

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

**Board Retreat  
Friday, October 9, 2015**

Mr. Gruel called the meeting to order at 11:30 a.m. in the Barbour Conference Room, Hilton Garden Inn, 15 Nevins Road, Wayne, New Jersey.

BOARD MEMBERS PRESENT: Ms. Conway, Mr. Galandak, Mr. Gruel, Mr. Guarasci, Ms. Mascolo, Mr. Neilley, Mr. Pesce, Dr. Pruitt, Mr. Seeve, Ms. Super, President Waldron.

ABSENT: Ms. Cortez, Ms. Niro, and Dr. Zastocki.

OTHERS PRESENT:

Provost and Senior Vice President Sandmann, Vice President Bolyai, Vice President Cammarata, Vice President Ferguson, Vice President Ross, AVP Goldstein, AVP DeDeo, Chief of Staff Seal, General Counsel Jones, AVP Green, Exec. Director CPE, Tiernan, Mrs. Santaniello, Mrs. Barone.

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.

**AGENDA**

Mr. Gruel welcomed everyone to the retreat and briefly discussed the agenda for the day. President Waldron provided the overview of the areas for discussion and said it was important for the Trustees to have a discussion about the longer view of support for higher education in New Jersey. Then President Waldron introduced Samantha Green, Associate Vice President and Controller; and Bernadette Tiernan, Executive Director, Center for Continuing and Professional Education who would be part of the discussion for the retreat.

1. FINANCIAL MODEL FOR THE FUTURE OF PUBLIC HIGHER EDUCATION: NEXT FIVE YEARS:

President Waldron stated that much of the material provided to the Board was used in the recent presentations to the bond rating agencies. Also she thanked VP Bolyai and the team who prepared the presentations. We were very successful in achieving the bond refinancing at an annual savings of \$150,000 a year. The new rates, under 3%, were secured at the most advantageous time. This was very beneficial to the overall financial health of the University.

The discussion included examination of our competitive standing compared to our peer institutions. The total cost for students to attend college was looked at comprehensively,

reviewing tuition and fees for commuter students, and tuition, fees, room and board for residential students and looking at how WPU compared to our peers across all categories. Some of the materials prepared by VP Bolyai and his team and used for the Board's discussion included:

2015-2016 Tuition and Fees Comparison Between Local Institutions;  
Cost for an In-State Undergraduate Commuter vs. Resident;  
Comparison of Undergraduate In-State vs Out-of-State Rates;  
Comparative Revenues and Expenses: Historical – Fiscal Years 2011-2015;  
Comparative Balance Sheets: Historical – Fiscal Years 2011-2015; and  
Financial Management: Revenues & Expenditures – Four Year Trend.

AVP Green spoke about the Audited Financial statements and VP Bolyai spoke about the Revenues & Expenditures Four Year Trend. This management tool is used to forecast several models taking into consideration various parameters including:

- Revenue: from students, grants, and auxiliary enterprise revenues;
- State Appropriations: future declines in general appropriations and future increases in fringe benefits are assumed;
- Operating Expenses; a modest increase going forward is factored in;
- Depreciation: includes additions for planned capital projects and ongoing depreciation of existing assets;
- Capital;
- Debt; and
- Unrestricted Net Position.

Discussion continued on the various forecast models, the possible use of unrestricted funds for different scenarios. There was consensus that all the information available reveals that we are heavily dependent on enrollment and our flexibility with regards to setting tuition and fees is somewhat limited by the financial position of the population in the state of New Jersey. This led to the discussion of demographics and student demand.

## 2. STUDENT DEMAND:

President Waldron asked VP Ross to review the demographic analysis of the student population in New Jersey, student demand for higher education, future population trends, and changes in the numbers of high school graduates. VP Ross reported that the demographics show that we are in a period of decline due to a 6.7% decrease in births in the wake of the Baby Echo Boom, and the national trends on the production of high school graduates shows New Jersey to be in the “slowing” category projecting a 5 – 15% decrease in the number of high school graduates. The next substantial period of sustained growth is projected to be between 2021 – and 2027. He also noted that 35% of population growth since 2000 has been attributed to immigrants. VP Ross spoke about recruitment strategies and indicated that for WPU in the short run we must successfully execute various recruitment plans. For the transfer students, we must remove hurdles, provide priority registration, and add additional sections of the higher level classes in early morning, evening and on Saturdays. The freshman class for 2015 increased over 2014 and that is attributed to an improved comprehensive scholarship model and more focus on converting applications into acceptances. There has been significant improvement in the number of applications received since hiring the Royall Company. VP Ross has initiated more

focused conversion activities to increase the number of enrolled students. A more personal approach has been implemented – more personalized open houses, one-on-one phone calls, professional staff outreach to the “undecided/maybe” group which is the largest group we need to convert. The information yielded from these interventions will help identify the factors we can control and impact positively and those we cannot. Resources will then be directed more strategically.

Mr. Pesce asked if there could be a more in-depth discussion, at another time to be determined, on the issues around applications, acceptances, and yield, and reviewing the trends and results from 2010 to present.

The Board paused for a lunch break and returned to the meeting room for a working lunch so the discussion could continue.

President Waldron moved the discussion on to the next part of the agenda. Several observations emerged from the day’s discussion, from a review of national and regional trends in higher education, and from the financial forecasting. Population decreases, changes or decreases in demand because of fewer high school graduates, the projections for decreased state appropriations, the constraint on raising tuition and fees beyond what the NJ population can afford, all point to the conclusion that finding new revenue streams is paramount.

3. NEW REVENUE GENERATION IDEAS AND DISCUSSION:

President Waldron encouraged the Board in the brainstorming of ideas for revenue generation. She shared that the Cabinet spent two sessions talking about new revenue generation ideas. They looked at success models around the country and relevant articles. Information on these ideas were provided to the Board for the retreat discussion. President Waldron provided some initial categories that resulted from the Cabinet’s discussion:

- New student audiences
- Alternative uses of facilities in off-peak times
- Alternative uses of housing on campus
- Summer rentals of dorms
- University for A Day model
- Continuing and Professional Education serious expansion
- Road Scholars linkage – similar to Elderhostel
- Possible changes in investment strategy to gain higher yields

President Waldron suggested a review of initiatives already in progress to see if ideas to expand or build upon them are possible. Provost Sandmann spoke about the High School Dual Enrollment and the 2+2 program. Dual Enrollment is a New Jersey state law that all four year universities offer college courses for high school students at their high school. The student earns credits at the high school level and also earns college credits for the same course paying tuition to the University. We currently have a program with Passaic County Technical Institute and are looking to expand to area high schools in Wayne and North Haledon, who have expressed interest in partnering with us. This program will help in our recruitment efforts as well.

The 2+2 program is in place and we are working to increase our articulation agreements with the community colleges. By promoting the 2+2 program, we are creating and strengthening guided pathways for the students from the start of their enrollment. Not only are they students of the community college, but also students of William Paterson University. It is a positive way to create student awareness and connection to the University, establishing a real partnership. They have a proscribed sequence of courses, and a very transparent road from the Associate's Degree to the Bachelor's Degree with all the supports in place to ensure their success.

Another population we are exploring are adult students who have dropped out or are within 15 credits of graduation. With the help of the Center for Continuing and Professional Development, we could attract and serve this population utilizing various methodologies including online courses, hybrid courses, and credit for prior learning. The staff is especially skilled with the adult learners and their needs. NJ is heavily focused on credentialing workers and encouraging ongoing training and education, and supporting attainment of certifications or degrees. Ms. Tiernan reported that this year substantial grant opportunities have become available that provide training with a requirement that the participants earn a professional certification, degree or nationally recognized certification at the conclusion of the program. The healthcare field is especially dominant in our region and provides great opportunity for collaboration. She also spoke about current training programs we have in place with Haier, ADP and other corporate partners and the types of training we provide and the possibility of providing an arena for professional organizations for their continuing education programs. Many require yearly education credits to stay accredited or maintain membership in the professional organization or licensure – for example, the Society of CPAs, engineers, and real estate professionals. The RBI Sales Institute was discussed and the opportunity to use our facility and faculty for sales training. We are in discussions with UPS, ADP, and Goya to name a few. The business faculty, under Dean Shojai's leadership, is moving toward being more entrepreneurial.

The discussion went on to consider opportunities to partner with national brands for a co-branding opportunity. Some companies mentioned include Sotheby and Road Warrior and others looking for proximity to New York City. The healthcare field is one that presents a myriad of opportunities to assist the many types of organizations – hospitals, extended care facilities, rehabilitation facilities - in meeting the needs of the baby boomer generation, who will be the major consumer of healthcare services. We can assist with talent development as well as preparation of students to be in the forefront of professional careers as healthcare providers. Ms. Tiernan said that there are plans to develop a survey, a needs assessment, of about ten regional healthcare providers in our area. We can then meet with industry partners and begin a talent development program and other programs to address their areas of need, and provide the services we can.

In our geographic area we have numerous senior housing communities of all types. This is a prime opportunity for collaboration. Provost Sandmann and AVP DeDeo are currently engaged with Four Seasons at Great Notch – a 55+ community who are well-organized, vibrant, and looking for guest lectures, enrichment opportunities and have collaborated on a year long calendar of events. They are interested in the cultural opportunities at WPU and have purchased a block of tickets for our upcoming DLS lecture. In the summer a group attended the Summer Jazz Series. Some are retired professionals who are interested in

volunteering to mentor our students. This relationship, in its early development stage, is a good demonstration of the possibilities that exist in our area.

Another idea raised was the creation of a Center for Research and Evaluation to contract with area companies and organizations needing the professional services that we can provide. Using our Communication studios for the business communities was another idea – gathering a small consortium of chambers of commerce, and local business organizations, to use the campus and facilities on weekends for educational events, meetings, and other initiatives.

The last idea discussed was the recruitment of international students. Some links already exist with China, but VP Ross mentioned that the Caribbean and some South American countries may offer opportunities also. Provost Sandmann spoke about some of the needs of growing the international student population. He believes it is an area of potential revenue growth. Over the next few years we could develop a comprehensive international program. We would need to grow our support services for international students, providing 24/7 access. We would need to find work opportunities on campus for them since their visas would not permit regular employment. We need to develop an intensive English language program or partner with someone who does provide that service. Provost Sandmann also expressed that there are opportunities to attract and grow special populations like Veterans, and students interested in summer programs, winter break programs, even spring break programs for short, intensive periods of time. We currently have two or three groups of Chinese students who come every summer, but we can increase this to ten or twelve since the model exists for this program.

4. CHAIRMAN'S REMARKS:

Mr. Gruel thanked everyone for their participation and shared ideas. He adjourned the meeting at 3:05 p.m.

Respectfully submitted,



Donna Santaniello  
Assistant to the President  
and Board of Trustees

10/9/15