TCNJ’S MISSION AND VISION

The College of New Jersey, a nationally recognized public institution founded in 1855 as the New Jersey State Normal School, is a primarily undergraduate and residential college, with targeted graduate programs. Grounded in the liberal arts, TCNJ’s personalized, collaborative, and rigorous education engages students at the highest level within and beyond the classroom. TCNJ believes in the transformative power of education to develop critical thinkers, responsible citizens, and lifelong learners and leaders. The college empowers its diverse students, staff, and faculty to sustain and enhance their communities both locally and globally.

TCNJ will offer an unparalleled education in a vibrant, collaborative, and inclusive community of learners who will make a distinct mark on the world. By following our values, we will serve as a national exemplar of public higher education, and we will do this while being committed to accessibility and affordability.
The Presidential Search Committee of The College of New Jersey (TCNJ), one of the nation’s preeminent public institutions, invites applications, expressions of interest, and nominations of candidates in its search for the college’s sixteenth president. The search was launched in response to President R. Barbara Gitenstein’s decision to retire in June 2018 following a near 20-year tenure of remarkable distinction. In her successor, TCNJ seeks an experienced leader with energy, vision, and a commitment to the institution’s mission and values. The successful candidate will join a diverse, inclusive, and collaborative community of faculty and staff who are committed to delivering a learner-centered experience and advancing the institution by implementing and innovating upon its strategic plan, *TCNJ 2021: Bolder, Better, Brighter*.

**ABOUT THE COLLEGE: A TRADITION OF EXCELLENCE**

Consistently named among the most selective public institutions in the nation, TCNJ offers academically talented students a demanding living-learning undergraduate education with a rewarding curricular-based residential experience, small classes, and a prestigious faculty. TCNJ also offers an array of rigorous graduate programs. A strong liberal learning core forms the foundation for the wealth of degree programs offered through TCNJ’s seven schools: The Arts and Communication; Business; Education; Engineering; Humanities and Social Sciences; Nursing, Health, and Exercise Science; and Science. An additional host of nearly 20 centers and institutes fosters interdisciplinary work, engagement with the local community, and global outreach. The curriculum is enriched by an award-winning First-Year Experience, first-year orientation programs, a nationally ranked athletics program, and extensive opportunities for study abroad.

TCNJ enrolls approximately 7,400 students. Its 6,790 undergraduate students are enrolled in 50 liberal arts and professional majors. Approximately 610 graduate students are enrolled in 62 targeted master’s-level and certificate programs. The college’s 355 full-time faculty members provide a 13-to-1 student-to-faculty ratio, and 96 percent of classes have enrollments of 30 students or fewer. Faculty members are dedicated teacher-scholars, with 90 percent having earned the highest degree in their respective areas.

Recognizing its intrinsic role in a holistic educational mission, college leadership has consistently incorporated undergraduate research into the operating budget at TCNJ. This has afforded students and faculty the opportunity to co-publish and co-present regularly at conferences and other academic fora. In-depth, field-based experiential learning is encouraged through research projects, internships, independent study, and international assignments. All students participate in community engaged learning (minimum requirement of eight to 10 hours during the first year), coordinated by the TCNJ Bonner Institute for Civic and Community Engagement, which also offers four-year scholarships to approximately 15 students each year.

“Personal connections are the driving force of the distinctive TCNJ culture, which places high value on leadership, mentorship, and engagement to make us better friends, better scholars, and better citizens.”
In 2015, TCNJ received the first “Campuswide Award for Undergraduate Research Accomplishments” from the Washington, D.C.-based Council on Undergraduate Research (CUR). This now annual award recognizes institutions that have devised exemplary national programs that provide high-quality research experiences to undergraduates.

TCNJ students are among the country’s strongest. Forty percent of entering undergraduates come from the top tenth of their high school classes, and their average SAT scores are approximately 1220 (Critical Reading and Math). TCNJ’s strong curricular and co-curricular programming have helped foster a first-year-to-sophomore retention rate of 94 percent and a four-year graduation rate that is seventh highest in the country among public colleges and universities.

Enriched by their collegiate experience, graduates have garnered top honors, including Soros and Pickering Fellowships as well as Goldwater, Boren, Fulbright Scholarships, and the National Science Foundation Graduate Research Fellowship. A recent survey of graduates indicates that 93 percent of TCNJ alumni are successfully employed and/or enrolled in graduate programs within a year of graduation. Another survey indicates that 33 percent of graduates intend to pursue graduate study in the near future. Recent TCNJ alumni have garnered acceptances to some of the nation’s most competitive programs, including those at New York University, Yale University Medical School, the University of Pennsylvania, Columbia University, Carnegie Mellon, and Virginia Tech. TCNJ ranks third in the state (after Princeton and Rutgers) for the number of alumni who have earned PhDs in the last 10 years.

TCNJ offers 30 tailored graduate degree programs in the areas of English, education, nursing, public health, and counseling. The college offers more than a dozen certificate programs in the areas of education, gender studies, counseling, nursing, and public health. In addition, TCNJ also offers world-renowned graduate programs in education and counseling at off-site locations in New Jersey and abroad. These programs cater to educators working in U.S.-based or international schools, as well as New Jersey residents looking to study abroad or in a non-traditional format. Many of the off-site programs offer benefits such as convenient locations, condensed courses, and reduced tuition.

TCNJ has earned consistent national recognition for its commitment to excellence. The college is currently ranked 24th in the nation (14th among publics) by Money. Since 1991, U.S. News & World Report has rated it the No. 1 public college in its Regional Universities (North) ranking. U.S. News also ranked TCNJ an impressive No. 2 in the north for undergraduate teaching. Long recognized for its outstanding return on investment, TCNJ is considered a “best buy” in higher education by Barron’s, The Princeton Review, Money, and Kiplinger’s Personal Finance.

In 2014 and 2016, TCNJ was also recognized by The Chronicle of Higher Education as one of the best colleges or universities for which to work based on the clarity of their promotion and tenure process. In 2017, yet again, The Princeton Review named TCNJ one of the country’s most environmentally responsible colleges for its sustainability efforts as evidenced by academic offerings, campus infrastructure improvements, and student activities.

Retiring President R. Barbara Gitenstein, TCNJ’s first female president, has provided progressive and energetic leadership for the
college since 1999, and has transformed it into an academic forerunner. Moreover, President Gitenstein has been very successful in attracting new resources to the college in support of major initiatives. During her tenure, President Gitenstein led an effort to secure substantial funding from a once-in-30-year general obligation state bond for higher education. The results of this effort garnered more than $65 million for projects related to science, technology, engineering, mathematics (STEM), nursing, and technology. This influx of state funding resulted in the largest capital improvement program in the college’s history and significant facility and infrastructure upgrades across campus.

President Gitenstein also spearheaded one of the state’s first public/private partnerships in New Jersey public higher education’s history with the conception and implementation of Campus Town—a community endeavor currently valued at $120 million. This innovative and lucrative mixed-use development on the edge of TCNJ’s campus has provided unique retail, food service, and housing amenities for the campus and adjacent community.

During Gitenstein’s tenure, the college’s endowment has increased tenfold; alumni giving has nearly doubled; and TCNJ received its largest-ever single gift—$6.6 million. TCNJ is in the “capstone” year of its first-ever comprehensive campaign, which has surpassed its goal of $40 million with a $47.6 million total to date. The campaign is focused on the goals of scholarships, academic enrichment, student experience, and capital improvements. One of the major gifts to the campaign has funded the first-ever endowed chair at the college, a rotating chair designed to strengthen and deepen support for mentored undergraduate research and faculty-student engagement.

“We see an always brighter future for ourselves, our community, and our world. As a college and as individuals, TCNJ possesses a restless curiosity for exploring new ideas and conducting work that makes a difference.”

**STRATEGIC PLANNING: TCNJ 2021: Bolder, Better, Brighter**

TCNJ’s strategic plan builds on the progress made during the decades-long transformation of the institution and on initiatives begun under the guidance of the 2012–16 Strategic Map. TCNJ 2021: Bolder, Better, Brighter developed through a highly consultative process led by the Strategic Planning and Resource Committee and approved by the college’s Board of Trustees, identifies five key priorities that are enabling TCNJ to advance the institution and the people and communities it serves ever further.

Priorities detailed in the plan include:

**Priority I:** Attract and retain talented students, faculty, and staff into a diverse, inclusive, and healthy campus.

**Priority II:** Enhance Signature Experiences.

**Priority III:** Promote the college's distinctive identity to enhance institutional and program recognition at the national level.

**Priority IV:** Build, operate, and maintain a safe, sustainable, and accessible physical and technological infrastructure that supports high-caliber learning.

**Priority V:** Achieve a sustainable financial model that allows the college to realize its vision while maintaining quality and affordability for the students it serves.

The complete strategic plan may be found here: TCNJ 2021: Bolder, Better, Brighter.
ACADEMICS

In small classes, faculty members work with students to help them understand fundamental principles, apply key concepts, explore new problems, and pursue new lines of inquiry. With more than 50 liberal arts and professional programs, TCNJ students have a remarkable variety of options. An array of undergraduate degree programs and 62 master’s degrees and non-degree certificates at post-bachelor’s and post-master’s levels are offered through TCNJ’s seven schools:

School of the Arts and Communication
- Art & Art History
- Communication Studies
- Interactive Multimedia
- Journalism & Professional Writing
- Music

School of Business
- Accounting & Information Systems
- Economics
- Finance
- Management
- Marketing & Interdisciplinary Business

School of Education
- Counselor Education
- Educational Administration & Secondary Education
- Elementary & Early Childhood Education
- Special Education, Language & Literacy

School of Engineering
- Biomedical Engineering
- Civil Engineering
- Combined Engineering Seven-Year Medical Program
- Electrical & Computer Engineering
- Engineering Science: Management
- Engineering Science: Policy and Society
- Integrative STEM/Technology Education
- Mechanical Engineering

School of Humanities and Social Sciences
- African-American Studies
- Criminology
- English
- History
- International Studies
- Philosophy, Religion, & Classical Studies
- Political Science
- Psychology
- Sociology & Anthropology
- Women’s, Gender & Sexuality Studies
- World Languages & Cultures

School of Nursing, Health and Exercise Science
- Health & Exercise Science
- Nursing
- Public Health

School of Science
- Biology
- Chemistry
- Computer Science
- Mathematics & Statistics
- Physics

In 2007, TCNJ was awarded a Phi Beta Kappa chapter, an honor shared with only 10 percent of colleges and universities nationally. In New Jersey, only four institutions have earned this distinction.

TCNJ Centers and Institutes, and Other Programs
- Bonner Institute for Civic & Community Engagement
- Career Center
- Center for American Language & Culture (CALC)
- Center for Community Engaged Learning & Research (CELR)
- Center for Assistive Technology and Inclusive Educational Studies (CATIES)
- Center for Excellence in STEM Education
- Center for Excellence in Teaching and Learning
- Center for Future Educators
- Center for Global Engagement
- Center for Innovation and Ethics
- Center for Sensory and Complex Disabilities
- Center for Student Success
- Dawley Center for the Study of Social Justice
- The Institute for Prison Teaching and Outreach
- Intoxicated Driver Resource Center
- Small Business Development Center
- Sustainability Institute
- The Urban Teacher Academy
- Tutoring Center
TCNJ is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools. In addition, the following undergraduate programs are accredited/approved by specialized, programmatic organizations:

- Programs at the bachelor’s and master’s level for the preparation of teachers are accredited by NCATE—The National Council for Accreditation of Teacher Education. (Note: NCATE and TEAC are consolidating to become CAEP, The Council for the Accreditation of Educator Preparation.)

- The program in education of the deaf and hard of hearing (elementary) is approved by the Council on the Education of the Deaf.

- TCNJ is an accredited institutional member of NASM—the National Association of Schools of Music.

- Programs in the School of Business are accredited by AACSB—The Association to Advance Collegiate Schools of Business.

- The baccalaureate programs in engineering science, civil engineering, computer engineering, electrical engineering, and mechanical engineering are accredited by the Engineering Accreditation Commission of ABET, www.abet.org.

- The BS program in computer science is accredited by the Computing Accreditation Commission of ABET, www.abet.org.

- The baccalaureate and master’s degree programs of the School of Nursing are accredited by the Commission on Collegiate Nursing Education and by New Jersey Board of Nursing, Division of Consumer Affairs.

- The BS program in chemistry is approved by the American Chemical Society.

- Counseling and Psychological Services is accredited by International Association of Counseling Services (IACS).

- The School of Education’s counselor education programs are accredited by the Council for Accreditation of Counseling and Related Educational Programs.

Note: Statistics are taken from the 2016–17 Common Data Set.
TCNJ students are taught and mentored by 355 talented and award-winning full-time faculty members. A host of 497 talented part-time faculty, many of whom are practitioners in their fields, adds a richness of perspectives and experiences to the classroom. The TCNJ community deeply values the teacher-scholar model, and faculty members are committed to achieving excellence in both arenas. TCNJ faculty members are active in scholarship and research activity as well as in the supervision of student research.

Fifty-five percent of the faculty are women and 45 percent are men. Fourteen percent of the faculty are persons of color or international.

TCNJ’s student-to-faculty ratio is 13:1, and the institution prides itself on offering small classes. Lively and frequent interaction between students and faculty is a hallmark of the TCNJ experience.

A full-time staff of 830 members and part-time staff of 48 constitute the college's dedicated non-faculty workforce. Staff members are partners in the academic enterprise at TCNJ and embrace their roles as co-educators. A number of the college's own graduates have returned to their alma mater as faculty or staff to build their careers, and that sense of institutional history is deeply valued.

A strong network of collective bargaining units represents several constituent groups within TCNJ. Senior leadership, faculty leadership, and the local unions have a history of working together effectively to advance the college. A clear set of policies, procedures, and agreements enables contract negotiations and other related matters to be widely understood. The staff of the college includes both non-unit (non-union) professional staff as well as faculty, professionals, general staff, and law enforcement personnel belonging to six unions. Faculty at the college belong to American Federation of Teachers (AFT). Staff at the college belong to either AFT, Communications Workers of America (CWA) or International Federations of Professional and Technical Engineers (IFPTE). Police officers belong to New Jersey State Policemen’s Benevolent Association (NJPBA), New Jersey Superior Officers Association (NJSOA), or New Jersey Law Enforcement Supervisors Association (NJLESA).

**THE FACULTY AND STAFF**

**Avery Faigenbaum**, professor of health and exercise science, was awarded the 2017 Boyd Epley Award for Lifetime Achievement by The National Strength and Conditioning Association. Faigenbaum is a preeminent scholar in the field of pediatric resistance training.

**Nancy Hingston**, professor of mathematics, has been named a Fellow of the American Mathematical Society. Only 65 mathematical scientists from around the world have been awarded this honor for 2017. The Fellows of the AMS designation recognizes members who have made outstanding contributions to the creation, exposition, advancement, communication, and utilization of mathematics. Professor Hingston was recognized for her contributions to differential geometry and the study of closed geodesics.

The National League of Nurses’ Board of Governors selected **Dean Carole Kenner** as a member of the Academy of Nursing Education Fellows class of 2016. This prestigious distinction acknowledges individuals that have made outstanding contributions to the field of nursing education. Kenner also received the New Jersey March of Dimes Nurse of the Year Academic Educator Award.

Two School of Business professors, **Herbert B. Mayo**, professor of finance, and **Kevin Michels**, professor of marketing and interdisciplinary business, were included in *Poets & Quants* inaugural Top 40 Undergraduate Business Professors list.

**Sharon Pfluger** was inducted into the NCAA Hall of Fame and will be inducted into the inaugural class of the Intercollegiate Women’s Lacrosse Coaches Association Hall of Fame.

**James Purcell**, adjunct professor in engineering, was selected to serve as the president-elect for the National Council of Examiners for Engineering and Surveying. NCEES is a prestigious organization that is dedicated to advancing professional licensure for engineers and surveyors.

**Jess Row**, associate professor of English, will serve as a Guggenheim Fellow for the 2017–18 academic year. Row received his fellowship grant for fiction writing. Guggenheim Fellowships are intended for individuals who have already demonstrated exceptional capacity for productive scholarship or exceptional creative ability in the arts.
Mercer County and central New Jersey, where TCNJ is located, is a uniquely historic, vital, and strategic area of the country. Mercer County, home to Trenton, the state capital, was the epicenter of the revolutionary war. Nearby are such iconic sites as General George Washington’s crossing of the Delaware River, the first American victory over the British at Trenton, and the successful battle of Princeton. Central New Jersey was an early industrial center for the growing country, and has more recently become famous as Einstein Alley—an unprecedented concentration of key industry clusters including pharmaceuticals, life sciences, transportation and distribution, finance, advanced manufacturing, health care, technology, leisure/hospitality/retail, and the emerging “green” economy.

TCNJ’s picturesque Georgian colonial campus is located on 289 tree-lined acres in suburban Ewing. Ewing is approximately five miles from Trenton, the state capital, 10 miles from Princeton, 45 minutes from Philadelphia, and 90 minutes from New York City. The college benefits greatly from a beautiful and safe campus environment as well as its proximity by car and railway to the region’s unparalleled cultural, recreational, and professional opportunities. Forty-five structures make up the lovely, walkable campus.

TCNJ houses 4,000 students in 14 residence halls, including two student apartment complexes which opened in 2009, and boasts an award-winning student dining facility renovated in 2010. A wide range of student services complement the program, including student health services, academic support, and counseling and physiological services (accredited by International Association of Counseling Services (IACS)). The college’s living-learning community is supported by more than 31 academic computer laboratories, a full range of laboratories for nursing, microscopy, science, and technology, a music building with a 300-seat concert hall, an 800-seat theater, and a collegiate recreation and athletic facilities complex.

In the last 15 years, more than $550 million has been invested in the college’s physical plant. Enhancements include six academic buildings, housing for an additional 400 students, and the acquisition of more than 175 acres of property to add to the central campus. Recent projects have brought an additional $200 million in renovations and new construction. This includes an 89,000-square-foot STEM complex and a 26,000-square-foot addition to the chemistry building—which have been built in part with a $57 million grant from the state of New Jersey—and a $38 million renovation of the Brower Student Center, primarily funded by Sodexo Campus Services. The aforementioned Campus Town will generate $50 million in income for the college over the life of its contract. It created 368,000 square feet of housing and amenities such as retail stores, professional services, and restaurants for both the college and local communities, as well as additional housing for more than 600 students. At the end of the lease term, the Campus Town development will become the property of the college, with a projected value in excess of $500 million.

**Campus Life**

TCNJ encourages students to expand their talents and skills through 236 organizations. These groups include performing ensembles, professional and honor societies, student publications, fraternities and sororities, intramural and club sports, and a number of culturally based and special interest organizations. The college also offers numerous leadership opportunities through the Student Finance Board, Student Government, Residence Hall Association, College Union Board, fraternity and sorority governing councils, and other organizations. In 2012, TCNJ was named to the President’s Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive, for its commitment
to volunteering, service-learning, and civic engagement. In 2015, TCNJ received the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. The college’s students, faculty, and staff contribute more than 20,000 hours of service to the community annually.

TCNJ offers 20 intercollegiate sports and competes in the New Jersey Athletic Conference. The college’s high achievement in the classroom has been mirrored by the success of TCNJ’s 525 student-athletes, known as the Lions. Since 1979, TCNJ has amassed a total of 40 Division III crowns in seven different sports. Its total of 33 National Championships won by women’s teams ranks first among Division III schools and third in all divisions behind only Stanford and UCLA. In addition to the team championships, TCNJ has produced 49 individual NCAA national champions. The college is consistently ranked among the best NCAA Division III programs in the nation.

Governance and Institutional Leadership

The next president will join a learning community with a rich tradition of shared governance and inclusive decision making. The college maintains an active Faculty Senate, Staff Senate, and Student Government. Students, faculty, and staff are routinely represented on key committees and task forces. Transparency is deeply valued on the campus, as is broadly based participation. As evidence of the success of TCNJ’s model, President Gitenstein was honored by the American Association of University Professors (AAUP) with the Ralph S. Brown Award for Shared Governance. The award is given to American college or university administrators or trustees “in recognition of an outstanding contribution to shared governance.”

TCNJ’s Board of Trustees comprises 14 gubernatorially appointed members, two student representative trustees, two faculty representative trustees, and two staff representative trustees. Exclusive of the president, the trustees and representatives number 13 men and seven women and are highly educated, many with terminal degrees, and represent a wide variety of professions. The board of trustees meets publicly five times a year. It provides fiduciary leadership of the college and conducts trustee business through various committees including: executive committee; governance committee; audit, risk management, and compliance committee; mission fulfillment committee; and business and infrastructure committee. The chair and vice chair of the board, together with the chairs of the standing committees, and one at large member appointed by the chair, constitute the executive committee. For more information on the board, please see trustees.tcnj.edu.

TCNJ has a very strong senior administrative team and dean’s council with a notable spirit of commitment and collaboration. At present, TCNJ’s president’s cabinet comprises 10 direct reports:

- Provost and Vice President for Academic Affairs
- Vice President for Enrollment Management
- Vice President for Information Technology and CIO
- Interim Vice President for Student Affairs
- Vice President for College Advancement
- Vice President for Administration
- Vice President and General Counsel
- Vice President for Human Resources
- Vice President and Treasurer
- Chief of Staff and Secretary to the Board of Trustees

Finances

For the 2016–17 fiscal year, TCNJ stewarded a $250 million operating budget. Its endowment has reached an all-time high of $45 million. In 2016 the college’s bond ratings were reconfirmed, all with stable outlooks: Fitch’s rating is an AA-; Moody’s rating is an A2; and S&P’s rating is an A. For the 2017-18 academic year, tuition, room, board, and fees are $29,348 for New Jersey residents and $40,777 for out-of-state residents. TCNJ receives 27 percent of its annual funding from appropriations from the State of New Jersey.

The Foundation, Trenton State College Corporation, and Alumni Association

Several affiliated entities or auxiliaries provide significant support to the President and the college. The College of New Jersey Foundation, Inc. was established in 1971 to encourage private gifts in support for the college. As a nonprofit, tax-exempt corporation, the foundation is empowered to solicit, receive and administers gifts, grants, bequests and trusts for the benefit of the college, its students, faculty,
schools, departments and programs. All private gifts from alumni, friends, private foundations and corporations, and other entities for the benefit of The College of New Jersey are received through the TCNJ Foundation.

In support of the college's mission, the TCNJ Alumni Association boasts more than 70,000 members worldwide. The association coordinates receptions, career development programs for students and alumni, service projects, lectures, workshops, reunions, and networking opportunities.

The Trenton State College Corporation is an independent auxiliary, created by state statute that provides non-core business and real estate services to the college. The physical assets of the corporation, primarily made up of property holdings and cash reserve accounts, is in excess of $9 million. The TSC Corporation provides services including strategic property acquisition, property management, and a faculty/staff/alumni housing program, among several others.

Alumni

Lion alumni are 70,000 strong and span the globe. They are successful educators, government officials, industry leaders, athletes, artists, among others. Notable alumni include:

- Melanie Balcomb, Head Women's Basketball Coach at Vanderbilt University
- Holly Black, author of The Spiderwick Chronicles series
- Sheila Callaghan, award-winning playwright and screenwriter
- Stephen Dadaian, electric and classical guitarist
- Jim Florio, Governor of New Jersey, 1990–1994
- Greg Grant, former NBA player
- Al Guido, President, San Francisco 49ers
- Gene Hart, Hockey Hall of Fame broadcaster and former play-by-play voice of the Philadelphia Flyers
- The Lucas Bros, comedians, writers, actors best known for 22 Jump Street, Arrested Development and Lucas Bros Moving Co.
- Tom McCarthy, radio play-by-play voice of the Philadelphia Phillies
- Joseph Mussomeli, an American diplomat. Current Ambassador to Slovenia as well as former Ambassador to Cambodia and the Philippines
- William Stevens, jurist and Republican Party politician who served as President of the New Jersey Senate and New Jersey Attorney General
- Madaline Williams, first African-American woman elected to the New Jersey Legislature
AGENDA FOR LEADERSHIP FOR TCNJ’S NEXT PRESIDENT

The next president of TCNJ will join the institution at a time of positive momentum on all fronts. The president will have the opportunity to shape a vision for TCNJ that is rooted in the college’s commitment to academic excellence and to cultivate the resources necessary to support that vision. She or he will find a dedicated community eager to build on a strong foundation and to partner to advance TCNJ’s place among the finest comprehensive colleges in the nation.

TCNJ’s next president must be prepared by experience and temperament to work closely with the entire community to propel the college’s trajectory of excellence and academic distinction, to foster its unique teaching and research atmosphere, and to effect even greater financial sustainability and possible growth. She or he will be expected to guide the discernment and articulation of goals that are both inspiring and achievable while building the will and spirit needed to attain them. Among the most important priorities for the next president are:

Visionary and Bold Leadership and Ambitious Strategic Planning

The president will provide visionary leadership, a strong academic perspective, and ambitious long-range strategic planning skills to grow and develop an outstanding academic enterprise in areas that are a natural extension of TCNJ’s strengths. In the ever-changing environment in higher education, she or he will offer an inspiring voice for that vision, while preserving and enhancing the traditions and culture of TCNJ. The new president will be courageous and willing to take calculated risks, while being anticipatory and proactive in identifying issues that may arise for TCNJ as the landscape for public comprehensive institutions evolves.

Fiscal Stability, Resource Generation, and Enrollment Management

The president must be a strong financial manager, knowledgeable about academic business models, keenly aware of the broader higher education landscape, innovative with regard to forging new revenue streams, possess a firm understanding of state-appropriated funding, and be capable of adjusting the business plan to improve the college’s financial security. An ongoing commitment to building the endowment through donations, strategic investment management, and disciplined spending will help TCNJ thrive in the current climate.

The new president will be TCNJ’s chief fundraiser and ambassador. The next president will be expected to lead a campaign of significance during her or his tenure and to work with all constituencies to enrich TCNJ’s growing philanthropic culture. Growth in gift revenues will play prominently in TCNJ’s future, encouraged by the success of the recent inaugural campaign. Whether focusing on endowment enhancement and annual alumni giving, cultivating prospects for major or planned gifts, or initiating a future campaign, TCNJ’s next president will have a direct impact on and will spend a significant percentage of her or his time on fundraising. Additionally, the president will build partnerships both within and outside higher education to bring additional resources from many spheres of influence to TCNJ, including financial resources, expertise, and experience.

The next president must have a firm understanding of enrollment management issues, seek to ensure stabilized enrollments for the college, build upon the disciplines that have strong enrollments, work to bolster programs that may need enhancing, and foster curricular development. Graduate and certificate programs are a particular growth area for the college. The president will be innovative and entrepreneurial in her or his approach to enrollment management to ensure that programs remain competitive and relevant, have a broad and global reach, and utilize an appropriate variety of modes of curriculum delivery to ensure the greatest potential for success.

Building and Celebrating Diversity and Inclusion

The president will play a central role in signaling to the college community the ongoing importance of TCNJ’s efforts to diversify the student body, faculty, and staff. Moreover, she or he will expand a culture in which widely diverse values, experiences, and ideas are welcomed and viewed as essential in the development of academic excellence. These are crucial tasks for all institutions of higher learning, and it is important that the president possess the skills, passion, and commitment to advance these efforts.
Advancing the College’s National and International Reputation
The next president will be an ardent champion for TCNJ. The president will work to extend TCNJ’s recognition beyond its Mid-Atlantic footprint to the national and international levels. She or he will celebrate the institution’s programs and culture and serve as a constant champion for the excellent work of students, faculty, and staff. The president will also be knowledgeable about issues impacting higher education and be able to identify ways to involve the college in dialogues about such issues in a manner that will strengthen its recognition and appeal to prospective students, parents, alumni, friends, donors, peers at other colleges and universities, government and nonprofit entities, and additional influential stakeholders—helping to ensure that enrollments and funding continue to be strong and diverse.

Community Engagement and Relationship Building
The new president will have a positive, engaging, and influential presence on campus and beyond. Her or his capacity to ask thoughtful questions, listen carefully, shape discourse, lead the campus through possible points of conflict and crisis, and foster collegiality will be of paramount importance. Supporting faculty and honoring their central and significant contributions to the college will be crucial. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is fundamental to the college’s identity. Moreover, the new president’s ability to increase collaboration and build ever-stronger relationships and partnerships within Ewing and Trenton, the state of New Jersey, the surrounding regions, the nation, and the world will be critical.

Crisis Management, Compliance and Communication
These are complex times in higher education and in the nation, and the new president will be a wise and astute leader, as well as a strong and compassionate communicator during times of institutional challenge. Such leadership will help TCNJ remain a strong and engaged civic institution that develops students who are strong and engaged citizens. Furthermore, the next president will be adept at managing the institution with due diligence to meet state and national compliance requirements.
DESIRED ATTRIBUTES FOR THE NEXT PRESIDENT

TCNJ’s next president will be a servant leader with experience managing a complex organization. She or he will bring a highly relational approach, outstanding communication skills, authenticity, self-confidence balanced with humility, integrity of the highest order, a strong work ethic, and a clear understanding of higher education to her or his work. While the Presidential Search Committee is eager to consider many possible pathways to the TCNJ presidency, candidates must possess a terminal degree, and faculty experience will be preferred.

The Presidential Search Committee seeks candidates who will embrace the distinctive nature of TCNJ and inspire its faculty, students, staff, alumni, and trustees. The candidate of choice will be:

- A strong champion for liberal arts, public education, and TCNJ's teacher-scholar model;
- An accomplished leader in higher education, or a comparable setting, and knowledgeable about key issues affecting public, residential comprehensive institutions nationally;
- A strategic and visionary leader and planner with a proven ability to articulate a clear and coherent plan, implement the plan, and unify constituents behind it;
- An inclusive and equitable leader with a deep understanding of and respect for the college’s commitment to a strong model of shared governance;
- An evidence-based planner who is well versed in enrollment management;
- An entrepreneurial person with financial acumen who will aid the college in matching aspirations with finite resources while thinking creatively about growth opportunities;
- A willing and successful fundraiser with a knowledge base and personal commitment to be appropriately engaged in creating a positive culture of philanthropy for the college;
- An advocate for students as leaders and scholars and for TCNJ’s mission and core values;
- A leader with a commitment to the value of student affairs as a thought partner with the division of academic affairs for the co-curricular learning occurring outside the formal classroom;
- A strong identifier of talent and affirming team builder who will empower others and optimize the effectiveness of a wise and committed leadership team;
- A person of global perspective who is committed to diversity in its many forms and to supporting it in ways consistent with both TCNJ’s legacy and the aims of its current strategic plan;
- A person who values relationships and is dedicated to being a good partner and leader within the region and the state of New Jersey;
- A person with a fluent understanding of pedagogical strategies that enhance student learning, including active learning strategies and technological approaches;
- An inclusive decision-maker who builds consensus, prioritizes well, and communicates decisions with promptness and care;
- A superb listener and respectful communicator who is able to negotiate diverse, multi-generational audiences of varying political opinions in both routine and crisis communications, effectively conveying the college’s values; and
- An energetic, optimistic, resilient leader with good humor who will provide respected, long-term leadership.

THE PROCESS OF CANDIDACY

The TCNJ Presidential Search Committee will evaluate the applicant pool during the fall of 2017. Although applications will be welcomed until the time that a new president is selected, candidates should submit materials as soon as possible. The new president is expected to begin work on July 1, 2018.

Applications should include a letter of candidacy that responds to the agenda for leadership and the desired attributes for a new president and a complete résumé or vita. All application materials will be considered in full confidence and should be submitted electronically to TCNJPresident@storbecksearch.com.

Ms. Julie E. Tea, partner and Ms. Julie Williams-Krishnan, senior associate at Storbeck/Pimentel & Associates, LP are assisting TCNJ with this search. Nominators and prospective candidates are encouraged to contact them at TCNJPresident@storbecksearch.com to arrange confidential conversations.

To enrich education through diversity, The College of New Jersey is an equal opportunity employer.