



# Journey to Nirvana

The image displays the Mapquest website interface with a route planned from "The College Of New Jersey" to "Nirvana". The route is highlighted in blue on a map of the Eastern United States, passing through Michigan, Ohio, Pennsylvania, New York, and New Jersey. The estimated travel time is 13 hours and 2 minutes, covering 838 miles. The estimated fuel cost is \$64.50. The interface includes a search bar, a list of stops, and a "View Route Directions" button. A "Comfort Inn & Suites" advertisement is visible at the bottom left.

**Mapquest** Sign up | Log in

Start Searching...

Hotels Food Shopping Coffee Grocery Gas

**Comfort Inn & Suites**  
Click here to view results

More Hotels

< Back

The College Of New Jersey

Nirvana

+ Add Stop [Route Settings]

**Your Route**

Multiple Stops

13hr 2min 838mi

Est. fuel cost: \$64.50

Add your vehicle for more accurate fuel cost

[View Route Directions >](#)

Your route is sponsored by:

**BOOK NOW** RATES FROM \$112\*

Tax and fees available

**Mapquest**

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# Journey to ~~Nirvana~~ Utopia

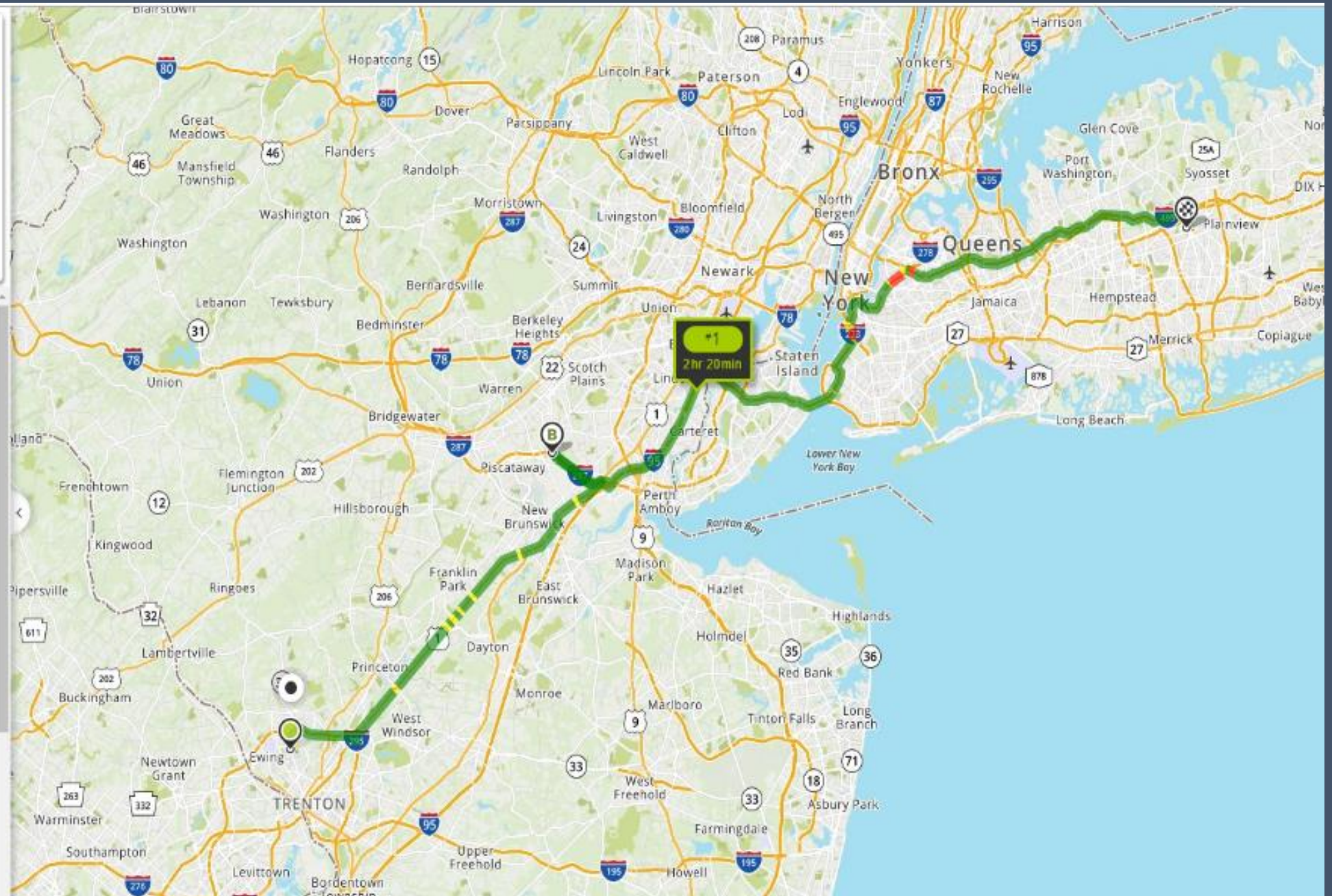
The screenshot displays the Google Maps interface for a long-distance trip. The search bar at the top left contains the origin 'Utopia,' and the destination 'The College of New Jersey'. Below the search bar, there are three route options listed:

- via I-40 W:** 28 hr, 1,856 miles. This route has tolls and is in a different time zone.
- via I-81 S and I-40 W:** 28 hr, 1,864 miles.
- via I-10 W:** 28 hr, 1,857 miles.

The map view shows the selected route (via I-40 W) in blue, starting from Utopia, Texas, and ending at The College of New Jersey, New Jersey. The route passes through major cities including Dallas, Austin, Houston, Memphis, Nashville, and Washington. The estimated travel time of 28 hours and 1,856 miles is displayed on the map. The interface also includes a sidebar with icons for Hotels, Gas, Rest stops, and a search bar.

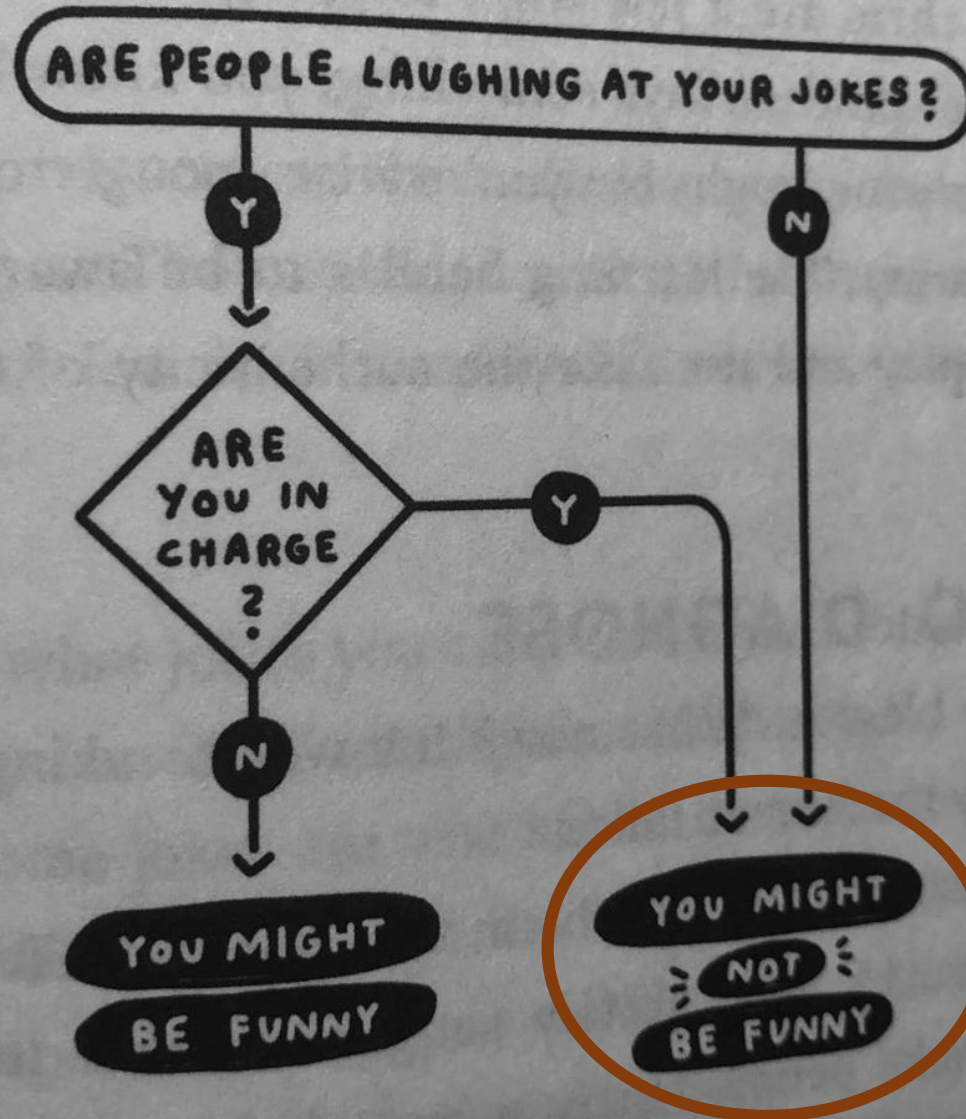


The screenshot displays the Mapquest website interface. On the left sidebar, the search process is shown: 'Start Searching...' is followed by a list of stops. The stops 'The College Of New Jersey', 'Transformation', and 'Utopia' are circled in orange. Below the stops, the route summary is displayed: 'Your Route' with a duration of '2hr 20min' and a distance of '99.6mi'. The current traffic is noted as 'Moderate'. A green button at the bottom of the sidebar says 'View Route Directions >'. The main map area shows a green route line connecting the stops from Trenton, NJ, through New Brunswick, and ending in Queens, NY. A callout box on the map indicates the total travel time of '2hr 20min'.





# AM I FUNNY?



Source: Jennifer Aaker and Naomi Bagdonas.  
2021. *Humor, Seriously: Why Humor is a Secret  
Weapon in Business and Life* (New York: Currency)





# Road Trip!

Welcome Back Assembly  
August 31, 2022  
The College of New Jersey





# Presentation

1. Trip Planning
2. Our Route
3. Hitting the Road
4. Two Detours
5. Back on Track



# 1. Trip Planning





# From Here to There: Strategy

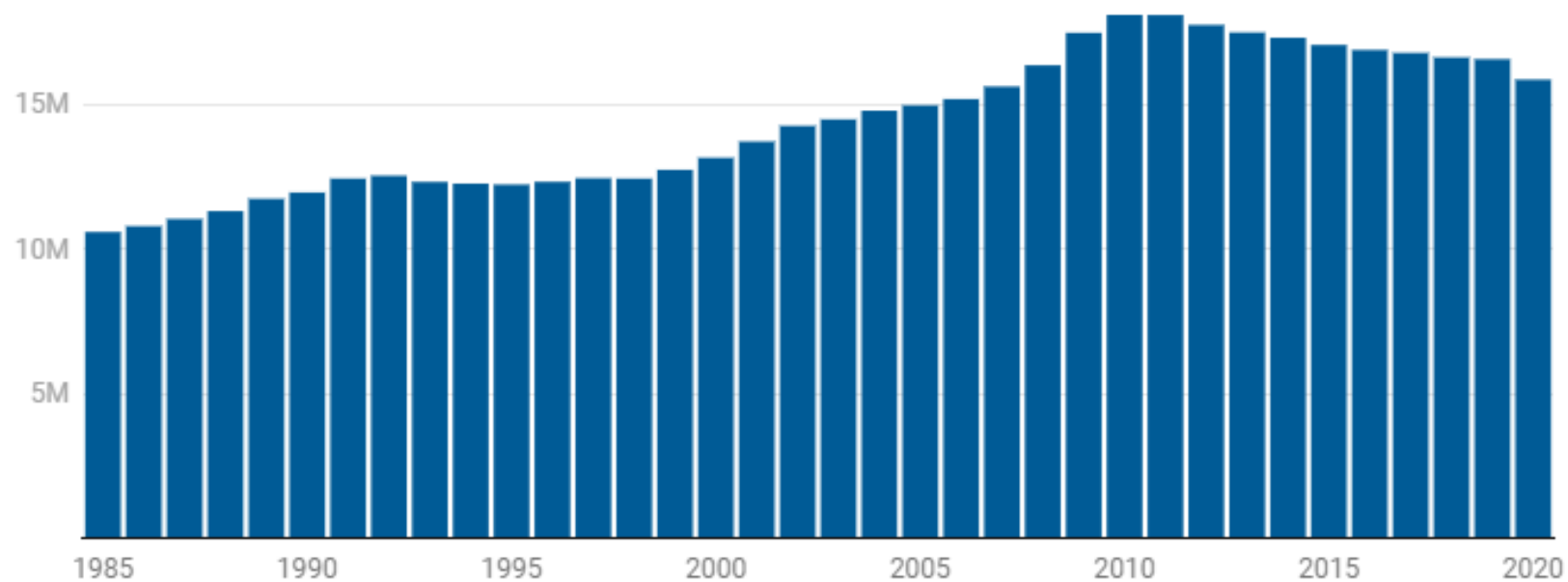




# The World as It Is

## A Decline in the Making

Undergraduate enrollment peaked in 2010-11 and began a slide marked by a sharp drop in students in the first full academic year of the pandemic.



*Note: Data reflect degree-granting four-year and two-year public, private nonprofit, and private for-profit institutions.*

Chart: Audrey Williams June • Source: U.S. Department of Education • [Get the data](#) • Created with [Datawrapper](#)

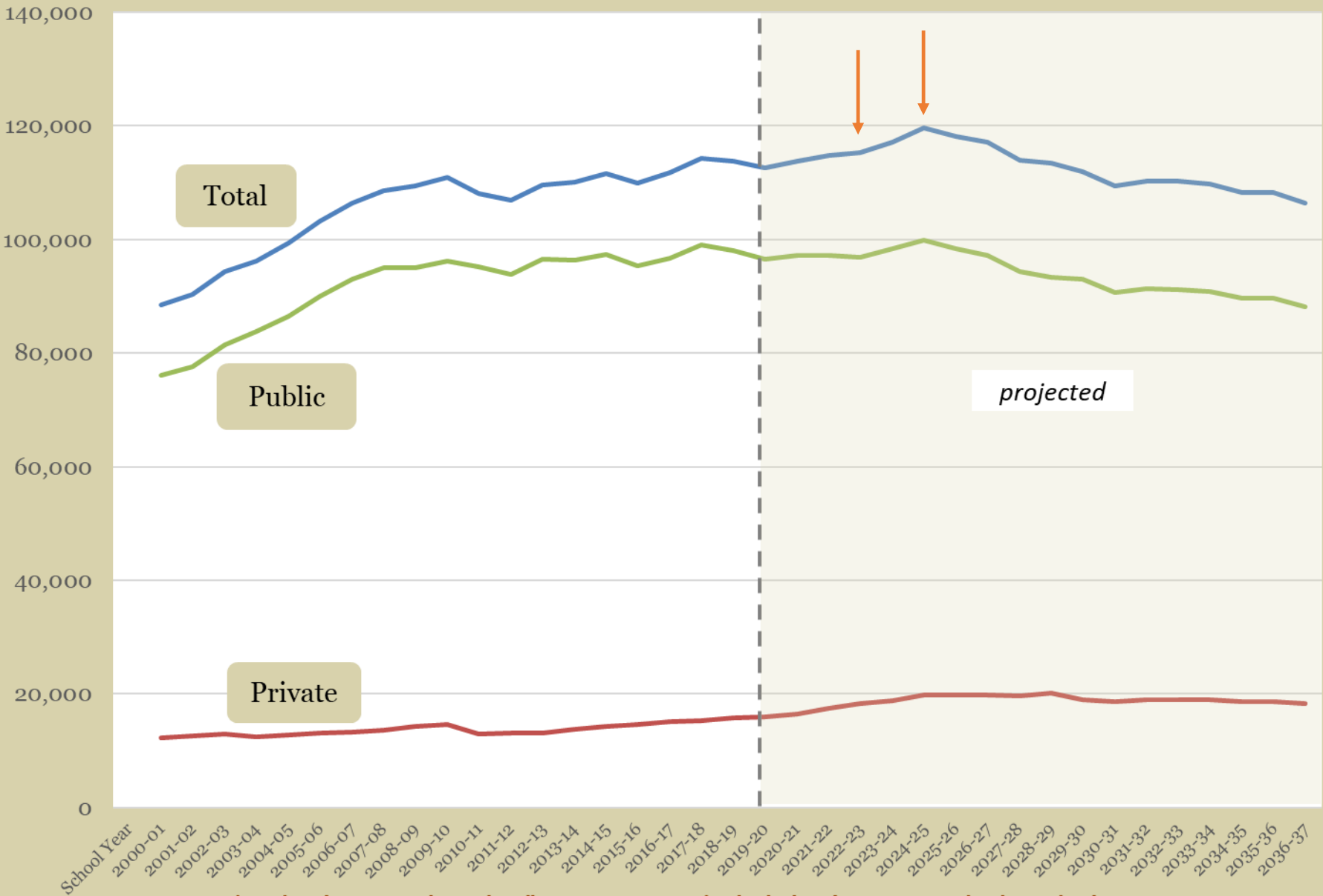
College enrollments  
dropping since 2011

and

down sharply by 1.4  
million students, or  
9.4%, since 2020.



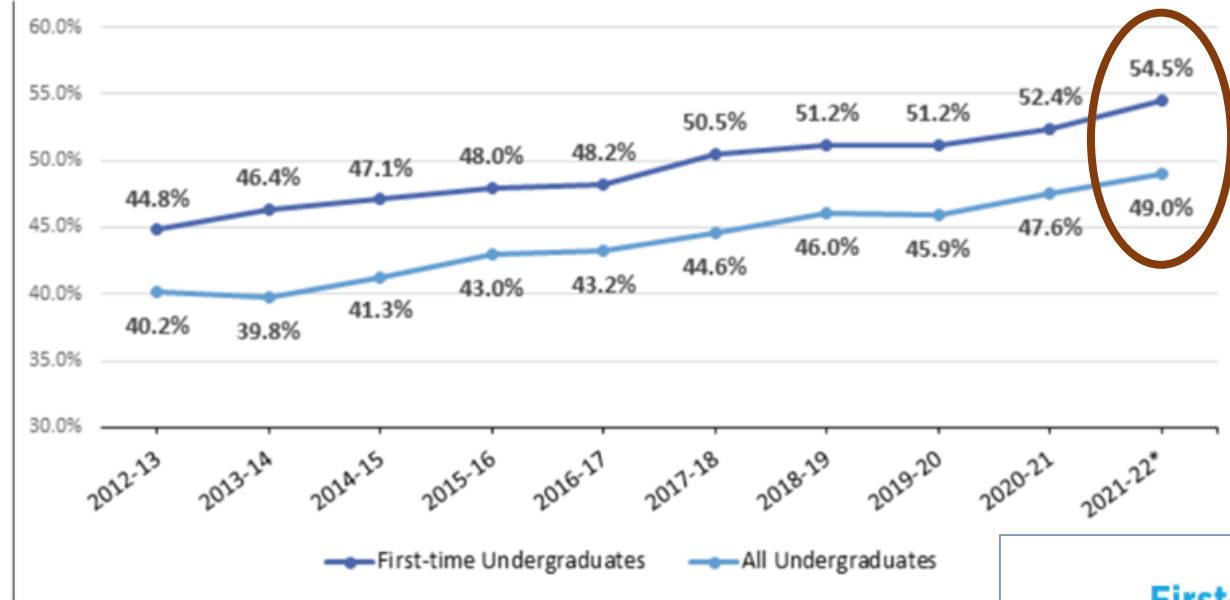
NJ High School Graduates, 2000-2037



New Jersey can expect a steady decline in high school graduates starting in 2026



Figure 1: Average Institutional Tuition Discount Rate, by Student Category



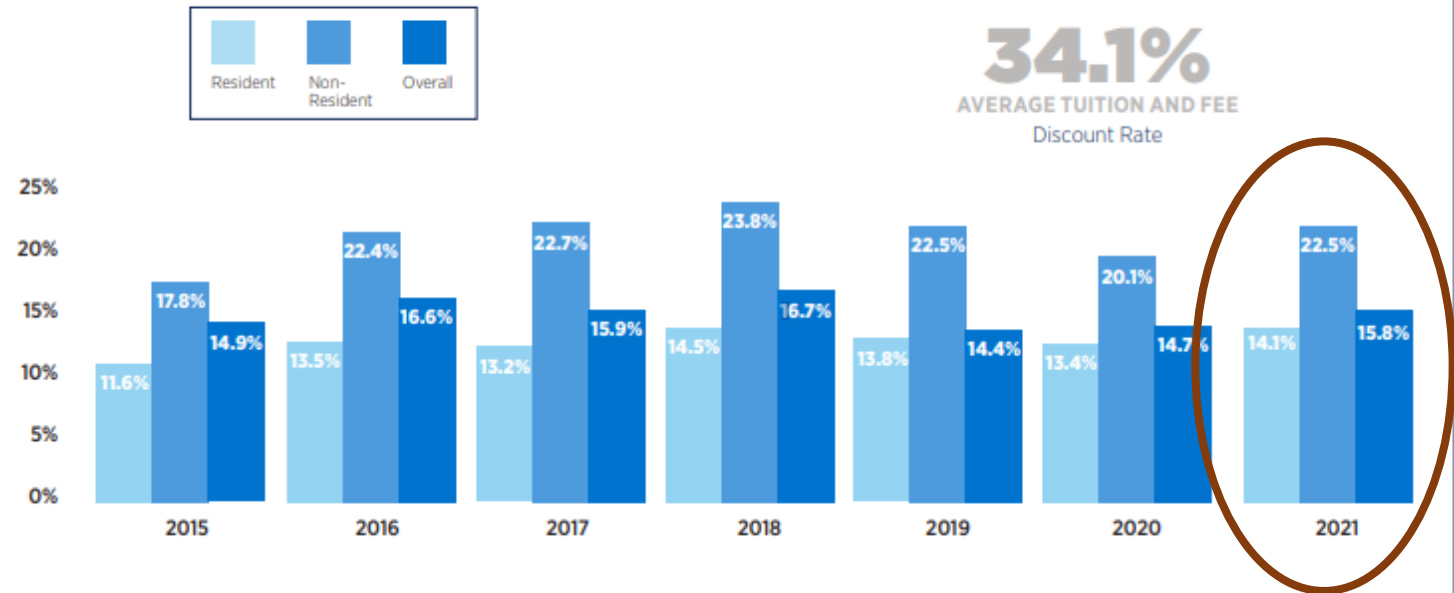
Source: NACUBO Tuition Discounting Study, data as of May 2022.  
\*Preliminary estimates.

Data from 359 private institutions reporting to NACUBO

Competition for students has pushed up tuition discounts...

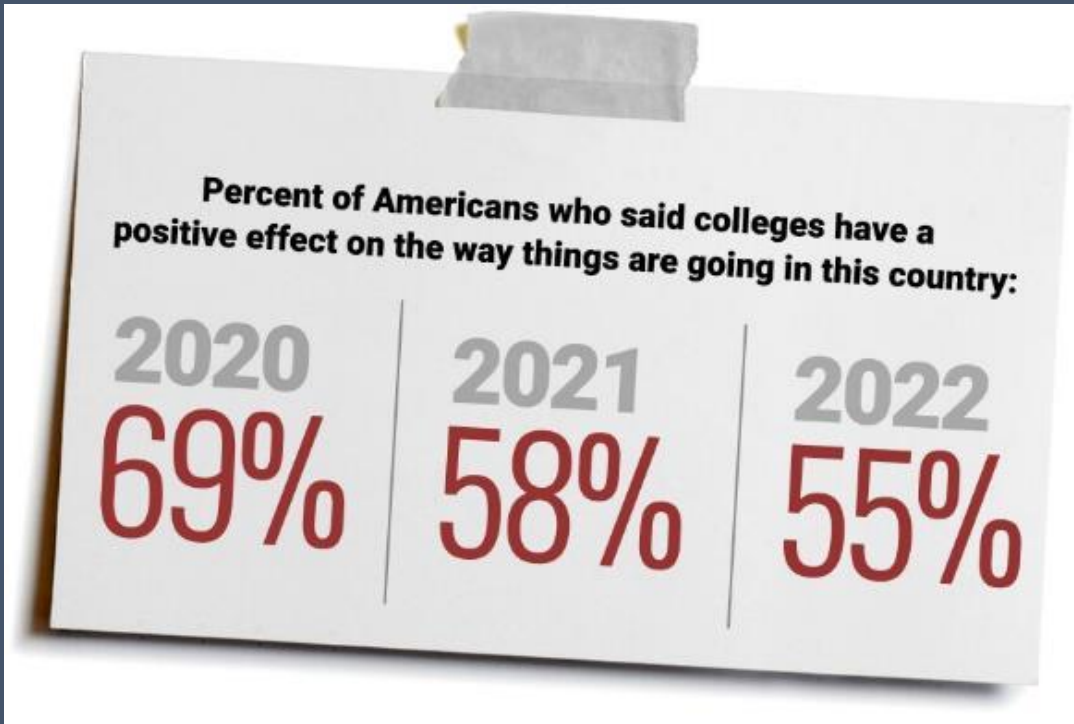
### First-year students

### 9. OVERALL DISCOUNTING RATES: SEVEN-YEAR TREND



Data from 82 public institutions reporting to Ruffalo Noel Levitz





Source: *Varying Degrees 2022: New America's Sixth Annual Survey on Higher Education*; n=1,517 U.S. adults 18+

Public confidence in college has declined sharply since 2020...

• Only half of Americans (49 percent) think the economic benefits of a college education outweigh the costs. Young people without degrees are particularly skeptical.  
Public Agenda/USA Today, July 11, 2022

...and a bachelor's degree is increasingly unnecessary for employment

**Governor Hogan Announces Elimination of Four-Year Degree Requirement For Thousands of State Jobs**  
Maryland Launches First-in-the-Nation Initiative to Recruit Experienced, Non-Degree Candidates  
**ANNAPOLIS, MD—**




Convenient,  
inexpensive, non-  
degree programs are  
exploding

Positive perceptions of  
online instruction have  
increased significantly.

Master's and Bachelor's Degrees


## Find a top degree that fits your life

Breakthrough pricing on 100% online degrees from top universities.




Bachelor of Science in Computer Science  
from the University of London

100% ONLINE




Master of Applied Data Science  
from the University of Michigan

100% ONLINE



Master of Computer Science in Data Science  
from the University of Illinois at Urbana-Champaign

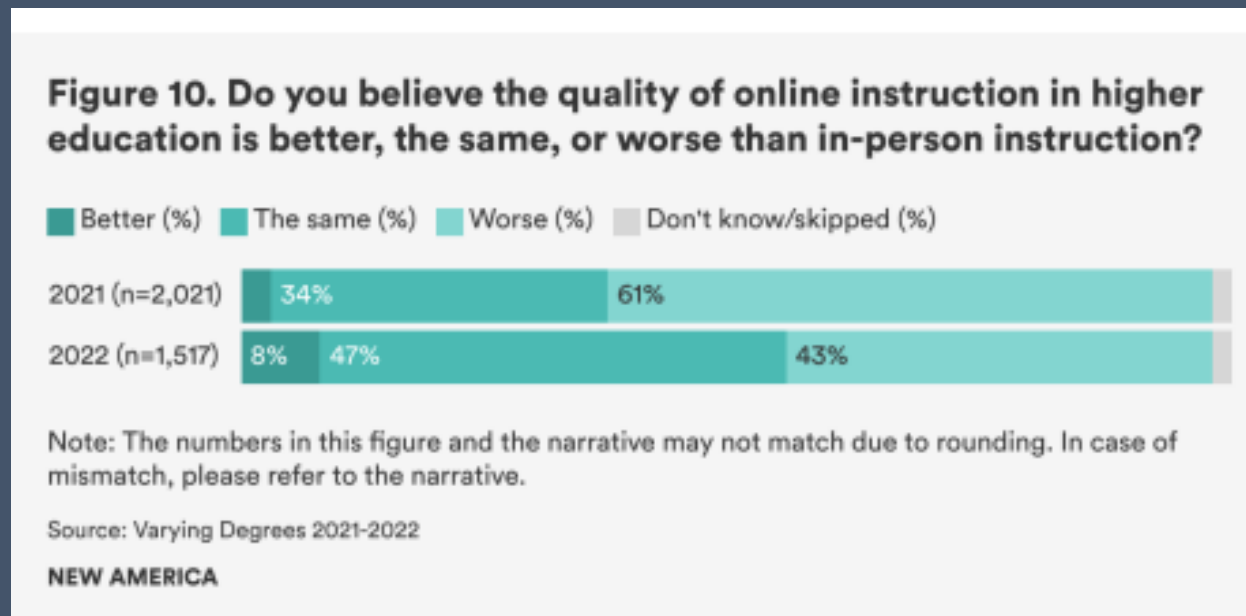
100% ONLINE



Master of Science in Data Science  
from the University of Colorado Boulder

100% ONLINE

Explore Degrees →









Signpost: External Ratings

# #1 Public College

from Maine to Maryland

FALL OPEN HOUSES

REQUEST INFO

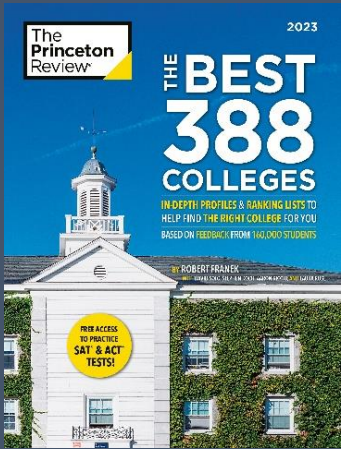
—U.S. News (Regional Universities North)



## Signpost: External Ratings



TCNJ ranked in **top 40 (top 6%)** of 671 public and private colleges based on education **quality**, **affordability**, and **outcomes**



Based on **student input**, TCNJ ranked among the **“Best” 388 colleges**, a Green College, Best Value College, and a Top Regional College in the Northeast



TCNJ jumps to **13 of 616** master's level colleges based on **contribution to the public good** through social mobility, research, and service



—U.S. News (Regional Universities North)



## Signpost: A Random, but Revealing, External Inquiry

- Your strength in undergraduate research and creative projects
- Your success in rebranding and in the promotion of your distinctive identity
- Your programs in community engaged learning and leadership development
- Your strengths in inclusive excellence
- Your overall emphasis on a liberal arts curriculum
- The new minor in Arts Administration and Cultural Entrepreneurship
- Strong participation in your One Year Out Survey on alumni employment
- Your excellent graduation rate
- Your outdoor National Fitness Campaign Fitness Court





# Signpost: Insights from Prospective Students

(Tyton Partners, Survey of Prospective Students and Parents, Jan-Feb. 2022; n=801)

1.

Top three reasons for pursuing a college degree



1. Develop the skills necessary to pursue a career
2. Enjoy college experience; make friends, etc.
3. Increase earning potential

2.

Top three “most important factors” in college selection:



1. Majors/program align with my interests
2. Cost of attendance
3. Career/employment success of graduates

3.

Features affecting likelihood of enrolling in a college  
(% who would “highly value”):



1. Completing a bachelor’s degree in three years (59%)
2. A 4+1 program resulting in master’s degree (59%)
3. A 3+x program resulting in professional degree (55%)

4.

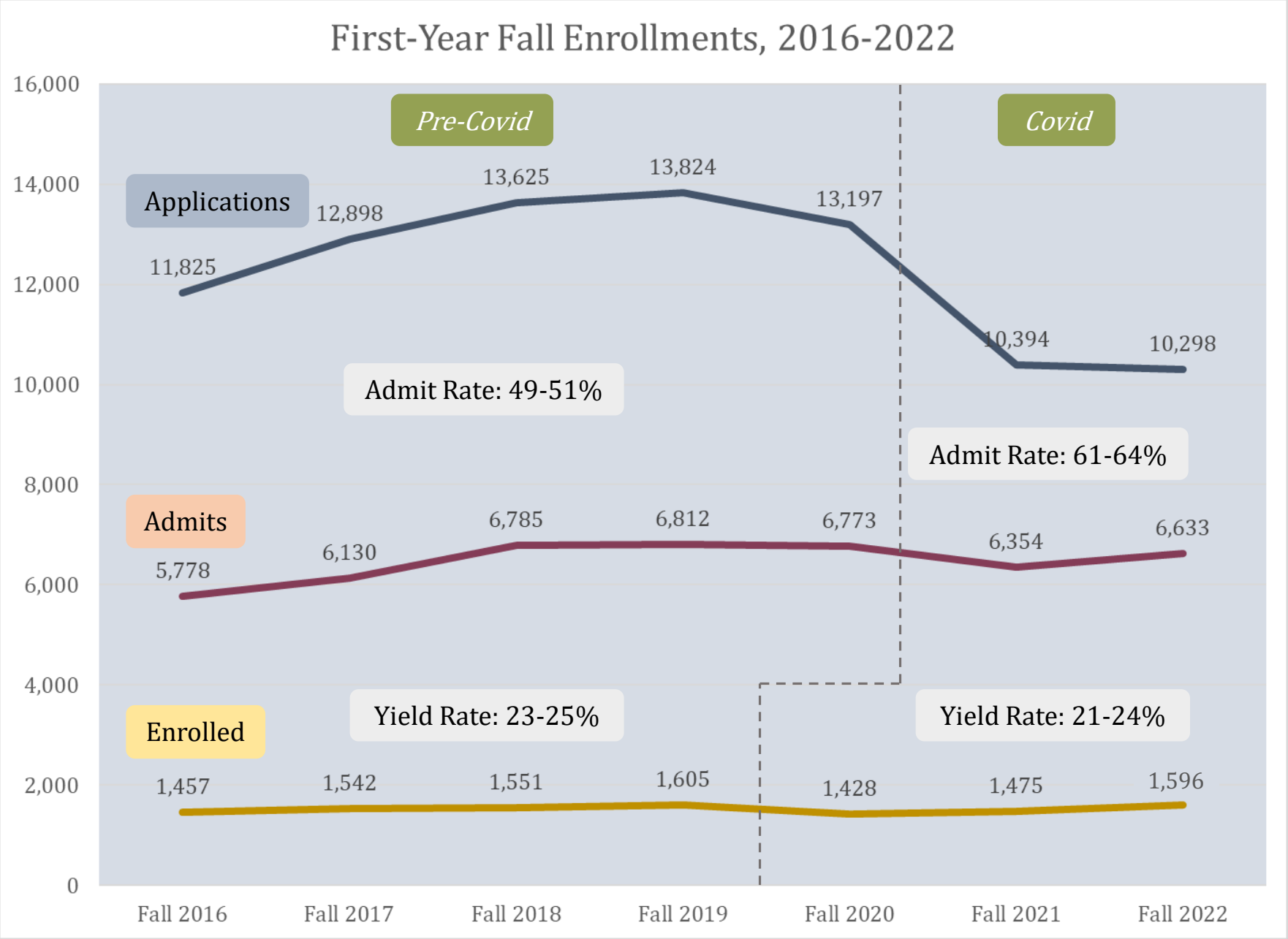
Awareness of TCNJ and likelihood to apply  
(NJ respondents only, n=206):



1. Only 54% of NJ high school seniors are aware of TCNJ
2. Only 25% of those say they are likely to apply



# Signpost: Enrollment





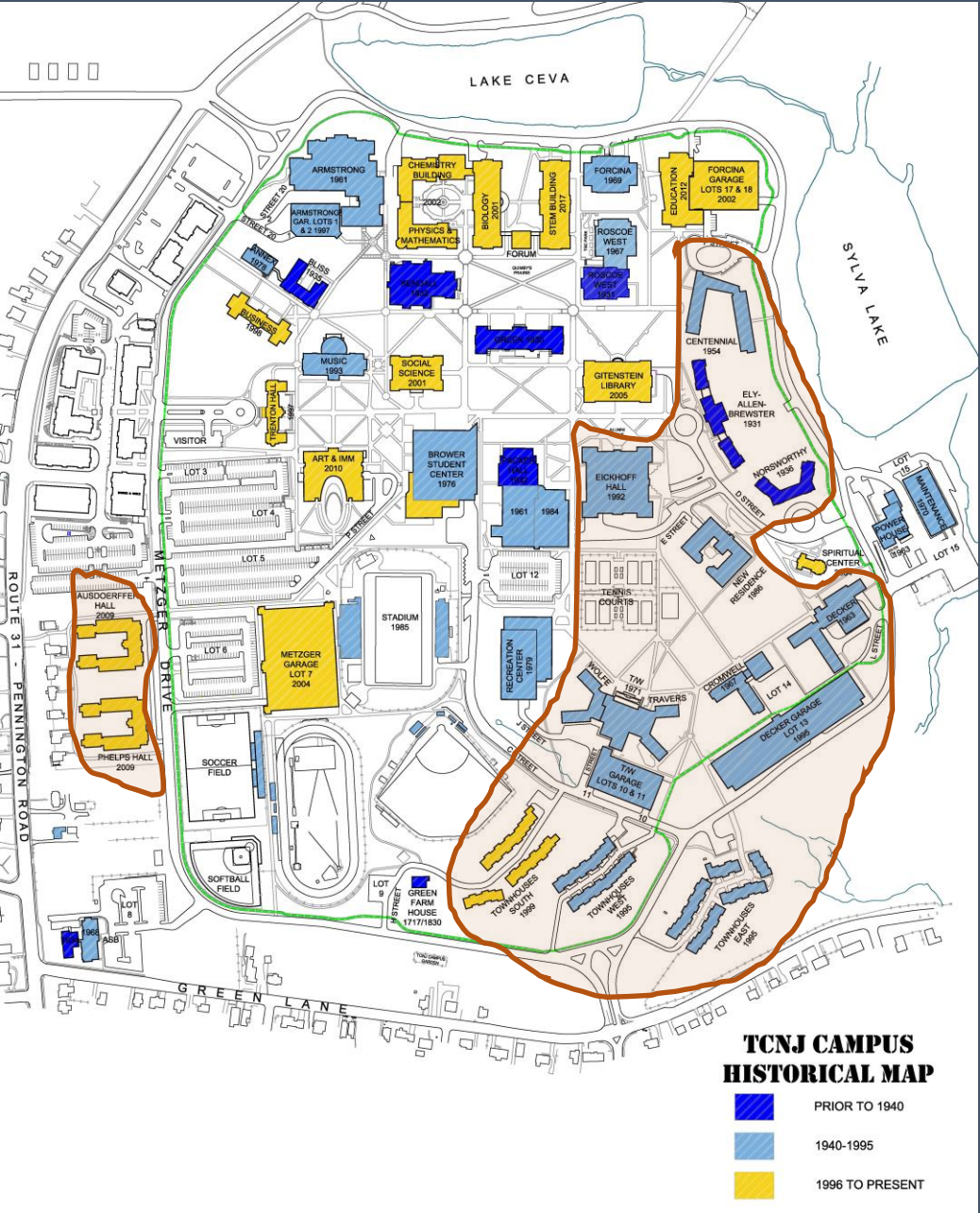
## Signpost: Selectivity and Yield

Major	Apps	Admits	Admit Rate (overall = 64%)	Enrolled	Yield (overall = 24%)
7-yr Med Bio (w/Rutgers)	145	24	17%	12	50%
Nursing	928	258	28%	102	40%
7-yr Physical Therapy (w/Jefferson)	35	10	29%	8	80%
Computer Science	633	280	44%	52	19%





# Signpost: Residential Occupancy



		AY 21-22 Avg	Fall 2022
Residence Hall	Beds	Occupancy	Occupancy
ABE	155	114	145
Centennial	214	204	207
College Houses	51	41	45
Cromwell	297	182	290
Decker	324	281	262
Eickhoff	214	199	199
Hausdoerffer	196	164	178
New Residence	254	0	209
Norsworthy	166	158	164
Phelps	197	168	159
Townhouses East	310	301	297
Townhouses South	240	227	236
Townhouses West	200	180	193
Travers	525	466	375
Wolfe	525	458	370

Total 3,868 3,143 3,329

Facility condition requires attention



# Signpost: Financial Metrics



- Expenditures running higher than revenues, except for Covid era (*federal aid, belt-tightening*)
- Intentional investment in **Institutional Aid**, key to healthy enrollment and student success
- **Fundraised \$11.9m** vs. goal of \$9.5m in FY23
- **Foundation Assets** as of August 2022: **\$72 million**, approx. doubled since 2017
- **Reserves** as of June 30, 2022: bounced back to **\$126.8 million**
- **Debt service** up \$6.2m in FY23, from \$8.6m to 14.8m





## 2. Our Route



## MISSION

a nationally recognized public institution...  
...delivering personalized, collaborative, and rigorous education... empowering its diverse students, staff, and faculty to sustain and enhance their communities both locally and globally.

## VISION

an unparalleled education in a vibrant, collaborative, and inclusive community... will serve as a national exemplar of public higher education...while being committed to accessibility and affordability.

## VALUES

**Excellence** highest quality, highest expectations /  
**Engagement** enrich campus, local, national and global communities / **Integrity** act ethically, work with fairness, cooperation and transparency / **Inclusiveness** unique worth of each member in a diverse and inclusive community /  
**Self-Reflection** assess practices, nurture dialogue, support priorities





# Strategy Recent History



1979-1999:

**Strategy:** shrinkage,  
selectivity and name  
change



1999-2020:

**Strategy:**  
academic  
transformation;  
slow, steady growth



2020-

**Strategy:**  
“Transformation 2.0:  
Extending our Excellence”




Dr. Clayton R. Brower,  
1923-2022

Trenton State College president,  
1970-1979







...to realize our vision  
and promise

...to benefit current and  
future generations of  
undergraduates

...to serve new  
audiences of learners

...to bolster impact at  
the local, national and  
global levels

Transformation 2.0  
Extending our Excellence...





...to benefit current and future generations of undergraduates

- Expand **transfer** pathways and readiness
- Increase capacity in **high-demand programs**
- Transform the **gen-ed** (core) curriculum
- Integrate **career-readiness** into the academic curriculum
- Revitalize the campus experience with high-impact, **extracurricular/leadership** programming
- Support residential options and **housing quality**





**Liz Stahl '23**

...to serve new audiences of learners

- Develop **graduate and continuing ed** structures and programming
- Develop **4+1 offerings** and other pathways to graduate credentials
- Extend high-quality education to **new modes** of instruction
- Grow **Early College** programming; expand **dual-degree** offerings
- Expand the **academic calendar** for flexible winter and summer sessions





...to bolster impact at the local, national, and global levels

- Build external **partnerships**
- Leverage **institutional strengths**, such as Urban Education and Urban Health, to address community need
- Maximize opportunities for impactful, **community-engaged learning**
- Expand support for **grants and sponsored research**





...to realize our vision and promise

- Implement *We Are TCNJ: A Strategy for **Inclusive Excellence***
  - Increase **access and success** for students, staff and faculty from underrepresented and culturally diverse backgrounds
  - Commit to DEIJ values and sustain an **inclusive and equitable campus environment**
  - Enhance **systems**, including policies, practices, governance, and data to achieve inclusive excellence goals
- Bolster **marketing** to attract applications, increase visibility, and highlight brand
- Build **cultural and physical capacity** to support excellence and new modes of instruction





## Growth Implications

- Modest undergraduate growth ( $\sim 7\%$ ) from 6,900 to 7,400 FTE over five years
- Significant graduate growth ( $\sim 100\%$ ) from 500 to 1,000 FTE
- Increase in student-faculty ratio from 13:1 to 14:1
- Adjustment levers to achieve strategy goals:
  - financial aid
  - residential options
  - expense management





## Potential risks

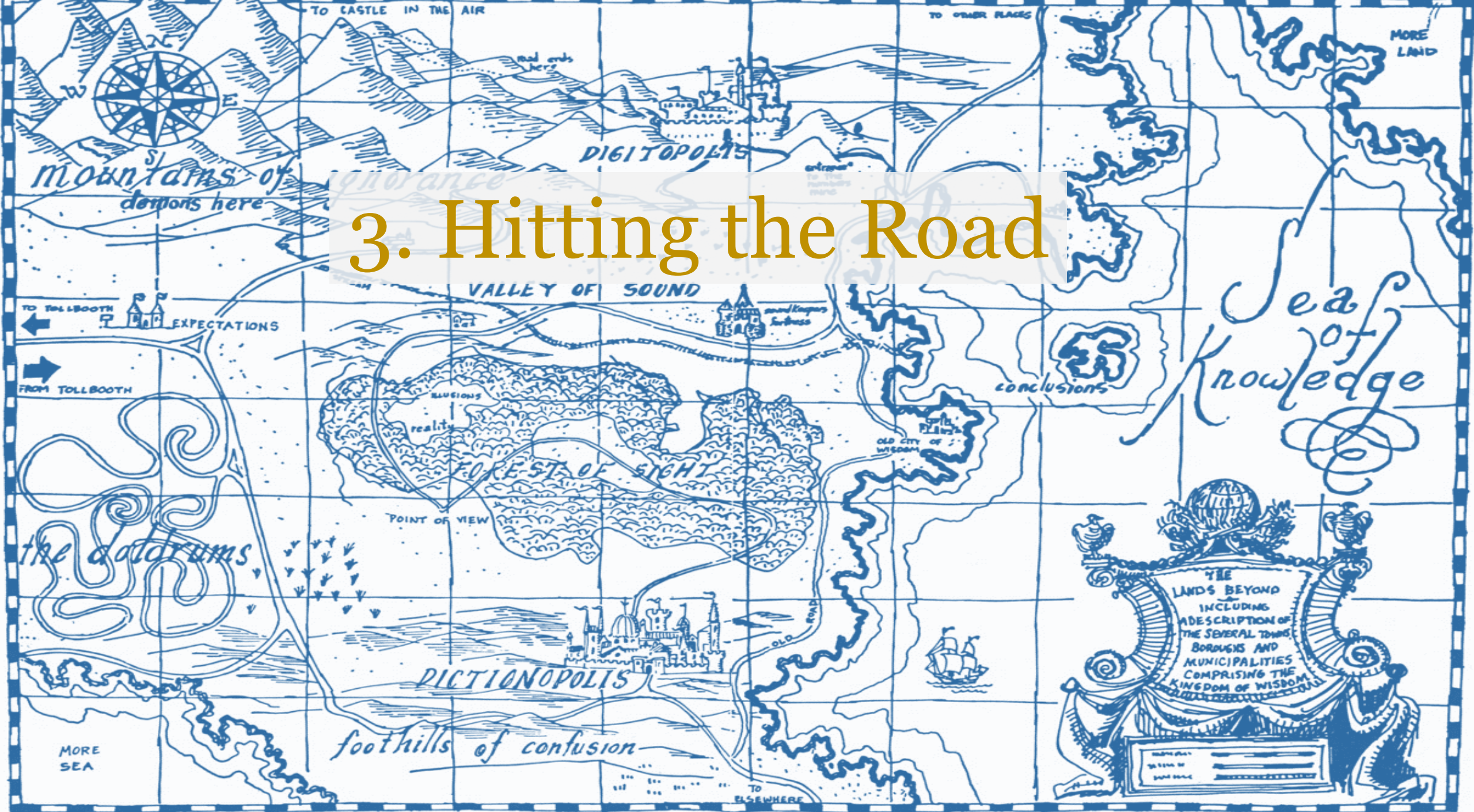
- Assumptions may be unrealistic or unrealized
- Costs of implementation may exceed resources
- Enrollment growth may put pressure on student success
- Campus practices may misalign with proposed changes

## Anticipated outcomes

- More inclusive and career-relevant education
- Expanded access to high-demand fields
- More extensive menu and modes of graduate/continuing ed
- More robust curricular, co-/extra-curricular experiences
- Greater access to high-impact educational excellence and learning methods
- Greater impact through partnerships and projects



### 3. Hitting the Road





	A	B	C	D	E	F	G	H	I	J
1	Transformation 2.0: Extending Our Excellence – Overall Implementation Matrix									
2	6/8/2022									
3	Strategic Goal	Strategic Priority (orange priorities indicate new, brand-enhancing, revenue-producing efforts that are prioritized in the short-term)	Priority Phasing – Initiation & Focused Effort		Partner		Critical Success Factors	Strategic Priority Dependencies	Performance Indicators (reported annually)	
4			Phase 1 (FY23-24)	Phase 2 (FY25-27)	Required? (Y/N)	Who?			Lead Measures	Lag Measures
5	Undergraduate Enrollment: TCNJ will educate more students from a wider range of backgrounds	Expand transfer pathways from four-year and community colleges	*		Yes	Community colleges	Expand professional team (recruiters, advisors) supporting transfer students	Increase capacity in high-demand programs	New articulations created	# of new transfer students
6		Increase capacity in high-demand programs	*		Some	Employers, industry partners	Recruit students; recruit and retain faculty; develop new programs in emerging "high-demand" fields as appropriate	Create physical capacity	# of applications	# of enrollees in key fields; student-faculty ratios
7		Assess dual-enrollment pilot program for academically advanced high schoolers and expand accordingly		*	Yes	High schools	Implement dual enrollment pilot and expand accordingly	Interest in area high schools; alignment and approval by academic programs	New programs created	# of dual enrollment students; # of first-year TCNJ applicants
8	Curricular Experience: TCNJ will support the teacher-scholar model and deepen the impact, efficiency, and appeal of its curricular experiences	Develop 4+1 programs and other flexible pathways to graduate credentials	*		No		Hire professional support to develop program framework and curriculum;	Expand graduate structure and programming	New programs created	# of enrollees
9		Enhance and diversify digital calendar system (Trans learning/core) to prepare students for college and lifelong success			No		reformed curriculum		Student-faculty ratios	Average class sizes; enrollments by term and modality
10		Integrate high-impact career-readiness experiences into the academic curriculum		*	Some	Employers, industry partners	Coordinate and design program-based career-readiness experiences	Build cultural capacity	New curriculum/experience created	Learning outcomes
11	Co-/Extra-curricular Experience: TCNJ will deepen the impact, efficiency, and appeal of its co- and extra- curricular experiences	Support an appropriate portfolio of residential options; sustain housing quality	*		Yes	Developers; expert legal, real-estate, finance consultants	Finalize developer partnership list; finalize and coordinate multi-year plan for housing, residential management, budget and communications; hire expertise in residential contracts		Academic curricula and co-curricular programs revised	Learning/post-graduation outcomes
12		Promote active citizenship and enhance co- and extra-curricular and leadership programs that improve key student outcomes		*	No		Develop co-curricular transcript product and process		New and renovated housing	Residential capacity and occupancy on-campus and off-campus in partner-affiliated sites
13	Lifelong Learners & Impact: TCNJ will diversify its offerings to learners beyond the bachelor's degree and, through education and engagement, will matter more to our state and community	Expand graduate and continuing education structure and programming to serve graduate students and lifelong learners	*		TBD		Consider and act accordingly on graduate task force recommendations for program structure for grad and continuing education; hire personnel accordingly and develop processes for expansion	Bolster marketing; build cultural and physical capacity; develop new programs with state approval; develop and nurture strategic partnerships	Strengthened portfolio of programs	Experiential/leadership outcomes
14		Assess areas for sustained state and community impact and distinction, building on our foundational strengths in urban education and urban health		*	Yes	State and community partners	Investigate opportunities and develop plan for greater TCNJ impact in region and state; tailor partnership rubric for sound decision making		New programs created	# of enrollees
15	Effectiveness: TCNJ will build capacity and operate to achieve educational excellence with financial sustainability	Implement We Are TCNJ: A Strategy for Inclusive Excellence, a plan for greater diversity, inclusion, and equity	*		Yes	Trainers/facilitators per goal	Finalize an implementation plan for IE strategy, with phasing, metrics, implementation roles and responsibilities	Build cultural capacity	Key new partnerships established	# and satisfaction of partner enrollees and engagement
16		Bolster marketing to attract applications, increase visibility, and highlight brand	*		Yes	External marketing brand firm (continuing)	Finalize and implement multi-year marketing plan for various media and markets; develop tool for determining ROI on marketing return for recruitment and brand awareness		Per We Are TCNJ: A Strategy for Inclusive Excellence plan	
17		Build cultural and physical capacity to support excellence and extend high-quality educational experiences to new modes of instruction	*		No		Integrate and coordinate strategy goals with divisional plans, e.g., capital planning, asset renewal, IT investment; scale faculty professional development for instruction in new modalities		Brand recognition/awareness	Application and yields #s
18									Coordination of efforts	Realization of annual and overall KPIs

(You are not meant to read this.)





## Strategy Implementation Features

- 5-year time horizon, 2022-2027
- Phased projects
- Defined roles and accountabilities
- Alignment with policy and plans (*e.g., budget, capital plan, inclusive excellence plan, enrollment, fundraising, department plans*)
- Critical success factors and performance indicators
- Partnerships and cross-unit dependencies
- Annual priorities and projects plan
- Semi-annual monitoring of progress/metrics



Strategic Goal	Strategic Priority (orange priorities indicate new, brand-enhancing, revenue-producing efforts that are prioritized in the short-term)	Projects for 2022-2023
Curricular Experiences Support the teacher-student relationship, deepen the impact and appeal of its curricular experiences	Develop 2-4 priority programs for 4+1 programs with strong interest among current and prospective students	Develop 2-4 priority programs for 4+1 programs with strong interest among current and prospective students
	Develop 4+1 programs and other flexible programs that align student interests and evaluate program effectiveness	Develop 3-6 priority graduate certificate programs with strong interest among current and prospective students
	department level, bolstering digital learning, and expanding the academic calendar for more robust enrollments in the winter and summer terms	Implement classroom scheduling software and evaluate program effectiveness to align student interests and evaluate program effectiveness
Co-curricular/Extra-curricular Experiences TCNJ will deepen the impact, efficiency, and appeal of its co- and extra-curricular experiences	Transform the general education curriculum (liberal learning/core) to prepare students for college and lifelong success	Implement classroom scheduling software more effectively and efficiently utilize instructional spaces
	Integrate high-impact career-readiness experiences into the academic curriculum	NA in FY23
	Support an appropriate portfolio of residential options and sustain housing quality	NA in FY23
Long Learners & Impact: TCNJ will diversify its offerings to learners beyond the bachelor's degree and, through education and engagement,	Promote active citizenship and enhance co- and extra-curricular and leadership programs that improve key student outcomes	Conduct campus residential housing study
	Expand graduate and continuing education structure and programming to serve graduate students and lifelong learners	NA in FY23
		Conduct study of benchmark campus partner models Identify programs with demand and student interest to prioritize Create new infrastructure: search for new administrative, and coordination staff Vet, negotiate, and contract with potential partners Develop academic and financial policies

You are not meant to read this either.

## Year-One Priorities

1. Transfer pathways
2. High-demand program access
3. Graduate and continuing ed structures/programming (4+1 programs)
4. Residential plans and options
5. Inclusive Excellence
6. Marketing
7. Physical and organizational capacity



## Year One Priority Projects

### Academic, Co- and Extra-Curricular

- **TRANSFER:** “Barriers to Transfer” working group; new transfer coordinator; new partnerships with Community Colleges
- **HIGH-DEMAND PROGRAMS:** 12 faculty searches to support high-demand programs and educational quality; health workforce grant proposal
- **GRADUATE:** Degree proposals (M.A. in public policy; M.A. in education studies); certificates in business, education, others; **Grad Summit, Sept. 7**
- **HOUSING:** Residential consultant – where, how, when of housing options; developer partnership







## Year One Priority Projects Strategic Foundations

- **INCLUSIVE EXCELLENCE:** baseline DEIJ data and metrics; campus climate survey; Equity Scorecard; IE elevated to executive-level governance; policy audit; faculty diversity partnerships; **Day of Diversity, Sept. 23**
- **MARKETING:** yield campaign; web development; recruitment materials; media placements and buys
- **PHYSICAL AND ORGANIZATIONAL CAPACITY:** facilities master plan; data governance; sustainability investments; classroom enhancements; Center for Teaching and Learning; Advising Center; enhanced mentoring and support; strategy implementation team



# Monitored Metrics of Educational/Institutional Excellence

Category of Excellence

Metric

Baseline – FY22

FY23

FY24

FY25

FY26

FY27

Benchmark Goal or Acceptable Range

Actual #

Actual #

Actual #

Actual #

Actual #

Actual #

Metrics: In Process

Student Success

Retention Rate - 1st year students

First to Third Semester retention, by group

91%

minimum of 90%

Retention Rate - transfers

90%

minimum of 88%

4-year Graduation Rate

minimum of 72%

6-year Graduation Rate

minimum of 83%

Post-graduation Placement Rate

Output Metrics

Student satisfaction

Employee satisfaction

Financial health

Development/Fundraising

Reputation

Input Drivers

Physical Facilities

Inclusive Excellence

## Financial Levers & Projections<sup>1</sup> 7-Jun-22

Lever	Baseline – FY22 Actual #	FY23 Target #	Projected Net Revenue/(Net Loss) – \$M	FY24 Target #	Projected Net Revenue/(Net Loss) – \$M	FY25 Target #	Projected Net Revenue/(Net Loss) – \$M	FY26 Target #	Projected Net Revenue/(Net Loss) – \$M	FY27 Target #	Projected Net Revenue/(Net Loss) – \$M	Risk Tolerance
<b>1. Undergraduate Enrollment (Fall)</b>												
Entering First-years	6,887	7,041	2.10	7,161	4.10	7,270	6.10	7,379	7.90	7,489	9.70	between -2% and +2% of target
Entering Transfers	1,430	1,575		1,575		1,575		1,575		1,575		
Entering Provisionals	230	270		275		300		1,575		325		
Continuing/Returning Students	90	100		125		150		150		150		
<b>2. Graduate/Continuing Education Enrollment<sup>2</sup> (Full Yr)</b>												
"+1"s and 2-yr Programs	470	500	(0.16)	TBD	(2.70)	TBD	0.90	TBD	2.50	1,000	4.40	between -2% and +2% of target
Off-site Global												
Regional Training Center												
Certificates & Continuing Education												
<b>3. Residential Occupancy<sup>3</sup></b>												
On-campus Capacity	3,200	3,350	1.48	3,500	2.96	2,800	(4.80)	2,800	(4.50)	2,800	(4.70)	within -1% to full occupancy
On-campus Occupancy	3,850	3,850		3,850		2,800		2,800		2,800		
Off-campus (Partner) Occupancy, with revenue	3,200	3,350		3,500		2,800		2,800		2,800		
4. Institutional Scholarships	0	0		0		2,800		2,800		2,800		
5. Expense Management	(1.60)	NA	(3.60)	NA	(4.60)	NA	(5.60)	NA	(6.60)	NA	(7.60)	between -3% and +1% of target
6. Other Strategic Investments <sup>4</sup>	3	NA	2.50	NA		TBD		TBD		2,800		within -2% to +2% of target
Total – Projected Net Revenue/(Net Loss)	(2.00)	NA	(4.25)	NA	3.50	NA	5.00	NA	(6.60)	NA	(7.60)	within -2% of target
	1.00	NA	(1.93)	NA	(4.90)	NA	(4.90)	NA	7.50	NA	10.00	
					(1.64)	NA	(3.30)	NA	(4.90)	NA	(4.90)	
								1.90	NA	6.90		

Pct spent of \$ allocated

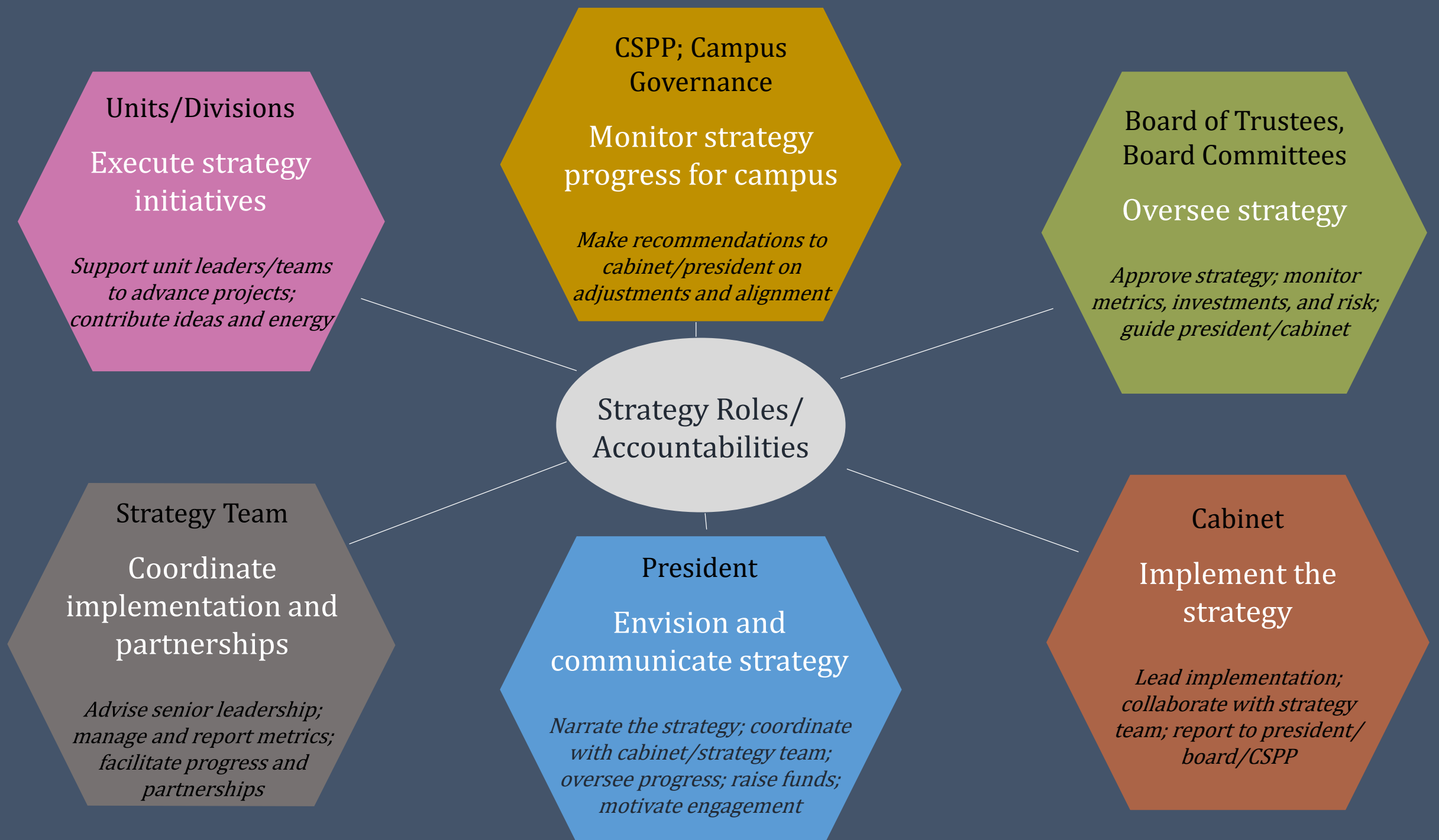
Access: diversity

Access: equity gaps

Inclusion: Pct of students/employees who complete competency-based DEIJ

Systemic Policy: Pct of policies reviewed and reformed annually through DEIJ lens









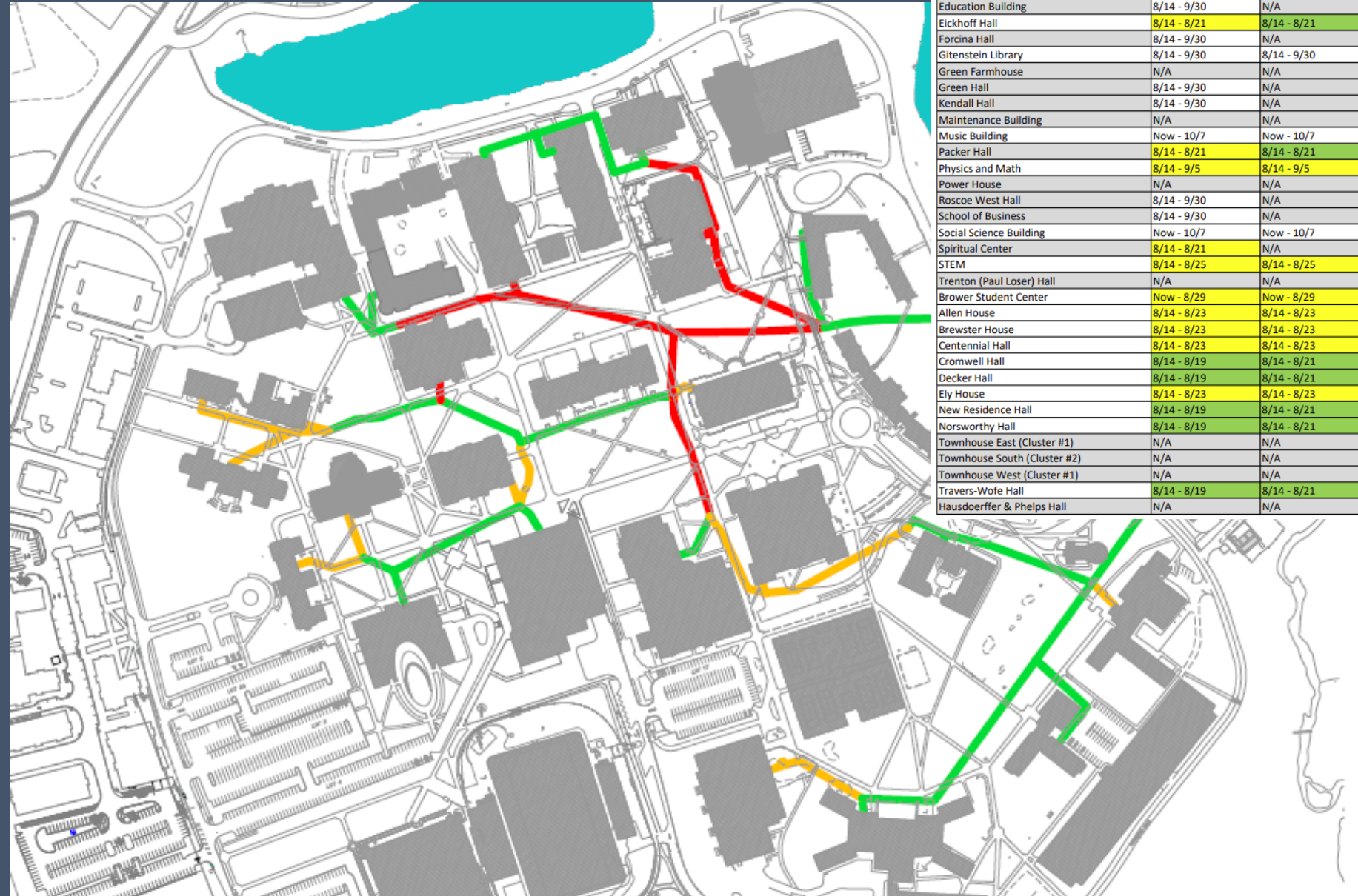


## 4. Two Detours





# 1. Steam Distribution Repairs





## Amidst Ongoing Capital Projects

## ■ RENOVATION PROJECTS

# Biology Greenhouse

# Forcina Garage

# Packer Hall of Champions

# Bleacher/Press Box Safety Upgrades

## ■ ROOF REPAIR/REPLACEMENT

# Art & IMM

# Bliss Hall

## HVAC UPGRADES

# New Res Hall

# Green Hall

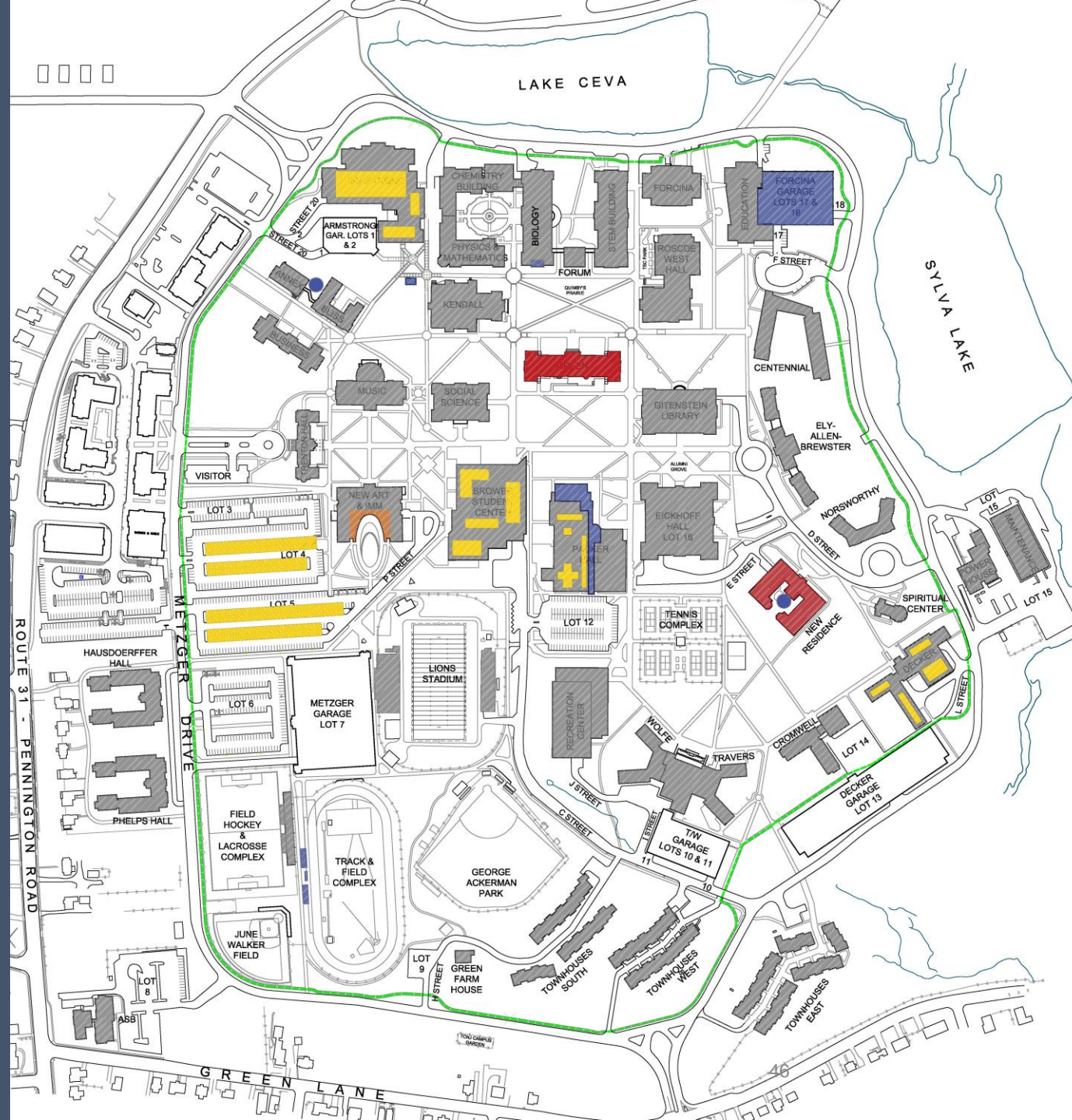
## ELEVATOR UPGRADES

# New Res Hall

# Bliss Annex

## SOLAR PANEL PROJECTS

## CAMPUS JOGGING PATH







## 2. Retention

### *Achieved Incoming Enrollment Goals...*

*First-year: 1,596 vs. goal of 1,575*

*Provisional: 167 vs. goal of 100*

*Transfer: 274 vs. goal of 270*

### *...but Continuing Student Numbers Lag*

215 FTE below a year ago, down 4.2%

- *Partially large graduating class and small continuing classes*
- *Partially more students going part-time*
- *Partially softness in retention*

**Retention:** % of first-year students continuing from first to third semester

Fall 2016-2019: **93-94%**

Fall 2020: **92%**

Fall 2021: **91%**



# In-Person Experiences





## 5. Back on Track





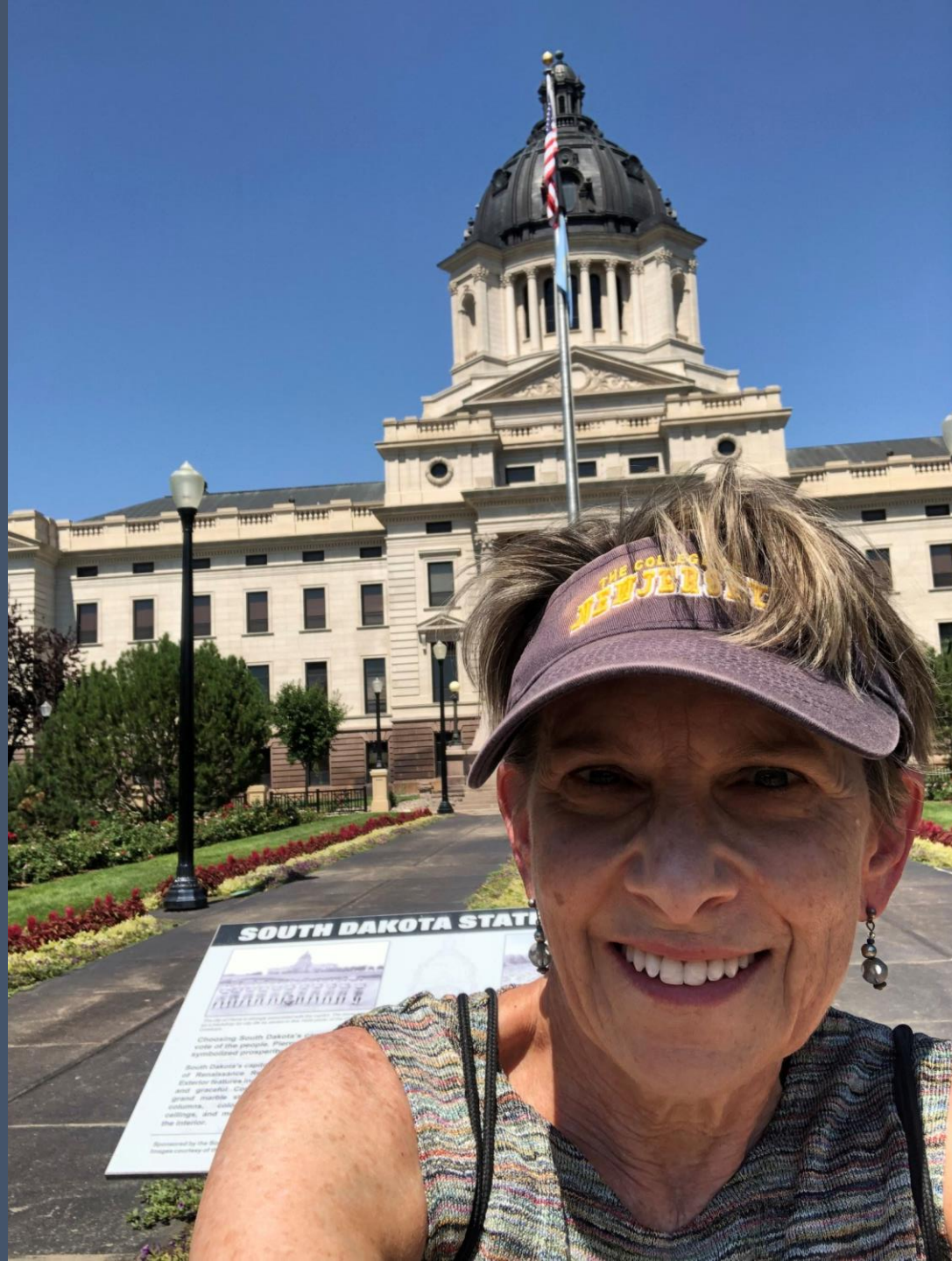
## Achieve Strategic Excellence

- Delivering an exceptional education: inclusive, relevant, and financially sustainable
- Operating strategically, allocating resources toward and holding ourselves accountable to attaining our goals
- Achieving national recognition based on our distinctive educational outcomes and the difference we make



Achieve My Personal Quest

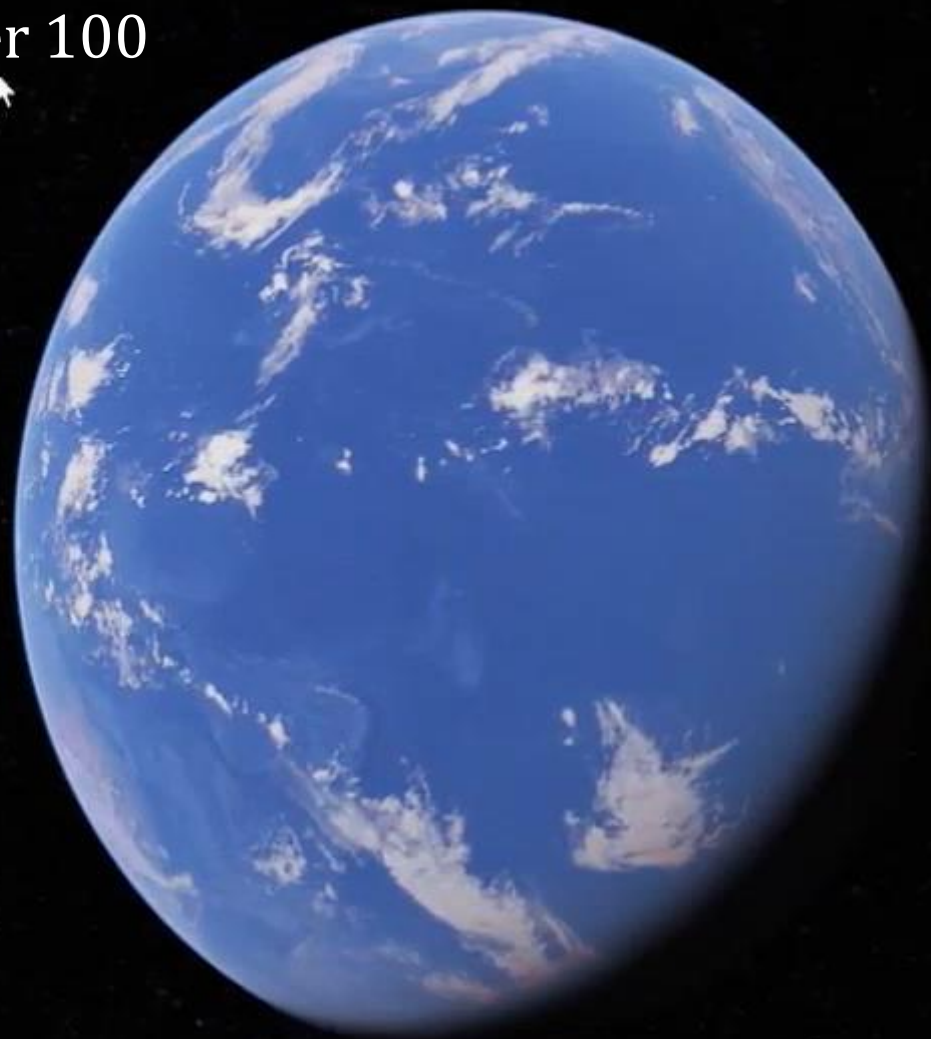
Pierre, South  
Dakota, July  
22, 2022, my  
49<sup>th</sup> state  
capitol portrait



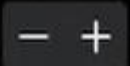
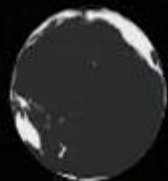




Join the Journey  
Welcome Back Picnic  
Brower Student Center 100  
All Welcome.



3D





A hand-drawn map with a grid overlay, featuring various whimsical locations and a compass rose. The map includes labels such as 'TO CASTLE IN THE AIR', 'TO OTHER PLACES', 'MORE LAND', 'mountains of ignorance', 'DIGITOPOLIS', 'VALLEY OF SOUND', 'FOREST OF SIGHT', 'SEA OF KNOWLEDGE', 'the dodo drums', 'FOOTHILLS OF CONFUSION', 'TO ELSEWHERE', 'TO TOLLBOOTH', 'FROM TOLLBOOTH', 'EXPECTATIONS', 'CONCLUSIONS', 'OLD CITY OF WISDOM', 'POINT OF VIEW', 'DIGITOPOLIS', 'real only here', 'entrance to the numbers', 'small keepers fortress', 'BLAUGIOUS', 'reality', 'the dodo drums', 'MORE SEA', and 'TO CASTLE IN THE AIR'. A compass rose is located in the top left corner. The map is framed by a decorative border.

# Road Trip!

Welcome Back Assembly  
August 31, 2022  
The College of New Jersey