

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

Saturday, December 2, 2006

The meeting was called to order at 9:00 a.m. in the Alumni House Conference Room.

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

ABSENT: Ms. Ellis, Dr. Fan, Ms. Rosado

OTHERS PRESENT:

Provost and Senior Vice President Weil, Vice President Bolyai, Vice President Deller, Vice President Martone, DAG Cheryl Clarke, Dr. Schaeffer, Faculty Senate President Bill Duffy, AFT Local President Professor Sue Tardi.

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 bulletin board, reserved for these announcements, and also distributed to The North Jersey Herald and News, The Record, and The Star Ledger more than 48 hours prior to this meeting.

Mr. Taylor reported on a meeting including several trustees and the Governor's appointments secretary hosted by Mr. Pesce in Hoboken on the subject of trustee appointments.

Mr. Taylor set the context for the retreat as following up on the Board's interest in developing dashboard indicators and beginning a discussion of the broad area of enrollment management (student recruitment, demographics, retention, graduation rate, etc.).

1. Dashboard Indicators

Mr. Mazzola described the process that the Board has followed in proposing measures to assess the extent of our attainment of University goals. Mr. Mazzola and Mr. Pesce incorporated input from trustees as well as the U.S. News measures and the report prepared for Secretary Spellings by the Commission on the Future of Higher Education. Mr. Pesce stressed the importance of a clear linkage between University mission, strategic plan, measures of progress and the allocation of human and fiscal resources.

The Board discussed at length proposed measures in the areas of students, admissions, faculty, learning outcomes and finance based upon a draft prepared by Mr. Mazzola and Mr. Pesce. The Board discussed the use of out-of-state benchmark institutions for comparison as well as in-state institutions. The President suggested that the setting of targets in each of these areas should take place within appropriate Board committees. Mr. Pesce and Mr. Mazzola recommended that the administration would propose targets for committee review. Board members suggested additions and revisions to measures in admissions (yield, transfer students), faculty (% of courses taught by full-time faculty), learning outcomes

(measures consistent with Middle States expectations) and finance (debt vs. industry recommendations). Mr. Gruel cautioned that the administration needs to be candid about what data are onerous to gather. Several Board members stressed the importance of robust and effective data mining in creating useful dashboard indicators. Mr. Taylor noted general consensus within the Board to move forward with these indicators. Mr. Pesce suggested that we revise the draft consistent with today's discussion. The President suggested that we share the illustrative charts with Mr. Pesce and Mr. Mazzola preparatory to sharing them with the committees.

2. Enrollment Management

President Speert briefly traced the evolution of William Paterson from an exclusively teacher training institution to a multi-purpose comprehensive university, now necessitating a comprehensive and overarching approach to enrollment management incorporating the enrollment pipeline, recruitment, marketing, cohort management, program offerings, retention and graduation. Provost Weil and VP Martone are currently chairing a Strategic Enrollment Management task force. President Speert introduced Dr. William Anderson, Associate VP of Enrollment Management, who made a presentation outlining the goals, objectives, and activities of his units, incorporating the Registrar, Undergraduate Admissions, Financial Aid and Student Accounts. The presentation included information concerning enrollment terminology, enrollment management concepts, the framework for enrollment management at William Paterson University, and enrollment management systems, variables and plans. The Board discussed the presentation at length, asking questions and making observations and suggestions with respect to our goals, objectives, and activities. Provost Weil described in greater detail specific enrollment management variables that impact recruitment of new students such as demographics, university capacity, program offerings, and undergraduate vs. graduate student recruitment and mix. He also reviewed enrollment management variables associated with student retention such as academic opportunities, undergraduate and graduate annual retention and graduation rates, student support opportunities and learning/living environment. The Board discussed in depth the importance of more closely aligning the profile of students who succeed here, the University mission, and the resources necessary to enable and increase their success.

The Board adjourned for lunch at 12:10 p.m.

Mr. Taylor reconvened the meeting at 1:10 p.m.

Mr. Taylor asked the Board to consider the subject of admission standards. VP Martone suggested a number of factors to consider including scholarship awards, undergraduate/graduate mix and recruitment issues. Provost Weil noted that he is leading efforts to develop an enrollment plan and an academic plan which will shape the longer term view. The President suggested that the Board needs to reflect on what the institution looks like. How large? What mix of students? Which new programs? The Board discussed factors that shape those decisions, including prospects for state funding and the revenue potential of philanthropy. It was generally agreed that the University should be more aggressive in attracting students

who are capable of succeeding here because we have additional capacity to about the 12,000 range.

Mr. Taylor suggested that the Board needs to discuss a process to arrive at target admissions and enrollment numbers. Ms. Temple noted that we need to consider the differential costs of various student cohorts and academic programs. There was broad sentiment among Board members to ask the administration to look at some modeling of various scenarios, incorporating revenues, expenses, and projected institutional outcomes. The President suggested that the Board meet again for a public retreat in January to follow-up on today's discussion of dashboard indicators.

The Board then reviewed data and narrative information describing current admission standards. VP Martone described our heightened efforts to market the University to high school guidance counselors. The outcomes of these efforts will be tracked. The Board discussed various options for incremental growth in overall head count enrollment over the next several years. There was strong agreement that investing in retention is a key strategy to do so.

Mr. Taylor thanked the Board for its participation and all attendees for their contribution to the day's program.

At approximately 2:40 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,

Dr. Marc Schaeffer
Chief of Staff to the President
and Board of Trustees

12/2/06