



TCNJ FACULTY SENATE

NEWSLETTER
FALL / 2016

GREETINGS FROM THE FACULTY SENATE PRESIDENT

NON-TRADITIONAL COURSES AND INSTRUCTION

In recent years, the College has worked to enhance academic offerings during the winter and summer terms. We have restructured the academic calendar to accommodate an expanded January term that matches the compressed 'Maymester' semester (now called Summer I), and there has been a renewed interest in the Summer II and Summer III semesters. For students, enrollment in courses outside of the traditional fall or spring semesters can be an opportunity for them to stay on track to complete their degrees in a timely manner. Instruction during the non-traditional semesters may also be a source of additional revenue for the College. While we have had a long history of offering summer courses, our experience with the shortened time formats of the January and Summer I sessions is more limited. During the 2015-16 academic year, the Faculty Senate convened an ad hoc committee to investigate issues surrounding instruction during the non-traditional sessions, with a particular emphasis on questions regarding the shortened time frame, rather than on matters related to delivery method.

Members of the Faculty Senate Committee on Nontraditional Courses and Instruction included Jill Bush, Holly Didi-Ogren, Marla Jaksch, Rebecca Li, Lisa LaJevic, and Morton

Winston, who served as chair. Their complete report, which has been shared with Provost Taylor and the Center for Excellence in Teaching and Learning, can be found on the Faculty Senate website in the 'Resources' section (<http://facultysenate.pages.tcnj.edu>), but I wanted to draw faculty attention to some of their major conclusions.

During the Winter and Summer I terms, classes offered fall into two general categories; faculty-led travel or experiential courses and internships that take place away from TCNJ, and courses taught from our campus as in-person, blended, or fully online offerings. At the present time, relatively few classes are offered during these truncated semesters. The senate committee solicited information on current practices and impressions from department chairs, and they also reviewed student satisfaction surveys that were administered by the Office of Graduate and Intersession Programs (now known as the Office of Graduate and Advancing Education) given in the summer of 2015 and winter of 2016.

Generally, many of the comments of faculty and students are similar; there is considerable overlap in concerns raised in the student feedback and those raised by chairs. The major issue expressed by both groups is that the compressed



formats may not provide enough time to adequately cover course material. This is of particular concern for condensed versions of classes that are offered during the traditional 15-week semesters. One exciting idea that emerged from the committee report is that these non-traditional semesters may provide an opportunity for faculty and programs to develop 'mini-courses' (0.25 or 0.5 course units). Such classes could provide students with intense and focused learning experiences and give departments the chance to explore course topics and formats that would enhance the variety of curricular offerings.

Just as alternative delivery modes, such as blended and online courses, provide increased flexibility for students and faculty, mini-courses that diversify the number and breadth of academic offerings during the non-traditional semesters can only increase opportunities for students. One potential benefit of mini-courses during the condensed semester is that students who need or want to continue with their coursework then may not need to devote as much time for a half course, so they could enjoy a bit of down time, or they may still be able to pursue employment during the breaks, and for some of our students this may be a financial necessity. It is equally important to remember that instruction during the non-traditional semesters is entirely optional for faculty. For most of us, the time between semesters is when we can pursue our scholarly or

creative work without formal teaching obligations, and the ability to focus on these activities in a sustained manner is vital. Individual faculty members must continue to weigh potential negative impacts with the possible benefits when making the decision to teach outside of the fall and spring semesters.

As we move forward, it is critical that faculty share their experiences in teaching during the non-traditional semesters, so that we can all learn from our collective wisdom. The Committee on Non-traditional Courses and Instruction reviewed the literature on best practices related to designing and teaching in a compressed format, and has compiled a list of such practices that can be found in their report. We must also recognize that not all courses are appropriate or amenable to the non-traditional time frames or delivery methods. It is important for departments and programs to evaluate learning outcomes and assessment data to ensure that all of our academic offerings meet our high standards. Thank you to the Committee members for their thoughtful work.

With my best wishes for a restful break,

Amanda Norvell, Department of Biology
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A CONVERSATION WITH SHARON BLANTON

Dr. Sharon Blanton, Vice-President for Information Technology and Chief Information Officer (CIO) joined TCNJ in November 2015. Dr. Blanton has extensive experience in higher education, but immediately before coming to TCNJ, Dr. Blanton was the Vice-President and CIO at Hawaii Pacific University. I had the chance to sit down and speak with Sharon about her first year here and her plans for the IT division moving forward.

Excerpts of our conversation are below.



Thank you for taking the time to be interviewed for the Faculty Senate newsletter. You joined our campus about a year ago but I would like to begin by asking you what attracted you to TCNJ?

Some of the things that attracted me to TCNJ include, first of all the process that I went through. I had such an opportunity to get to know so many people throughout the process because it was very in depth. That was very helpful, it made me feel more sure about my decision, I felt like there were not going to be a lot of surprises, as I was here enough and engaged with people enough to get a good sense of the institution. The commitment to student success and excellence were definitely a draw. It's

interesting, I was at the farewell reception for Dean Laughton yesterday and he said something that really resonated with me; he talked about how over the course of his 7 years here he just was constantly struck by the collaborative atmosphere. That was very attractive to me as well, and I feel a year later that is still so incredibly present. So to really more directly answer your question, I was initially attracted to the quality and the reputation, but then once I got here, I became very attracted to the people and the collaborative atmosphere.

Have there been highlights from your first year on campus, were you surprised, pleasantly or unpleasantly by anything?

You know during the interview process I heard a lot of really negative things about IT and some of them were correct and accurate, but many were not. So, I would say that I was very pleasantly surprised that actually the level of IT here is stronger and more consistent than a lot of people realized. For example, we have very little downtime here. We just don't have a lot of failures here, and we don't think about that. On the occasion when there is a network outage or an issue with Paws, they become huge and that is what people remember. But the truth is our core infrastructure is really pretty darn solid. Now, it might not be as extensive as it should be or as people would like, for example wireless. The wireless project I heard about a million times and I looked at it and I thought I



don't understand what the big deal is. We have the funding; we have the project identified, why don't we just do it? I thought that this was going to be a quick win for me, but here we are a year later and we still haven't done the wireless project. So, I have learned that the procurement process is very difficult, state regulations on procurement are extremely cumbersome. We have old buildings here, so we have got to do environmental studies before we go into the walls or ceilings. So, all of that takes a lot more time, but we are making progress and we will get there.

As a team, we have been able to bring the IT division closer, very quickly, I think. I do a weekly stand up meeting with the whole division; it really helps to improve communication. When I first got here, and started meeting people throughout the IT division, there actually were a couple of instances where I ended up introducing people to each other. Right away, I had to do something about that. So, the stand up meetings were a great way to bring everyone together. At the same time we have made a lot of changes within the division to make us more efficient. We have changed our internal process that we use for ordering and then getting equipment deployed. We are now on a much shorter cycle for that. Another change we have made is that we have brought back a project manager position. There used to be one in IT and it got repurposed at some point, so that's been recreated. We are really going to build up our capability around managing projects, which then directly answers one of the other issues that I have heard a lot and that is a lack of transparency.



One thing we did, which has not been announced campus wide yet, is that we have a new mobile app for the college. You can download at anytime and it is very cleverly called the TCNJ app. We've brought in a number of disparate pieces and pulled them together in one application that consolidates a lot of the information on the College website in a mobile friendly format. We have links to LionsGate, the IT help desk, sports, daily calendars, the student time sheets, everything. One of the things I would want to add in the future is course evaluations, that would be another module in here. So, we will continue to add pieces, but this is an on-going project.

Now that you have had a chance to meet many members of the campus community and really dig into the job, what do you see as your priorities and most pressing challenges moving forward?

In IT and the IT Planning Council, we went through an exercise of discussing what we are proud of as an organization, what we think our customers really appreciate, what we think our customers want to change and then what we as an IT division want to change. Now we are taking all of that data and putting it into the format of goal statements and projects and then all of this gets rolled into the IT Strategic Plan. We are developing a 2-year rolling plan, and probably about February we'll have a document that we'll start sharing to get more feedback. Another area that we are working on is we oftentimes hear concern that people are not sure where the IT division responsibility starts and ends. We are actually deploying a new tool, it is from Team Dynamics and it is an Information Technology Services Management (ITSM) tool that will be a portal to the



IT division. It will clearly describe the services we provide and how you get those services. It will include the help desk, some knowledge management pieces, so people will be able to look up information for self-service, and it will also include our entire project portfolio with every single project, so you will be able to drill down and see the status of those projects. We will have pieces of it deployed for the spring semester and then it will be fully deployed for the fall.

We also are looking at the software we use in Finance and Budget and Human Resources. In the next 7 months we are going to be replacing PeopleSoft Finance with an Oracle Cloud finance product and that is going to take us leaps and bounds above the technology that we have today. In HR we don't have a specific project in place yet, but we are looking at possible solutions. We will also look at PAWS later, thinking about how to modernize it and how to make it more user friendly to the students.

Another big challenge is that over the years a lot of homegrown applications have been adopted or adopted in pockets on campus. Getting our hands around that, where they are and who is using them for what has been a challenge. We have a good inventory of all of the ones we 'manage' but a lot of these were written such a long time ago, nobody knows the language they were written in. I feel a real sense of urgency to get rid of those things; a lot of them are on really old servers. We are going through a process now of taking whatever can be moved and moving it to new technology in virtual servers, so at least they'll be safe from hardware issues. A good example would be the web reports for Finance and Budget. We have had a lot of problems with them recently and it was a hardware issue, really old hardware and we had to migrate in a big hurry. We don't like those kinds of emergencies and outages, we would much rather be proactive and try to get those applications off or ideally just abandon them. So, that is a good example because when we move to the finance cloud solution we won't need web reports anymore. That is a big area of emphasis for me, to get rid of those risky applications.

What would you like the faculty to know about you?

I guess I just want the faculty to know that, it is not about me so much as it is about the IT division, this is an extraordinarily dedicated and enthusiastic group that is really working hard to plan for the future and to provide the right kinds of systems and tools and solutions that the College community needs. I just want to encourage people to talk to us, to engage us really early, as you are thinking about things so that we can help you brainstorm and think through solutions, or connect dots.

Amanda Norvell, Department of Biology
norvell@tcnj.edu

The background of the entire page is a photograph of a large, multi-story brick building with white window frames and a central entrance. In the foreground, there are several large, vibrant pink azalea flowers in full bloom. The scene is set outdoors with green trees and a clear sky.

MILDRED DAHNE AWARD FOR ACADEMIC EXCELLENCE:

CALL FOR APPLICATIONS

The Faculty Senate's Mildred Dahne Award Committee calls for applications for the 13th annual Mildred Dahne Award for department or program excellence. This award includes a cash prize of \$4000 to \$8000, depending on market conditions and the earnings realized from the fund at the conclusion of the fiscal year. The prize may be used to augment departmental funds or as stipend and professional development funds that may be used to cover the costs of attending conferences, the purchase of equipment and resource materials, etc. Any academic department or program (including library) may apply for the award. However, no department or program may receive the award more than once in a five-year period. Past winners are Philosophy and Religion (2004-2005), Women's and Gender Studies (2005-2006), Biology and Elementary and Early Childhood Education (co-winners in 2006-2007), Psychology (2007-2008), English and Sociology and Anthropology (co-winners 2008-2009), Accounting (2009-2010), Technological Studies (2010-2011), Special Education, Language, and Literacy (2011-2012), Health and Exercise Science (2012- 2013), Mathematics and Statistics (2013-2014), Chemistry (2014-2015), and Counselor Education (2015-2016).

The winning applications from past years and instructions for applying are on the Faculty Senate webpage:

<http://facultysenate.pages.tcnj.edu/awards/mildred-dahne-award/>

Deadline for applications is Monday, February 20, 2017.

For further information contact David Blake, blake@tcnj.edu.

COLLOQUIUM FOR FACULTY RESEARCH & CREATIVE ACTIVITY:

CALL FOR NOMINATIONS

The Senate Committee on Intellectual Community calls for nominations for its semi-annual colloquium featuring the research and/or creative activity of TCNJ Faculty. Two faculty members are chosen through the annual nomination and selection process to present their research and participate in a reception in their honor. A colloquium is conducted each semester, recognizing one faculty member in the fall and one in the spring.

Any full-time tenured faculty member may be nominated by a dean, chair, or colleague through a simple application process.

GUIDELINES FOR NOMINATION

The intention of this Faculty Senate-sponsored initiative is to provide a means to highlight the accomplishments and scholarship of the TCNJ faculty. To this purpose, the Intellectual Community Committee requests that nominations for outstanding research or creative work by tenured faculty should come from academic leaders and faculty colleagues. Nominees should be chosen following these broad guidelines:

- Nominee's research or creative activity is recognized as significant in the respective field of study.
- Nominee can deliver a lecture on his or her research or creative activity that will be of wide interest to the campus community.

NOMINATION/APPLICATION PROCESS

Academic leaders and faculty are invited to nominate a colleague for the 2017-18 Colloquium for the Recognition of Faculty Research and Creative Activity. To nominate a colleague, please send a one-paragraph email to the Senate secretary, Laurie Wanat, at senate@tcnj.edu, identifying the nominee and explaining the reason for the nomination.

APPLICATIONS DUE: FEBRUARY 20, 2017

For further information, contact the committee chair: Morton Winston, mwinston@tcnj.edu

PREVIOUS HONOREES:

David Blake (*English*), Fall 2016

Mort Winston (*Philosophy*), Spring 2016

Diane Bates (*Sociology & Anthropology*), Fall 2015

Donald Vandegrift (*Economics*), Spring 2015

Kim Pearson (*English*), Fall 2014

Janet Morrison (*Biology*), Spring 2014

Andrew Leynes (*Psychology*), Fall 2013

Miriam Lowi (*Political Science*), Spring 2013

Cynthia Paces (*History*), Fall 2012

Tim Clydesdale (*Sociology & Anthropology*), Spring 2012

David Hunt (*Chemistry*), Fall 2011

David Holmes (*Mathematics & Statistics*), Spring 2011

Avery Faigenbaum (*Health & Exercise Science*), Fall 2010

Ellen Friedman (*English/Women's and Gender Studies*), Spring 2010

Mark Kiselica (*Counselor Education*), Fall 2009

Bruce Rigby (*Art*), Spring 2009

Gary Woodward (*Communications Studies*), Fall 2008

Jo-Ann Gross (*History*), Spring 2008

Donald Lovett (*Biology*), Fall 2007

Alan Waterman (*Psychology*), Spring 2007



FACULTY SENATE COMMITTEE REPORTS

FALL 2016



COMMITTEE ON ACADEMIC PROGRAMS (CAP)

Karen Clark, Co-Chair, kclark@tcnj.edu
Manish Paliwal, Co-Chair, paliwal@tcnj.edu

During the Fall 2016 semester CAP has been working on several charges. We have three subcommittees that are in the process of preparing preliminary recommendations on a Transfer Credit Policy specific the RN to BSN program in Nursing, a Student Complaint Policy, and a Change of Major Policy. In addition to the work on these charges, CAP has reviewed the Advising Agreement and sent a recommendation to the Steering Committee, and approved recommendations on the Secondary Education Undergraduate course sequence, and a proposal for changes to the Program in Education of Deaf and Hard of Hearing Required Major Courses.

COMMITTEE ON FACULTY AFFAIRS (CFA)

Abby O'Connor, Co-Chair, oconnora@tcnj.edu
Matthew Cathell, Co-Chair, cathell@tcnj.edu
Michael Marino, Vice-Chair, marino@tcnj.edu

CFA is continuing to focus on revision of the Promotion and Tenure Document to evaluate the entire document with the goal of shortening and clarifying it. We received valuable feedback from Academic Affairs and are incorporating these suggestions into the document. CFA has conducted a review to the Disciplinary Standards Policy. We have revised the document to streamline submission of disciplinary standards and have solicited feedback from academic leaders and senate members. We will solicit feedback from the broader campus community in the spring of 2017. This committee has reviewed and approved the SOSA and MUSE RFPs for the academic year. This committee continues to review and provide feedback on Disciplinary Standards from each department or program.



COMMITTEE ON STRATEGIC PLANNING AND PRIORITIES (CSPP)

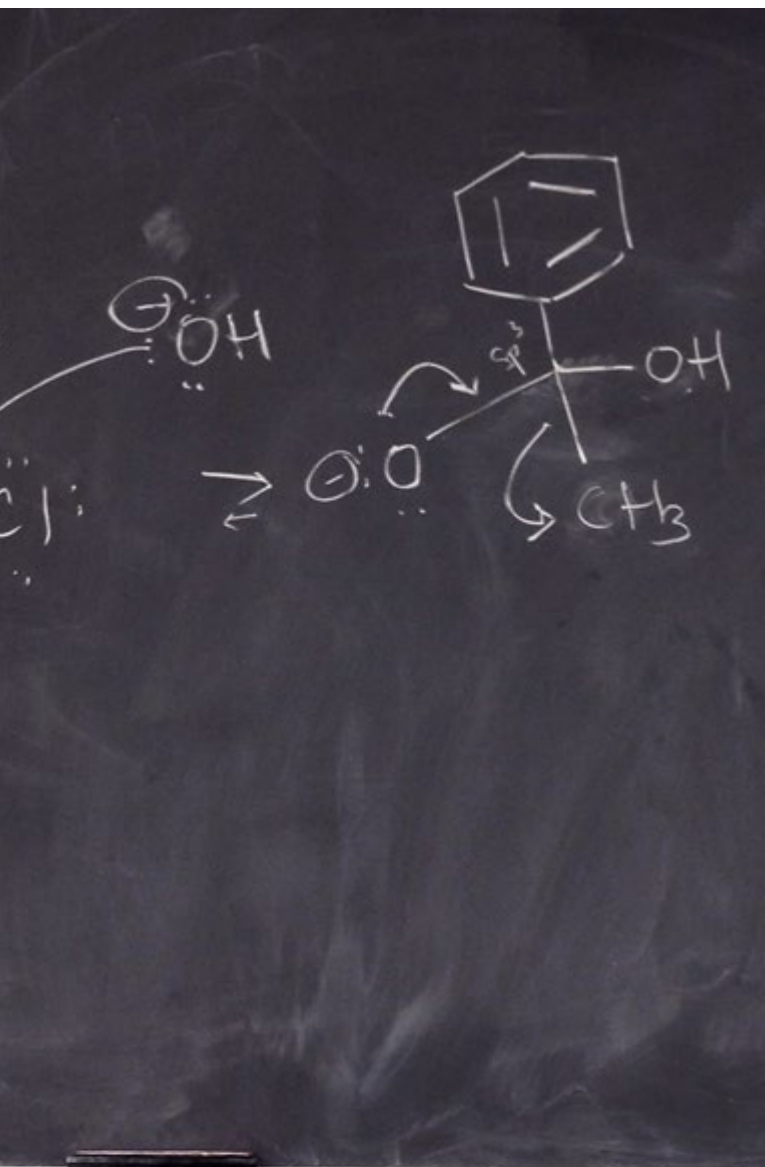
Jacqueline Taylor, Co-Chair, taylorj@tcnj.edu,
 Jason Dahling, Co-Chair, dahling@tcnj.edu,
 Robert McGreevey, Co-Chair, mcgreeve@tcnj.edu

CSPP focused on the implementation of the 2016-2020 Strategic Plan during the fall semester. We developed a streamlined monitoring and reporting process under the leadership of CIE to track progress on strategic objectives throughout the year. Further, CSPP developed a RFP process and issued the first call to fund strategic initiatives originating from faculty and staff that will advance objectives in the Strategic Plan. The co-chairs of CSPP, Provost Jackie Taylor and Jason Dahling, met with Faculty Senate, Staff Senate, Academic Leaders, and Student Affairs to ultimately solicit 21 preliminary letters of intent for funding. CSPP will make final funding recommendations to President Gitenstein later in December. In addition to work on the Strategic Plan, CSPP also revised the planning portion of the Governance Document in cooperation with Steering.

COMMITTEE ON STUDENT AND CAMPUS COMMUNITY (CSCC)

Margaret Martinetti, Chair, martinet@tcnj.edu
 Suriza Van Der Sandt, Vice Chair, vandersa@tcnj.edu

CSCC continued its work on revising the Interim Protection of Children Policy and the Student Travel Policy. The final recommendation on the Protection of Children Policy will be forwarded to Steering early in the spring, 2017 semester. We reviewed a new draft of the Student Travel Policy and forwarded many comments, suggestions and questions to an internal working group headed by Gary Miller in the Office on Compliance. We anticipate that a preliminary recommendation on the Student Travel Policy will be made by the end of the 2016-2017 year. We also began work on a new charge to review the Involuntary Health or Safety Withdrawal Policy and have been reviewing possible models and their potential integration with the existing TCNJ Cares website.



BOARD OF TRUSTEES REPORT

Faculty Representatives

[Jana Gevertz, gevertz@tcnj.edu](mailto:gevertz@tcnj.edu)

[Mort Winston, mwinston@tcnj.edu](mailto:mwinston@tcnj.edu)

The TCNJ Board of Trustees met on October 25, 2016, its first meeting using the new committee structure. The Mission Fulfillment Committee (a newly formed committee that merges the previously-utilized Academic Affairs, Student Affairs and Enrollment Management committees) reported that the “deep dive” analyses have been undertaken for both “Undergraduate Applicant and Enrollment Population” from Vice President Lisa Angeloni and “Academic Offerings” from Provost Jackie Taylor. While there were no actionable items for the Board, each of these deep dive analyses identify risks to the institution, evaluates the severity of the risk, discusses activities carried out to-date to mitigate these risks, and finally determines an actionable plan to further mitigate these risks in the future. Mission Fulfillment also reported looking at data on diversity and inclusion in the national higher education landscape, and at TCNJ in particular. A lengthy discussion of diversity and inclusion took place at the Mission Fulfillment meeting, as trustees considered incidences where free speech and inclusivity clashed on other campuses, and how the Board can support President Gitenstein if such issues arose on TCNJ’s campus.

The Buildings and Infrastructure Committee (a newly formed committee that merges the Finance, Buildings and Grounds, IT and HR committees) reported that the Travers / Wolfe residence halls (TW) have reached the end of their useful life. Vice President Curt Heuring recommended replacing TW with new residence buildings, since doing so would be more cost effective in long run than renovation. But the current plan will only replace 800 of the current 1100 beds. It was argued that this is necessary to avoid more expensive debt service obligations. In any case, building new residence halls and demolishing TW will require that the College issue bonds for \$95 million in FY2020. The proposal is at the early planning stage and has not yet received board approval. The student trustee, Dana Disarno, expressed students’ concerns about decreased size of rooms and increased cost for new beds. The Business and Infrastructure committee also reviewed a deep dive report on IT infrastructure from Vice President Sharon Blanton which highlighted several areas in which the current IT infrastructure needs improvement and updating.

A new student representative, Priscilla Nunez, was sworn in at the public meeting. Faculty Senate President Amanda Norvell gave a presentation at the public meeting about the activities of the Senate and faculty last academic year. It was reported by the liaison to the TCNJ Foundation that there are now \$41 million in assets (as of September 30, 2016) due in large part to the Comprehensive Campaign. Finally, the Audit, Risk Management and Compliance Committee reported that TCNJ recently received a clean audit from KPMG.



NEWLY APPOINTED TENURE TRACK FACULTY

Carolina Blatt-Gross Art and Art History

Jingyi Duan Marketing

Abhishek Tripathi Accounting and Information Systems

Nonna Sorokina Finance

Marissa Bellino Educational Administration and
Secondary Education

Lina Richardson Elementary and Early Childhood
Education

Linda Mayger Educational Administration and
Secondary Education

Steven Singer Special Education, Language and
Literacy

David Bwire Special Education, Language and
Literacy

Tanner Huffman Technological Studies

Joanna Herres Psychology

Katie Hooven Nursing

Carolina Borges Nursing/Public Health

Sejong Yoon Computer Science

Ying Mao Computer Science

Michael Bloodgood Computer Science

Rachel Snider Mathematics and Statistics

Welcome to our new colleagues.

A woman wearing a blue hijab is sitting at a desk, writing in a notebook with a pink pen. On the desk are several books, a yellow highlighter, and a black desk lamp. The background is a plain wall.

Upcoming Events

Wednesday, February 1, Noon:

Provost Taylor's address to the faculty,

EDU 212

Wednesday, March 1, Noon:

**Faculty Senate Colloquium for Research
and Creative Activity:**

Susanna Monseau:

**"Law, Technology and Business -
the Corporation in the 21st Century".**

Business Building Lounge

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

President
AMANDA NORVELL
norvell@tcnj.edu

Vice President
BRIAN GIRARD
girardb@tcnj.edu

Parliamentarian
REGINA MORIN
rmorin@tcnj.edu

Staff Secretary
LAURIE WANAT
senate@tcnj.edu

ARTS & COMMUNICATION

Lisa LaJevic, Art & Art History (19)
John Leonard, Music (17)
Colleen Sears, Music (18)
David Vickerman, Music (17)

Emily Meixner, English (17)
Regina Morin, World Languages & Cultures (17)
Holly Didi-Ogren, World Languages & Cultures (18)
Miriam Shakow, Sociology & Anthropology (****)
Glenn Steinberg, English (19)
Morton Winston, Philosophy, Religion, & Classics (18)

BUSINESS

Jean Brechman, Business (18)
Maria Domingo, Business (18)
Pamela Kravitz, Management (19)
David Prensky, Management (19)

LIBRARY

Terence Bennet (18)
Cathy Weng (17)

EDUCATION

Helene Anthony, SELL (17)
Brian Girard, EASE (18)
Matthew Hall, Special Ed., Lang. & Literacy (19)
Solange Lopes-Murphy, SELL (18)
Anne Peel, Special Ed., Lang. & Literacy (19)

NURSING, HEALTH, & EXERCISE SCIENCE

Jill Bush, Health & Exercise Science (18)
Anne Farrell, Health & Exercise Science (16)

ENGINEERING

Seung-yun Kim, Electrical & Comp Engineering (19)
Vedrana Krstic, Civil Engineering (17)
Manish Paliwal, Mechanical Engineering (18)

SCIENCE

Heba Abourahma, Chemistry (19)
Joseph Baker, Chemistry (***)
Michelle Bunagan, Chemistry (19)
Cynthia Curtis, Math & Statistics (19)
Gary Dickinson, Biology (18)
Jana Geverts, Math & Statistics (17*)
Donald Hirsh, Chemistry (18)
Amanda Norvell, Biology (18)

HUMANITIES & SOCIAL SCIENCES

David Blake, English (18)
Julie Hughes, Psychology (18)
Marla Jaksch, Womens & Gender Studies (18)
John Krimmel, Criminology (**)
John Landreau, Womens & Gender Studies (18)
Pierre LeMorvan, Philosophy, Religion, & Classics (19)
Robert McGreevey, History (19)

* Faculty representative to Board of Trustees
** AFT Representative
*** One year replacement for Paul Wiita ('17)
**** One year replacement for Matthew Bender ('17)

EDITOR: Regina Morin

DESIGN: Chung Chak