

The College of New Jersey

PROVOST AND VICE
PRESIDENT FOR
ACADEMIC AFFAIRS





Provost and Vice President for Academic Affairs

THE COLLEGE OF NEW JERSEY (TCNJ) seeks nominations and applications for the position of Provost and Vice President for Academic Affairs. The new provost will assume office as early as January 2013 or in the summer of 2013.

The Mission

TCNJ, founded in 1855 as the New Jersey State Normal School, is primarily an undergraduate and residential college with targeted graduate programs. TCNJ'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.

The College

Consistently named among the top five most selective public institutions in the nation, TCNJ provides academically talented students with a demanding living/learning undergraduate education and a rewarding residential experience, small classes, and a prestigious faculty. A strong liberal arts core forms the foundation for a 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. The curriculum is enriched by programs offered through the Bonner Center for Civic and Community Engagement and extensive opportunities to study abroad. The College also lays claim to an award-winning First-Year Experience and freshman orientation programs. Strong curricular and co-curricular programming have helped foster a freshman to sophomore retention rate of 95 percent and a six-year graduation rate of 86 percent—rates that are among the highest in the country.

TCNJ has earned national recognition for its commitment to excellence. The College is currently ranked as one of the 75 “Most Competitive” schools in the nation by *Barron's Profiles of American Colleges*. For 19 consecutive years *U.S. News & World Report* has rated TCNJ the No. 1 public institution in the northern region of the country, and both *Barron's* and *Kiplinger's Personal Finance* consider it a “best buy” in higher education. In 2006, TCNJ was awarded a Phi Beta Kappa chapter, an honor shared with fewer than 10 percent of colleges and universities nationally. In 2012, *The Princeton Review* named TCNJ

one of the country's most environmentally-responsible colleges for its sustainability efforts evidenced in academic offerings, campus infrastructure improvements, students activities, and career preparation.

TCNJ students are among the most academically prepared in the nation. Entering students are in the top 10 percent of their high school classes, and their average SAT scores are approximately 1260. Enriched by their collegiate experience, graduates have garnered top honors, including Fulbright, Goldwater, Marshall, and Truman Scholarships and most recently a Soros Fellowship. A recent survey of graduates indicates that 95 percent of TCNJ alumni are successfully employed and/or enrolled in a graduate program within a year of commencement. 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 Stanford, Dartmouth, New York University, the University of Pennsylvania, Columbia, and Harvard.

President Barbara Gitenstein, TCNJ's first female president, has provided progressive and energetic leadership to the College for 13 years.



The Program

TCNJ's 6,500 undergraduate students are enrolled in more than 50 liberal arts and professional majors. Approximately 650 graduate students are enrolled in targeted master-level and certificate programs. The College's 348 full-time faculty members provide a 13 to 1 student to faculty ratio, and 85 percent of classes have enrollments of 30 students or fewer. The excellent research profile of faculty is testimony to TCNJ's commitment to the teacher-scholar model. Many faculty have earned national and international recognition in their fields. Among the awards recently received by TCNJ faculty are grants and fellowships from the Fulbright Foundation, the National Science Foundation, the National Endowment for the Arts, the National Endowment for the Humanities, the National Institute of Health, the Institute for Advanced Study, and the National Aeronautics and Space Administration. Evidencing a diverse and inclusive environment, 22 percent of full-time instructional faculty members are from underrepresented groups. Recognizing its intrinsic role in a holistic educational mission, TCNJ has made undergraduate research part of its operating budget, and students and faculty have 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 freshman year), coordinated by the Bonner Center, which also offers four-year scholarships to approximately 15 students each year.

TCNJ's strategic enrollment management plan is based upon a total undergraduate enrollment of between 6,500 and 6,550 students. The number of entering first-year and transfer students is balanced with current student enrollment and capacity in academic programs to meet this target. Ninety-five percent of freshmen live on campus. Two years of housing are guaranteed for all new, full-time, first-year students.

Graduate education thrives at TCNJ, with 31 unique degree programs offered in the areas of education, nursing, teaching, counseling, and English. Over a dozen certificate programs, in the areas of counseling, gender studies, nursing, and education, complement degree programs. In addition, TCNJ offers world-renowned graduate programs in education at off-site

locations in New Jersey and abroad. These programs cater to educators working in U.S.-based or international schools and offer benefits such as convenient locations, condensed courses and reduced tuition.

The next provost will join a learning community with a rich tradition of shared governance and inclusive decision-making. The College maintains an active Student Government, Staff Senate, and Faculty Senate. Undergraduate and graduate 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. A strong network of collective bargaining units represents several constituent groups within the TCNJ family. As such, a clear set of policies, procedures, and agreements enable contract negotiations and other related matters to be widely understood. As evidence of the success of TCNJ's model, President Gitenstein was honored by the American Association of University Professors (AAUP), receiving the AAUP's 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."

The Campus

TCNJ's picturesque Georgian colonial campus is located on 289 tree-lined acres in suburban Ewing, New Jersey. Ewing is approximately five miles from Trenton, the state capital, and 60 minutes from both Philadelphia and New York City. The College benefits greatly from a beautiful and safe campus environment as well as its proximity to the region's unparalleled cultural, recreational, and professional opportunities.

TCNJ's campus is comprised of 40 major buildings, including a state-of-the-art library which opened in 2005 and an Art and Interactive Multimedia Building which opened in 2010. In summer 2012, doors will be opened to a new building for the School of Education. The College recently embarked on the design and construction of the environmentally-sustainable Campus Town, an exciting mixed-use retail and housing development intended to create a vibrant center for the campus community.

TCNJ houses 4,000 students in 14 residence halls including two student apartment complexes which opened in 2010 and boasts an award-winning student dining facility renovated in 2010. 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; and a collegiate recreation and athletic facilities complex support the living-learning community.





Student Life

TCNJ encourages students to expand their talents and skills through more than 205 organizations. These groups range from performing ensembles and professional and honor societies to student publications, fraternities and sororities, and intramural and club sports. The College also offers

numerous leadership opportunities through the Student Finance Board, Student Government, Residence Hall Government, 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.

TCNJ offers 20 varsity intercollegiate sports, and high achievement in the classroom has been mirrored by the success of TCNJ's varsity student-athletes. The College is consistently ranked among the three best NCAA Division III programs in the nation.



Opportunities for Leadership

THE PROVOST oversees a complex portfolio of responsibilities. The agenda items offered below will require strong leadership from the candidate of choice at this important juncture in TCNJ's evolution.

Promote a Strong Academic Program

TCNJ seeks decisive and visionary leadership for its impressive academic programs and its accomplished faculty of teacher-scholars. Key to this leadership will be to establish a full understanding of the people, programs, and relationships that constitute the TCNJ community. The provost will be encouraged to spearhead discussions around a wide range of educational issues while offering transparent leadership that maintains an already strong sense of trust and respect from faculty, staff, administration, and students. Unwavering support for the teacher-scholar model will be essential to these discussions as will an understanding of the place for professional schools within a liberal arts context. The provost will provide the traditional bridge between faculty and other TCNJ constituencies, advocating the centrality of the academic program while working to integrate further all campus communities. This will be accomplished by operating through established committee structures and with respect for shared governance and best practices.

Shape and Implement Ambitious Strategic Plans

During the 2011–2012 academic year, the campus developed an updated three-year strategic plan. Under an overarching goal “Make the strategic choices necessary to provide educational excellence on an affordable, sustainable basis,” five broad planning goals have been identified:

1. Clarify and communicate TCNJ's mission, identity, and distinctiveness;
2. Strengthen TCNJ's intellectual community and focus academic programs;
3. Strengthen the integrated, transformed student experience;
4. Develop and implement a sustainable financial model; and
5. Create a strategically effective institution.

Underlying all of these is an additional goal to create a culture of accountability focused on outcomes and metrics. The new provost will work with the campus community to craft exciting blueprints for the institution's future with these overarching themes in mind. S/he will apply a critical eye to available resources throughout the planning and implementation stages, prioritizing funding allocations across the institution

and within the academic program as necessary, while seeking to optimize the potential of an already energetic educational environment. Finally, under the supportive eye of the provost, existing and new programs will be regularly assessed to ensure intended advancements are realized.

Foster TCNJ's Holistic Student Experience

Without question, TCNJ is a learner-centered institution. The next provost will be called upon to engage with the student life division in building and enhancing this learner-centered climate by encouraging more vigorous collaboration between the curriculum and co-curriculum. TCNJ will continue the development of service-learning opportunities, create additional discipline-based internships, broaden its array of civic engagement projects and capitalize on the effectiveness of study abroad to strengthen the practical application of the liberal arts and graduates' viability in the marketplace. Working in concert with student life, the next provost will have a unique opportunity to strengthen existing and build new model programs aimed at advancing the TCNJ student experience in all dimensions.

DESIRED ATTRIBUTES FOR THE NEXT PROVOST



The successful candidate will possess the appropriate terminal degree in her/his field, a distinguished record of teaching and scholarship commensurate with full professor status at TCNJ and exemplary experience in academic administration reflective of TCNJ's own high standards and plans for advancement. The next provost will embody the attributes cultivated by a liberal arts education: curiosity, creativity, and intellectual acumen. Beyond that, the successful provost will be:

Maintain Financial Equilibrium

As new economic realities impact all of higher education, TCNJ's provost will need the fiscal acumen to enable strong financial management across all areas of the College's academic and administrative programs. As state resources continue to be constrained and aspirations are weighed against resources, the provost will be asked to oversee reliable operating budgets, build strategic academic business models, identify new and existing resources for program and infrastructure investment, and lead a conversation about potential new revenue streams. A willingness to facilitate and support philanthropy initiatives will be critical as well.

Serve the Broader Institutional Goals

The provost serves as the chief academic officer and reports directly to the president. The provost will be a member of the President's Cabinet, establishing the academic priorities that will define the future direction in which TCNJ will move. Beyond that, the provost will serve as the "first among equals" who will be instrumental in achieving consensus among other cabinet members and indeed facilitating the discussion that leads to the further integration of the academic and non-academic units of the College. As the

vice president for academic affairs, s/he will serve as the liaison to the Board of Trustees Academic Affairs Committee; as provost s/he will be the primary support for the president as she works with the board on institutional planning and goals.

Further Advance TCNJ's Trajectory

TCNJ is an extraordinary regional institution, with nationally recognized programs. The provost will lead the College in becoming the finest institution of its kind in the nation. The provost will assume a leadership role in extending the College's recognition beyond its regional footprint. S/he will effectively communicate and publicly champion the excellent work of students, faculty, and staff. This potent advocacy will underscore the importance of future philanthropic efforts and will lay a foundation for when the College launches its next comprehensive advancement campaign.

- A bold and visionary academic leader who inspires trust and instills confidence;
- A transparent and courageous decision-maker who builds consensus, has the fortitude to make difficult choices when necessary, and communicates decisions with clarity and care;
- A strong administrator who promotes collaboration and will seek the best from an evolving leadership team;
- A person of financial acumen who will aid the College in matching aspirations with finite resources while thinking creatively about additional revenue streams;
- A person who understands the complexity and emerging opportunities present in a comprehensive college environment;
- A faculty leader with a deep understanding of and respect for the College's commitment to shared governance;
- A teacher-scholar who deeply values faculty scholarship and seeks new and creative ways to attract, support and retain high-quality faculty;
- A person of global perspective who is committed to fostering diversity and inclusivity in their many forms; and
- A campus citizen who embraces the academy and the richness of its intellectual life through active engagement with faculty, students, staff, trustees, alumni, and the local community.



Nomination and Application Process

All nominations, inquiries and applications will be confidential until a limited number of finalists are identified for campus interviews. Applications will be received until the position is filled, but in order to assure full consideration by the search committee, applicants must have all required materials on file by September 6, 2012. Required application materials include a substantive letter of interest that addresses the agenda for leadership outlined in this prospectus, curriculum vitae, and the names, addresses, telephone numbers, and email addresses of at least five professional references. References will be contacted only with the applicant's explicit permission. All application materials must be submitted electronically in MS Word or PDF format to: TCNJProvost@agbsearch.com

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