



New Jersey State Normal School

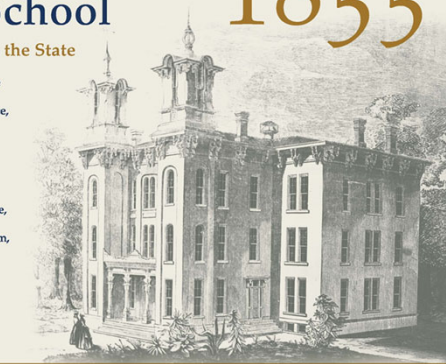
1855

The First Teacher Training School in the State

Established by the state legislature, the New Jersey State Normal School was the first teacher training school in the state and ninth in the nation. Governor Rodman Price, known as the founder of the Normal School, heavily promoted the concept of a training institute for New Jersey's teachers.

Original enrollment included 10 women and five men. The students' first gathering took place at City Hall in Trenton on State and Green Streets, now Broad and State, without any real supplies in place. By the third week of school, books started to arrive. By the end of the first term, enrollment had risen to 43.

Rodman McCamley Price
17th Governor of New Jersey



A Period of Impressive Growth

The Normal School flourished in the decades after its establishment, expanding academic offerings and physical facilities. By the end of the 1880s, Normal School students were being placed as teachers in both Trenton Public Schools and public schools in other regions.

New Jersey State Normal School at Trenton

1908

A New Period of Growth

The year 1908 marked an evolution in the school's formal name and the beginning of a new period of growth. Over the next 20 years, academic programs continued to expand and flourish under a succession of esteemed leaders including James M. Green, Jerohn J. Savitz, and Don C. Bliss — and facilities were constructed or enhanced.

The popularity of the institution continued to grow and entrance exams were reintroduced in 1922 to increase selectivity. In 1925, the Board of Education authorized the school's granting of a Bachelor of Science in Education degree for graduates of the four-year course programs.



Principals of the New Jersey State Normal School at Trenton
1880 - 1908



Rebuilding for Modernization

In a 1927 study on New Jersey teacher education capacity, the building in Trenton was deemed too dated for efficient teacher training. In 1928, a tract of land called Hillwood Lakes was authorized for purchase by the State legislature for the new campus—on which our school still stands.

New Jersey State Teachers College and State Normal School at Trenton

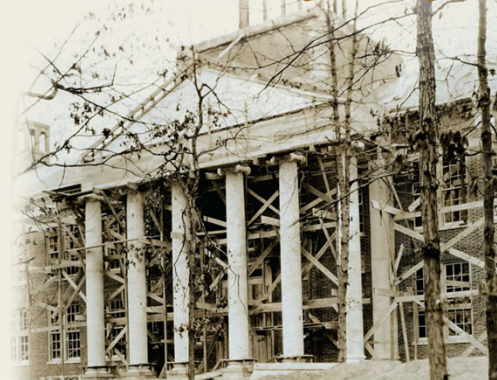
1929

The Move to Hillwood Lakes

With the school evolving and relocating, a new name was designated. New Jersey State Teachers College and State Normal School at Trenton was chosen to indicate the college-level programs for elementary and secondary teachers, while preserving the historic name of the first State Normal School.

In June of 1928, the purchase of the new Hillwood Lakes campus was completed and the New Jersey legislature allocated significant funds for construction. In 1930 the cornerstone for Green Hall was laid. Construction of a library and Ely, Allen, and Brewster residence halls began the following year. The campus quickly grew with the completion of several additional buildings, including Kendall Hall (1932), Bliss Hall (1935) and Norsworthy Hall (1936).

Kendall Hall
1932



The Birth of a Beloved Campus

Today, the rich legacy of an institution built with passion and dedication is evidenced in historic buildings across campus. There is a tremendous sense of pride and intent—great minds have been shaped here and will continue to be in the future.

New Jersey State Teachers College at Trenton

1937

A Four Year Course of Study

In June of 1937, the last of the three-year students graduated and the college was renamed again. The new name, New Jersey State Teachers College at Trenton, indicated that all students enrolled as of that fall were registered in a four-year course of study. That year, Vernetta Decker became the first dean of students.

As the college grew in size and academic status, additional staff, acreage, and buildings were added. In 1954, the new dining hall and student center (Phelps Hall) were built, along with Centennial Hall and several other dormitories.

Vernetta Decker
First Dean of Students



Building an Academic Reputation

The college was growing in reputation as well as recognition. In 1937, the freshman class ranked third among 35 colleges in the test sponsored by the Teachers College Personnel Association. Graduate study was instituted at the college in 1947. Accreditation from various national associations was bestowed throughout the 1950s.



Trenton State College

1958

A Diverse Academic Program

No longer strictly a teachers college, the school received a new name in 1958 that reflected the diversity of its academic programming: Trenton State College. Over the next several years, TSC experienced tremendous growth in student enrollment and in the breadth of studies offered.

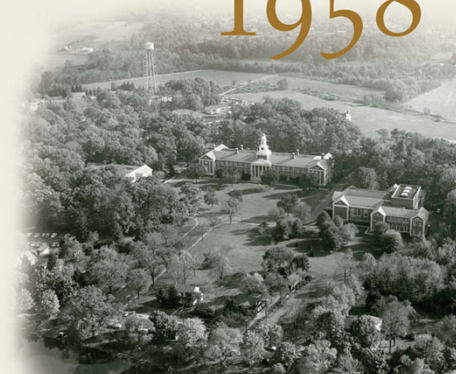
In 1966, TSC awarded its first non-teaching degrees in nursing and, in 1967, four majors were added in the liberal arts. By 1971, majors in business, engineering, and technology were added, along with more liberal arts majors. Harold Eickhoff became president of TSC in 1980 and focused his attention on fostering the highest caliber of education. During his presidency, changes in the state legislature granted more autonomy to state colleges and TSC continued to flourish.

Holman Hall
1973



Love and Loyalty: the TSC Legacy

Many alumni still affectionately refer to the college as Trenton State and their allegiance is celebrated. This park honors this important era of our history and its signage utilizes bricks from Holman Hall, the Humanities building named for beloved TSC English Professor Alfred P. Holman.



The College of New Jersey

1996

A Commitment to New Jersey

In 1996, our school's name was changed to The College of New Jersey (TCNJ) to reflect its commitment to the state as New Jersey's preeminent public college.

In 1999, TCNJ welcomed R. Barbara Gitenstein, the college's 15th president and first woman to hold the position. Under her strong leadership, TCNJ transformed its academic programs, recalibrating in course units instead of credit hours, adjusting course loads to drive deeper engagement, and empowering faculty to focus more on research with undergraduate students. TCNJ gained recognition for its academic rigor, receiving both regional and national accolades for its education programs and return on investment.



TCNJ THE COLLEGE OF NEW JERSEY

TCNJ's Logo
Introduced in 2014 as part of the college's visual identity

Strong Foundation. Bright Future.

The TCNJ logo captures our modern identity, symbolizing our rich history with the Trenton State College seal and embodies our continued growth, change, and excellence. TCNJ continues to be empowered by students and faculty who stretch potential and strive for greater achievement, making our school what it is today.



TCNJ 2016 - 2021 Strategic Plan

The success of the 2016-2021 Strategic Plan in achieving its goal of delivering a high-quality, affordable education is reflected in many ways. Most notably, the four-year graduation rate skyrocketed and remains today as one of the top 10 among all public institutions of higher learning in the country. The number of graduates going on to earn doctoral degrees also jumped, placing TCNJ second in New Jersey behind only Princeton in a number of studies measuring the baccalaureate-origin institutions of Ph.D. recipients.

While focused primarily on elevating the academic experience, the resulting outcomes have extended well beyond the classroom and have become points of pride by all those who work and study at the college. A commitment to excellence is firmly ingrained as part of the TCNJ ethos.

The following were the Priorities established by the 2016-2021 Strategic Plan:

Priority I: Attract and retain talented students, faculty, and staff into a diverse, inclusive, and healthy campus.

Priority II. Enhance Signature Experiences.

Priority III. Promote the college's distinctive identity to enhance institutional and program recognition at the national level.

Priority IV: Build, operate, and maintain a safe, sustainable, and accessible physical and technological infrastructure that supports high-caliber learning.

Priority V: Achieve a sustainable financial model that allows the college to realize its vision while maintaining quality and affordability for the students it serves.

TCNJ 2016 - 2021 Strategic Plan

Priority IV: Build, operate, and maintain a safe, sustainable, and accessible physical and technological infrastructure that supports high-caliber learning.

An exceptional education requires more than excellent professors. Information technology and facilities undergird the primary educational mission of the College. Creating an optimized, secure technology infrastructure capable of supporting high caliber learning and developing an attainable plan to provide for our physical spaces will allow TCNJ to continue to provide an exceptional educational experience in and out of the classroom. This commitment to an exceptional educational experience requires that we not saddle our future colleagues with unmanageable deferred maintenance.

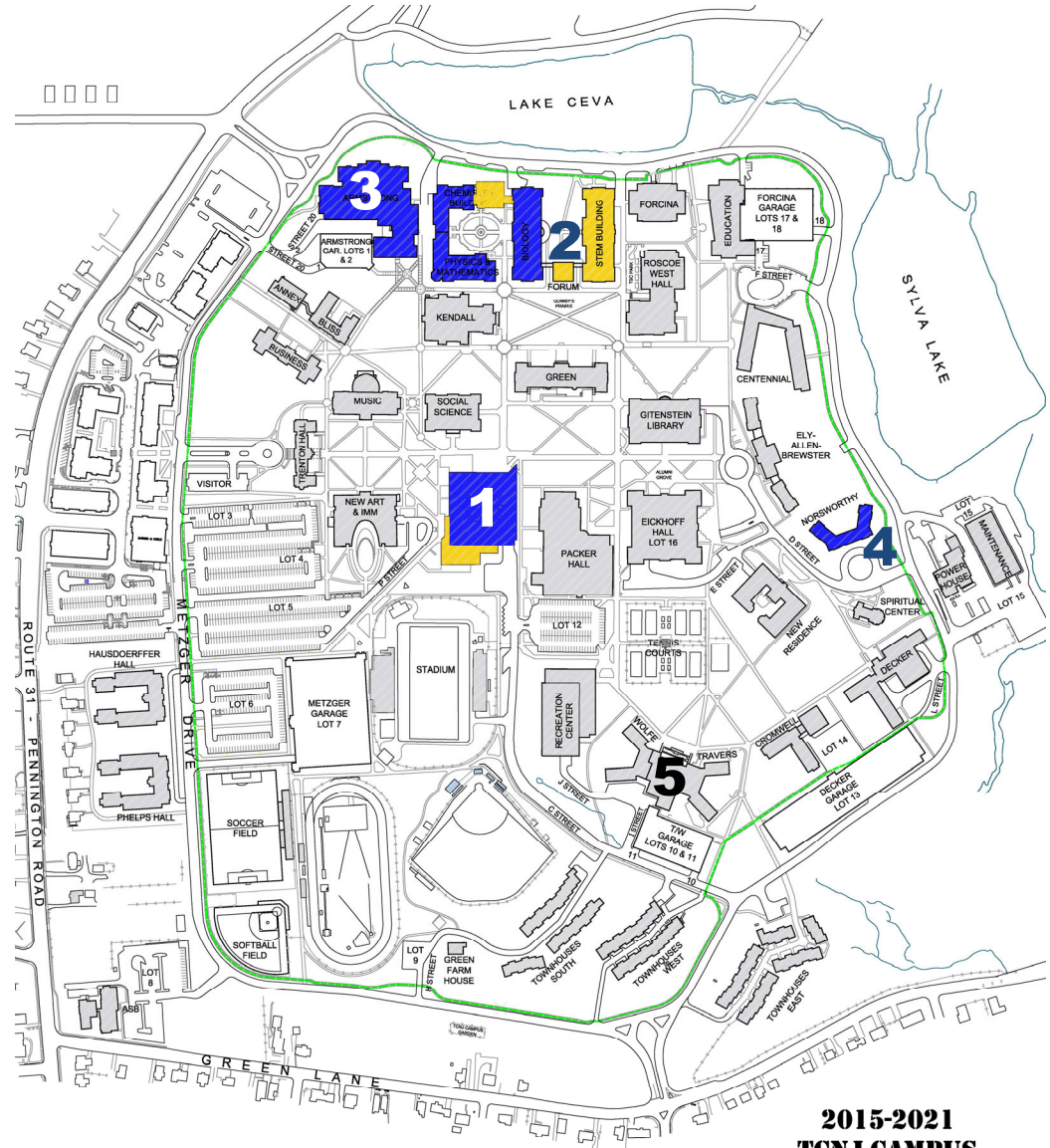
- Goal 1:** Address both the short (10-15 years out) and long-range (15-30 years out) space needs of the college on the conceptual level.
- Goal 2:** Anticipate, prioritize, coordinate, and address the instructional, administrative and residential technology needs of the college.
- Goal 3:** Preserve the college's investment in its existing physical plant by stabilizing deferred maintenance, including both individual buildings and central infrastructure elements.
- Goal 4:** Incorporate sustainability practices into all academic, administrative, recreational and residential operations of the college.

TCNJ 2016 - 2021 Strategic Plan

2015 Master Plan

Completed Step One projects of the 2015
Facilities Master Plan:

1. **Brower Student Center** \$48,444,780
2. **Science Technology Engineering and Mathematics building**
 - STEM Project Costs \$67,016,053
 - Science Renovations \$ 6,558,583
 - Funding Sources:
 - Build our Future Bond \$40,000,000
 - TCNJ Match (bond + reserve) \$34,414,141
 - Facilities Trust Fund (HEFT) \$ 6,000,000
 - TCNJ Match \$ 558,583
 - HETI \$ 1,000,000
 - TCNJ Match \$ 1,000,000
3. **Armstrong Renovations**
 - Construction Costs \$ 8,000,000
 - Funding Sources:
 - Facilities Trust Fund (HEFT) \$ 8,000,000
4. **Norsworthy Hall** \$ 9,971,000
5. **Travers Wolfe**
6. **TCNJ Technology Plan**
 - Virtual desktop interface project
 - Network security devices upgrade and enhancement
 - Campus data network enhancement
 - Completion of the redundant ring project
 - Campus network core devices replacement project
 - Campus edge network switches project
 - Campus telephone switch replacement project
 - Funding Sources:
 - HETI \$ 3,550,000
 - TCNJ Match \$ 3,550,000



**2015-2021
TCNJ CAMPUS
COMPLETED
PROJECTS**

TCNJ 2016 - 2021 Strategic Plan

1. Brower Student Center

- The renovations to the Brower Student Center included revitalizing the existing 90,000sf building instead of demolishing and building new.
- The renovation and addition provide a strong visual presence complementing the rich architectural heritage of the campus.
- Relocating the main entrance from the corner toward the center of the façade provides a greater visual scale and transparency toward the Campus Walk, creating an inviting and open plaza that serves as a campus living room and blend interior and exterior spaces.
- The Event Room addition to the south provides a modern complement to campus.
- Existing monolithic brick façade is retained for economy, but integrated into the campus vernacular by adding new storefront windows, white columns and cast stone that draw inspiration from nearby buildings. The same elements are used in the addition as a more modern interpretation.
- Programs within the building were relocated and reorganized to allow for greater synergies between activities, day-lighting for key functions, and greater utilization of space.
- Renovations included modernizing Campus Dining Services in support of current trends and communal experience.
- The design enhances community, comfort and connectivity.
- New Student Center is the functional and symbolic heart of the campus. The renovation was divided into 7 phases. Staff and core functions moved up to 3 times, following and making way for the renovation.
- Designed to LEED standards. Sustainability efforts include:
 - Storm Water Management
 - Reduced road paving
 - Addition is offset by a storm water detention field
 - Exceeds ASHRAE modeling standards by 10%



TCNJ 2016 - 2021 Strategic Plan

2. New STEM Building

Reflecting the latest research and pedagogies, the LEED Silver-designed facility anchors a cross-disciplinary STEM Complex by uniting existing science buildings to Armstrong Hall, home of the Engineering program. The heart of project is the flexible and technologically robust Innovation Center, a glass-walled collaborative learning and research pavilion that fosters group learning through an iterative Think/Model/Make process.

Mechanical engineering and biomedical engineering are housed in the STEM Building, which opened in October 2017. The project was supported by Building Our Future bond funding from the State of New Jersey.



112,000 GSF
Robotics laboratory
BSL-2 laboratory
Engineering design studio
Fabrication workshop
Biology
Biomedical Engineering
Chemistry
Computer Science
Mathematics
Mechanical Engineering
Physics

TCNJ 2016 - 2021 Strategic Plan

3. Armstrong Hall / Biology Renovations

Continuing its promise to empower and support students in the STEM fields, TCNJ completed renovations to Armstrong Hall, home to the School of Engineering. The finished project marks the end of the \$104 million-dollar STEM Complex Project, which began in 2015.

Armstrong Hall's updated features include glass walls that showcase the school's many learning labs, increased faculty research spaces that will allow for greater faculty-student collaboration, more open-study spaces for student projects and tutorials, a new HVAC system that will permit increased research opportunities in the summer months, and upgrades to classroom technology and the electrical and plumbing systems.

Originally built in 1961, Armstrong Hall currently houses three of the School of Engineering's five departments: civil engineering, electrical/computer engineering, and integrative STEM Education (iSTEM), as well as the grant-funded Center for Excellence in STEM Education.

Additionally a number of spaces within the Biology Building have been re-imagined and re-constructed, providing newly upgraded spaces for study, research, offices and meetings. They have been very favorably embraced and inhabited as they have come to completion.



TCNJ 2016 - 2021 Strategic Plan

4. Norsworthy Hall

This three story hall was built in 1932 and is one of our smallest and most intimate residential communities. Norsworthy Hall underwent an extensive renovation in 2014-2015 and now features new flooring and walls, redesigned bathrooms, laundry rooms, and social spaces, and brand new furniture. Norsworthy houses approximately 150 students in traditional doubles and singles with communal bathrooms on each floor. Because of the building's age, most rooms have a unique layout and rooms on the third floor offer dormer ceilings and window alcoves. Starting in the Fall of 2019, Norsworthy became the home of the honors program.

In addition, Norsworthy hall has several study lounges and a game room in the basement with large flat screen televisions and an attached full kitchen.

Total Beds 166
of Singles 10
of Doubles 78



TCNJ 2016 - 2021 Strategic Plan

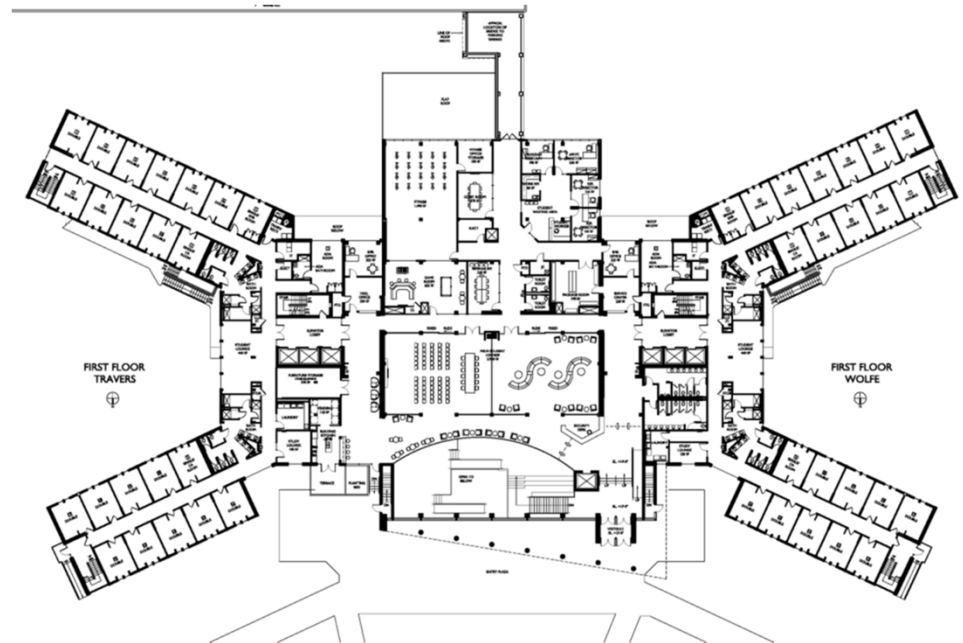
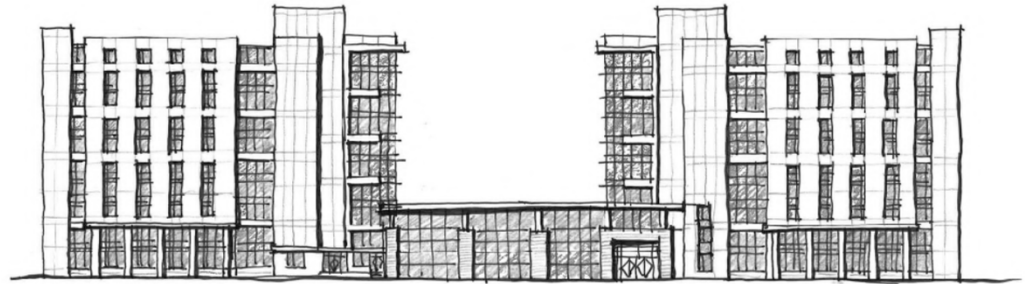
5. Travers and Wolfe Halls

For over 50 years, Travers and Wolfe halls have been part of our campus landscape and a large part of the first-year experience for generations of TCNJ/TSC students. Many students and alumni have a sentimental connection with these buildings, which has factored into the college's planning as the Towers approach the end of their useful life.

In 2015, the college drew up plans to take the buildings down and replace them with low-rise residence halls, but those were set aside due to cost and student opposition. In 2017, we proposed renovating one tower at a time, but that, too, was cost-prohibitive. More recently, the college has been exploring alternatives that involve new village-style housing on the perimeter of our campus.

As we have weighed our options, the college has continued to invest in maintaining the Towers. Recently, T/W experienced several building systems issues. While this did not impact students' safety, it detracted from the kind of residential experience TCNJ seeks to offer. Considering this, the college has decided to accelerate its plans to replace T/W.

The college is aggressively pursuing the development of new residences in conjunction with external partners.



TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

The 2021 – 2027 Strategic Plan Transformation 2.0 uses We Are TCNJ: A Strategy for Inclusive Excellence as a blueprint for both promoting greater access and building the diverse and inclusive community to which we aspire. The college has long extended its reach across the campus boundary into nearby and more-distant communities. Building on our foundational strengths in education and health, the college will deepen and broaden its community and employer partnerships to ensure sustained relevance and impact to the Greater Trenton region, across the state and beyond. Engagement and education not only form the basis of mutually beneficial partnerships, they also create new access channels to TCNJ offerings and excellence.

FOUNDATIONS FOR STRATEGIC EXCELLENCE:

- TCNJ will build capacity and operate to achieve educational excellence with financial sustainability

GOAL ONE:

- Increase capacity in high-demand programs

GOAL TWO:

- Enhance instructional capacity by modestly increasing average class sizes at the departmental level, bolstering digital learning, and expanding the academic calendar for more robust enrollments in the winter and summer terms

GOAL THREE:

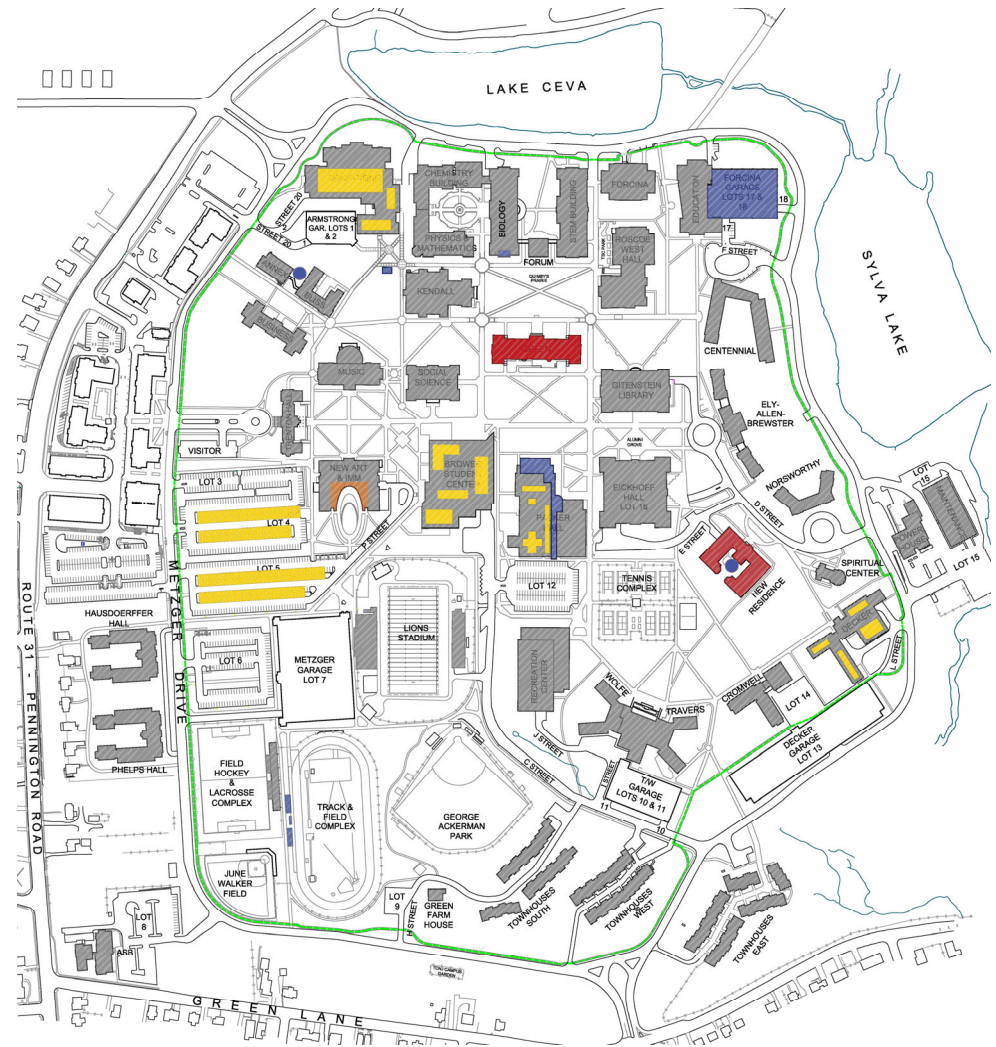
- Support an appropriate portfolio of residential options and sustain housing quality

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

CURRENT PROJECTS

■	RENOVATIONS PROJECTS	\$ 4,140,000
	PACKER HALL OF CHAMPIONS	
	BIOLOGY GREENHOUSE	
	FORCINA GARAGE	
	BLEACHER/PRESS BOX UPGRADES	
■	ROOF REPAIR/REPLACEMENT	\$ 1,000,000
	ART & IMM	
	BLISS HALL	
■	HVAC UPGRADES	\$10,540,000
	NEW RESIDENTIAL HALL	
	GREEN HALL	
●	ELEVATOR UPGRADES	\$ 915,000
	NEW RESIDENTIAL HALL	
	BLISS ANNEX	
■	SOLAR PANEL PROJECTS	\$0
■	CAMPUS JOGGING PATH	\$ 1,000,000



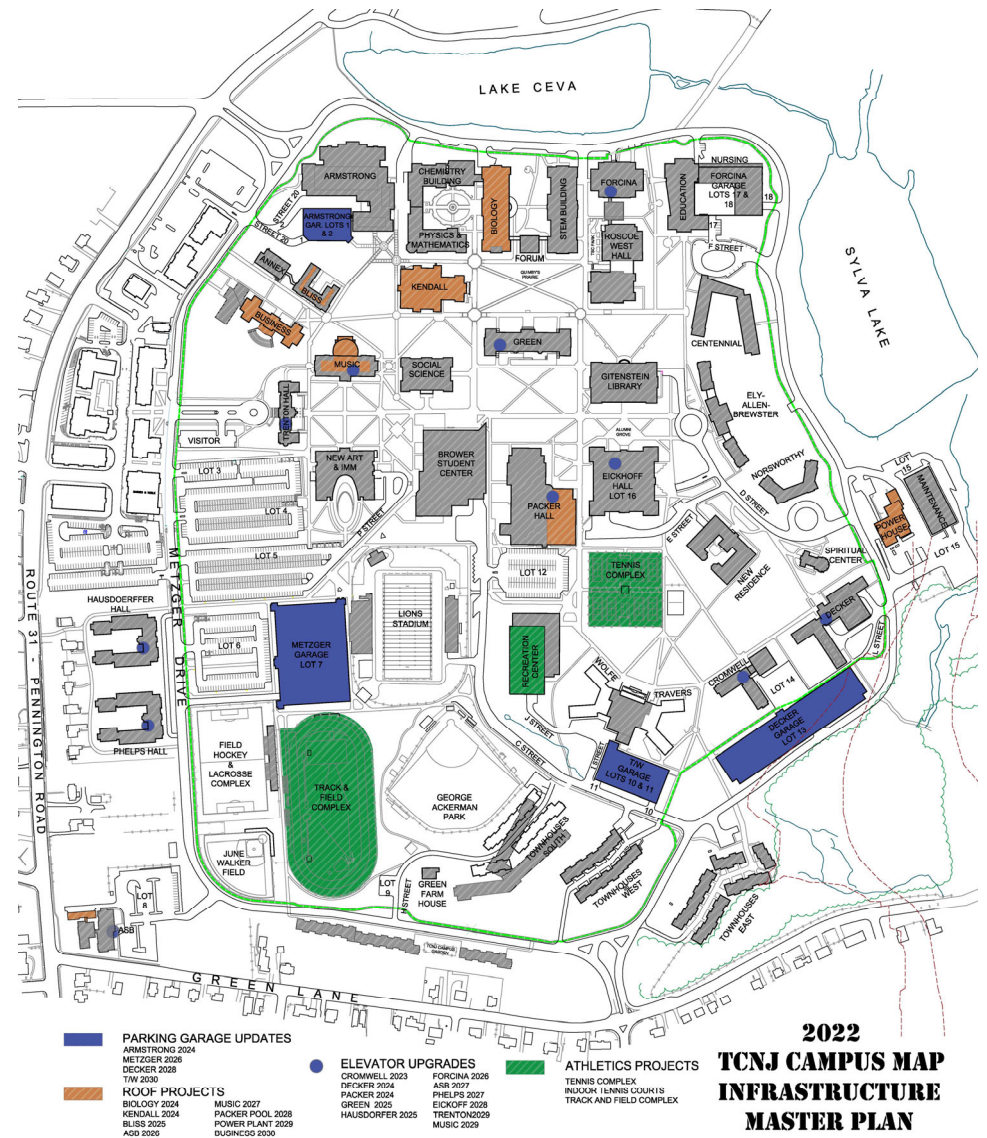
TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

ASSET RENEWAL UPGRADES

TCNJ has committed to making investments into a much needed upgrade to our Building envelopes and infrastructure

<p>ROOF REPAIR/REPLACEMENT \$4M</p> <p>BIOLOGY 2024 MUSIC 2027 KENDALL 2024 PACKER POOL 2028 BLISS 2025 POWER PLANT 2029 ASB 2026 BUSINESS 2030</p>	
<p>ELEVATOR UPGRADES \$6M</p> <p>CROMWELL 2023 FORCINA 2026 DECKER 2024 ASB 2027 PACKER 2024 PHELPS 2027 GREEN 2025 EICKOFF 2028 HAUSDORFER 2025 TRENTON2029 ROSCOE WEST 2026 MUSIC 2029</p>	
<p>PARKING GARAGE UPDATES \$7.2M</p> <p>ARMSTRONG 2024 METZGER 2026 DECKER 2028 T/W 2030</p>	
<p>ATHLETICS REPAIR/REPLACEMENT \$4.5M</p> <p>TENNIS COMPLEX 2023 INDOOR TENNIS COURTS 2023 TRACK AND FIELD COMPLEX 2023</p>	



TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

ASSET RENEWAL UPGRADES

TCNJ plans to make investments into a much needed upgrade to our IT network and cabling infrastructure

■ REPLACE CORE NETWORK ROUTING AND SWITCHING IN DATA CENTERS **\$1.55M**

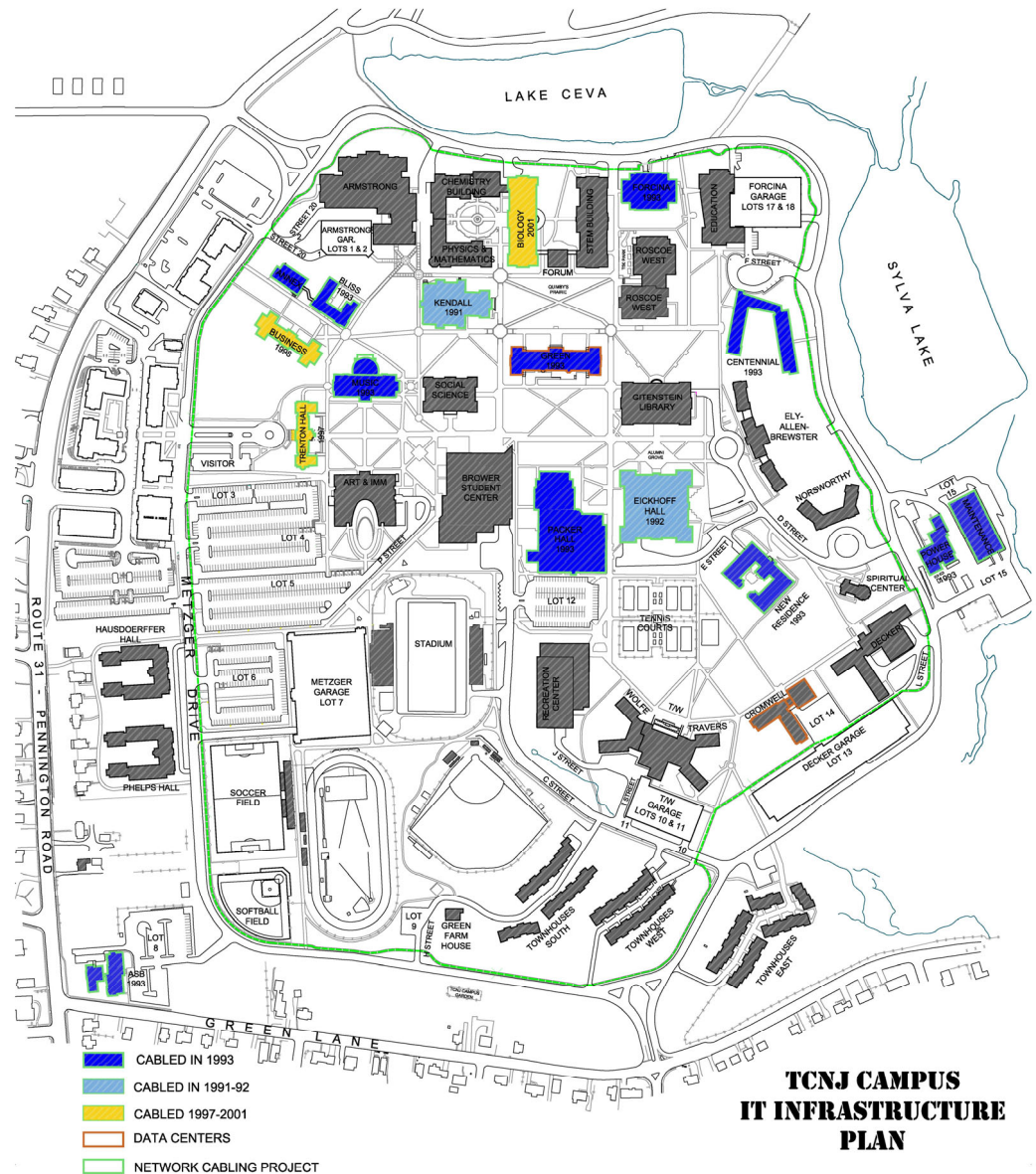
The Existing core network switches which are the heart of the TCNJ LAN/WAN network from all of the campus buildings back to the data centers have been discontinued by the manufacturer.

Green Hall
Cromwell Hall

■ IN-PLACE RENOVATION OF THE EXISTING COPPER NETWORK CABLING INFRASTRUCTURE **\$1.55M**

Existing CAT5 wiring is antiquated and needs to be updated to support the campus current technology

Centennial Hall	New Residence Hall
Kendall Hall	Music Building
Packer Hall	Biology Building
Trenton Hall	Bliss Hall & Bliss Annex
Eickhoff Hall	Business Building
Forcina Hall	Green Hall
Powerhouse & Maintenance Building	
Administrative Services Building	



TCNJ 2021 - 2027 Strategic Plan

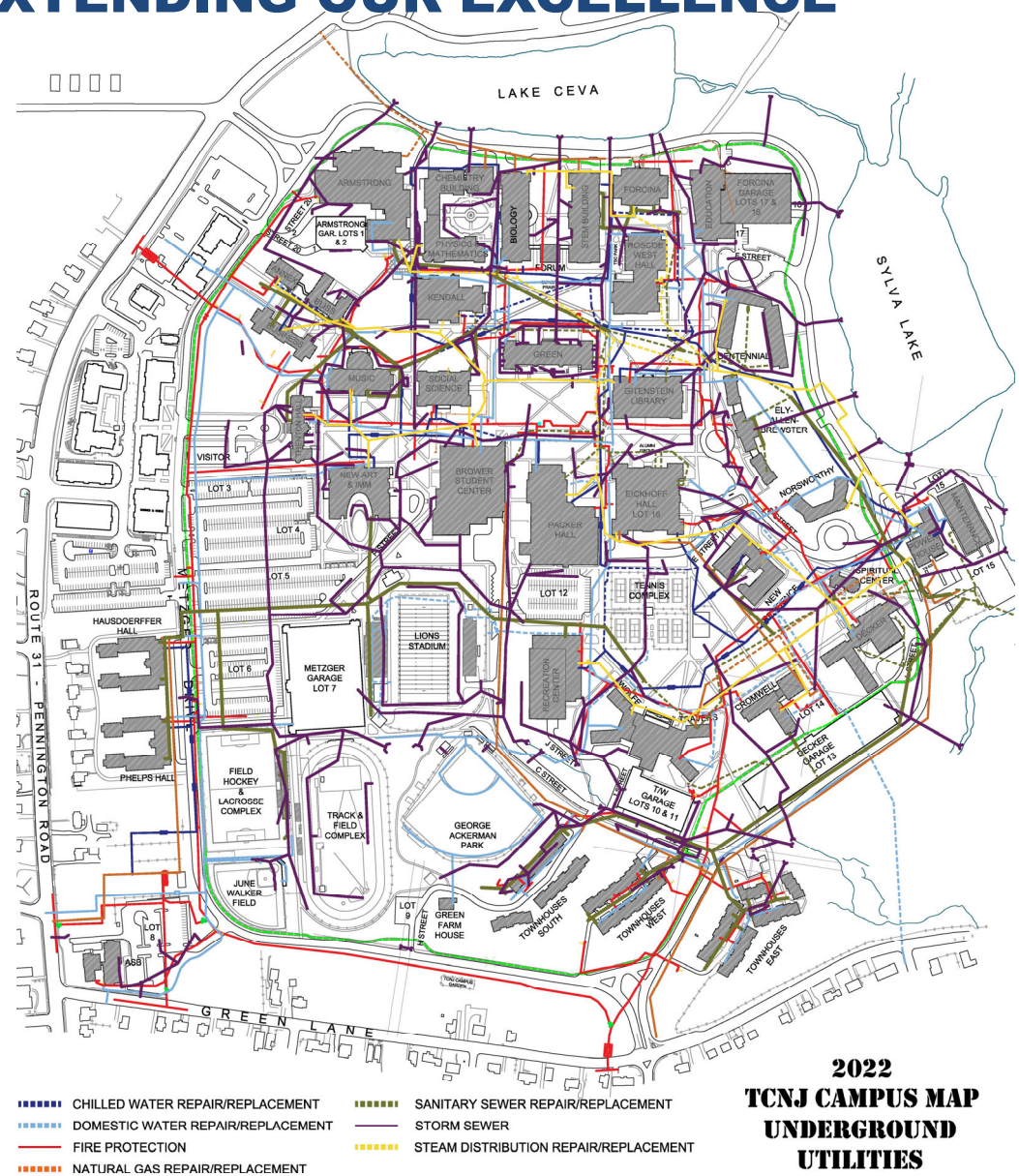
TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

Underground Utilities Upgrades

TCNJ plans to make investments into deferred upgrades to our underground utilities infrastructure, including:

- **CHILLED WATER REPAIR/REPLACEMENT**
- **DOMESTIC WATER REPAIR/REPLACEMENT**
- **NATURAL GAS REPAIR/REPLACEMENT**
- **SANITARY SEWER REPAIR/REPLACEMENT**
- **STEAM DISTRIBUTION REPAIR/REPLACEMENT**

\$44M



TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

IMMEDIATE CAMPUS NEEDS

Address Short-range space needs of the College to meet the goals of the Strategic Plan.

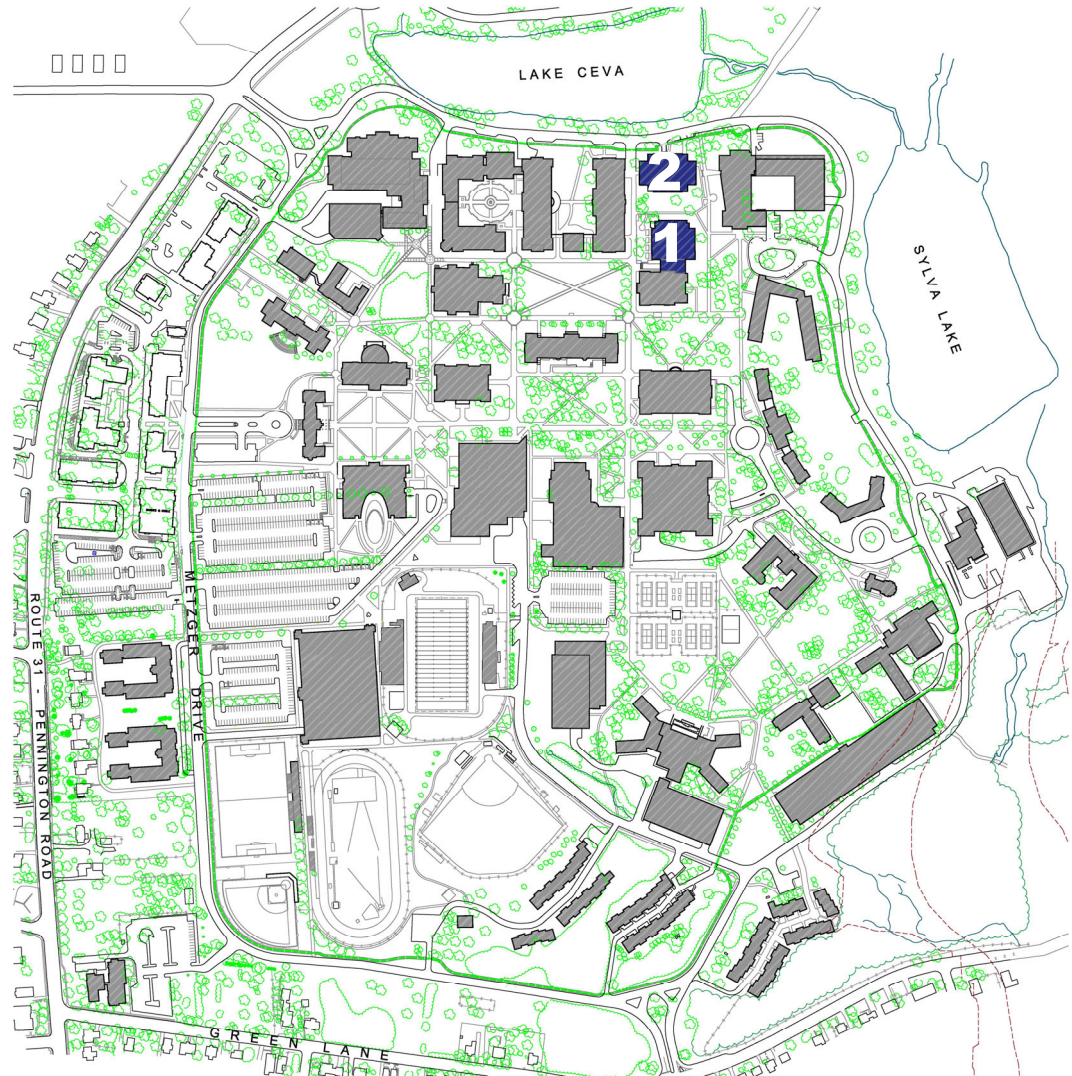
Next Steps:

1. Roscoe West Hall Renovations

- | | |
|----------------------------------------------------------------------------------|--------|
| A. Ground Floor | \$7M |
| Classrooms, Incubator/Collaboration Center for Excellence in Teaching & Learning | |
| B. First and Second Floors | \$2.6M |
| Tutoring and Mentoring Student Success Career Center Academic Advising | |

2. Forcina Hall Renovations

- | | |
|--------------------------------------------------------------------------|--------|
| A. Second Floor | \$10M |
| Nursing and Public Health Relocation | |
| B. Fourth Floor | \$8.2M |
| Additional Classrooms, Labs, Incubator/Innovation Space, Student Commons | |
| C. First and Third Floors | \$2.6M |
| Update Finishes | |
| D. New ADA Elevator | \$1.3M |



TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

1A. Roscoe West Renovations

Tools for the 21st Century Student

Roscoe West Hall was built in 1968 as an addition to the original 1930's campus library. Since the current library was built in 2005 there has been no program space in the Ground Floor of the old library.

TCNJ has exciting new plans for the reimagining of the 1968 wing that will allow us to use the lower level as a new home for the expanded Center for Excellence in Teaching and Learning.

Consistent with the mission of The College of New Jersey, the **Center for Excellence in Teaching and Learning** fosters a dynamic and transformative educational experience by providing resources, opportunities, and strategies that support the teacher-scholar model and enhance student-centered learning in the classroom and beyond. CETL creates resources and faculty professional development opportunities in support of innovative, effective course design and offers one-on-one and group consultations with faculty to assist in course design, curriculum, and teaching best practices.

Expanded space allocation will provide an area to practically study:

- Syllabus Design and Development
- Course Design & Development
- Assessment Strategies and Rubric Development
- Universal Design for Learning & Accessibility
- Course Technology and digital pedagogy
- Designing for Active Learning
- Teaching Issues and Ideas
- Quality Matters Consultation and Course Reviews

Renovations will include updated facilities as well as an additional seven flexible multi-purpose use classroom spaces, a seminar space and student group rooms, student commons as well as a flexible incubator/collaboration space.



ROSCOE WEST HALL - GROUND FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

1B. Roscoe West Renovations

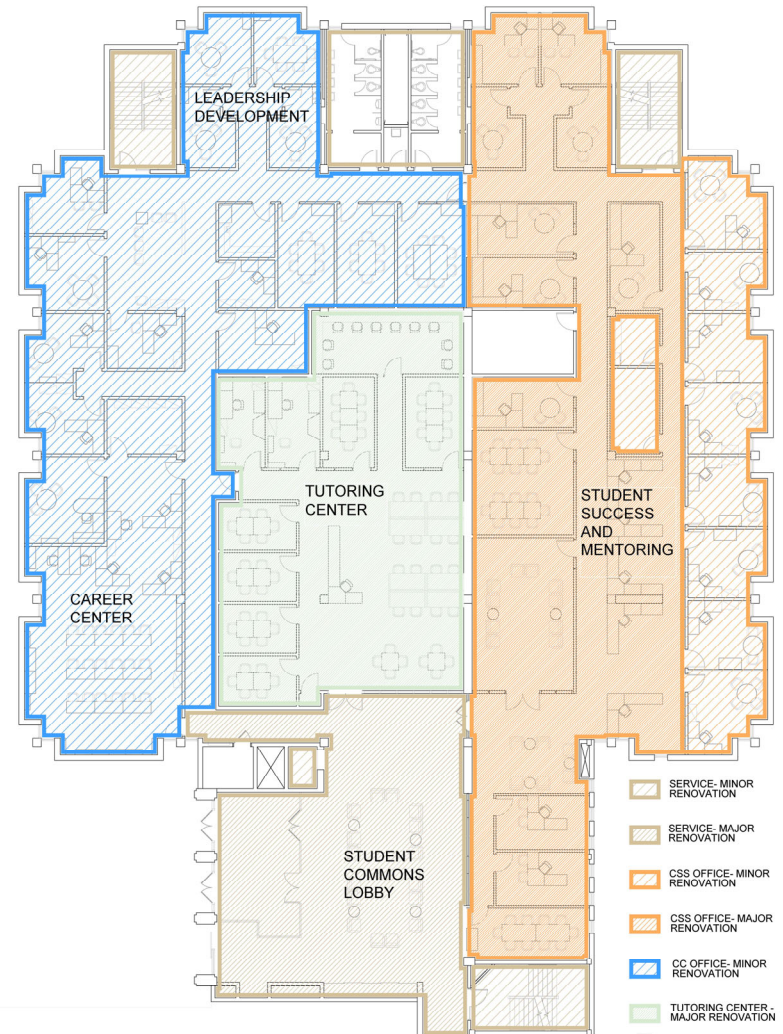
Tools for the 21st Century Student

Roscoe West 68 First Floor is currently home to The Center for Student Success, the Career Center and the Tutoring Center. Renovations to expand and reconfigure these areas are vital to keep up with the financial, academic and social support needs of our students.

The Center for Student Success was established to provide all students with access to personalized coaching and advisement with the goal of strengthening their academic performance and promoting student success and retention. The staff is dedicated to the academic success and development of the “whole student.” Working as a supplement to students’ Departmental Advisors, CSS can provide resources and support for students seeking clarification and guidance in choosing the courses necessary to gain the optimal experience at TCNJ. Referrals to faculty as well as offices such as the Assistant Deans, Records & Registration, Tutoring, The Career Center, etc., assist in this process and encourage students to be advocates for their own success.

The Career Center supports the College's mission by fostering an environment that encourages students' career development through academic, leadership and experiential learning opportunities. Optimal student collaborations are built and enhanced through meaningful relations with Alumni, employers, and representatives of postgraduate education.

The Tutoring Center Learning Commons provides services that facilitate TCNJ students' learning and persistence as they meet academic challenges throughout their academic careers. Trained in principles and practices of International College Reading and Learning Association certification, peer tutors assist students to master course content and develop learning skills including problem-solving, analytical reading, writing researched arguments, oral presentation techniques, test-taking strategies, and time management. In-person sessions are organized in one-to-one or in small-group sessions by scheduled appointment or drop-in. Through the Northeast eTutoring Consortium, online tutoring is available as asynchronous writing feedback and in chat rooms for selected disciplines.



ROSCOE WEST HALL - FIRST FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

1C. Roscoe West Renovations

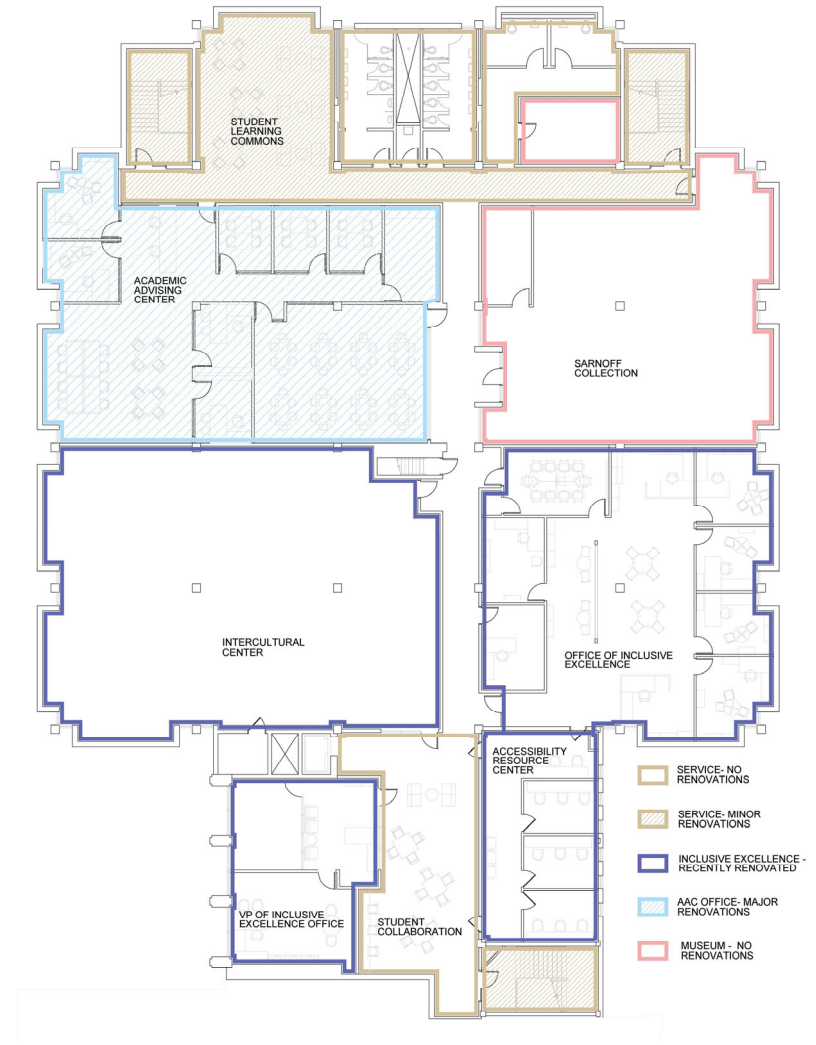
Tools for the 21st Century Student

Roscoe West 68 First Floor is currently home to the recently renovated Office on Inclusive Excellence, the intercultural center and the Sarnoff Collection. With the addition of the Academic Advising Center, TCNJ is creating a hub for student support services.

The Office of Inclusive Excellence provides institutional leadership in enhancing respectful, diverse and inclusive work and learning environments at TCNJ.. The campus community of TCNJ is composed of people with diverse backgrounds, perspectives, and experiences. Given the increasing diversity of the population of the United States and the cultural effects of globalization, we must continually build upon our efforts to ensure that all perspectives can be expressed. Our commitment to inclusiveness means that the campus community will constantly evaluate college policies, procedures and practices to remove those barriers that may affect our ability to be a welcoming and safe environment. The division serves as a partner with all campus offices as each area makes its unique contribution to the overall inclusivity of the campus community.

The Intercultural Center was created as a dedicated space that provides support for underrepresented groups on campus and fosters intercultural dialogue, exchange, and understanding among all students, faculty, and staff. Creating inclusion-specific spaces is one of the ways TCNJ honors, affirms, and advocates for underrepresented student populations on campus. The creation of the Intercultural Center as a fixture of the Inclusive Excellence suite drove the division's move from the Brower Student Center to Roscoe West Hall. The suite is now positioned near other student-focused offices like the Accessibility Resource Center, Institutional Equity and Intercultural Affairs, the Career Center, and the Tutoring Center.

Academic Advising Center TCNJ is creating a new, institutional Advising Support Center, which will expand our current advising model adding value to it and leveraging its strengths. The Center will provide centralized resources to build our advising capacity and improve our academic advising across TCNJ; directly advise specific student populations; and provide supplemental advising support to academic departments.



ROSCOE WEST HALL - SECOND FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

2A. Forcina Hall Renovations

Tools for the 21st Century Student

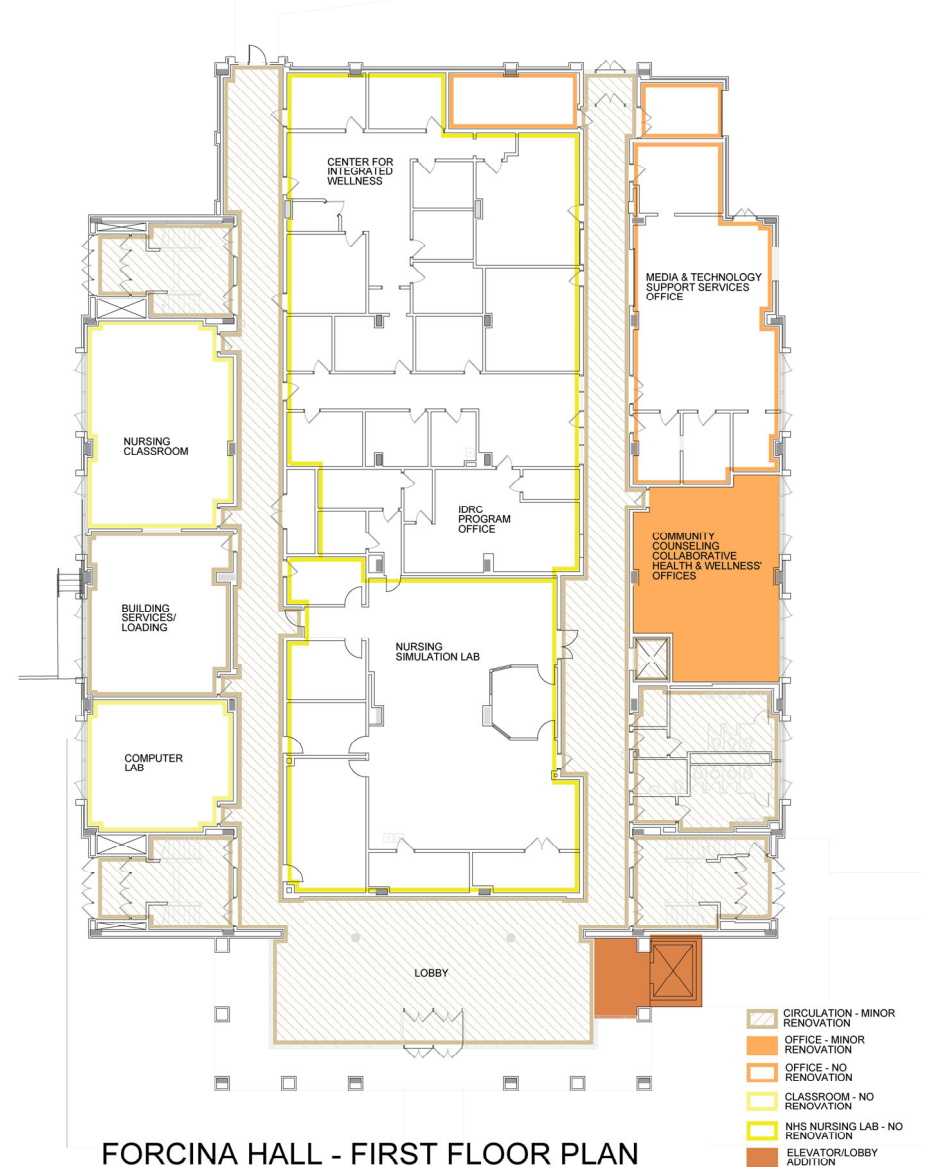
Forcina Hall, built in 1969, is a 4-story masonry building with concrete columns and floor superstructure. The existing elevator requires updating to meet current codes. TCNJ proposes to add a new elevator outside the existing's buildings footprint to allow for current ADA and safety requirements to be met.

A portion of our Nursing and Health Sciences program makes its home on the first floor of Forcina Hall. The current Simulation Lab contains five beds and two examination rooms. There is a debriefing room with a camera and television which affords students and faculty the ability to review simulation recordings. Recorded sessions use our SimCapture technology. Use of high-fidelity mannequins and standardized patients provide students unique experiences in maternity care, resuscitations, medical-surgical nursing, psychiatric nursing, pediatric nursing, community health nursing, and medication administration. The Forcina lab is also used for skills' demonstration, fish-bowl style simulation, and simulation staging. This facility provides realistic, practical learning experiences in a safe environment that is based on nursing knowledge, patient safety, quality care, evidence-based practice, and professionalism.

The Simulation Lab uses innovative methods to enhance student education and foster professional practice. Simulation's goal is to prepare undergraduate and graduate professional nurses who:

- Provide Patient-Centered Care
- Work in Interdisciplinary Teams
- Understand and Provide Safe Care
- Employ Evidence-Based Practice
- Apply Quality Improvement
- Use Information Technology
- Emphasize Caring
- Think Critically
- Use Independent Judgment
- Demonstrate Clinical and Ethical Decision-Making Skills

Relocation of the existing offices of Community Counseling and Health and Wellness from the fourth floor to the first floor adjacent to the Center for Integrated Wellness allows a synergy of related student services.



FORCINA HALL - FIRST FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

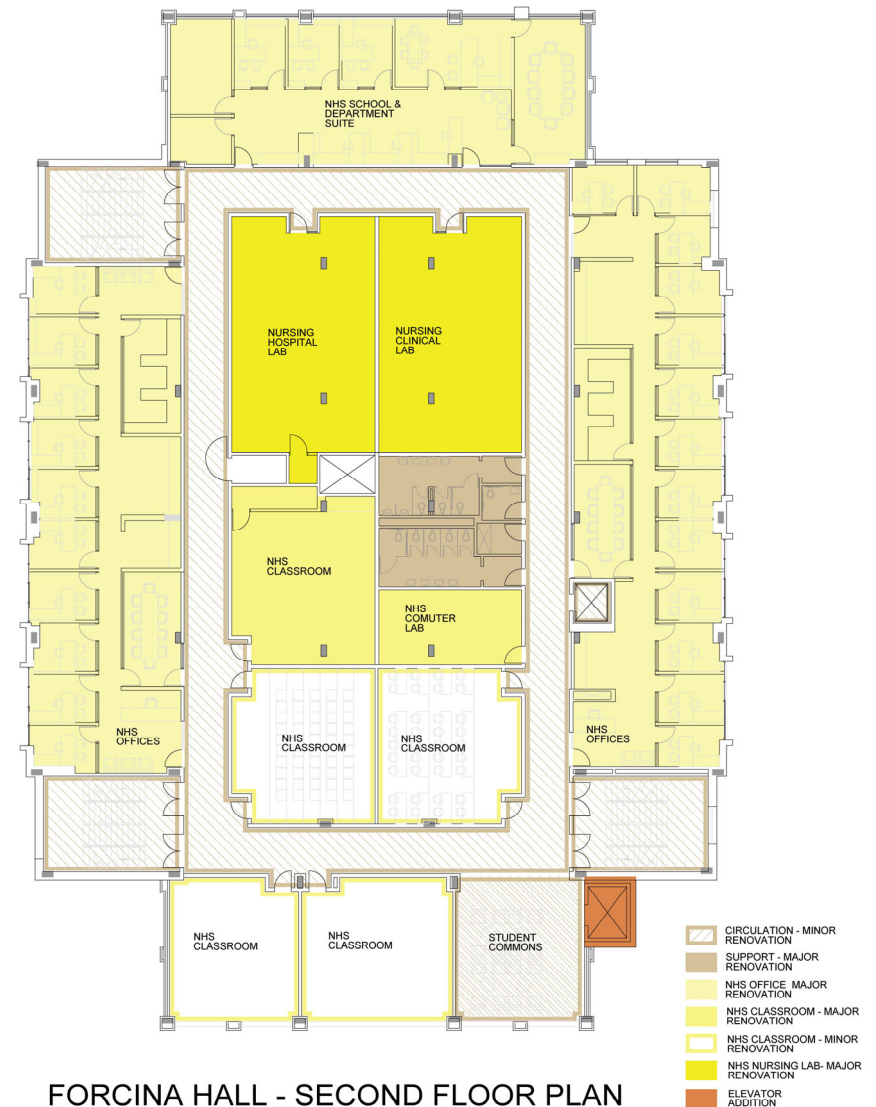
2B. Forcina Hall Renovations

Tools for the 21st Century Student

Relocation of the two existing simulation/skills Labs from Trenton Hall to Forcina Hall's second floor allows TCNJ the opportunity to unite our disparate Lab locations on campus to one building and to update our facilities with the most current equipment and technologies.

The two new Nursing Simulation Laboratories, will be equipped with state of the art equipment, high and medium fidelity mannequins, one mannequin that employs artificial intelligence (AI) to respond to student questions, task trainers, hospital beds to support skills training, and medical/nursing equipment. The adjacent classrooms will be equipped with smart technology that affords maximum flexibility for teaching. The Clinical Lab will accommodate up to 45 students and can reflect an emergency room with the accompanying equipment for a workforce readiness experience.

Department offices will surround the teaching areas to support student access to our nurturing faculty and staff to promote student learning and development.



FORCINA HALL - SECOND FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

2C. Forcina Hall Renovations

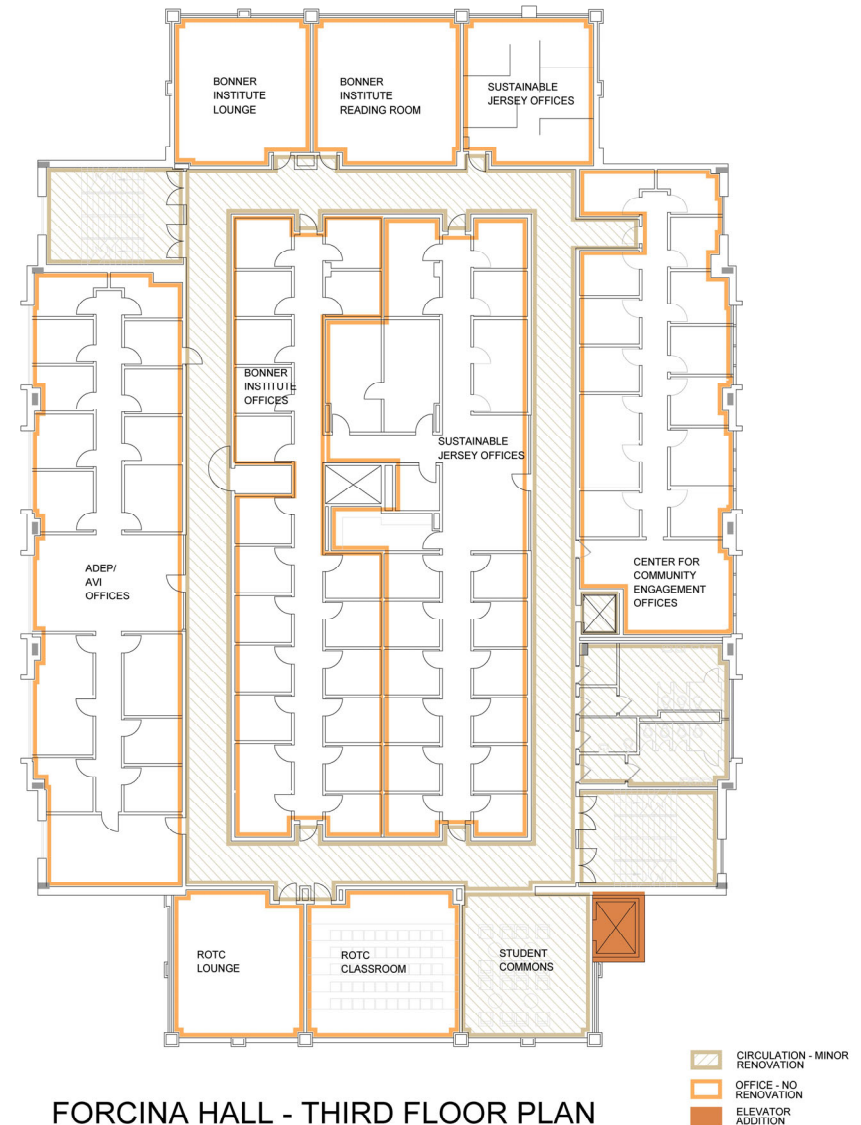
Tools for the 21st Century Student

Forcina Hall's third floor is the home of many of the college's support service including counseling, community engagement, honor scholars and ROTC programs. Projects on this floor will include an elevator adjacent student commons and updated stairs, restroom and corridor finishes to enhance the students physical and emotional experience.

The Bonner Institute is grounded in TCNJ's mission to "empower its diverse students, staff, and faculty to sustain and enhance their communities," as well as TCNJ's commitment to the public purpose of higher education. The Bonner Institute strives to create both a learning experience for students and service that assists community partners with their needs. Bonner Scholars gain knowledge and reflection through cultural competency, social identity, and civic engagement components incorporated into the program.

The Center for Community Engagement develops lifelong learners who are prepared to lead lives that are critically informed through community and civic engagement. CCE delivers educational experiences, service opportunities, and critical reflection that connect TCNJ students and faculty with community members and organizations in reciprocal collaborations. These collaborations enhance the ability of participants and organizations to understand and address the contexts and causes of social injustices and community-identified concerns.

Sustainable Jersey is a multifaceted program designed to aid municipalities in achieving their sustainability goals. The program develops new models and best practices, conducts outreach, and provides technical support, grants, and other incentives to support municipal progress. A highlight of the program is the award winning "Sustainable Jersey Certification Program." Over 400 municipalities participate and collectively have implemented over 4,000 discrete best practices as part of the program. The New Jersey Resiliency Network and Sustainable Jersey for Schools constitute new strategic initiatives within the program.



FORCINA HALL - THIRD FLOOR PLAN

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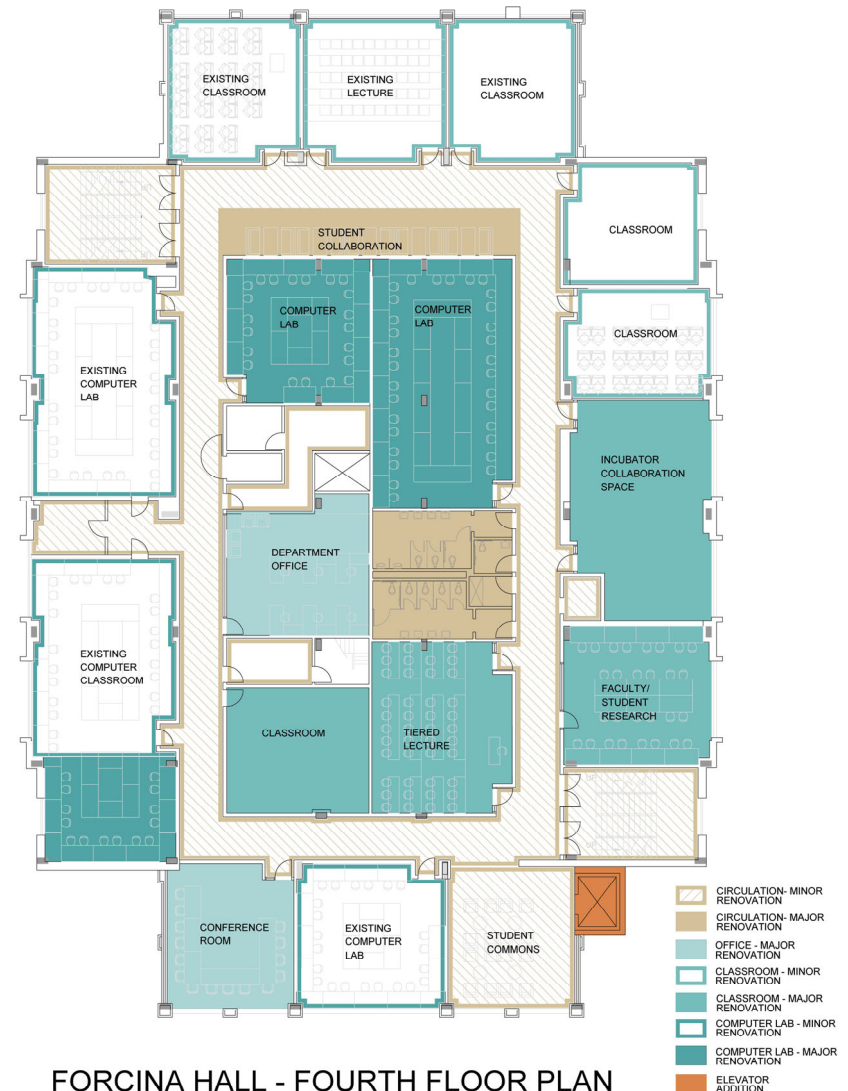
2D. Forcina Hall Renovations

Tools for the 21st Century Student

The field of Computer Science is an in-demand, high quality academic program at TCNJ. The existing department on the fourth floor of Forcina Hall needs to be expanded to include new and larger labs, departmental offices as well as faculty and student research spaces.

This reimagining of existing spaces will support multi-purpose classes and labs, and expanded space for computer sciences. The reconfigured under-utilized space on the existing fourth floor of Forcina Hall will be expanded to include additional experiential teaching spaces, additional tiered lecture rooms, student collaboration and project incubator spaces. By expanding the number of well-equipped generalized classrooms and laboratory spaces, TCNJ will expand its ability to educate and assist each student personally through the undergraduate years, by providing a comprehensive learning environment and developing a community of learners and leaders.

Updated features and finishes will include glass walls that showcase the school's many learning labs, increased faculty research spaces that will allow for greater faculty-student collaboration, more open-study spaces for student projects and tutorials.



FORCINA HALL - FOURTH FLOOR PLAN

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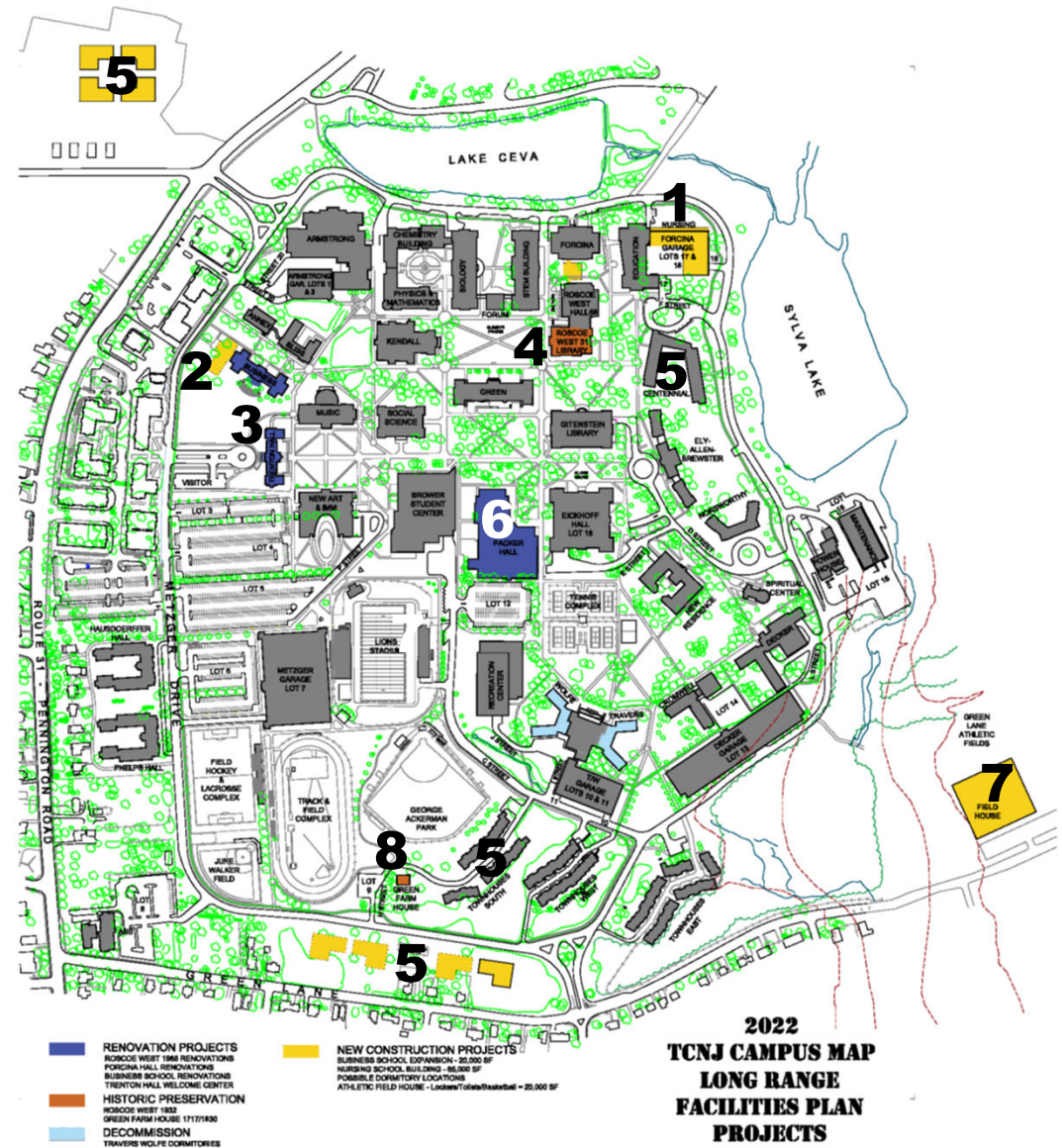
TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

FUTURE CAMPUS NEEDS

Address long-range space needs of the college on the conceptual level to meet the goals of the Strategic Plan.

Next Steps:

- | | |
|------------------------------------------------------|-----------|
| 1. School of Nursing & Health Sciences Consolidation | \$30-35M |
| 2. Business School Expansion | \$15-20M |
| 3. Welcome Center | \$3M |
| 4. Restoration of Roscoe West 34 | \$30M |
| 5. Housing Expansion Opportunities | \$100M/P3 |
| 6. Packer Hall | \$10-40M |
| 7. Recreation/Field House | \$65M |
| 8. Green Farm House | \$4M |



TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

1. School of Nursing and Health Sciences Consolidations

Our Department of Nursing is committed to excellence and to offering up-to-date state of the art learning. The mission of the Department of Nursing is to serve the people of New Jersey and the nation by preparing professional nurses at the baccalaureate and masters levels and by ensuring that all graduates are prepared to be successful, ethical and visionary leaders in a multicultural, technological and increasingly global world.

Currently the School of Nursing and Health Sciences is divided up into multiple disparate locations on campus.

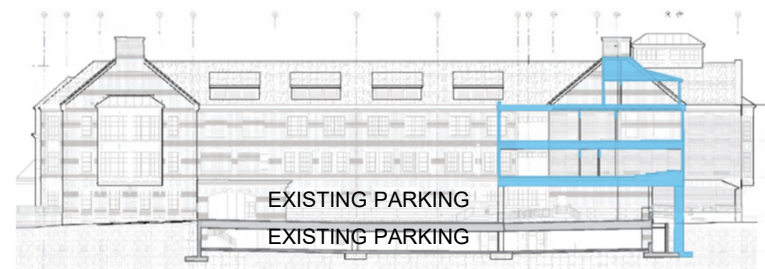
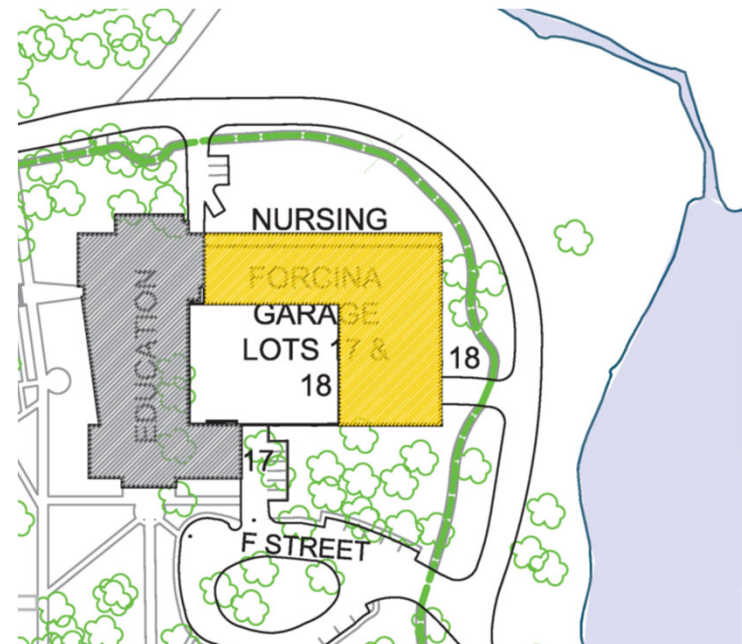
- Nursing in Trenton and Forcina Halls
- Public Health in Kendall Hall
- Health and Exercise Science in Packer Hall.

In an effort to consolidate these programs and create enhanced synergy between them, TCNJ is looking for a new and standalone home for the School., TCNJ is looking for a new home for the School.

In 2002 the Forcina Garage was designed with excess structural capacity to allow for its future vertical expansion for a two- or three-story academic building above the existing two levels of parking. Provisions were made during the design of the TCNJ School of Education in 2012 to accommodate the future School of Nursing utility infrastructure. These provisions included Structural, HVAC, Electrical, Plumbing, and Fire Protection systems.

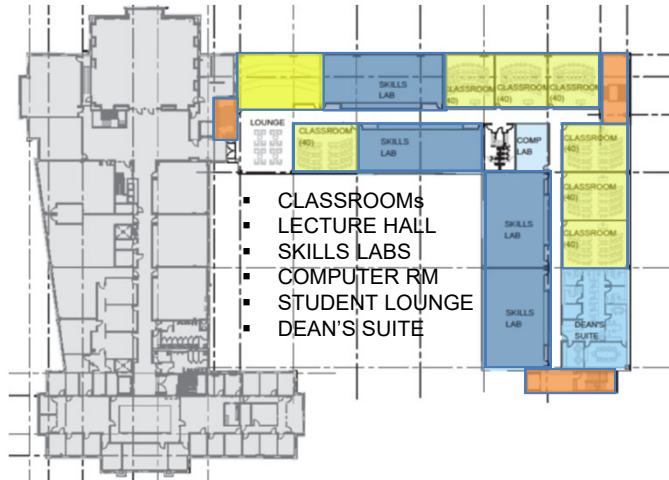
Studies have begun to analyze the program needs.

- Proposed 65,000 SF overbuild of the Forcina Garage will reunite the Nursing Programs into one location on campus.
- This design allows us to keep the existing parking counts while being able to add state-of-the-art simulation labs, classrooms and offices for all of Nursing and Health Sciences in one location.
- In a new facility we are able to carve out large areas for hospital type simulation labs.
- Leaving the recently renovated Center For Integrated Wellness in nearby Forcina Hall allows us the required program adjacencies as well as easy access to the community it serves

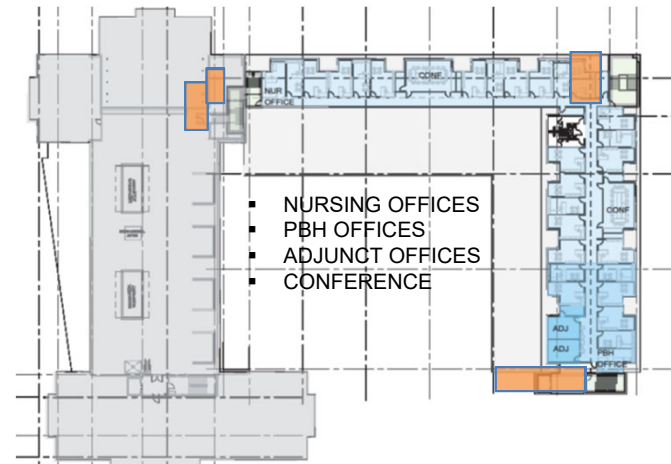


PROPOSED BUILDING SECTION

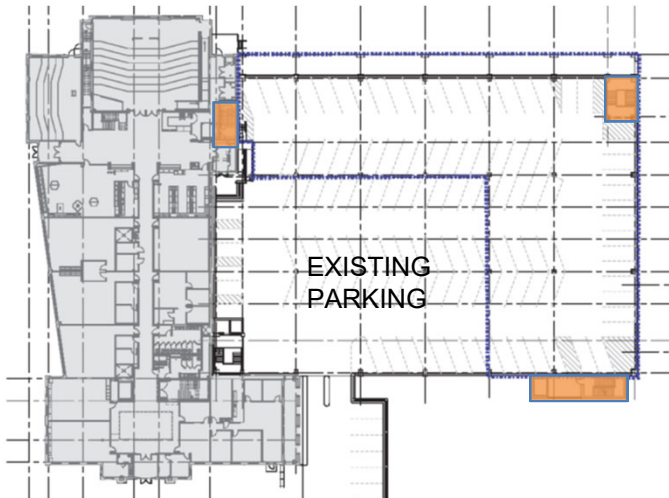
School of Nursing, Health & Exercise Science Consolidations



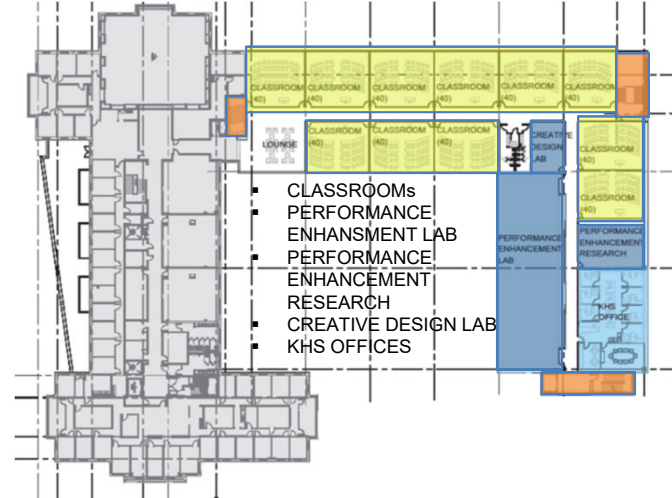
SECOND FLOOR



FOURTH FLOOR



FIRST FLOOR



THIRD FLOOR

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

2. Business School Renovations and Addition

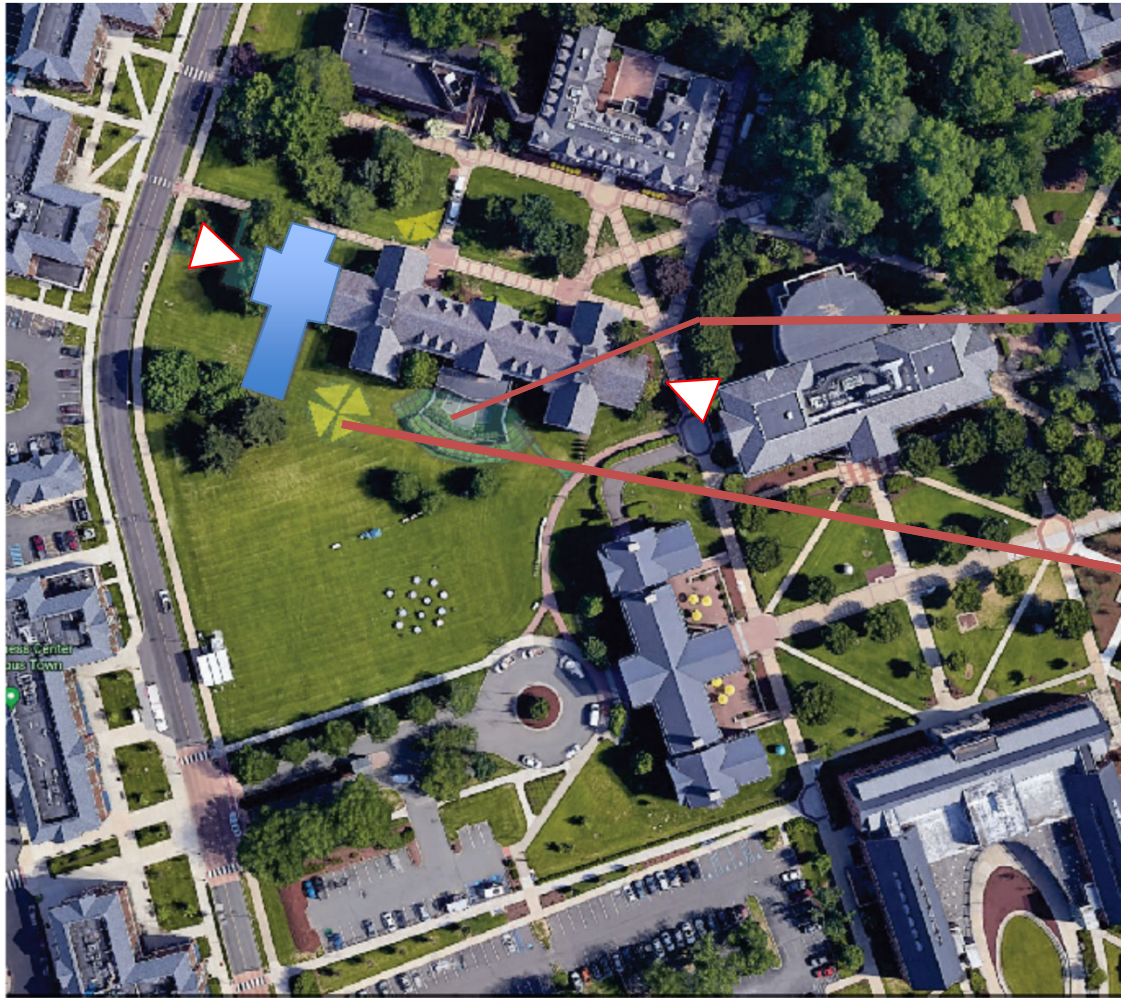
The School of Business at TCNJ is a leader in undergraduate business education. Over the years we have developed a tradition of graduating students well prepared for the changing business environment. Our philosophy is simple: A TCNJ business education will be an intellectually challenging and maturing experience that prepares students for their future careers and to be responsible members of the broader social community.

Along with learning about spreadsheets and marketing plans, business school students gain breadth by taking courses that recognize global challenges, the importance of civic responsibility, and the wonder of art and science. We succeed because we admit students who see value in their own education, and we take time to foster their development. We do this within the TCNJ community, as part of our mission to educate the whole person.

Our vision is to be a premier business school amongst regional publics, with a mission to educate learners to become successful professionals and socially responsible citizens poised for positions of leadership. With respect to diversity, equity, and inclusion, our Action Planning Committee planned, and continues to plan, activities designed to maintain a safe environment where all are heard and respected. The MBA program launched a new joint degree with the public health program, MBA/MPH, and a new stand-alone graduate Business Analytics certificate.

New curriculum changes on the horizon require us to expand our footprint beyond our 25 year old facility. As we work to adapt to changes in the Certified Public Accountant exam, and potentially start new specializations in finance and management, we need to expand and update our existing facility.





SITE PLAN



AMPHITHEATER



SHADE STRUCTURE



GLASS/CAST STONE FAÇADE FACING RD

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

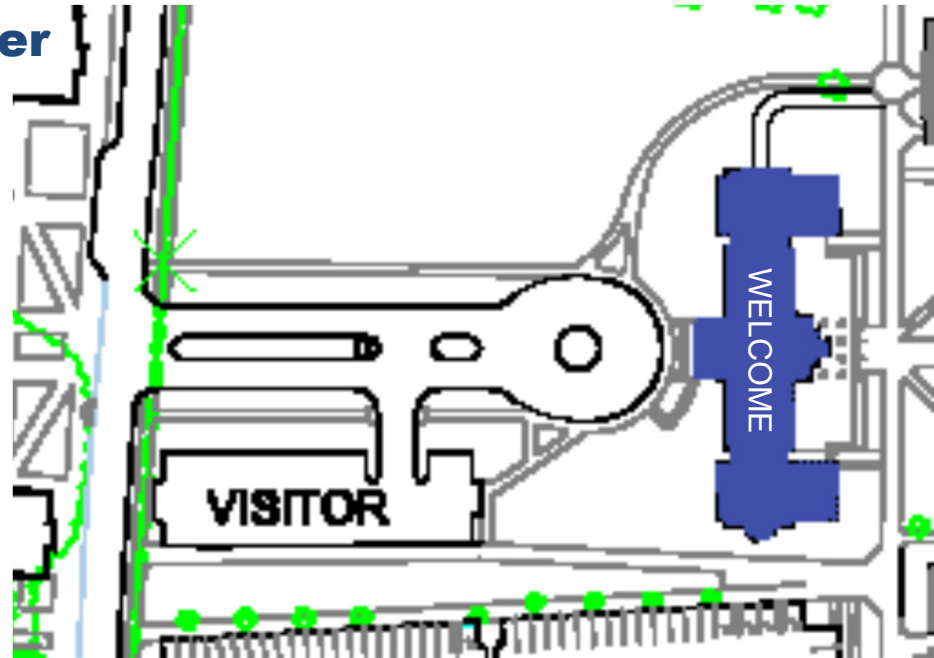
3. Trenton Hall Welcome Center

Relocation of Nursing frees up space in Trenton Hall to create a TCNJ Welcome Center

- Prominent location on Campus
- Adjacent visitor's parking
- Existing Admissions Office Location (3,000 SF)

Approximately 11,000 SF of Additional Program Area for Admissions to accommodate:

- Event Rooms
- Visitor information
- Alumni Engagement offices
- Career Services
- Prospective Student Interview Rooms



Trenton Hall Welcome Center

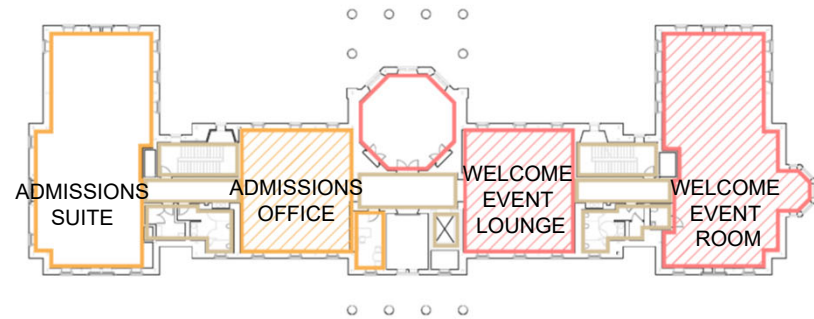
Trenton Hall was renamed in 2017 to embrace the college's history as an institution born in the city of Trenton.

TCNJ has a longstanding history with the city of Trenton and this name reminds us and everyone who visits campus that TCNJ's roots run through our state capital.

The recommendation to change the name was first put forth by the Advisory Commission on Social Justice: Race and Educational Attainment.

Originally named for Dr. Loser, superintendent of Trenton schools from 1932-1955. Archival research, conducted by TCNJ students, revealed that Dr. Loser supported and maintained a segregated school system that shaped the prospects of opportunity for generations of Trentonians.

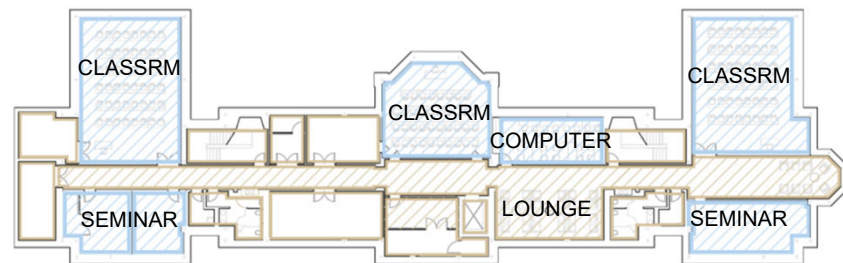
Coming full circle from the buildings origins, Trenton Hall will be transformed to be the gateway to welcome all students to the campus.



SECOND FLOOR PLAN



FIRST FLOOR PLAN



GROUND FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

4. Roscoe West 1934 Library 42,650 SF mothballed

Designed by architects Guilbert and Betelle and constructed in 1931, the doors of Roscoe West Library were officially opened for use as the campus library in March of 1932. The library was the second of three original buildings on the new campus for The New Jersey State Teachers College and State Normal School at Trenton. Green Hall the college's "old main" and Kendall Hall the third built structure joined Roscoe West Hall in the original campus quadrangle which then offered views north towards Ceva Lake.

The Library was named for Roscoe L. West, the first person to hold office as president of the College (at Ewing Campus), and the man who had supervised the rapid development of the Ewing Township campus, when he retired in 1957. His 27-year presidency was extraordinary in terms of both physical and academic change.

A side gabled roof, end flanking chimney stacks, and an articulated cornice define its Georgian style. Its most prominent feature, the four-column raised portico at west, grounds the two-story structure in its site and welcomes visitors upon their ascent to the main entrance. The brick façade is patterned with a Flemish bond; the corners are highlighted with quoined pilasters of limestone, and tall first floor double hung windows offer a hint to the spacious first floor interiors.

Roscoe West 34 was decommissioned in 2014. Roscoe West 34 could house much needed program spaces if steps are taken to preserve this deteriorating building.

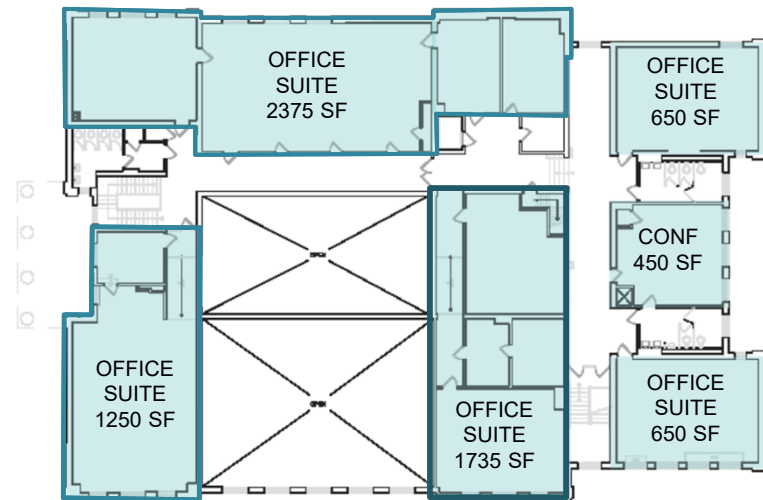


Roscoe West 34 Renovations

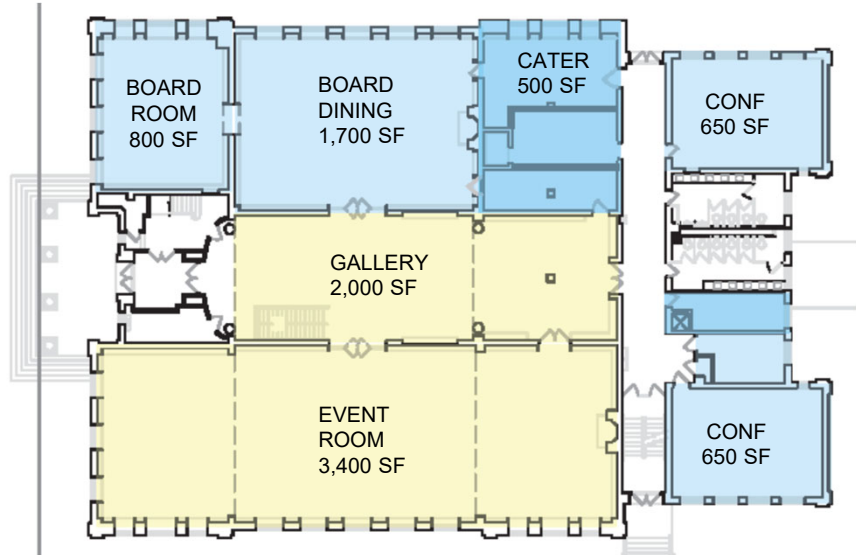
Discussion about the 42,650 SF mothballed original **Roscoe West 1934 Library** include its possible future uses as well as its historic preservation as one of the original buildings on campus. Currently we are looking to complete its hazardous materials abatement and to install a new HVAC system to try and keep the building from further deterioration.

Possible uses include:

- Board of Trustees facilities
- Large event rooms
- Alumni Engagement
- College Advancement
- Bonner Institute



SECOND FLOOR PLAN



FIRST FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

5. Housing Renovations/Expansions

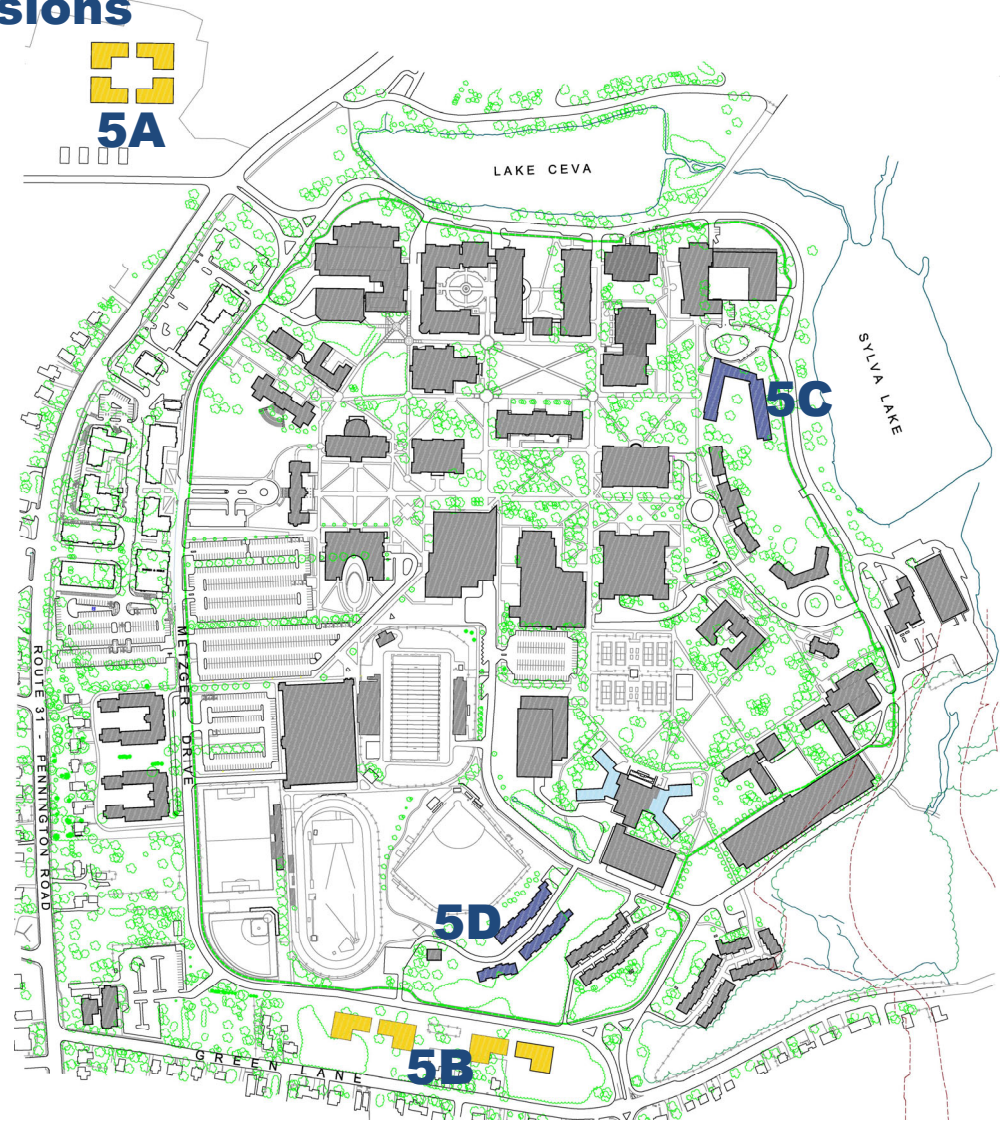
FURTHER STUDY:

5A&B. PUBLIC PRIVATE PARTNERSHIP
OPTIONS/LOCATIONS

5C. CENTENNIAL HALL RENOVATIONS

5D. TOWNHOUSE SOUTH
RECONSTRUCTION

- EXPLORE THE POSSIBILITY OF REPLACING
WITH 6 STORY DORM BUILDING



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TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

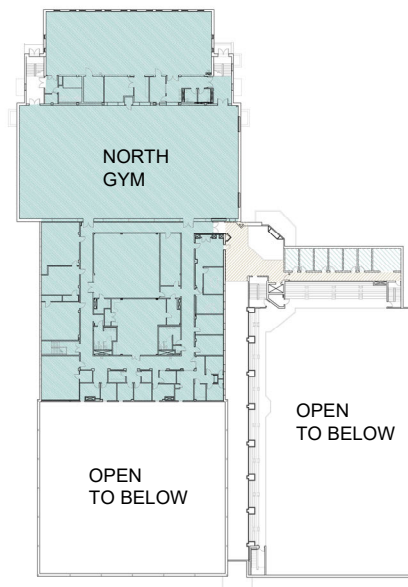
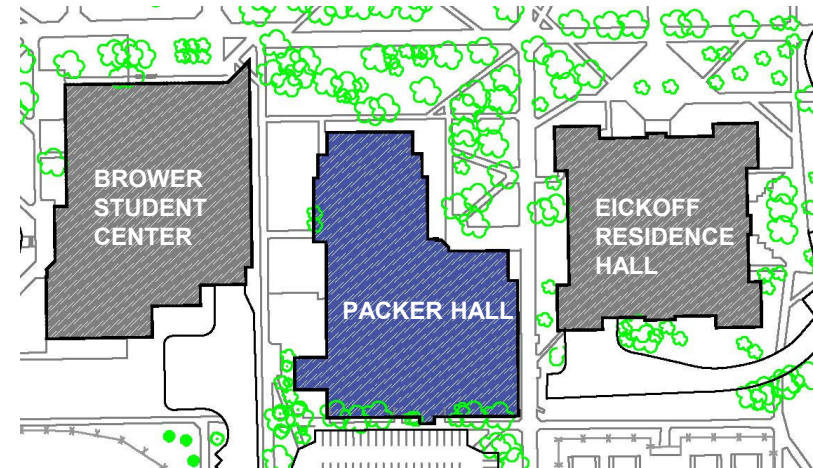
6. PACKER HALL RENOVATIONS

Packer Hall is home to Athletics, Recreation, and Health and Exercise Sciences. The building contains gymnasiums, locker rooms, weight rooms, a pool, classrooms, and offices for faculty and staff.

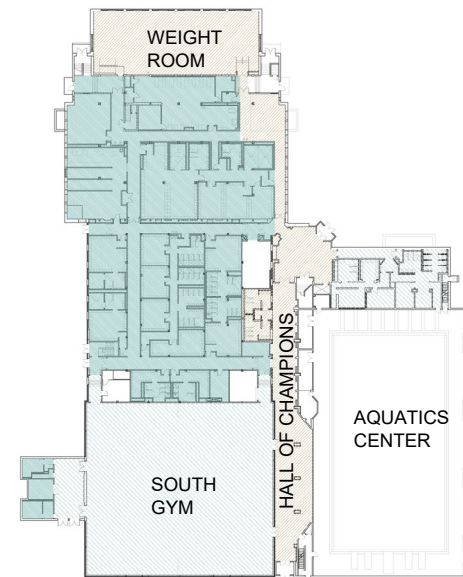
The Packer Hall Renovation Project includes a complete reimagining of Packer Hall, including spaces vacated when Health and Exercise Science moves into the new Nursing and Health Sciences Building. The renovated Packer Hall will become a comprehensive recreation center, accommodating the full recreation program while effectively reusing the existing building and optimizing the central campus location.

Renovations will include:

1. Locker Room Renovations
2. Gym Renovations
3. Athletic Training Rooms
4. Athletic Equipment Room
5. Athletics Team Meeting Rooms
6. Expansion of Office Areas



SECOND FLOOR PLAN



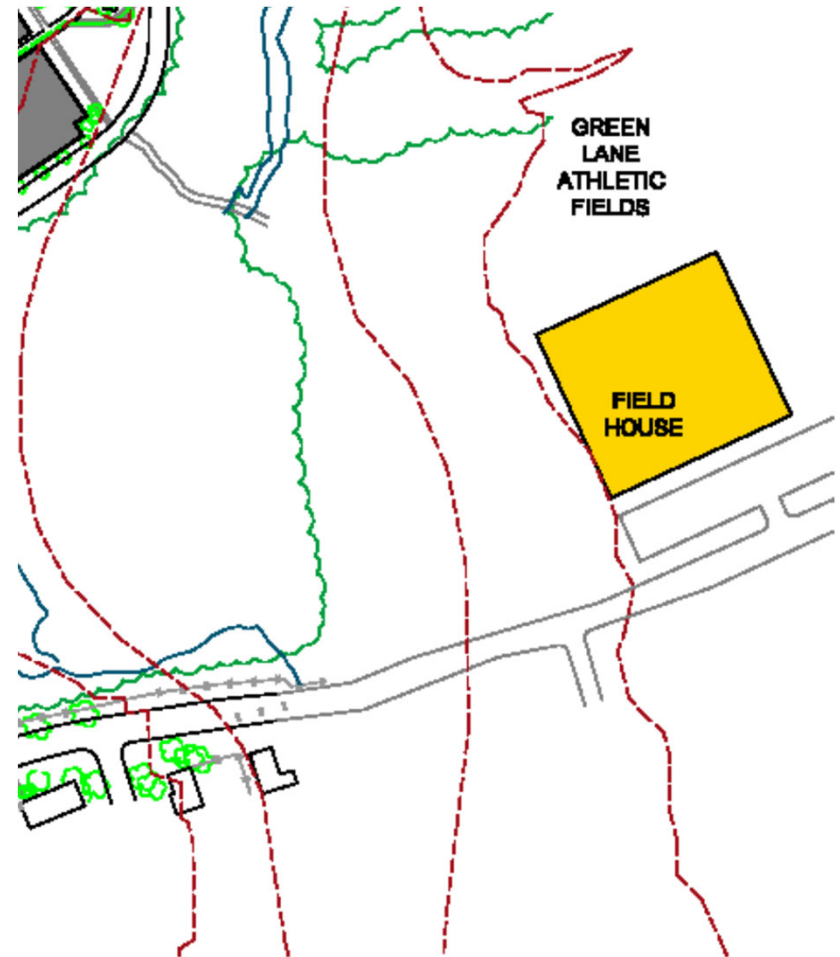
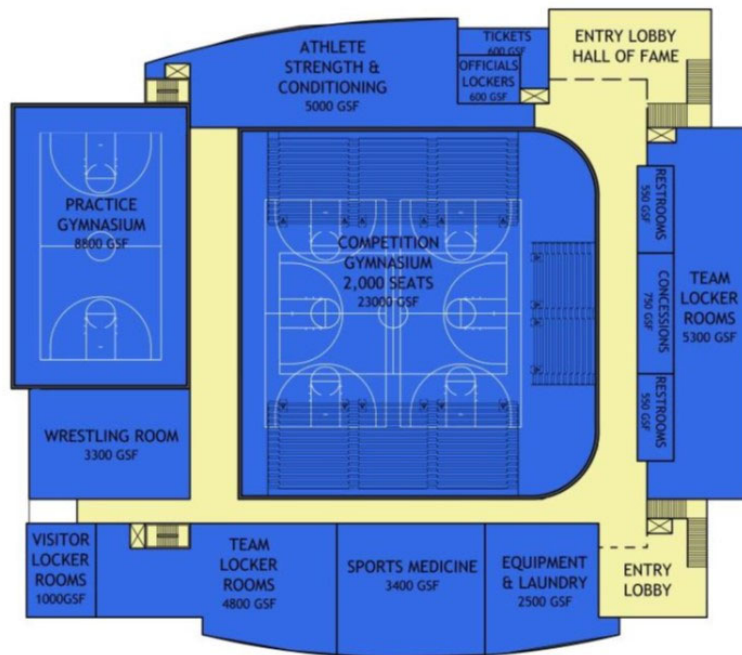
FIRST FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

7. ATHLETIC FIELD HOUSE

- RELOCATION OF BASKETBALL TO GREEN LANE FIELDS TO A NEW NCAA FACILITY
- RELOCATE WRESTLING
- DEDICATED LOCKER ROOMS
- STRENGTH TRAINING
- SPORTS MEDICINE



TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

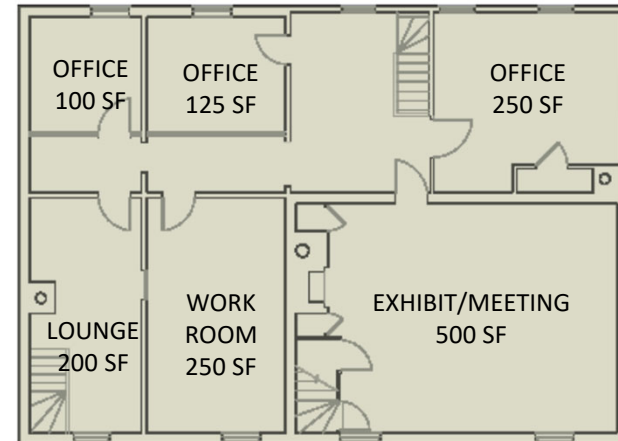
8. GREEN FARMHOUSE MUSEUM



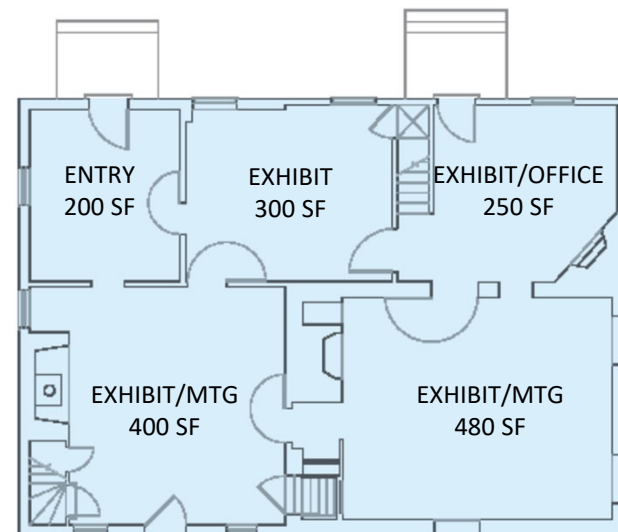
The William Green Farmstead is one of the oldest settlements in Ewing Township. A building has been on this property since the late-seventeenth century. The oldest portion of the surviving farmhouse, was built in the 1730s. It was enlarged late in the century and brought to its current dimensions around 1830. The brick portion of the house is one of the oldest and northernmost examples of patterned brick architecture in New Jersey.

The historically preserved Green Farmhouse can be used as a event space, an alumni conference building or museum.

- 1630 NSF of exhibit on 1st floor
- 500 NSF of exhibit on the 2nd floor
- 925 NSF of office and work area on the 2nd floor
- Additional basement storage space
- Adjacent parking lot for public access to the exhibits



SECOND FLOOR PLAN



FIRST FLOOR PLAN

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

GREENER GOING FORWARD

Sustainability Goals

E1: APPROVE AND SUPPORT AN ENVIRONMENTAL STUDIES MAJOR

The College is one of the few institutions of its caliber that lacks an Environmental Studies major. Not only does this deter potential students from applying or accepting admission but outside bodies such as the Association for Advancement of Sustainability in Higher Education (AASHE) or Princeton Review's "Top Green Colleges" cite the lack of a major as a concern. The current proposal for an Environmental Studies major is in Stage 2 of the ten-step approval process. The major program will need promotion and collaboration with academic departments to be successful.

E2: INVITE OUTSIDE SCHOLARS AND PRACTITIONERS OF SUSTAINABILITY

A speaker series funded by Academic Affairs will invite at least one speaker per year. The speaker might present research or offer faculty and staff training in sustainability.

E3: CREATE A GRADUATE 4+1 PROGRAM IN ENVIRONMENTAL SUSTAINABILITY

The public and private sectors increasingly need specialists with graduate training in sustainability. Building from the Environmental Studies major and other academic departments, the College can build a 4+1 program with an interdisciplinary base and the choice of specialization in areas such as advocacy, science, economics, engineering, policy, or management. TCNJ Office of Academic Affairs will contract for initial research that will identify existing faculty expertise, measure student demand, and study how other institutions structure their programs.

E4: INCREASE GENERAL STUDENT AWARENESS OF SUSTAINABILITY

Every student who graduates from TCNJ should have some basic knowledge of the meaning and importance of environmental sustainability. This initiative could be fulfilled through a Liberal Learning requirement, a first-year student orientation module, or within the departments' orientation courses. If done through academic departments, each could decide how to make sustainability education most relevant to their field. The Faculty Senate will find the most appropriate means and Academic Affairs will offer incentive for faculty to develop new courses in any discipline promoting sustainability. The common goal is to encourage graduates to incorporate sustainability in the careers and lifestyles.

E5: INVITE SURROUNDING COMMUNITY TO TCNJ ENVIRONMENTAL PROGRAMMING

Facilities developed by TCNJ for climate mitigation and resilience should include community beneficiaries, encourage community participation in both on-campus and off-campus events, education programs, as well as awareness-raising activities around sustainability, climate change, and climate resilience.

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

GREENER GOING FORWARD

Campus Operations

O1: INCREASE USE OF ONLINE LEARNING, MEETINGS AND ADMINISTRATION

While online communication is not always a satisfactory substitute for in-person meetings, TCNJ's experiences with the COVID-19 public health crisis show that many campus operations can be accomplished online. These adaptations have greatly reduced the College's carbon footprint and should be encouraged. Before May 2021, each cabinet member will identify within their division tasks that can be accomplished online, especially when they may result in cost-savings or a reduction in net College greenhouse gas emissions (including transportation). The Director of Sustainability and Energy will annually review such efforts and provide training and grant opportunities for increased online working.

O2: IMPROVE RECYCLING PROGRAMS AND COMPLIANCE

The Office of Occupational Safety and Environmental Services has partnered with the Bonner team to improve recycling on campus yet compliance by the campus community needs improvement, and such efforts should continue. Going forward, the Office will develop metrics to be better able to measure bulk waste and recycling programs and develop a plan to increase the recycling by a total of 5% in five years. Relevant academic departments and the Office of Communication and Brand Marketing will offer support.

O3: ELIMINATE THE USE OF PLASTIC SINGLE-USE CONTAINERS AND BAGS

In contracts going forward with food and service contractors, the College will eliminate plastic single use containers and bags for beverages, catering, and food to go. Auxiliary Services and Dining Services will phase out such use over the next two years as much as practical.

O4: ADVERTISE ENVIRONMENTAL INITIATIVES IN THE ADMISSIONS PROCESS

As initiatives in this plan become successful, the Admissions Office will increasingly publicize them and recruit students interested in environmental sustainability. The Office will work with the Director of Sustainability and Energy to identify programs and projects to use in recruitment.

O5: RESEARCH AN INSTITUTIONAL BICYCLE SHARING PROGRAM

Many institutions are implementing bike sharing programs modeled on successful initiatives in major cities to reduce carbon emissions. The Director of Sustainability and Energy will research different approaches and costs and provide this to interested campus stakeholders such as Student Government and Facilities.

TCNJ 2021 - 2027 Strategic Plan

TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

GREENER GOING FORWARD

Buildings, Property and Energy

B1: ADOPT AN ENERGY PLAN COMMITTED TO RENEWABLE ENERGY AND CARBON NEUTRALITY

TCNJ is writing an energy plan, called “TCNJ 2040: The Carbon Neutral Journey.” Suggestions for that plan include installing solar panels, building wind turbines, increasing the use of shallow well geo-thermal systems, continuing the move to LED technology to save costs on maintenance labor and parts, and investing in electric vehicles and landscaping equipment. Some of these items are already underway, including the installation of solar panels on several buildings and over parking lots. The solar array above the parking lot will also include an Electric Vehicle (EV) charging stations option. The College’s pledge to the American College & University Presidents Climate Commitment requires setting a date to achieve carbon neutrality. Among peer institutions, the consensus target date for carbon neutrality is 2040. Committing to using renewable energy for 50 percent of TCNJ energy needs by 2030 is an appropriate and achievable intermediate goal.

B2: BECOME A REGISTERED ARBORETUM

TCNJ’s existing tree canopy attracts potential students, employees, and visitors while sequestering carbon. A tree inventory was conducted in 2013 by a faculty-student team, an assessment that should be repeated in the next two years. The Director of Sustainability and Energy will organize scheduled tree inventories, seek recognition as a Tree Campus, and publicize the achievement. A tree canopy replacement plan will plan for the replacement of trees at the end of their life and maintain the campus tree canopy with appropriate species and spacing.

B3: IMPROVE EFFICIENCY OF COMMUTING TO CAMPUS

TCNJ will work to realize an increase of ten percent per year of commuting efficiency through simple operational changes such as: promoting TCNJ Rides or other carpooling programs, providing desirable parking spaces for alternative energy vehicles, providing access to the PSEG electric vehicle charging stations and publicizing these programs and existing public transportation to the campus community.

B4: INCREASE ENERGY EFFICIENCY OF BUILDINGS

TCNJ has constructed only LEED Silver new buildings since 2005. This requirement should continue and where possible be increased to LEED Gold, LEED Zero or a similar metric, as determined by a cost-analysis of such a switch submitted to the Board of Trustees. Retrofits of older buildings should continue. The Director of Sustainability and Energy will realize greater decreases in energy use, including phantom energy, during the College’s energy days.

TCNJ 2021 - 2027 Strategic Plan
TRANSFORMATION 2.0: EXTENDING OUR EXCELLENCE

The College of New Jersey
Information Technology -
Strategic Plan - 2022- 2027



The College of New Jersey Information Technology - Strategic Plan - 2022- 2027

Mission:

The Information Technology Department supports TCNJ's network, enterprise systems, hardware, software and classroom technology for academic use, research and operations. IT provides the technological foundation for faculty and student success in and out of the classroom by providing safe, secure anytime, anywhere, any application access. It is imperative that the Information Technology Department at TCNJ remain scalable, agile and nimble in providing resources and solutions to the campus community and fulfilling the strategic goals of the college.

Current Challenges and Risks for the IT Department

A 5-year plan for technology always has the inherent risk of becoming stale or obsolete much sooner than the printed expiration date. Shifts in technology, security and customer demands can and will have an impact on the viability of the plan. This plan is built on a broad foundation that was seeded with the 2017-2022 IT Goals. The goals and objectives moving forward are based on the ability for the department and the college to be agile and nimble in the implementation while always keeping the institutional strategic goals as the north star.

A challenge that impacts the full execution of this plan is the ability to purchase and procure hardware, software and associated human capital either in the form of FTE's or consultants. Supply chain issues over the previous 12 months, especially in the area of networking equipment, have shown that although the college is willing and able, the gear is just not available. This also means tempering the expectations of customers for devices like laptops, monitors and classroom technology components.

Last, a challenge that needs to be addressed over the course of this plan is human capital resources. Skill Sets that were valuable 5-10 years ago are now obsolete. The average tenure of the IT staff member at TCNJ is well into double digits. Almost every goal for the department and the individual areas revolves around cloud resources that necessitate knowledge, skills and abilities that are in high demand. We need to bridge the compensation gap that is widening at this time between what the college can offer and what is available, not only in the private sector, but at other state public higher education institutions.

Goals for the Information Technology Department

The overarching departmental goals below reflect the interwoven and nuanced role that IT is positioned in helping achieve the completion of the TCNJ Strategic Plan, *Transformation 2.0: Extending our Excellence*. Similar to the four goals of the college plan, the TCNJ IT goals are student centered and achievement oriented.

Goal #1: - Implement modern student focused academic and administrative technology platforms that promote ease of use, data transport and flexibility.

The Student Information System (PAWS) has been in production for over two decades and the Learning Management System (Canvas) has been live for over 8 years. Our customers, the students, are demanding modern, flexible, solutions. They are quick to point out that they have used Canvas since junior high school and thought that when they got to college, they would graduate to something new. PAWS is functionally sound, but interface challenged. The IT Department will work with the provost's office, Instructional Technology, student government and other functional areas to research, review and gauge the viability of moving to solutions that meet student demand, and operational flexibility.

Goal #2: Provide students with opportunities for Information Technology internships, mentorships, professional credentials and certificates to enhance and enrich their program of study at TCNJ.

The essence of this goal is to create a more robust relationship between the students and the operational IT department. Within the department there are areas that are ripe for opportunity for student growth and engagement so that when a student graduates from TCNJ they not only have an academic diploma, they have 'real world' knowledge and experience and possibly a professional certificate that allows them to stand out amongst their peers. Areas for this program would include: Information Security, Enterprise Applications, Enterprise Infrastructure, Classroom AV and User Support.

Goal #3: Obtaining NIST 800-171 Organizational Certification.

A number of government agencies and grants are starting to require NIST 800-171 compliance to participate in their programs. We will investigate migrating our current Center for Internet Security (CIS) framework to NIST 800-171 and implement any additional controls that are needed. This would also fold into Goal #2 for students working on certifications like CISSP and creating student focused security awareness training similar to what we are doing now with faculty and staff members.

Goal #4: Evolve the datacenters on campus and provide a truly robust, modern, scalable computing core.

The cloud first approach, adopted and accomplished, in the previous technology plan has one Achilles Heel: our aging physical datacenters and equipment. Data still needs to flow 'north-south' to the cloud from TCNJ. The Green Hall and Cromwell datacenters have served the campus well for over 20 years but It is time to move on to modular, smaller footprint, more sustainable physical spaces either on campus or in a colocation center. Combined with supply chain issues we have seen; the days of the monolithic data center are over.

Goal #5: Renovate reliable, modern Campus-Wide wired/wireless/mobile Experience trending towards utilizing Managed Technology Service providers Unified Communications as a Service (UCaaS) and/or 5G cellular solutions for day-to-day management of the residential, operational and IoT networks on campus.

Connectivity saturation throughout campus is an expectation of all students in 2022. That expectation will only grow as new waves of first year students set foot on campus. There will be a demand for not only connectivity, but high speed, quality connections to support anytime anywhere any device teaching, learning, and research. A blended approach towards achieving the connectivity goal may be best suited with wifi, 5g cellular and any other new solution that may come about over the next 5 years. All goals are student focused, but enhanced connectivity can also better serve operational needs, preventative maintenance and life safety communications.

Goal #6 - Provide best of class technology in the classrooms, lecture halls and group study spaces while ensuring universal accessibility for all students, faculty and staff.

Over the past several years, the College has moved from standard lecture and classroom technology to a hybrid flexible learning environment. The standard has been set and now it is time to exceed that standard and provide instructional technology tools, solutions and AV equipment that will continue to enhance the student learning experience.

Goal #7: Reimagination of technology labs

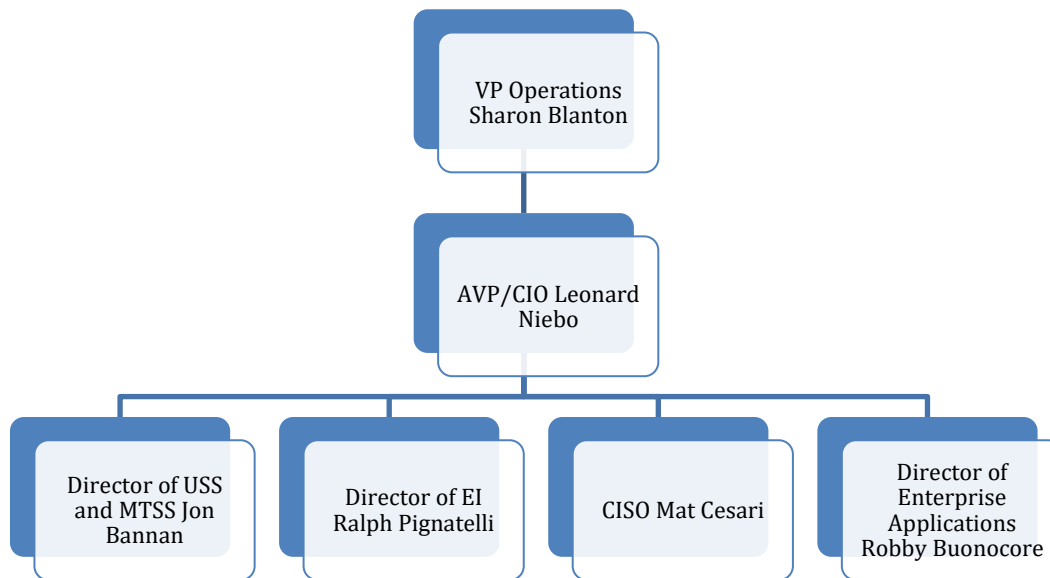
The use of mobile devices by students and applications that are readily available via the cloud have become the expected “new norm” and have made standard computer labs a thing of the past. We have documented data that shows a decreased need for open computer labs with large numbers of computers. There is an increased demand for spaces that support flexible learning environments which include mobile furniture, accessible power for students mobile devices, and collaboration displays so students can work together in groups as needed.

Organization:

The organization of the Information Technology Department includes the following technical and non-technical resources across 5 teams. These teams include:

- Media and Technology Support Services
- Enterprise Infrastructure
- Information Security
- Enterprise Applications
- User Support Services

Leadership Organization Chart of the IT Divisions:



Team Descriptions and Goals for the Information Technology Department

Media and Technology Support Services is active throughout the TCNJ community. Located in Forcina Hall, 1st floor, MTSS provides:

- Classroom & Instructional space, conference room technology management, service, real-time support
- Consultation, design, programming, installation, maintenance and support for display, conferencing and capture technology-related projects and initiatives
- Videoconferencing (VC) coordination and technical assistance, endpoint solutions
- Campus digital signage technology design, consultation, installation, and support
- Technical support and AV/computer equipment for event-related staging, rentals and loans, including academic, administrative and public events

Increase in technology equipped spaces:

- Since 2020, over 60 new technology enhanced spaces have been completed by TCNJ staff
- Currently providing daily support for over 320 instructional, conference and group study spaces
- 90 digital signage systems have been installed throughout campus by TCNJ staff

MTSS Goals
Eliminate lamp based projection in classrooms with energy efficient laser based projection
Implement system inactivity measures for displays in academic spaces to improve energy savings
Maintain and improve the ratings of academic spaces using the Educause Learning Space Rating System
Improving our students group study experiences by expanding accessible collaborative technology systems in group study rooms throughout campus with displays and accessible power to support group collaboration
Continue to grow the event services that we are able to offer with our available staff. Purchase and implement a PTZ camera system to provide us ability to offer multi camera productions with smaller amount of technical staff required
Reduce need for expensive wired campus network cabling for digital signage systems to reduce costs

Enterprise Infrastructure works within the larger framework of the Information Technology Department to support the day to day operations of Enterprise Applications, User Support Services, and Media & Technology Support Services.

Enterprise Infrastructure Goals

Reliable Campus-Wide Mobile Experience trending towards utilizing Managed Technology Services providers like Apogee for day-to-day management of the residential network on campus.

Cloud Infrastructure enhancements and a continuation of a 'cloud first' approach including Cloud Based Application Streaming Services and the ability to provide the Campus Community access to Applications from anywhere.

Hybrid Data Center/Cloud Integration with the ability to combine through high-speed access Server / Services. Lessen the reliance of the inherent issues of managing an On-premise Data center and Campus utility infrastructure. This will provide a substantial increase in scalability, flexibility, availability and accessibility.

Implement Cloud / Off-site Data replication/backup to ensure complete and reliable business continuity/redundancy/failover.

Information Security works to protect TCNJ's informational assets. Higher education is a data rich environment with an increasing focus from cyber adversaries. The Information Security program extends to each member of the TCNJ community.

New cyber threats are discovered all the time. TCNJ must be prepared to handle these challenges. The Information Security Office is a resource for all community members to ask questions and learn about digital safety. Over the next five years there will be continued improvement on the security posture of the campus with increased outreach and policy development, alongside new technologies.

Information Security Goals

Security Awareness for students. Mandatory basic cybersecurity training for all new students. We would like to include security awareness training as part of the on-boarding process for all new students. We will also do some periodic simulated phishing tests for our student population.

NIST 800-171 framework assessment and implementation. A number of government agencies and grants are starting to require NIST 800-171 compliance to participate in their programs. We will investigate migrating our current Center for Internet Security (CIS) framework to NIST 800-171 and implement any additional controls that are needed.

Cloud First Identity and Access Management system. Migrate our legacy Identity Management System to a robust, modern, cloud solution. This will provide a smoother client experience. Granting access to only the resources needed with a seamless flow between applications. A market leading hosted solution will allow our IDM team to fully focus on integration and user experience development rather than system maintenance and administration.

Endpoint visibility and logging. Now that most of our network traffic is encrypted, it is more important than ever to have visibility in the end points where we access data and network resources. Greater visibility will allow us to protect our assets, minimize privileged accounts, and provide audit reporting.

Enterprise Applications is responsible for The College's enterprise-wide information systems. The Office of Enterprise Applications maintains, supports and provides technical expertise to all our enterprise applications for The College. These systems currently include Oracle's PeopleSoft Campus Solutions, Oracle Cloud HCM and Oracle Cloud ERP.

EA maintains integrated enterprise systems that support the business of The College. There are many systems that are used by individual departments at TCNJ. A large portion of our workload in EA is creating and maintaining interfaces to and from these applications. There are over 26 of these systems that integrate with PeopleSoft Campus Solutions (17) and Oracle Cloud (9). Some of the larger systems are StarRez (housing), MediCat (health services), Symplicity (Accommodate, Insight EOF, Insight Bonner, Advocate, GME), Canvas, Blackboard Transact and BossCars.

EA implements new systems and customize packaged software. We maintain and support all TCNJ Web Applications. These are in house applications that were developed by TCNJ.

EA maintains the TCNJ Data Warehouse currently through BlackBoard Analytics and HelioCampus in the future.

Enterprise Applications Goals
Create a viable plan and roadmap to implement the Next Generation of PAWS while continuing to research and stay up to date with Cloud SIS products and monitor their growth and development.
Build an application inventory to better manage and support the number of '3 rd party' applications used across campus. This would include the centralization of administration for applications and create the ability to have enhanced interaction with campus data.
Better assess cyber risk for TCNJ applications in conjunction with the Information security office.
Implement Middleware Integration Software to manage the growing number of data integrations.
<p>Business Intelligence</p> <p>BlackBoard Analytics is our current data warehouse solution and Pyramid is the reporting solution. In the next year, HelioCampus will be added to the campus and take the place as a primary analytical tool for Campus Solutions. It will be necessary to evaluate how/if BBA fits into the overall data strategy after the HelioCampus implementation. It will also be necessary to determine the Data Warehouse needs of our Cloud Systems and develop a plan to transfer data from them. Developments in data warehousing and analytics change so rapidly, it is conceivable that an alternate tool set might more easily integrate with our new systems and better serve the College.</p>
TCNJ Mobile App - ROAR App - The TCNJ Mobile App, ROAR, is hosted by ReadyEducation. The ROAR app was essential in hosting our "Daily Health Check" implemented at the start of the COVID - 19 pandemic.

Although the ROAR App is in a steady state, we should really evaluate the future of the app and determine how it fits into our overall application strategy. Creating a solid plan for this app would provide valuable features to our students and staff and create a better user experience.

Determine how this feature could work with Mobile Credentials.

User Support Services is committed to providing quality service through delivering innovative, secure and cost-effective technology solutions in support of student, faculty and staff success.

USS provides hands on support to all academic schools and administrative and operational offices. USS includes the IT Helpdesk, Computer Support Center and application end user support.

USS Goals
Purchase and Implement IT Asset Management System in TeamDynamix to provide centralized management
Redevelopment of computer labs to better meet student needs. Flexible furniture, accessible power, collaborative displays, etc
Further our move toward a mobile computing environment by continuing transition from desktop computers to laptop computers for faculty and staff
Grow IT related training and content delivery to campus community
Provide more accessible power in classrooms to provide students ways to charge their mobile devices throughout the day
Partner with campus team members to provide IT resources for campus events
Assist campus partners with implementation of TeamDynamix call ticketing systems

