

**The College of New Jersey  
Board of Trustees  
February 26, 2013  
201/106 Paul Loser Hall  
3:00pm**

**Minutes**

**Present:** Christopher Gibson, Chair; Brad Brewster, Vice Chair; Eleanor Horne, Secretary; Robert Altman; Jorge Caballero; Rosie Hymerling; Brian Markison; Barbara Pelson; Miles Powell; Susanne Svizeny; Josh Zeitz; Megan Coburn, Student Trustee; Matthew Wells, Alternate Student Trustee; Mike Martinovic, Faculty Representative; Lee Ann Riccardi, Faculty Representative; Lynette Harris, Staff Representative; Stephanie Shestakow, Staff Representative; R. Barbara Gitenstein, President

**Not Present:** Fred Keating; Gayle Matthei-Meredith; Albert Stark

**I. Announcement of Compliance**

It is hereby announced and recorded that the requirements of the Open Public Meetings Act as to proper notification as to time and place of meeting have been satisfied.

**II. Motion to go into closed session**

It is moved by Mrs. Hymerling, seconded by Ms. Svizeny, that the Board go into closed session to discuss personnel actions including Staff Change of Status, one year reappointments, and three year reappointments, all pending litigation including William Rogers v. TCNJ, and William Rudeau, Estate of Florian Smith v. TCNJ, et al, Ketsia Beaubrun v. The College of New Jersey, Michael D. Fisher, et al., Kenya Nesbitt v. The College of New Jersey, Michael D. Fisher, et al., Nadege Napoleon v. The College of New Jersey, Michael D. Fisher, et al., anticipated litigation, items exempt under the Open Public Meetings Act

**III. Closed Session**

**IV. Resumption of Public Session/Pledge of Allegiance**

**V. Approval of the Minutes of the December 4, 2012 Public Meeting**

It was moved by Mrs. Hymerling, seconded by Ms. Svizeny, that the minutes be approved. The motion carried unanimously.

**VI. Report of the President**

Dr. Gitenstein gave her report.

**VII. Report of the Board Officers**

**A. Appointment of the Board Officers Nominating Committee**

Mr. Gibson appointed the following trustees to the Board Officers Nominating Committee: Susanne Svizeny, Chair; Brian Markison; Albert Stark.

Mr. Gibson announced the appointment of Mrs. Rosie Hymerling to the Alumni Association Board.

VIII. Report of the Trustee member of the TSC Corporation

Mr. Powell reported for Ms. Meredith.

IX. Report of the Trustee member of the TCNJ Foundation

Ms. Horne gave her report.

X. Report of the Trustee Liaison to the New Jersey Association of State Colleges and Universities

Dr. Altman gave his report.

XI. New Business

A. Report of the Executive Committee

Mr. Brewster reported for the Executive Committee

1. Faculty Actions – Attachment A

It was moved by Dr. Altman, seconded by Mrs. Hymerling, that the resolution be approved. The motion carried unanimously.

2. Staff Actions – Attachment B

It was moved by Ms. Svizeny, seconded by Mrs. Hymerling, that the resolution be approved. The motion carried unanimously.

B. Report of the Academic Affairs Committee

Dr. Altman reported for the committee.

C. Report of the Student Life and Enrollment Management Committee

Mrs. Pelson reported for the committee.

D. Report of the Buildings & Grounds Committee

Mr. Brewster reported for the committee.

1. Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan – Attachment C

It was moved by Mr. Brewster, seconded by Mr. Markison, that the resolution be approved. The motion carried unanimously.

2. Resolution Approving Waivers of Advertising for College Business Purposes – Attachment D

It was moved by Ms. Svizeny, seconded by Mrs. Hymerling, that the resolution be approved. The motion carried unanimously.

E. Report of the Finance & Investment Committee

Mr. Caballero reported for the committee.

1. Resolution of the Board of Trustees of The College of New Jersey Approving a Reserves Policy – Attachment E

It was moved by Mrs. Pelson, seconded by Mrs. Hymerling, that the resolution be approved. The motion carried unanimously.

2. Resolution Approving Application for funding and a Grant Agreement with the New Jersey Educational Facilities Authority for the Building Our Future Bond Fund Act and The Higher Education Technology Infrastructure Fund Act (New STEM Building) – Attachment F

It was moved by Dr. Altman, seconded by Ms. Svizeny, that the resolution be approved. The motion carried unanimously.

3. Resolution Approving Application for funding and a Grant Agreement with the New Jersey Educational Facilities Authority for the Higher Education Capital Improvement Fund Act (Asset Renewal Projects) – Attachment G

It was moved by Ms. Horne, seconded by Mr. Brewster, that the resolution be approved. The motion carried unanimously.

4. Resolution Approving Application for funding and a Grant Agreement with the New Jersey Educational Facilities Authority for the Higher Education Facilities Trust Fund Act (Science Building Renovation) – Attachment H

It was moved by Ms. Svizeny, seconded by Mr. Brewster, that the resolution be approved. The motion carried unanimously.

5. Resolution Approving Application for funding and a Grant Agreement with the New Jersey Educational Facilities Authority for the Higher Education Facilities Trust Fund Act (Armstrong Hall Renovation) – Attachment I

It was moved by Mrs. Hymerling, seconded by Ms. Svizeny, that the resolution be approved. The motion carried unanimously.

6. Resolution Approving Application for funding and a Grant Agreement with the New Jersey Educational Facilities Authority for the Higher Education Technology Infrastructure Fund Act (IT Technology Infrastructure) – Attachment J

It was moved by Mr. Brewster, seconded by Mr. Markison, that the resolution be approved. The motion carried unanimously.

7. Resolution Approving Application for funding and a Grant Agreement with the New Jersey Educational Facilities Authority for the Higher Education Equipment Leasing Fund Act (Academic Equipment) – Attachment K

It was moved by Mrs. Hymerling, seconded by Ms. Svizeny, that the resolution be approved. The motion carried unanimously.

8. Resolution Approving Waivers of Advertising for College Business Purposes – Attachment L

It was moved by Ms. Svizeny, seconded by Mr. Markison, that the resolution be approved. The motion carried unanimously.

**F. Report of the Audit, Risk Management & Compliance Committee**

Ms. Svizeny report for the committee.

1. The College of New Jersey Board of Trustees Resolution Approving a Protection of Children Policy – Attachment M

It was moved by Mrs. Hymerling, seconded by Mr. Brewster, that the resolution be approved. The motion carried unanimously.

2. The College of New Jersey Board of Trustees Resolution Approving a Safe Campus Policy – Attachment N

It was moved by Mr. Brewster, seconded by Mr. Caballero, that the resolution be approved. The motion carried unanimously.

3. Resolution Approving Waivers of Advertising for College Business Purposes – Attachment O

It was moved by Mr. Caballero, seconded by Mrs. Hymerling, that the resolution be approved. The motion carried unanimously.

**G. Report of the College Advancement Committee**

Ms. Horne report for the committee.

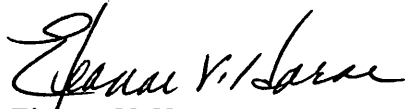
**XI. Adjournment**

The following resolution was moved by Mr. Caballero, seconded by Mr. Brewster. The motion carried unanimously.

Be It  
Resolved: That the next public meeting of The College of New Jersey Board of Trustees, the annual tuition hearing, will be held on Tuesday, April 16, 2013 at a time and location to be announced.

Be It  
Further  
Resolved: That this meeting be adjourned.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Eleanor V. Horne".

Eleanor V. Horne  
Secretary

**Promotions – Faculty**

**Associate Professor**

Sarah Chartock	Political Science
Seung Hee Choi	Finance
Jarret Crawford	Psychology
Julie Hughes	Psychology
Nancy Lasher	Marketing
Lynnette Mawhinney	Elementary/Early Childhood Education
Donka Mirtcheva	Economics

**Professor**

Jo Carney	English
John Landreau	Women's & Gender Studies
Linghui Tang	Economics
Mark Woodford	Counselor Education

**New Appointments – Faculty**

Thomas Brennan	Civil Engineering Assistant Professor Effective: August 27, 2013 End date: June 30, 2016
Michael Ochs	Mathematics & Statistics Associate Professor Effective: August 27, 2013 End date: June 30, 2016

**Reappointment – Faculty – Temporary**

Carol Mendenko	Nursing Instructor Effective: January 22, 2013 End date: June 30, 2013
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**Retirements Emeritus – Faculty**

Michael Iannone	Mathematics & Statistics Professor Effective: February 1, 2013
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**Retirements Emeritus – Faculty (continued)**

John Karsnitz

Technological Studies  
Professor  
Effective: February 1, 2013

Bruce Rigby

Art & Art History  
Professor  
Effective: February 1, 2013

**Resignations - Faculty**

Adam Knobler

History  
Associate Professor  
Effective: February 1, 2013

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**New Appointments – Staff**

Kimberly Fawkes  
Records & Registration  
Professional Services Specialist 4  
Effective: January 7, 2013

Debra Klokis  
Career Center  
Professional Services Specialist 4  
Effective: January 2, 2013

Candyce Newell  
College Advancement  
Executive Director  
Effective: March 11, 2013

Jeffrey Passe  
School of Education  
Dean  
Effective: July 1, 2013

Meghan Sooy  
Disability Support Services  
Assistant Director 2  
Effective: March 1, 2013

Jacqueline Taylor  
Academic Affairs  
Provost  
Effective: March 18, 2013

Tiffani Warren  
EOF  
Associate Director  
Effective: January 7, 2013

**Change of Status – Staff**

Sushma Mendu  
Information Technology  
From: Professional Services Specialist 2C (CWA)  
To: Assistant Director (NU)  
Effective: December 1, 2012

Stacy Schuster  
College Advancement  
From: Executive Director  
To: Associate Vice President  
Effective: December 1, 2012

**Resignation – Staff**

Bobby Acosta  
Athletics & Recreation  
Effective: January 25, 2013

**Retirement – Staff - Emeritus**

Florence Johnson  
Human Resources  
Effective: June 1, 2013

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**Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan**

- Whereas:** Pursuant to a resolution adopted at its public meeting on June 21, 2001, the Board of Trustees of The College of New Jersey approved the “Conceptual Campus Facilities Master Plan Framework for Fiscal Years 2002-2011” (the “2002-2011 Master Plan”); and
- Whereas:** The College has implemented significant portions of the 2002-2011 Master Plan; and
- Whereas:** Pursuant to a resolution adopted at its public meeting on March 24, 2008, the Board of Trustees of The College of New Jersey approved an “Update to the Conceptual Campus Facilities Master Plan for the Fiscal Years 2007-2021” (the “2007-2021 Master Plan”); and
- Whereas:** Pursuant to a resolution adopted at its public meeting on July 10, 2012, the Board of Trustees of The College of New Jersey approved an “Updated Institutional Strategic Plan”; and
- Whereas:** In May, 2010, the College prepared and submitted a Long Range Facilities Plan to the Commission on Higher Education (the “Commission”) in accordance with the Economic Development Stimulus Act of 2009 (the “Act”), which required senior public institutions of higher education to submit facilities master plans to the Commission for its review and recommendations; and
- Whereas:** In June, 2010, the Commission notified the New Jersey Economic Development Authority that the College and the Commission had met the requirements of the Act; and
- Whereas:** The College has now prepared an update to the Long Range Facilities Plan (the “Long Range Facilities and Technology Plan”, a copy of which is attached), which is based on the 2007-2021 Master Plan and is informed by and partially implements the Updated Institutional Strategic Plan; and
- Whereas:** The Long Range Facilities and Technology Plan is meant to be a guiding document until such time that a new Facilities Master Plan is completed, which is currently anticipated to be during fiscal year 2014, after which both the Long Range Facilities and Technology Plan and the new Facilities Master Plan will guide the siting, planning and design of new buildings and significant renovation building projects (“Projects”) using a planning process that involves appropriate professional firms and members of the campus community; and
- Whereas:** In accordance with applicable law and College policy certain Projects will continue to be brought individually to the Board of Trustees for approval of the designer prior to the start of the Project; and
- Whereas:** The Buildings and Grounds Committee of the Board of Trustees has reviewed the Long Range Facilities and Technology Plan and has recommended its approval to the Board of Trustees.
- Therefore,  
Be It  
Resolved:** That the Board of Trustees hereby approves the Long Range Facilities and Technology Plan.

February 26, 2013

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# LONG RANGE FACILITIES AND TECHNOLOGY PLAN

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SUBMISSION TO THE  
SECRETARY OF HIGHER  
EDUCATION

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The College of New Jersey



FEBRUARY 2013

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- APPENDIX A – COMMISSION ON HIGHER EDUCATION FACILITIES PLAN APPROVAL LETTER
- APPENDIX B - TCNJ CONCEPTUAL MASTER PLAN, 2008
- APPENDIX C – EFA ANNUAL REPORT ON FACILITIES

## PREFACE

This document is intended to serve as an executive summary of various materials relating to the long range facilities and technology plan for The College of New Jersey (TCNJ). Key elements of the long range facilities plan for TCNJ are addressed in this document and the TCNJ Conceptual Master Plan, 2008. (Appendix B)

The State of New Jersey recently published rules and procedures for accessing various sources of state funding available to institutions of higher education. These guidelines require that TCNJ submit an updated Facilities and Technology Master Plan as part of the application process for the funding. The programs and sources of funding are:

- Higher Education Capital Improvement Fund Act, N.J.S.A. 18A:72A-1 et seq. and P.L. 2012, c.42.
- Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A-49, and P.L. 1993, c.375 and P.L. 2012, c. 42.
- Higher Education Technology Infrastructure Act, N.J.S.A. 18A:72A-59 through 71 and P.L. 1997, c.238.
- Higher Education Equipment Leasing Fund Act., N.J.S.A. 18A:72A-40 and P.L. 1993, c.136and P.L. 2012, c.42.
- Building Our Future Bond Act, N.J.S.A. 18A:72A-1 et seq. and P.L. 2012, c.41.

This Long Range Facilities and Technology Plan is a revision to the Long Range Facilities Plan submitted to the Commission on Higher Education (CHE) in May 2010, as required by the New Jersey Economic Stimulus Act of 2009 amended N.J.S.A. 18A:3B-39. TCNJ's Long Range Facilities Plan Update was discussed in a public session of the CHE on June 23, 2010 and approved on June 28, 2010. [See Appendix A]

This revised document along with its attachments shall constitute the submission to the Secretary of Higher Education on behalf of The College of New Jersey.

## INTRODUCTION

The College of New Jersey is a highly selective institution that has earned national recognition for its commitment to excellence. Founded in 1855, TCNJ has become an exemplar of the best in public higher education and is consistently acknowledged as one of the top comprehensive colleges in the nation. TCNJ currently is ranked as one of the **75 Most Competitive** schools in the nation by *Barron's Profiles of American Colleges* and is rated the No. 1 public institution in the northern region of the country by *U.S. News & World Report*. TCNJ was named the #10 value in public higher education by the *Princeton Review* in 2009 and, in 2006, was awarded a Phi Beta Kappa chapter, an honor shared by less than 10 percent of colleges and universities nationally.

## ACADEMIC PROGRAMS

A strong liberal arts core forms the foundation for a wealth of degree programs offered through TCNJ's seven schools: Arts & Communication; Business; Humanities and Social Sciences; Education; Science; Nursing, Health, and Exercise Science; and Engineering. The College is enriched by an honors program and extensive opportunities to study abroad, and its award-winning First-Year Experience and freshman orientation programs have helped make its retention and graduation rates among the highest in the country. In addition, The Bonner Center for Civic and Community Engagement at The College of New Jersey is responsible for mobilizing faculty, students and staff to help sustain and advance the communities in which we live; in other words, to find mission-consistent ways to improve the quality of life for all.

## CAMPUS

Known for its natural beauty, the College's campus is set on 289 tree-lined acres in suburban Ewing Township. The College has 40 major buildings, including a state-of-the-art library; 14 residence halls that accommodate 3,600 students; an award-winning student center; more than 20 academic computer laboratories; a full range of laboratories for nursing, microscopy, science, and technology; a music building with a 300-seat concert hall; and a collegiate recreation and athletic facilities complex. TCNJ has a full-time undergraduate enrollment of approximately 6,200 students (95 percent from New Jersey).

## STUDENT LIFE

The College of New Jersey encourages students to expand their talents and skills through more than 150 organizations that are open to students. These groups range from performing ensembles and professional and honor societies to student publications, Greek organizations, as well as intramural and club sports. The College also offers numerous leadership opportunities through the Student Finance Board, Student Government Association, and Residence Hall Government to name a few.

## ATHLETICS

High achievement and scholarship in the classroom have been mirrored by the success of The College of New Jersey's varsity student-athletes. Since the 1978-79 Lion wrestling team captured the College's first National Collegiate Athletic Association (NCAA) team championship, TCNJ has established itself as one of the nation's most successful Division III (non-athletic scholarship) programs. Since 1979, The College of New Jersey has amassed a total of 39 Division III crowns in six different sports. In addition, the Lions have posted 32 runner-up awards, giving the College an aggregate of 71 first and second-place finishes. That figure is tops among the nation's 400 plus Division III colleges and universities during the past 30 years. The Lions have also produced 54 Division III Academic All-Americans.

As impressive as the overall athletic record is, TCNJ's accomplishment as a leader in women's sports is even greater. Since NCAA Championships were initiated for women in 1981, only TCNJ has won 32 Division III team championships. The total does not include the Lions' lacrosse championship in 1981 or the softball championships in 1980 and 1981, which were sponsored by the AIAW (Association for Intercollegiate Athletics for Women) prior to women's sports inclusion in the NCAA. In the fall of 1999, TCNJ's women's athletic program was voted as the top Division III institution for female student-athletes by *Sports Illustrated for Women*.

# ENROLLMENT AND FINANCIAL PARAMETERS

The College of New Jersey’s Long Range Facilities and Technology Plan is guided by institutional enrollment plans and financial parameters that are discussed herein.

## ENROLLMENT PLAN

The College’s strategic enrollment plan calls for growth over the next five years. This continuing growth will represent a 22% increase in enrollment over the past decade. Enrollment at TCNJ is accomplished through strategic, collaborative enrollment management planning involving Academic Deans and the Vice President of Enrollment Management. TCNJ is committed to enrolling a diverse group of students which includes academic, socioeconomic, ethnicity and geographic. TCNJ enrolls a highly talented group of students who on average perform within the top 10% of their high school graduating class and who nationally score within the top 10% of test takers on both the SAT and ACT. TCNJ is one of only 5 public institutions in the nation that is named to Barron’s “most competitive” list. Over the past decade, TCNJ has experienced a 90%+ growth in applications, demonstrating our strong reputation in the market and the desired college of choice for the high achieving college-bound student.

**CHART 1: TOTAL PROJECTED ENROLLMENT BY ACADEMIC YEAR**

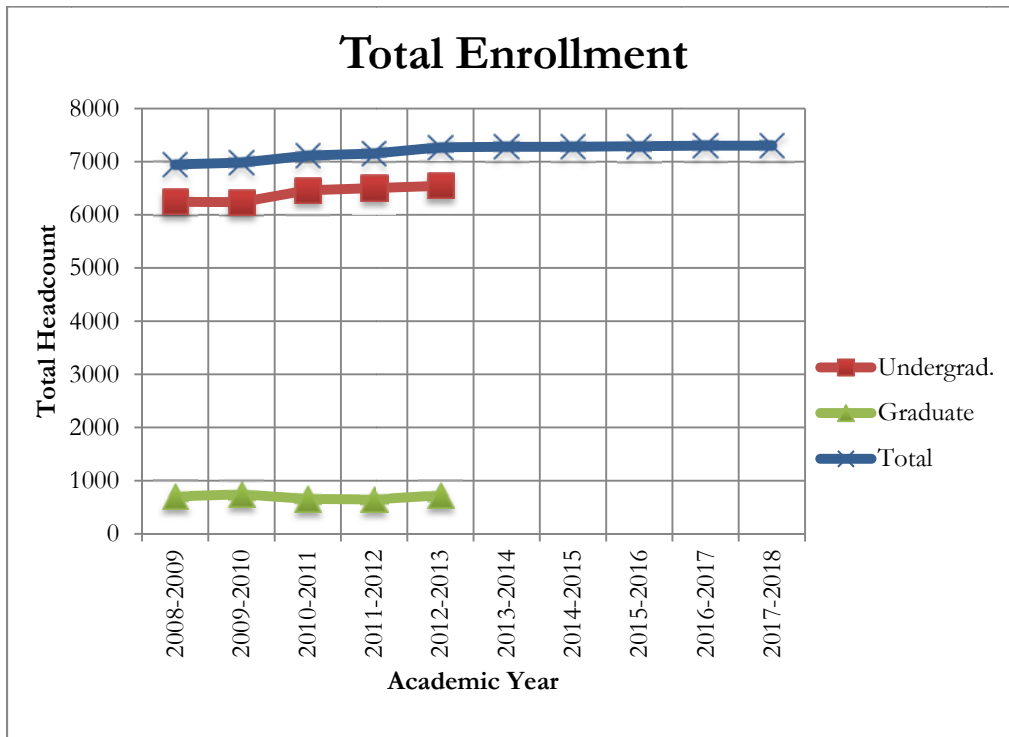




TABLE 1: PROJECTED ENROLLMENT TABLE

	Academic Year									
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Headcount</b>	-	-	-	-	-	-	-	-	-	-
<b>Undergrad.</b>	<u>6244</u>	<u>6237</u>	<u>6460</u>	<u>6504</u>	<u>6545</u>	<u>6244</u>	<u>6237</u>	<u>6460</u>	<u>6504</u>	<u>6545</u>
<b>Graduate</b>	<u>705</u>	<u>743</u>	<u>655</u>	<u>648</u>	<u>725</u>	<u>705</u>	<u>743</u>	<u>655</u>	<u>648</u>	<u>725</u>
<b>Total</b>	6949	6980	7115	7152	7270	7280	7280	7290	7300	7300

## ENROLLMENT GROWTH

The data below shows the growth in first year target admissions and actual admissions over a period from 2008 to 2017.

CHART 2: FIRST YEAR ENROLLMENT GROWTH 2007-2017

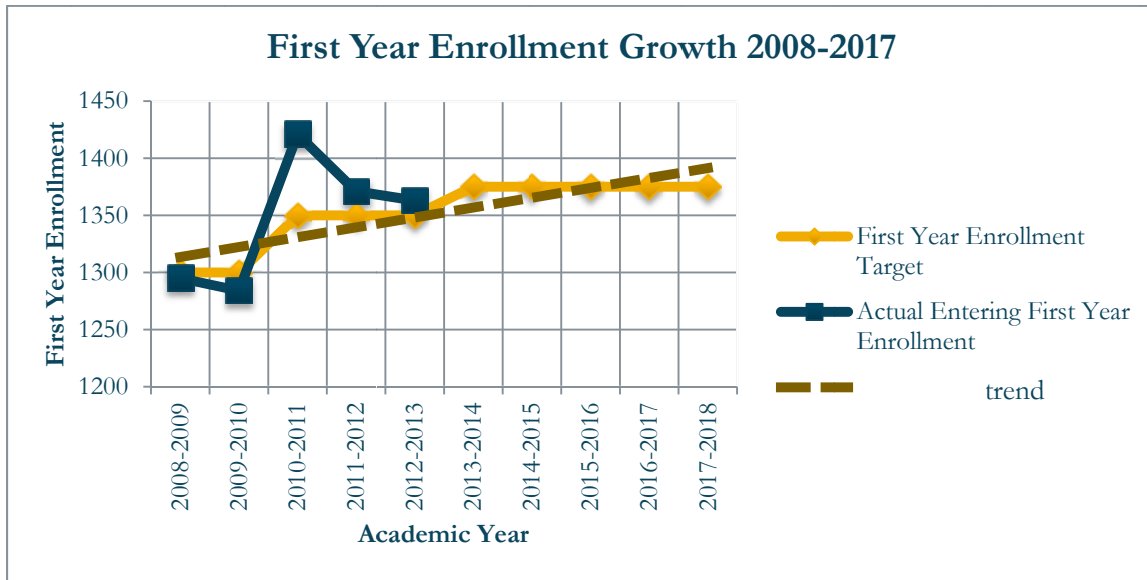


TABLE 2: FIRST YEAR ENROLLMENT GROWTH FALL 2007- FALL 2017

	Academic Year									
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>First Year Enrollment Target</b>	1300	1300	1350	1350	1350	1375	1375	1375	1375	1375
<b>Actual Entering First Year Enrollment</b>	1295	1284	1421	1371	1363	-	-	-	-	-

## **FINANCIAL CONTEXT**

The College has a long tradition of prudent financial planning and resource allocation that has allowed it to continue strengthening its financial position through positive operating results and have the ability to respond to future challenges and opportunities. For FY 2012, the College finished with a \$9.6 million increase in net assets, a change of 2.8%. The increase in net assets is one indicator that the College's financial health continues to improve, reflecting sound and careful fiscal management across the institution.

TCNJ has seen a continued decline in its base state appropriation although the fringe benefits appropriations have been relatively flat due to the rising cost of healthcare and other fringe benefits. With the State continuing to face fiscal pressures, TCNJ believes that it is unlikely that this historical pattern will change and thus it is unlikely that State support will keep pace with the College's financial needs.

Cognizant of our responsibility to allocate resources strategically and keep the cost of education at TCNJ affordable, the College has identified areas for focused investment and strategies to ensure the maintenance of the institution's long-term financial health. Underlying the focused investment is a commitment to improving the structure and process of strategic planning and facilities master planning. These planning enhancements will be informed by a better understanding of the increasing demands for institutional scholarships, strategic enrollment management and thoughtful investment in academic and student development programs. These strategies include cost containment initiatives, expanding fund-raising activities, investment in facilities, diversifying revenues, and reviewing the organizational structure to generate financial efficiencies and preserve organizational effectiveness.

The national and State economy will continue to pose budgetary challenges for the College in the future. However, strong student demand and favorable market position as evidenced by steadily increasing enrollment applications, our sustained ability to attract and retain high-achieving students and the College's consistently strong operating performance, are all factors in the positive outlook for TCNJ.

## **OPERATION AND MAINTENANCE EXPENDITURES**

The College has continued to prudently manage the operation and maintenance of the physical plant. The table below illustrates the level of funding provided for the operation and maintenance of plant over the past six years. Also reflected, are the percentages of the annual educational and general expenditures allocated for operation and maintenance of the physical plant.

**TABLE 3: OPERATION AND MAINTENANCE EXPENDITURES**

dollar amounts in 000's	FY2008 Actual	FY2009 Budget	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Budget
O&M Expense	\$ 15,893	\$ 21,446	\$ 21,359	\$ 21,806	\$ 22,508	\$ 22,898
Total E&G Expense	\$ 125,531	\$ 135,479	\$ 139,581	\$ 144,334	\$ 150,089	\$ 150,372
% of E&G Expense	13%	16%	15%	15%	15%	15%

**DEBT SERVICE**

Due to the lack of availability of state funds for capital projects, TCNJ has strategically relied on the use of debt to advance mission critical capital investments. This investment in our infrastructure over the last several decades has been a key component in the College's transformation into a nationally recognized highly selective institution. As part of our debt management strategy, the College has dedicated revenue streams that do not impact the operating budgets. The College's debt service is outlined below for the period 2010 through 2017.

**TABLE 4: DEBT SERVICE**

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget*	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
E&G	\$ 11,679	\$ 12,263	\$ 14,762	\$ 13,428	\$ 16,575	\$ 16,774	\$ 16,887	\$ 17,002
Auxiliary	\$ 9,996	\$ 10,037	\$ 10,073	\$ 7,799	\$ 11,384	\$ 11,636	\$ 11,713	\$ 11,762
<b>Total</b>	<b>\$ 21,675</b>	<b>\$ 22,300</b>	<b>\$ 24,835</b>	<b>\$ 21,227</b>	<b>\$ 27,959</b>	<b>\$ 28,410</b>	<b>\$ 28,600</b>	<b>\$ 28,764</b>

*\*Bond refinancing produced \$3.5 million in debt service savings.*

**DEBT SERVICE COVERAGE RATIO**

Debt Service Coverage measures actual margin of protection for annual debt service payments from annual operations. The debt service coverage ratio is one of the critical credit factors used by the bond rating agencies when evaluating the credit quality of any institution. This important ratio indicates that the College has a net revenue stream available to meet its debt service obligations should economic conditions change. A coverage ratio of more than two is considered advantageous, while a ratio below one may be reason for concern regarding operating sustainability, especially in the face of future budgetary challenges.

The College has maintained a healthy debt service coverage ratio over the past seven years and does not anticipate significant changes in this key indicator of financial performance.

**TABLE 5: DEBT SERVICE COVERAGE RATIO**

	<b>FY2007 Actual</b>	<b>FY2008 Actual</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Actual</b>	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>
Debt Service Coverage Ratio	292	2.67	2.55	216	236	260	280

**STUDENT FEES FOR FACILITIES**

TCNJ has earmarked specific student fees to fund capital improvement and debt service. The amount of the fees and the revenue generated over the last seven years are reflected in the table below:

**TABLE 6: STUDENT FEES FOR FACILITIES**

	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>
Capital Facilities Fee (whole \$)	\$1,821	\$2,058	\$2,222	\$2,333	\$2,450	\$2,548	\$2,637
Capital Fee Revenues (in 000's)	\$11,962	\$13,676	\$15,312	\$15,755	\$16,901	\$17,710	\$18,182
Housing Revenues (in 000's)	\$10,858	\$11,168	\$12,908	\$13,780	\$17,177	\$17,099	\$13,860
Student Center Revenues (in 000's)	\$450	\$450	\$785	\$824	\$824	\$895	\$845

The capital facilities fee is dedicated to fund debt service, major capital renovations and asset renewal for academic and administrative buildings. A percentage of the student center and housing revenues is dedicated to fund the debt service and capital renovation associated with the auxiliary facilities.

**CURRENT BOND RATING**

The bond ratings reflect expectation for continued steady student demand, strong financial performance and continued moderation of debt.

**TABLE 7: CURRENT BOND RATINGS**

	<b>Fitch Rating</b>	<b>Moody's Investors Service</b>	<b>Standard &amp; Poor's</b>
Long Term Rating	AA	A2	A
Rating Outlook	Stable	Stable	Stable

**Key Rating Drivers**

The key drivers of the favorable bond ratings are strong financial performance, despite the current state funding environment, stable enrollment and sustained ability to attract and retain high-achieving students.

Although the credit ratings varied, all three agencies were consistent in identifying the key rating drivers, both strengths and challenges. All three identified the strong and stable market position and solid operating performance as the positive factors that drive our ratings. Offsetting credit factors are our low level of endowment and high debt service burden and lack of capital support from the state.

The College's greatest financial strength has been our ability to maintain solid operating balances despite unstable and declining net state support. According to the rating agencies, our average operating margin is very strong for a public institution.

**INSTITUTIONAL DEBT**

The use of debt has been a key component in the College's transformation into a highly selective institution that has earned national recognitions for its commitment to academic excellence. The attractiveness of our facilities is also an important factor in our ability to recruit highly qualified students. The College's outstanding debt as of June 30, 2012 was approximately \$362 million. Our debt burden is a function of the State's inability to consistently finance academic infrastructure and the College's strategic choice to invest and reinvest in the campus over the past decade.

**TABLE 8: INSTITUTIONAL DEBT**

<b>Debt</b>	<b>Amount Outstanding</b>	<b>Final Maturity</b>
Series 2008 D	\$ 284,790,000.	FY 2035
Series 2010 A & B	\$ 43,685,000.	FY 2040
Series 2012 A	\$ 26,255,000.	FY 2019
<b>Subtotal</b>	<b>\$ 354,730,000.</b>	
TCNJ Portion of NJ State issued debt (Library and Dormitory Safety bonds)	\$ 7,356,000.	FY 2022
<b>Total Outstanding</b>	<b>\$ 362,086,000.</b>	

The College's debt portfolio is 100% fixed rate debt and has dedicated revenue streams (capital facilities fee & housing fees) for repayment of debt, that are not tied to the operating budget which is supported by state appropriations.




In April 2008, the board of trustees worked closely with senior management to restructure all of our auction rate and variable rate bonds and created 100% fixed rate debt obligations. This made our debt structure more stable by eliminating the risks associated with the variable rate and auction rate markets. The timing of this strategic decision proved extremely beneficial to the college because within a few months the financial crisis led to the collapse of the auction rate markets.

In January 2010, TCNJ issued bonds in the amount of \$44.5 million, to finance a new state-of-the-art School of Education Building. The bonds were issued mostly as Build America Bonds which are part of the American Recovery and Reinvestment Act of 2009. The College continues to receive a cash subsidy from the United States Treasury equal to 35% of the interest payable on the bonds each year. The Build America Bonds program along with favorable market rates produced a present value savings of \$3.5 million to the College.

The College's most recent bond restructuring was done in March 2012, to refinance the Series 2002C bonds. After an extensive marketing plan, including an investor roadshow and discussions with many large institutional investors led to the issue being oversubscribed approximately three times and yielded present value debt service savings of approximately \$3.5 million in fiscal year 2013.

Below is a sample of some of the new buildings that were financed with bond proceeds over the last ten years:

**TABLE 9: NEW BUILDINGS FINANCED WITH BOND PROCEEDS**

<b>Project</b>	<b>Image</b>	<b>Amount (millions)</b>
<p><i>Science Complex</i>                      The complex houses the classrooms, laboratories and offices of the Departments of Mathematics, Physics and Chemistry. The Science Complex is a state of the art facility that includes research space for each faculty member. The facility also houses a 48-seat planetarium with a Zeiss projector, two observatories housing large telescopes and a rooftop observatory space. Specialty laboratories include a NMR laboratory, x-ray defractor laboratory and optic laboratories with dark room facilities.</p>		\$ 40.4
<p><i>Social Science Building</i>                      This structure is a three-story Collegiate Georgian facility located where Bray Hall once stood. The building houses the Departments of History, Law and Justice, Political Science, Psychology, and Sociology and is comprised of offices, lecture rooms, behavioral laboratories and a three-story interior landscaped atrium.</p>		22.1
<p><i>School of Business</i>                      This building is a three-story brick building that houses classrooms and offices for the School of Business. The entire facility is wired for internet access allowing students and faculty to hook-up laptops from any room to the campus' network. The building also includes offices for business-related organizations and an accountancy library.</p>		14.1

**Project**

**Image**

**Amount  
(millions)**

*New Library*

Opened for the fall 2005 semester, this award winning, 134,000 square foot new library is a state-of-the-art facility that houses the print and non-print collection of the College, as well as all of the related library support services of circulation, reference, technical services, and computer support services. Inside, there are three computer labs/classrooms; faculty and staff offices; a 105 seat auditorium; and many areas set aside for individual and group study. The building is also equipped to provide WiFi and LAN internet access



40.1

*Student Apartments*

Phelps Hall and Hausdoerffer Hall, opened in 2009, are the first apartment complexes on our campus. Twin buildings, each building having 40 air-conditioned apartments housing approximately 200 students. The units are mostly 5 bedroom (3 singles and 1 double), partial kitchen, living room, bathroom, and an extra vanity sink. The units have a semi-private courtyard and share a grassy park.



40.0

*Art & Interactive Multimedia Building*

With an area of nearly 70,000 square feet, the new Art and Interactive Multimedia Building houses administrative and faculty offices, as well as general support amenities such as lounge areas and computer laboratories. Additionally, student studios, shared classrooms, and seminar rooms are incorporated into the three stories of the new academic building to support The College's programs in Art History, Digital Arts, Fine Arts, Graphic Design, Interactive Media, and Photography. The building was occupied in winter 2009.



30.0



**Project**

**Image**

**Amount  
(millions)**

*Athletic Fields*

In the fall of 2006, TCNJ opened its new soccer complex with both the men's and women's teams moving into the state-of-the-art facility. The complex has a Sportsexe surface and features stadium seating as well as a press box and a concession area, complete with rest rooms. The new facility is adjacent to TCNJ's new softball complex, Dr. June Walker Field, which opened in the spring of 2006 and is home to the College's softball program.



9.2

*Parking Decks & Garages*

The Forcina Parking Garage is an open air, two story vehicle parking garage with approximately 300 spaces located on Metzger Drive behind Forcina Hall. The Metzger Parking Garage (shown) is an open air four-story vehicle parking garage with approximately 1100 spaces located adjacent to the current Lions Stadium. This facility opened in May 2004. Travers Wolfe Parking Garage is an open air, three story, vehicle parking garage with approximately 340 spaces. The garage is located behind Travers Wolfe Residence Hall and is connected via an enclosed walkway.



26.8

*School of Education*

The new building for the school of education, encompassing three full stories and 70,000 square feet, is constructed in the Collegiate Georgian architectural vernacular common to The College. The academic facility houses administrative offices, grant supported areas, instructional space and building support spaces. LEED principles were maintained throughout the design and construction to comply with the President's Climate Commitment.



33.5

**Total**

**\$ 256.2**

# LONG RANGE FACILITIES PLAN

## BACKGROUND

TCNJ's facilities planning process is driven by the College's strategic goals, mission and core beliefs. These are outlined in the TCNJ Conceptual Master Plan, completed in spring 2008. Facilities planning at TCNJ is an iterative and fluid process. As such the facilities plan is not static or ever complete. Instead it evolves over time in response to course corrections in the College's goals, the College's financial situation and changes in the needs of our faculty, staff and students. In addition, TCNJ has several companion programs that, when combined with the Conceptual Master Plan, constitute a comprehensive vision for the campus' physical assets. These other companion programs include an Asset Renewal Plan for those elements of the campus that are not included in the Master Plan, a Climate Action Plan which focuses on sustainable facilities and operations, and a Public-Private Partnership to develop college/community amenities on the campus periphery.

## 2008 CONCEPTUAL MASTER PLAN

The 2008 Conceptual Master Plan is the most current board-approved facilities plan at TCNJ. This 2008 plan is built upon the foundation of a conceptual plan completed and approved by TCNJ's board in 2001. The planning process and description are outlined in the 2008 Conceptual Master Plan document and will not be repeated here. The College developed a two-pronged master plan reflecting the structure and organization of the College. The plan contained an Academic / Administrative facilities plan and a Housing facilities plan. The plan is summarized in the following table, with projects listed chronologically. More detailed description of the projects can be found in the 2008 Conceptual Master Plan document.

TABLE 10: 2008 CONCEPTUAL MASTER PLAN

<u>Building Name</u>	<u>Opening Date</u>	<u>Total Project Cost</u>
Student Apartments	August 2009	\$40,000,000
1968 Library Renovation	August 2009	\$3,700,000
Art & IMM Building	December 2009	\$30,000,000
Forcina Wing Demolition	December 2009	\$842,000
Decker Hall Renovation	August 2010	\$8,300,000
Central Chiller Plant Expansion	August 2011	2,700,000
Education Building	January 2012	\$40,000,000
SYE Experience	August 2012	\$39,800,000
68 Building Demolition	May 2013	\$4,830,000
Forcina Hall Swing Space for Comp. Science	June 2013	\$2,068,000
34 Building Renovation	August 2013	\$20,783,000

<u>Building Name</u>	<u>Opening Date</u>	<u>Total Project Cost</u>
Travers Hall Renovation	August 2013	\$7,410,000
Holman Hall Demolition	October 2013	\$3,000,000
Loser Swing Space	August 2014	\$348,000
Wolfe Hall Renovation	August 2014	\$7,700,000
Norsworthy Hall Demolition	August 2014	\$2,700,000
New Academic Lab Building	August 2015	\$28,000,000
Science Lab Renovation	August 2016	\$8,500,000
Ely-Allen-Brewster Hall Renovation	August 2016	\$16,610,000
Cromwell Hall Renovation	August 2017	\$31,629,000
Centennial Hall Demolition	August 2017	\$3,794,000
Forcina Hall Swing Space for Student Services and IT	April 2019	\$4,100,000
Brower Student Center Renovation	June 2019	\$40,420,000
New Nursing Building	August 2019	\$48,900,000
Loser Hall Renovation	April 2020	\$8,800,000
Hopewell Property Development	August 2020	\$51,200,000
Forcina Hall Swing Space for Comm. Studies	January 2021	\$133,200
Kendall Hall Renovation	May 2021	\$3,500,000
Green Hall Renovation	August 2021	\$32,556,000
Forcina Hall Demolition	August 2021	<u>\$3,454,000</u>
	<b>Total</b>	<b>\$495,777,200</b>

## 2013 REVISED CONCEPTUAL MASTER PLAN

In 2010, developments in the national and state economy as well as changes to assumptions in the plans regarding State funding of higher education and capital facilities fees resulted in the need to modify the timetable of the 2008 master plan and rearrange the order of projects. Since 2010 TCNJ has continued to make small adjustments in the plan to reflect shifting priorities.

In 2012, the College embarked on a parallel institutional strategic plan and facilities master plan effort with the institutional strategic planning effort proceeding first. In response to this effort, the Board of the College adopted a “strategic map” as a framework for the College in October 2012. The parallel facilities master plan process is now underway and is intended both to inform and respond to the College’s strategic plan.

In the meantime, until the new facilities master plan is complete in late 2013, TCNJ is proceeding based on the modified 2010 plan submitted to the Commission on Higher Education. The plan presented herein represents the most current thinking about projects, schedules, funding and priorities.

TABLE 11: 2010 REVISED CONCEPTUAL MASTER PLAN, 2013-2017

<u>Approved Master Plan (3/08)</u>	<u>Revised Master Plan (2013)</u>
<p><b>2013 Start Construction</b></p> <p><u>Housing</u></p> <p>Wolfe renovation \$7,700,000</p> <p><u>Education and General</u></p> <p>Loser Hall swing space \$347,500</p> <p>Holman Hall demolition \$3,000,000</p> <p>New Academic lab building (STEM) \$28,000,000</p> <p>1968 Library Demolition \$4,830,000</p>	<p><b>2013 Start Construction</b></p> <p><u>Housing</u></p> <p>No projects</p> <p><u>Education and General</u></p> <p>Holman Demolition in preparation for New STEM Building \$3,000,000</p>
<p><b>2014 Start Construction</b></p> <p><u>Housing</u></p> <p>Norsworthy Hall Demolition \$2,700,000</p> <p>Ely/Allen/Brewster Hall Renovation \$16,610,000</p> <p><u>Education and General</u></p> <p>No projects</p>	<p><b>2014 Start Construction</b></p> <p><u>Housing</u></p> <p>Norsworthy Hall Renovation \$4,600,000</p> <p><u>Education and General</u></p> <p>New STEM Building \$61,000,000</p>
<p><b>2015 Start Construction</b></p> <p><u>Housing</u></p> <p>No projects</p> <p><u>Education and General</u></p> <p>Science lab renovation \$8,500,000</p>	<p><b>2015 Start Construction</b></p> <p><u>Housing</u></p> <p>Travers Hall Renovation \$7,469,000</p> <p><u>Education and General</u></p> <p>No projects</p> <p><u>Student Center</u></p> <p>Brower Student Center Renovation \$29,309,000</p>
<p><b>2016 Start Construction</b></p> <p><u>Housing</u></p> <p>No projects</p> <p><u>Education and General</u></p> <p>No projects</p>	<p><b>2016 Start Construction</b></p> <p><u>Housing</u></p> <p>Wolfe Hall Renovation \$7,469,000</p> <p><u>Education and General</u></p> <p>No projects</p>
<p><b>2017 Start Construction</b></p> <p><u>Housing</u></p> <p>No projects</p> <p><u>Education and General</u></p> <p>No projects</p>	<p><b>2017 Start Construction</b></p> <p><u>Housing</u></p> <p>Centennial Hall Renovation \$3,950,000</p> <p><u>Education and General</u></p> <p>Armstrong Renovation \$18,000,000</p> <p>Science Complex Renovation \$6,000,000</p>

In summary, the projects from the 2008 Conceptual Master Plan that have been deferred for financial and changing program needs include:

- New Second Year Experience residential building.....Housing project

- 1934 Library renovation for admissions, development and College museum .....Education and General project
- Forcina Hall renovation for Computer Science Department.....Education and General project
- Loser Hall renovation for administrative space .....Educational and General project
- Norsworthy Hall residence building demolition.....Housing project
- Ely/Allen/Brewster Hall residence hall renovation.....Housing project

## **2013 FACILITIES ASSET RENEWAL PLAN**

As part of its facilities planning process, the College has advanced a companion process to the conceptual master planning intended to address deferred and scheduled repairs and replacement. This process focused specifically on existing College facilities that would be left untouched by the conceptual master plan yet would need renewal and upgrades to their basic building systems. This plan had as a goal an expenditure of 2% of replacement value of the existing facilities to address short and long-term deferred maintenance.

The College updated its asset maintenance plan to address the major maintenance needs of its buildings and utility infrastructures, reviewing each building by component and prioritizing the identified needs. The updated asset renewal plan provides a cost estimate, a projected start date and a projected completion date for each project. The College began implementing the asset renewal plan in 2006. Projects in the asset renewal plan were prioritized in the following order:

1. Building systems that affect code, life safety and health preservation.
2. Building systems that should be repaired for cost containment before the problems contribute to other or more extensive building failures.
3. Scheduled maintenance and repairs.

The College uses the following criteria to distinguish between deferred maintenance and asset renewal.

### **DEFERRED MAINTENANCE**

Deferred maintenance is defined as building systems or components that have reached the end of their useful or design life. The replacement has not been completed due to funding, scheduling or staffing constraints. The deferred maintenance projects focus on the replacement of mechanical systems that have outlived their useful life; repairs/replacements of façade and roof systems; and replacement of failing utility infrastructures.

### **ASSET RENEWAL**

Asset renewal is defined as building systems or components that are approaching or have reached the end of their useful life and are scheduled for repair or renewal. What

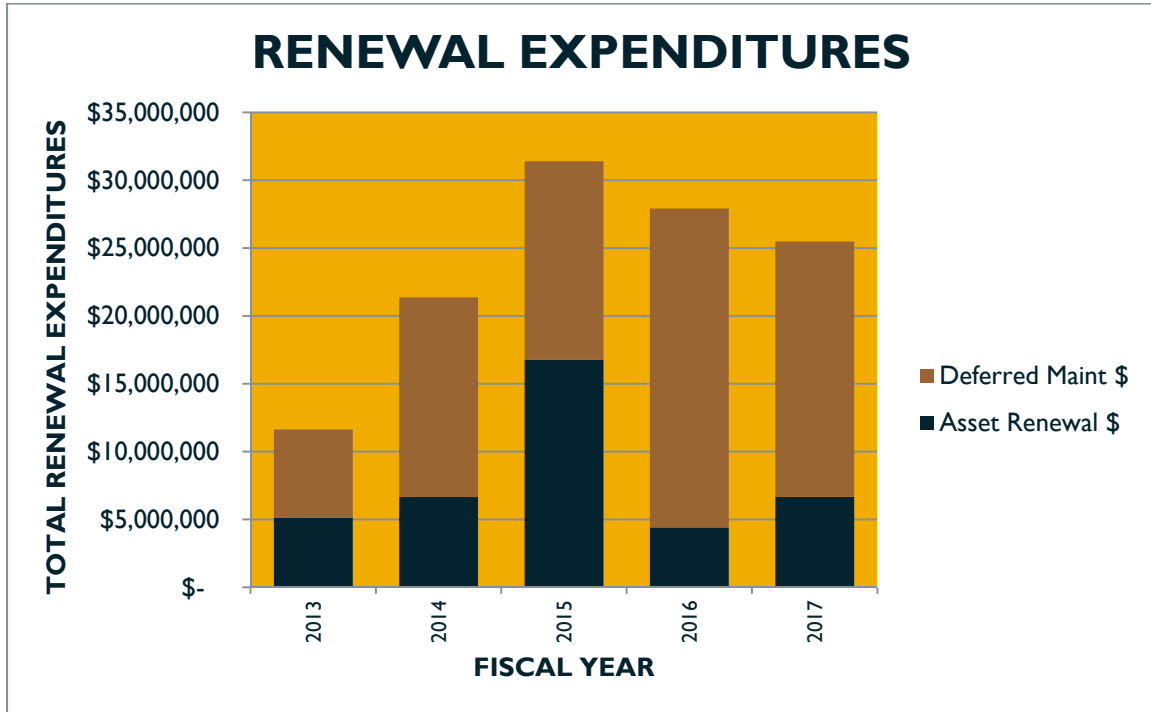
distinguishes asset renewal from deferred maintenance is that asset renewal elements have not yet failed and / or are not beyond their design life. As a result, there is some flexibility and latitude on the part of the College in procuring, packaging, and implementing these projects to the best advantage of the College.

The projects in the asset renewal plan and the anticipated funding for the next five fiscal years are outlined in the following table:

**TABLE 12: FIVE YEAR DEFERRED MAINTENANCE | ASSET RENEWAL PLAN FOR FY 2013 - FY 2017**

<b>DEFERRED MAINTENANCE</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
Brower Student Center	1,676,546	2,391,056	3,000,000	10,900,000	6,000,000
Education & General	3,000,832	3,824,922	5,385,000	1,826,000	3,406,000
Housing	1,816,254	8,498,248	6,265,000	10,771,000	9,419,000
<b>Total Deferred Maintenance</b>	<b>6,493,632</b>	<b>14,714,226</b>	<b>14,650,000</b>	<b>23,497,000</b>	<b>18,825,000</b>
<b>ASSET RENEWAL</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
Brower Student Center	50,000	1,273,000	4,950,000	2,309,000	-
Education & General	2,932,564	3,567,338	9,332,750	1,055,000	3,268,000
Housing	2,151,486	1,815,460	2,492,250	1,050,000	3,395,000
<b>Total Asset Renewal</b>	<b>5,134,050</b>	<b>6,655,798</b>	<b>16,775,000</b>	<b>4,414,000</b>	<b>6,663,000</b>
<b>GRAND TOTAL</b>	<b>\$11,627,681</b>	<b>\$21,370,024</b>	<b>\$31,425,000</b>	<b>\$27,911,000</b>	<b>\$25,488,000</b>
Annual Asset Renewal Funding Allocation	8,466,421	11,875,361	9,882,548	14,602,000	18,810,000
Dining Contract Contribution	150,000	2,000,000	7,950,000	13,209,000	6,000,000
Existing Bond Funded	1,602,548		2,997,452		
Capital Improvement Fund Request	1,408,712	7,494,663	10,595,000	100,000	678,000
<b>TOTAL FUNDING</b>	<b>\$11,627,681</b>	<b>\$21,370,024</b>	<b>\$31,425,000</b>	<b>\$27,911,000</b>	<b>\$25,488,000</b>

CHART 3: RENEWAL EXPENDITURES



### FACILITIES REPLACEMENT VALUE AND THE FACILITIES CONDITION INDEX

Current industry recommendations are that institutions spend or reserve 2% of the replacement value of their facilities and infrastructure annually to manage and prevent an accumulation of deferred maintenance. In the past, the College used the value of its buildings and infrastructure as reported by the annual audit or its finances. This audit under counts the full replacement value of the campus' physical infrastructure.

In 2012, an analysis was conducted to identify the real replacement value of the College's physical assets. This analysis yielded a replacement value of \$1.4B, significantly larger than the audited value. Consequently, the College is looking at strategies to increase its investment in asset renewal to be able to meet the 2% target for spending and reserves.

The renewal allocations are generally spent starting in the fiscal year that the project funding is established and can continue for one to two years or more depending on the project duration.

The goal and long term trend over this time period is to fund and spend close to the target 2% of replacement value to renew and restore the College's physical assets.<sup>1</sup> This

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<sup>1</sup> Based on industry [Association of Higher Education Facilities Officers (APPA), Society for College and University Planning (SCUP), National Association of College and University Business Officers (NACUBO)] standards of reinvesting 1.5 – 3% of replacement value for physical asset renewal annually to preserve facilities and avoid long term deferred maintenance.

expenditure is necessary to deal with limited deferred maintenance and then to keep up with scheduled major repair and renewal.

**TABLE 13: PERCENTAGE OF REPLACEMENT VALUE FUNDED IN ASSET RENEWAL BY YEAR**

<b>Fiscal Year</b>	<b>Total Renewal (\$)</b>	<b>Capital Assets (\$, Replacement Value)</b>	<b>Percent of Value (%)</b>
2013	11,627,681	1,520,819,783	.76%
2014	21,370,025	1,530,977,991*	1.4%
2015	31,425,000	1,576,907,331*	1.99%
2016	27,911,000	1,624,214,551*	1.72%
2017	25,488,000	1,743,740,987*	1.46%
<b>Total</b>	<b>117,821,706</b>		<b>1.47%</b>

*\*Projection based on escalation rate of 3% per annum and additions and deletions of facilities.*

The Facilities Condition Index (FCI) is a common measure used by facilities and asset managers to gauge the level of the deferred maintenance liability of an institution. The FCI is a simple ratio of deferred maintenance to replacement value.

$$\text{FCI} = \frac{\text{Deferred maintenance}}{\text{Total facility replacement value}}$$

In general terms FCI is a relative indicator of condition, and should be tracked over time to maximize its benefit. It is advantageous to define condition ratings based on ranges of the FCI. It is generally understood that the following ranges apply: good (under 0.05), fair (0.05 to 0.10), and poor (over 0.10) based on evaluating data from various clients at the time of the publication. The College’s FCI currently is calculated at .051 and is expected to drop if certain state and other partnership funding is made available.

**FUNDING OF THE FACILITIES PLAN**

The plan is primarily funded by interest income and dedicated student fees plus anticipated capital support from the state. The board of trustees approved strategic capital plan will guide the planning efforts over the years and provide us the flexibility to respond to new priorities or unanticipated needs.



# LONG RANGE TECHNOLOGY PLAN

## BACKGROUND

The 2012-2015 Strategic Plan for TCNJ cites an overarching goal of “Making the choices necessary to provide educational excellence on an affordable and sustainable basis”. The plan is also built on “creating a culture of accountability focused on outcomes and metrics”. The 2013-2017 TCNJ Long Range Technology Plan supports the strategic goal of the college by leveraging the many technologies and services added during the past several years, evaluating our current technology infrastructure and services and making needed upgrades/investments, and by identifying technology trends and innovations which should be adopted to support the goals of the institution.

## EMERGING TECHNOLOGY TRENDS

Some of the significant trends and innovations affecting teaching, learning, academic research, personal and professional communications, and institutional management in the next five years are:

- Data security is a central issue for higher education, business, and other organizations. Campus policies that provide guidelines for the manual and electronic processing of information are critical. “A culture of data security” needs to be a part of everyday business on a campus. Colleges must also continue to invest in implementing solutions and providing internal experts to focus on the protection of information from attacks from inside and outside of the college.
- There is a great deal of transformation and experimentation happening in the delivery of knowledge and teaching/learning. For the past few years colleges have experimented with web based courses, blended courses, “flipped courses”, and most recently Massive Open On-Line Courses (MOOCS). Colleges need to be open to these delivery methods and determine where they fit at their institutions. Students now expect a significant amount of course content delivered on-line to support learning. The amount and nature of the content should be an academic decision, but the need to leverage the latest tools is as apparent as the requirement to provide administrative services through the web.
- There is a proliferation of social media/communications tools like Facebook, Twitter, Delicious, Google, YouTube, Skype, as well as blogs, wikis and various instant messaging tools. Although initially these web tools were simply “pop technologies”, they are finding their way into education and business.
- There is a growing amount of print academic material, formally residing in libraries, moving to the web and downloadable to portable devices. Higher education is also witnessing a growing interest in eBooks to help control student textbook costs.

- Tablets, smart phones, laptops and netbooks, scientific instruments, and other wireless network connected devices are becoming universal on campuses.
- Large amounts of data are being stored in the cloud (web), campus network storage, and on personal storage devices.
- Many in higher education agree that although students are generally “technologically fearless”, their technological fluency is often spotty. Many career fields are redefining or clarifying basic technology skills. The expectation for technology fluency in all career fields will become a new baseline. The definition of technology fluency may vary depending on the career field chosen.
- Internet bandwidth capacity and reliability is increasing which will allow more data to move faster over the internet at lower costs. Colleges need to have redundant internet access to insure 24x7 services.
- “Software as a Service” (SaaS) is a delivery model in which software and associated data are centrally hosted in the cloud. SaaS and storage in the cloud, or through the internet, is becoming more prevalent. Services or computer programs no longer need to be run from the campus and data no longer needs to be stored on the campus. The paradigm of campus centric computing will change for some systems.
- Virtual desktops will allow the personal desktop to become “portable.” Users will be able to access their home or business desktop applications and resources from any computer with internet access.
- Creation and distribution of digital content, including film, audio, animations, and other academic content is ever increasing. This will impact data storage strategies and support costs, but will be essential to learning, collaborating, and the “telling the story” of the college.

TCNJ’s long range technology plan has taken all of these and other emerging trends into account, as the plan has been formulated.

## **TECHNOLOGY GOALS AND INITIATIVES**

The College’s long range technology plan is organized around a series of four goals and initiatives in support of the institution’s strategic plan. These goals and the associated initiatives are described below:

### **GOAL 1: PROMOTE THE INTEGRATION OF TECHNOLOGY INTO TEACHING**

TCNJ provides over 150 SMART classroom environments across the campus. Most classrooms are equipped with internet access, presentation hardware and software, and specialized academic software where it is required. In addition, the College provides facilities for distance learning and video conferencing. The department of Instructional Technology supports faculty development in the use of technology in teaching.

In 2013 the College will migrate from a locally developed Learning Management System (LMS) called SOCS to Canvas, a commercially supported cloud based solution. In addition to this, the College intends to implement the following initiatives.

#### INITIATIVES IN SUPPORT OF GOAL 1

- 1.1. Information Technology will work with the Provost, school deans, the dean of libraries, and support faculty who would like to add digital content to class web sites or enhance in-class activities with Canvas or other teaching technologies. The college should articulate its strategy in this regard to guide faculty as they consider adding technology to their courses or creating new classes or programs.
- 1.2. The College will implement the Canvas learning management system across campus and phase out the SOCS learning management system by the end of academic year 2103-2014.
- 1.3. TCNJ budgets annually for technology equipment renewal. The college must continue to support the “refresh” of technology in classrooms, labs, as well as equipment used by faculty and staff. Information Technology will develop a student self-service course assessment module in Primary Academic Web Services (PAWS) (PeopleSoft) which is the College’s on-line academic, enrollment and financial management system. IT will also develop standard and custom reports for faculty, departments, deans, and the provost.
- 1.4. Information Technology will work with the Center for Teaching Excellence and academic leaders to create an appropriate support system to assist faculty in the adoption of technology in their classes. TCNJ should strengthen its ability to support emerging teaching technologies.
- 1.5. In collaboration with the Provost and the Deans, insure that specialized school based technology support needs are met. This could include additional support staff or contract personnel.
- 1.6. Very recently there has been early work done on the creation of virtual computer labs on college campuses. This technology allows an individual’s PC software and profile to be stored centrally on a server. This enables them to log onto to any computer or network terminal and see their personal desktop. Virtual computer labs could lead to the replacement of lab PCs with less expensive terminals. In some cases, lab software that is currently only accessible in the computer labs could be made available, after authentication, outside the labs on personal computers. TCNJ has a pilot virtual desktop system in place. This cutting edge technology should be tested and a determination made to see if this can provide added services to the campus community.
- 1.7. Information Technology will identify a secure web development platform for faculty and students that enables them to create and maintain sites from off campus.

## **GOAL 2: PROVIDE A GROWING ARRAY OF WEB BASED SERVICES**

Over the past decade administrative computing has focused on the business systems of the college: Student Information System, Human Resources, and Financials. In the past few years, over 30 other third party products have been adopted by the college to support areas including residential life, medical records, global programs, student employment, parking and other service areas.

Information Technology needs to better serve all campus technology users as they try to address new and existing business problems. In addition to assisting in solving and delivering solutions, IT needs to seek cost effective solutions that can be maintained by existing staff. This will involve a thoughtful analysis of business problems with an eye toward leveraging investments already made before buying or building new software. An emphasis needs to be placed on mobile platforms, as well as traditional web architecture. The following initiatives are planned.

### INITIATIVES TO SUPPORT GOAL 2

- 2.1. TCNJ will develop a comprehensive mobile technology strategy which provides access to general campus information and news, recruitment information, the learning management system, and administrative systems on mobile phones and tablets. This will require a rethinking of the college's presentation of itself on smaller devices. Campus information and transactional ability must be included.
- 2.2. TCNJ will institute a software project management support capability within IT to support campus users who are seeking software and other technical solutions to business problems.
- 2.3. The College will implement new software for facilities management and parking management.
- 2.4. TCNJ will implement a new electronic transcript distribution system. TCNJ has received transcripts from New Jersey community colleges for several years. TCNJ is adopting a system to allow students' and former students' transcripts to be distributed electronically to other colleges, graduate schools, and employers.
- 2.5. The College will consider the adoption of a single business intelligence software platform that will enable end users to complete routine reports, ad hoc reports and have "dashboard display" of key performance indicators. A unified solution will aid operational reporting and institutional assessment.
- 2.6. A customer relationship management (CRM) solution will be explored in collaboration with the department of Admissions. CRM systems are used in many colleges and universities to provide "just in time" communications and interventions with admissions prospects, at risk students, athletes, alumni, donors and other targeted groups.

- 2.7. IT will evaluate and implement “cloud” (off premises) and “software as a service” (SaaS) systems where appropriate, being mindful of data security and system support.
- 2.8. TCNJ will complete an upgrade of the PeopleSoft Financials system to version 9.2.
- 2.9. TCNJ will implement a Talent Acquisition System within the Human Resources system.
- 2.10. The College will identify ways to automate office information processes through business process re-engineering.

**GOAL 3: PROVIDE A SECURE NETWORK THAT OPERATES WITH GREAT EFFICIENCY AND RELIABILITY**

Today TCNJ operates a data network with more than 10,000 network ports and 500+ wireless access points. All buildings on campus are now wireless enabled with either 802.11g or 802.11n wireless. Continued campus physical growth will necessitate the need to expand the wired network and also grow and better manage the wireless network. The overarching theme is more connectivity, less downtime, and greater redundancy. The IT network will more than double in size and complexity by 2017.

Trends that will guide the evolution of the network will be the growth in college facilities, a desire for more mobility (Wi-Fi and cell phone applications), and growing expectations for security. We are also seeing a very rapid growth in the number of video security systems, interest by off-campus vendors in the Get It Card, expanded use of the Get It Card for access control and other needs.

The wired TCNJ network includes hundreds of data switches located in wiring closets across the campus. Many of these switches are 8 to 9 years old. Although they have performed well, they are starting to fail in some cases and they lack the security/management features of the new devices. The older switches are also not capable of providing the network speeds needed and expected today. Although the college has budgeted for network refresh cycles each year, a comprehensive plan for this upgrade is being developed. The intention is to replace network key components on a four year cycle. In addition to this, the College intends to implement the following initiatives in support of this goal.

INITIATIVES IN SUPPORT OF GOAL 3

- 3.1. TCNJ is already engaged in a three year plan to cover the campus with a robust, well managed wireless system. Funding has been provided and steady progress is being made. The entire campus will be covered by WiFi access points by 2015.
- 3.2. There is continual need to increase the speed of both the wired and wireless network. This is mostly brought on by the development of new internet services, increased use of video and audio, and internet based games. Current maximum internet throughput is 300MB. Campuses are quickly increasing their connection to

internet from 300 to 1 gigabyte per second speeds. Within just a few years this connection will be increased to 10GB. Because of individual needs in certain academic and administrative areas of the campus, the connection speed must be able to be managed all the way to the desktop.

- 3.3. The college has used the current telephone switching system since 1994. The landline telephone needs of the campus need to be analyzed and a new telephone system and voice mail system must be installed. This should occur within the next year (2013-2014).
- 3.4. The campus network components (Core and edge switches) must be replaced every 5-6 years to insure reliability and a high level of performance.
- 3.5. Redundancy is critical to maintaining services and communications. TCNJ must add a secondary internet circuit for web traffic to the campus. This circuit should take a separate path from the main circuit to prevent a single event from cutting off internet connectivity to the campus. The college must evaluate the current networking between buildings to insure that a redundant ring is in place to enable the re-routing of campus network traffic, if an event were to cut the existing fiber.

**GOAL 4: INSURE THAT THE NETWORK IS SECURE AND REMAINS IN OPERATION DURING CRITICAL INCIDENTS**

College campuses rely on technology to support almost every major campus activity. Teaching, research, student support services, residence/dining services, recreation, communication, business functions, fund raising, and campus safety. Technology is so ubiquitous that it is almost invisible to many people. Although technology services are quite reliable, disasters such as fires, bad weather, flooding, earthquake, hurricanes and other events can interrupt or destroy services. The College needs to have both an effective and tested disaster recovery plan and a business continuity plan. The following initiatives are planned in support of this goal.

INITIATIVES IN SUPPORT OF GOAL 4

- 4.1. The College will enhance and test the IT disaster recovery plan. TCNJ has devoted a great deal of time and funding to enhance and refine its technology disaster recovery plan. The college has also invested heavily in disaster preparation by creating a secondary data center on campus. TCNJ also backs up data to an offsite host. These are significant steps in preparing for a disaster and minimizing the effect of a disaster. That said, a periodic test to determine the time and resources needed to recover from a disaster should be done.
- 4.2. Network and data system security is critical in the education environment. TCNJ will develop a replacement cycle for key security hardware devices and systems used to protect the network every 5 years, or as needed. These include firewalls, packet shapers, network Access Control and other elements.

- 4.3. A business continuity plan will be developed and documented to insure that campus departments can continue to operate for up to two weeks without current technologies.
- 4.4. The college IT systems and polices were audited by Price Waterhouse Coopers in 2012. The College will attempt to perform an IT security audit every four years to insure that the infrastructure, data systems, and data are secure.
- 4.5. Security education needs to be a focus on campus. Personal and office computers are increasingly at risk of attack by external Trojan software, other malware and spyware. The attacks can affect system performance, but can also lead to damage to computer systems and the theft of personal or business information. Although the college does provide free anti-virus and spyware software, this does not address all potential problems. IT will take a greater role in providing computer security training. IT will continue to monitor network activity and campus security policies and make changes as needed.
- 4.6. An enterprise data security plan will be developed to insure that the appropriate procedures and practices are in place to insure the security of critical data.
- 4.7. IT will investigate and implement appropriate sustainable IT technologies. Virtualization, blade servers, updating network switches and virtual labs all present opportunities to save both electricity and funds.

## TECHNOLOGY PROJECT PLAN

TCNJ envisions the following specific projects being implemented as part of its long range technology plan.

**TABLE 14:** TECHNOLOGY PLAN PROJECT LIST

<b><u>Goal and Initiative</u></b>	<b><u>Project Description</u></b>	<b><u>Year Complete</u></b>	<b><u>Project Cost</u></b>	<b><u>Funding</u></b>
4.3	Enhance IT security plan as a result of recommendations from IT audit.	2013	\$60,000	Reserves
1.4	Implement web based course evaluation	2013	0	No cost
3.3	Cell phone reception enhancement	2013	\$50,000	Reserves
1.2	Learning management system – deploy Canvas	2013	\$462,634	Reserves
1.3	Annual "refresh" of campus computers	On going	\$400,000	Operating
1.7	Virtual desktop to replace lab and classroom computers	2013	\$427,000	NJ Bond
2.3	Space management system –deploy EMS	2013	\$86,877	Reserves
2.2	Implement information technology project management	2013	\$100,000	Operating

<u>Goal and Initiative</u>	<u>Project Description</u>	<u>Year Complete</u>	<u>Project Cost</u>	<u>Funding</u>
2.4	Create electronic academic transcript system in conjunction with Records and Registration	2013	0	No cost
2.3	Procure and deploy parking management system –	2013	\$88,454	Reserves
2.10	Provide mobile access to student registration and learning management systems – PAWS, Canvas	2014	\$50,000	Reserves
4.1	Conduct disaster recovery drill and test	2014	0	No cost
2.5	Create and implement a single reporting platform for administrative functions – Business Intelligence	2014	\$400,000	Reserves
2.1	Procure and deploy a talent acquisition management system for Human Resources	2014	\$150,000	Reserves
2.9	Implement a financial systems upgrade – upgrade to PeopleSoft 9.2	2014	\$75,000	Reserves
4.4	Upgrade and replace network core switches	2014	\$650,000	NJ Bond
1.1	Enhance instructional technology support to include video and audio technologies in teaching websites	2014	\$25,000	Reserves
4.4	Upgrade and replace network core switches – network connections to 25% of buildings.	2014	\$622,000	NJ Bond
3.4	Implement a redundant internet circuit by adding second internet connection	2014	\$15,000	NJ Bond
4.2	Upgrade and enhance network security devices and firewalls	2015	\$125,000	NJ Bond
4.4	Upgrade and replace network edge switches – network connections to 25% of buildings.	2015	\$622,000	NJ Bond
2.6	Investigate and implement a customer relationship management system	2015	0	No cost
3.1	Wireless network project completed	2015	\$2,400,000	Existing Bond Fund
4.2	Network security device implementation Packetshaper and Network Access control	2016	\$125,000	NJ Bond
3.3	Replace/enhance telephone switch and voice mail system	2014	2,000,000	NJ Bond



<u>Goal and Initiative</u>	<u>Project Description</u>	<u>Year Complete</u>	<u>Project Cost</u>	<u>Funding</u>
4.4	Upgrade and replace network edge switches – network connections to 25% of buildings.	2016	\$622,000	NJ Bond
2.11	Move faculty and staff to Google email or other cloud system	2016	\$50,000	Reserves
4.4	Independent IT security audit	2016	\$50,000	Reserves
3.4	Complete core network ring for redundancy	2016	1,250,000	NJ Bond
4.4	Upgrade and replace network edge switches – network connections to 25% of buildings.	2017	\$622,000	NJ Bond

TABLE 15: TECHNOLOGY PLAN FUNDING SOURCES AND TOTALS

<u>Funding sources</u>	<u>Amount</u>
Operating Budgets	\$500,000
Reserves	\$1,547,965
Existing Bond Funds	\$2,400,000
NJ Bonds	\$7,080,000
<b>Total</b>	<b>\$11,527,965</b>

## SUMMARY

The College of New Jersey provides technology services that rival those of most colleges and universities in the country. Very gradually, and almost without notice, technologies have changed the way we teach, learn and work. We can communicate and collaborate with lightning speed. Most business functions are now available on the internet and many course sections have significant web content each semester.

As an institution we need to remain competitive with our peers and lead where we can, while keeping data safe and secure. This will involve constant learning on the part of all and a strong effort to cope with the increasing costs. The human and financial investment has already been significant, but the price of not continuing to invest could be even more costly.

# **PUBLIC PRIVATE PARTNERSHIPS**

The College of New Jersey is planning one public private partnership pursuant to N.J.S.A. 18A:64-85, known as the New Jersey Economic Stimulus Act. The project is called Campus Town and is described below.

## **CAMPUS TOWN**

The College controls approximately 14 acres of property near the entrance to the College along Pennington Road (State Route 31) in Ewing Township (see Figure 1). All of the lots on the parcel are owned either by the College or by the Educational Facilities Authority. The property currently is used for parking for College faculty and staff and contains several residential type structures used for College offices, faculty, staff or student housing. The College intends to develop this property to meet College and community needs for student housing, retail uses and services. The College sought competitive proposals from developers, selected the developer with the proposal most beneficial to the College and is preparing to begin site remediation and demolition shortly.

## **PURPOSE**

The College is seeking to leverage its strategic land holdings to further the mission of the institution. In so doing, the College expects also to achieve the following objectives:

- ☐ Enhance the appeal of the College to prospective and current students, faculty and staff by expanding the high quality environment beyond the current physical bounds of the campus;
- ☐ Enhance the physical appearance of the main entrance to the campus;
- ☐ Strengthen the College-community relationship by promoting College and community use of the development; and
- ☐ Ensure a development design that is vibrant and inviting, as well as sensitive to the residential surroundings of the local community.

In October 2007, Dr. R. Barbara Gitenstein, President of The College of New Jersey, announced an initiative called “An Exceptional Path: Five Strategies to Support TCNJ in its Integrated Transformation”. Included within this initiative is the second institutional strategy to diversify revenue streams for the College. The strategy calls for the College to create partnerships with local and regional entities including “Facilities partnerships such as...development of a town center with Ewing Township...” Campus Town is a direct result of this strategic plan and is befitting the mission of the College and its purpose as a public educational institution.

## **PROJECT HISTORY**

The College has long considered the desirability of establishing a mixed-use development to enhance the amenities offered by the College to faculty, students and staff. The College has purposely acquired property near the campus for this intent. In the fall of 2008 the College, utilizing its auxiliary real estate organization, The Trenton State College Corporation (TSCC) began to prepare for a more detailed feasibility study of the Campus Town mixed use development concept. TSCC sought qualifications from over twenty consulting teams for the investigation. From the qualification packages that were submitted, five firms were chosen to submit full proposals to conduct the study. TSCC chose and interviewed two of the five firms submitting proposals and selected a team lead by Jones, Lang LaSalle (JLL) to conduct the study. The JLL team included Elkus Manfredi, Architects from Cambridge, MA and consulting engineers Birdsall Engineering, Inc. of Sea Girt, NJ.

The JLL team conducted the feasibility study for the Campus Town under the guidance of a Steering Committee consisting of senior College administrators and a Working Group consisting of members of the Steering Committee, Ewing Township officials, faculty representatives, staff representatives, student representatives, along with members of the local community organization, Town and College Together (TACT). The Campus Town feasibility study was begun in early spring 2009 and completed in February 2010.

In the summer 2009, during the course of the feasibility study, the New Jersey State Legislature passed the New Jersey Higher Education Partnership Act (N.J.S.A. 18A:64-85 (the “NJ Economic Stimulus Act”)) which provided the legal ability of state colleges and universities to enter into long term partnerships with private entities for the purpose of providing facilities and services in support of the institutions. The passage of this legislation caused the College to modify its approach to the Campus Town project and to commit to using this new authority as a mechanism to develop the Campus Town.

In 2010, the College conducted a nationwide competitive search for a developer to partner with TCNJ to finance, build and operate Campus Town. This search included a Request for Expressions of Interest (RFEI), Request for Proposals and a Request for Best and Final Offer (BAFO). The College, working with development consultants and attorneys, vetted the three proposals, ranked them and made a recommendation to the Board of Trustees. The Board accepted that recommendation on June 23, 2010 and authorized College representatives to negotiate with the PRC Group of West Long Branch, New Jersey.

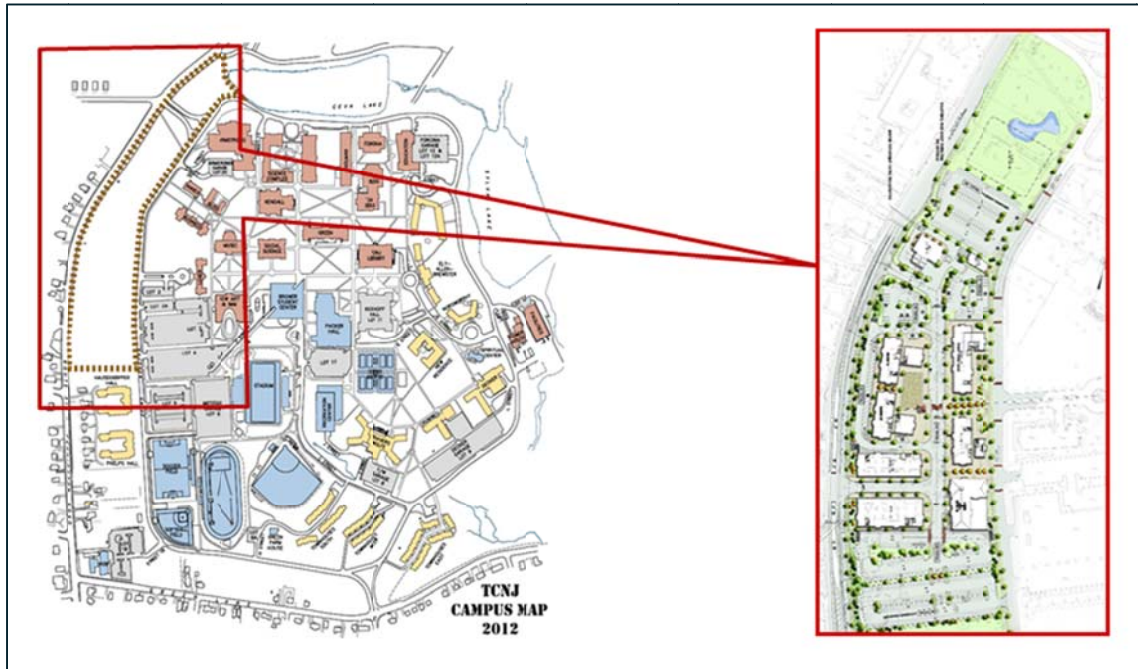
The College and the PRC Group negotiated a Term Sheet, Agreement Letters, Access Agreement and a Ground Lease from the summer of 2010 to January 2012. An application was submitted to the New Jersey Economic Development Authority (NJEDA) on January 31, 2012. The NJEDA Board approved the Campus Town project on March 28, 2012.

The College and the Developer are currently working collaboratively on the design, preparing leases for tenants in the retail spaces as well as seeking financing and regulatory approvals. The Developer reports that he will begin site remediation in February 2013 and is targeting 2015 for completion.

FIGURE 1: VIEW OF THE MAIN STREET IN CAMPUS TOWN AT THE COLLEGE OF NEW JERSEY



FIGURE 2: CAMPUS TOWN SITE AT THE COLLEGE OF NEW JERSEY



## PROJECT DESCRIPTION

### RETAIL

The Campus Town development is planned to have a variety of ground floor retail uses. The intent of these retail venues is to provide services to the campus and neighborhood community at large, to attract and provide activity to the development, to create a sense of place for the campus and neighborhood community to interact and to generally support the College and Township. The Campus Town feasibility study anticipated that there would be 105,000 gross square feet (gsf) of retail on the ground floor of multistory buildings. The final developer's plan calls for approximately 83,000 gross square feet of retail. The reduction in retail program was the result of site constraints, parking limitations and features of the final site design that included more public outdoor gathering space.

The retail component is currently planned to include the following items:

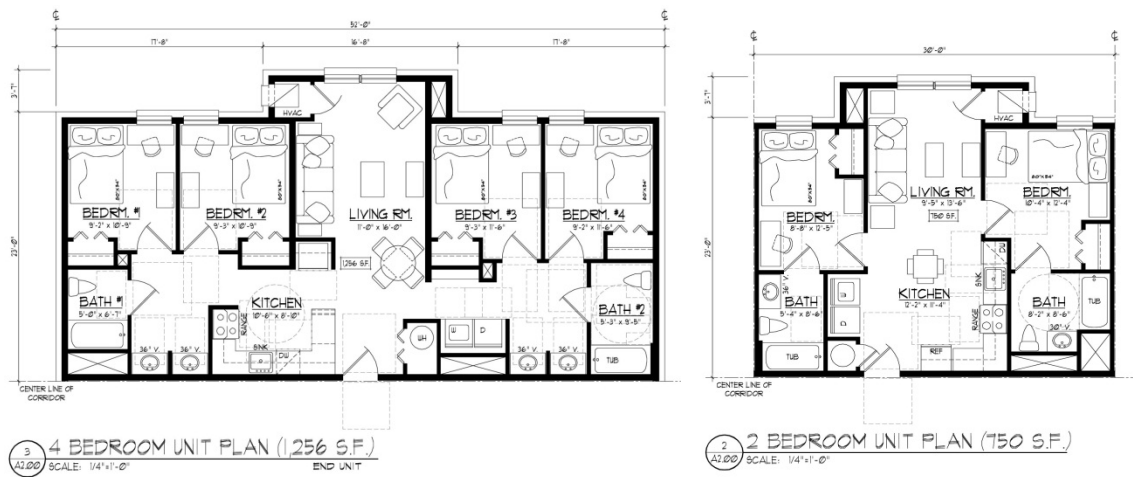
Community / College bookstore	14,600 gsf
College fitness center	11,500 gsf
Other retail including small venue food purveyors, convenience store, clothing and other goods	52,000 gsf
Bank or fast-food building	3,000 gsf
Leasing and maintenance building	1,800 gsf

RESIDENTIAL

The Campus Town project will also supplement the College’s on-campus housing with housing for students and possibly faculty and staff. The Campus Town plans call for the upper three floors of the four-story development to be residential housing. The total residential component of the project is approximately 195,000 gsf and will provide a maximum of 446 beds in 130 suite-style apartment units. The breakdown of the apartment units is as follows:

- ③ Four bedroom, two bathroom apartments 97 units
- ② Two bedroom, two bathroom apartments 25 units
- ① One bedroom, one bathroom apartments 8 units

FIGURE 3: PROPOSED FLOOR PLANS OF 4-BEDROOM AND 2-BEDROOM APARTMENT UNITS



PARKING

To accommodate the Campus Town development’s retail and residential parking demand, the developer plans to construct approximately 533 parking spaces. The residential parking allocation is .65 parking spaces per bed. The retail parking allocation is one spot for each 350 sf of retail. The current site plan exceeds these parking count ratios and an area of the site is reserved for parking expansion if additional parking is required.

FIGURE 4: PROPOSED ELEVATIONS OF CAMPUS TOWN MIXED-USE BUILDINGS



FIGURE 5: CAMPUS TOWN SITE PLAN



### FINANCING, DEVELOPMENT, CONSTRUCTION AND OPERATIONS

In accordance with the requirements of the NJ Economic Stimulus Act, the Campus Town development will be financed, designed, constructed and operated by the developer chosen for the project, PRC Group of West Long Branch, New Jersey.

# SUSTAINABILITY AT TCNJ

## THE PRESIDENTS CLIMATE COMMITMENT

Dr. Gitenstein, President of the College, signed the American College and University Presidents Climate Commitment (ACUPCC), one of the first college presidents in New Jersey to do so. The Presidents Climate Commitment is a voluntary initiative organized through the American College and University Presidents Climate Commitment organization. With over 800 colleges and universities nationally signed on to the commitment, TCNJ is part of a growing community of educational institutions that “are deeply concerned about the unprecedented scale and speed of global warming and its potential for large-scale, adverse health, social, economic and ecological effects.”

Upon signing of the commitment, the College obligated itself to take several specific steps to fulfill the requirements. These include the following:

1. Initiate the development of a comprehensive plan to achieve climate neutrality as soon as possible.
2. Initiate two or more tangible actions to reduce greenhouse gases while the comprehensive plan is being developed.
3. Make the action plan, inventory, and periodic progress reports publicly available by providing them to the Association for the Advancement of Sustainability in Higher Education (AASHE) for posting and dissemination.

The College has completed the first round of climate commitment obligations including:

- preparing a greenhouse gas inventory of the institution for the past 3 years;
- initiating a program where all carbon emissions from faculty and staff airline travel will be offset by the purchase of carbon credits;
- a commitment to purchase only Energy Star® rated equipment and appliances at the College where such equipment exists;
- the initiation of a transportation analysis to explore the viability of carpooling, van pooling, mass transit, preferential parking for efficient vehicles, and other ideas to minimize the environmental effects of commuting.
- engagement of an architectural/engineering consultant to prepare a long-term climate neutrality plan to detail the cost, process and time table in which the College can achieve net zero carbon emissions and climate neutrality for its operations.

The College established a central group called the Presidents Climate Commitment Committee (PC3) to act as a coordinating body for institutional sustainability efforts. This committee has engaged with students, faculty and staff to promote sustainability goals of the institution. It is led by faculty and senior administrators and contains volunteer students, faculty and staff.



## **CAMPUS WIDE SUSTAINABILITY STUDY**

Spiezle Architectural Group, Inc. (SAG), a full service architecture and engineering company, was hired by PC3 to conduct a campus-wide study and develop a long term action plan for TCNJ to achieve carbon neutrality by 2030 or 2040. In order to assess the scope, cost, and extent of operational and physical changes necessary to accomplish this goal, a detailed review of existing campus building energy use patterns, transportation habits, and operational procedures and efficiencies was undertaken.

The investigation was organized in four main sections: campus survey, data analysis, synthesis, and recommendations. The team spent considerable time meeting with key TCNJ staff and surveying the facilities in order to benchmark the campus carbon footprint today against historical data and ascertain possible solutions to becoming carbon neutral. In conjunction with development of a carbon neutrality action plan, the team was tasked with reviewing current buildings for compliance with LEED for Existing Buildings, operations and maintenance standards and recommendations of standards for new buildings consistent with LEED for New Construction Silver certification or better. Data on the campus facilities was collected, including energy consumption for the year 2008 campus-wide, existing plans, lighting inventory, and individual building energy modeling completed.

## **CAMPUS SUSTAINABILITY PLAN**

The ultimate plan for the College to achieve carbon neutrality is a three pronged approach.

### **REDUCE DEMAND ON THE CENTRAL PLANT**

The College must reduce demand on its central co-generation plant from building operations as much as possible. This involves building envelope improvement, HVAC and lighting upgrades, building control upgrades, significant plug load management and change in operation and use of buildings. These projects have been implemented as part of the College's Asset Renewal Plan. As building systems age and need to be replaced, the College is committed to installing replacements that are more energy efficient or environmentally sustainable.

### **CHANGE THE CENTRAL PLANT CO-GENERATION ENGINE**

The college must change the engine driving the central co-generation plant system. There are several options for this including either a bio-fuel or deep-well geothermal steam turbine system. By replacing the engine driving the co-generation system on the campus with one that does not produce greenhouse gases, the campus can immediately eliminate 68% of its greenhouse gas emissions internally. This modification of the co-generation engine should occur at the end of the system's useful life in approximately 10-15 years. At the present time, none of these technologies appears to be viable either for economic, regulatory or technical feasibility. We will continue to explore these options over time with a goal of moving away from carbon based fuel to power the Campus.

## **CULTURE CHANGE**

The College must implement a culture change on campus. Working together with students, faculty and staff, the community needs to implement drastically different approaches to getting people to and from campus. In order to reduce and eliminate the 20% of CO<sub>2</sub> emissions related to transportation, integration of train access, local shuttle service and telecommuting strategies will be essential.

## **COST AND TIMETABLE**

The overall cost for implementing this three-pronged approach to carbon neutrality has been estimated by the consultant at a range of \$167M to \$200 M. To achieve carbon neutrality by 2030, which is a 20 year time frame, the College would have to reallocate and invest between \$8 M and \$10 M per year over this period. Achieving carbon neutrality by 2040, a 30 year time frame requires an investment of between \$6 M and \$7 M per year. The current economic climate along with many other factors, make this level of investment unrealistic and not feasible at this time.

## **CAMPUS SUSTAINABILITY PARTNERSHIP**

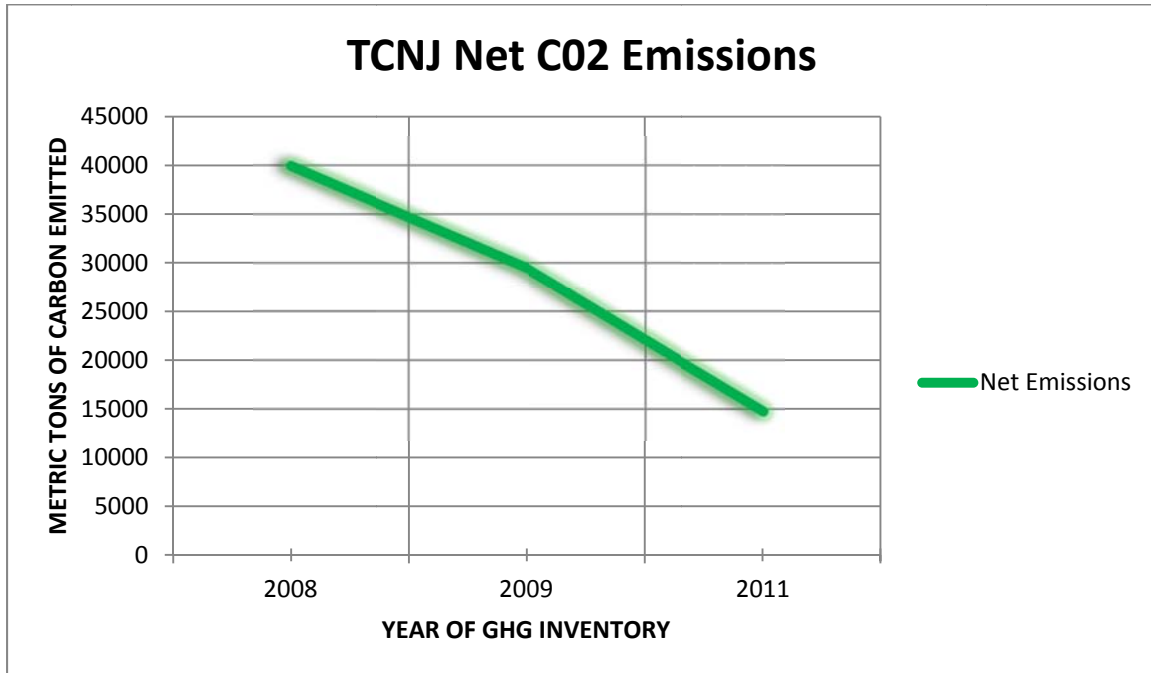
Early on in the College's sustainability program it became clear that one area where the PC3 was not meeting its goals was related to community engagement and promotion of environmental awareness with students and faculty. In 2011, PC3 sought a proposal from the TCNJ's own Bonner Center for Civic Engagement to help the institution promote and manage sustainability programs on campus. This has been a very successful partnership due, in part, to the Bonner Center's network of institutional and community partners. We have been able to engage many more faculty, students and staff in a wide variety of programs and initiatives created, staffed and managed by the Bonner team. These programs include the following:

- An annual 'dump and run' initiative that collects discarded clothing, furniture and electronics from students at the end of each academic year, which is donated to local charities where it can be reused and/or recycled;
- A comprehensive geo positioning system (GPS) inventory of campus trees that can be used to document an offset the College's carbon footprint;
- Various environmental programs for students including dormitory energy saving competitions, a sustainability pledge card program for all freshman, a speaker and film series and other campus events;
- Creation of a community demonstration garden that showcases sustainable practices in agriculture, with the produce from the garden donated to the Trenton Area Soup Kitchen; and
- Creation and promotion of a ride share program using iCarpool software to provide an exchange for faculty, students and staff who want to find car pool and commuting partners.

## GREEN HOUSE GAS INVENTORY

As part of the College's commitment to the national ACUPCC initiative, we are required to inventory and report on our greenhouse gas every two years. The following graph shows the College's progress so far in reducing its carbon footprint as measured by the amount of CO<sub>2</sub> emitted per year.

CHART 3: GREEN HOUSE GAS INVENTORY AT THE COLLEGE OF NEW JERSEY



## SUMMARY

In recognition of the realities of the financial investment necessary to achieve carbon neutrality as well as the importance of responding to global warming, the College has opted to take projects identified in its climate neutrality report and prioritize them as follows:

- Projects and improvements that have a high return on investment or a high payback.
- Projects that can be accommodated and coordinated with existing capital plans, asset renewal plans and general operations and maintenance.
- Projects that do not require large outlays of scarce capital dollars.
- Aggressively pursue partnerships and grant funding for the more capital intensive projects and the projects with more limited financial, social or environmental benefit.



**State of New Jersey**  
COMMISSION ON HIGHER EDUCATION  
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E-mail: nj\_che@che.state.nj.us

CHRIS CHRISTIE  
GOVERNOR

KIM GUADAGNO  
LT. GOVERNOR

**RECEIVED**  
EDWARD JIGORIAN  
CHAIRMAN  
JUL 14 2010  
OFFICE OF  
THE PRESIDENT

June 28, 2010

Ms. Caren Franzini  
Chief Executive Officer  
Economic Development Authority  
PO Box 990  
Trenton, NJ 08625-0990

Dear Ms. Franzini:

The provisions of the Economic Development Stimulus Act of 2009 require senior public institutions of higher education to submit facilities master plans to the Commission on Higher Education for its review and recommendations.

The College of New Jersey submitted its plan to the Commission and the Commission provided comments as required by the legislation. At its June 23, 2010 meeting, the Commissioners discussed the attached memorandum.

The College of New Jersey and the Commission on Higher Education have met the requirements of the Act. Please contact me if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "Marguerite Beardsley".

Marguerite Beardsley  
Acting Executive Director

Attachment

c: (cover) President Barbara Gitenstein ✓

**APPENDIX B**  
**TCNJ CONCEPTUAL MASTER PLAN**  
**2008**



# The College of New Jersey

Campus Master Plan



“The challenges that face higher education at the beginning of the 21st century are daunting, and that is true no matter what your institutional aspirations. These challenges become even more daunting considering the aspirations of The College of New Jersey.”

- Dr. R. Barbara Gitenstein  
President of The College of New Jersey



# The College of New Jersey

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# The College of New Jersey



The College of New Jersey is a highly selective institution that has earned national recognition for its commitment to excellence. The College currently is ranked as one of the 75 “Most Competitive” schools in the nation by Barron’s Profiles of American Colleges, is rated the No. 1 public institution in the northern region of the country by U.S. News & World Report, and is considered a “best buy” in higher education by both Barron’s and Kiplinger’s Personal Finance. The College was also awarded, in 2006, a Phi Beta Kappa chapter, an honor shared by less than 10 percent of colleges and universities nationally.

The College of New Jersey’s academic tradition reaches back to 1855 when it was established by the state legislature as the New Jersey State Normal School. It was the first teacher training school in the state and the ninth in the nation.

Originally located on Clinton Avenue in Trenton, the Normal School flourished in the latter 1800s, expanding both its academic offerings and physical facilities. In 1925, the first four-year baccalaureate degree program was established. This change marked the beginning of the College’s transition from a normal school to a teachers’ college and was accompanied by a change in physical surroundings. In 1928, a beautiful 210-acre tract of land in Ewing Township was purchased as a new site for the College.

Graduate study was instituted at the College in 1947, and accreditation from various national associations was forthcoming in the 1950s. The enactment of the Higher Education Act of 1966 paved the way for the College to become a multipurpose institution by expanding its degree programs into a variety of fields other than education.

In the 1970s, a period of declining enrollments nationwide, the College made a decision to raise, rather than lower, its already high standards. Since that time, the academic profile of entering classes has continued to rise and as a result, the College has become one of the most competitive schools of its kind in the nation.

The College of New Jersey emphasizes the undergraduate experience. A strong liberal arts core forms the foundation for a wealth of degree programs offered through the College’s seven schools. The College is enriched by an honors program and extensive opportunities to study abroad, and its award-winning First-Year Experience and freshman orientation programs have helped make its retention and graduation rates among the highest in the country.

Today the College provides academically prepared students with a challenging undergraduate education and a rewarding residential experience, small classes, and a prestigious faculty.



## Mission

The College of New Jersey, founded in 1855 as the New Jersey State Normal School, is primarily an undergraduate and residential college with targeted graduate programs. The College's exceptional students, teacher-scholars, staff, alumni, and board members constitute a diverse community of learners, dedicated to free inquiry and open exchange, to excellence in teaching, creativity, scholarship, and citizenship, and to the transformative power of education in a highly competitive institution. The College prepares students to excel in their chosen fields and to create, preserve and transmit knowledge, arts and wisdom. Proud of its public service mandate to educate leaders of New Jersey and the nation, the College will be a national exemplar in the education of those who seek to sustain and advance the communities in which they live.

# Core Beliefs

The College of New Jersey affirms the following core beliefs as fundamental to its mission.

1. The College comprises a caring, friendly, and respectful community where the contributions of students, faculty, staff and alumni are valued and recognized.
2. The College provides a seamless, engaging educational environment characterized by academic freedom, creative expressions, critical thinking, intellectual inquiry, and service learning.
3. The College's faculty and staff take pride in offering a personal educational experience to every undergraduate and graduate student.
4. The College's cultural, social, and intellectual life are enriched and enlivened by diversity.
5. The College provides facilities, programs, services, and amenities that enhance opportunities for formal and informal interaction in a living-learning environment.
6. The College promotes wellness and fosters the development of the whole person.
7. The College embraces its heritage and is committed to reevaluating its mission in response to the changing needs of society.
8. The College prepares its students to be successful, ethical, and visionary leaders in a multicultural, highly technological, and increasingly global world.
9. The College believes that an educated individual possesses an understanding of his or her own culture, an appreciation of other cultures, and the capacity to facilitate genuine cross-cultural interaction.
10. The College regards education in the service of human welfare as its chief end.

# Strategic Initiatives

## An Exceptional Path

Five Strategies to Support The College  
of New Jersey in its Integrated Transformation

1. We will focus resources on articulating and clarifying the position of The College of New Jersey as a fully engaged and accountable institution that embraces the value of an academically competitive mission. This strategy will assure that we have the authority to realize the integrated transformation.
2. We will continue to diversify revenue streams. This strategy will provide additional financial resources for the integrated transformation.
3. We will enhance the facilities and campus physical plant. This strategy will assure that we have the facilities to support the integrated transformation.
4. We will assure institutional accountability and transparent engagement with our stakeholders, including the general public. This strategy will provide the data both to support our record of success in the integrated transformation as well as the data to direct our aspirations to improve.
5. We will participate as the middle partner in the P-20+ discussions. This strategy will facilitate liaison with our partners in expanding access to the integrated transformation.



## Master Plan

This master plan was presented to the Board of Trustees at the February 26, 2008 meeting, and a resolution was passed approving the update to this Facilities Conceptual Master Plan for the fiscal years 2007 - 2021 at the March 24, 2008 Board of Trustees meeting. This master plan builds on the groundwork outlined by previous master plans, particularly the most recent, the Conceptual Campus Facilities Master Plan Framework for Fiscal Years 2002 - 2011, which was published in June 2001. The Framework plan responded to an intensive mission-based planning process that laid the foundation for TCNJ as a national exemplar in its preparation of the leaders of the future.

*This aspiration rests on TCNJ's commitment to provide students an educational experience incorporating the most significant aspects of a residential, liberal arts education as applied to a comprehensive set of majors and programs and within a public service mandate.*

A balanced planning process must include consideration of the evolving physical needs of the campus community. The framework plan located academic, residential and recreational facilities in an intentional and unified manner, providing sufficient detail to guide planning efforts while also allowing flexibility to respond to new priorities or unanticipated needs. The first phase of projects from the Framework plan have been completed and the second phase is in progress.

Like the Framework plan, this updated master plan is ambitious, both in the number of projects and the total cost, but it is entirely in keeping with the current aspirations of The College of New Jersey. A number of the buildings projected for replacement or renovation in this plan are nearing functional obsolescence. Without considerable new investment, the cost of persistent maintenance will mount increasingly and modest modifications will in no way satisfy complaints regarding poor teaching facilities, substandard offices, inadequate HVAC, and the absence of natural light. This master plan provides a unified and integrated solution to functional obsolescence in a systematic, prudent and purposeful manner.

# Master Plan Goals

In keeping with the third strategic initiative (enhance the facilities and campus physical plant to support the integrated transformation), the facilities master plan has been guided by seven goals with accompanying tasks.

- 1. GOAL:** To reduce the effective age and increase the remaining useful life expectancy of the academic and residential facilities.

**TASK:** Determine feasibility of renovating versus replacing buildings that are nearing functional obsolescence, which will help determine the need for new construction.
- 2. GOAL:** To support the educational and residential needs of the optimal size for the entering first-year class.

**TASK:** Determine the optimal size for the entering first-year class, which will help determine the physical facilities required.
- 3. GOAL:** To increase the percentage of students living on campus and to enhance the residential experience.

**TASK:** Determine the ideal and feasible number of on-campus beds for each cohort, as well as the appropriate residential configurations and amenities for each cohort.
- 4. GOAL:** To maintain the spacious feel of the campus including green spaces, outdoor recreational areas, and open sight lines.

**TASK:** Determine appropriate locations of new buildings with consideration to adjacencies, outdoor spaces, green quads, and sight lines.
- 5. GOAL:** To develop a schedule that minimizes disruption of the teaching-learning environment that is feasible both financially and in terms of construction management.

**TASK:** Determine funding sources and feasible expenditure, as well as the most appropriate schedule for design and construction.
- 6. GOAL:** To enhance the academic transformation and continue development of a living-learning environment.

**TASK:** Determine the facilities needed to provide the flexibility to allow interdisciplinary learning and research, encourage faculty/student engagement, and create multifunctional spaces.
- 7. GOAL:** To support initiatives from the Presidents' Climate Commitment Committee by incorporating sustainability and energy efficiency into existing and new facilities.

**TASK:** Determine the most appropriate way to incorporate environmental responsibility and energy efficiency into the design of capital projects.

# Campus Master Plan

2009 - 2011



## New Student Apartments

William Phelps Hall / William H. Hausdoerffer Hall

The two new student apartment buildings will provide a total of 400 beds and will feature five-person suites, with three single bedrooms and one double bedroom. Each suite has a communal living space and a kitchen. Each building provides a laundry/lounge, a large multi-purpose room, a graduate apartment, and a professional apartment.



## Art & Interactive Multimedia Building

Grossing nearly 70,000 square feet, the new Art and Interactive Multimedia Building will house student studios, shared classrooms, and seminar rooms. Administrative and faculty offices as well as general support amenities such as lounge areas and computer laboratories will be incorporated into the three stories of the new academic building to support the College's programs in art history, digital arts, fine arts, graphic design, interactive media, and photography.



## '68 Roscoe L. West Library Swing Space Renovation

The '68 building will be renovated to provide swing space for the occupants of the Forcina one-story wing, including the Equal Opportunity Fund (EOF), the Tutoring Center and the office of Career Services. Additionally, on the second floor, multipurpose rooms will be designed to house mass exams, student group events, and speakers.



## Decker Hall Renovation

This six-story residence hall, which was built in the 1960's, houses over 360 sophomore students. The renovation will upgrade building infrastructure systems, including plumbing and information technology wiring, and will renovate the existing bathrooms. The renovation will also provide additional accessible bedrooms and bathrooms.



## Forcina One-Story Wing Demolition

The Forcina one-story wing will be demolished to provide a building site for a new building in the master plan.



# Campus Master Plan

2012 - 2014



## New Education Building

The new 70,000 square foot Education Building will house instructional space for counselor education, education administration & secondary education, elementary & early childhood education and special education learning and literacy. A new tiered classroom & large multipurpose space will be included. Administrative and faculty offices, as well as general support amenities will be incorporated into the three stories of the new academic building to support the School of Education.



## New Sophomore Year Experience Residence Hall

The new residence hall will provide 310 beds for sophomore students. The building will feature double occupancy rooms with shared bathrooms. This building will provide a laundry, lounges, a large multi-purpose room, a graduate apartment, and a professional apartment.



## '34 Roscoe L. West Library Renovation

The grand spaces in this historic building make it an ideal site to house admissions, development & alumni and the art gallery. The building provides large function and display spaces that highlight the history and continuing programs of the College. Bringing these programs into the same building will allow for formal and informal opportunities for interaction between prospective and former students.



## Travers-Wolfe Renovation

This project includes the renovation of the existing eleven-story portion of this residence hall. Renovation work will focus on repairs to the exterior; replacement of windows, upgrades to community bathrooms, and the addition of accessible rooms.



## '68 Roscoe L. West Library & Holman Hall Demolition

The '68 Building and Holman Hall are scheduled for demolition to accommodate new construction in the master plan. The demolition of these buildings will allow a site for a new building and the creation of a green quad. Swing space in the Forcina Tower will be renovated to accommodate computer science until the new Academic Building is constructed.



## Norsworthy Demolition

Norsworthy Hall is scheduled for demolition and will provide a future building site for a residence hall beyond this master plan.





# Campus Master Plan

2015 - 2017



## New Academic Building

A new 76,000 square foot building will house computer science as well as math & statistics. The building will accommodate classrooms, seminar rooms, and computer labs, as well as administrative and faculty offices. A tiered lecture hall will also be provided.



## Science Laboratory Renovation

Existing classrooms in the Science Complex will be renovated to accommodate additional classroom laboratories, research laboratories, and common areas for collaborative student study.



## Ely-Allen-Brewster Hall Renovation

This project will renovate this three-story residence hall, which was constructed in the 1930s. Renovation work will focus on upgrades to utility infrastructures, bathroom upgrades, and the addition of accessible rooms.



## Cromwell Hall Renovation

This project will renovate the six-story portion of Cromwell Hall. Renovation work will focus on reconfiguring the existing six-person suites to double occupancy rooms with community bathrooms for first year students. Additional program space and amenities such as laundry, lounges, a large multipurpose room, accessible rooms, a graduate apartment, and a professional apartment will be provided. Infrastructure upgrades to the information technology systems are also included.



## Centennial Hall Demolition

Centennial Hall is scheduled for demolition and will provide a future building site for an academic building.



# Campus Master Plan

2018 - 2021



## New Nursing Building

A new 40,000 square foot building will house the School of Nursing. In addition to instructional, administrative and support space, demonstration and model classrooms and space for grant-supported activities will be provided.



## Loser Hall Renovation

Minor interior alterations to this building will accommodate the executive administration.



## Kendall Hall Renovation

Minor renovation work in this building will focus on upgrades to faculty offices and program spaces on the second floor.



## Green Hall Renovation

Green Hall was built in the 1930s and is located centrally on campus. The renovation will focus on upgrades to the utility infrastructures as well as a major interior renovation to convert the building to a one-stop shop of student services. It is expected that a small addition will be constructed to improve accessibility to the building.



# Sustainability

The College of New Jersey has a deep commitment to sustainability, as evidenced by the signing of the American College & University Presidents Climate Commitment (ACUPCC), and the subsequent formation of the Presidents Climate Commitment Committee. This agreement calls for the development of a comprehensive plan to achieve climate neutrality for our campus. It gives tangible actions that we will initiate in order to reduce greenhouse gas emissions.

## Energy Conservation Strategies

- *Knowledge is Power* is an energy conservation awareness initiative to help reduce energy usage and mitigate the unprecedented escalation in energy prices. Implementing simple changes in energy utilization behaviors can positively affect operating costs and the environment.
- Geothermal wells
- Cogeneration plant with turbine
- Automatic load management system for demand response opportunities
- Steam boiler with high efficiency low NOx burners
- Campuswide lighting retrofit to energy efficient lamps and ballasts

## Water Conservation Strategies:

- Employ strategies that in aggregate use 20 percent less water than the Energy Policy Act of 1992 fixture performance requirements, by using waterless urinals where appropriate, and high efficiency fixtures, faucets, showers, and dual flush toilets.
- Exceed the potable water use reduction by an additional 10 percent efficiency increase, where possible.
- Design water efficient landscaping. No net increase of storm water runoff from existing to developed conditions; OR, if existing imperviousness is greater than 50 percent, implement a storm water management plan that results in a 25 percent decrease of storm water runoff.

### **TCNJ Recycling Program**

The College of New Jersey has been continually developing our recycling program in an effort to reduce bulk trash and to increase the amount of materials recycled on campus. As each community recycles different materials and as additional materials can be recycled due to developments in technology and recycling initiatives, the College promotes education of the campus community in an effort to improve understanding of recycling initiatives on campus. The overall success of the recycling program is dependent upon the concerted actions of all the community members on our campus.

### **What is LEED®?**

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria.

The College uses sustainable design and building practices that provide LEED compliance. We believe that sustainable design can be economical, and that high performance design features can be accomplished within tight budgetary constraints through design innovation, and selection of sustainable design strategies that best serve individual project goals.

The College won the 2001 Energy Star Award for Combined Heat and Power for its cogeneration plant, awarded by the United States Environmental Protection Agency (US EPA) and United States Department of Energy. In addition, The College was selected by the US EPA as a Founding Partner of the Combined Heat and Power Partnership, an honor that was extended to only 17 private companies and institutions of higher education nationwide.

# Acknowledgements

## Housing Master Plan

### Steering Committee Members

- Beth Paul, Interim Provost
- Heather Fehn, Executive Assistant
- R. Barbara Gitenstein, President
- Curt Heuring, VP FMC&CS
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## Academic and Administration Master Plan

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The College of New Jersey

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**The College of New Jersey Facilities  
Owned by the New Jersey Educational Facilities Authority**

- **Astroturf Field Complex**

Block:	215
Lot:	150
GSF:	2,660 (Press Box/Observatory
Year Built:	1986/1988
Condition	Satisfactory

The AstroTurf Field was built in 1986 and the complex was expanded in 1988 to include a heated press box, restrooms, a concession stand and new bleachers. The lighted Astroturf field has been the site of numerous national championships and tournaments, including regional and high school tournaments and competitions and the New Jersey Special Olympics. The synthetic field was replaced in the spring of 2008. The President’s Press Box was refurbished in fiscal year 2010.

- **Art and IMM Building**

Block:	215
Lot:	38
GSF:	70,580
Year Built:	2010
Condition	Satisfactory

The Art and Interactive Multimedia Building is the home of the Department of Art which is a division of the School of Arts and Communication at TCNJ. The building consists of a steel structure and brick exterior with a concrete masonry unit backup. Features include studios, a photography lab, a recording studio, an exterior courtyard, several classrooms, computer laboratories, faculty and staff offices and support spaces.

- **Athletic Recreation Center:**

Block:	215
Lot:	141
GSF:	53,861
Year Built:	1980
Condition	Satisfactory

The Athletic Recreation Centers is a two-story, fully air-conditioned student athletic and recreational facility with offices. This facility includes indoor tennis courts, weight-lifting rooms and a racquetball court. Changing rooms, lockers, and showers are also in the building. The tennis courts can be converted into basketball courts, as well as concert space for visiting performers. The College recently completed a roof replacement and HVAC renewal project.

- **Athletic Soccer Complex and Dr. June Walker Field (formerly Lion’s Park):**

Block:	215
Lot:	38
GSF:	2,335
Year Built:	2006
Condition	Satisfactory

Lion’s Park, renamed Dr. June Walker Field, after the former softball coach, who directed the Lions for 22 seasons is the home of TCNJ’s softball program, features seating for 500 spectators, batting cage, bullpen area, and below-ground dugouts. The Soccer Complex features a Sportxexe surface, stadium seating, press box, concession area and rest rooms. The complex was selected as a site for the second and regional rounds of the 2006 NCAA Division III Women’s Soccer Tournament.

- **Baseball Field**

Block:	215
Lot:	42, 155
GSF:	672 (Baseball Press Box)
Year Built:	1974/1985
Condition	Satisfactory

The baseball field is named for former baseball coach George Ackerman, who served The College during the 1950s. Dugout roofs have recently been replaced.

- **Biology Building**

Block:	215
Lot:	128
GSF:	77,893
Year Built:	2001
Condition	Satisfactory

The Biology Building is a Georgian Colonial style building which reinforces the prevalent campus design theme while featuring modern science teaching and research laboratories, offices, and a roof top greenhouse. This state-of-the-art teaching and research facility was designed to enhance student-faculty interaction and collaboration. Each full-time faculty member has his or her own laboratory. The labs include sophisticated computer workstations intended to emulate a true industry research lab. This facility also includes a microscopy suite.



- **Bliss Hall and Bliss Hall Annex**

Block:	215
Lot:	38
GSF:	55,300
Year Built:	1935/1979
Condition	Satisfactory

Bliss Hall is a three-story brick building that was originally a student residence hall. Since the early 1970's, it has been used as a faculty office building. Bliss Hall Annex is a two-story brick building that contains classrooms. In 1999 Bliss Hall had a complete internal renovation and a minor addition was completed. The building now houses the Departments of English, Modern Languages, Philosophy and Religion, and Women's and Gender Studies. In 2002, the Bliss Annex roof and cooling tower were replaced. The College recently completed a project to remediate water infiltration issues in the building. In addition, the College will be addressing HVAC issues in 2015.

- **Brower Student Center**

Block:	215
Lot:	137
GSF:	91,861
Year Built:	1976
Condition	Satisfactory

The Brower Student Center is a two-story student activity center/office facility with a partial basement. This facility named for Clayton R. Brower, president of the College from 1970-80, serves as the community center of the campus. The building houses a large snack bar, automatic teller machines, The Rathskeller, Information Desk, a game room, campus book store, lounges, conference rooms and a multi-purpose room. The College currently has a project in construction to address building envelope renewal issues. In addition, the snack bar and seating area was recently renovated and upgraded. The College is planning to conduct a feasibility study and program for a complete renovation of this facility.

- **Centennial Hall:**

Block:	215
Lot:	38
GSF:	49,944
Year Built:	1955
Condition	Satisfactory

Centennial Hall is a three-story student residence hall with a partial basement. It houses approximately 200 students and is shaped like a horseshoe with both men's and women's wings. The College recently completed a roof replacement project and an interior aesthetic facelift. The refurbishment of the bathrooms will occur in 2013.

- **Central Utilities/Power House**

Block:	215
Lot:	144
GSF:	12,416
Year Built:	1931
Condition	Satisfactory

The Central Utilities/Power Plant is a one-story brick structure containing two boilers, four chillers, the primary electrical switchgear, and various support systems. The roof was replaced in 2008 and the College recently completed a renewal of the plant deaerator.

- **Cluster Townhouse East/West**

Block:	215
Lot:	152
GSF:	133,749
Year Built:	1995
Condition	Satisfactory

Cluster Townhouse East/West is comprised of a series of two clusters of 51 three-story townhouse units. The units are accessed by a brick walkway. In addition to the resident units, each of the two complexes has a laundry, common lounge, and staff office unit. Each townhouse contains ten small private student rooms, one living room, and three small kitchenettes. Bathrooms are located on each of the three floors to serve the students on that floor. Energy conserving geothermal heat pumps provide heating/cooling to this facility. A bathroom vent project is planned for FY2014.

- **Cluster Townhouse South**

Block:	215
Lot:	151
GSF:	65,000
Year Built:	1998
Condition	Satisfactory

Cluster Townhouse South is comprised of three clusters of 24 three-story townhouse units. The units are accessed by a brick walkway. In addition to the residential units, there is also a laundry, common lounge, and staff office unit. Each townhouse contains ten small private student rooms, one living room, and three small kitchenettes. Bathrooms are located on each of the three floors to serve the students on that floor. Energy conserving geothermal heat pumps provides heating and cooling to this facility. Structural and moisture issues will be addressed in FY2015.

- **Cogeneration Plant**

Block:	215
Lot:	144
GSF:	3,304
Year Built:	1995
Condition	Satisfactory

The Cogeneration Plant is a two-story brick structure that houses the Cogeneration Unit and related support equipment. The Cogeneration unit has been very effective in reducing the cost of energy in the form of steam and electricity. The turbine was upgraded in 1999 to increase electric production capacity to better match the changing campus electric load. The roof was replaced in 2008. In addition, a black-start generator project was completed this past year.

- **Cromwell Hall**

Block:	215
Lot:	147
GSF:	85,847
Year Built:	1967
Condition	Satisfactory

Cromwell Hall is a six-story student residence hall. It has a connecting wing, which contains a student lounge. Cromwell Hall was named for Agnes W. Cromwell, a member of the State Board of Higher Education who was influential in the planning of The College’s campus. Once a twin hall to Decker, it was given a face-lift in 1991 to replace the original brickwork. The hall holds 300 students in suite arrangements with six students sharing a bathroom. The College is currently in construction on a roof replacement project and an internal renewal project that will replace various components of the plumbing systems and renovation of the bathrooms.

- **Cromwell Decker Parking Garage**

Block:	215
Lot:	147
GSF:	264,239
Year Built:	1995
Condition	Satisfactory

This open air, multi-level, 951-vehicle parking garage is located on Metzger Drive behind the Cromwell and Decker Residence Halls. During FY 2010, a major preventative maintenance project was completed on this garage

- **Decker Hall**

Block:	215
Lot:	147
GSF:	93,538
Year Built:	1963
Condition	Satisfactory

Decker Hall is a six-story student residence hall, named for Vernetta F. Decker, a professor of English and speech from 1926-37 who then became dean of students. In 1996, this facility had a total roof replacement, a second elevator installed and new elevator controls installed in the existing elevator, all of its windows replaced and a major exterior façade renovation. In 1997 the ground floor common area was renovated to provide an additional 45 student residence beds. The building has a connecting wing which contains a student lounge and a former social space. This social space was renovated and completed in the summer of 1999 to accommodate The College’s Mailroom, Receiving Center and a long-term library book storage room. Decker Hall houses 365 students in suite arrangements. The facility underwent an internal renovation, replacing the plumbing systems and upgrading the bathrooms. In addition, the roof has recently been replaced.

- **Education Building**

Block:	215
Lot:	38
GSF:	70,000
Year Built:	2012
Condition	Satisfactory

In July, The College of New Jersey opened its newest academic facility— a 70,000-square-foot, three-story Education Building. Constructed in the Collegiate Georgian architectural style common to campus, the facility stands adjacent to—and in many ways represents the antithesis of—the School of Education’s former home, Forcina Hall. Modern, functional, and inviting, the Education Building contains 21 standard and specialized classrooms, a computer lab, a 165-seat auditorium, a seminar room, a café, an observation room for the counselor education program, a multipurpose room, a rooftop terrace, and offices for the school’s faculty, administrators, and grant-funded centers.

- **Eickhoff Hall (formerly Community Commons)**

Block:	215
Lot:	142
GSF:	147,100
Year Built:	1991
Condition	Satisfactory

Eickhoff Hall, named for Dr. Harold W. Eickhoff, former president of the College, is a three-story, fully air-conditioned student residence and dining facility. This facility contains a sky-lit dining room for 800 occupants, the campus health center, underground parking for 83 vehicles, convenience store, various student service offices and residence rooms for 214 students. The two upper levels house students in carpeted double rooms with private baths. An internal renovation to the dining facilities took place during the summer of 2009 and 2010. In addition, during the summer of 2010, the roof and HVAC units were replaced.

- **Ely, Allen Brewster Halls**

Block:	215
Lot:	145
GSF:	49,096
Year Built:	1931
Condition	Satisfactory

Ely-Allen-Brewster is a three-story, three building student residence hall complex named for Elizabeth Allen, Alice L. Brewster, and Sarah Y. Ely respectively. Allen started the State Teachers Pension and Annuity Fund, Brewster was a teacher in the English Department, and Ely was a teacher and Normal School supervisor of the girl's department. These buildings were completely renovated in 1992. The Allen Drawing Room, site of many small receptions and gatherings, offers a fine view of Lake Sylva. Combined the buildings house approximately 150 students. A project was recently completed that replaced the shower pans and the bathroom thermostats. The roof was replaced in 2008.

- **Forcina Hall**

Block:	215
Lot:	38
GSF:	113,926
Year Built:	1969
Condition	Satisfactory

Formerly the home of the School of Education, this four-story building named for James J. Forcina, who served in various administrative roles at the College houses various administrative offices. The building has undergone internal space renovations. The one story wing of this facility was demolished and is the site of the New Education Building.

- **Forcina Parking Garage**

Block:	215
Lot:	38
GSF:	50,753
Year Built:	2002
Condition	Satisfactory

The Forcina Parking Garage is an open air, two story vehicle parking garage with approximately 300 spaces located on Metzger Drive behind Forcina Hall. During FY 2010, a major preventative maintenance project was completed on this garage

- **Green Farm House**

Block:	215
Lot:	155
GSF:	3,055
Year Built:	1760
Condition	Unsatisfactory

The Green Farmhouse, estimated to have been originally built in 1730, was the home of William Green. Currently the home is vacant. A project to stabilize the building was completed in 2008. Efforts are underway to fund a full renovation by obtaining historic preservation grants.

- **Green Lane Play Fields**

Block:	215
Lot:	133.01, 134, 135, 129 (partial)
Condition	Satisfactory

The Green Lane Play Fields is a multi-purpose field complex located east of the Shabakunk Creek and the main campus on Green Lane

- **Hausdoerffer and Phelps Hall**

Block:	215
Lot:	38
GSF:	140,000
Year Built:	2009
Condition	Satisfactory

Opened in 2009, these twin buildings are the first apartment complexes on campus. Each building has 40 air-conditioned apartments housing approximately 200 students each. The units are mostly 5 bedroom (3 singles and 1 double), partial kitchen, living room, bathroom, and an extra vanity sink. Other features of these apartments include a large community lounge as well as a study lounge in the laundry room, equipped with cable television. The units have a semi-private courtyard with outdoor tables and chairs and share a grassy park

- **Holman Hall**

Block:	215
Lot:	38
GSF:	86,609
Year Built:	1973
Condition	Satisfactory

This four-story hall, named for Alfred P. Holman, an English and speech professor from 1947-75, currently houses the department of Computer Science in addition to various administrative/student service offices. The building is slated for demolition to make room for a new academic facility.

- **Library**

Block:	215
Lot:	38
GSF:	134,000
Year Built:	2005
Condition	Satisfactory

Opened for the fall 2005 semester, the 134,000 square foot new library is a state-of-the-art facility that houses the print and non-print collection of the College, as well as all of the related library support services of circulation, reference, technical services, and computer support services. Inside, there are three computer labs/classrooms; faculty and staff offices; a 105 seat auditorium; and many areas set aside for individual and group study. The building is also equipped to provide WiFi and LAN internet access

- **Maintenance Building**

Block:	215
Lot:	144
GSF:	21,946
Year Built:	1970
Condition	Satisfactory

The Maintenance Building is a one-story facility that houses the Facilities and Grounds Department Offices and Shops. A state-of-the-art photovoltaic system was installed that powers the building’s lighting requirements. The roof was replaced in FY 2005. The building’s windows will be replaced in FY 2015.

- **Metzger Road Parking Garage**

Block:	215
Lot:	38
GSF:	340,000
Year Built:	2004
Condition	Satisfactory

The Metzger Parking Garage is an open air four-story vehicle parking garage with approximately 1100 spaces located adjacent to the current Stadium. This facility opened in May 2004. During FY 2011, a major preventative maintenance project was completed on this garage.

- **New Residence Hall**

Block:	215
Lot:	148
GSF:	57,875
Year Built:	1986
Condition	Satisfactory

New Residence Hall is a three-story, fully air-conditioned student residence facility with a full basement. It houses approximately 250 students in carpeted double rooms with private baths. The waterproofing of the basement was completed in 2008. The College recently completed a roof replacement, HVAC system renewal, security screen upgrade and other internal aesthetic improvements.

- **Norsworthy Hall**

Block:	215
Lot:	146
GSF:	43,200
Year Built:	1936
Condition	Satisfactory

Norsworthy Hall is a three-story student residence facility with a full basement named for Naomi Norsworthy, an 1896 graduate of the New Jersey State Normal School and a psychology professor at Columbia University’s Teachers College. Norsworthy Hall has the largest single residential floor on campus, home to 70 students. Total capacity is approximately 150 students. The roof on this facility was replaced during the summer of 2005. In addition, the security screens and windows will be replaced in the summer of 2013. A complete internal renovation will take place starting in May 2014.



- **Packer & Pool Annex**

Block:	215
Lot:	149
GSF:	69,519
Year Built:	1986
Condition	Satisfactory

Packer Hall and Pool Annex is a two-story, fully air-conditioned swimming pool facility with faculty offices named for Marianna G. Packer, instructor and head of the health and physical education department from 1932-45. Packer Hall now includes a 25-meter swimming and diving pool. The main gymnasium is home to men’s and women’s basketball. Packer Hall was renovated in 1997 to provide a new Wellness Center, a new strength training center for students/athletics and new locker rooms. A partial roof replacement was completed in 2009 and 2010. Additional portions of the roof and an HVAC renewal project is currently in construction.

- **Paul Loser Hall**

Block:	215
Lot:	131
GSF:	33,097
Year Built:	1996
Condition	Satisfactory

Paul Loser Hall is a two-story brick building named after Paul Loser who served as superintendent of the Trenton Public School System from 1929-54. It serves as the College’s reception facility and home for the School of Nursing, Admissions Office and meetings of the Board of Trustees. An information booth is located in front of the facility off of Metzger Drive. Energy conserving geothermal heat pumps provides heating and cooling to this facility. A project to remediate water infiltration issues in the basement was recently completed. In addition, a project is in design to remedy HVAC issues.

- **Roscoe L. West Library-1934 Building**

Block:	215
Lot:	38
GSF:	*
Year Built:	1932
Condition	Unsatisfactory

With the opening of the new Library, the College library was moved from this facility. The 1934 portion of the facility is currently vacant and will be renovated and refurbished as part of the academic/administrative master plan in the future.

- **Roscoe L. West Library-1968 Building**

Block:	215
Lot:	38
GSF:	*
Year Built:	1968
Condition	Satisfactory

With the opening of the new Library, the College library was moved from this facility. Portions of the 1968 wing of the facility have been renovated to house various academic and student support offices.

\*Total square feet for Roscoe West Library is 108,934

- **School of Business Building**

Block:	215
Lot:	38
GSF:	46,000
Year Built:	1999
Condition	Satisfactory

The School of Business building is a three-story brick building that houses classrooms and offices for the School of Business. The entire facility is wired for internet access allowing students and faculty to hook-up laptops from any room to the campus' network. The building also includes offices for business-related organizations and an accountancy library. A project is in the design phase to address water infiltration issues in the basement.

- **Science Complex**

Block:	215
Lot:	128
GSF:	123,068
Year Built:	2003
Condition	Satisfactory

The Science Complex houses the classrooms and offices of the Departments of Mathematics, Physics and Chemistry. The Science Complex is a state of the art facility that includes research space for each faculty member. The facility also houses a 48-seat planetarium with a Zeiss projector, two observatories housing large telescopes and a rooftop observatory space. Specialty laboratories include a NMR laboratory, x-ray defractor laboratory and optic laboratories with dark room facilities. The original contractor on the construction of the Science Complex defaulted and this facility was completed via a takeover agreement by the surety. The College remedied HVAC issues from the original construction of the facility. The replacement of the roof is complete.

- **Social Science Building**

Block:	215
Lot:	38
GSF:	75,000
Year Built:	2001
Condition	Satisfactory

The Social Science Building is a three-story Georgian Colonial facility located where Bray Hall once stood. The building houses the Departments of History, Law and Justice, Political Science, Psychology, and Sociology and is comprised of offices, lecture rooms, behavioral laboratories and a three-story interior landscaped atrium.

- **Tennis Center**

Block:	215
Lot:	38
GSF:	1000
Year Built:	1980
Condition	Satisfactory

The Tennis Center is an outdoor resilient surface court tennis center consisting of eight tennis courts and a scoring booth. TCNJ offers men’s and women’s intercollegiate tennis and has hosted NCAA championships. The surface of the courts was refurbished in summer 2009. A complete resurfacing project was completed in 2012.

- **Track**

Block:	215
Lot:	150
Year Built:	1985
Condition	Satisfactory

The Track is an outdoor resilient-surfaced eight-lane track facility with field event surfaces. It is home to both men’s and women’s track and field and cross-country teams. The resilient surfaces were replaced in 2010.

- **Travers-Wolfe**

Block:	215
Lot:	132, 136
GSF:	280,494
Year Built:	1971
Condition	Satisfactory

Travers-Wolfe is a ten-story two-tower student residence hall. It has a connecting two-story link, housing student lounges, a dining room and a kitchen. Largest of the residence halls, this complex was named for Michael A. Travers, Dean of Men in 1928 and chair of the Business Department, and Deborah P. Wolfe, a member of the Board of Higher Education. Travers-Wolfe houses entering students and is the living-learning center for the First-Year

Experience Program. Overall these buildings are in satisfactory condition, except for the windows which are not air tight. Due to heavy use elevators were partially upgraded to improve reliability and an information technology upgrade has been completed. The TW Dining facility underwent an internal renovation. In addition, the fire pump servicing the facility was recently replaced. The College recently completed a roof replacement project. This facility is part of a Residential Housing Master Plan and is scheduled to be renovated in 2015 and 2016.

- **Travers Wolfe Parking Garage**

Block:	215
Lot:	132,136,140
GSF:	112,692
Year Built:	2002
Condition	Satisfactory

Travers Wolfe Parking Garage is an open air, three story, vehicle parking garage with approximately 340 spaces. The garage is located behind Travers Wolfe Residence Hall and is connected via an enclosed walkway.

The following are residential homes along Pennington Road and the rear portion of each lot is the site of the new Student Apartments. All of the homes are in satisfactory condition.

- **1898 Pennington Road**

Block:	215
Lot:	13
GSF:	2,814

- **1900 Pennington Road**

Block:	215
Lot:	14
GSF:	3,384

- **1904 Pennington Road**

Block:	215
Lot:	15
GSF:	2,058

- **1908 Pennington Road**

Block:	215
Lot:	16
GSF:	2,438

- **1910 Pennington Road**

Block:	215
Lot:	17
GSF:	2,118

- **1912 Pennington Road**

Block:	215
Lot:	18
GSF:	2,406

- **1914 Pennington Road**

Block:	215
Lot:	19
GSF:	1,684

**Resolution Approving Waivers  
Of Advertising  
(Buildings and Grounds Committee)**

**Whereas:** State College Contracts Law permits waivers of advertising for specified purchases in excess of \$30,700, and

**Whereas:** The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

**Whereas:** Waiver requests have been reviewed and are recommended by the Building and Grounds Committee, a subcommittee of The College of New Jersey Board of Trustees,

**Therefore,  
Be It**

**Resolved:** The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

<b>VENDOR</b>	<b>PURPOSE</b>	<b>FUNDING SOURCE</b>
Assa Abloy (Besam) Entrance Systems, Inc. \$42,000	Full service and preventative maintenance program for all automatic door operators	College Operating – 53% BSC Operating – 5% Housing Operating – 42%
Blackboard, Inc. \$136,200	Annual card access system maintenance and hardware	Housing Operating
Broad, USA \$30,609	Maintenance and service contract on Broad chiller	Housing Operating
Solar Turbines, Inc. \$372,063	Service agreement for the integrated combustion turbine generator system and controls	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
Scales Industrial Technologies \$97,500	Rebuild and replace valves on gas compressors	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
Johnson Controls \$77,000	Annual service contract for chiller plant and computerized chiller controls and Art/IMM Building energy management system	College Operating – 76% BSC Operating – 5% Housing Operating – 19%
Siemens Fire Safety \$79,516	Fire alarm service agreement	College Operating – 50% Housing Operating – 50%
SimplexGrinnell \$101,182	Fire alarm service agreement	College Operating – 43% Housing Operating – 57%
Honeywell International, Inc. \$509,369	Service contract for energy management, fire alarm and security systems	College Operating – 55% BSC Operating – 9% Housing Operating – 36%

Comverge Inc. (Enerwise Global Technologies) \$37,890	Maintenance contract for campus metering system	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
Comverge Inc. (Enerwise Global Technologies) \$33,930	Metering system repairs.	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
GE Infrastructure Water and Process Technologies \$92,383	Water treatment and testing services for the Central Utilities Plant	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
UTC Power, A United Technologies Company \$140,475	Maintenance contract for fuel cells	Housing Operating – 100%
Schneider Electric \$43,000	Service contract for energy management for Phelps and Hausdoerffer Halls and the Education Building	College Operating – 33% Housing Operating – 67%
Ewing Township \$437,860	Sewage disposal services	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
Public Service Electric and Gas \$5,199,516	Purchase of regulated utility service – natural gas and electric	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
Trenton Waterworks \$375,426	Water services	College Operating – 55% BSC Operating – 9% Housing Operating – 36%
Windels Marx Lane and Mittendorf \$57,000	Legal services related to the Campus Town project	Institutional Reserves
USA Environmental Services \$11,945	Additional design services associated with Cromwell Hall renovation project	Housing Capital Reserves
Sasaki Associates \$230,000	Additional design services associated with the Facilities Master Plan	Institutional Reserves – 35% BSC Capital Reserves – 65%
Environetics Design, Inc. \$20,000	Additional design services related to the School of Education Building	2010 Bond
Entech Engineering \$10,700	Additional design services related to the steam piping replacement project	2010 Bond
Cloud Gehshan Associates \$25,000	Additional design services related to the Campus Signage Master Plan	Institutional Reserves

**Resolution of the Board of Trustees of The College of New Jersey  
Approving a Reserves Policy**

**Whereas:** The Higher Education Restructuring Act of 1994 grants The College of New Jersey Board of Trustees with the authority over all matters involving the supervision and operations of the College including fiscal affairs, and;

**Whereas:** The purpose of the Reserves Policy is to ensure the financial sustainability of the mission, programs, and ongoing operations of the College, and:

**Whereas:** The Reserves Policy outlines funding for institutional strategic priorities such as asset renewal and replacement, strategic management of debt and investment in academic excellence, and;

**Whereas:** The Reserves Policy will be implemented in concert with other Board of Trustees approved financial policies and is intended to support the College's strategic goals and operational plans, and;

**Whereas:** The attached Reserves Policy has been reviewed by the Finance and Investment Committee.

**Therefore,  
Be It**

**Resolved:** That The College of New Jersey Board of Trustees hereby approves the attached Reserves Policy, and charges the Finance and Investment Committee with reviewing the policy regularly and recommending any modifications to the full Board for consideration.





## The College of New Jersey Reserves Policy, as of February 26, 2013

### **PURPOSE**

The purpose of the Reserves Policy for The College of New Jersey (TCNJ) is to ensure the financial sustainability of the mission, programs, and ongoing operations of TCNJ. The Reserves Policy will take into account funding for institutional strategic priorities such as asset renewal and replacement, strategic management of debt and investment in academic excellence. The Reserves Policy will be implemented in concert with other Board of Trustees approved financial policies and is intended to support the College's strategic goals and operational plans.

### **DEFINITIONS AND GOALS**

#### **Unrestricted Reserves**

Unrestricted Reserves are intended to provide source of funding for situations such as significant non-recurring expenses, the asset renewal and replacement program, funding for organizational capacity building such as academic lab equipment, or investment in start-up strategic initiatives that will build long-term financial capacity. Unrestricted Reserves are not intended to replace a permanent loss of funding or eliminate a structural budget deficit. The Unrestricted Reserves are defined as the designated funds set aside by action of the Board of Trustees. The minimum amount to be designated as ***Un-expendable Reserves*** will be established in an amount sufficient to provide financial flexibility, enhance long-term financial sustainability and preserve TCNJ's investment grade bond ratings as outlined in the Board of Trustees approved Debt Policy.

The minimum target for the designated ***Un-expendable Reserves*** will be equal to ***(six months of the current fiscal year average operating expenses)***. Amounts in excess of the minimum target will be designated as ***Expendable Reserves***. The calculation of average operating expenses includes all recurring, predictable expenses such as instructional costs, institutional scholarships, debt service, and ongoing operation and maintenance of facilities. Depreciation expense, fringe benefits paid by the State of New Jersey, and other non-cash expenses are excluded from the calculation of average operating expenses as illustrated in the attached **Appendix A**.

The designated ***Expendable and Un-expendable Reserves*** will be calculated each year after the approval of the annual operating budget, the issuance of the audited financial statements, and included in the regular financial reports to the Trustees for their next public meeting.

### **ACCOUNTING FOR UNRESTRICTED RESERVES**

The Reserve Funds will be recorded in the financial statements as Unrestricted Net Assets or in accordance with applicable Generally Accepted Accounting Principles in the United States. Reserves will be invested and managed in accordance with the Board of Trustees approved investment policies and guidelines for The College of New Jersey.

### **FUNDING OF UNRESTRICTED RESERVES**

The Reserve funds will be funded with surplus from unrestricted operating funds, dedicated fees approved by the Board of Trustees and interest earnings on the cash and investment balances. Management may from time to time direct that a specific source of revenue be set aside for Reserves. Examples could include a one-time contribution, indirect cost recovery on grants, or dedicated revenue enhancement initiatives.

### **USE OF UNRESTRICTED RESERVES**

The President and Treasurer will identify the need to access Reserves and confirm that the use is consistent with the purpose of the Reserves as described in this Policy. This step requires analysis of the reason for the shortfall, the availability of any other sources of funds before using Reserves, and evaluation of the time period that the funds will be needed and replenished, if necessary.

### **AUTHORITY TO USE RESERVES**

**Authority for use of up to the current amount designated as Expendable Reserves** is delegated by the Board of Trustees to the President in consultation with the Treasurer and both the Chair of the Board of Trustees and the Chair of the Finance and Investment Committee of the Board of Trustees. The use of Reserves will be reported to the Executive Committee of the Board of Trustees at their next scheduled meeting, accompanied by a description of the analysis and determination of the use of funds and plans for replenishment to restore the Reserve Fund to the target minimum amount. The President must receive prior approval from the Executive Committee of the Board of Trustees for use of Reserves in excess of **the current amount designated as Expendable Reserves**.

### **REPORTING AND MONITORING**

The Treasurer is responsible for assuring that the Reserve funds are maintained and used only as described in this Policy. Upon approval for the use of Reserve funds, the Treasurer will maintain records of the use of funds and plan for replenishment, if required. He/she will provide regular reports to the Finance and Investment

Committee of the Board of Trustees of progress to restore the Reserve Funds to the target minimum amount, if required.

#### **RELATIONSHIP TO OTHER POLICIES**

The College of New Jersey shall maintain the following Board of Trustees approved policies, which may contain provisions that affect the creation, sufficiency, and management of the Unrestricted Reserves:

- **Debt Policy Statement**
- **Budget Decision-Making Principles and Process**

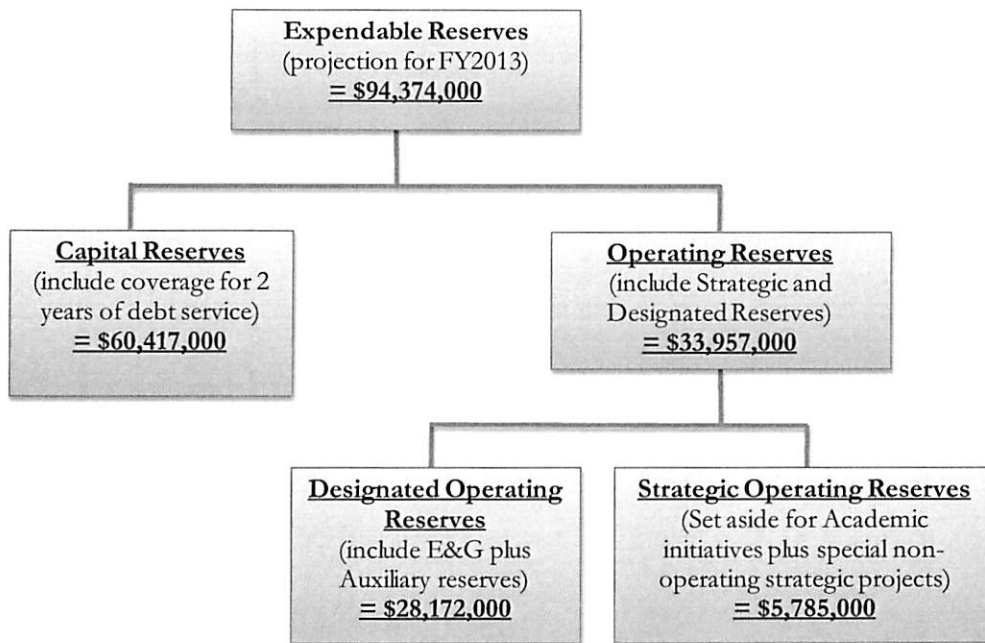
#### **REVIEW OF POLICY**

This Policy will be reviewed every other year, at minimum, by the Finance and Investment Committee, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Finance and Investment Committee to the Board of Trustees.

#### **EXCEPTIONS TO THE POLICY**

Exceptions to this Reserves Policy are prohibited without the prior approval of the Board of Trustees.

## Appendix A - Capital & Strategic Operating Reserves



<b>Operating Budget Category</b>	<b>Reserves Target Minimum Ratio</b>	<b>*FY 2013 Operating Budget</b>	<b>FY 2013 Projected Reserves Balances</b>	<b>FY 2013 Unexpendable Reserves</b>	<b>FY 2013 Expendable Reserves</b>
Educational & General Operating Budget	0.50	\$ 127,836	\$ 48,885	\$ 63,918	\$ (15,033)
Housing Operating Budget	0.50	37,400	32,732	18,700	14,032
Student Center Operating Budget	0.50	1,971	12,757	986	11,771
<b>Total</b>	<b>0.56</b>	<b>\$ 167,207</b>	<b>\$ 94,374</b>	<b>\$ 83,604</b>	<b>\$ 10,770</b>

*\* Exclude NJ State funded fringe benefits (non-cash) plus transfers to capital & operating reserves.*

**RESOLUTION APPROVING AND AUTHORIZING THE UNDERTAKING, IMPLEMENTATION AND FINANCING OF A PROJECT CONSISTING OF DEMOLITION OF AN EXISTING STRUCTURE, SITE CLEARANCE AND SITE WORK, UTILITIES UPGRADES AND CONSTRUCTION OF A NEW THREE STORY, APPROXIMATELY 76,000 SQUARE FOOT STEM FACILITY TO HOUSE THE COLLEGE OF NEW JERSEY SCHOOL OF ENGINEERING, SCHOOL OF SCIENCE, SCHOOL OF NURSING, HEALTH AND EXERCISE SCIENCE, AND AUTHORIZING THE FINANCING OF ALL OR A PORTION OF THE PROJECT THROUGH PROGRAMS MADE AVAILABLE BY THE STATE OF NEW JERSEY FOR NEW JERSEY INSTITUTIONS OF HIGHER EDUCATION AND OTHER AVAILABLE FUNDING SOURCES; APPROVING AND AUTHORIZING THE FORM OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION FOR PARTICIPATION IN SUCH PROGRAMS AS ARE APPLICABLE TO THE PROJECT WITH SUCH CHANGES AS ARE APPROVED BY THE OFFICERS OF THE COLLEGE DESIGNATED HEREIN AND THE SUBMISSION OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION; APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF ANY AND ALL AGREEMENTS IN CONNECTION WITH UNDERTAKING, IMPLEMENTING AND FINANCING THE PROJECT IN THE FORM(S) APPROVED BY THE DESIGNATED OFFICERS EXECUTING SUCH AGREEMENTS; AND DESIGNATING AND AUTHORIZING THE DESIGNATED OFFICERS TO TAKE THE AFOREMENTIONED ACTIONS AND TO TAKE ANY AND ALL SUCH OTHER ACTIONS DEEMED NECESSARY OR DESIRABLE TO UNDERTAKE, IMPLEMENT AND FINANCE THE PROJECT**

**WHEREAS:** The Board of Trustees (the "Board") of The College of New Jersey (the "College") desires to approve the undertaking, implementation and financing of a project (the "Project") consisting of demolition of an existing academic building (Holman Hall), site clearance and site work, utilities upgrades and construction of a new three story, approximately 76,000 square foot STEM facility to house the School of Engineering, the School of Science, the School of Nursing, Health and Exercise Science; and

**WHEREAS:** The Board desires to approve the aggregate costs of the Project paid and/or financed through all sources in an amount not to exceed \$70 million (including Financing Costs) in accordance with the attached "Proposed Sources and Uses of Funds and Key Project Assumptions"; and

**WHEREAS:** The Board desires to finance all or a portion of the Project through one or more of the hereinafter defined Programs made available by the State of New Jersey (the "State") for certain projects of New Jersey institutions of higher education (the "Programs"); and

**WHEREAS:** The Programs are the Building Our Future Bond Act, (P.L. 2012, c.41 (the BGO Bond Act)); the Higher Education Fund Capital Improvement Fund Act, N.J.S.A. 18A:72A-72 *et seq.* ("CIFB); the Higher Education Equipment Leasing Fund Act, N.J.S.A.18A:72A-4P *et seq.* (HELFB); the Higher Education Technology Infrastructure Fund Act, N.J.S.A.18A:72A-

59 *et seq.* ("HETIB); and the Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A- 49 *et seq.* ("HEFT"); and

**WHEREAS:** The Board has determined that the Project will assist in serving the needs of the College's students and providing a benefit to the College; and

**WHEREAS:** The Board desires to approve financing of all or any portions of the Project through "GO Bond Act" and "HETI"; and

**WHEREAS:** Portions of the Project may also be financed by bonds issued by the New Jersey Educational Facilities Authority that bear tax-exempt interest for federal income tax purposes ("Tax-Exempt Bonds"), commercial loans or funds otherwise available to the College; and

**WHEREAS:** In order to provide maximum flexibility and efficient borrowing costs, the Board wishes to authorize financing the Project through "GO Bond Act" and "HETI", Tax-Exempt Bonds, commercial loans and funds otherwise available to the College or any combination thereof (the "Financing Structure"); and

**WHEREAS:** The Board desires to approve the form of the application to be submitted to the Secretary of Higher Education (the "Secretary") for the Proposed Programs for the Project (the "Application"), and to designate and authorize officers of the College to take necessary and desirable actions to undertake, implement and submit to the Secretary the Application; and

**WHEREAS:** The Board desires to authorize and direct the herein defined Designated Officers to include in the Application the Long Range Facilities and Technology Plan approved by the Board on this date by Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan (the "Plan") in the form attached to that Resolution; and

**WHEREAS:** The Board desires to authorize certain officers of the College to determine the Financing Structure which is most economically advantageous to the College provided the Financing Structure includes utilization of the Proposed Programs, and take all action necessary or beneficial to accomplish the financing of the Project including the financing of capitalized interest, if any, and other costs of issuing any debt including, Tax-Exempt Bonds or other financings ("Financing Costs"); and

**WHEREAS:** The College reasonably expects to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or any debt bearing interest which is exempt from gross income for federal income tax purposes which will fund an applicable Project and/or Program;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE COLLEGE OF NEW JERSEY AS FOLLOWS:**

**SECTION 1.** Having approved the Plan and finding that the Project is consistent with the Plan, the Board hereby approves the Project and authorizes the undertaking, implementation and financing of the Project in a maximum aggregate amount not to exceed \$70 million (including Financing Costs).

**SECTION 2.** The Board approves the financing of all or any portion of the Project through "GO Bond Act" and "HETI" (the "Proposed Programs"). The Board approves the Application through such Programs in the form submitted to the Board and authorizes and directs the herein defined Designated Officers to submit the Application to the Secretary with such changes, modifications and additions as are approved by the Designated Officers and such changes, modifications and additions shall be conclusively evidenced by the submission of the Application to the Secretary. The Board expressly directs and authorizes the Designated Officers to submit the Plan in the Application for any Programs for which it is required. The Board acknowledges and agrees that approval of the Application and receipt of funds pursuant to the Programs will obligate the College to: (a) provide funds for the operation and maintenance of the Project, (b) contribute to the cost of the Project; (c) pay all or a portion of debt service on Tax-Exempt Bonds issued to fund the Proposed Programs as applicable; and (d) fulfill other conditions imposed under the Programs and hereby directs and authorizes the Designated Officers to certify such acknowledgement and agreement as part of the submitted Application. The Designated Officers are hereby authorized and directed to fulfill all conditions of the Proposed Programs including without limitation providing for the operation and maintenance of the Project and using available funds of the College to pay for such operation and maintenance and to satisfy conditions of the Proposed Programs to contribute to the cost of the Project and/or debt service on Tax-Exempt Bonds issued to fund the Proposed Programs from available funds of the College.

**SECTION 3.** The Board further approves the financing of all or any portion of the Project with Tax-Exempt Bonds, commercial loans and other funds available to the College and through the Financing Structure determined to be most economically advantageous to the College by the President, Treasurer, and Vice President for Administration (the "Designated Officers"). The Designated Officers are expressly authorized and directed to determine such Financing Structure provided that the Financing Structure includes utilization of Programs which are approved by the Secretary for financing the Project.

**SECTION 4.** The Board Chairperson, the Secretary of the Board, the Treasurer, the President and Vice President of Administration (each an Authorized Officer) are each hereby authorized and directed to approve, execute and deliver any and all agreements necessary to undertake, implement and finance the Project and any and all other financing documents and instruments in the form approved by the Authorized Officers executing the same in the name of and on behalf of The College of New Jersey, in as many counterparts as may be necessary, and to affix or impress the official seal of the College thereon and to attest the same and such execution and attestation will be conclusive evidence of the approval of the form and content of such agreements and other documents and instruments necessary to undertake, implement and finance

the Project and to pay Financing Costs including through the financing thereof. The Authorized Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which may be deemed to be appropriate to implement the purposes of this Resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

**SECTION 5.** This Resolution is a declaration of the official intent of the College that the College reasonably expects and intends to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or other tax-exempt debt issued to fund the Project and/or Programs (“Applicable Tax-Exempt Debt”) in accordance with Treasury Regulation Section 1.150-2 and that the maximum principal amount of the Applicable Tax-Exempt Debt expected to be issued to finance a portion of the costs of the Project including amounts to be used to reimburse expenditures for such costs paid prior to the issuance of the such Applicable Tax-Exempt Debt is \$29 million (including Financing Costs).

**SECTION 6.** All resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

**SECTION 7.** This Resolution shall take effect immediately; and be it further

**RESOLVED:** That no further approvals by the Board are necessary to implement this Resolution.

**RESOLUTION  
ADOPTED:**

**DULY  
CERTIFIED:**



## Proposed Sources and Uses of Funds and Key Project Assumptions

**Application # 1 - Construction of a new STEM building, demolition of an existing academic building (Holman Hall) and construction of a new Chiller plant for utilities upgrade.**

### Projected Cost of Project

STEM Building construction	D	55,000,000
Holman Hall demolition		4,000,000
Utilities Upgrade - Chiller Plant		5,000,000
<b>Total Cost of Project</b>	<b>\$</b>	<b>64,000,000</b>

### Proposed Funding Sources of Project

GO Bond	D	40,000,000
*GO Bond (TCNJ match = 25% of GO Bond)		10,000,000
*Additional TCNJ funding		12,000,000
HETI		1,000,000
*HETI (TCNJ match = 100%)		1,000,000
<b>Total Funding Sources</b>	<b>\$</b>	<b>64,000,000</b>

### Key Project Assumptions

<b>Total Project Funding from the State of New Jersey</b>	<b>64%</b>	<b>\$</b>	<b>41,000,000</b>
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<b>Total Project Funding by TCNJ</b>	<b>36%</b>		<b>23,000,000</b>
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\*Tax-Exempt Bonds (new bond issue), including the financing of capitalized interest, if any, and other costs of issuing any debt ("Financing Costs") - see Board resolution.

<b>\$ 29,000,000</b>
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The funding request is consistent with TCNJ's Long-Range Facilities and Technology Plan and is the most cost effective option for this project.

**RESOLUTION APPROVING AND AUTHORIZING THE UNDERTAKING, IMPLEMENTATION AND FINANCING OF A PROJECT CONSISTING OF ASSET RENEWAL OF EXISTING FACILITIES AT THE COLLEGE OF NEW JERSEY, AND AUTHORIZING THE FINANCING OF ALL OR A PORTION OF THE PROJECT THROUGH PROGRAMS MADE AVAILABLE BY THE STATE OF NEW JERSEY FOR NEW JERSEY INSTITUTIONS OF HIGHER EDUCATION AND OTHER AVAILABLE FUNDING SOURCES; APPROVING AND AUTHORIZING THE FORM OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION FOR PARTICIPATION IN SUCH PROGRAMS AS ARE APPLICABLE TO THE PROJECT WITH SUCH CHANGES AS ARE APPROVED BY THE OFFICERS OF THE COLLEGE DESIGNATED HEREIN AND THE SUBMISSION OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION; APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF ANY AND ALL AGREEMENTS IN CONNECTION WITH UNDERTAKING, IMPLEMENTING AND FINANCING THE PROJECT IN THE FORM(S) APPROVED BY THE DESIGNATED OFFICERS EXECUTING SUCH AGREEMENTS; AND DESIGNATING AND AUTHORIZING THE DESIGNATED OFFICERSTO TAKE THE AFOREMENTIONED ACTIONS AND TO TAKE ANY AND ALL SUCH OTHER ACTIONS DEEMED NECESSARY OR DESIRABLE TO UNDERTAKE, IMPLEMENT AND FINANCE THE PROJECT**

**WHEREAS:** The Board of Trustees (the "Board") of The College of New Jersey (the "College") desires to approve the undertaking, implementation and financing of a project (the "Project") consisting of renewal of the College's existing campus utilities, academic, residential and student recreational facilities; and

**WHEREAS:** The Board desires to approve the aggregate costs of the Project paid and/or financed through all sources in an amount not to exceed \$23 million (including Financing Costs) in accordance with the attached "Proposed Sources and Uses of Funds and Key Project Assumptions"; and

**WHEREAS:** The Board desires to finance all or a portion of the Project through one or more of the hereinafter defined Programs made available by the State of New Jersey (the "State") for certain projects of New Jersey institutions of higher education (the "Programs"); and

**WHEREAS:** The Programs are the Building Our Future Bond Act, (P.L. 2012, c.41 (the "GO Bond Act")); the Higher Education Fund Capital Improvement Fund Act, N.J.S.A. 18A:72A-72 *et seq.* ("CIF"); the Higher Education Equipment Leasing Fund Act, N.J.S.A.18A:72A-40 *et seq.* ("ELF"); the Higher Education Technology Infrastructure Fund Act, N.J.S.A.18A:72A-59 *et seq.* ("HETI"); and the Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A- 49 *et seq.* ("HEFT"); and

**WHEREAS:** The Board has determined that the Project will assist in serving the needs of the College's students and providing a benefit to the College; and

**WHEREAS:** The Board desires to approve financing of all or any portions of the Project through "CIF"; and

- WHEREAS:** Portions of the Project may also be financed by bonds issued by the New Jersey Educational Facilities Authority that bear tax-exempt interest for federal income tax purposes (“Tax-Exempt Bonds”), commercial loans or funds otherwise available to the College; and
- WHEREAS:** In order to provide maximum flexibility and efficient borrowing costs, the Board wishes to authorize financing the Project through “CIF”, Tax-Exempt Bonds, commercial loans and funds otherwise available to the College or any combination thereof (the “Financing Structure”); and
- WHEREAS:** The Board desires to approve the form of the application to be submitted to the Secretary of Higher Education (the “Secretary”) for the Proposed Programs for the Project (the “Application”), and to designate and authorize officers of the College to take necessary and desirable actions to undertake, implement and submit to the Secretary the Application; and
- WHEREAS:** The Board desires to authorize and direct the herein defined Designated Officers to include in the Application the Long Range Facilities and Technology Plan approved by the Board on this date by Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan (the “Plan”) in the form attached to that Resolution; and
- WHEREAS:** The Board desires to authorize certain officers of the College to determine the Financing Structure which is most economically advantageous to the College provided the Financing Structure includes utilization of the Proposed Programs, and take all action necessary or beneficial to accomplish the financing of the Project including the financing of capitalized interest, if any, and other costs of issuing any debt including, Tax-Exempt Bonds or other financings (“Financing Costs”); and
- WHEREAS:** The College reasonably expects to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or any debt bearing interest which is exempt from gross income for federal income tax purposes which will fund an applicable Project and/or Program;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE COLLEGE OF NEW JERSEY AS FOLLOWS:**

**SECTION 1.** Having approved the Plan and finding that the Project is consistent with the Plan, the Board hereby approves the Project and authorizes the undertaking, implementation and financing of the Project in a maximum aggregate amount not to exceed \$23 million (including Financing Costs).

**SECTION 2.** The Board approves the financing of all or any portion of the Project through "CIF" (the "Proposed Programs"). The Board approves the Application through such Programs in the form submitted to the Board and authorizes and directs the herein defined Designated Officers to submit the Application to the Secretary with such changes, modifications and additions as are approved by the Designated Officers and such changes, modifications and additions shall be conclusively evidenced by the submission of the Application to the Secretary. The Board expressly directs and authorizes the Designated Officers to submit the Plan in the Application for any Programs for which it is required. The Board acknowledges and agrees that approval of the Application and receipt of funds pursuant to the Programs will obligate the College to: (a) provide funds for the operation and maintenance of the Project, (b) contribute to the cost of the Project; (c) pay all or a portion of debt service on Tax-Exempt Bonds issued to fund the Proposed Programs as applicable; and (d) fulfill other conditions imposed under the Programs and hereby directs and authorizes the Designated Officers to certify such acknowledgement and agreement as part of the submitted Application. The Designated Officers are hereby authorized and directed to fulfill all conditions of the Proposed Programs including without limitation providing for the operation and maintenance of the Project and using available funds of the College to pay for such operation and maintenance and to satisfy conditions of the Proposed Programs to contribute to the cost of the Project and/or debt service on Tax-Exempt Bonds issued to fund the Proposed Programs from available funds of the College.

**SECTION 3.** The Board further approves the financing of all or any portion of the Project with Tax-Exempt Bonds, commercial loans and other funds available to the College and through the Financing Structure determined to be most economically advantageous to the College by the President, Treasurer, and Vice President for Administration (the "Designated Officers"). The Designated Officers are expressly authorized and directed to determine such Financing Structure provided that the Financing Structure includes utilization of Programs which are approved by the Secretary for financing the Project.

**SECTION 4.** The Board Chairperson, the Secretary of the Board, the Treasurer, the President and Vice President of Administration (each an "Authorized Officer") are each hereby authorized and directed to approve, execute and deliver any and all agreements necessary to undertake, implement and finance the Project and any and all other financing documents and instruments in the form approved by the Authorized Officers executing the same in the name of and on behalf of The College of New Jersey, in as many counterparts as may be necessary, and to affix or impress the official seal of the College thereon and to attest the same and such execution and attestation will be conclusive evidence of the approval of the form and content of such agreements and other documents and instruments necessary to undertake, implement and finance the Project and to pay Financing Costs including through the financing thereof. The Authorized

Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which may be deemed to be appropriate to implement the purposes of this Resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

**SECTION 5.** This Resolution is a declaration of the official intent of the College that the College reasonably expects and intends to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or other tax-exempt debt issued to fund the Project and/or Programs (“Applicable Tax-Exempt Debt”) in accordance with Treasury Regulation Section 1.150-2 and that the maximum principal amount of the Applicable Tax-Exempt Debt expected to be issued to finance a portion of the costs of the Project including amounts to be used to reimburse expenditures for such costs paid prior to the issuance of the such Applicable Tax-Exempt Debt is \$0 (including Financing Costs).

**SECTION 6.** All resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

**SECTION 7.** This Resolution shall take effect immediately; and be it further

**RESOLVED:** That no further approvals by the Board are necessary to implement this Resolution.

**RESOLUTION  
ADOPTED:**

**DULY  
CERTIFIED:**

**Proposed Sources and Uses of Funds  
and Key Project Assumptions**

**Application # 4 - Asset Renewal of existing campus utilities, academic, residential and recreational facilities (Centennial, Norsworthy, Packer, Business, Loser Hall, 34 West Library and Kendall Hall)**

**\*Projected Cost of Project**

Asset Renewal - Educational & General Facilities (81.5%)	\$	16,524,940
Asset Renewal - Student Residence Halls (18.5%)		3,751,060
<b>Total Cost of Project</b>	<b>\$</b>	<b>20,276,000</b>

**Proposed Funding Sources of Project**

CIF grant program	\$	20,276,000
<b>Total Funding Sources</b>	<b>\$</b>	<b>20,276,000</b>

**Key Project Assumptions**

**Total Project Funding from the State of New Jersey**      100% \$      20,276,000

\*TCNJ will be obligated to pay its portion (33.3%) of debt service - see Board resolution  
The funding request for Asset Renewal projects is consistent with TCNJ's Long-Range  
Facilities and Technology Plan and are the most cost effective options for these projects.

**RESOLUTION APPROVING AND AUTHORIZING THE UNDERTAKING, IMPLEMENTATION AND FINANCING OF A PROJECT CONSISTING OF RENOVATION OF AN EXISTING ACADEMIC BUILDING THAT HOUSES DEPARTMENTS OF THE COLLEGE OF NEW JERSEY SCHOOL OF SCIENCE, AND AUTHORIZING THE FINANCING OF ALL OR A PORTION OF THE PROJECT THROUGH PROGRAMS MADE AVAILABLE BY THE STATE OF NEW JERSEY FOR NEW JERSEY INSTITUTIONS OF HIGHER EDUCATION AND OTHER AVAILABLE FUNDING SOURCES; APPROVING AND AUTHORIZING THE FORM OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION FOR PARTICIPATION IN SUCH PROGRAMS AS ARE APPLICABLE TO THE PROJECT WITH SUCH CHANGES AS ARE APPROVED BY THE OFFICERS OF THE COLLEGE DESIGNATED HEREIN AND THE SUBMISSION OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION; APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF ANY AND ALL AGREEMENTS IN CONNECTION WITH UNDERTAKING, IMPLEMENTING AND FINANCING THE PROJECT IN THE FORM(S) APPROVED BY THE DESIGNATED OFFICERS EXECUTING SUCH AGREEMENTS; AND DESIGNATING AND AUTHORIZING THE DESIGNATED OFFICERSTO TAKE THE AFOREMENTIONED ACTIONS AND TO TAKE ANY AND ALL SUCH OTHER ACTIONS DEEMED NECESSARY OR DESIRABLE TO UNDERTAKE, IMPLEMENT AND FINANCE THE PROJECT**

- WHEREAS:** The Board of Trustees (the “Board”) of The College of New Jersey (the “College”) desires to approve the undertaking, implementation and financing of a project (the “Project”) consisting of renovation of an existing academic building (Science Building) that houses departments within the School of Science; and
- WHEREAS:** The Board desires to approve the aggregate costs of the Project paid and/or financed through all sources in an amount not to exceed \$8 million (including Financing Costs) in accordance with the attached “Proposed Sources and Uses of Funds and Key Project Assumptions”; and
- WHEREAS:** The Board desires to finance all or a portion of the Project through one or more of the hereinafter defined Programs made available by the State of New Jersey (the “State”) for certain projects of New Jersey institutions of higher education (the "Programs"); and
- WHEREAS:** The Programs are the Building Our Future Bond Act, (P.L. 2012, c.41 (the "GO Bond Act")); the Higher Education Fund Capital Improvement Fund Act, N.J.S.A. 18A:72A-72 *et seq.* ("CIF"); the Higher Education Equipment Leasing Fund Act, N.J.S.A.18A:72A-40 *et seq.* ("ELF"); the Higher Education Technology Infrastructure Fund Act, N.J.S.A.18A:72A-59 *et seq.* ("HETI"); and the Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A- 49 *et seq.* ("HEFT"); and
- WHEREAS:** The Board has determined that the Project will assist in serving the needs of the College’s students and providing a benefit to the College; and
- WHEREAS:** The Board desires to approve financing of all or any portions of

the Project through “HEFT”; and

**WHEREAS:** Portions of the Project may also be financed by bonds issued by the New Jersey Educational Facilities Authority that bear tax-exempt interest for federal income tax purposes (“Tax-Exempt Bonds”), commercial loans or funds otherwise available to the College; and

**WHEREAS:** In order to provide maximum flexibility and efficient borrowing costs, the Board wishes to authorize financing the Project through “HEFT”, Tax-Exempt Bonds, commercial loans and funds otherwise available to the College or any combination thereof (the “Financing Structure”); and

**WHEREAS:** The Board desires to approve the form of the application to be submitted to the Secretary of Higher Education (the “Secretary”) for the Proposed Programs for the Project (the “Application”), and to designate and authorize officers of the College to take necessary and desirable actions to undertake, implement and submit to the Secretary the Application; and

**WHEREAS:** The Board desires to authorize and direct the herein defined Designated Officers to include in the Application the Long Range Facilities and Technology Plan approved by the Board on this date by Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan (the “Plan”) in the form attached to that Resolution; and

**WHEREAS:** The Board desires to authorize certain officers of the College to determine the Financing Structure which is most economically advantageous to the College provided the Financing Structure includes utilization of the Proposed Programs, and take all action necessary or beneficial to accomplish the financing of the Project including the financing of capitalized interest, if any, and other costs of issuing any debt including, Tax-Exempt Bonds or other financings (“Financing Costs”); and

**WHEREAS:** The College reasonably expects to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or any debt bearing interest which is exempt from gross income for federal income tax purposes which will fund an applicable Project and/or Program;



**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE COLLEGE OF NEW JERSEY AS FOLLOWS:**

**SECTION 1.** Having approved the Plan and finding that the Project is consistent with the Plan, the Board hereby approves the Project and authorizes the undertaking, implementation and financing of the Project in a maximum aggregate amount not to exceed \$8 million (including Financing Costs).

**SECTION 2.** The Board approves the financing of all or any portion of the Project through "HEFT" (the "Proposed Programs"). The Board approves the Application through such Programs in the form submitted to the Board and authorizes and directs the herein defined Designated Officers to submit the Application to the Secretary with such changes, modifications and additions as are approved by the Designated Officers and such changes, modifications and additions shall be conclusively evidenced by the submission of the Application to the Secretary. The Board expressly directs and authorizes the Designated Officers to submit the Plan in the Application for any Programs for which it is required. The Board acknowledges and agrees that approval of the Application and receipt of funds pursuant to the Programs will obligate the College to: (a) provide funds for the operation and maintenance of the Project, (b) contribute to the cost of the Project; (c) pay all or a portion of debt service on Tax-Exempt Bonds issued to fund the Proposed Programs as applicable; and (d) fulfill other conditions imposed under the Programs and hereby directs and authorizes the Designated Officers to certify such acknowledgement and agreement as part of the submitted Application. The Designated Officers are hereby authorized and directed to fulfill all conditions of the Proposed Programs including without limitation providing for the operation and maintenance of the Project and using available funds of the College to pay for such operation and maintenance and to satisfy conditions of the Proposed Programs to contribute to the cost of the Project and/or debt service on Tax-Exempt Bonds issued to fund the Proposed Programs from available funds of the College.

**SECTION 3.** The Board further approves the financing of all or any portion of the Project with Tax-Exempt Bonds, commercial loans and other funds available to the College and through the Financing Structure determined to be most economically advantageous to the College by the President, Treasurer, and Vice President for Administration (the "Designated Officers"). The Designated Officers are expressly authorized and directed to determine such Financing Structure provided that the Financing Structure includes utilization of Programs which are approved by the Secretary for financing the Project.

**SECTION 4.** The Board Chairperson, the Secretary of the Board, the Treasurer, the President and Vice President of Administration (each an "Authorized Officer") are each hereby authorized and directed to approve, execute and deliver any and all agreements necessary to undertake, implement and finance the Project and any and all other financing documents and instruments in the form approved by the Authorized Officers executing the same in the name of and on behalf of The College of New Jersey, in as many counterparts as may be necessary, and to affix or impress the official seal of the College thereon and to attest the same and such execution and attestation will be conclusive evidence of the approval of the form and content of such agreements and other documents and instruments necessary to undertake, implement and finance the Project and to pay Financing Costs including through the financing thereof. The Authorized

Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which may be deemed to be appropriate to implement the purposes of this Resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

**SECTION 5.** This Resolution is a declaration of the official intent of the College that the College reasonably expects and intends to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or other tax-exempt debt issued to fund the Project and/or Programs (“Applicable Tax-Exempt Debt”) in accordance with Treasury Regulation Section 1.150-2 and that the maximum principal amount of the Applicable Tax-Exempt Debt expected to be issued to finance a portion of the costs of the Project including amounts to be used to reimburse expenditures for such costs paid prior to the issuance of the such Applicable Tax-Exempt Debt is \$2 million (including Financing Costs).

**SECTION 6.** All resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

**SECTION 7.** This Resolution shall take effect immediately; and be it further

**RESOLVED:** That no further approvals by the Board are necessary to implement this Resolution.

**RESOLUTION  
ADOPTED:**

**DULY  
CERTIFIED:**

**Proposed Sources and Uses of Funds  
and Key Project Assumptions**

**Application # 3 - Renovation of an existing academic building (Science Building).**

<b>*Projected Cost of Project</b>		
Science Building Renovation	\$	6,000,000
<b>Total Cost of Project</b>	<b>\$</b>	<b>6,000,000</b>

<b>Proposed Funding Sources of Project</b>		
HEFT grant program	\$	6,000,000
<b>Total Funding Sources</b>	<b>\$</b>	<b>6,000,000</b>

<b>Key Project Assumptions</b>		
<b>Total Project Funding from the State of New Jersey</b>	<u>100%</u>	<u>\$ 6,000,000</u>
*The renovation of the Science Building is consistent with TCNJ's Long-Range Facilities and Technology Plan and is the most cost effective option for this project.		
Possible Tax-Exempt Bonds (new bond issue), including the financing of capitalized interest, if any, and other costs of issuing any debt ("Financing Costs") - see Board resolution.		<b>\$ 2,000,000</b>

**RESOLUTION APPROVING AND AUTHORIZING THE UNDERTAKING, IMPLEMENTATION AND FINANCING OF A PROJECT CONSISTING OF RENOVATION OF AN EXISTING ACADEMIC BUILDING THAT HOUSES DEPARTMENTS OF THE COLLEGE OF NEW JERSEY SCHOOL OF SCIENCE, AND AUTHORIZING THE FINANCING OF ALL OR A PORTION OF THE PROJECT THROUGH PROGRAMS MADE AVAILABLE BY THE STATE OF NEW JERSEY FOR NEW JERSEY INSTITUTIONS OF HIGHER EDUCATION AND OTHER AVAILABLE FUNDING SOURCES; APPROVING AND AUTHORIZING THE FORM OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION FOR PARTICIPATION IN SUCH PROGRAMS AS ARE APPLICABLE TO THE PROJECT WITH SUCH CHANGES AS ARE APPROVED BY THE OFFICERS OF THE COLLEGE DESIGNATED HEREIN AND THE SUBMISSION OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION; APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF ANY AND ALL AGREEMENTS IN CONNECTION WITH UNDERTAKING, IMPLEMENTING AND FINANCING THE PROJECT IN THE FORM(S) APPROVED BY THE DESIGNATED OFFICERS EXECUTING SUCH AGREEMENTS; AND DESIGNATING AND AUTHORIZING THE DESIGNATED OFFICERSTO TAKE THE AFOREMENTIONED ACTIONS AND TO TAKE ANY AND ALL SUCH OTHER ACTIONS DEEMED NECESSARY OR DESIRABLE TO UNDERTAKE, IMPLEMENT AND FINANCE THE PROJECT**

**WHEREAS:** The Board of Trustees (the "Board") of The College of New Jersey (the "College") desires to approve the undertaking, implementation and financing of a project (the "Project") consisting of renovation of an existing academic building (Armstrong Hall) to house the Math and Computer Science departments within the School of Science; and

**WHEREAS:** The Board desires to approve the aggregate costs of the Project paid and/or financed through all sources in an amount not to exceed \$21 million (including Financing Costs) in accordance with the attached "Proposed Sources and Uses of Funds and Key Project Assumptions"; and

**WHEREAS:** The Board desires to finance all or a portion of the Project through one or more of the hereinafter defined Programs made available by the State of New Jersey (the "State") for certain projects of New Jersey institutions of higher education (the "Programs"); and

**WHEREAS:** The Programs are the Building Our Future Bond Act, (P.L. 2012, c.41 (the "GO Bond Act")); the Higher Education Fund Capital Improvement Fund Act, N.J.S.A. 18A:72A-72 *et seq.* ("CIF"); the Higher Education Equipment Leasing Fund Act, N.J.S.A.18A:72A-40 *et seq.* ("ELF"); the Higher Education Technology Infrastructure Fund Act, N.J.S.A.18A:72A-59 *et seq.* ("HETI"); and the Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A- 49 *et seq.* ("HEFT"); and

**WHEREAS:** The Board has determined that the Project will assist in serving the needs of the College's students and providing a benefit to the College; and

**WHEREAS:** The Board desires to approve financing of all or any portions of

the Project through “HEFT”; and

**WHEREAS:** Portions of the Project may also be financed by bonds issued by the New Jersey Educational Facilities Authority that bear tax-exempt interest for federal income tax purposes (“Tax-Exempt Bonds”), commercial loans or funds otherwise available to the College; and

**WHEREAS:** In order to provide maximum flexibility and efficient borrowing costs, the Board wishes to authorize financing the Project through “HEFT”, Tax-Exempt Bonds, commercial loans and funds otherwise available to the College or any combination thereof (the “Financing Structure”); and

**WHEREAS:** The Board desires to approve the form of the application to be submitted to the Secretary of Higher Education (the “Secretary”) for the Proposed Programs for the Project (the “Application”), and to designate and authorize officers of the College to take necessary and desirable actions to undertake, implement and submit to the Secretary the Application; and

**WHEREAS:** The Board desires to authorize and direct the herein defined Designated Officers to include in the Application the Long Range Facilities and Technology Plan approved by the Board on this date by Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan (the “Plan”) in the form attached to that Resolution; and

**WHEREAS:** The Board desires to authorize certain officers of the College to determine the Financing Structure which is most economically advantageous to the College provided the Financing Structure includes utilization of the Proposed Programs, and take all action necessary or beneficial to accomplish the financing of the Project including the financing of capitalized interest, if any, and other costs of issuing any debt including, Tax-Exempt Bonds or other financings (“Financing Costs”); and

**WHEREAS:** The College reasonably expects to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or any debt bearing interest which is exempt from gross income for federal income tax purposes which will fund an applicable Project and/or Program;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE COLLEGE OF NEW JERSEY AS FOLLOWS:**

**SECTION 1.** Having approved the Plan and finding that the Project is consistent with the Plan, the Board hereby approves the Project and authorizes the undertaking, implementation and financing of the Project in a maximum aggregate amount not to exceed \$21 million (including Financing Costs).

**SECTION 2.** The Board approves the financing of all or any portion of the Project through "HEFT" (the "Proposed Programs"). The Board approves the Application through such Programs in the form submitted to the Board and authorizes and directs the herein defined Designated Officers to submit the Application to the Secretary with such changes, modifications and additions as are approved by the Designated Officers and such changes, modifications and additions shall be conclusively evidenced by the submission of the Application to the Secretary. The Board expressly directs and authorizes the Designated Officers to submit the Plan in the Application for any Programs for which it is required. The Board acknowledges and agrees that approval of the Application and receipt of funds pursuant to the Programs will obligate the College to: (a) provide funds for the operation and maintenance of the Project, (b) contribute to the cost of the Project; (c) pay all or a portion of debt service on Tax-Exempt Bonds issued to fund the Proposed Programs as applicable; and (d) fulfill other conditions imposed under the Programs and hereby directs and authorizes the Designated Officers to certify such acknowledgement and agreement as part of the submitted Application. The Designated Officers are hereby authorized and directed to fulfill all conditions of the Proposed Programs including without limitation providing for the operation and maintenance of the Project and using available funds of the College to pay for such operation and maintenance and to satisfy conditions of the Proposed Programs to contribute to the cost of the Project and/or debt service on Tax-Exempt Bonds issued to fund the Proposed Programs from available funds of the College.

**SECTION 3.** The Board further approves the financing of all or any portion of the Project with Tax-Exempt Bonds, commercial loans and other funds available to the College and through the Financing Structure determined to be most economically advantageous to the College by the President, Treasurer, and Vice President for Administration (the "Designated Officers"). The Designated Officers are expressly authorized and directed to determine such Financing Structure provided that the Financing Structure includes utilization of Programs which are approved by the Secretary for financing the Project.

**SECTION 4.** The Board Chairperson, the Secretary of the Board, the Treasurer, the President and Vice President of Administration (each an "Authorized Officer") are each hereby authorized and directed to approve, execute and deliver any and all agreements necessary to undertake, implement and finance the Project and any and all other financing documents and instruments in the form approved by the Authorized Officers executing the same in the name of and on behalf of The College of New Jersey, in as many counterparts as may be necessary, and to affix or impress the official seal of the College thereon and to attest the same and such execution and attestation will be conclusive evidence of the approval of the form and content of such agreements and other documents and instruments necessary to undertake, implement and finance the Project and to pay Financing Costs including through the financing thereof. The Authorized

Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which may be deemed to be appropriate to implement the purposes of this Resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

**SECTION 5.** This Resolution is a declaration of the official intent of the College that the College reasonably expects and intends to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or other tax-exempt debt issued to fund the Project and/or Programs (“Applicable Tax-Exempt Debt”) in accordance with Treasury Regulation Section 1.150-2 and that the maximum principal amount of the Applicable Tax-Exempt Debt expected to be issued to finance a portion of the costs of the Project including amounts to be used to reimburse expenditures for such costs paid prior to the issuance of the such Applicable Tax-Exempt Debt is \$3 million (including Financing Costs).

**SECTION 6.** All resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

**SECTION 7.** This Resolution shall take effect immediately; and be it further

**RESOLVED:** That no further approvals by the Board are necessary to implement this Resolution.

**RESOLUTION  
ADOPTED:**

**DULY  
CERTIFIED:**

**Proposed Sources and Uses of Funds  
and Key Project Assumptions**

**Application # 2 - Renovations of an existing academic building (Armstrong Hall) to house the Math department and the Computer Science department.**

**\*Projected Cost of Project**

Armstrong Hall Renovation	\$	18,000,000
<b>Total Cost of Project</b>	<b>\$</b>	<b>18,000,000</b>

**Proposed Funding Sources of Project**

HEFT grant program	\$	18,000,000
<b>Total Funding Sources</b>	<b>\$</b>	<b>18,000,000</b>

**Key Project Assumptions**

**Total Project Funding from the State of New Jersey**      100%    **\$**      18,000,000

\*The renovation of Armstrong Hall is consistent with TCNJ's Long-Range Facilities and Technology Plan and is the most cost effective option for this project.

Possible Tax-Exempt Bonds (new bond issue), including the financing of capitalized interest, if any, and other costs of issuing any debt ("Financing Costs") - see Board resolution.

<b>\$</b>	<b>3,000,000</b>
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**RESOLUTION APPROVING AND AUTHORIZING THE UNDERTAKING, IMPLEMENTATION AND FINANCING OF A PROJECT CONSISTING OF UPGRADING OF THE COLLEGE OF NEW JERSEY INFORMATION TECHNOLOGY INFRASTRUCTURE, AND AUTHORIZING THE FINANCING OF ALL OR A PORTION OF THE PROJECT THROUGH PROGRAMS MADE AVAILABLE BY THE STATE OF NEW JERSEY FOR NEW JERSEY INSTITUTIONS OF HIGHER EDUCATION AND OTHER AVAILABLE FUNDING SOURCES; APPROVING AND AUTHORIZING THE FORM OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION FOR PARTICIPATION IN SUCH PROGRAMS AS ARE APPLICABLE TO THE PROJECT WITH SUCH CHANGES AS ARE APPROVED BY THE OFFICERS OF THE COLLEGE DESIGNATED HEREIN AND THE SUBMISSION OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION; APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF ANY AND ALL AGREEMENTS IN CONNECTION WITH UNDERTAKING, IMPLEMENTING AND FINANCING THE PROJECT IN THE FORM(S) APPROVED BY THE DESIGNATED OFFICERS EXECUTING SUCH AGREEMENTS; AND DESIGNATING AND AUTHORIZING THE DESIGNATED OFFICERS TO TAKE THE AFOREMENTIONED ACTIONS AND TO TAKE ANY AND ALL SUCH OTHER ACTIONS DEEMED NECESSARY OR DESIRABLE TO UNDERTAKE, IMPLEMENT AND FINANCE THE PROJECT**

**WHEREAS:** The Board of Trustees (the "Board") of The College of New Jersey (the "College") desires to approve the undertaking, implementation and financing of a project (the "Project") consisting of the upgrading of the College's information technology infrastructure; and

**WHEREAS:** The Board desires to approve the aggregate costs of the Project paid and/or financed through all sources in an amount not to exceed \$7.5 million (including Financing Costs) in accordance with the attached "Proposed Sources and Uses of Funds and Key Project Assumptions"; and

**WHEREAS:** The Board desires to finance all or a portion of the Project through one or more of the hereinafter defined Programs made available by the State of New Jersey (the "State") for certain projects of New Jersey institutions of higher education (the "Programs"); and

**WHEREAS:** The Programs are the Building Our Future Bond Act, (P.L. 2012, c.41 (the "GO Bond Act")); the Higher Education Fund Capital Improvement Fund Act, N.J.S.A. 18A:72A-72 *et seq.* ("CIF"); the Higher Education Equipment Leasing Fund Act, N.J.S.A.18A:72A-40 *et seq.* ("ELF"); the Higher Education Technology Infrastructure Fund Act, N.J.S.A.18A:72A-59 *et seq.* ("HETI"); and the Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A- 49 *et seq.* ("HEFT"); and

**WHEREAS:** The Board has determined that the Project will assist in serving the needs of the College's students and providing a benefit to the College; and

**WHEREAS:** The Board desires to approve financing of all or any portions of the Project through "HETI"; and

**WHEREAS:** Portions of the Project may also be financed by bonds issued by the New Jersey Educational Facilities Authority that bear tax-exempt interest for federal income tax purposes (“Tax-Exempt Bonds”), commercial loans or funds otherwise available to the College; and

**WHEREAS:** In order to provide maximum flexibility and efficient borrowing costs, the Board wishes to authorize financing the Project through “HETT”, Tax-Exempt Bonds, commercial loans and funds otherwise available to the College or any combination thereof (the “Financing Structure”); and

**WHEREAS:** The Board desires to approve the form of the application to be submitted to the Secretary of Higher Education (the “Secretary”) for the Proposed Programs for the Project (the “Application”), and to designate and authorize officers of the College to take necessary and desirable actions to undertake, implement and submit to the Secretary the Application; and

**WHEREAS:** The Board desires to authorize and direct the herein defined Designated Officers to include in the Application the Long Range Facilities and Technology Plan approved by the Board on this date by Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan (the “Plan”) in the form attached to that Resolution; and

**WHEREAS:** The Board desires to authorize certain officers of the College to determine the Financing Structure which is most economically advantageous to the College provided the Financing Structure includes utilization of the Proposed Programs, and take all action necessary or beneficial to accomplish the financing of the Project including the financing of capitalized interest, if any, and other costs of issuing any debt including, Tax-Exempt Bonds or other financings (“Financing Costs”); and

**WHEREAS:** The College reasonably expects to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or any debt bearing interest which is exempt from gross income for federal income tax purposes which will fund an applicable Project and/or Program;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE COLLEGE OF NEW JERSEY AS FOLLOWS:**

**SECTION 1.** Having approved the Plan and finding that the Project is consistent with the Plan, the Board hereby approves the Project and authorizes the undertaking, implementation and financing of the Project in a maximum aggregate amount not to exceed \$7.5 million (including Financing Costs).

**SECTION 2.** The Board approves the financing of all or any portion of the Project through "HETI" (the "Proposed Programs"). The Board approves the Application through such Programs in the form submitted to the Board and authorizes and directs the herein defined Designated Officers to submit the Application to the Secretary with such changes, modifications and additions as are approved by the Designated Officers and such changes, modifications and additions shall be conclusively evidenced by the submission of the Application to the Secretary. The Board expressly directs and authorizes the Designated Officers to submit the Plan in the Application for any Programs for which it is required. The Board acknowledges and agrees that approval of the Application and receipt of funds pursuant to the Programs will obligate the College to: (a) provide funds for the operation and maintenance of the Project, (b) contribute to the cost of the Project; (c) pay all or a portion of debt service on Tax-Exempt Bonds issued to fund the Proposed Programs as applicable; and (d) fulfill other conditions imposed under the Programs and hereby directs and authorizes the Designated Officers to certify such acknowledgement and agreement as part of the submitted Application. The Designated Officers are hereby authorized and directed to fulfill all conditions of the Proposed Programs including without limitation providing for the operation and maintenance of the Project and using available funds of the College to pay for such operation and maintenance and to satisfy conditions of the Proposed Programs to contribute to the cost of the Project and/or debt service on Tax-Exempt Bonds issued to fund the Proposed Programs from available funds of the College.

**SECTION 3.** The Board further approves the financing of all or any portion of the Project with Tax-Exempt Bonds, commercial loans and other funds available to the College and through the Financing Structure determined to be most economically advantageous to the College by the President, Treasurer, and Vice President for Administration (the "Designated Officers"). The Designated Officers are expressly authorized and directed to determine such Financing Structure provided that the Financing Structure includes utilization of Programs which are approved by the Secretary for financing the Project.

**SECTION 4.** The Board Chairperson, the Secretary of the Board, the Treasurer, the President and Vice President of Administration (each an "Authorized Officer") are each hereby authorized and directed to approve, execute and deliver any and all agreements necessary to undertake, implement and finance the Project and any and all other financing documents and instruments in the form approved by the Authorized Officers executing the same in the name of and on behalf of The College of New Jersey, in as many counterparts as may be necessary, and to affix or impress the official seal of the College thereon and to attest the same and such execution and attestation will be conclusive evidence of the approval of the form and content of such agreements and other documents and instruments necessary to undertake, implement and finance the Project and to pay Financing Costs including through the financing thereof. The Authorized

Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which may be deemed to be appropriate to implement the purposes of this Resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

**SECTION 5.** This Resolution is a declaration of the official intent of the College that the College reasonably expects and intends to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or other tax-exempt debt issued to fund the Project and/or Programs (“Applicable Tax-Exempt Debt”) in accordance with Treasury Regulation Section 1.150-2 and that the maximum principal amount of the Applicable Tax-Exempt Debt expected to be issued to finance a portion of the costs of the Project including amounts to be used to reimburse expenditures for such costs paid prior to the issuance of the such Applicable Tax-Exempt Debt is \$0 (including Financing Costs).

**SECTION 6.** All resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

**SECTION 7.** This Resolution shall take effect immediately; and be it further

**RESOLVED:** That no further approvals by the Board are necessary to implement this Resolution.

**RESOLUTION  
ADOPTED:**

**DULY  
CERTIFIED:**

**Proposed Sources and Uses of Funds  
and Key Project Assumptions**

**Application # 6 - Technology Infrastructure Plan - campus-wide initiatives.**

**Projected Cost of Project**

Technology Infrastructure Plan	\$	7,100,000
<b>Total Cost of Project</b>	<b>\$</b>	<b>7,100,000</b>

**Proposed Funding Sources of Project**

HETI grant program	\$	3,550,000
*HETI (TCNJ match = 100%)	\$	3,550,000
<b>Total Funding Sources</b>	<b>\$</b>	<b>7,100,000</b>

<b>Key Project Assumptions</b>		
<b>Total Project Funding from the State of New Jersey</b>	<b>50%</b>	<b>\$ 3,550,000</b>
<b>Total Project Funding by TCNJ</b>	<b>50%</b>	<b>3,550,000</b>
<p>*Institutional reserves will be the funding source for TCNJ's match. The funding request for the Technology Infrastructure Plan is consistent with TCNJ's Long-Range Facilities and Technology Plan and will advance the College toward the next level in establishing integrated voice, video and data networks.</p>		

**RESOLUTION APPROVING AND AUTHORIZING THE UNDERTAKING, IMPLEMENTATION AND FINANCING OF A PROJECT CONSISTING OF ACQUISITION OF ACADEMIC EQUIPMENT FOR THE COLLEGE OF NEW JERSEY, AND AUTHORIZING THE FINANCING OF ALL OR A PORTION OF THE PROJECT THROUGH PROGRAMS MADE AVAILABLE BY THE STATE OF NEW JERSEY FOR NEW JERSEY INSTITUTIONS OF HIGHER EDUCATION AND OTHER AVAILABLE FUNDING SOURCES; APPROVING AND AUTHORIZING THE FORM OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION FOR PARTICIPATION IN SUCH PROGRAMS AS ARE APPLICABLE TO THE PROJECT WITH SUCH CHANGES AS ARE APPROVED BY THE OFFICERS OF THE COLLEGE DESIGNATED HEREIN AND THE SUBMISSION OF THE APPLICATION TO THE SECRETARY OF HIGHER EDUCATION; APPROVING AND AUTHORIZING THE EXECUTION AND DELIVERY OF ANY AND ALL AGREEMENTS IN CONNECTION WITH UNDERTAKING, IMPLEMENTING AND FINANCING THE PROJECT IN THE FORM(S) APPROVED BY THE DESIGNATED OFFICERS EXECUTING SUCH AGREEMENTS; AND DESIGNATING AND AUTHORIZING THE DESIGNATED OFFICERSTO TAKE THE AFOREMENTIONED ACTIONS AND TO TAKE ANY AND ALL SUCH OTHER ACTIONS DEEMED NECESSARY OR DESIRABLE TO UNDERTAKE, IMPLEMENT AND FINANCE THE PROJECT**

**WHEREAS:** The Board of Trustees (the "Board") of The College of New Jersey (the "College") desires to approve the undertaking, implementation and financing of a project (the "Project") consisting of the acquisition of academic equipment for the schools of Science, Engineering, Nursing, Health and Exercise Science, Arts and Communications and the Library; and

**WHEREAS:** The Board desires to approve the aggregate costs of the Project paid and/or financed through all sources in an amount not to exceed \$8.5 million (including Financing Costs) in accordance with the attached "Proposed Sources and Uses of Funds and Key Project Assumptions"; and

**WHEREAS:** The Board desires to finance all or a portion of the Project through one or more of the hereinafter defined Programs made available by the State of New Jersey (the "State") for certain projects of New Jersey institutions of higher education (the "Programs"); and

**WHEREAS:** The Programs are the Building Our Future Bond Act, (P.L. 2012, c.41 (the "GO Bond Act")); the Higher Education Fund Capital Improvement Fund Act, N.J.S.A. 18A:72A-72 *et seq.* ("CIF"); the Higher Education Equipment Leasing Fund Act, N.J.S.A.18A:72A-40 *et seq.* ("ELF"); the Higher Education Technology Infrastructure Fund Act, N.J.S.A.18A:72A-59 *et seq.* ("HETI"); and the Higher Education Facilities Trust Fund Act, N.J.S.A. 18A:72A- 49 *et seq.* ("HEFT"); and

**WHEREAS:** The Board has determined that the Project will assist in serving the needs of the College's students and providing a benefit to the College; and

**WHEREAS:** The Board desires to approve financing of all or any portions of

the Project through “ELF”; and

**WHEREAS:** Portions of the Project may also be financed by bonds issued by the New Jersey Educational Facilities Authority that bear tax-exempt interest for federal income tax purposes (“Tax-Exempt Bonds”), commercial loans or funds otherwise available to the College; and

**WHEREAS:** In order to provide maximum flexibility and efficient borrowing costs, the Board wishes to authorize financing the Project through “ELF”, Tax-Exempt Bonds, commercial loans and funds otherwise available to the College or any combination thereof (the “Financing Structure”); and

**WHEREAS:** The Board desires to approve the form of the application to be submitted to the Secretary of Higher Education (the “Secretary”) for the Proposed Programs for the Project (the “Application”), and to designate and authorize officers of the College to take necessary and desirable actions to undertake, implement and submit to the Secretary the Application; and

**WHEREAS:** The Board desires to authorize and direct the herein defined Designated Officers to include in the Application the Long Range Facilities and Technology Plan approved by the Board on this date by Resolution of The College of New Jersey Board of Trustees Approving the Long Range Facilities and Technology Plan (the “Plan”) in the form attached to that Resolution; and

**WHEREAS:** The Board desires to authorize certain officers of the College to determine the Financing Structure which is most economically advantageous to the College provided the Financing Structure includes utilization of the Proposed Programs, and take all action necessary or beneficial to accomplish the financing of the Project including the financing of capitalized interest, if any, and other costs of issuing any debt including, Tax-Exempt Bonds or other financings (“Financing Costs”); and

**WHEREAS:** The College reasonably expects to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or any debt bearing interest which is exempt from gross income for federal income tax purposes which will fund an applicable Project and/or Program;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE COLLEGE OF NEW JERSEY AS FOLLOWS:**

**SECTION 1.** Having approved the Plan and finding that the Project is consistent with the Plan, the Board hereby approves the Project and authorizes the undertaking, implementation and financing of the Project in a maximum aggregate amount not to exceed \$8.5 million (including Financing Costs).

**SECTION 2.** The Board approves the financing of all or any portion of the Project through "ELF" (the "Proposed Programs"). The Board approves the Application through such Programs in the form submitted to the Board and authorizes and directs the herein defined Designated Officers to submit the Application to the Secretary with such changes, modifications and additions as are approved by the Designated Officers and such changes, modifications and additions shall be conclusively evidenced by the submission of the Application to the Secretary. The Board expressly directs and authorizes the Designated Officers to submit the Plan in the Application for any Programs for which it is required. The Board acknowledges and agrees that approval of the Application and receipt of funds pursuant to the Programs will obligate the College to: (a) provide funds for the operation and maintenance of the Project, (b) contribute to the cost of the Project; (c) pay all or a portion of debt service on Tax-Exempt Bonds issued to fund the Proposed Programs as applicable; and (d) fulfill other conditions imposed under the Programs and hereby directs and authorizes the Designated Officers to certify such acknowledgement and agreement as part of the submitted Application. The Designated Officers are hereby authorized and directed to fulfill all conditions of the Proposed Programs including without limitation providing for the operation and maintenance of the Project and using available funds of the College to pay for such operation and maintenance and to satisfy conditions of the Proposed Programs to contribute to the cost of the Project and/or debt service on Tax-Exempt Bonds issued to fund the Proposed Programs from available funds of the College.

**SECTION 3.** The Board further approves the financing of all or any portion of the Project with Tax-Exempt Bonds, commercial loans and other funds available to the College and through the Financing Structure determined to be most economically advantageous to the College by the President, Treasurer, and Vice President for Administration (the "Designated Officers"). The Designated Officers are expressly authorized and directed to determine such Financing Structure provided that the Financing Structure includes utilization of Programs which are approved by the Secretary for financing the Project.

**SECTION 4.** The Board Chairperson, the Secretary of the Board, the Treasurer, the President and Vice President of Administration (each an "Authorized Officer") are each hereby authorized and directed to approve, execute and deliver any and all agreements necessary to undertake, implement and finance the Project and any and all other financing documents and instruments in the form approved by the Authorized Officers executing the same in the name of and on behalf of The College of New Jersey, in as many counterparts as may be necessary, and to affix or impress the official seal of the College thereon and to attest the same and such execution and attestation will be conclusive evidence of the approval of the form and content of such agreements and other documents and instruments necessary to undertake, implement and finance the Project and to pay Financing Costs including through the financing thereof. The Authorized



Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which may be deemed to be appropriate to implement the purposes of this Resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

**SECTION 5.** This Resolution is a declaration of the official intent of the College that the College reasonably expects and intends to reimburse itself for expenditures for costs of the Project paid prior to issuance of Tax-Exempt Bonds or other tax-exempt debt issued to fund the Project and/or Programs (“Applicable Tax-Exempt Debt”) in accordance with Treasury Regulation Section 1.150-2 and that the maximum principal amount of the Applicable Tax-Exempt Debt expected to be issued to finance a portion of the costs of the Project including amounts to be used to reimburse expenditures for such costs paid prior to the issuance of the such Applicable Tax-Exempt Debt is \$0 (including Financing Costs).

**SECTION 6.** All resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

**SECTION 7.** This Resolution shall take effect immediately; and be it further

**RESOLVED:** That no further approvals by the Board are necessary to implement this Resolution.

**RESOLUTION  
ADOPTED:**

**DULY  
CERTIFIED:**

## Proposed Sources and Uses of Funds and Key Project Assumptions

### Application # 5 - Academic equipment request for Science, Engineering, Library, Nursing, Health and Exercise Science, Arts and Communications

**\*Projected Cost of Academic Equipment**

School of Science Equipment	\$	3,967,400
School of Engineering Equipment		2,608,000
Library Equipment		85,000
School of Nursing, Health and Exercise Science Equipment		407,600
School of Arts and Communication Equipment		1,210,000
<b>Total Cost of Academic Equipment</b>	<b>\$</b>	<b>8,278,000</b>

**Proposed Funding Sources of Academic Equipment**

ELF grant program	\$	8,278,000
<b>Total Funding Sources</b>	<b>\$</b>	<b>8,278,000</b>

**Key Project Assumptions**

<b>Total Project Funding from the State of New Jersey</b>	<u>100%</u>	<u>\$</u>	<u><b>8,278,000</b></u>
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\*TCNJ will be obligated to pay its portion (25%) of debt service - see Board resolution  
This funding request is consistent with TCNJ's academic priorities of providing our students with high quality and state-of-the-arts classroom instruction and is the most cost effective options for acquiring these equipments.

**Resolution Approving Waivers  
Of Advertising  
For College Business Purposes**

Whereas: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$30,700, and

Whereas: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

Whereas: Waiver requests have been reviewed and are recommended by the Finance and Investments Committee, a subcommittee of The College of New Jersey Board of Trustees,

Therefore,  
Be It  
Resolved: The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

<b>FY 2013 <u>Direct Billing for International Programs for Academic Year 2012-13</u></b>		
<b>VENDOR</b>	<b>PURPOSE</b>	<b>FUNDING SOURCE</b>
American University of Cairo (ACS) \$60,000	Fall, Spring and Summer study tour	Self Funded Revenue
Foundation of International Education (FIE) \$90,000	Fall, Spring and Summer study tour	Self Funded Revenue
International Studies Abroad (ISA) \$120,000	Summer study tour	Self Funded Revenue
UIW European Study Center \$77,000	Fall and Spring study tour	Self Funded Revenue
<b>Professional and Other Services for FY 2013</b>		
Asili Tanzania \$19,272	Summer study tour	Self Funded Revenue
Bellver International College \$36,500	Facilities Rental- Summer Graduate Program	Self Funded Revenue
CEPA- Europe \$33,590	Summer study tour	Self Funded Revenue
Educational Computer Systems, Inc. \$40,000	Student Loan Processing	College Operating
Hotel Costa Azul \$34,500	Faculty housing in Palma de Mallorca, Spain	Self Funded Revenue

February 26, 2013

Kristy E. Ranieri \$25,000	Communication Consultant for the Sustainable Jersey Program	College Operating
Michael Middaugh \$80,000	Higher Education Assessment Consultant	College Operating
William Spelman Executive Search \$65,000	Search Consultant for Vice President of Student Affairs	College Operating

**Multi Year Services**

Sodexo \$15,450,000 (Year 1 Projection)	Dining Services	Housing - 89 % Student Center - 3 % Camps/Conferences - 8 %
Canon Business Solutions \$325,000	Lease, service and supplies for multifunction copiers	College Operating with Charge Back to Functional units

**Annual Services for the Period July 1, 2013 to June 30, 2014**

Assessment Technologies Institute \$37,030	Nursing Testing Package	Student Charges
Barnes and Noble \$4,064,115	Bookstore and Academic Attire	College Operating
Common Application \$95,000	On-line admissions application	College Operating
Educational Computer Systems, Inc. \$42,000	Student Loan Processing	College Operating
Sallie Mae Business Solutions \$180,000	Credit card and ACH payment Processing	Student Charges
SAP- Business Objects \$31,000	Software Maintenance and Support	College Operating
Wolfram Research- \$49,100	Mathematica Unlimited License Program Licenses and Maintenance	College Operating

**Inter-Agency for the Period July 1, 2013 to June 30, 2014**

NJ Association of State Colleges & Universities \$178,105	Association membership dues	College Operating
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U.S. Postal Service \$195,000	Postage expenses and fees	College Operating with Charge Back to Functional Units
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**Annual Maintenance Contracts**

**Computing and Technical for the Period July 1, 2013 to June 30, 2014**

Blackbaud \$48,600	Annual licenses and maintenance for Fundraising/Development computer system	College Operating
Ex-Libris/Voyager \$62,100	Maintenance for automated card catalog system in the Library	College Operating
Instructure – Canvas Learning Management System \$99,400	Annual license & maintenance for Canvas Learning Management System	College Operating
NJEdge \$244,200	Licenses, maintenance, annual dues, internet Network line, Disaster Recovery, VMWare, and Zimbra	College Operating
Novacoast \$126,300	Annual license and maintenance for Novell Network	College Operating
Oracle \$114,900	Annual licenses and maintenance for the for Relational Database Platform	College Operating
Oracle \$322,400	Annual licenses, maintenance, services and support For the administrative information systems including Human Resources, Finance and Student Administration	College Operating
Siemens Enterprise Communications, Inc. \$137,700	Maintenance for voice communications systems	College Operating – 30% Student Fee – 70%
Software House International Inc. \$71,500	Microsoft Software- Campus License Agreement and maintenance	College Operating

**Annual Leases, Purchases and Utilities**

**Library Acquisitions for the Period July 1, 2013 to June 30, 2014**

ACS - American Chemical Society \$ 40,000	Electronic Databases	College Operating
EBSCO Subscription Services \$ 775,000	Materials and electronic information services	College Operating

Elsevier Engineering Information, Inc. \$ 45,000	Electronic information services - Scientific, Medical & Technical Information	College Operating
IEEE (The Institute of Electrical & Electronic Engineers) \$40,000	Electronic information services	College Operating
OCLC (Online Computer Library Center, Inc.) \$60,000	Online Bibliographic Services	College Operating
ProQuest \$40,000	Electronic information, books and periodical materials	College Operating
Thomson Reuters \$45,000	Electronic Databases, Books and Periodical Materials	College Operating
VALE \$200,000	Electronic information services	College Operating
WALDO \$40,000	Electronic information services	College Operating
Yankee Book Peddler \$ 275,000	Books and library materials	College Operating

**Utilities for the Period July 1, 2013 to June 30, 2014**

AT&T \$44,800	iPhones and Wireless service	College Operating with Charge Back to Functional Units
Comcast Cable Television \$164,800	Cable television to the campus	Housing - 88 % TSC Corp - 3 % Student Center - 1 % College Operating - 8 %
Verizon \$199,500	Local, long distance and cell telephone services	Student Revenue - 6 % College Operating - 94 % With charge back to functional areas

**The College of New Jersey Board of Trustees Resolution  
Approving a Protection of Children Policy (Interim)**

- Whereas:** The College of New Jersey is committed to providing a safe and secure workplace/educational environment and an environment that is supportive and protective of children; and
- Whereas:** The College seeks to ensure compliance with New Jersey law regarding the reporting of suspected child abuse; and
- Whereas:** The College seeks to ensure reporting of suspected child abuse to Campus Police Services in order to facilitate prompt action as appropriate; and
- Whereas:** The College wishes to make clear the processes through which it seeks to ensure such compliance and reporting in the attached *Protection of Children Policy*;
- Whereas:** The College desires that the attached *Protection of Children Policy* take effect immediately, but also desires to allow for consideration of the policy through the Governance Review Process in a thoughtful and deliberate manner;
- Therefore,**  
**Be It Resolved:** That the Board hereby approves the attached *Protection of Children Policy* as an Interim Policy, which during the period of its status as an Interim Policy, has the full force and effect of a Board of Trustees Policy in accordance with the Policy Framework then in effect.
- Be It Further Resolved:** That the President, and other appropriate officers of the College be and they hereby are authorized to take such actions, prepare such documents and amendments, affix their signatures on behalf of the College to such documents and amendments, all as may in their judgment be necessary or desirable to accomplish the attached *Protection of Children Policy* and the purposes of this resolution.



# The College of New Jersey

Section:	
Title:	Protection of Children Policy (Interim)
Effective Date:	February 26, 2012
Approved By:	Board of Trustees
Responsible Unit:	Office of Campus Police Services
History:	
Related Documents: New Jersey Statutes Section 9:6-8.10 (Report of Abuse), 9:6-8.13 (Immunity), 9:9-8.14 (Violations including failure to make report; disorderly person), 9:6-8 (Definition of Abused Child), 9:6-8.84 (Definition of Sexual Abuse), 9:6-8.21 (definition of parent or guardian).	

## I. INTRODUCTION

The College of New Jersey takes pride in providing a first class educational experience in a safe and supportive environment. Children frequently visit our campus, and it is important that we protect them while they are on our campus or participating in College activities, and take the necessary precautions to ensure that the campus community is safe. The purpose of this policy is to identify where acts of child abuse should be reported if observed at The College of New Jersey.

## II. DEFINITIONS

“Abused Child” means a child under the age of 18 years whose parent, guardian, or other person having his custody and control commits or allows to be committed an act of sexual abuse against the child.

"Sexual Abuse" means contacts or actions between a child and a parent or caretaker for the purpose of sexual stimulation of either that person or another person.

“Parent or guardian” means any natural parent, adoptive parent, resource family parent, stepparent, paramour of a parent or any person, who has assumed responsibility for the care, custody or control of a child or upon whom there is a legal duty for such care. Parent or guardian includes a teacher, employee or volunteer, whether compensated or uncompensated, of an institution who is responsible for the child’s welfare and any other staff person of an institution regardless of whether or not the person is responsible for the care or supervision of the child. Parent or guardian also includes a teaching staff member or other employee, whether compensated or uncompensated, of a day school as defined according to New Jersey law.



"Institution" means a public or private facility in the State which provides children with out of home care, supervision or maintenance. Institution includes, but is not limited to, a correctional facility, detention facility, treatment facility, day care center, residential school, shelter and hospital". For purposes of this policy, a camp operated on campus by a third-party organization would be considered an institution.

### III. POLICY

Any faculty, staff or student who has reason to believe that a child has been abused, must report the suspected abuse to the Division of Youth and Family Services. The contact information is as follows:

**Child Abuse Hotline (State Central Registry)**  
**1-877 NJ ABUSE**  
**(1-877-652-2873)**  
**TTY 1-800-835-5510**

In addition, faculty, students and staff are required to contact TCNJ Campus Police at 609-771-2345.

Individuals contacting DYFS and TCNJ Campus Police should provide as much information as possible to assist in the investigation of the allegation. The information reported may be helpful with respect to identifying child abuse and the perpetrator. Examples of the type of information that may be helpful are the names and addresses of the child and the child's parent, guardian or other person having custody of the child, the child's age, the type of injuries, and any other information that might be helpful with regard to the child abuse and the identity of the perpetrator.

Under New Jersey law, anyone who in good faith reports suspected child abuse shall be immune from any liability. In addition, any person who is discharged from employment, or discriminated against for reporting a good faith allegation of child abuse may file a complaint in the appropriate Superior Court.

### IV. RELATED DOCUMENTS

N.J.S.A. §§ 9:6-8.10 (Report of Abuse), 9:6-8.13 (Immunity), 9:6-8.14 (Violations including failure to make report; disorderly person), 9:6-8.9 (Definition of Abused Child), 9:6-8.84 (Definition of Sexual Abuse), 9:6-8.21 (definition of parent or guardian).

**The College of New Jersey Board of Trustees Resolution  
Approving a Safe Campus Policy**

- Whereas:** The College of New Jersey is committed to providing a safe and secure workplace/educational environment; and
- Whereas:** The College seeks to comply with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (“Clery Act”).
- Whereas:** The Clery Act is a federal law that obligates the College to among other things (i) collect crime reporting information from Campus Security Authorities and disclose those statistics to students, employees and the general public in an annual report; and issue timely warnings and emergency notifications; and
- Whereas:** The Administration wishes to make clear the processes through which it seeks to ensure compliance with the Clery Act in the attached *Safe Campus Policy*;

Therefore,

**Be It Resolved:** That the Board hereby approves the attached *Safe Campus Policy*.

**Be It Further  
Resolved:**

That the President, and other appropriate officers of the College be and they hereby are authorized to take such actions, prepare such documents and amendments, affix their signatures on behalf of the College to such documents and amendments, all as may in their judgment be necessary or desirable to accomplish the attached *Safe Campus Policy* and the purposes of this resolution.



# The College of New Jersey

Section:	
Title:	Safe Campus Policy
Effective Date:	February 26, 2013
Approved By:	Board of Trustees
Responsible Unit:	Office of Campus Police Services
History:	
Related Documents: The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. § 1092(f) (“Clery Act”); TCNJ Annual Security and Fire Safety Report.	

## I. INTRODUCTION

The purpose of this policy is to ensure compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (“Clery Act”). This is a federal law that requires the College to collect crime reporting information from Campus Security Authorities (“CSA”). CSA’s are required to report so that the College can provide appropriate notification to the campus community if there is a crime posing an ongoing threat to the safety of College members; police can investigate the reported crime, if warranted, and the College can disclose accurate crime statistics as required by the Clery Act. The Clery Act requires that the College annually publish crime and fire safety statistics and distribute them to all students and employees. A full text of this report is available at <http://campuspolice.pages.tcnj.edu/communitystudentresources/stats/>.

## II. DEFINITIONS

**Campus Security Authorities** – Campus Security Authorities are employees who have significant responsibility for student or campus activities or who have security responsibilities as part of their jobs. At TCNJ, Campus security authorities are represented by, but not limited to, the following departments: Campus Police, the Vice President for Administration, Provost/Vice President for Academic Affairs, Vice President of Human Resources, Vice President for Student Affairs, Residential Education and Housing, Differing Abilities Services, Athletics, Alcohol and Drug Education Program (ADEP), and Anti-Violence Initiatives.

Clery Act Crimes: murder and manslaughter, sex offenses, robbery and burglary, aggravated assault, motor vehicle theft, arson, hate crimes. Please refer to the full text of the Annual Security and Fire Safety Report for definitions of these crimes.

### III. POLICY

It is the policy of TCNJ to ensure our campus community is informed of all incidents that may impact their safety and security. The campus community is encouraged to report all crimes, whether actual, attempted, or suspected, and all emergency situations to the Office of Campus Police Services or any other campus security authority.

The College compiles and discloses statistics of reports of the types of crimes specified in the Clery Act for the campus and immediately adjacent areas. In addition, the College makes an annual report to the Department of Education with statistics of Clery Crimes for the last three years, along with other policy statements addressing campus security and safety.

The College further complies with the Clery Act by issuing warnings of Clery Crimes that may be an ongoing threat to the campus in a timely manner. This will ensure that individuals take steps to protect themselves and to assist in the prevention of similar crimes.

The Office of Campus Police maintains a daily crime log which is available to the public. This log maintains a listing of all crimes reports to campus security. The Office of Campus Police also maintains a daily fire log available to the public of incidents occurring in on-campus student housing.

#### **A. Timely Warning/Emergency Notifications:**

In order to effectively distribute safety information, TCNJ disseminates Timely Warnings and Emergency Notifications. The alerts are disseminated as soon as pertinent information is available.

Timely Warnings provide the time, location, and type of crime committed on campus. The information provided is designed to promote safety and allow for individuals to take precautionary measures.

Emergency Notifications are issued without delay upon confirmation that there has been a significant emergency or dangerous situation that occurs on campus involving an immediate threat to the health or safety of students or employees. These threats include but are not limited to: natural disaster, violent crime, or environmental danger. The incident will conclude with an overview of the crisis resolution.

The Office of Campus Police Services shall maintain a crime log that is available upon request for viewing by the campus community and the general public at any time. The

Office of Campus Police Services reserves the right to exclude information that may involve a criminal investigation or confidential matter from public dissemination.

Any incident involving an active criminal investigation may require approval of the appropriate prosecutor's office prior to release of information to the general public or the community.

There are incidents that occur at or near an off-campus facility, even if public property, that may require that a timely warning be given to the campus community. If the incident represents a continuing threat to the community, according to the Clery Act a timely notice may be given to the campus community.

#### **B. When to Release a Timely Warning/Emergency Notification**

A timely warning will be released to the campus community for any incident that "represents a serious or continuing threat to the students and employees" of the College. The incidents that **require** a timely warning are Clery Act crimes. Any other incidents that represent a serious or continuing threat to the community should also have a timely warning issued for them. Additionally, the College may notify the community of criminal activity that does not pose a serious or ongoing threat, such as petty thefts.

Timely warnings do not necessarily need to be issued immediately but will be released as soon as reasonably possible when the facts of the incident have been established and correct information is able to be disseminated. Only in rare exigent circumstances would a timely warning be released immediately. The release may cause additional problems that can compound the initial event; therefore, careful examination of the timing of a release is critical. If it is an active criminal investigation that involves the appropriate prosecutor's office, that office needs to be consulted before any release is disseminated.

#### **C. Method For Collecting Timely Warning/Emergency Notification Information:**

Information may be received from several different sources, including campus police, local police, prosecutor's office, or any other law enforcement agency. Additionally, crimes or incidents may be reported to College officials as enumerated under the sexual assault policy and, even though the crime or incident may not be investigated due to the victim's wishes, a timely notice may still be required.

#### **D. Who is Authorized to issue a Timely Warning/Emergency Notification:**

Timely warnings should be released, in most instances by the Vice President for Advancement or his/her designee, in consultation with the Vice President of Administration and the Office of Campus Police Services. In emergency situations, the

Director of Campus Police, or his designee, may issue the timely warning for the safety of the community. If the incident relates to a criminal investigation involving the prosecutor's office, they shall assume responsibility for the timing of the community notification in consultation with College officials.

**E. How the Timely Warning/Emergency Notification is Released:**

A timely warning/emergency notification can be issued in many ways, including without limitation one or more of the following:

1. Alert on TCNJ web pages
2. Novell alert to all networked computers
3. Mass e-mail
4. Text messaging, voicemail, personal e-mail
5. Instant messaging
6. Hotline
7. Updates to the Critical Incident Web Page
8. Listservs
9. Bullhorns
10. Public Address system

The communication systems employed will depend upon the specific circumstances of the incident.

**F. Missing Student Policy**

The College requires that every student who resides on campus, regardless of their age, must identify a contact strictly for missing person's purposes. That person shall be the first contact person in the event that the student would be officially reported missing during his or her tenure at the College. This information will be maintained confidentially, and will only be provided to authorized campus officials. It will be disclosed to law enforcement personnel in furtherance of a missing person investigation.

If a residential or professional staff member has reason to believe that a resident student's absence is contrary to their normal behavior, the Office of Campus Police Services shall be notified immediately and will initiate an investigation. The College has 24 hours after receiving the report to initiate specific emergency notification procedures. However, the College can initiate emergency procedures before 24 hours has passed.

When the student is under the age of 18 years of age and not emancipated, the institution must notify a custodial parent or guardian within 24 hours of the determination that the student is missing, in addition to notifying any additional contact person designated by the student.

The Office of Campus Police will accept without delay any report of a missing person. Any report of a missing student to a College Security Authority will immediately be forwarded to that The College of New Jersey Office of Campus Police. Reports of missing persons will be expeditiously investigated. The Office of Campus Police Services will be the lead investigative agency when in receipt of a missing persons report, unless another law enforcement agency assumes primary responsibility. When possible, a liaison will be established to support the missing student's family and to assist in the investigation.

**Resolution Approving Waivers  
Of Advertising  
For College Business Purposes  
(Audit, Risk Management and Compliance Committee)**

Whereas: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$30,700, and

Whereas: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

Whereas: Waiver requests have been reviewed and are recommended by the Audit, Risk Management and Compliance Committee, a subcommittee of The College of New Jersey Board of Trustees,

Therefore,  
Be It

Resolved: The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

<b>VENDOR</b>	<b>PURPOSE</b>	<b>FUNDING SOURCE</b>
KPMG \$15,000	Additional Audit Services for FY 2012	College Operating with Charge-Back to Functional Units
NJ Educational Facilities Authority \$32,500	Liability insurance coverage for Bonded/Titled Properties	College Operating - 48% Housing - 48% Student Center - 4%
Rowan University \$459,014	TCNJ's share of insurance related costs	College Operating - 70% Housing - 27% Student Center - 3%
Office of the Attorney General \$150,000	Legal services provided by the Deputy Attorney General	College Operating