At our May 11, 2015 meeting, the Faculty Senate unanimously approved the following document: “Big Issues Confronting TCNJ, 2015.” This is the fourth in a series of Big Issues documents developed by the Faculty Senate since 1998 and shared with the President and the Provost. These documents, which are both a resource for institutional-level planning and guide for the work of the Faculty Senate, provide a faculty perspective on the current challenges facing the College. The first three Big Issues papers were written before TCNJ had a formalized college-wide strategic planning process, so their perspective was quite broad. As the College now engages in formal strategic planning, this current document is more focused and gives the faculty the opportunity to articulate areas in which we have particular concern.

We recognize that financial challenges and the ability to provide a high quality educational experience are of utmost importance. It is imperative that the College develop a sustainable financial model that will allow us to continue to flourish in the coming years. The Faculty Senate has identified three broad areas that require particular attention. These are COLLEGE IDENTITY, THE ROLE OF FACULTY, and GOVERNANCE.
As new faculty and administrators arrive on campus and as the College implements new programs and initiatives, the Senate is concerned about TCNJ’s adherence to its core mission and identity. We recognize that the College must generate revenue in order to protect its liberal arts mission, and we applaud the efforts of those faculty and administrators who are dedicating themselves to creating certificate programs and expanding our curricular offerings in the January and summer terms. The faculty has long desired increased opportunities for study abroad, a more global approach to the curriculum, and an increase in the number of international students. The College has made significant strides towards achieving these goals.

At the same time, it is important that the College re-affirm its identity as a highly selective, primarily undergraduate, public institution committed to the teacher-scholar model and the educational rewards of the residential experience. TCNJ has earned its reputation by offering a transformative education through its commitment to that model.

As the College moves forward, we must ensure that peripheral programs and initiatives reflect our mission, values, and signature experiences. As stewards of the curriculum, faculty should be involved from the outset in the proposal, approval, and planning of all academic programs and initiatives. Guided by the faculty, the College should hold all of its curricular programs to an equally high standard. Academic offerings, from certificate programs on campus to programs held in different countries, should ideally be designed and taught by highly qualified teacher-scholars and take place in settings that maximize faculty-student interaction.

By following its academic principles, we can ensure that TCNJ maintains its identity as a national exemplar of public undergraduate education and continues to offer the core TCNJ experience to every member of the community: engaged students immersed in a challenging education grounded in the liberal arts. We strongly encourage the College to use next year’s strategic planning effort to preserve our mission and identity.

According to our Promotions and Reappointment Guidelines, TCNJ faculty are expected “to demonstrate continuous exemplary achievement in teaching (or librarianship) and advising, scholarly/creative/professional activity, and service.” A faculty of engaged teacher-scholars who actively pursue research and creative activity are the foundation of a vibrant intellectual community. As the College explores new programs and possibilities, new expectations established without a strong faculty voice have the potential to disrupt the delicate balance of faculty responsibilities and negatively impact student learning.

The expansion of the academic year into January and the summer, as well the onset of blended and online learning, may help students graduate more quickly and generate financial benefits to the College. As we explore these new opportunities, we need to work collaboratively to identify and address potential problems. Many of these new programs and initiatives depend on faculty oversight or overload teaching. Because the teacher-scholar model is so important to the TCNJ experience, no
faculty members should be pressured to participate in the January or summer terms. We especially need to protect untenured faculty from being pushed to take on these extra responsibilities. More importantly, we need to determine which courses are appropriate for the compressed formats, and we need to monitor how these programs impact learning and prepare students for future coursework. The College needs to assess whether these expanded academic opportunities necessitate an increased dependence on contingent faculty.

To support faculty as teacher-scholars, it is important that the College continue to provide resources that enable faculty to pursue their scholarly and creative work at a high level. This includes assistance for administrative tasks that may fall to faculty as support staff in many departments or programs has been eliminated, as well as more direct support for faculty research expenses, such as professional travel. We applaud the College’s commitment to faculty scholarship as evidenced by the recent increase in SOSA awards, and we are optimistic that such concrete help for faculty scholarly work will continue in the future.

**GoverNance**

Since 2000, TCNJ has employed a model of governance that has fostered open communication and shared responsibility. The energy with which our campus meets challenges and seizes opportunities is a direct result of the open and honest communication that has become standard practice. For this to continue, we should pay close attention to several areas of our governance system. Governance should continue to be the place where ideas are generated and discussed, rather than a mechanism for approval of pre-developed policies and processes. Our governance system works best when charges to standing committees are clearly defined, recommendations are carefully reviewed, and, when accepted, are implemented in a manner consistent with the committees’ intent. For governance to continue to operate efficiently and effectively, we need to balance the demand for ad hoc committees and planning councils with the size of the faculty. With continued commitment to governance, our system will remain transparent and collaborative, providing a voice for all stakeholders. As a complement to the governance process, we would also welcome more opportunities for the informal exchange of ideas between faculty, staff, students, and administration. The College would benefit from the creation of roundtables, panels, and group discussions of various campus issues.
COMMITTEE ON ACADEMIC PROGRAMS (CAP)

Michael Marino, Chair
Susanna Monseau, Vice-Chair

In the spring 2015 semester, CAP approved final recommendations on the following charges: a new Academic Integrity Policy; Advising Goals and Practices; an African American Studies major; a BA/MD Program in Spanish; Incomplete Grades; a Journalism and Professional Writing BA Degree; the Minor Approval Process; a Public Health Program; and the Ungraded Option Policy. A final recommendation on an Academic Load Policy (pertaining to non-traditional academic terms) is forthcoming by the end of the semester. CAP collected testimony on charges regarding Undergraduate Certificate Programs and the College’s Writing Requirement. It aims to approve final recommendations on these charges by semester’s end.

COMMITTEE ON FACULTY AFFAIRS (CFA)

Valerie Tucci, Chair
Paul J. Wiita, Vice-Chair

CFA has been concentrating on the implications of the five-year tenure law. It has produced preliminary and now final recommendations on the following charges: (1) merging tenure and promotion to Associate Professor and (2) defining the role of the renamed the College Promotion and Tenure Committee. (These recommendations do not include any review of the promotion processes for Full Professor candidates or any role of the reconstituted CPTC in those processes. This review is covered under a separate charge.) CFA has also reviewed the new departmental Disciplinary Standards required by the extended tenure period and has either approved or suggested necessary revisions to them. The committee has additionally addressed the revised RFPs and rubrics for the Sabbatical Leave, SOSA, and MUSE programs. Finally, the Deans Council and Academic Affairs have proposed a key change in SOSA funding to allow faculty to choose between 3 FWH each year for two years or funding up to $8000 for two years and requested that SOSA submit a preliminary report to CFA before the end of the academic year. The next major charge currently being worked on is the overall revision of the Promotions and Reappointment Document.
COMMITTEE ON STRATEGIC PLANNING AND PRIORITIES (CSPP)

Jacqueline Taylor, Co-Chair
Manish Paliwal, Co-Chair
Shaun Wiley, Vice-Chair

The committee served as the steering committee to the accreditation process for the Middle States’ Team visit in March 2015. In addition, CSPP has been working on TCNJ’s strategic plan. The committee reviewed progress and identified the following areas of focus for the remaining years of the current strategic plan: signature experiences (including integrated curricular and co-curricular experiences); revenue enhancement initiatives; technology (academic infrastructure and operations); diversity and inclusion; and facilities. Before preparing recommendations, CSPP is reviewing reports from the Community Engaged Learning, Mentored Internship, Global Engagement, and Leadership Development task forces. As part of the Strategic Planning and Resource Committee, CSPP has been working on developing the next 5-year strategic plan as well.

COMMITTEE ON STUDENT AND CAMPUS COMMUNITY (CSCC)

Carol Wells, Chair
Susan Ryan, Vice Chair

CSCC has spent the spring semester finalizing a proposal for the approval of Certificate Programs. Steering charged both CAP and CSCC to work on this charge; however, CSCC is involved only in the cases of certificate programs with co-curricular elements. Working with CAP, CSCC presented its preliminary recommendation at an open forum in late April.

BOARD OF TRUSTEES REPORT

Marcia O’Connell, Faculty Representative to the Board of Trustees
David Blake, Faculty Representative to the Board of Trustees

At the Board of Trustees meeting on February 24th, 2015, President Gitenstein reported on the Facilities Master Plan and shared that the Brower Student Center construction is due to start in May. Campus Town is on schedule for opening this summer, and there is now a Campus Town II project, which will involve the construction of two more buildings at the Pennington Road end of the site that can accommodate the increase in housing demands. The president also reported on the “All In” giving campaign which is part of the Comprehensive Campaign and said that there has been a 29% increase in the number of employees participating.

Regarding academic programs, the number of courses offered in the January term rose from 32 to 50 in 2015, and the number of students rose from 214 to 414. In the area of admissions, there was a 3.7% increase in applicants this year compared to last year, including an 11% increase in African American applicants and a 9% increase in all other under-represented groups. The Board also approved a new BA in African American Studies and a BS/MAT in Urban Education. In addition, it approved a new 5-week Summer Business Institute that will be launched this summer.
At its February 2015 meeting, the Board of Trustees approved the following personnel actions.

**PROMOTIONS** (effective September 1, 2015)

**ASSOCIATE PROFESSOR**

LOUISE AMMENTORP, Elementary & Early Childhood Education

JAMES BEYERS, Elementary & Early Childhood Education

DANIEL BOWEN, Political Science

TABITHA DELL-ANGELO, Elementary & Early Childhood Education

BRENDI GHITULESCU, Marketing, Management, & Interdisciplinary Business

CASSANDRA GIBSON, Counselor Education

BRIAN GIRARD, Educational Administration & Secondary Education

MARIMAR HUGUET-JEREZ, World Languages & Cultures

JOHN KUIPHOFF, Interactive Multimedia

JOHN LEONARD, Music

ABBY O’CONNOR, Chemistry

KEITH PECOR, Biology

MIRIAM SHAKOW, Sociology & Anthropology and History

**PROFESSOR**

CHARLES (JUDA) BENNETT, English

ELIZABETH BORLAND, Sociology & Anthropology

BIH HORNG CHIANG, Accounting & Information Systems

HOLLY HAYNES, Philosophy, Religion & Classical Studies

HARRIET HUSTIS, English

DEBORAH HUTTON, Art & Art History

SUSANNA MONSEAU, Marketing, Management & Interdisciplinary Business

MARCIA O’CONNELL, Biology

SHRIDEVI RAO, Special Education & Literacy

CATHERINE ROSEMURGY, English

**LIBRARIAN 1**

YONGMING WANG

**RETIREDME, EMERITUS**

ROSEANN CONWAY, Nursing

HAROLD EICKHOFF, Humanities

RICHARD FARBER, Education Administration/Secondary Education

CHARLES FENWICK, Criminology

JOHN KARRAS, History

JAMES MAHONEY, English

RUANE MILLER, Art & Art History

JEAN SLOBODZIAN, Special Education, Language & Literacy

KATHRYNE SPEAKER, Special Education, Language & Literacy
The 2015 winner of the Mildred Dahne Departmental Excellence award is the Department of Chemistry. The department was recognized and given a certificate and check for $8,000 at the May meeting of the Faculty Senate. The Senate committee who reviewed the applications noted that, in the area of Teaching Excellence, “It is very impressive that the program ranks within the top 4% of chemistry programs nationwide.” In the area of Academic Excellence, the department was praised for the impressive ability of the faculty to acquire external funding and to publish in high-quality journals. Finally, the Senate committee praised the department’s impact, citing the numerous Chemistry faculty serving in high-profile positions around campus.

The Faculty Senate’s Committee for Intellectual Community was pleased to have two excellent colloquia presentations during the 2014-2015 academic year. In November, Professor Kim Pearson, Associate Professor of Journalism/Professional Writing and Interactive Multimedia, presented her talk, “Toward A More Perfect Union: The Power and Potential of Culturally Responsive Computational Journalism.” The talk demonstrated the potential of journalism to “democratize access to media technologies by broadening participation in the development and deployment of civic media.” In March, Dr. Donald Vandegrift, Professor of Economics, gave a talk on “Land Use and Spillover Effects: The Effect of Walmart and Target on Local Economic Development and the Tax Rate.” Dr. Vandegrift illuminated the ways in which big box stores have impacted local New Jersey communities.

We are happy to announce that Dr. Diane Bates, Professor of Sociology & Anthropology, will be the Fall 2015 Colloquium presenter. Her talk will be titled “Superstorm Sandy: An Environmental Sociologist Speaks About the Inevitable Destruction and Reconstruction of the Jersey Shore.” Dr. Morton Winston, Professor of Philosophy, Religion, and Classical Studies, will be our Spring 2016 speaker.
Provided feedback on the draft Self-Study Report for the Middle States Commission on Higher Education Accreditation Visit

Hosted a visit from John Donohue, Vice President for College Advancement, to hear about the Comprehensive Campaign

Hosted Monica Jacobe, who presented an update on the Center for American Studies and Culture

Hosted a faculty-wide meeting with an address by Provost Taylor

Co-hosted an open forum with CAP on the issue of an Ungraded Option for undergraduate courses

Co-hosted an open forum with CAP and CSCC on Undergraduate Certificate Programs

Co-hosted an open forum with CFA on Linking Tenure and Promotion, the role of the College Promotions Committee, and a proposed timeline for merging the processes

Hosted Mosen Auryan, Assistant Provost for Institutional Effectiveness who shared data regarding Categories of Faculty

Hosted Provost Jacqueline Taylor and Treasurer Lloyd Ricketts, who shared information regarding the 2015-2016 budget

Wrote the “Big Issues Facing TCNJ 2015” document

Co-hosted the annual Governance reception with the Staff Senate and the Student Government Association; honored Cynthia Curtis for her service to the College

Sponsored Colloquia for the Recognition of Research and Creative Activity with speakers Kim Pearson and Donald Vandegrift

Presented the Mildred Dahne award to the Chemistry Department

Hosted a Faculty Happy Hour at the 1855 Room following the Celebration of Student Achievement

Hosted Dr. Marc Shultz and Sarah Theobald, Bryn Mawr College
SABBATICAL RECIPIENTS 2015-16

CHRISTOPHER AULT, Interactive Multimedia
Fostering a Civic-Academic Partnership through Applied Learning and a Community-Focused Design Studio

BENNY CHAN, Chemistry
Converting rare earth and actinide “waste” into value-added organometallic complexes for interesting catalysis and electronic applications

JASON DAHLING, Psychology
A Cross-Cultural, Latent Profile Analysis of the Dark Triad Personality Traits

TABITHA DELL’ANGELO, Elem. & Early Child. Ed.
Urban Education Alumni Study

LOIS FICHNER-RATHUS, Art and Art History
Culture and Values: A Survey of the Humanities 9e

JANA GEVERTZ, Mathematics & Statistics
Optimizing Cancer Treatment with Immunostimulatory Oncolytic Virotherapy

YIFENG HU, Communications Studies
Health Communication in the Digital Age: A Comprehensive Look

JOHN LANDREAU, Women’s and Gender Studies
From Heroism to Solitude: The Rhetoric of Contemporary Masculinity

ROBERT MCGREEVY, History
Borderline Citizens: The United States, Puerto Rico, and the Politics of Colonial Law and Migration, 1898-1934

ROBERT McMAHAN, Music
Reconstruction and Orchestration of Scenes from The Sunken Bell, an Unfinished Opera by American Composer Carl Ruggles (1876-1971)

EMILY MEIXNER, English
Making the Invisible Visible: Young Adult LGBTQ Literature in Secondary Classrooms

JAYAN MI, English/ World Languages and Cultures
Heteroscape: Topography and Poetics of Navigation in Modern Chinese Literature, Art and Cinema

SUSANNA MONSEAU, Marketing and Interdisciplinary Business
Business in the Age of Globalization: Cases and Readings

MELINDA ROBERTS, Philosophy, Religion, and Classical Studies
Modal Ethics

FARSHID SAFI, Mathematics & Statistics
Making Sense of Mathematics for Teaching High School

BIJAN SEPAHPOUR, Mechanical Engineering
Development of a Guide/Manual and a Course for Invention and Innovation

LYNN TANG, Economics
Design Innovation and Customer Satisfaction

LEEANN THORNTON, Biology
How do plants defend themselves? Characterizing the chemical response of plants being attacked by caterpillars

JEAN WONG, Special Education, Language, and Literacy
Conversation Analysis in Second Language Research and Pedagogy

SOSA RECIPIENTS 2015-17*

JOSEPH BAKER, Chemistry
Investigation of the Structure and Dynamics of Bacterial Protein Filaments Using Computer Modeling and Simulation

JESSICA L. BARNACK-TAVLARIS, Psychology
Increasing Health Disparities Awareness and Understanding

CHARLES (JUDA) BENNETT, English
The Transparent Dress: Tales from a Dysphoric Planet

TAMRA BIRETA, Psychology
Are age-related memory deficits predicted by other cognitive abilities?

ASHLEY CATHRYN BORDERS, Psychology
Collective Rumination in Response to Perceived Discrimination and its Effects on Collective Action Intentions

DANIEL BOWEN, Political Science
Districts and the Contours of American Democracy

BRETT BUSHA, Biomedical Engineering
Computational models of the human cardiorespiratory system, and computer-based devices that measure and/or assist human physiological systems

WILLIAM CARTER, History
The Hideous and the Beautiful

SARAH CHARTOCK, Political Science
Another Century of Corporatism? Participatory Institutions and Interest Intermediation in Latin America

HE LEN CHUNG, Psychology
Leadership, critical consciousness, and physiological development among urban youth

WENDY L. CLEMENT, Biology
Investigation of the evolution of fruit and seed morphology in the cultivated shrub group Viburnum

CYNTHIA L. CURTIS, Mathematics and Statistics
Knots and three-dimensional spaces

JASON DAHLING, Psychology
Understanding Career Paths in Organizations: Implications for Employee Identity

DANIELLE DALAFAVE, Physics
Computational Design of Allosteric Inhibitors of AKT and SGK Kinases

PAUL D’ANGELO, Communication Studies
Books on News Framing Analysis

ANTHONY S. DEESE, Electrical and Computer Engineering
Smart Wireless Network for Automation of Residential and Commercial Loads to Facilitate Participation in Demand Response Initiatives

GARY H. DICKINSON, Biology
Sticking around at the shore? Exploring the effects of ocean acidification on barnacle shells and glues

TAO L. DUMAS, Political Science
Project 1. The Home Courté Advantage: Attorney Workgroups and Interactions with Outsiders; Project 2. The Judge and the Verdict: Does Judicial Selection Method Shape

KATHRYN T. (K.T.) ELLIOT, Biology
How do mutations occur? A molecular analysis of genetic errors that contribute to human disease and evolution

LOIS FICHNER-RATHUS, Art and Art History
Culture and Values: A Survey of the Humanities, 9E: Research and Writing

ELLEN G. FRIEDMAN, English
The Past in the Present: Voices from the Holocaust’s Post-memory (Working Title)
2015-16 OFFICERS AND MEMBERS OF THE FACULTY SENATE OF THE COLLEGE OF NEW JERSEY

The Faculty Senate is made up of forty members elected by the faculty for a term of three years, plus the President of the AFT and the two faculty representatives to the Board of Trustees.

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Marcia O’Connell and Morton Winston

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