

**MEETING OF THE BOARD OF TRUSTEES OF THE
WILLIAM PATERSON UNIVERSITY OF NEW JERSEY**

Friday, January 19, 2007

The meeting was called to order at 9:10 a.m. in the Alumni House Conference Room.

BOARD MEMBERS PRESENT: Mr. Adzima, Dr. Fan, Mr. Jackson, Mr. Mazzola, Mr. Pesce, Dr. Pruitt, Mr. Taylor, Ms. Temple, President Speert

ABSENT: Mr. Campbell, Ms. Ellis, Mr. Gruel, Ms. Olmos, Ms. Rosado

OTHERS PRESENT:

Vice President Bolyai, Vice President Deller, Vice President Martone, DAG Cheryl Clarke, Dr. Schaeffer, Faculty Senate President Bill Duffy, Assoc VP W. Anderson, Jane Zeff, Colleen O'Connor.

ANNOUNCEMENT CONCERNING ADEQUATE NOTICE OF MEETING:

In accordance with the "Open Public Meetings Act," the Chairperson publicly announced and had entered into the minutes that "adequate notice" of this meeting was provided. In compliance with this Statute, this notice was posted on the University's web page and also distributed to The North Jersey Herald and News, The Record, and The Star Ledger more than 48 hours prior to this meeting.

Dr. Speert reported briefly on the budget and said that the Governor has indicated the likelihood of a flat budget for higher education for FY07. The Governor also spoke about plans for asset monetization for the state. He indicated collective bargaining talks are presently underway.

Mr. Taylor reported that he has met with most of the Trustees since the December retreat. He stated that he believes that the current Board is operating at the highest level of engagement and personal investment of all the previous Boards during his tenure and he commended the Board for that. The University is in a state of evolution and will continue to be. All the work undertaken by the Board will be guided by alignment with the Mission Statement. The Board further wishes to help the University achieve a greater level of distinction, distinguishing William Paterson University from other universities and making us more attractive to certain populations. Mr. Taylor expressed his thanks to the Board for their work and especially to Mr. Mazzola and Mr. Pesce for drafting the set of Dashboard Indicators. As a result of the work completed at the Board Retreat in December, a decision was made to concentrate first on the measures regarding admissions and students. These comprise the foundation on which the other indicators are predicated and they call for action now.

Mr. Taylor indicated that the work undertaken today will continue at the Committee level, with certain committees taking the lead on certain issues and working in collaboration with each other. He also spoke about the Board's decision to move in the direction of a consent agenda format for the full Board meetings to allow sufficient time for more meaningful discussion. The Committee on Trustees and Nominations has met and wants to work proactively with the Governor's office on recommendations for membership on the Board. The Committee developed a set of characteristics for potential Trustees as a guideline. Dr. Fan asked the Trustees to review the document

and be prepared to suggest one or two names of potential candidates to the Committee for consideration.

1. Dashboard Measures for Students

President Speert presented the historical headcount data from fall 2002 to fall 2006, percent of full-time undergraduate students living in residence, six year graduation rate, one year freshmen retention rate, and freshmen Presidential and Trustee Scholarship recipient diversity. The Trustees discussed at length the data and its implications for the University. Discussion focused around the issue of enrollment and setting targets in conjunction with a longer term academic master plan. Other considerations in selecting targets included the economic climate of New Jersey, the employment needs of the State and career opportunities for graduates, and the programs needed to attract students to the University and prepare them to enter the workforce. President Speert described a process that the Provost has undertaken, visiting each academic department to discuss the recommendations that resulted from the 1995 comprehensive analysis and to measure progress in implementing the recommendations. This the first step of a process that will culminate in the development of an academic master plan, which will be presented to the campus for discussion/input and presented to the Board through the Education Policy Committee and then to the full Board for consideration in conjunction with the facility master plan. In the interim, President Speert encouraged the Board to continue with the establishment of measures for the Dashboard Indicators selected. Discussion continued around factors in establishing enrollment targets, the likelihood of continued decreasing financial support from the State, the financial stability of the University, the achievement of diversity goals, and the proposed strategies to achieve increased enrollment. Mr. Taylor suggested that the Board continue discussions on target headcount, target six-year graduation rate and target one-year retention rate and then discuss the impact on admissions. After in-depth discussion of the proposed targets and data provided, the Board agreed to endorse the enrollment target of 11,400 to be achieved as quickly as possible and then expansion of that target to 12,000 as soon as possible thereafter. Additionally the Board accepted the proposed Six-Year Graduation Rate targets, and the One-Year (Freshmen) Retention Rate targets and agreed to on-going assessment of these targets and the strategies to achieve them.

2. Dashboard Measures for Admissions

Mr. Taylor asked VP Martone to provide background on efforts underway regarding admission measures including freshmen recruitment, transfers, and graduate students. According to figures currently available, we have recruited 150 more freshmen for spring '07 than spring '06. In the area of transfer students, the Provost has worked on finalizing articulation agreements which feed and support the transfer process. This should have a significant impact on the numbers of transfer students we can attract. Dr. Jemmott reported that the graduate programs are currently involved in a SWOT analysis in an attempt to increase graduate programs and to reorganize current programs to respond more directly to market and employment needs. Additionally, AVP William Anderson and Admissions Director Colleen O'Connor are visiting each college to discuss growth areas and set targets

responsive to their needs and strengths by department and college. Mr. Taylor summarized the discussion and progress made at today's retreat and stressed the need for continued and on-going dialog and interaction. The areas discussed are very broad in range and impact. The targets accepted and endorsed provide the starting point, but the work will continue at the committee level. Mr. Taylor asked that the Education Policy Committee take the lead on pursuing activities outlined in the materials under the heading of Students and Admissions in collaboration with Student Affairs Committee and Minority Affairs Committee. He asked the Personnel Committee to take the lead on the area of Faculty with collaboration from Education Policy Committee and Minority Affairs Committee. Learning Outcomes is clearly a joint focus for the Education Policy and Student Affairs Committees. Mr. Taylor asked that the Finance and Audit Committee take the lead on the Finance indicators. Mr. Taylor said he would like to see further qualification and discussion of the topics presented today at the Committee meetings in March preparatory to the March 23 Board meeting. He asked for Committee input in preparing the agenda for the March Board meeting to allow for adequate discussion of the dashboard indicators.

At approximately 12:30 p.m. there being no further business, a motion was made and seconded for the meeting to be adjourned. The motion carried unanimously.

Respectfully submitted,

A handwritten signature in cursive script that reads "Donna Santaniello". The signature is written in black ink on a light-colored background.

Donna Santaniello
Asst. to the President and
Board of Trustees

1/19/07