

**The College of New Jersey  
Board of Trustees  
October 7, 2014  
201/106 Paul Loser Hall  
3:30pm**

**Public Meeting Minutes**

**Present:** Robert Altman, Jorge Caballero, Chris Gibson, Eleanor Horne, Rosie Hymerling, Fred Keating, Treby Williams, R. Barbara Gitenstein, President, Ryan Boyne, Student Trustee, Kevin Kim, Alternate Student Trustee, Lynette Harris, Staff Representative, Joe O'Brien, Staff Representative, David Blake, Faculty Representative, Marcia O'Connell, Faculty Representative

**Not Present:** Brad Brewster, Brian Markison, Miles Powell, Albert Stark, Susanne Svizeny, Josh Zeitz

I. Announcement of Compliance

*It is hereby announced and recorded that the requirements of the Open Public Meetings Act as to proper notification as to time and place of meeting have been satisfied.*

II. Motion to go into closed session

It is moved by Mr. Caballero, seconded by Mrs. Hymerling, that the Board go into closed session to discuss personnel actions including Faculty—, New Appointments – Temporary, Reappointments – Temporary, Resignations, Retirements – Emeritus; Staff– New Appointments, New Appointments – Temporary, Change of Status, Resignations, Retirement - Emeritus, pending litigation including Susan Guerrini v. TCNJ, anticipated litigation, potential property acquisition, contract negotiations related to the Campus Town Center project, and presidential evaluation and compensation, items exempt under the Open Public Meetings Act

III. Closed Session

IV. Resumption of Public Session/Pledge of Allegiance

V. Swearing in of New Trustee

General Counsel Thomas Mahoney swore in Alternate Student Trustee Kevin Kim.

VI. Approval of the Minutes of the July 8, 2014 Public Meeting

It was moved by Mrs. Hymerling, seconded by Ms. Horne that the minutes be approved. The motion passed unanimously.

VII. Report of the President

VIII. Report of the Board Officers

A. Report of the Board Officers Nominating Committee/Reorganization of the Board

Mr. Gibson reminded the Board that the nominating committee, under the leadership of Ms. Svizeny nominated the following slate of officers at the July meeting:

Jorge Caballero, Chair  
Treby Williams, Vice Chair  
Robert Altman, Secretary

It was moved by Mr. Gibson, seconded by Ms. Horne that the slate of officers be approved. The motion passed unanimously.

IX. Report of the Trustee member of the TSC Corporation

Mr. Gibson reported for Mr. Markison.

X. Report of the Trustee Liaison to the New Jersey Association of State Colleges and Universities

Dr. Altman made his report.

XI. Report of the Trustee member of the TCNJ Foundation

Ms. Horne made her report.

XII. Report of the Trustee member of the TCNJ Alumni Association

Ms. Hymerling made her report.

XIII. New Business

A. Report of the Executive Committee

Mr. Caballero reported for the committee.

1. Resolution Concerning Implementation of Increase in Compensation for the President of The College of New Jersey – Attachment 1

It was moved by Mr. Gibson, seconded by Ms. Williams that the motion be approved. The motion passed unanimously.

2. Faculty Actions – New Appointments – Tenure Track, New Appointments – Temporary, Reappointments – Temporary, Resignations, Retirements – Emeritus, Sabbatical Leave, Reappointments to a Fourth Year, Reappointments to a Fourth &

**Fifth Year, Reappointments to a Sixth Year & Tenure –  
Attachment A**

It was moved by Dr. Altman, seconded by Mr. Gibson that the motion be approved. The motion passed unanimously.

3. **Staff Actions – New Appointments, New Appointments – Temporary, Extension of Appointment – Temporary, Change of Status, Resignation, Retirements, Retirements – Emeritus, One Year Reappointments – Non Unit, One Year Reappointments – AFT, Four Year Reappointments – AFT, Five Year Reappointments - AFT - Attachment B**

It was moved by Mrs. Hymerling, seconded by Mr. Gibson that the motion be approved. The motion passed unanimously.

4. **The College of New Jersey Board of Trustees Resolution Endorsing the Extension of the Institutional Strategic Plan – Attachment C**

It was moved by Dr. Keating, seconded by Dr. Altman that the motion be approved. The motion passed unanimously.

5. **The College of New Jersey Board of Trustees Resolution to Implement FY 2015 Merit Salary Adjustment For Non-Unit Employees – Attachment D**

It was moved by Mrs. Hymerling, seconded by Ms. Horne that the motion be approved. The motion passed unanimously.

**B. Report of the Student Affairs Committee**

Mrs. Hymerling reported for the committee.

**C. Report of the Academic Affairs Committee**

Dr. Altman reported for the committee.

1. **The College of New Jersey Board of Trustees Resolution Approving a Repeating Courses Policy – Attachment E**

It was moved by Dr. Keating, seconded by Ms. Horne that the motion be approved. The motion passed unanimously.

**D. Report of the Building and Grounds Committee**

Dr. Keating reported for the committee.

1. Resolution Approving Waivers of Advertising – Attachment F

It was moved by Dr. Keating, seconded by Mr. Boyne that the motion be approved. The motion passed unanimously.

2. Resolution concerning Submission of the Fiscal Year 2016 Capital Budget Request Totaling \$18,655,000 – Attachment G

It was moved by Dr. Keating, seconded by Ms. Hymerling that the motion be approved. The motion passed unanimously.

E. Report of the Finance and Investments Committee

Mr. Caballero reported for the committee.

1. Resolution Approving a Modification to the Investment Policy Statement – Attachment H

It was moved by Mr. Caballero, seconded by Ms. Hymerling that the motion be approved. The motion passed unanimously.

2. Resolution Approving Waivers of Advertising for College Business Purposes – Attachment I

It was moved by Mr. Caballero, seconded by Mr. Gibson that the motion be approved. The motion passed unanimously.

F. Audit, Risk Management and Compliance Committee

Mr. Gibson reported for the committee.

1. Resolution to accept Audited Financial Statements – Attachment J

It was moved by Mr. Gibson, seconded by Ms. Williams that the motion be approved. The motion passed unanimously.

2. Resolution Approving Waivers of Advertising for College Business Purposes – Attachment K

It was moved by Mr. Gibson, seconded by Ms. Williams that the motion be approved. The motion passed unanimously.

G. Report of the College Advancement Committee

Ms. Horne reported for the committee.

**XIV. Presentation on Campus Town Project**

Mr. Ken Kohler, President and CEO, The PRC Group provided the board with an update on the Campus Town project.

**XV. Adjournment**

It was moved by Mr. Boyne, seconded by Mr. Gibson that the following motion be approved. The motion passed unanimously.

**Be It**

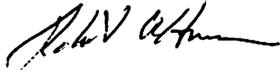
**Resolved:** That the next public meeting of The College of New Jersey Board of Trustees will be held on Tuesday, December 2, 2014 at a time and location to be announced.

**Be It**

**Further**

**Resolved:** That this meeting be adjourned.

Respectfully submitted,



**Robert Altman**  
Secretary

## **Resolution Concerning Implementation of Increase In Compensation For The President of The College of New Jersey**

- Whereas:** The College of New Jersey Board of Trustees is authorized under the provisions of N.J.S.A. 18A:64-6 to “appoint and fix the compensation of a president of the college, who shall be the executive officer of the college”; and
- Whereas:** The President's salary has remained unchanged since her last increase effective July 1, 2013; and
- Whereas:** In the spring of 2014 The College of New Jersey Board of Trustees engaged a consultant to conduct a comprehensive review of the Board of Trustees and the President. The Board was wholly satisfied with the results of the review and fully appreciate President Gitenstein’s strength as an effective leader. She continues to move the institution toward its mission with unwavering principles and has been instrumental in the advocacy for the College and higher education, not only in New Jersey, but nationally; and,
- Whereas:** Specifically, during the past year, President Gitenstein has been responsible for leading the institution during a time of extraordinary success enhancing academic and student support programs, strengthening the cabinet, facilities development, advancement, and a realization of an increase in the College’s bond ratings; and
- Whereas:** The Board recognizes her exceptional service and considers the current market to ensure that her compensation is consistent with her peers in the state.
- Therefore,  
Be It  
Resolved:** That The College of New Jersey Board of Trustees, authorizes a one-time bonus of 3.080 percent and authorizes a 6.154 percent increase for the president effective July 1, 2014.

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**New Appointments – Faculty - Temporary**

Elizabeth Carter	Computer Science Assistant Professor Effective: August 9, 2014 End date: June 30, 2015
Henry Harms	Technological Studies Instructor Effective: August 9, 2014 End date: June 30, 2015
Taryl Kirk	Physics Assistant Professor Effective: August 9, 2014 End date: June 30, 2015
Beatrice Mwariri	Nursing Assistant Professor Effective: August 9, 2014 End date: June 30, 2015
Jordan Rathus	Art & Art History Assistant Professor Effective: August 9, 2014 End date: June 30, 2015
Alan Richards	Physics Assistant Professor Effective: August 9, 2014 End date: June 30, 2015
Amanda Rossie	Women's & Gender Studies Assistant Professor Effective: August 9, 2014 End date: June 30, 2015

**Reappointments – Faculty – Temporary**

Karen Deaver	Liberal Learning Program Instructor Effective: August 9, 2014 End date: June 30, 2015
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**Resignations - Faculty**

Stacen Keating	School of Nursing Effective: September 2, 2014
Edward Kim	Computer Science Effective: July 1, 2014
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**Resignations – Faculty – (continued)**

Greg Strimel

Technological Studies  
Effective: August 9, 2014

**Retirements – Faculty – Emeritus**

Roseann Conway

Nursing  
Effective: September 1, 2014

John Karras

History  
Effective: July 1, 2014

James Mahoney

English  
Effective: September 1, 2014

Ruane Miller

Art & Art History  
Effective: November 1, 2014

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**New Appointments – Staff**

Kelly Andrews	Associate Director Communication, Marketing & Brand Mgmt Effective: October 6, 2014
Robert Burrow	Senior Associate Director Athletics Effective: September 29, 2014
Deborah Davies	Program Assistant Alumni Affairs Effective: September 15, 2014
Mark Forest	Director Counseling & Psychological Services Effective: September 2, 2014
Kerri Long	Assistant Director School of Education Effective: July 28, 2014
Renee Olson	Director Development Effective: September 22, 2014
Robert Simels	Director Athletics Effective: September 29, 2014
Stephen Tomkiel	Professional Services Specialist 4 Admissions Effective: October 6, 2014

**New Appointments – Staff – Temporary**

Karlyn Buker	Project Specialist Athletics Effective: August 22, 2014 End date: August 21, 2016
Joseph Caria	Project Specialist Athletics Effective: August 14, 2014 End date: August 1, 2016
Samuel Kiningham	Project Specialsit Athletics Effective: August 4, 2014 End date: August 1, 2016

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**New Appointments – Staff – Temporary – (continued)**

Katharine Lindacher

Project Specialist  
Athletics  
Effective: August 15, 2014  
End date: August 14, 2016

Jonathan Rogers

Project Specialist  
Athletics  
Effective: August 15, 2014  
End date: August 14, 2016

Loreen Ryan

Professional Services Specialist 4  
Athletics  
Effective: August 22, 2014  
End date: June 30, 2015

Jeffrey Splinter

Project Specialist  
Athletics  
Effective: August 29, 2014  
End date: August 28, 2014

**Change of Status – Staff**

Mosen Auryan

Center for Institutional Effectiveness  
From: Assistant Provost  
To: Associate Provost  
Effective: July 26, 2014

Erin Barnard

Admissions  
From: Professional Services Specialist 4 (AFT)  
To: Assistant Director (NU)  
Effective: July 28, 2014

Dawn Wilson

Admissions  
From: Professional Services Specialist 4 (AFT)  
To: Assistant Director (NU)  
Effective: August 11, 2014

**Resignations – Staff**

Elizabeth Alcaro

Records & Registration  
Effective: August 18, 2014

Manisha Ford-Thomas

Residential Education & Housing  
Effective: August 11, 2014

Donna Green

Development  
Effective: August 8, 2014

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**Resignations – Staff – (continued)**

Jennifer Harris

College Advancement  
Effective: August 14, 2014

Yakima Melton

Student Center  
Effective: September 6, 2014

Rachel Reinhart

Community Relations & Special Campus Events  
Effective: August 22, 2014

Paul Smisek

Enterprise Applications  
Effective: October 3, 2014

Emma Steurer

Residential Education & Housing  
Effective: September 20, 2014

Christopher Sutton

Residential Education & Housing  
Effective: August 25, 2014

**Retirement – Staff – Emeritus**

Anne MacMorris

Student Accounts  
Effective: December 1, 2014

October 7, 2014

**The College of New Jersey  
Board of Trustees Resolution  
Endorsing the Extension of the Institutional Strategic Plan**

**Whereas:** The Board of Trustees endorsed the updated institutional strategic plan on July 10, 2012 which indicates that the current plan will end and a new process will begin in 2015; and

**Whereas:** Since that time, the members of the campus community have continued to work through the plan making steady, deliberate process to realize the goals and objectives of the plan; and

**Whereas:** The College of New Jersey is scheduled to conduct the regular Middle States Association of Colleges and Schools self-study process, culminating in a visit by a Middle States Evaluation Team in the spring of 2015; and

**Whereas:** The board recognizes the value of the deliberative self-study process during the current academic year and that that process must be governed by a strategic plan.

**Therefore,  
Be It**

**Resolved:** That given the timing of the self-study process and the Middle States team visit, the Board of Trustees endorses the idea that the institution conclude the accreditation process prior to entering into a new planning process; and

**Be It  
Further**

**Resolved:** That the current strategic plan remain in place until a new plan is developed and that the planning process for a new plan begin no later than Fall 2015.

**The College of New Jersey  
Board of Trustees  
Resolution to Implement FY 2015 Merit Salary Adjustment  
For Non-Unit Employees**

Whereas: N.J.S. 18A:64-6, as amended by the Higher Education Restructuring Act of 1994, invests the college's Board of Trustees with the responsibility and authority to administer the compensation of non-unit employees; and

Whereas: The College of New Jersey has developed and implemented appropriate performance evaluation and merit-based salary adjustment procedures for non-unit employees; and

Therefore,  
Be It

Resolved: That the Board of Trustees hereby authorizes the President to implement FY2015 salary adjustments for non-unit employees, corresponding to each employee's performance rating; and

Be It  
Further

Resolved: That the pool of dollars available for FY 2015 non-unit increases is 4.0% of the salary base as of July 1, 2014, and

Be It  
Further

Resolved: That all increases for non-unit employees are based on merit, and

Be It  
Further

Resolved: That the FY 2015 salary adjustment for non-unit employees shall be implemented effective on the first day of the first pay period for FY 2015.

October 7, 2014

**The College of New Jersey Board of Trustees  
Resolution Approving a Revised Policy on Repeating Courses**

**Whereas:** The College of New Jersey last reviewed its policy on Repeating Courses in 1996; and,

**Whereas:** Concerns were raised about the consistency with which this policy was applied to courses from which the student withdrew and received a withdrawal grade; and

**Whereas:** The practice of unlimited repetition of courses is not consistent with a strong commitment to academic excellence.

**Therefore,  
Be It**

**Resolved:** That to best achieve academic and career goals, it is recommended that students seek academic advisement before any course is repeated; and,

**Be It**

**Further**

**Resolved:** That a student may repeat any course only once without permission. This applies whether the course was taken at The College of New Jersey or was officially transferred to the College. It also applies to courses from which the student withdrew and received a withdrawal grade. In order to take a course more than twice, the student must obtain permission from the chair of each department in which the student is majoring (or from the assigned advisor for students who are “open option” majors) and the chair of the department offering the course; and,

**Be It**

**Further**

**Resolved:** That when a course is repeated, the “Prevailing Grade” shall be the highest grade earned for that course, except that, in the case of students with a major in the School of Engineering, the Prevailing Grade shall be the most current grade earned for that course. Only the Prevailing Grade is counted in the computation of the cumulative grade point average. Credit will be granted for that course only once and counted only once toward the fulfilment of major, liberal learning, degree and other such academic requirements, although all grades earned including withdrawals will appear on a transcript. In the case of a course officially transferred to the College, the grade earned elsewhere does not apply to the College grade point average; and,

**Be It**

**Further**

**Resolved:** That this revision to the policy on repeating courses be approved and replace all previous documents.

October 7, 2014



Section:	II.I.38
Title:	Repeating Courses
Effective Date:	October 7, 2014
Approved By:	Board of Trustees
Responsible Unit:	Academic Affairs
History:	Approved by Board of Trustees: January 29, 1996
Related Documents:	

## I. INTRODUCTION

This policy allows for courses to be repeated once, but sets conditions if a course is to be repeated more than once.

## II. DEFINITIONS

## III. POLICY

- A. To best achieve academic and career goals, it is recommended that students seek academic advisement before any course is repeated. A student may repeat any course only once without permission. This applies whether the course was taken at The College of New Jersey or was officially transferred to the College. It also applies to courses taken at the College from which the student withdrew and received a withdrawal grade (e.g., W). See Withdrawing from a Course Policy (<http://policies.tcnj.edu/policies/digest.php?docId=9055>).
- B. In order to take a course more than twice, the student must obtain permission from the chair of each department in which the student is majoring (or from the assigned advisor for students who are “open option” majors) and the chair of the department offering the course. When a course is repeated, the “Prevailing Grade” shall be the highest grade earned for that course, except that, in the case of students with a major in the School of Engineering, the Prevailing Grade shall be the most current grade earned for that course. For these purposes, a grade that is assigned a numerical weight (e.g., A: 4.00, C+: 2.33, F: 0.00) is considered higher than a grade that is not

assigned a numerical weight (e.g., P\*, U\*, INC, AU). Only the Prevailing Grade is counted in the computation of the cumulative grade point average. Grades earned for that course in other academic terms (i.e., grades other than the Prevailing Grade) shall no longer be counted in the computation of the grade point average for those other terms. Credit will be granted for that course only once and counted only once toward the fulfillment of major, liberal learning, degree and other such academic requirements. In any event all grades earned, including withdrawals (e.g., W), will appear on a transcript. In the case of a course officially transferred to the College, the grade earned elsewhere does not apply to the grade point average earned at the College.

#### IV. RELATED DOCUMENTS

#### V. HISTORY

A. Approved by Board of Trustees: January 29, 1996

**Resolution Approving Waivers  
Of Advertising  
(Buildings and Grounds Committee)**

**Whereas:** State College Contracts Law permits waivers of advertising for specified purchases in excess of \$32,100, and

**Whereas:** The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

**Whereas:** Waiver requests have been reviewed and are recommended by the Buildings and Grounds Committee, a subcommittee of The College of New Jersey Board of Trustees,

**Therefore,  
Be It**

**Resolved:** The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

<b>VENDOR</b>	<b>PURPOSE</b>	<b>FUNDING SOURCE</b>
Assa Abloy Entrance Systems, Inc. \$29,000	Replacement of power door operators in residence halls	Housing Operating
Elliott Group \$72,000	Overhaul of #1 steam chiller turbine	E&G Operating- 55% Housing Operating – 36% BSC Operating – 9%
Johnson Controls \$58,000	Overhaul of #1 steam chiller turbine	E&G Operating- 55% Housing Operating – 36% BSC Operating – 9%
Einhorn Yaffee Prescott \$250,000	Additional design services related to the STEM Complex project	2013 Bond
New Jersey Department of Community Affairs \$654,182	Permit and plan review fees	2013 Bond – 23% BSC Capital Reserves – 76% Other – 1%
Ewing Lawrence Sewerage Authority \$60,000	Sanitary system permits	2013 Bond – 83% BSC Capital Reserves - 17%
Hughes Associates \$40,000	Additional design services related to campus fire water supply analysis	E&G Asset Renewal – 50% Housing Asset Renewal – 50%

October 7, 2014

**Resolution Concerning Submission of the  
FY 2016 Capital Budget Request  
Totaling \$18,655,000**

- Whereas: Under the P.L. 1994, C.48, The College of New Jersey Board of Trustees has the power and duty to “Submit a request for state support to the Division of Budget and Accounting in the Department of Treasury and to the Commission in accordance with the provisions of the law;” and
- Whereas: This budget request must be submitted in accordance with planning guidelines promulgated by the Division of Budget and Accounting; and
- Whereas: The FY 2016 – 2022 capital budget request prepared in accordance with the FY 2016 – 2022 Division of Budget and Accounting planning guidelines has been reviewed with the Buildings and Grounds Committee of The College of New Jersey Board of Trustees; and
- Whereas: The Buildings and Grounds Committee of the Board has recommended its approval.
- Therefore,  
Be  
It Resolved: That the Board of Trustees approves the Capital Budget Request totaling \$18,655,000 for fiscal year 2016 and \$219,779,000 for the seven year term of 2016 – 2022.

October 7, 2014

**THE COLLEGE OF NEW JERSEY  
FY 2016 CAPITAL BUDGET REQUEST**

Project Title	Project Number	FY 2016	FY 2017	FY 2018	FY 2019- 2022	Total
Roscoe West Library Renovation and Renewal	006	\$ -	\$ -	\$ -	\$ 20,783	\$ 20,783
Compliance ADA, Various Buildings	007	\$ 515	\$ 515	\$ 515	\$ 2,060	\$ 3,605
Asbestos Compliance, Various Buildings	008	\$ 563	\$ 564	\$ 563	\$ 2,066	\$ 3,756
Fire/safety compliance, Various Buildings	009	\$ 3,579	\$ 1,193	\$ 325	\$ 325	\$ 5,422
Construction New, Maintenance Building	023	\$ -	\$ -	\$ -	\$ 1,774	\$ 1,774
Infrastructure - Cogeneration	372	\$ 1,531	\$ 1,532	\$ -	\$ -	\$ 3,063
Construction Renovation, Green Farm House	374	\$ -	\$ -	\$ -	\$ 1,838	\$ 1,838
Quimby's Prairie Renewal	677	\$ -	\$ -	\$ 1,769	\$ -	\$ 1,769
Jogging Trail	679	\$ 1,114	\$ -	\$ -	\$ -	\$ 1,114
Asset Renewal-Academic and Administrative	680	\$ 5,753	\$ 8,525	\$ 6,035	\$ 20,694	\$ 41,007
Loser Hall Swing Space	737	\$ -	\$ -	\$ -	\$ 348	\$ 348
Loser Hall Renovation	1004	\$ -	\$ -	\$ -	\$ 8,700	\$ 8,700
Green Hall Renovation	1032	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000
68 Library Renovation	1034	\$ -	\$ -	\$ -	\$ 3,600	\$ 3,600
New Observatory	1035	\$ 5,600	\$ -	\$ -	\$ -	\$ 5,600
New Nursing Building	1146	\$ -	\$ -	\$ -	\$ 48,900	\$ 48,900
STEM Complex Phase II	1147	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
Kendall Hall Renovation	1148	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500
		\$ 18,655	\$ 12,329	\$ 39,207	\$ 149,588	\$ 219,779

**The College of New Jersey  
Board of Trustees  
Resolution Approving  
Revised Investment Policy and Guidelines**

- Whereas:** The Higher Education Restructuring Act of 1994 grants The College of New Jersey Board of Trustees with oversight authority for the investment and reinvestment of college funds, and;
- Whereas:** On December 2, 2004, the Board of Trustees approved an Investment Policy limiting investments to: US Treasury Bills and Notes, the Commonfund Short Term and Intermediate Funds, and the NJ Cash Management Fund, and;
- Whereas:** On January 28, 2008, the Board of Trustees approved the exceptions to the TCNJ Investment Policy and Guidelines to include money market funds, certificate of deposits, commercial paper and fixed income funds, and;
- Whereas:** On December 6, 2011, the Board of Trustees approved the exceptions to the TCNJ Investment Policy and Guidelines to include equities, real estate investment trusts (“REITs”) and treasury inflation protected securities, and;
- Whereas:** On July 9, 2013, the Board of Trustees approved the exceptions to the TCNJ Investment Policy and Guidelines to adjust the portfolio targets for Working Capital, Contingency Cash, and Core Cash to allow for greater flexibility in rebalancing between asset classes, and;
- Whereas:** Current market conditions have seriously affected the short-term rate of return on the working capital and contingency cash segments of TCNJ’s investment portfolio, and;
- Whereas:** Current and proposed investments are all within the guidelines employed of the New Jersey Division of Investments, and;
- Whereas:** The College of New Jersey Board of Trustees charged the Finance and Investment Committee with reviewing the policy and recommending any modifications to the full Board for consideration, and;
- Whereas:** The Finance and Investment Committee have recommended approval of the proposed revised investment policy and guidelines and have charged the Treasurer to implement the investment strategies as outlined in the attached Investment Policy and Guidelines dated October 7, 2014.

**Therefore,  
Be It**

- Resolved:** That The College of New Jersey Board of Trustees hereby approves the above modification to the TCNJ Investment Policy and Guidelines, and charges the Finance and Investment Committee with approving the asset allocation strategy, reviewing the full policy and recommending any modifications to the full Board for consideration.



Section:	XII.1.3
Title:	Investment Policy and Guidelines
Effective Date:	October 7, 2014
Approved By:	Board of Trustees
Responsible Unit:	Office of the Treasurer (609) 771-2186
History:	July 9, 2013, December 6, 2011, February 23, 2010, December 4, 2010
Related Documents:	

## I. INTRODUCTION

This statement of investment objectives and policies governs the investment of the College’s cash balances. This policy will be subject to periodic review and modification by the Board of Trustees as is considered necessary to achieve cash management and investment objectives.

## II. DEFINITIONS

N/A

## III. POLICY

### I. GOVERNING AUTHORITY

This Investment Policy Statement (the “Policy”) for the College of New Jersey (the “College”) governs the investment of the College’s funds. This Policy shall be subject to review and/or modification by the Board of Trustees (the “Board”) on an annual basis.

The Higher Education Restructuring Act of 1994 grants the Board with oversight authority for the investment and reinvestment of the College’s funds. The Board has authorized the Finance and Investment Committee to formalize investment guidelines and provide oversight of investment and approve investment managers.

The Finance and Investment Committee designates the Treasurer of the College, and other independent investment advisors which the Finance and Investment Committee has delegated such authority, to invest the College’s funds within the guidelines set forth in this Policy.

### II. SCOPE

This Policy applies to all financial assets of the College for which the College retains direct or indirect daily control. Funds for which the College has retained outside investment management services shall also be governed by this Policy. Currently, this Policy applies to the following funds:

- 1) Working Capital
  - This segment is utilized for working capital expenditures with requirements of preservation of principal and liquidity on demand. These funds are needed on a day-to-day basis, and shall be invested to provide daily liquidity.
    - This segment shall make up approximately 10-30% of the College’s funds with a target of 20%.
- 2) Contingency Cash – Short Duration Fixed Income
  - The contingency cash segment requires preservation of principal, and withdrawals are forecasted over a longer period of six months to a year. This segment serves as a supplement to working capital, and is highly liquid in case it is necessary to utilize the funds for operating activities.
    - This segment shall make up approximately 25-45% of the College’s funds with a target of 35%.
- 3) Core Cash – 70% Equity 30% Fixed Income Multi Asset Class
  - The core cash segment also requires preservation of principal, but these assets are not likely to be needed within the next one to ten (1-10) years. This segment serves as a base to invest in funds with higher returns over a longer period of time.
    - This segment shall make up approximately 30-65% of the College’s funds with a target of 45%.

### III. GENERAL OBJECTIVES

The College’s three primary investment objectives, in order of priority and importance, are:

- 1) Safety: preservation of principal is the foremost objective;
- 2) Liquidity: investments shall be made for such periods, and in such investments, as to meet all liquidity needs of the College; and
- 3) Return on investment: within the constraints listed above, the Treasurer or its investment advisor(s) should invest funds in a manner that maximizes investment return, on a time weighted basis.

### IV. STANDARDS OF CARE

- 1) Prudence: the standard of prudence to be used shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officials acting in accordance with written procedures and this Policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

- 2) Ethics and Conflicts of Interest: officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the

performance of the College's funds. Officers and employees shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the College.

#### V. AUTHORIZED FINANCIAL INSTITUTIONS

All broker/dealers that desire to become qualified for investment transactions with the College shall meet the following:

- 1) Primary dealers and regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule);
- 2) Capital of at least \$25,000,000 or capital of \$5,000,000 for firms incorporated in the State of New Jersey;
- 3) Registered as a dealer under the Securities Exchange Act of 1934;
- 4) Member of the Financial Industry Regulatory Authority (FINRA);
- 5) Registered to sell securities in the State of New Jersey; and
- 6) Engaged in the business of effecting transactions in authorized investments of the Policy for at least five (5) consecutive years.

To the extent the College utilizes the services of an outside investment advisor, it shall be the responsibility of said investment advisor to maintain an approved list of brokers.

#### VI. SAFEKEEPING AND CUSTODY

To ensure that securities are deposited in an eligible financial institution prior to the release of funds, all trades of marketable securities will be executed by delivery vs. payment ("DVP").

Further, all securities will be held by an independent third-party custodian, in the name of the College, and evidenced by safekeeping receipts in the College's name. The custodian shall provide the Treasurer of the College along with its independent investment advisor(s) daily confirmation of held securities as well as a monthly transactions and holdings report.

#### VII. AUTHORIZED INVESTMENTS

The College's funds shall only be invested in the types of securities listed below. Unless stated below, the maximum stated maturity of any individual fixed income security shall be limited to 10 years from time of purchase. For federal agency and U.S. Government mortgage backed securities, the maximum maturity shall be defined as the weighted average life ("WAL"). WAL is a convention that estimates the expected weighted amount of time, in years, for the principal amount of an issue to be fully paid. For this sector, WAL shall be limited to 10 years from time of purchase, measured at the original purchase date, provided by Bloomberg Financial Markets. All sector and issuer limits in this Policy shall be based on book value (amortized cost) at time of purchase. All ratings requirements shall be based on ratings at time of purchase.

Every effort shall be made, to the extent practical, prudent and appropriate, to select commingled funds and/or mutual funds that have investment objectives and policies that are consistent with the Policy. However, given the nature of commingled funds and mutual funds, it is recognized that there may be deviations between the Policy and the objectives of these pooled vehicles. A commingled fund or mutual fund will not be included in the College's portfolio unless it complies with the Investment Company Act of 1940's diversification requirement.

- 1) Equities (Permitted for use only in Core Cash Portfolio)
  - Pooled equity vehicles shall comply with the diversification rules outlined in the Investment Company Act of 1940. No more than 5% of the total stock portfolio valued at market may be invested in the common stock of any one corporation.

Ownership of the shares of one company shall not exceed 2% of those outstanding. Not more than 25% of stock valued at market may be held in any one industry category. Other than these constraints, there are no quantitative guidelines suggested as to issues, industry or individual security diversification. However, prudent diversification standards should be developed and maintained by the investment manager(s).

- The overall non-U.S. equity allocation should include a diverse global mix that is comprised of the stocks of companies from multiple regions and sectors. The emerging markets exposure as defined by Morgan Stanley Capital International Inc. (“MSCI”) should be limited to 35% of the non-U.S. portion of the portfolio.
  - To maintain an effective money management structure that is diversified, the target allocation to growth stocks and value stocks should be closely even with a one-to-one ratio target. In no case should the allocation to growth stocks be twice as much as the allocation to value stocks and vice versa.”
- 2) Real Estate Assets (Permitted for use only in Core Cash Portfolio)
- Real estate assets will be held in pooled vehicles, primarily holding Real Estate Investment Trusts (“REITs”) and servicing companies
- 3) Inflation Hedge (Permitted for use only in Core Cash Portfolio)
- Inflation hedging assets will include pooled vehicles holding among other assets: Treasury Inflation Protected Securities (“TIPS”), and the equity of companies in businesses thought to hedge inflation.
- 4) Fixed Income Securities, in the form of mutual funds and individual securities of the following sectors
- United States Government Securities
    - Marketable securities issued by the U.S. Government and supported by the full faith and credit of the U. S. Treasury either by statute or an opinion of the attorney general of the United States.
      - Sector limit: up to 100% of the College’s aggregate portfolio may be invested in this sector.
  - Government Agency Securities
    - Debt securities issued by government sponsored enterprises (“GSE”) of the United States, federal agencies, and federal financing banks.
      - Sector limit: up to 100% of the College’s aggregate portfolio may be invested in this sector.
  - Corporate Debt Instruments
    - Debt instruments include only the following:
      - Corporate Notes and Bonds
        - Non-convertible senior debt securities (bonds and debentures) issued in U.S. dollar denominations.
          - i. This sector shall include corporate obligations issued by corporations that participate in the Federal Deposit Insurance Corporation’s (the “FDIC”) Temporary Liquidity Guarantee Program and that are fully insured by the FDIC and guaranteed by the full faith and credit of the United States Government
        - Ratings: issuers must have a long-term rating of at least A- by Standard & Poor’s or A3 by Moody’s Investor’s Services.

- Maturity limit: the maximum maturity of any investment in this sector shall be limited to five (5) years from time of purchase.
  - Certificates of Deposit
    - Certificates of Deposit must be issued or endorsed by a domestic bank or a savings and loan association organized and supervised under the laws of the United States and denominated in U.S. dollars.
      - Ratings: issuers must have a minimum short-term rating of A-1 by Standard & Poor's or P1 by Moody's Investor's Services or a minimum long-term rating of A- by Standard & Poor's or A3 by Moody's Investor's Services, depending on whether the security in question is issued with short-term or long-term ratings.
      - Maturity limit: the maximum maturity of any investment in this sector shall be limited to five (5) years from time of purchase.
    - Commercial Paper
      - Issued in U.S. dollar denominations.
      - Ratings: issuers must have a short-term rating of at least A-1 by Standard & Poor's or P1 by Moody's Investor's Services.
      - Maturity limit: the maximum maturity of any investment in this sector shall be limited to 270 days from time of purchase.
    - Bankers' Acceptances
      - Any such instrument must be issued by a domestic bank, including a branch office of a foreign bank which branch office is located in the United States, provided legal options are received to the effect that full and timely payment of such deposit or similar obligation is enforceable against the principal office or any branch of such bank.
      - Ratings: issuers must have a short-term rating of at least A-1 by Standard & Poor's and P1 by Moody's Investor's Services.
      - Maturity limit: the maximum maturity of any investment in this sector shall be limited to 180 days from time of purchase.
  - Sector limit: in aggregate, up to 50% of the College's aggregate portfolio may be invested in corporate debt instruments.
  - Issuer limit: no single corporate issuer shall exceed 5% of the College's portfolio.
- Municipal Debt Obligations
  - Taxable and tax-exempt securities issued by state and local governments and public authorities in the United States.
    - Ratings: issuers must have a long-term rating of at least A-- by Standard & Poor's or A3 by Moody's Investor's Services
    - Sector limit: up to 50% of the College's aggregate portfolio may be invested in this sector.

- Issuer limit: no single issuer shall exceed 5% of the College’s portfolio.
  - Maturity limit: the maximum maturity of any investment in this sector shall be limited to five (5) years from time of purchase.
- Repurchase Agreements
  - Collateralized only by direct obligations of the U.S. government, GNMA’s, or GSE’s
  - Shall only be entered into with U.S. government securities dealers, as posted by the Federal Reserve Bank of New York.
  - A master repurchase agreement or specific written repurchase agreement must govern the transaction.
  - Collateral will always be held by an independent third party. Such third party must be either (i) a Federal Reserve Bank, (ii) a bank which is a member of the Federal Deposit Insurance Corporation and which has capital of not less than \$500 Million, or (iii) a bank approval in writing for such purpose by Bond Insurer, and the Trustee shall have received written confirmation from such third party that it holds such securities, free and clear of any lien, as agent for the Trustee.
  - A perfected first security interest under the Uniform Commercial Code, or book entry procedures prescribed at 31 C.F.R. 306.1 et seq. or 31 C.F.R. 350.0 et seq. in such securities must have been created for the benefit of the Trustee
  - Trustee or an independent third party acting solely as agent for the Trustee will value the collateral securities no less frequently than weekly and will liquidate the collateral securities if any deficiency in the required collateral percentage is not restored within two Business Days of such valuation
  - The fair market value of the securities in relation to the amount of the repurchase obligation, including principal and interest, is equal to at least 102%.
    - Sector limit: up to 25% of the College’s aggregate portfolio may be invested in this sector.
    - Issuer limit: no single repurchase agreement counterparty shall exceed 15% of the College’s portfolio.
    - Maturity limit: the maximum maturity of any investment in this sector shall be limited to 90 days at time of purchase.
- State of New Jersey Cash Management Fund
  - Sector limit: up to 100% of the College’s aggregate portfolio may be invested in the State of New Jersey Cash Management Fund.
- Registered Investment Companies (Money Market Funds)
  - Before investing in any registered investment company, the most recently updated Prospectus must be obtained and reviewed by the Treasurer or its investment advisor(s). Additionally, the College must be presented with holdings reports of said funds on at least a monthly basis.
    - Ratings: funds must be rated AAm by Standard & Poor’s or Aa-mf by Moody’s Investor’s Services.
    - Sector limit: up to 25% of the College’s aggregate portfolio may be invested in registered money market funds.

- Issuer limit: no single fund in this category shall exceed 15% of the College's portfolio.

### VIII. PROHIBITED INVESTMENTS

The following securities and transactions are not authorized and shall not be purchased: Letter stock and other unregistered securities; private placements; futures; derivatives; commodities or other commodity contracts; puts; calls; straddles; hedging; short sales or margin transactions; uncovered and covered options; investments for the purpose of exercising control of management; investments in companies that have filed a petition for or who have declared bankruptcy; and issues of or by instrumentalities deemed to be in violation of the prohibited transactions standards of the prudent man rule. Natural resource properties such as oil, gas or timber may not be held except by purchase of publicly traded securities. The purchase of collectibles is also prohibited.

### IX. ASSET ALLOCATION GUIDELINES

The College believes that it has the greatest likelihood of achieving its investment objectives by balancing risk and return for optimal diversification. The College's assets will be invested in accordance with the targets for each asset class as follows:

Asset Classes	Portfolio Asset Allocation Ranges		
	Working Capital	Contingency Cash	Core Cash
Domestic Equity	0%	0%	10-50%
International Equity	0%	0%	0-30%
REITs	0%	0%	0-5%
Inflation Hedge	0%	0%	0-5%
Fixed Income	0%	0-100%	50-80%
Cash Equivalent	100-100%	0-100%	0-100%

#### Long-term Investment Objectives

The primary investment objectives of the portfolio represent a long-term goal of maximizing the returns without exposure to undue risk, as defined herein. It is understood that fluctuating rates of return are characteristic of the securities markets. The primary concern should be long-term appreciation of the assets and consistency of total return on the portfolio. Recognizing that short-term market fluctuations may cause variations in the account performance, the portfolio is expected to achieve the following objectives over a full market cycle:

- Over a rolling five year period, the performance objective for the Core Cash fund will be to achieve an average total annual rate of return that is commensurate with the then prevailing investment environment. Measurement of this return expectation will be judged by reviewing returns in the context of industry standard benchmarks, peer universe comparisons for similar portfolios, and blended benchmark comparisons for the College in its entirety.

#### Rebalancing Philosophy

Asset allocations established by the Policy represents a long-term perspective. Rapid and unanticipated market shifts or changes in economic conditions may cause the asset mix to fall outside of the Policy allocation ranges. When these divergences occur, the Treasurer or its investment advisor(s) shall rebalance the asset mix to its appropriate ranges and targets. Similarly, if the cash requirement to handle liquidity needs falls to a level where near-term distributions cannot be met and no contributions are anticipated, the Treasurer or its investment advisor(s) will rebalance the fund to its appropriate ranges and targets.

When new proceeds are added, the Treasurer or its investment advisor(s) will review the current allocation and fill the liquidity allocation first and the remaining investment allocations thereafter. Portfolio allocations shall be rebalanced and reviewed on at least an annual basis.

#### X. INTERNAL CONTROLS

The Treasurer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the College are protected from loss, theft, or misuse. The Treasurer shall also establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures and the accuracy of the investment valuation. The internal controls shall address the following:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Prohibition of physical delivery securities
- Clear, written delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers

#### XI. PERFORMANCE STANDARDS

On a quarterly basis, the Treasurer shall compare the College's portfolio results with selected publicly available performance indices, in terms of time-weighted total return and average duration for the period under review.

The Finance and Investment Committee will meet at least annually with the Investment Advisor to review compliance with established guidelines and performance results.

Benchmarks for manager performance review are as follows:

<u>Manager Style</u>	<u>Benchmark</u>
Large Cap Growth & Value Equities	S&P 500
Mid Cap Index Funds	Russell Mid-Cap Index
Small Cap Growth Equities	Russell 2000 Growth Index
Small Cap Value Equities	Russell 2000 Value Index
Developed Markets-International	EAFE
Emerging Markets-International	MSCI Emerging Markets
Intermediate Bond	Barclays Aggregate Bond
High Yield Bond	BoA/ML US High Yield Index
REIT Index Funds	FTSE NAREIT Equity REIT Index
Short-term Bond	BoA/ML 0-3 Year Treasury Index
Cash	BoA/ML 90 Day Treasury Bill Index

(Note: Benchmarks may change depending on circumstances of the market and appropriateness of investment class to objectives of TCNJ. Any change in benchmarks should be discussed with the Finance and Investment Committee of the Board of Trustees.)

#### XII. MANAGEMENT REPORTING

The Treasurer will provide reports on the performance of the investment portfolio to the Finance and Investment Committee at their regularly scheduled meetings. The Finance and Investment Committee will report investment performance to the board of Trustees annually.

#### XIII. POLICY CONSIDERATIONS

If securities owned by the College are downgraded by either Standard & Poor's or Moody's to a level below the quality required by this Policy, it shall be the policy of the College to review the credit situation in consultation with the investment advisor and make a determination as to whether to sell or retain such securities in the portfolio.

If a security is downgraded two grades below the level required by the Policy, the security shall be sold immediately.

If a security is downgraded one grade below the level required by this Policy and matures within 6 months, the security may be held to maturity. The Treasurer may order the security to be sold if it is determined that there is a probability of default prior to maturity.

If a decision is made to retain a downgraded security in the portfolio, its presence in the portfolio will be monitored and reported monthly to the Finance and Investment Committee by Treasurer.

#### **XIV. PROXY VOTING**

Investment manager(s) are expected to be aware of corporate provisions that may adversely affect stockholdings, including but not limited to “golden parachutes,” “super majorities,” “poison pills,” “fair price” provisions, staggered boards of directors, and other tactics. Proxies should be voted with the interest of preserving or enhancing the security’s value.

The investment manager(s) of a commingled fund or mutual fund that holds the assets of the College along with assets of other funds with conflicting proxy voting policies must reconcile the conflicting policies to the extent possible, and, if necessary, to the extent legally permissible, vote the proxies to reflect the policies in proportion to each fund’s interest in the pooled fund.

#### **XV. EXCEPTIONS TO THE POLICY**

Exceptions to this Investment Policy are prohibited without the prior approval of the Board of Trustees.

#### **IV. RELATED DOCUMENTS**

##### **V. HISTORY**

Revised by Board of Trustees by Resolution Approving Revised Investment Policy and Guidelines on July 9, 2013.

Revised by Board of Trustees by Resolution Approving Revised Investment Policy and Guidelines on December 6, 2011.

Revised by Board of Trustees by Resolution Approving Revised Investment Policy and Guidelines on February 23, 2010.

Approved by the Board of Trustees on December 4, 2004.

**Resolution Approving Waivers  
Of Advertising  
For College Business Purposes**

Whereas: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$32,100, and

Whereas: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

Whereas: Waiver requests have been reviewed and are recommended by the Finance and Investments Committee, a subcommittee of The College of New Jersey Board of Trustees,

Therefore,  
Be It  
Resolved: The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

**FY 2015**

**College Union Board Waivers:**

Concert Ideas \$280,000	Event sponsored by the College Union Board: Spring 2015 Concert	Student Activity Fee
DiRoma Events T/A Impact Entertainment LLC \$55,000	Event Sponsored by the College Union Board: 2015 Spring Comedy Show	Student Activity Fee
Mercer County Improvement Authority (dba Sun National Bank Center) \$375,000	Event sponsored by the College Union Board: Spring 2015 Concert	Student Activity Fee
Wizard's Festival of Fun, Inc. \$130,000	Annual 2015 Funival	Student Activity Fee

**Professional Services Waivers:**

Bruker Biospin Corporation \$212,460	Specialized Scientific Instrument	ELF State Bonds
Education Advisory Board \$88,200	Membership for Academic Research and Studies	College Operating
Ewing Township \$75,000	Contribution to township's equipment replacement fund	Housing
Highstreet IT Solutions \$37,000	Campus Solutions Health Check Consulting Services	College Operating
Hogan Lovells \$15,000	Additional Legal Services for International Programs	College Operating
Lynda.com \$113,520	3-year Agreement- LyndaCampus Subscription	College Operating FY 2015- \$37,840 FY 2016- \$37,840 FY 2017- \$37,840
Yeching Elite \$125,000	Educational Consultancy in Beijing	College Operating

**The College of New Jersey Board of Trustees  
Resolution Approving Audited Fiscal Year 2014 Financial Statements**

**Whereas:** The Board of Trustees is authorized by statute (N.J.S.A. 18A:64-1 *et seq.*) and the By-laws (Section 2.r) to have prepared an annual independent financial audit of the College, and

**Whereas:** Pursuant to resolution of the Board of Trustees at its December 3, 2013 meeting, the College engaged the independent audit firm KPMG LLP to perform an independent audit of the College's financial statements for fiscal year 2014, and

**Whereas:** KPMG LLP has completed its audit of the College's financial statements for fiscal year 2014; and

**Whereas:** Management and KPMG LLP have presented the College's audited financial statements for fiscal year 2014 to the Audit, Risk Management and Compliance Committee at a meeting of that committee held on this date; and

**Whereas:** The Audit, Risk Management and Compliance Committee has reviewed and duly considered the College's audited financial statements for fiscal year 2014 and the Audit, Risk Management and Compliance Committee has recommended approval of those audited financial statements by the Board; and

**Whereas:** Copies of the College's audited financial statements for fiscal year 2014 that have been approved by the Board of Trustees are required to be submitted to the State Treasurer by November 1, 2014;

**Therefore,  
Be It**

**Resolved:** That the Board of Trustees hereby approves the audited financial statements for fiscal year 2014, and authorizes the President and Treasurer to certify those statements and submit them to the State Treasurer as required.

**Resolution Approving Waivers  
Of Advertising  
For College Business Purposes  
(Audit, Risk Management and Compliance Committee)**

Whereas: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$32,100, and

Whereas: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

Whereas: Waiver requests have been reviewed and are recommended by the Audit, Risk Management and Compliance Committee, a subcommittee of The College of New Jersey Board of Trustees, and

Therefore,  
Be It

Resolved: The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

<b>VENDOR</b>	<b>PURPOSE</b>	<b>FUNDING SOURCE</b>
Baker Tilly \$149,100	Internal Audit Services	College Operating with Charge-Backs to Functional Units
KPMG LLP \$120,035	Enterprise Risk Management Services	College Operating with Charge-Backs to Functional Units
KPMG LLP \$25,500	Additional Audit Services for FY 2014	College Operating with Charge-Backs to Functional Units

October 7, 2014