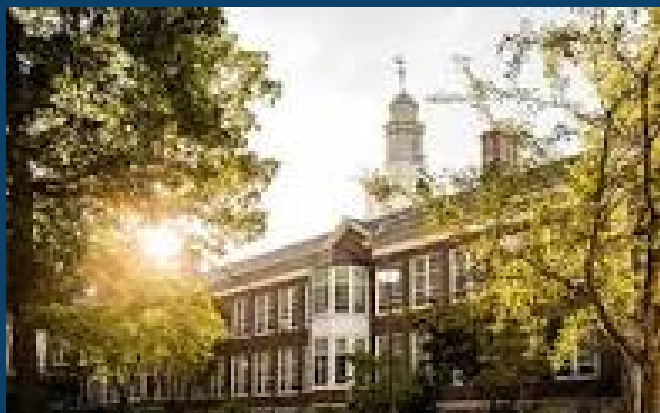


TCNJ FACULTY SENATE NEWSLETTER



Spring 2025

Greetings from the Faculty Senate President



Abby O'Connor,
Dept. of Chemistry
oconnora@tcnj.edu

As we embark on the Spring 2025 semester, I'd like to express my profound gratitude for the tireless efforts of our faculty. Our Faculty Senate Constitution articulates our core principles: to support the College's mission, foster faculty involvement, and provide a powerful voice for faculty concerns. As I enter my second year as President, I remain dedicated to deepening my understanding of our campus, serving as a leader amongst the faculty, and actively addressing faculty concerns in collaboration with the administration. I extend my sincerest thanks to the Senate Executive Board (SEB) for their support, time, hard work, and dedication to ensuring TCNJ continues to be a top institution of higher education and a place we love and respect.

The ever-evolving landscape of higher education presents both challenges and opportunities. Despite the challenges, our College remains one of the best. In US News and World reports, TCNJ was ranked the top institution in the "Best Regional Universities—North" category in 2025 and the Wall Street Journal ranked TCNJ in the top 20% of all institutions in the country in 2025. These accolades are due to our highly engaged faculty and our deep commitment to the students. However in order to maintain this, we must continually evaluate our academic programs to best serve a diverse student body and prepare them for an increasingly complex world. Access, affordability, and the innovative use of technology in the classroom remain paramount in our discussions.

The Faculty Senate is dedicated to supporting our faculty through a number of events. In November, the Senate hosted the annual Colloquium for Faculty Research & Creative Activity. Dr. Joseph Baker, from the Chemistry department gave a lecture entitled "Beyond the Microscope: Modeling the Molecular World." It was great to see so many students and faculty at the event. The Senate in collaboration with academic affairs will give out 10 awards to recognize faculty and librarians for their contributions to the first-year seminar program, innovative teaching, mentoring, scholarship, and DEI at the Teaching and Learning Summit on February 20. We will also host once again the keynote lecture at the Teaching and Learning Summit. This will be given by the 2024 recipient of the Innovation in Teaching award, Dr. George Leader, from the Sociology and Anthropology department. The Faculty Shares continue to be a valuable platform for faculty to showcase their research, foster collaboration, and build community.

We hosted a thematic Faculty Share this past Fall focused on research centered on immigration. In the Spring, we will host a Faculty Share on April 1 where the research is focused on computational work, AI, and ethics.

Significant changes have occurred within the College leadership. Dr. Michael Bernstein was appointed the 17th president of TCNJ, Dr. Tacquice Wiggan-Davis was appointed Interim VP of Inclusive Excellence, and Mr. John Donohue retired after a distinguished career at the college. These transitions, along with the departures of the AVP for Government Affairs and interim roles in the CFO and Provost position, necessitate critical searches for key leadership positions at TCNJ. The Faculty Senate has actively participated in these searches, ensuring faculty voices are heard and considered. The College also concluded its Middle States self-study process in Fall 2024. We hosted an evaluation team from MSCHE and had a successful evaluation.

In August, the President established Coordinated Action Teams (CATs) to address key aspects that needed more research after the conclusion of the LIONS plan. These teams focused on the library, housing, and creation of a data dashboard. Faculty members actively contributed to these teams, and their reports will be shared with the campus in early 2025. The charges for the CATs are seen below.

Library: Implement innovative uses of the campus library that enhance its role as a vital resource for scholarship, research, art-making, learning, and collaboration, and that work to stabilize the library operations budget.

Housing: Develop innovative housing strategies that enhance the living experience for students, addressing on- and off-campus options, while considering affordability, financial constraints and opportunities, and the needs and aspirations of our surrounding neighborhoods.

Dashboard: Construct and provide operational guidelines for a real-time dashboard, accessible to the campus community, that displays key metrics for the college, facilitating transparent communications about goals, alignment around strategic objectives, and assessment of policy impacts and outcomes.

The Faculty Senate is strategically situated to provide input on the issues central to the mission of the College. This past semester, the SEB worked to increase and encourage open dialogue between faculty and administration in order to effectively address pressing college-wide concerns. We met twice with President Bernstein to discuss maintaining our faculty workload model and shared potential repercussions for changes. We also met with Interim Provost McCotter to discuss academic reorganization and the new school. We have worked to bring our varying viewpoints together to discuss and resolve critical issues.



This year the Faculty Senate created the space to work towards re-envisioning the Core curriculum and first-year experience. I look forward to our continued efforts and the outcomes of our work. As with all adjustments to the curriculum we need to keep in mind our goals for student success and maintaining our metrics for graduation rate and degree completion, while providing broader access to students from the region. We are also actively working to update our Constitution and continue to improve our awards and recognition committee (see reports by the Senate subcommittees in this newsletter).

As I stated in my remarks at President Bernstein's installation, "despite the numerous hard conversations we have had this past year, thinking about new opportunities at TCNJ and working with stakeholders across all areas brings me hope." Moving forward, we must acknowledge the challenges of recent years, prioritize faculty well-being, and work collaboratively to ensure the long-term success of TCNJ. I am confident that by working together, we can navigate these challenges and create a brighter future for our institution.

Take care,

Abby O'Connor

Abby O'Connor

Sabbatical Awards 2025–2026



One-Semester

Jason Alejandro, Design & Creative Technology, Arts & Communication

Lauren Foxworth, SELL, Education

Michael Horst, Civil Engineering, Engineering

Tae-Nyun Kim, Finance, Business

John Leonard, Music, Arts & Communication

David Murray, Library

Alan Richards, Physics, Science

Full Year

David Blake, English, Humanities & Social Sciences

Sharif Mohammad Shahnewaz Ferdous, Computer Science, Science

Brian Girard, Ed. Admin. & Secondary Ed., Education

Lisa LaJevic, Art, Arts & Communication

David McGee, Physics, Science

Trevor O'Grady, Economics, Business

Adaurennaya Onyewuenyi, Psychology, Humanities & Social Sciences

Catie Rosemurgy, English, Humanities & Social Sciences

Nicholas Toloudis, Political Science, Humanities & Social Sciences

Thulsi Wickramasinghe, Physics, Science

Mark Woodford, Counseling, Education

Mildred Dahne Award

- **Deadline for Submission: March 28 by 5 pm, send to Mel Zrada (bradle23@tcnj.edu)**
- **Up to three awards of \$5,000 each**
- Eligibility- Any academic department or program, including the library, may apply for the award. However, no department or program may receive the award more than once in a five-year period.
- **Changes to the award** mean that there are now two different categories you can apply for – Record of Excellence OR Developing Excellence. The new category of Developing Excellence may support community events (Department Impact category), student initiatives (Student Involvement category), etc.
- There will be a Mildred Dahne panel at the Teaching and Learning Summit on 2/20 with examples from departments who have won an award.

Make your voice heard

Do you have questions or concerns that you would like addressed in the faculty senate?

1. Talk to your senate representatives for your school
2. Fill out this survey for feedback to the Senate. <https://forms.gle/j639SQh4Ti2yzpte6>

MUSE

Intent to apply (via Qualtrics form): January 31, 2025

Proposal Deadline: February 7, 2025

Spring/Summer 25 Career Development Proposal

Intent to apply (via Qualtrics form): January 31, 2025

Proposal Deadline: February 7, 2025

SAVE THE DATE

Teaching and Learning Summit February 20th –

The Faculty/Librarian Recognition Awards will begin at 3 pm with Dr. George Leader's talk in ED212, and then at 4 pm the awards ceremony will begin. We will have light hors d'oeuvres and beverages.

GITENSTEIN-HART LECTURE February 28, 12:30 pm ED 212

FACULTY SHARE April 1, 12:30pm, ED 212

PELSON LECTURE April 11, 12:30 pm, ED 212



Linda Mayger
Interim Dean Graduate, Global, and Online Education

The School of Graduate, Global, and Online Education (GGOE) has had a busy six months since its inception on July 1. We continue to share the management and oversight of graduate programs with the other academic schools of the College and have also begun to realize our vision to facilitate innovative and high-quality learning experiences for non-traditional students as we enhance the sustainability of the College. We made substantial progress on a number of key goals. In particular:

- We completed financial audits of all graduate programs and determined that all graduate programs are either revenue neutral or are making money.
- Last year, graduate programs collectively brought in over \$1 million after accounting for faculty, advertising, and the overhead costs of the graduate staff and administration.
- Discussions are taking place with relevant faculty and deans about weighing the opportunity costs and intangible benefits of graduate programs with minimal net revenues.
- Graduate program enrollments this year exceeded projections and are on track to bring in more than twice as much net revenue as they did last year, due to faculty achieving greater efficiencies and the success of the new Online Clinical Mental Health Counseling Program that has consistently met or exceeded its enrollment targets.
- With our campus partners, we developed and are beginning to execute plans to expand online graduate and undergraduate programming for non-traditional students in areas where New Jersey has workplace shortages, such as teaching and nursing.
- Our work with the Center for Global Engagement is in its early stages, with our top priorities being the transparent and consistent application of financial controls in alignment with College policy and a reduction in the number of faculty-led trips that are cancelled.

The GGOE staff thank the faculty for your patience and support as we have worked to bring a new school online. We welcome your questions and ideas as we grow in this work.

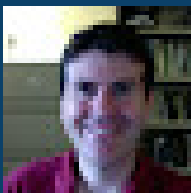
From the Accessibility Resource Center (ARC)

Accommodation Memos will be sent to faculty who have students with academic accommodations enrolled in their class. If you have any questions about the accommodations, please contact the Accessibility Specialist listed on the memo.

ARC Week will be March 10-14

There will be faculty-focused information and support as a part of the week's programming. Watch for more details in coming weeks. We are also seeking testimonials about a positive experience you have had with a tool, strategy, or technology that you have used, specifically as it relates to students with disabilities. Please [click here for a form](#) to submit a testimonial or send a testimonial email to roessle4@tcnj.edu

Strategy tip from the Lions Plus Program: After 10 minutes, pause and ask your students to write down 3-5 words or phrases they heard. Have a few students share their words with the class or with a neighbor, or add them to a document for students to reference later. Do this a few times during the class and notice if there is an improvement with student engagement and content retention.



Matt Wund
Professor of Biology
President, TCNJ AFT Local 2364

TCNJ AFT is negotiating several MOAs with the Administration, as well as engaging our members in a process to revise our local constitution this academic year. With respect to local negotiations, AFT is working with the Administration to modify the FPAF/LPAF form and associated evaluation process by which tenure-line faculty account for their scholarly and creative activity. In addition, AFT and the Administration are discussing a formula by which release time and responsibilities are apportioned to department chairs and program coordinators. As we proceed with both of these negotiations, AFT will collaborate with Shared Governance to ensure that any MOAs and associated policies reflect the input of relevant stakeholders. These two initiatives are motivated by an effort to save money while continuing to achieve TCNJ's Mission and honoring the Statewide collective bargaining agreement. A third issue being negotiated is a process by which VAPs hired into tenure lines can work with their DPRCs and Deans to modify Disciplinary Standards to account for their time spent as a VAP without an opportunity to conduct scholarship. Finally, AFT is negotiating an MOA to establish the role of 12-month Clinical Lecturers and Clinical Specialists.

Faculty Senate Subcommittee Reports



First Year Experience (submitted by Zakiya R. Adair and Jonathan Davis- co-chairs) Members:

Stephanie Sen, Alexis Mraz, George Leader, John Oliver, Joao Neves

Additional feedback and contributions from: Brittany Aydelotte, Kathleen Webber, Mary Lehr-Furtado, Nina Ringer, Constance Kartoz, Lincoln Konkle

Activities/outcomes from last semester

- Our FYE subcommittee expanded our committee to include FYE stakeholders from across the college who lead the work with: CEL, O99, IDS, and FYS.
- We reviewed data and models from 10 TCNJ peer and aspirant institutions to determine what FYE have been successful in their school contexts.
- Our committee came up with multiple models for FYS that integrate various elements of the FYE.

During the Spring Semester, we plan to get strategic feedback from stakeholders (FYE Faculty/Staff, Students) about possible new or adapted FYE/FYS models. We will do this by developing and sending out surveys this semester, and based on feedback, fine-tune the recommendations for a revised FYE model that will be further evaluated in the governance system to implement for Fall 2026.

Awards and Recognitions Subcommittee (submitted by Mel Zrada)

Jill Bush, Brandi Diggs, Ziyue Huang, Rebecca Hunter, Rebeca Jefferson, Arti Joshi, Tae-Nyun Kim, Robert McGreevey, Trevor O'Grady, Mel Zrada

Outcomes. During the Fall 2024 semester, the committee reviewed Faculty/Librarian Recognition Awards nominations and selected winners for each award. The committee also revised the Mildred Dahne Award to include a second, forward-looking award option.

Awards and Recognitions Subcommittee (continued)

Upcoming Work. The committee plans to focus on three main tasks for the Spring 2025 semester: (1) revise the Faculty/Librarian Recognition Awards criteria and protocols as needed; (2) create a new Faculty/Librarian Recognition Award focused on community engagement; (3) review and select Mildred Dahne Award winner(s).

Senate Constitution Subcommittee (submitted by Lauren Foxworth) Members: Matt Bender, Tom Hagedorn, Abby O'Connor

The Senate Constitution Committee has been working on updating the Senate constitution, which has been unchanged since 2013. The committee has looked at Faculty Senate constitutions from peer schools and found that our constitution compares well. We have focused our discussions on evaluating the inclusivity of the Constitution and on updating the language in the Constitution to reflect current Senate practices. We have discussed changes concerning Senate membership: having the number of Senate members be proportional to the number of faculty members, ensuring that an equal number of Senators are elected each year, and allowing clinical faculty to serve as Senators. We have also discussed changes for the election of the Senate President and other officers to allow multi-year terms and provide for a succession plan for the President position. This spring, the committee will consult with the Office of the General Counsel and will provide recommendations to the Faculty Senate for review and implementation.

The Core Subcommittee (submitted by Sylvia Twersky & Joe Baker: co-chairs) Members: Jill Bush, June Kim, Anthony Lau, Cathy Liebars, John Oliver, Andrea Salgian, Felicia Steele, Abhishek Tripathi, Ann Warner-Ault, Kathleen Webber, Shaun Wiley, Piper Williams, Simona Wright)

The Senate Core subcommittee is comprised of faculty senators providing broad representation across campus. This group developed degree level outcomes based on a preliminary list that came out of faculty senate in AY 23-24, and which reflect characteristics faculty would like a TCNJ student to have upon graduation. This outcomes list has been reviewed and updated several times to incorporate feedback from the subcommittee members, the College Core Council (CCC), and from the senate as a whole. Based on this feedback an additional outcome tied to creativity was added and word adjustments were made to the individual outcomes to best reflect key initiatives from the TCNJ strategic and inclusive excellence plans. In the end, the feedback was used to create 9 critical degree-level outcomes for TCNJ students.

The Core subcommittee also evaluated core curriculum models from a list of over 40 colleges and universities. The evaluation included key strengths and innovations, identifying the models as more open to more prescriptive, and considering potential areas of concern or potential difficult for implementation at TCNJ. One key takeaway from the review is that universities in N.J. have not been pursuing innovative models for their core, and that a creative and holistic reimagining of the Core curriculum would place TCNJ in the forefront of higher education in this state. The Faculty Senate is not proposing a new model for the TCNJ Core curriculum, but instead sharing our initial findings along with the core outcomes with Steering, asking them to charge the Committee on Academic Programs (CAP) and the College Core Council (CCC) to evaluate the TCNJ Core Curriculum. We are currently working on the memo that will also include the research that the Core subcommittee has completed to share with Steering in early February.

Steering Committee

Mindi McMann, Co-Chair and Suzanne McCotter, Co-Chair

Felicia Steele, Vice Chair

During the Fall 2024 semester, Steering took the following actions:

1. Hosted visits from CAP Chair Angie Capece, CSCC co-chairs Marissa Bellino and Michelle Bunagan, and CFA co-chairs Bethany Sewell and Nelson Rodriguez. Hosted visit from Interim Dean of Global, Online and Graduate Education, Linda Mayger.
2. Issued ten new charges:
 - a. CFA: Charged to update RPD to align with MOA 149; Charged to review both the Faculty Representation to the Board of Trustees Policy and Staff Representation to the Board of Trustees Policy
 - b. CAP: Charged (with GSC) to review Grad certificate in History (final recommendation approved) ; Charged to review Types of Undergraduate Majors and Minors Defined Policy (final recommendation approved) ; Charged (with GSC) to review Graduate Certificate in Health Education: Charged to review Minor in Music Performance; Charged to review Minor in Chinese Studies
 - c. CSCC: Review Safety of Minors on Campus Policy (final recommendation approved); Returned updated Student Travel Policy to CSCC with an extensive set of materials from a group of staff who collected feedback and suggestions over the summer.
 - d. Charged Steering to review options regarding GSC's role in governance and in the School of Graduate, Global, and Online Education.
3. Approved Final Recommendations on:
 - a. Policy on Academic Centers and Institutes (from CSPP)
 - b. Program/Unit Closures (CSPP)
 - c. Graduate Certificate in History (CAP & GSC)
 - d. Types of Undergraduate Majors and Minors (CAP)
 - e. Safety of Minors on Campus Policy Review (CSCC)
4. Approved minor revisions to:
 - a. Graduate Programs and Degrees Defined
 - b. Approved minor revisions (proportional changes) to policies affected by change from 32 to 30 units:
 - i. Class Standing
 - ii. Graduation with Latin Honors
 - iii. Undergraduate Residence Requirement
5. Responses issued:
 - a. Memo to CAP regarding financial concerns of the move from 32 to 30 units.
 - b. Memo to CFA regarding intellectual property rights

6. Ongoing discussion: Maintaining a list of potential changes and revisions to The Governance Document.

Committee on Inclusive Excellence (CIE)

Tacquice Wiggan Davis, Co-Chair

Levi Ekanger, Co-Chair

CIE made progress during the Fall 2024 semester to address two standing charges. The first charge, referred to as the Policy Audit, is to develop a process to audit (i.e. review and recommend changes through an equity and inclusion lens) new and existing policies and procedures at the College. The second charge, referred to as the Strategy Alignment, is to, along with CSPP, align/combine the college-wide Inclusive Excellence and general Strategic Plans.

Toward the Policy Audit charge, CIE has communicated with members of General Counsel and Steering to understand how a Policy Audit fits into the existing policy review framework at the College. CIE has also reviewed Policy Audit materials including a rubric for evaluating policy equity audits. Moreover, Policy Audit training was performed twice in the Fall 2024 semester with additional training opportunities planned for Spring 2025.

Toward the Strategy Alignment, CIE created a document with proposed architecture for an aligned Strategic Plan that merges the college-wide Inclusive Excellence Strategic Plan, the general Strategic Plan, and the LIONs Plan. This document was presented at a joint meeting with CSPP at the end of the Fall semester.

In Spring 2025, CIE anticipates continuing its efforts toward both standing charges. Specifically, for the Policy Audit charge, CIE plans to pilot the equity audit rubric on a select set of policies to refine the process and gather insights as CIE implements the audit campuswide. This will include collaborating with General Counsel and Steering to establish clear guidelines for integrating equity considerations into the policy review framework. Additionally, CIE will expand Policy Audit training opportunities to engage a broader range of campus stakeholders, ensuring more individuals are equipped to evaluate policies through an equity lens. Lastly, VP Davis and AVP Maldonado will present TCNJ's Policy Audit at the National Conference on Race and Ethnicity (NCORE) to Colleges and Universities across the United States.

For the Strategy Alignment charge in Spring 2025, CIE will collaborate with CSPP to finalize and present the aligned Strategic Plan architecture to the President and the Board of Trustees. This will involve seeking feedback from key campus groups, incorporating their input, and developing actionable steps to operationalize the integrated plan. By the end of Spring 2025, the goal is to present a comprehensive, actionable document that reflects a unified vision for Inclusive Excellence and strategic planning at the College.



The Committee on Strategic Planning and Priorities (CSPP)

Marcia O'Connell, co-Chair

Suzanne McCotter, co-Chair

Craig Hollander, Vice Chair

In Fall 2024, President Bernstein charged both CSPP and CIE (the Committee on Inclusive Excellence) with the task of reviewing three planning documents, TCNJ's current Strategic Plan, A Strategy for Inclusive Excellence, and the Lions Plan, and using them to generate one single document that will serve as the new planning document for the college. Since the Strategic Plan and A Strategy for Inclusive Excellence were generated through governance and represent all stakeholders, the two committees spent the fall semester first determining the ways in which the Lions Plan was/was not in alignment with either TCNJ's Strategic Plan (reviewed by CSPP), or A Strategy for Inclusive Excellence (reviewed by CIE), so that the new merged plan would be sure to reflect the priorities of entire institution. In addition, we held joint meetings at which we hosted Q and A sessions with the two cabinet members whose areas were not covered by the Lions Plan, John Donohue and Sharon Blanton, during which they shared the ways in which their areas are addressing the challenges addressed by the Lions Plan of decreasing cost and increasing revenue. During the spring semester the two committees will continue to work together to generate a single planning document.

BOARD OF TRUSTEES

Faculty Representatives: Trevor O'Grady & Matthew Bender

The TCNJ Board of Trustees last met on December 3, 2024. The Public Meeting agenda included a limited number of items including staff actions, waivers for advertising and capital projects, and a joint resolution in honor of John Donohue, Vice-President of College Advancement, who retired from the college at the end of the year. The Business & Infrastructure Subcommittee met on November 18. Sean Stallings updated the Board on proposals under review for a new bookstore/spirit shop to replace the college's expiring contract with Barnes & Noble. Sharon Blanton provided an update on campus construction.

The spring semester Board of Trustees meetings are scheduled for February 25, March 25, and June 26. The Annual Tuition Hearing is scheduled for May 1.

**We've elevated
our ranking!**The **#1** public college is now the**#1**

college overall

— U.S. News 2025 Best Colleges (Regional Universities North)

Committee on Student and Campus Community

Marissa Bellino (Fall co-Chair)

Michelle Bunagan, Jonathan Davis (Spring co-Chair)

The Committee on Student and Campus Community (CSCC) met throughout the Fall semester to review several critical policies for our campus. Our first charge was to revise the Safety of Minors on Campus policy which came to us from Steering via a request from Sean Stallings. Student Affairs provided recommended revisions, and with feedback from the campus community, CSCC was able to return a final recommendation to Steering in the Fall. In addition to updating the responsible unit for the policy, our revisions also sought to provide enhanced clarity for the process of registering a covered program with minors and for the expectations and process for outside entities holding covered programs on campus. The second charge was to review the Student Travel policy, which was returned to CSCC following a summer revision by a group of informed faculty and staff members who regularly use this policy. During the Fall semester, CSCC sought and incorporated initial testimony on the document from many groups across campus, with members looking at ways to streamline the policy by reducing its length and to make form management less cumbersome. The committee's preliminary recommendation was recently sent out to stakeholders for feedback. With the start of the Spring semester, CSCC will review anticipated feedback and finalize revisions to this important policy before the end of February.

Committee on Academic Programs (CAP)

Angie Capece, Chair

David Mazeika, Vice Chair

So far this academic year, CAP has reviewed and recommended the approval of a revised RFP for MUSE, initiated by the Mentored Research and Internships Council. CAP worked with the Graduate Studies Council to review and recommend approval of proposals for two graduate certificates: one in History, offered by the Department of History, and another in Health Education, offered by the Department of Public Health. CAP also completed an update of the Types of Undergraduate Majors and Minors Defined Policy. Finally, CAP has been revising the Internships (Undergraduate) Policy to include co-op experiences at the undergraduate and graduate levels. This effort will continue into the Spring 2025 semester.

Committee on Faculty Affairs



Committee on Faculty Affairs (CFA)

Bethany Sewell and Nelson Rodriguez, Co-Chairs

CFA's activities/outcomes from last semester

1. Charges: Update RPD to align with MOA #149: CFA sent a preliminary recommendation to stakeholders on 12/04/2024 and sent a final recommendation to Steering on 12/16/2024
2. Disciplinary Standards (DS) work: Received and reviewed revisions from Department Kinesiology and Health Sciences, and are drafting a follow-up response; Received, reviewed, and approved revisions from Art Education, pending a minor adjustment; Received, reviewed, and awaiting revisions from Integrative STEM Education; Received, reviewed, and approved revisions from Marketing and Interdisciplinary Business
3. Issues that CFA is addressing in Spring 25: Faculty & Staff Representation to the Board of Trustees five year review: CFA is addressing this charge in February; Address new charges and new and revised DS as they arise

From Judy Harkins Instructional Director of the Summer Reading Program

Although winter is upon us, the Summer Reading Program looks toward warmer weather ahead! Each year, we ask faculty to facilitate discussions with students the afternoon of convocation day, regarding carefully chosen literary works. The program is designed to enrich the experience of entering college, while building important critical thinking skills. If you are interested in facilitating a Summer Reading Program session, please keep this on your radar. There will be more information in the coming weeks.

OFFICERS OF THE FACULTY SENATE OF THE COLLEGE OF NEW JERSEY

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