of Kappa Delta Pi Honor Society (Education) won its tenth Award for Education Excellence, second in the nation
- Seth Kaliroff '21 (A&C major, Business minor) won three awards at MovieFest for his short film, "Filletted" (also nominated for national best story)
- Javier Morales '21 (Physics, EOF) graduated in 3 years and pursuing Ph.D. at Princeton
- Radhika Purandare '21 (A&C) awarded Fulbright for health communications research at Karolinska Institutet in Sweden

Tennis



38th consecutive conference championship, the nation's longest active winning streak in any sport in all three NCAA divisions

Track & Field



Softball



Highlight: Women's Athletics NJAC and NCAA Champions

Lacrosse



Swimming
and Diving



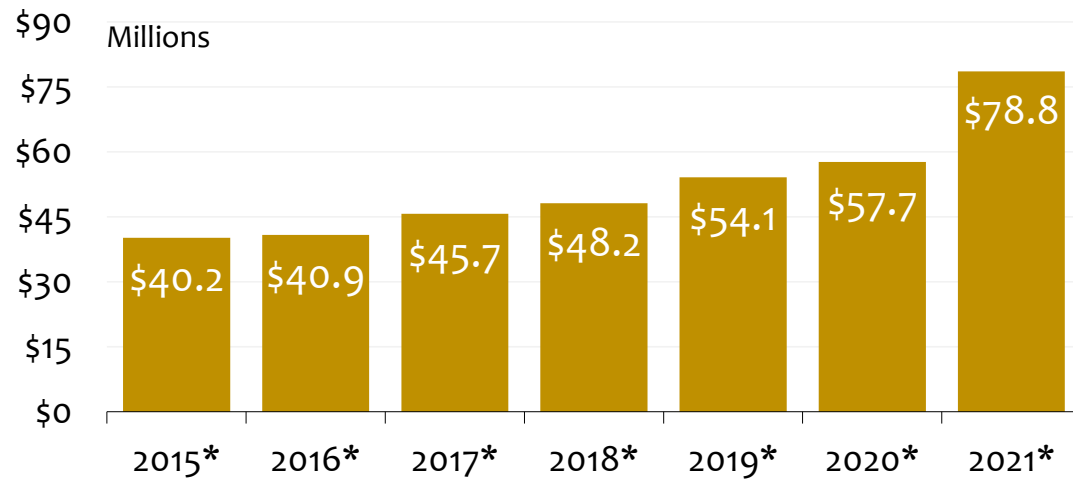


Institutional Achievement

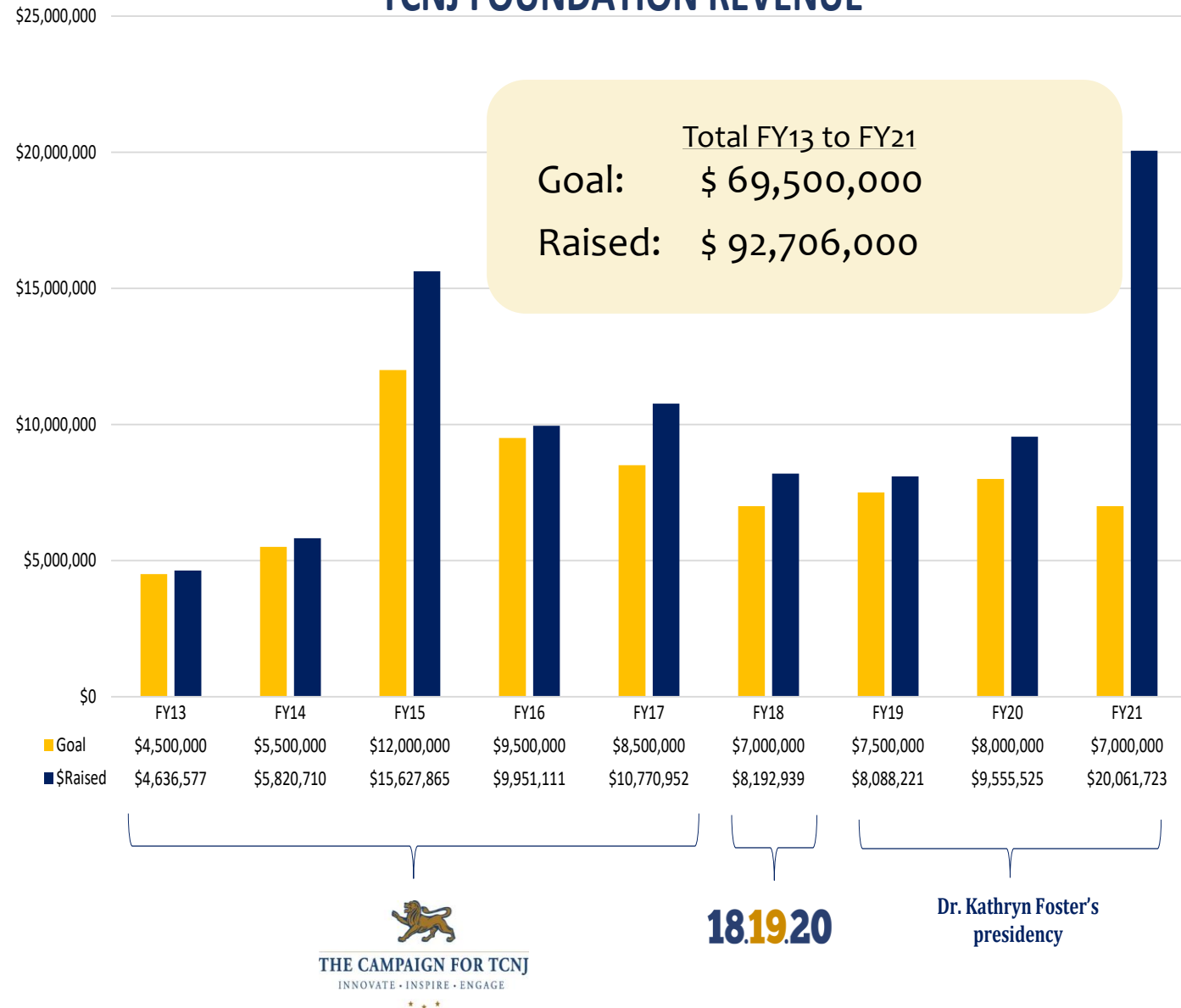
- Signed Trenton Central High Pathways program agreement for Fall 2021 implementation
- Awarded \$1 million grant for “On Ramps to College” programs with Trenton, Ewing, and Willingboro
- Awarded \$2.4 million grant to establish New Jersey Summer Tutoring Corps
- Awarded \$100,000 Opportunity Meets Innovation Grant for The Shop to promote Hunger-Free Campus
- Alumni Engagement launched TCNJ Link networking platform, created the Industry Insiders Webinar Series, and hosted wildly successful Senior Send-Off
- Completed successful searches for Associate VP for Finance and Budget Planning, Associate VP for Facilities Management and Assistant VP for Inclusive Excellence
- Updated the Student Conduct Code and established Restorative Justice for bias-related incidents
- Selected to participate in AAC&U’s Truth, Racial Healing and Transformation leadership workshop
- Earned regional Emmy nomination for “I am TCNJ: A Docu-Story Project”

Highlight: Fundraising

- Over \$20 million raised through College Advancement, highest annual total in college history
- College assets, which are managed by the TCNJ Foundation, have almost doubled since 2015



TCNJ FOUNDATION REVENUE



Campus Enhancement

- Resurfaced the “pixels” for longer life; installed “Welcome Back” signage and ground stickers around campus
- “Found” existing Adirondack Chairs and purchased new ones
- Opened the modernized Dispatch Center for Campus Police
- Chipped away at underground domestic water and steam projects
- Completed Armstrong Hall renovations, including gender-neutral bathrooms
- Installed new turf field at field hockey and lacrosse stadium; upgraded softball dugouts
- Created Inclusive Excellence division offices and permanent Accessibility Resource Center in Roscoe West
- Upgraded kitchen at T-Dubs Café
- In progress for fall 2021:
 - Expanded “Maker Space” in AIMM; “Advising Bar” in Roscoe West
 - Packer Hall weight room and “Hall of Champions”
 - Jogging path along Metzger Drive loop/Outdoor Fitness Center
 - Steam lines between Kendall and Science (third time’s the charm!)
 - Biology Building Greenhouse
 - Education building garage



Highlight: Sustainability

- Environmental Sustainability Council creates “Greener Going Forward” sustainability plan
- TCNJ hires its first full-time Senior Director of Sustainability and Energy Management for September 2021 start
- Sustainability Investments:
 - Installation of a 1.2 megawatt solar array in lots 4 and 5 (fall 2021)
 - Installation of new water bottle filling stations, now at 42
 - Conversion of inefficient lighting systems to LED fixtures in North gym, Rec Center, pool, tennis courts, other places
 - Rebuilding tree canopy to replace trees lost to disease and old age
- Solar Tables with plug-in capacity to be installed outside Brower
- New recycling app developed by TCNJ Computer Science students
- Fleet Management Program to reduce carbon footprint and reliance on gas-powered vehicles
- New sustainable landscaping protocol, emphasizing native plants and reduced water and chemical use
- Environmental Sustainability Education Minor becomes 11th in the nation and first in NJ to earn national accreditation



3. However...



COVID TESTING



- 97% students vaccinated
- ~85% employees vaccinated
- Regular testing for unvaccinated; random testing for others
- Indoor masks



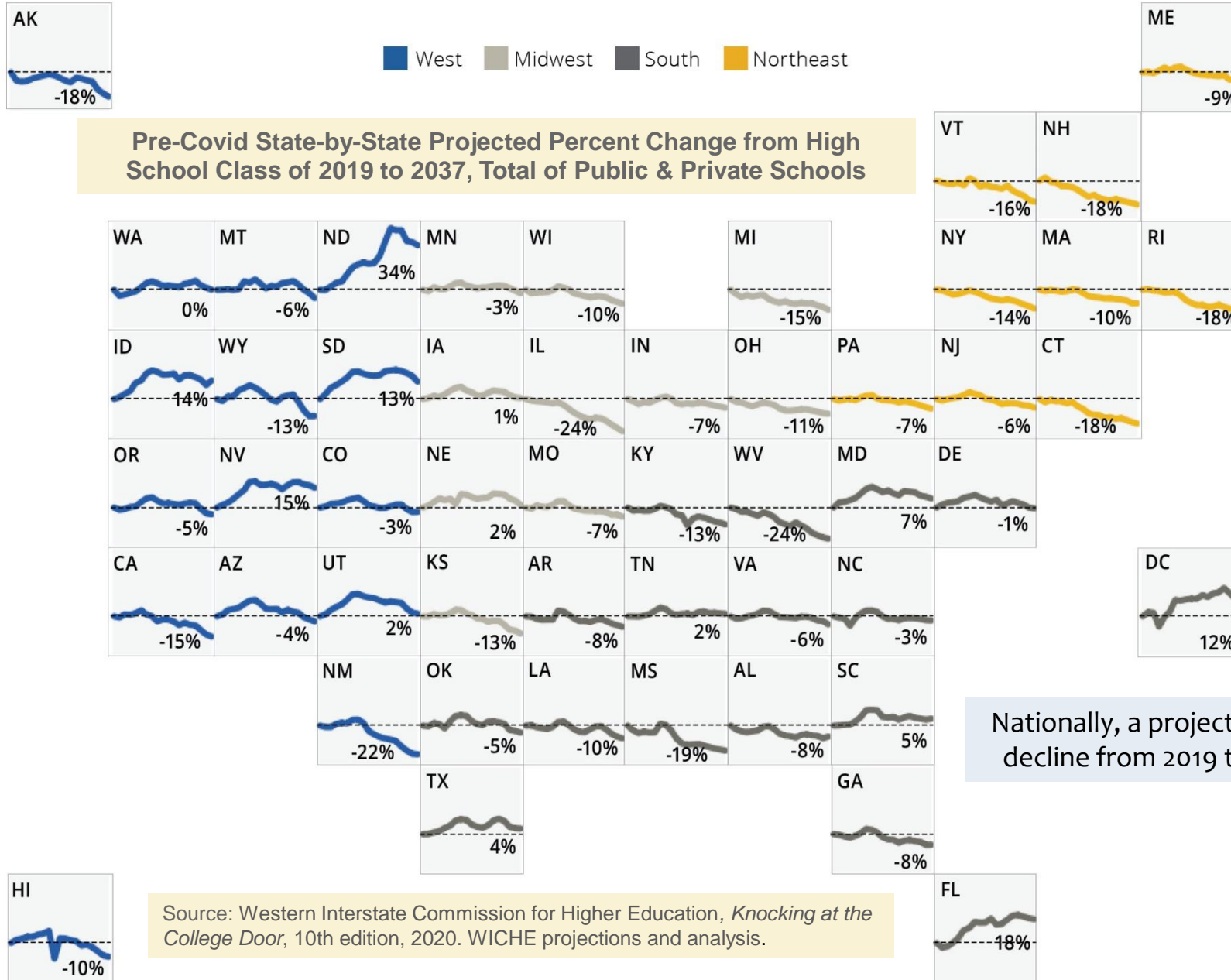
Sp '21 to Fall '21 retention rates
(as of Aug. 27, 2021):

- 92.1% first to second year
- 96.6% second to third year
- 97.2% third to fourth year



ENTER HERE

Demographic Patterns and Trends



Covid Impacts (source: WICHE, "Covid-19 and Public Schools Enrollments and Graduates," July 2021)

- The COVID-19 pandemic appears to have had limited effect on the immediate potential number of public high school graduates
- Students from under-represented groups are driving the increase in high school graduates; more recent data confirm this is still the case through COVID-19 pandemic
- Student populations in elementary and middle school grades notably decreased, signaling amplified downturns starting in 2025

Nationally, a projected 6.6% decline from 2019 to 2037

Competition



Top Feeders
offering superior
reputation, financial
aid, and facilities



Peer Competitors
Rutgers NB, Univ Delaware,
Rowan, Stevens Inst of
Technology, Seton Hall

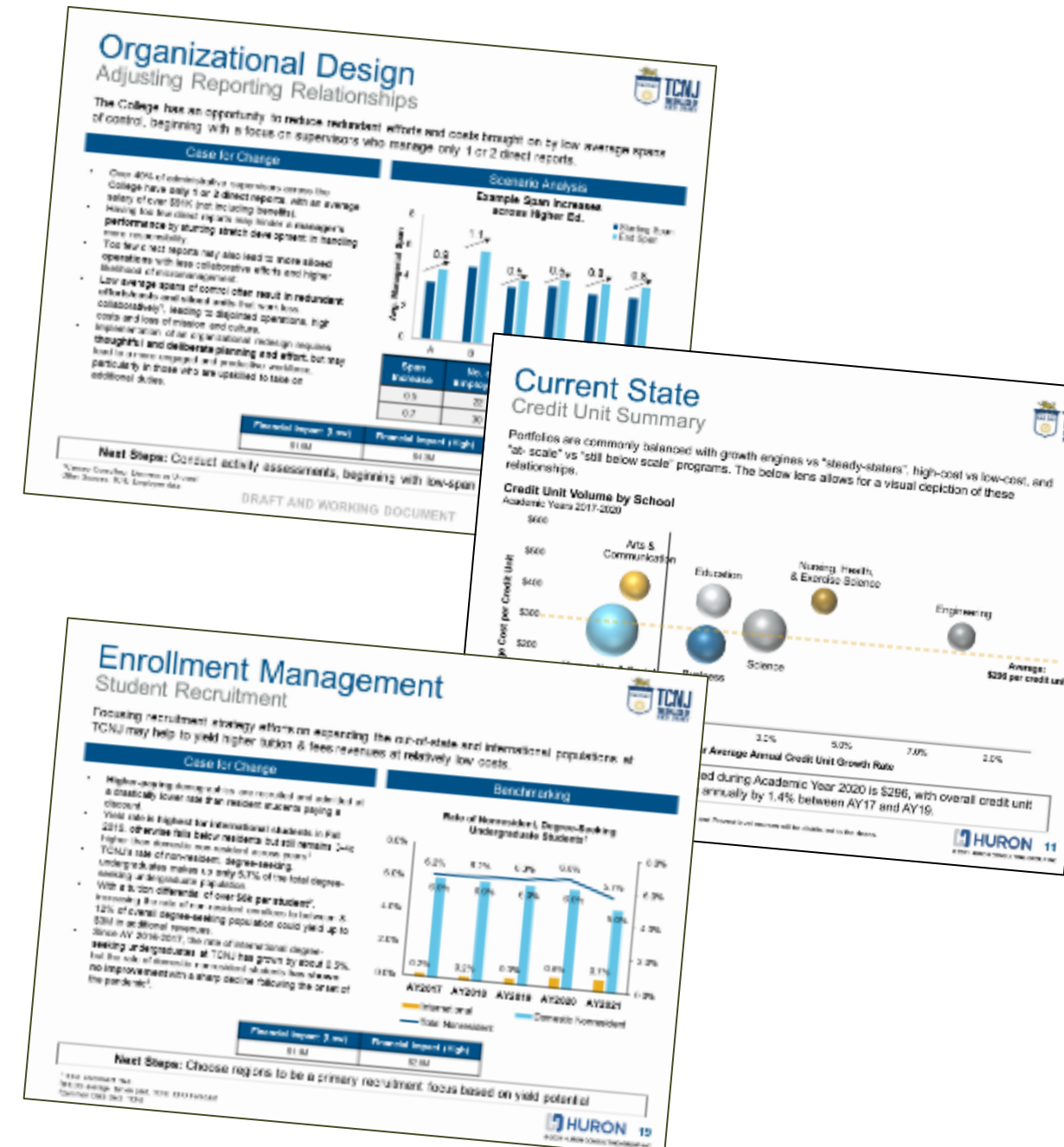


Bottom Feeders
offering lower cost,
greater convenience, and
faster path to credential

Financial Challenges

- FY22 budget --\$271 million – shows \$566,000 surplus...
- ...with \$6.5 in federal American Rescue Plan support
- ...and maintenance of some vacancies we plan to fill
- ...and only partial restoration of expenses managed in FY21

- Contracted with Huron Consulting
- Analyze opportunities for revenue enhancement, cost reduction, or general efficiency improvements
- Over 40 opportunities generated; now with Steering Committee and cabinet to assess and prioritize
- Academic cost and growth data provided to provost and deans



State Environment

WHERE OPPORTUNITY MEETS INNOVATION

A Student-Centered Vision for New Jersey Higher Education



State of New Jersey
Office of the Secretary of Higher Education
February 2019

State Appropriation (amount in '000)

		2020 Actuals	2021 Actuals	2022 Budget
State appropriations	\$	27,177	28,708	30,062
Fringe benefits		27,174	22,906	29,808
Gross State support	\$	54,351	51,614	59,870

-- State support increased by \$8.3 million to **nearly \$60 million**

- **\$29.8 million** in fringe benefits appropriation for TCNJ's state-funded employees (859)
- **Flat funding of \$1.1 million** for Outcomes-based Allocation
 - Metrics: # degrees completed; # degrees completed by students from under-represented race/ethnicity groups; # of enrolled students who are Pell-eligible
 - Metric for mission under development for FY23
- **\$1.35 million** for Garden State Guarantee Program
 - Years 3 and 4: \$0 tuition and fees for students from NJ households <\$65,000 AGI
 - Tiered relief for students from NJ households \$65,000 to ~\$80,000 AGI
 - Effective Fall 2022
- **Tuition Assistance Grant** increases....but TCNJ is already over new guaranteed minimum amount

Infrastructure Challenges



Major Capital Facilities Needs

- Domestic Water, Steam Lines, Chillers
- Fire Alarm System
- Residence Halls: Travers-Wolfe, Townhouses, Centennial, EAB, Decker, etc.
- Power Plant Reliability: utility distribution and optimization projects
- Forcina Hall, Bliss Hall, Business Building, Roscoe West '68 and '34
- Athletic Facilities (Packer gym, Rec center)

Info Tech Needs

- Core Network Infrastructure: underground fiber, routing, switching
- Wireless Saturation
- Multiple cybersecurity layers for data, cloud, and users

Data Governance Needs

- Reporting system, relevant tools to access data
- Data literacy and quality; user training
- Accessible finance, HR, student dashboards

Operations and Administrative Needs

- Cloud migration literacy and maturity, including technology, tools, training
- Space management system; integrate and implement FAMIS work order system
- Improved delivery and customer satisfaction with central services
- Integrated planning: strategy, budget, capital plans

Challenges to Community and Morale



Covid-19 stress

Health and safety concerns

Family and personal circumstances

“You told me classes would be in person”

Furloughs, deferred compensation

Unemployment insurance SNAFUs

Questions of equity: varied jobs = varied work schedules

Isolation from campus and one another

Impact of schedule choices on one another

Desire for flexibility (not fully satisfied)

Desire for autonomy (not fully satisfied)

Variation in performance management process

4. Therefore...



Four Themes for the Year

1. Restore Community

Re-energize our community to advance a TCNJ culture of engagement, inclusion, confidence, care, pride, and joy.



Key Initiatives:

- Pilot and continually assess remote and on-campus work arrangements
- Create and enjoy opportunities for “community learning,” such as “block parties,” unit fair, affinity groups, and job shadowing
- Boost morale through work policies, mentoring, governance, supervisor development, and new and old college traditions
- Embrace “plus 1” to engage across units and divisions
- Friday “TCNJ Spirit” wear; name tags; signature blocks, milestone pins

Upcoming Events

- Post-Welcome Back Assembly Picnic ~~on Green Lawn~~ in Brower Student Center
- School- and unit-wide picnics
- Welcome events for new students and faculty/staff, with special events for incoming sophomores
- Social teas, coffees, salons, and first meetings of affinity groups

2. Finalize and Activate the TCNJ Strategy

Complete a vibrant and sustainable strategy for TCNJ to position the college to thrive in years to come.

August 2019



September 2020 - March 2021

The College of New Jersey Strategy Framework Stakeholder Feedback to CSPP's Focus Group/Survey Questions March 3, 2021

In September 2020, President Foster charged the Committee on Strategic Planning and Priorities (CSPP) with the task of developing a new strategy framework for The College of New Jersey (TCNJ), one that will establish a clear set of priorities and evaluative metrics, in addition to defining an annual review process. The committee retained the services of Ms. Laurie Schulte of The Clarion Group to facilitate the campus in the first stage of this effort.

With the help of over 50 faculty, staff, and student volunteers, CSPP conducted 39 focus groups in December 2020 and January 2021 that solicited the community's feedback about TCNJ's strengths, challenges, and potential areas of strategic emphasis. The committee held special focus group sessions for members of the Student Government and the Faculty and Staff Senates, as well as the Deans, President's Cabinet, Board of Trustees, alumni, and external stakeholders. Nearly 300 people participated in these conversations or submitted their thoughts through an online survey.

Another set of volunteers analyzed the rich content from the survey and focus groups, sorting responses by stakeholder group (students, faculty, staff) and theme. Laurie Schulte compiled the results of focus groups conducted with the Board of Trustees, the President's Cabinet, the Deans, and the alumni/external stakeholders. (We have abbreviated this group as TAES: Trustees, Administrators, External Stakeholders).

This document has three parts: 1) a summary of key themes and prominent responses; 2) a discussion of the higher education landscape; and 3) a detailed synthesis of responses to the focus group/survey questions organized by stakeholder group.

I. Summary of Key Themes

College Identity: There is significant consensus about what TCNJ does well and what it should build upon in the future. All stakeholder groups agree that TCNJ offers a high-quality, rigorous education built on the teacher-scholar model, student engagement, undergraduate research, and a commitment to academic excellence. Although faculty generally do not use the term "public ivy," the term has currency among students and staff when they try to capture the college's academic environment, which they describe as "high achieving," "ambitious," and "driven." Students frequently refer to TCNJ as offering an "Ivy League education," without "the connections and resources" but at a public-school price. Respondents from all stakeholder groups take pride in the liberal arts core, commitment to community engaged learning, low student-faculty ratio, distinction among its state and regional peers, and reputation as a "leading public liberal arts college." Previous strategic plans have described uncertainty about TCNJ's identity and dissatisfaction with the slow pace of gaining more national recognition. The 2020-21 responses were no different. Significant tension exists between the college's status as a "hidden gem" with connections to the state and local community and its desire to expand its "brand" nationally. Another area of concern is how TCNJ can extend its personalized, student-centered, and rigorous education to a new generation of students who may not be as "college-ready" as

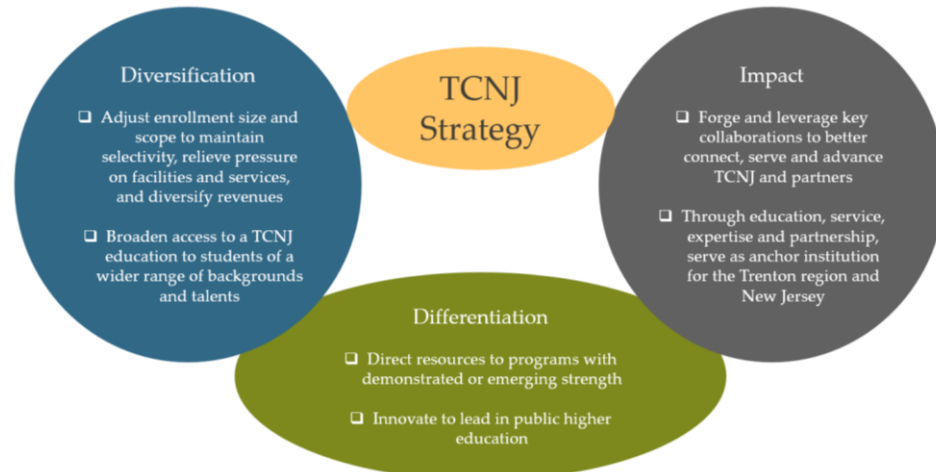
April - June 2021

- Issued RFP for strategy consultant; contracted with Tyton Partners for services to begin Sept. 2021

- Included strategic investments in FY22 budget:

- Academic Innovation Fund
- Greater Trenton Commitment Fund
- Enhanced marketing
- Refurbish public spaces
- Grants capacity
- Graduate and certificate program development

February - March 2020



September 2021 – Feb 2022

Tyton + Strategy Working Group (SWG) + College Constituents

SWG = 15 people from faculty, staff, student, cabinet, and Board of Trustees

Intensive, five-month, multi-phase effort

1

**Review findings;
update
assumptions and
data**

Are the College's mission and vision viable in today's marketplace for higher education?

Where and how well is the College positioned given student, state, and employer current and future expectations?

2

**Identify and
prioritize goals
and
opportunities**

What are the implications of various strategic choices?

How financially viable is the vision and the preliminary strategies?

What strategic goals are consistent with a commitment to have an impact in New Jersey and beyond?

What strategic goals will ensure that the College delivers on mission, impact, and financial strength in an uncertain and dynamic post-pandemic future?

3

**Create
strategic plan**

How can the College reach these strategic goals?

What is the plan that will support the achievement of desired outcomes in a sustainable way?

By July 2022

Key Goals

- Complete board-approved TCNJ strategy at the February 2022 board meeting
- Develop and begin monitoring and implementing strategy metrics, preliminary actions, and an annual review process
- Be “operating strategically” with disciplined decision-making about what to do and what not to do
- Motivate and align other college plans and decisions (e.g., budget, capital, enrollment, fundraising, space management) with the strategy

3. Advance Inclusive Excellence and Antiracism

Complete the Inclusive Excellence Action Plan; show measurable progress to become an equitable and antiracist community.



Key Goals

Complete board-approved Inclusive Excellence Action Plan (with short- and long-term goals, equity metrics, initiatives, and an annual review process)

Institute effective programming on antiracism and inclusive excellence (including trainings and workshops, educational programs, and curricular and policy reform)

Engage external communities through partnerships (e.g., Truth, Racial Healing and Transformation, Greater Trenton Commitment)

Analyze equity gaps by race, ethnicity and gender; identify actions, resources, and accountability to close gaps

Coordinate efforts across multiple groups to build trust, capacity and confidence in TCNJ's long-term commitment to and progress on antiracism and inclusive excellence

4. Address Infrastructure

Improve service quality; complete an aligned capital and financial plan for facilities, energy, IT and data systems.

Key Goals

Prepare, monitor and hold ourselves accountable to Key Performance Indicators for intra-college service responsiveness and quality from all units

Diagnose issues and build cloud migration maturity, including training for supervisors and users on relevant tools and technology

Finalize needs, phasing plan, and estimated costs and sources of financing for major infrastructure projects and plans

Complete a comprehensive, long-range capital facilities plan aligned with college strategy and budget; integrate with risk metrics and the “maintaining assets plan”

Create data governance structures and institutional data integration with analytics and reporting

Implement processes and plans for space management, work orders, and cybersecurity infrastructure

IT Cabling Condition Map

Coda: *Although...*

Although I Must End, One Last Thing. It's Personal.



Capitol Portrait #48
Juneau, July 2021



Alaska was
magnificent.

Let's Reconnect.
Welcome Back Picnic.
~~Green Hall Lawn.~~
Brower Student Center.
All welcome.



Because, Despite, However, Therefore

Welcome Back Assembly
The College of New Jersey
September 1, 2021
Kathryn A. Foster, President

Photos by Aaron Wilson Watson, Rebecca Nowalski, Rakieer Jennings, TCNJ Department of Athletics, and Kate Foster

