

**THE RICHARD STOCKTON COLLEGE OF NEW JERSEY
BOARD OF TRUSTEES
MINUTES**

Special Meeting of November 17, 2004

Trustees Present:

Hon. Gerald Weinstein, Chair
Dr. Clarence Hoover, III, Vice Chair
Dr. James Yoh, Member-at-Large
Mr. Stanley Ellis
Michael Jacobson, Esq.
Carmen R. Matos, Esq.
Mr. Steven Radwanski, Student Trustee
Mr. Jonathon Furtado, Student Trustee Alternate
Dr. Herman J. Saatkamp, Ex Officio

Call to Order and Roll Call:

Chairman Gerald Weinstein called the meeting to order at 2:00 p.m. on Wednesday, November 17, 2004 in the Multipurpose Room of the Ann B. Townsend Residential Life Center (TRLC). On October 21, 2004, notice of this meeting as required by the Open Public Meeting was (a) posted in the Business Services Office of the College, (b) sent to the editors of *The Press* and the *Vineland Times Journal*, and (c) filed with the Secretary of State, (d) Galloway Township Clerk's Office and (e) Atlantic County Clerk's Office.

**Committee of the Whole
Open/Public Session:**

Chairman Weinstein announced this special meeting was called to discuss issues related to capacity and future growth of the College. Several student athletes were acknowledged for recently being honored by the New Jersey Athletic Association (NJAC): Ms. Kari Devine, Offensive Player of the Year; Ms. Megan Norcia, named to the First Team of Women's Soccer; Mr. Thomas Ferron, New Jersey Athletic Defensive Player of the Year; Mr. Jeremy Cohen, Rookie of the Year; and Mr. DoWaine Green, a member of the First Team all Conference.

Chairman Weinstein commented that there would be no discussion at this meeting regarding financial and facility issues. Rather, discussion would focus on the Board's decisions as a matter of policy for the goals on capacity. The Finance Committee and College-wide Facilities Committees will make its recommendations within the next several months.

**Opening Remarks - Capacity and
Facility Recommendations:**

Chairman Weinstein called upon President Saatkamp to give opening remarks. President Saatkamp referred to the College's *2010 Vision Statement* which projects student full-time

equivalents (FTE) to reach 7,500 by 2010 and indicated he thought, given the College's capacity, it would be difficult to service those numbers with appropriate faculty and services. President Saatkamp asked the Board to consider three guidelines for issues relating to student capacity, facility planning, and support guidelines:

1. Capacity Guidelines – to enhance education at the College (1) undergraduate enrollment should be limited, (2) the faculty/student ratio should be reduced, (3) the percentage of students who complete all their degrees requirements at the College should be increased, (4) recruiting efforts should be expanded throughout the state and targeted national in international regions, (5) graduate education and should continue to grow.

2. Facility Guidelines – to enhance education at the College (1) the Facilities Master Plan should be completed (2) new facilities should be planned and implementation should be based on sound financial planning, and (3) existing facilities should be evaluated and strategic plans developed for renovation.

3. Support Guidelines – to build capacity and facilities, the College needs to enhance its academic and financial support structure by (1) providing a sound financial base for sustained achievement in education and assuring that the College remains affordable for qualified students (2) building a development program that provides sustaining support and increases the endowment of the College, (3) increasing support for faculty and staff development, and (4) enhancing education programs and student life.

President Saatkamp also presented recommendations for each of the three areas, which are included as part of the plan.

Report of Board Committees:

Trustee Clarence Hoover, III, Chair of the Academic Affairs and Planning reported his committee reviewed several capacity models to identify how the College can best serve the educational needs of students and faculty. Provost David Carr presented the Committee's recommendations:

1. Strategic Goal – to maintain enrollments at levels that will:
 - Support the reduction of the student-faculty ratio
 - Support the improvement of the physical plant
 - Maintain Stockton's tradition of academic excellence
2. Planning Parameters – the development of the plan will entail

decisions regarding a number of parameters whose estimates will be functional to the content of the plan and will include:

- Student enrollment, including relative enrollment of graduate and undergraduate students
- Size of faculty complement, including utilization of adjuncts
- Costs of increasing the faculty complement
- Assignable space and its allocation by function
- Sequencing of additions to the physical plant of the College
- Levels of tuition and fees, including any State restrictions
- Assumptions regarding levels of State support, including programs that will effectively reduce the College's base budget

Chairman Weinstein reminded everyone that financial aspects of these models would be addressed at a later date by the Finance Committee, with input from the other committees.

Provost Carr commented the report showed student/faculty FTE growth at 2% per year through FY09. Provost Carr gave a brief comparison of three capacity models: baseline, tuition parity and high tuition/high aid. He noted the models could vary due to tuition rates, student/faculty ratio and increased facilities. Two additional scenarios were also presented: (1) Stockton could maintain constant enrollment, and (2) reduce enrollment to lower student/faculty ratio. In closing Provost Carr thanked Ms. Donna Wanat, Mr. Michael Wood, and Mr. James Kennedy for their assistance in preparing the data.

Trustee Hoover reported the following recommendations (goals):

- The College should grow at approximately 2% per year through Fiscal 09, while increasing diversity of student population.
- The College should take all prudent measures to lower student/faculty ratios
- The College should place high priority on renovating and constructing key academic facilities (no space; no room for growth).
- The College should increase support for faculty and staff development consistent with the growth of the institution
- The College should focus the development efforts on endowments and support of student scholarships,

faculty, facilities, and academic programs.

- Tuition increases should be accompanied by growth in financial aid.

President Saatkamp presented an audio/visual presentation of the F-Wing overbuild renovation.

Chairman Weinstein reported the Pineland's application had been submitted and responses to the RFP have been received for the selection of a construction manager.

**Report of Board Committees –
Student Affairs Committee:**

Student Trustee Furtado, a member of the Student Affairs Committee stated the committee met to discuss capacity issues, and invited Vice President Marchetti to report on the discussion of their meeting. Dr. Marchetti brought the Board's attention to the Student Affairs Committee handout, which details issues discussed by the committee, including capacity issues, financial aid implications, and residential environment. Based on that discussion, the following policy considerations were identified:

1. Enrollment

- Maintain 2% undergraduate enrollment growth through 2008-09 while augmenting existing academic programs, distance learning opportunities, and facilities. A review of undergraduate enrollment growth should occur in 2007-08.
- Enhance recruitment efforts, particularly in northern New Jersey, out-of-state, and at the international level.
- Increase graduate level enrollment beyond 2% over the next five years, while maximizing off-site and distance learning opportunities.

2. Financial Aid

- To offset future tuition and fees increases, enhance institutional financial aid to students with significant demonstrated financial need and establish a plan for identifying and increasing aid to prospective students with significant academic talent.

3. Housing

- Expand residential capacity up to an additional 750 spaces over the next five years in order to enhance the total academic and community experience for our students.

Chairman Weinstein noted similarities in recommendations made by both committees. He also commented that, although housing issues would not be addressed today, the Trustees were

confident there would be good news to report within the next few months. A special Finance Committee meeting will be held in January 2005 to address housing, financial aid, tuition and other issues raised by the Academic Affairs Committee.

**Consideration of
Recommendations:**

Trustee Hoover made a motion that the Board approve the recommendations/goals and objectives as made by the Academic Affairs and Planning and Student Affairs Committees (in total) to go to the Administration for swift action. The motion was seconded by Trustee Yoh. The recommendations/goals and objectives were adopted.

Student Trustee Radwanski commended the Student Affairs Committee for considering the impact of financial aid in its models.

Chairman Weinstein opened the floor to questions or concerns. Dr. Michael Frank, President of the Stockton Federation of Teachers (SFT) commented he was concerned about the models presented by Provost Carr regarding the tuition increase in the first year of 13.2%. Chairman Weinstein noted Dr. Frank's concern and stated the Finance Committee will make recommendations on tuition.

President Saatkamp remarked that model presented by Provost Carr has been used by other institutions in New Jersey and reminded everyone that affordability relates not to tuition/fees, housing, etc. but rather, the difference between tuition/fees/housing, etc. and the student aid.

Chairman Weinstein commented the Board's action has set the tone for the College's future and will require development of a plan for implementation.

Development Committee Report:

Trustee Matos, Chair of the Development Committee, reported the Committee discussed the following five Program Goals & Objectives:

- Establish the Annual Campaign - The campaign is underway. Approximately 4,500 letters have been sent to potential donors. Phone banks to reach donors will be start this week. The campaign will conclude May 2005.
- Build endowments for scholarships, programs, and positions – There are 37 endowed scholarships.
- Make events, such as the Spring Benefit and Golf Outing integral to a strategic fund raising strategy. The 25th Spring Benefit will be held on April 19, 2005;

Oscar winner Marvin Hamlisch will perform. Fall 2004 Golf Classis raised over \$27,000.

- Implement the Banner program and transfer fund raising information – Banner Development training is now underway and will be operational by summer 2005.
- Develop a systematic method of recording and sharing contact information – A contact list software program will be operational by year end.

Trustee Matos also reported plans for a future comprehensive campaign. In closing she announced the Scholarship Recipient Dinner will be held on February 4, 2005.

Chairman Weinstein encouraged the College to participate in the Annual Campaign and he inquired if parents were included in the campaign mailing. President Saatkamp responded parents are contacted when their children graduate. A parent's organization is also planned in the future to help with these matters.

Other Business:

There was no additional business.

Comments from the Public:

Seeing no comments from the public, Chairman Weinstein announced the Board would go into Closed Session to discuss legal issues.

Adjournment:

Upon a motion made by Trustee Hoover and second by Trustee Matos, the Board voted to adjourn at 3:30 p.m.

For the College,

Brian K. Jackson
Assistant Secretary to the Board