

**MEETING OF THE BOARD OF TRUSTEES OF THE  
WILLIAM PATERSON UNIVERSITY OF NEW JERSEY  
Board Retreat  
Friday, October 4, 2013**

Mr. Gruel called the meeting to order at 9:00 a.m. in the Board Room, College Hall.

BOARD MEMBERS PRESENT: Ms. Conway, Mr. Gruel, Mr. Guarasci, Ms. Mascolo, Ms. Weinstein, Ms. Zastocki and President Waldron

ABSENT: Ms. Niro, Mr. Pesce, Dr. Pruitt

OTHERS PRESENT:

Ms. Lourdes Cortez, Mr. Michael Seeve, Provost and Senior Vice President Weil, VP Cohen, VP Ferguson, VP Martone, AVP Goldstein, Executive Director DeDeo, Chief of Staff Dr. Seal, Mrs. Santaniello, and Mrs. Barone

1. ANNOUNCEMENT CONCERNING ADEQUATE NOTICE OF MEETING:

In accordance with the "Open Public Meetings Act," the Chairperson publicly announced and had entered into the minutes that "adequate notice" of this meeting was provided. In compliance with this Statute, this notice was posted on the University's web page and also distributed to The North Jersey Herald and News, The Record, and The Star Ledger more than 48 hours prior to this meeting.

**AGENDA**

Mr. Gruel welcomed Ms. Lourdes Cortez and Mr. Michael Seeve and thanked them for attending the Board Retreat. He said the Board is anxiously awaiting their final confirmation of appointment to the Board. The Board is confident that the skills and experiences they each bring will enhance the functioning of the Board and what it will be able to accomplish in the future.

2. BOARD SELF-ASSESSMENT:

Ms. Conway provided background on the recently completed Board Self-Assessment survey. The Board was fully engaged in the assessment. Ms. Conway contacted each Trustee individually and elicited feedback. The results of the assessment were shared with the Nominations and Governance Committee and some recommendations were formulated to share with the Board. Ms. Conway said one initial outcome regarding Board materials, is that the Board will move to a more Internet-based platform for more efficient delivery, and employ video-conferencing as an option to improve meeting attendance. A demonstration of the Board portal and WebEx was provided. A summary of the feedback was shared. There was a 90% return rate. Overall the majority of responses revolved around engagement. The two areas for personal improvement identified by the Board members were attendance and identifying new Trustees to accomplish the goal of growing the Board. Understanding the depth of issues under discussion was raised as an area needing focus

and tied to Committee attendance and participation. Overall attendance, recruitment, diversity, and active discussion were identified as the areas for improvement in effectiveness. Building relationships between and among members beyond the Board meetings was identified also as an enrichment initiative. The discussion was then directed to the Trustees to share any concerns, comments or suggestions.

3. PROGRESS ON STRATEGIC PLAN:

Provost Warren Sandmann presented the Strategic Plan Scorecard that the University is using to monitor the progress towards the five major goals of the Strategic Plan. The scorecard is a compilation of the activities and initiatives being implemented or planned for over the next few years. The Board had the opportunity to review the accomplishments made so far. The Scorecard will be released to the campus community after the Board Retreat. Committee 2022 will reconvene the individual planning committees to assess how well we are aligning short and long term decisions and activities with the Strategic Plan and how well the dashboard indicators are tied to the Plan. President Waldron stated that her goals set by the Board are tied to the Strategic Plan and dashboard indicators, and in turn, the Vice Presidents' goals are also tied to the Strategic Plan and dashboard indicators.

4. RESIDENCE HALL OVERVIEW:

President Waldron spoke about the need to discuss residence halls in conjunction with the Facilities Master Plan review and the new Academic Zone Plan. A look at the needs over the next 10 – 15 years needs to take place. VP Bolyai reported that Perkins Eastman has been engaged to start the process. They will be looking at the physical structure of our residence halls, the design, layouts, the occupancy and the needs and demands of current and future students. They will conduct a market analysis to see why we aren't filling the residence halls, look at what our competitors are offering, our pricing, and the mix of housing preferred by students. As background to the discussion, the Board received reading materials including articles and the eleventh annual College Housing Report. The discussion focused on housing trends and some preliminary findings from the consultants. It was agreed that a meeting would be scheduled for the consultants to present their report to the Board and combine it with a discussion relating housing, academic zone building, online degree programming and occupancy statistics.

5. PERFORMANCE-BASED FUNDING:

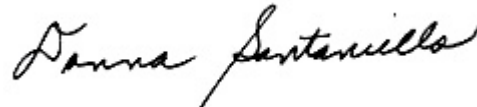
President Waldron introduced the discussion on performance based funding and future trends on higher education and affordability, and whether colleges are meeting the needs of the country. A scorecard is being proposed at the federal level that ranks colleges and universities on a set of measures designed to make them more accountable on the true cost to attend college. Currently consumers rely on publications like U.S. News and World Report and The Princeton Review for information on which to base their decision. There is a national movement for public colleges and universities to become more affordable and more transparent. Some states have already tied funding for higher education to performance and this trend is expected to spread. The discussion continued on the implications for performance based funding, future state appropriations, federal scholarship awards, and the strategies to align the University to meet measurement criteria favorably and incorporate these measures into all of our planning.

6. CHAIRMAN'S REMARKS:

Mr. Gruel reported on the annual review process for President Waldron. In past years the review was conducted in the summer. The Executive Committee met over the summer and decided to move the review to October, when the data on the dashboard indicators are available. Since the President's goals are tied to the dashboard indicators, this timing will allow for a more comprehensive and objective review. The Executive Committee is scheduled to meet with President Waldron on October 24. She will provide a copy of her self-evaluation to the full Board prior to the October 24<sup>th</sup> meeting. The Executive Committee will report the evaluation results to the Board at the November meeting.

Mr. Gruel adjourned the meeting at 12:10 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Donna Santaniello".

Donna Santaniello  
Assistant to the President  
and Board of Trustees

10/4/13