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Appendix 6.01

Board of Trustees Record of Attendance

Appendix 6.1: Board of Trustees Record of Attendance

Board of Trustees

Schedule of Campus Meetings 2012-2013

Faculty Senate @ 3:20 pm in UC-228 (K-127 old room)

Leadership Forum @9:30 am in K-130

Student Leadership Council @ 3:30-5:00 pm K-127

July 2012

July 25 - **Leadership Forum – John Kean Jr. and Helyn Baltimore**

August 2012

August 29- **Leadership Forum – Holly Bakke**

September 2012

September 18- **University Senate – Michael D’Agostino**

September 25- **Student Leadership Council**

September 26- **Leadership Forum – Helyn Baltimore**

October 2012

October 2- **University Senate – Richard Trabert**

October 9- **Student Leadership Council**

October 16- **University Senate – Ada Morell and Lamont Repollet**

October 23- **Student Leadership Council – Ada Morell**

October 31- **Leadership Forum – Tom Bistocchi**
(CANCELLED – Closed from Hurricane Sandy)

November 2012

November 6- **Student Leadership Council – Helyn Baltimore**
(She received report after, did not attend, campus just reopening after storm)

November 13- **University Senate** – Richard Trabert

November 20- **Student Leadership Council** – Barbara Sobel
(CANCELLED – Meeting cancelled last minute)

November 28- **Leadership Forum** – Richard Trabert

December 2012

December 4- **University Senate** – Ada Morell, Mike D'Agostino & Lamont Repollet

December 11- **Student Leadership Council** – UC 337A&B

December 18- **University Senate** – Tom Bistocchi (MEETING CANCELLED)

January 2013

January 29- **Student Leadership Council** – Helyn Baltimore

January 30- **Leadership Forum** – Richard Trabert

February 2013

February 5- **University Senate** – Ada Morell and Lamont Repollet

February 19- **University Senate** – Lamont Repollet & Ada Morell

February 26- **Student Leadership Council** – Doug Keller

February 27- **Leadership Forum**- Mario Fernandez (Sick) - Ada Morell

March 2013

March 5- **University Senate** – Dave Gibbons (MEETING CANCELLED)

March 12- **Student Leadership Council** (SPRING BREAK)

March 26- **University Senate** – Dave Gibbons

March 27- **Leadership Forum** – Mike D'Agostino

April 2013

April 9- **University Senate** – Helyn Baltimore

April 16- **Student Leadership Council** –Richard Trabert

April 23- **University Senate** – Linda Lewis

April 24- **Leadership Forum** – Mike D

May 2013

May 7- **University Senate** – Doug Keller

*May 15- **University Senate** –Tom Bistocchi

May 29- **Leadership Forum**-Gene Enlow (CANCELLED)

June 2013

June 26- **Leadership Forum** – Ada

Schedule of Campus Meetings 2013-2014

July 2013

July 31 - (9:30 a.m. K-130) – **Leadership Forum** – Mike D'Agostino

August 2013

August 28 - (9:30 a.m. K-130) – **Leadership Forum** –postponed for new time arrangements

September 2013

September 17 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Ada Morell

September 17 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** – Richard Trabert

September 26 - (9:30 a.m. K-130) – **Leadership Forum** – Ada Morell

October 2013

October 1 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Gene Enlow

October 15 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** –Linda Lewis

October 29 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Lamont Repollet

October 29 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** – Mike D’Agostino

October 31 - (9:30 a.m. K-130) – **Leadership Forum** –Richard Trabert

November 2013

November 12 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Ada Morell

November 21 - (9:30 a.m. K-130) – **Leadership Forum** –Ada Morell

November 26 - (3:20- 4:25 p.m. UC-315) - **Faculty Senate** – Helyn Baltimore
(this meeting was cancelled and the university was not notified)

November 26 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** – Tom Bistocchi

December 2013

December 10 - (3:20- 4:25 p.m. UC-315) - **Faculty Senate** – Richard Trabert
(Cancelled due to snow, rescheduled for 12/17)

December 10 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** – (CANCELLED)

December 17 - (3:20- 4:25 p.m. UC-315) - **Faculty Senate** – Richard Trabert

January 2014

January 28 - (3:20- 4:25 p.m. UC-226) - **Faculty Senate** – Linda Lewis

(Cancelled and scheduled to resume 2/11)

January 28 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** – Helyn Baltimore

January 30 - (9:30 a.m. K-130) – **Leadership Forum** –Doug Keller

February 2014

February 11 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Ada Morell

February 25 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Linda Lewis

February 25 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** – Dave Gibbons

February 27 - (9:30 a.m. K-130) – **Leadership Forum** – Richard Trabert

March 2014

March 11 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** – Richard Trabert

March 18 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** –

March 25 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** –

March 27 - (9:30 a.m. K-130) – **Leadership Forum** –

April 2014

April 8 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** –

April 8 - (3:30- 5:00 p.m. K-127) – **Student Leadership Council** –

April 22 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** –

April 24 - (9:30 a.m. K-130) – **Leadership Forum** –

May 2014

May 6 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** –

* May 14 - (3:20- 4:25 p.m. UC-228) - **Faculty Senate** –

May 27 - (9:30 a.m. K-130) – **Leadership Forum** –

* **Faculty Senate Reorganization** -Full Senate meets: Wednesday 10:00 am – 12:00 pm
June meetings TBD based on reorganization

Appendix 6.02

Board of Trustees Public Sessions

List of Registered Speakers

Appendix 6.2: Board of Trustees Public Sessions: List of Registered Speakers

KEAN UNIVERSITY
UNION, NEW JERSEY

BOARD OF TRUSTEES MEETING
DECEMBER 8, 2012

REGISTERED SPEAKERS

At the beginning of the business portion of the meeting, the Chairperson will recognize members of the public who wish to speak. The Chairperson will designate the length of time available to each speaker. The Board policy is that you will be granted a maximum of 3 minutes to speak. Anyone wishing to speak at the public forum should register with the Board of Trustees Office by 12 p.m. on the Friday before Monday meetings, or by 12 p.m. on the Wednesday before Saturday meetings. Speakers are encouraged to address topics on the meeting agenda and to provide their comments in writing in advance of the meeting.

	Name	Department	Issue
1.	James A. Castiglione	KFT President Faculty Kean University	Faculty Professionalism
2.	Dorinda Cosimano	Adjunct Faculty, Phys Ed., Red & Health	
3.	Victoria Stewart	Kean Concert Artist	Music Students
4.	Dr. Kathleen Henderson	Adjunct Faculty Union President, Adjunct, Kean University	State of the Union
5.	Issac Zaksenberg	Adjuncts	Limiting Courses
6.	Jon Erickson	Fac. Senate Rep.	

KEAN UNIVERSITY
UNION, NEW JERSEY

BOARD OF TRUSTEES MEETING
MARCH 4, 2013

REGISTERED SPEAKERS

At the beginning of the business portion of the meeting, the Chairperson will recognize members of the public who wish to speak. The Chairperson will designate the length of time available to each speaker. The Board policy is that you will be granted a maximum of 3 minutes to speak. Anyone wishing to speak at the public forum should register with the Board of Trustees Office by 12 p.m. on the Friday before Monday meetings, or by 12 p.m. on the Wednesday before Saturday meetings. Speakers are encouraged to address topics on the meeting agenda and to provide their comments in writing in advance of the meeting.

	Name	Department	Issue
1.	Pat Ippolito	Elementary & Bilingual Education - Faculty	
2.	Ed Esposito	President, Alumni Association	
3.	James A. Castiglione	KFT President Faculty Kean University	Faculty Professionalism
4.	Jon Erickson	Faculty Senate Rep.	Faculty Senate
5.	Dr. Kathleen Henderson	Adjunct Faculty Union President, Adjunct, Kean University	State of the Union
6.	Danielle Ford		Bond Act
7.	Corina Hernandez		Bond Act
8.	Emmanuel Vozos	Kean Digital Media Dept.	Video Department
9.	Chazz Fellenz	Student Organization	Bond Act
10.	Valerie Winslow	Undergraduate Admissions	
11.	Ann Marie Kaye	Graduate Admission	Bond Act

KEAN UNIVERSITY
UNION, NEW JERSEY

BOARD OF TRUSTEES MEETING
MAY 20, 2013

REGISTERED SPEAKERS

At the beginning of the business portion of the meeting, the Chairperson will recognize members of the public who wish to speak. The Chairperson will designate the length of time available to each speaker. The Board policy is that you will be granted a maximum of 3 minutes to speak. Anyone wishing to speak at the public forum should register with the Board of Trustees Office by 12 p.m. on the Friday before Monday meetings, or by 12 p.m. on the Wednesday before Saturday meetings. Speakers are encouraged to address topics on the meeting agenda and to provide their comments in writing in advance of the meeting.

	Name	Department	Issue
1.	Jon Erickson	Faculty Senate Rep.	Enrollment
2.	Dr. Kathleen Henderson	Adjunct Faculty Union President, Adjunct, Kean University	State of the Union

KEAN UNIVERSITY
UNION, NEW JERSEY

BOARD OF TRUSTEES MEETING
June 24, 2013

REGISTERED SPEAKERS

At the beginning of the business portion of the meeting, the Chairperson will recognize members of the public who wish to speak. The Chairperson will designate the length of time available to each speaker. The Board policy is that you will be granted a maximum of 3 minutes to speak. Anyone wishing to speak at the public forum should register with the Board of Trustees Office by 12 p.m. on the Friday before Monday meetings, or by 12 p.m. on the Wednesday before Saturday meetings. Speakers are encouraged to address topics on the meeting agenda and to provide their comments in writing in advance of the meeting.

	Name	Department	Issue
1.	Ana Rita Pincaro	Student	Tuition Increase

KEAN UNIVERSITY
UNION, NEW JERSEY

BOARD OF TRUSTEES MEETING
September 16, 2013

REGISTERED SPEAKERS

At the beginning of the business portion of the meeting, the Chairperson will recognize members of the public who wish to speak. The Chairperson will designate the length of time available to each speaker. The Board policy is that you will be granted a maximum of 3 minutes to speak. Anyone wishing to speak at the public forum should register with the Board of Trustees Office by 12 p.m. on the Friday before Monday meetings, or by 12 p.m. on the Wednesday before Saturday meetings. Speakers are encouraged to address topics on the meeting agenda and to provide their comments in writing in advance of the meeting.

	Name	Department	Issue
1.	David Arminio	Local Neighbor	University plans
2.	Dr. James Castiglione	KFT President Faculty Kean University	Faculty Professionalism
3.	Dr. Kathleen Henderson	Adjunct Faculty Union President, Adjunct, Kean University	KUAFF Union Report
4.	Pat Ippolito	Faculty Senate Chair	Program Elimination
5.	Greg D'Amico	Associate Professor, School of Design	Graphic Communications
6.	Jon Erickson	Vice Chair, Faculty Senate	Graphic Communications
7.	Cyril Nwako	Professor, School of Design	Graphic Communications

KEAN UNIVERSITY
UNION, NEW JERSEY

BOARD OF TRUSTEES MEETING
DECEMBER 7, 2013

REGISTERED SPEAKERS

At the beginning of the business portion of the meeting, the Chairperson will recognize members of the public who wish to speak. The Chairperson will designate the length of time available to each speaker. The Board policy is that you will be granted a maximum of 3 minutes to speak. Anyone wishing to speak at the public forum should register with the Board of Trustees Office by 12 p.m. on the Friday before Monday meetings, or by 12 p.m. on the Wednesday before Saturday meetings. Speakers are encouraged to address topics on the meeting agenda and to provide their comments in writing in advance of the meeting.

	Name	Department	Issue
1.	Virginia Fitzsimons	Nursing Faculty	Ph. D. Program
2.	Debra Goldberg	Nursing Student	Class Scheduling
3.	Daniel Gover	Faculty, English Department	
4.	Pat Ippolito	Faculty Senate Chair	Faculty Senate Actions re: Graphic Comm. and Tenure decisions
5.	Donald Moores	Assistant Professor of English, Kean Ocean	Reappointment
6.	Bryan Nesi	Student of Smith Sebasto	Smith- Sebasto Tenure
7.	Christopher Guarino	Alum of Donald Moores	Academic Integrity
8.	Jan Balakian	Faculty, English Department	Don Moore reappointment
9.	John Gruesser	Faculty, English Department	
10.	Gabriella Basile	Kean Ocean Alum	Academic Standards
11.	Jayanti Tamm	Assistant Professor, English Department	Kean and OCC

	Name	Department	Issue
12.	Kelly Johnson		Academic Standards
13.	David Bordelon	Assoc. Professor, OCC	Academic policy
14.	Nicholas Smith Sebasto	Faculty, Sustainability	Denial of Tenure
15.	Matthew Cavalier	Alum of Donald Moores	Academic Standards
16.	Susan Wolfson		Submitted Letter
17.	Bryan Rubio	Student of Smith Sebasto	Tenure Ineligibility
18.	Deyanira Bazan	Student of Anna DeMers	Behalf of Faculty
19.	Jacqueline Massa	Faculty, Psychology	Tenure
20.	Anna DeMers	Faculty, Theatre	Tenure
21.	James Pawelski	University of PA, Dir. Of Edu. & Senior Scholar, Positive Psych. Center	Academic Standards- Submitted Letter
22.	Ashley Lynn Chrzaszcz	Student of Smith Sebasto	
23.	Teresa Choate	Faculty, Theatre Dept	Theatre Faculty
24.	Adam Potkay	The College of William and Mary, English Dept. Chair	Academic Standards- Submitted Letter
25.	Cara Ganski	Student of Anna DeMers	Behalf of Faculty
26.	Claudio Venancio	Student of Anna DeMers	Behalf of Faculty
27.	Frank Giamella	Student of Anna DeMers	Behalf of Faculty
28.	Holly Logue	Faculty, Theatre Dept.	Tenure of Anna DeMers
29.	Donald Wheeler	Professor Emeritus of Sociology/Global Studies	Tenure of Smith Sebasto
30.	Sara Leone	Theatre Student	Tenure of Anna DeMers

	Name	Department	Issue
31.	Michele Mossay	Department of Theatre	Tenure of Anna DeMers
32.	Christine Connery	English Student, Kean Ocean	Academic Integrity
33.	Emily Conklin	Student	Tenure of Anna DeMers
34.	Christina Clifford	Student for Moores	Academic Integrity
35.	Frank Gardner	Removed himself from list	
36.	Jamie Wasco	Student	Moores tenure
37.	Emily Filardo	Associate Professor, School of Psychology	Faculty Staffing Needs
38.	Dr. James Castiglione	KFT President Faculty Kean University	Faculty Professionalism
39.	Bryan Adamcik		Smith-Sebasto Tenure
40.	Tim Haresign		Personnel Decisions
41.	Jon Erickson	Vice Chair of Faculty Senate	Current Issues of Faculty Senate
42.	Shana Weber	Princeton University	Smith-Sebasto Tenure
43.	Jesus Diaz		Institutional Research Data
44.	Judy Henry		Smith-Sebasto Tenure
45.	Joseph Roddy		Smith-Sebasto Tenure
46.	Sebastian Del Portillo		Smith-Sebasto Tenure
47.	Isaac Cook		Tenure of Professor

Appendix 6.03

Board of Trustees Public Sessions

Feature Presentations

Appendix 6.3: Board of Trustees Public Sessions: Feature Presentations

Board of Trustees—Public Meeting—December 8, 2012

PRESIDENT’S REPORT

President Farahi also thanked the campus community, and Dr. Jeffrey Toney in particular, for all of their hard work on the reaccreditation effort. He said the university can move forward as a strong institution now, but noted there was still work to do in areas such as student advisement, updating programming and introducing new programs to address economic trends.

Dr. Farahi reported Hurricane Sandy’s impact on campus, noting strong preparation work by Campus Planning and Facilities helped minimize the damage on campus; Ocean County College was not as fortunate, he said. Dr. Farahi asked Vice President of Student Affairs Janice Murray Laury to brief the Board and the audience on student services during the storm. Ms. Murray Laury noted the campus was closed, but about 90 students remained on site. Residence Life, Campus Police and Campus Planning pulled together to provide all of the students with the services, the safety and even the entertainment they needed to weather the storm. The board heard from a student who stayed on campus, as well as Denis Castonon, the director of student life.

Dr. Farahi then introduced Professor Rose Gonnella, executive director of the Robert Busch School of Design. Prof. Gonnella reported on the various accomplishments and impressive awards earned by students in the design programs. She then noted that one Kean graduate, Manik Rathee, had been a key player in the Obama re-election effort—so much so that he got a hug from President Obama on election night! She introduced Manik, who said a few words about well Kean prepared him for his work in the real world.

Last, Dr. Farahi reported that the Kean Wenzhou initiative continues to progress; more than 200 students are enrolled in the pilot initiative in Wenzhou currently, and the application for substantive change will be filed with Middle States in January.

PUBLIC COMMENTS

The Board received public comments from Dr. James Castiglione, Dorinda Cosimano, Victoria Stewart, Dr. Kathleen Henderson and Isaac Zaksenberg. Copies of their comments, where provided, will be filed with these minutes.

PRESIDENT’S REPORT

President Farahi again thanked the campus community for all of their hard work on preparing a factual and accurate response to the concerns raised by the Middle States Commission on Higher Education, which in November approved the University’s reaccreditation. He said the university is a stronger institution now and encouraged all members of the community to continue to keep up the good work.

Dr. Farahi reported that for the first time in 25 years the state of New Jersey is making available to higher education institutions capital funding through bonding. He asked Phyllis Duke, Assistant Vice President for Operations, to review the University’s plans to seek bond funding for six specific projects. Ms. Duke reviewed the details of the bond initiative and the projects the University would submit in search of funding. Dr. Farahi introduced Matthew Caruso, director of University Relations, who provided an overview of ongoing University marketing efforts utilizing both traditional and social media outlets.

Dr. Farahi then asked Dean Susan Polirstok to present on popular and successful grant-funded initiative that is improving traffic safety—and likely saving lives—through early education and programming. Dr. Polirstok introduced the University’s partners in this initiative and they reviewed in detail their work and current results.

Dr. Farahi introduced Vice President Janice Murray-Laury, who reported on several significant student volunteer initiatives. She introduced Scott Snowden from the Center for Student Leadership and Kean student George Morgan, who reported they had just returned from working on a special park project spearheaded by New Jersey firefighters to commemorate the lives lost in the Sandy Hook school shooting in Connecticut.

PUBLIC COMMENTS

The Board received public comments from Dr. Pat Ippolito, Ed Esposito, Dr. James Castiglione, Dr. Kathleen Henderson, Danielle Ford, Corina Hernandez, Emmanuel Vozos, and Chazz Fellenz. Copies of their comments, where provided, will be filed with these minutes.

PRESIDENT’S REPORT

President Farahi reported the University had submitted six applications to the state of New Jersey for funding from the Higher Education Bond Act, and that four of the applications, totaling about \$54 million in funding, were approved for funding by the Christie administration.

Dr. Farahi reported that enrollment and registration numbers are improving, and the University is working hard to continue that momentum. He also reported the University is working with the City of Elizabeth on efforts to improve the Elizabeth Train Station. Dr. Farahi then introduced Dr. Jeff Toney, Provost and VPAA, for an overview of the Faculty Research Days that took place in April 2013.

Dr. Toney commended faculty and student for their tremendous efforts in support of Faculty Research Days, and noted more than 110 posters summarizing faculty/student research efforts were on display. He then introduced Susan Gannon, director of the Office of Research and Sponsored Programs, to provide more details.

Ms. Gannon reported that 191 students presented during the 5th annual Faculty Research Days, and 95 faculty members participated. She then introduced four specific projects and the faculty and students who participated in those initiatives. Each faculty member and student gave a brief overview of his or her research projects. A copy of their presentations, where provided, will be filed with these minutes.

PUBLIC COMMENTS

The Board received public comments from Dr. Jon Erickson and Dr. Kathleen Henderson. Copies of their comments, where provided, will be filed with these minutes.

PRESIDENT’S REPORT

President Farahi reported the University continues to adhere to its commitment to providing access to a world-class education, noting this year’s tuition increase is just under 3%. Kean remains the most affordable, comprehensive University of New Jersey’s publics, Dr. Farahi noted.

Dr. Farahi reported that enrollment in the University qualitatively superior programs such as Occupational Therapy and Speech Therapy is extremely strong.

Overall enrollment, he noted, was good and beginning to bounce back from last

year’s challenges. Enrollment will meet our budgeted requirements, he stated.

President Farahi reported that online education just a few years ago comprised about 8-9% of the marketplace, but today is about 30%. The University needs to be aware that online growth will continue, making it even more important for the University to develop and expand programming that cannot simply be offered online. To be competitive, the University needs to:

- Develop more qualitatively superior programs
- Encourage more faculty scholarship
- Provide extensive training of faculty to ensure they are aware of new technology and pedagogy
- Identify careers of the future, implement new programs to support them
- Provide opportunities for the students to study at least a semester
- Phase out obsolete programs who have not improved or gained in enrollment five years in a row
- Build programs in environmental and sustainability sciences
- Reallocate resources to support programming with huge waiting lists
- Expand programming in specific areas to remain competitive.

The University will create new allied health programs in physical therapy and physicians assistances, and will expand its global business programming to include specialties in supply chain management and global finance, he said. Kean also must improve and expand its STEM programming, and enhance technology transfer in the computer science area. President Farahi said he will ask Board to approve a policy that requires every member of Kean University to be assessed annually for competency in their field to ensure students are getting what the University says it is providing.

Dr. Farahi then introduced Dr. Patricia Morreale from the computer science department. Dr. Morreale and her students presented on their research and the development of a special iPhone “app” in the wake of Superstorm Sandy which will

allow consumers and others to quickly and efficiently report outages and check on restoration timeframes. Dr. Farahi then introduced Dean Susan Polirstok. Dean Polirstok gave the Board a brief summary of a longstanding project at Kean, Project Impact New Jersey, which addresses the needs of childcare workers in New Jersey. Dean Polirstok introduced the project director, Arlene Martin, who provided a description of the initiative and reported on the recent receipt of a \$1 million grant to move the initiative forward. Dr. Farahi introduced Dr. Sue Bousquet, acting Dean of the College of Humanities and chair of the University Planning Council, who gave an update on the status of the development of Kean's new strategic plan. Dr. Bousquet noted the plan would go to the Board for consideration and approval at the September meeting.

PUBLIC COMMENTS

The Board received public comments from Ana Rita Pincaro and Dr. James Castiglione. Copies of their comments, where provided, will be filed with these minutes.

PRESIDENT’S REPORT

President Farahi reported that University enrollment is begun to rebound from the tough year before. Fulltime, undergraduate freshman enrollment is up about 160 this fall from last year; transfer and graduate enrollment is down slightly and the growth of online education opportunities may be playing a role in this. Ten years ago online education held 8% of the marketplace; today, it control about 30% of the market, he noted. Enrollment at KeanOcean also is rebounding from the losses suffered due to Hurricane Sandy. The Gateway Building, which brings Ocean and Kean students together, welcomed students this semester and a grand opening is planned for October 2.

Dr. Farahi noted the development of the Wenzhou-Kean University campus continues to progress smoothly; the campus is now operating and all classes take place in the new location. The University welcomed 214 new freshman this fall for its second class; a total of more than 440 students are now enrolled in this landmark initiative.

Dr. Farahi noted the new academic space for the Robert Busch School of Design and other programs will open in January 2014; the new facility is located at the corner of Green Lane and Morris Avenue.

Dr. Farahi also noted the University fared extremely well with the state of New Jersey’s Building Our Future Bond Act allocations. Four of six projects were funded, for a total of about \$53 million.

Dr. Farahi introduced Dr. Susan Polirstok, Dean of the College of Education, who reported on the University’s recent award of a \$1.75 million, five-year grant from the state of New Jersey 21st Century Learning initiative to establish an afterschool program in Hillside, NJ.

Dr. Farahi then introduced Dr. Sue Bousquet, acting Dean of the College of Humanities and chair of the University Planning Council, who reviewed with the Board the draft 2013-2020 Kean University Strategic Plan. The plan was sent to the Board for review, comments, additions and input. Action will be considered at the December Board meeting.

Dr. Farahi then introducing Prof. Rose Gonnella, executive director of the Robert Busch School of Design, who gave an overview presentation on current initiatives in the University’s burgeoning design program.

PUBLIC COMMENTS

The Board received public comments from David Arminio, Dr. James Castiglione, Dr. Kathleen Henderson, Dr. Patrick Ippolito, Dr. Greg D’Amico, Dr. Jon Erickson and Dr. Cyril Nwako. Copies of their comments, where provided, will be filed with these minutes.

Appendix 6.04

Board of Trustees Resolution Adopting the Strategic Plan

Appendix 6.4: Board of Trustees Resolution Adopting the Strategic Plan

**KEAN UNIVERSITY
UNION, NEW JERSEY**

**RESOLUTION ACCEPTING THE 2013-2020 STRATEGIC PLAN
FOR KEAN UNIVERSITY**

WHEREAS: Kean University requires the development and adoption of a strategic plan that presents the goals and aspirations of the University community and all its contributors; and

WHEREAS: The University Planning Council, working with faculty, administrators, students and external resources, has completed a comprehensive, two-year project and presented to the Kean University Board of Trustees its recommended Strategic Plan for 2013-2020; and

WHEREAS: The Board of Trustees has reviewed the plan in detail; provided feedback and made certain editorial modifications through its committee system; and,

WHEREAS: The Board deems the final draft of the plan to be comprehensive, appropriate, aspirational and strategically sound; now, therefore, be it

RESOLVED: That the Kean University Board of Trustees hereby accepts the 2013-2020 Strategic Plan for Kean University as presented by the leadership of the University Planning Council and modified in part by the Board membership, and commends all those persons who participated in the development of the Strategic Plan for their dedication and commitment to the future of Kean University.

RESOLUTION
ADOPTED: December 7, 2013

DULY
CERTIFIED: December 7, 2013



Audrey M. Kelly
Executive Director to the Board of Trustees

Appendix 6.05

Board of Trustees Resolution Creating the Governance
Committee

Appendix 6.05: Board of Trustees Resolution Creating the Governance Committee

**KEAN UNIVERSITY
UNION, NEW JERSEY**

**RESOLUTION APPROVING AN AMENDMENT TO THE BYLAWS OF THE KEAN
UNIVERSITY BOARD OF TRUSTEES PROVIDING FOR THE CREATION OF A
STANDING GOVERNANCE COMMITTEE**

WHEREAS: The Kean University Board of Trustees is authorized to adopt by-laws that are necessary and proper for the administration and operation of Kean University and the carrying out of its purpose; and

WHEREAS: The Kean University Board of Trustees has proposed an amendment to the current by-laws by which a new Standing Committee, to be known as the Governance Committee, would be created; and

WHEREAS: The Governance Committee will have the responsibilities that include new trustee cultivation and mentorship, annual trustee assessment, annual review of board bylaws and best practices in governance; and

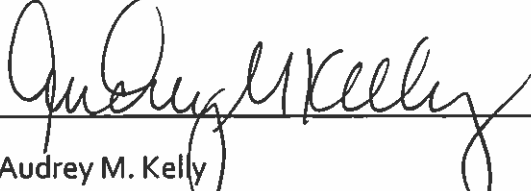
WHEREAS: The Board of Trustees has determined that the proposed amendment to the bylaws and the creation of this committee would be to the benefit of Kean University and is not inconsistent with the laws of the State of New Jersey or the rules and regulations of the New Jersey Commission on Higher Education; and

WHEREAS: The Kean University Board of Trustees has complied with all of the requirements set forth under Article X of its by-laws regarding amendments; now, therefore, be it

RESOLVED: That the proposed amendment to the by-laws of the Kean University Board of Trustees creating a new Standing Committee, to be known as the Governance Committee, is hereby approved and adopted.

RESOLUTION
ADOPTED: December 7, 2013

RESOLUTION
CERTIFIED: December 7, 2013



Audrey M. Kelly
Executive Director to the Board of Trustees

Appendix 6.06

2013-2020 Kean University Strategic Plan

Kean University
2013-2020 Strategic Plan
Goals, Objectives and Actions

(Final Version, Adopted by Board Resolution 12.07.13)

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NOTE:

Upon adoption of this Strategic Plan by the Board of Trustees, the President shall assign the implementation of each goal or objective, if necessary, to a specific office, department or individual for implementation. A particular committee or sub-committee of the University Planning Council also should be designated to implement a specific objective or goal and the assessment of such work should follow. The Office of Assessment and Accreditation should serve as the repository of all relevant data and must inform the President when timelines are not met.

Summary of Goals:

Goal 1 (Expand and Strengthen Academic Initiatives): To locate Kean University as a focal point of ongoing and transformational educational engagement for all by offering undergraduate and graduate (including doctoral) programs that are responsive to local and national needs while building upon our strengths, and utilizing best practice in the disciplines/professions.

Goal 2 (Attract and Retain Students): To attract and retain more full-time, first-time undergraduate students, transfer and graduate students.

Goal 3 (Attract and Retain Faculty Scholars): To retain and further attract world class faculty and non-teaching staff.

Goal 4 (Continued Community to Diversity): Recognizing our historical excellence in diversity, to build further a campus environment that reflects our institutional commitment to equity, inclusivity and social justice.

Goal 5 (Cultivate Partnerships): To provide world-class external opportunities to members of the Kean University community, thereby widening our community beyond the physical campuses, by substantially augmenting our academic, cultural, economic and community partnerships at three distinct levels: the local; regional and national; and international.

Goal 6 (To Become a Globalized University): To become a globalized university: uniquely global, uniquely Kean.

Goal 7 (Strengthen Financial Infrastructure): To establish a revenue flow, and financial planning and resource allocation processes that are sufficient, dependable, and consistent to support Kean University's ongoing financial obligations and future ambitions, in light of ongoing reductions in public funding.

Goal 8 (Strengthen Physical Infrastructure): To enhance and build facilities that will support the growth of Kean as a multi-campus, increasingly residential and partner-oriented institution situated in multiple and diverse communities.

Goal 9 (Strengthen Technological Infrastructure): To ensure that all students, faculty, and administrators at all Kean sites are provided with the technological resources and innovative technological solutions required to meet Kean's fast changing and increasingly complex instructional, research and administrative needs.

Goal 10 (Strengthen Security and Promote Public Health): To develop, operationalize, and sustain a forward-thinking culture of public health and safety awareness rooted in adherence to all external and internal standards (fire, safety etc.), and reaching out to every aspect of Kean University life (personal, educational, and institutional).

Goal 1: To locate Kean University as a focal point of ongoing and transformational educational engagement for all by offering undergraduate and graduate (including doctoral) programs that are responsive to local and national needs while building upon our strengths, and utilizing best practice in the disciplines/professions.

Objective 1.1: Grow strategically Kean programs that have or have the potential for regional and national distinction, including the development of national centers of excellence that highlight Kean University's unique strengths.

Actions:

1.1.1. Establish 3-4 new doctoral programs in applied professional fields (e.g., Speech Therapy, Counseling, Physical Therapy) by 2020.

Implementation/Timeline:

1.1.1.1. Conduct a feasibility study of Doctor of Speech Therapy (DST) degree (to be completed by 12/13); degree established fall 2014, graduates by 2016.

1.1.1.2. Conduct a feasibility study of Doctor of Physical Therapy (DPT) degree (to be completed by 12/14); degree established by fall 2016; graduates by 2018.

1.1.1.3. Conduct a feasibility study of Doctor Counselor Education (DCEd) degree (to be completed by 12/15); degree established by fall 2016; graduates by 2018.

1.1.1.4. Conduct a feasibility study of Doctor of fourth applied professional field area (to be completed by 12/16); degree established by fall 2017; graduates by 2019.

1.1.2. Re-shape master's and post-baccalaureate programs to address regional and national needs.

Implementation/Timeline:

1.1.2.1. Review and clarify master's and post-baccalaureate programs to address regional and national needs (TBC [to be completed] 2013-2014).

1.1.2.2. Identify new opportunities and develop strategic plan (TBC 2014).

1.1.2.3. Manage roll-out new opportunities (TBC 2015, 2016, 2017).

1.1.2.4. Establish Physician's Assistant program by 2017.

1.1.2.5. Establish an innovative program in architectural design initially for Wenzhou-Kean University students by 2016; if needs assessment confirms, implement at Kean USA by 2017.

1.1.3. Align undergraduate programs to address regional and national needs.

Implementation/Timeline:

1.1.3.1. Identify alignment opportunities to meet regional and national needs (TBC 2014).

1.1.3.2. Align undergraduate programs and communicate importance of undergraduate programs to regional and national needs (TBC 2015-2016).

1.1.4. Increase the number of programs with the highest and most comprehensive certifications of excellence (i.e. special/subject accreditation) at the departmental level, college or school level, and university level where appropriate.

Implementation/Timeline:

1.1.4.1. Identify university programs seeking highest and most comprehensive certifications of excellence. (TBC 2014-2015).

1.1.4.2. In coordination with VPAA's office, develop specific plans for selected programs, including allocation of resources and goals for obtaining certifications of excellence, and provide supporting resources needed (TBC 2014-2015).

1.1.4.3. Implement short, mid, and long-term plans for acquisition and maintenance of external certifications of excellence, overseeing a regular schedule of initial designation and renewal (TBC 2015 and annually, following).

1.1.5. Support and build further the existing Centers of Excellence where appropriate and develop new Centers.

Implementation/Timeline:

1.1.5.1. Review existing Centers of Excellence: (TBC, 2014) The New Jersey Center for Science, Technology, and Mathematics Education; Human Rights Institute; Center for Global and Specialized Management; College of Visual and Performing Arts; College of Humanities and Social Sciences/Liberty Hall.

1.1.5.2. Identify best practices and designate new Centers of Excellence, as needed in response to regional and national needs (TBC 2015, ongoing).

1.1.5.3. Begin by designation the School of Global Business as a Center for Excellence and implement international internships by 2015.

1.1.6. Grow the programs in environmental and life sciences, and sustainability studies, by investing time and resources in a Regional Highlands Center in Oak Ridge, NJ so that students and faculty have opportunities to witness the ecology and sustainability of terrestrial and aquatic natural resources, the biogeochemical processes related to landscape management, and the impacts of climate change on ecosystems.

Implementation/Timeline:

1.1.6.1. With the President's Office, continue the integration of the Regional Highlands Center into Kean's international program planning (TBC 2014, ongoing).

1.1.6.2. Using scientists and researchers at Kean, include the Regional Highlands Center in national and international research agendas (TBC 2014, ongoing).

1.1.6.3. Identify and employ scientists of distinction to conduct research and education symposia at Kean Highlands.

Objective 1.2: Increase the number and type of relevant and responsive certificate programs, lifelong learning, continuing education and practice-based opportunities for our students.

Actions:

1.2.1. Develop standard cross-disciplinary affiliation agreements (MOUs) to support new partnerships (e.g. hospitals, healthcare systems, schools, non-profits).

Implementation/Timeline:

1.2.1.1. Establish the Office of Affiliation and Internships (OAI) (TBC 2013-2014) if financially feasible.

1.2.1.2. Using OAI as the focus, strategically grow affiliations and partnerships in support of undergraduate and graduate opportunities and Centers of Excellence (TBC 2015, ongoing).

1.2.2. Increase the number of international and national internship opportunities.

Implementation/Timeline:

1.2.2.1. Identify current and potential internship opportunities (TBC 2014).

1.2.2.2. Engage national groups (inroads.org, internships.org) with academic units at Kean (TBC 2013-2014).

1.2.3. Develop online course/program offerings that increase learning opportunities for students by 5% to 10% annually.

Implementation/Timeline:

1.2.3.1. Hire a Director of Online Learning (TBC 2013-2014).

1.2.3.2. Design and implement a Learning Commons Strategy (TBC 2014-2015).

1.2.3.3. Establish a strategy and niche for distance learning (TBC 2014).

1.2.3.4. Design and deploy curriculum to support the plan (TBC 2015 and ongoing).

Objective 1.3: Provide support mechanisms for all programs consistent with regional, professional and national measures.

Actions:

1.3.1. Increase online learning opportunities in skills-based and developmental courses, or where online learning can be utilized as an important supplement to the core academic program to improve student learning/the student experience.

Implementation/Timeline:

1.3.1.1. With the Office of Assessment and General Education, identify where online-learning can be used to improve student learning and experience (TBC 2014-2015).

1.3.1.2. Implement areas of greatest return initially, with additional areas to follow (TBC 2015).

1.3.2. Utilize the Centers of Excellence model to facilitate ambitious program accreditation goals.

Implementation/Timeline:

1.3.2.1. Review local model, as well as national exemplars (TBC 2013-2014).

1.3.2.2. Align Centers of Excellence with program accreditation goals (TBC 2014).

1.3.2.3. Integrate goals with Centers of Excellence effort (TBC 2015-2016, ongoing).

1.3.3. Develop an undergraduate research & honors program(s), and identify and develop students for such 'added value' opportunities.

Implementation/Timeline:

1.3.3.1. Develop a working group to identify current undergraduate research and honors programs at Kean (TBC 2014).

1.3.3.2. Define a structure, based on national norms, policies, procedures, and model to follow, building on Kean's existing elements university wide (TBC 12/14).

1.3.3.3. Migrate existing honors students into the program from incumbent students (3rd4th years) (TBC 2014-2015).

1.3.3.4. Annually enroll students (1st, 2nd years) earlier (TBC 2015-2016).

1.3.4. Enhance the role of the University Career Services Office.

Implementation/Timeline:

1.3.4.1. Connect Career Services to existing national University Career Services organizations and groups, including alumni (TBC 2014).

1.3.4.2. Develop internship co-curricular experience for Kean Students, with progression through service and professional opportunities, culminating in graduation (TBC 2015).

1.3.4.3. Design a web-portal and presence to support students before they arrive at the Career Services physical office (TBC 2014-2015).

1.3.4.4. Develop a 5-year co-op program, aligned with specific majors and employers, to provide substantial professional expertise during undergraduate study at Kean (TBC 2014, ongoing).

Goal 2. To attract and retain more full-time, first-time undergraduate students, transfer and graduate students.

Objective 2.1: Attract more students to Kean through increased marketing in our region and globally, with an emphasis on raising visibility, building reputation, using and improving on Kean's unique academic programs and approach to the classroom to promote the institution, and extending our marketing 'power' through diversified and innovative marketing techniques.

Actions:

- 2.1.1. Unique academic programs, such as sustainability, health sciences as well as our outstanding education programs will be promoted extensively integrated into marketing plan timeline to be determined by University Relations.
- 2.1.2. Continue to offer academic programs and courses that are affordable and of high quality.
- 2.1.3. Increase the convenience and accessibility of such programs and courses through variable delivery systems, including weekend and on-line programs.
- 2.1.4. Utilize innovative technology and strategies more effectively to generate engagement of prospective students.
- 2.1.5. Market new initiatives that support the student academic experience, such as the honors program, to raise visibility amongst high achievers: attracting highly qualified students and enhance reputation.
- 2.1.6. Increase the numbers of merit scholarships to compete for top students in the region or nationally; timeline to be determined by the Office of Scholarships and the Foundation.
- 2.1.7. Utilize Kean's diversity and commitment to global perspectives in all marketing, advertising, and recruitment efforts.
- 2.1.8. Renew marketing initiatives, including web-based recruitment tools, for KeanOcean, Wenzhou-Kean, the broader international community and other centers in the state.
- 2.1.9. Determine a baseline for Kean and establish benchmark institutions in the state, regionally and nationally, by which to measure the effectiveness of marketing efforts.
- 2.1.10. Expand community based partnerships and entrepreneurial initiatives that will attract more people to the campus (i.e. Morris Avenue Corridor, Ursino, Liberty Hall Museum, and Conference Services).

Objective 2.2: Improve admissions processes, from recruitment to registration, to ensure that the Kean experience begins from the first 'touch'.

Actions:

- 2.2.1. Improve administrative coordination of application processing, financial aid processing student accounting processing, scholarship processing and advisement to respond to student needs more efficiently and timely.

Implementation/Timeline:

- 2.2.1.1. Formalize the Admissions and Enrollment Services Committee (Fall 2013).
- 2.2.1.2. Formalize a 'pipeline flow' from recruitment to registration (TBC Dec 2013).

2.2.1.3. Establish implementation timeline and enact implementation to ensure admission process through to notification is 24 hours (TBC Jan 2014) and follow-up is within 72 hours.

2.2.1.4. Establish best practices at every stage of the admissions and enrollment processes – from recruitment to registration; establish such best practices as university policy; and provide the technical solutions to implement policy (from Fall 2013-June 2014).

2.2.1.5. Ensure that academic deans and program directors engage in follow-up contact with students expressing interest in their programs within 72 hours.

2.2.2. Review available information and resources to improve administrative coordination and technological resources assigned to the enrollment process to support all admission categories, find how coordination and resource allocation can be improved and implement the necessary changes.

Implementation/Timeline:

2.2.2.1. Review Enrollment Management Report annually (Fall 2013).

2.2.2.2. Integrate Advancement Office for Merit Scholarships (Spring 2014).

Objective 2.3: Improve retention by targeting proactively our most at-risk constituencies with effective, directed monitoring and specialized support from pre-matriculation to graduation.

Actions:

2.3.1. In cooperation with the Office of Intervention and Retention, Institutional Research and the Office of Assessment and Accreditation, develop/implement and utilize a retention program that assesses student attributes, identifies students at risk, and facilitates academic and administrative interventions to enhance retention.

2.3.2. Increase retention goals in proportion to an established enrollment paradigm that incorporates each admission category at each University location as the student population increases.

2.3.3. Strengthen student retention through pre-matriculation services that correlate with freshman and sophomore student success.

Implementation/Timeline:

2.3.3.1. Develop a Gateway Project Summer Immersion (pre-enrollment addressing of remediation) (feasibility study Spring-Fall 2014, pilot Summer Immersion courses offered Summer 2014; Gateway Project opened Summer 2015).

2.3.3.2. Develop and implement Kean's Developmental Courses online (first program to be implemented as a pilot 2015; three courses rolled out 2016-2017).

2.3.3.3. Improve the relationships with high schools, and utilize special programs such as EEO and Upward Bound to bring pre-college remediation and/or review/placement testing preparation to our feeder high schools to improve the preparation of incoming students (2013/2014 feasibility research plus offering of pilot placement testing preparation; implementation of remediation programming pilots [pre-college developmental courses] 2014/2015; full program of pre-college courses to 10+ high schools by 2015/16).

2.3.3.4. Establish programs that send faculty to high schools for lectures, presentations and recruitment efforts.

- 2.3.4. Establish and implement an academic advisement process ensuring regular contact between students and academic advisors; require academic deans and program directors to be accountable for compliance with advisement policies.

Objective 2.4: To support student retention and graduation rates throughout our community by building or strengthening programs that embed each individual into 'communities of care' -- from a First Year Experience program, through ongoing Learning Communities that works in conjunction with, residential life, co-curricular and career-related programming.

Actions:

- 2.4.1. Develop a comprehensive First Year *Academic* Experience program for entering undergraduate students that ties together academic affairs, student affairs and extra-curricular experiences, to provide a more comprehensive and enriching experience.

Implementation/Timeline:

- 2.4.1.1. Develop overall First Year Experience Program (develop plan Spring 2014; implement Summer 2014 for 2014-15 admission cycle; assess, review and revise for 2015-2016 admission cycle).
- 2.4.1.2. Restructure T2K to include learning communities (pilot Spring 2014 with two common courses. Indicators of success will include co-curricular transcripts for involvement and retention. Explore the possibility of involving GA's as instructors for T2K).
- 2.4.1.3. Determine a baseline for Kean and establish benchmark institutions in the state, regionally and nationally, by which to measure the effectiveness of the First Year Academic Experience (TBC by Dec 2014)
- 2.4.2. Develop and staff academic and residential learning communities for student cohorts according to educational interests. Engage resident faculty members who are recognized mentors in their respective fields, and who are willing to be available to monitor each student's progress through graduation.
- 2.4.3. Increase full time faculty teaching General Education and other introductory level courses.
- 2.4.4. Increase student engagement in residential, social, recreational, and co-curricular programs; utilize Campus labs and the Co-curricular transcripts to assess the progress in this area.
- 2.4.5. Work collaboratively with academic and administrative units to enhance the advisement process by incorporating student success metrics, course mapping, co-curricular planning.
- 2.4.6. Utilize Alumni Association and the Foundation for mentoring opportunities, career exploration and internship opportunities.
- 2.4.7. Develop and centrally coordinate the internship process for students, so that students can come to one office to search for, investigate, prepare and apply for internships. Tie internships more closely to the curriculum.

Objective 2.5: Improve student retention and graduation rates by strengthening academic advisement to guide students in academic course planning and requirement completion.

Actions:

- 2.5.1. Utilize the established Academic Advisement Task Force to develop and recommend an improved advisement process for all students. Have Academic Affairs take the lead during Spring 2014 to implement and assess the effectiveness of these changes and modify on an ongoing basis.

- 2.5.2.** Ensure the ongoing accuracy, usability, access to and use of our primary tools for effective planning of timely graduation.

Implementation/Timeline:

2.5.2.1. Update guide sheets and four year graduation plans (TBC Summer 2014) and revise annually each spring if any changes have occurred.

2.5.2.2. Develop and implement a formalized plan and mechanism for the regular revision of guide sheets and four year graduation plans (development TBC Summer 2014; implementation TBC by Spring 2015).

2.5.2.3. Establish a central repository of sheets and plans that students can easily access (TBC Summer 2014); the AVP of Academic Affairs is required to review and ensure accuracy.

2.5.2.4. Establish mechanisms by which students and faculty need to access these tools as part of their advisement process (TBC by Spring 2015).

- 2.5.3.** Fully develop and expand Project Readmit to the entire undergraduate population, to reach out to students who left the university without completing their degree, helping them to finish.

Implementation/Timeline:

2.5.3.1. Plan expansion (TBC Spring 2014) at each college, supervised by the Academic Dean.

2.5.3.2. Implement (Summer 2014 and ongoing).

- 2.5.4.** Strengthen the advisement program and process for for first year students, undecided/undeclared students, student who are changing/have changes majors, those with academic difficulty, or probation or academically dismissed (beginning Fall 2013, new policies implemented from Spring-Summer 2014).

- 2.5.5.** Ensure close linkage and continued cooperation and collaboration between Student Affairs and Academic Affairs, especially those student experience initiatives, including T2K, New Student Orientation, academic advisement and retention programs.

Goal 3: To retain and further attract world class faculty and non-teaching staff.

Objective 3.1: Expand full-time faculty (tenure-track and others) to match best practices in institutions across the nation.

Actions:

3.1.1. Expand the tenured, tenure-track and other full-time faculty with a particular emphasis on finding faculty with the appropriate subject mastery and who demonstrate a student-centered approach to teaching and advisement, instill critical thinking, and who have a strong commitment to pedagogy and scholarly and creative works.

Implementation/Timeline:

3.1.1.1. Improve the ratio of FTEs to tenured, tenure-track and other full-time faculty at Kean University's main campus in Union incrementally over time with a target of 5% increase annually.

3.1.1.2. Improve the ratio of FTEs to tenured, tenure-track and other full-time faculty at both the branch campus at Ocean County College and the branch campus at Wenzhou, China incrementally over time in same proportion as stated in 3.1.1.1.

3.1.1.3. Task the Faculty Senate with recommending general guidelines as to the need for full-time faculty based on surveys of new programs created.

3.1.1.4. Create full-time faculty positions to accommodate the needs in areas of technology transfer research and post-doctoral research at Kean.

3.1.1.5. Increase the percentage of the University's total budget devoted to instructional and research full-time faculty as necessary to meet the goals in 3.1.1.1. phased-in by September 2020.

3.1.2. Increase hiring of full time faculty to meet the accreditation, academic, disciplinary and staffing needs of existing and new programs and in furtherance of student retention and graduation rate goals.

Implementation/Timeline:

3.1.2.1. By September of each year, Academic Deans must submit proposals for full-time faculty and staffing levels needed to match or exceed minimum standards of external accrediting agencies in order to retain or secure external program accreditation.

3.1.2.2. Prioritize hiring of full time faculty (from 2014 through 2016) to meet staffing needs of programs for the maintenance and expansion of program accreditation by external accrediting agencies.

3.1.2.3. Academic programs not subject to external accreditation demands shall create by September 2014 a plan with timelines for the hiring of full-time faculty to meet the goals and needs assessment generated at the programmatic level via Program Review.

Objective 3.2: Support faculty recruitment and retention through professional development opportunities necessary to build an ever-evolving career at Kean.

Actions:

3.2.1. Expand regular faculty professional development sessions, specifically in the areas of research, grant acquisition, pedagogy, and the uses of technology in research and instruction.

Implementation/Timeline:

3.2.1.1. Each college will conduct a comprehensive self-assessment of its own professional development needs by September 2014.

3.2.1.2. Increase the number and variety of professional development offerings, activities, workshops, training sessions, etc. offered by the Center for Professional Development (CPD) and the Office of Research & Sponsored Programs (ORSP) to provide the college-based needs by September 2015.

3.2.1.3. Increase the number of faculty-led workshops and training sessions in areas of pedagogy and writing for publication by September 2014.

3.2.1.4. Establish full time employee training and assessment schedule for each semester.

3.2.2. Improve/provide support services for faculty research and scholarship, grant acquisition, pedagogical innovation, and use of technology in research and instruction.

Implementation/Timeline:

3.2.2.1. Develop an annual faculty survey, which identifies faculty interests, needs and ideas for professional support by September 2014.

3.2.2.2. Develop a faculty mentoring program for full-time faculty by September 2014.

3.2.2.3. Create a dedicated budget line to provide travel funding for conference attendance and other professional and career advancement activities for all qualified faculty by September 2014.

3.2.2.4. Increase availability of graduate assistants for scholarly and pedagogical support by 2015 if financially feasible.

3.2.3. Improve/provide support for faculty research and scholarship, grant acquisition, pedagogical innovation, and use of technology in research and instruction by creating active communities of teachers, scholars and professionals on campus.

Implementation/Timeline:

3.2.3.1. Increase number of internally supported scholarly faculty activities on campus including colloquia, public forums, conferences, workshops, orientation programs, etc. by September 2016.

3.2.3.2. Create a program targeted to foster resident faculty collaborations with other institutions matching intellectual capital on campus with appropriate partner organizations by September 2016.

3.2.3.3. Establish a “Teaching and Learning Center” in collaboration with the Center for Professional Development and the Office of Research & Sponsored Programs which assimilates faculty grant and research efforts with pedagogical approaches and offers teaching and learning support for faculty by September 2015.

3.2.3.3. Hire a Teaching and Learning Center leader in September 2014.

Objective 3.3: Support faculty recruitment and retention by offering career advancement opportunities consistent with standards of world-class education.

Actions:

3.3.1. Create clear institutional policies and commitment to the resources and professional time needed for important career goals for faculty such as research and scholarly activity and pedagogical innovation.

Implementation/Timeline:

3.3.1.1. Provide sabbaticals at levels appropriate to proposals submitted.

3.3.1.2. Increase the number of awards of research support for full-time faculty via existing programs such as the Released Time for Research and Creative Works Program wherever appropriate based on the quality of the proposals submitted.

3.3.1.3. Increase the number of awards of research support for untenured faculty via existing programs such as the Untenured Faculty Research Initiative Program wherever appropriate based on the quality of the proposals submitted.

3.3.1.4. Review the criteria for travel to conferences and presentations; seen input from the Council of Deans and the Faculty Senate.

3.3.1.5. Provide annual financial support opportunities for faculty whose research necessitates start-up funds by September 2014.

3.3.1.6. Provide greater flexibility for faculty “in load” teaching assignments to allow for faculty to select alternate assignments for research, service, advisement, etc. by September 2014 and fully implemented by September 2015.

3.3.1.7. Establish a five-year cycle for replacement of faculty office computers with state of the art equipment phased in with full implementation by September 2018.

3.3.2. Create clear institutional policies in support of and commitment to faculty career advancement opportunities.

Implementation/Timeline:

3.3.2.1. Increase promotions to full professor and associate professor based on the number of retirements, the size of annual new hires, merit and fiscal responsibility.

3.3.2.2. Increase the number of range adjustment awards if merited and fiscally feasible.

3.3.2.3. Establish annual promotional opportunities for tenured and tenure-track librarians with faculty rank whenever appropriate and merited.

3.3.2.4. Strengthen faculty participation in peer review processes.

Objective 3.4: Retain and further attract talented and professionally qualified adjunct faculty and support their work through professional development and enrichment opportunities.

Actions:

3.4.1. Provide adjunct faculty with the training and the professional development opportunities useful to incorporate emerging technologies into their teaching by September 2015.

Implementation/Timeline:

3.4.1.1. Invite adjunct faculty to professional development activities (Center for Professional Development), training opportunities, and assessment training programs by September 2014.

3.4.1.2. Ensure that office space is available for adjunct faculty by 2016.

Objective 3.5. Expand non-teaching staff in specific areas to meet the challenges outlined in the strategic plan.

Actions:

- 3.5.1.** Make a comparative analysis (utilizing best practices) of current staffing by unit/service, and pinpoint areas of particular need both in terms of general staffing of services (within a comparative framework) and in terms of the specific and immediate challenges created by the implementation of the strategic plan.

Implementation/Timeline:

- 3.5.1.1.** Organize and undertake analysis (Fall 2013-Spring 2014).
- 3.5.1.2.** Utilize the results to rank non-teaching staff and unit/services' needs according to priority with comparative data, the new strategic plan and the university's financial resources as guides (Summer 2014).
- 3.5.2.** Establish a three year hiring cycle according to priority ranking if fiscal resources permit.

Implementation/Timeline:

- 3.5.2.1.** Rank 1 priority hiring AY 2014-2015.
- 3.5.2.2.** Rank 2 priority hiring AY 2015-2016.
- 3.5.2.3.** Rank 3 priority hiring AY 2016-2017.
- 3.5.3.** Reassess and reappraise needs to build and then implement the next three year cycle .
- 3.5.3.1.** Reassessment and reappraisal of non-teaching staff and unit/service needs in conjunction with university-wide issues arising and the present strategic plan (Fall 2016-Spring 2017).
- 3.5.3.2.** Formation of new three year cycle (Summer 2017).
- 3.5.3.3.** Rank 1 priority hiring AY 2017-2018.
- 3.5.3.4.** Rank 2 priority hiring AY 2018-2019.
- 3.5.3.5.** Rank 3 priority hiring AY 2019-2020.

Objective 3.6: Update and implement core policy for the professional development of non-teaching staff.

Actions:

- 3.6.1.** Review professional development opportunities provided by the university and utilised by non-teaching staff.

Implementation/Timeline:

- 3.6.1.1.** Study of past trends and opportunities including survey of professional association affiliations, professional relationships/networks (Fall 2013-Spring 2014).
- 3.6.1.2.** Include a future-oriented survey to examine the present and (perceived) future interests/needs amongst non-teaching staff (Fall 2013-Spring 2014).
- 3.6.2.** Develop and implement an internal training program for non-teaching staff.

Implementation/Timeline:

- 3.6.2.1.** Create internal training program utilising the results of 3.6.1. (Summer 2014).

3.6.2.2. Implement pilot annual training schedule (AY 2014-2015).

3.6.2.3. Review, reorganize as required, and implement revised schedule (AY 2015-2016 and onwards).

3.6.3. Facilitate state and regional level engagement with the relevant local professional associations or local branches of national professional associations.

Implementation/Timeline:

3.6.3.1. Establish a clear policy framework for staff wishing to apply for funds to attend external professional development events (AY 2013-2014).

3.6.3.2. Establish a professional development fund for non-teaching staff to facilitate attendance at relevant events and membership of relevant professional associations (AY 2013-2014).

3.6.3.3. Pilot use of fund in AY 2014-2015 with review and reassessment.

3.6.4. Depending on the rank and particular needs of the staff member, facilitate on a regular basis their engagement with national level professional associations including attendance at occasional relevant out-of-state association conferences/networking events (use the action and timeline under 3.6.3 for this same purpose simply using additional criteria).

Objective 3.7: Implement on a regular and published schedule for performance-based promotion for non-teaching staff, if fiscally possible.

Actions:

3.7.1. Develop and implement a university wide policy for recognizing high achieving/performing individuals.

Implementation/Timeline:

3.7.1.1. Establish policy in conjunction with the relevant interest groups (Fall 2013-Spring 2014).

3.7.1.2. Implement policy as a part of this Academic Year's performance review process.

3.7.1.3. Offer first performance related promotions following this Academic Year's non-teaching staff's performance review.

Goal 4: Recognizing our historical excellence in diversity, to build further a campus environment that reflects our institutional commitment to equity, inclusivity and social justice.

Objective 4.1: To continue to cultivate a University community that is diverse and inclusive based on our social principles.

Actions:

4.1.1. Shape the academic and administrative services of Kean University to provide for the specific and changing needs of a growing and heterogeneous Kean University student population to the best extent possible.

Implementation/Timeline:

4.1.1.1. Complete an evaluation by the conclusion of the 13-14 AY of the Kean University academic programs and administrative departments to determine a baseline of specialized student needs, e.g., Spanish speaking services, etc., that currently might require improvement.

4.1.1.2. Create and implement an action plan by the conclusion of AY 14-15 that will address the needs identified by the specialized student needs evaluation.

4.1.1.3. Institute annual review of specialized student needs and changing demographics in relation to services provided by the conclusion of AY 14-15.

4.1.1.4. Evaluate the success of the specialized needs action plan by the conclusion of AY 17-18 and identify areas for improvements.

4.1.1.5. Close the loop and allow for the results of annual review to impact program and office annual assessments, recommendations and resourcing for change.

4.1.2. To enhance Kean University's personnel already strong perceptions of inclusivity, equity, diversity and social justice, including all faculty, staff, administration and students.

Implementation/Timeline:

4.1.2.1. Complete an evaluation of the Kean University population by Winter 2015 which will identify university personnel's perceptions of inclusivity, equity, diversity and social justice.

4.1.2.2. Utilize the NSSE on a tri-annual basis, to begin again in 2016, in order to collect student perceptions on diversity, equity and inclusivity.

4.1.2.3. Beginning in 2015, utilize the information that was collected via university evaluations and the NSSE to identify areas for improvements.

4.1.2.4. Beginning in 2016, utilize the information from the NSSE to identify areas for improvement.

4.1.2.5. Develop and implement new programs/information sessions/awareness raising if and where necessary – beginning Fall 2015 for personnel, Fall 2016 for students and onwards.

4.1.3. Develop a comprehensive evaluation process that will explore equity issues related to demographic discrepancies re: salaries, promotion and length of employment.

Implementation/Timeline:

4.1.3.1. By the conclusion of AY 14-15, create a baseline of demographic characteristics for salary ranges, promotions and length of employment to identify any discrepancies.

4.1.3.2. By the conclusion of AY 15-16, create and implement an action plan which will address any discrepancies found by the evaluation process.

4.1.3.3. Reassess identified areas again in AY 18-19.

Objective 4.2: Continue to organize and build our physical resources to reflect our diverse campus community.

Actions:

4.2.1. Investigate the utilization of labs (computer & science) that serve Kean University students in different programs including students with special needs.

Implementation/Timeline:

4.2.1.1. By the conclusion of AY 14-15, create a baseline of the utilization of labs by differing student body population.

4.2.1.2. By the conclusion of AY 15-16, develop and implement an action plan that will address any deficiencies identified by lab utilization evaluation.

4.2.1.3. By the conclusion of AY 17-18, reassess the modifications made during the 16-17 AY to determine if further modifications are necessary to meet the needs of the students.

4.2.2. Provide convenience and resources (space, food, instruments, supplies etc.) to different demographic groups to host multicultural events.

Implementation/Timeline:

4.2.2.1. By the conclusion of AY 13-14, identify all areas on campus which are specifically available to student groups for multicultural purposes.

4.2.2.2. By the conclusion of AY 14-15, allocate space and related facilities based on needs discovered by the space evaluation, the university's known demographics and the evaluation of student special or specific needs (see 4.1.1.1).

4.2.2.3. Reassess on an annual basis beginning in AY 15-16.

Objective 4.3: Continue to provide and then expand upon physical services that reflects our diverse campus community.

Actions:

4.3.1. Expand the food service options to reflect Kean University's different religions, countries and social groups.

Implementation/Timeline:

4.3.1.1. By the conclusion of AY 13-14, create a monthly cultural food day which will highlight a pre-identified subset of the student population.

4.3.1.2. Ensure through student government that the special dietary needs of the student body are being met on a daily basis, or as required during specific times of the year, by the conclusion of AY 13-14.

4.3.1.2. Reassess annually to ensure student needs are being met beginning in AY 14-15.

4.3.2. Ensure Kean students, with different demographic characteristics, have equal access to academic and financial assistance, research and experiential learning opportunities and are equally successful in finishing the school (Retention, graduation, license passing rate and length to graduate etc.).

Implementation/Timeline:

4.3.2.1. By the conclusion of AY 13-14, determine by student demographic characteristics the success rates – e.g., retention, graduation, etc., across all pre-identified fields.

4.3.2.2. By the conclusion of AY14-15, utilizing the baseline, create and begin implementation of an action plan that will address deficiencies in specified demographic fields.

4.3.2.3. Reassess on a bi-annual basis beginning in AY 16-17.

Objective 4.4: Further develop a learning environment that reflects and encourages diversity, equity and inclusivity.

Actions:

4.4.1. Utilize innovative technology to improve advising, scheduling and registration process.

Implementation/Timeline:

4.4.1.1. By the conclusion of AY 13-14, identify the main issues resulting from the scheduling process for students.

4.4.1.2. By the conclusion of AY 14-15, implement a degree audit program that will ensure equity for students in the registration process – e.g., ensure students with the greatest need for a specified course receive the spot in the course.

4.4.1.3. By the conclusion of AY 16-17, assess the degree audit system to ensure that the needs of the students have been achieved by implementing this registration function.

4.4.2. Incorporate curriculum in all programs at Kean with diversity and global perspectives (see also Goal 6).

Implementation/Timeline:

4.4.2.1. By the conclusion of AY 14-15, determine a baseline of all of the courses which includes a component of diversity as well as global perspectives.

4.4.2.2. Incorporate diversity alongside Goal 9 actions to internationalize the curriculum.

4.4.2.3. By the conclusion of AY 17-18, assess Goal 9's actions and ensure the implementation of both diversity and the global dimension into all Kean courses.

4.4.3. Provide professional development opportunities, training and funds to educators and programs to support curriculum transformation or integration related to diversity/multiculturalism.

Implementation/Timeline:

4.4.3.1. By the conclusion of Winter 2014, determine the baseline of developmental opportunities available to faculty and professional staff related to diversity/multiculturalism.

4.4.3.2. By the conclusion of 2014, develop an action plan which will address those areas in need of improvement as identified by the baseline figure.

4.4.3.3. By the end of AY 2014/2015 develop a training program that will address those areas that need improvement.

4.4.3.4. Implement pilot new trainings and any additional required programs in AY 2015/2016.

4.4.3.5. Assess impact of pilot trainings and programs offered to faculty and professional staff at end of AY 2015/2016.

4.4.3.6. Implement necessary changes to pilots, determine cycle of trainings/programs required ('one off', regular etc) and implement as appropriate for AY 2016/2017. Continue assessment and adjustment for each cycle.

4.4.4. Ensure that a diverse group of Kean students engage in the university's internationalization efforts.

Implementation/Timeline:

4.4.4.1. By the conclusion of AY 14-15, determine the baseline of different demographic groups utilization of internationalization opportunities at the university – e.g., study abroad, Kean China, etc.

4.4.4.2 . Utilizing the baseline received by the conclusion of AY 14-15, create and implement an action plan that will encourage demographic groups that underutilize internationalization opportunities to take part in these opportunities by the conclusion of AY 15-16.

4.4.4.3. Reassess on an annual basis beginning at the conclusion of AY 16-17.

4.4.5. Improve the remediation courses for students with learning disabilities.

Implementation/Timeline:

4.4.5.1. By the conclusion of AY 13-14, determine the baseline of retention for students with learning disabilities, and provide research on the factors underlying retention within this specific group.

4.4.5.2. By the conclusion of AY 14-15, create an action plan that will address the deficiencies discovered by the previous year's evaluation.

4.4.5.3. Reassess on a bi-annual basis beginning in AY 16-17.

Goal 5: To provide world-class external opportunities to members of the Kean University community, thereby widening our community beyond the physical campuses, by substantially augmenting our academic, cultural, economic and community partnerships at three distinct levels: the local; regional and national; and international*.

* International partnership activities are part of Goal 6

Objective 5.1: Build the Kean University local extended community of students, parents, alumni, and surrounding residents such that all Kean sites become centers of value-added activities that educate, inform, enliven, and entertain.

Actions:

5.1.1. Create new advertising campaigns to capture all potential markets (students, parents, alumni, and area residents) at all campuses.

Implementation/Timeline:

5.1.1.1. Identify specific audience and markets for advertising campaigns (TBC January 2014).

5.1.1.2. Conduct study at end of 2013-2014 AY to measure advertising effectiveness (TBC June 2014).

5.1.2. Explore new “episodic” learning opportunities to the extended university community with consideration of the diverse community in which Kean Union is situated (e.g., lectures for senior citizens, lectures for various ethnic groups, special continuing education opportunities).

Implementation/Timeline:

5.1.2.1. Identify academic departments to take lead on this initiative (TBC Fall 2013).

5.1.2.2. Roll out initiative to community with limited offerings as a trial (TBC Spring 2014).

5.1.2.3. Measure effectiveness of initiative in terms of attendance and community awareness/interest (TBC late Spring 2014).

5.1.2.4. If interest is enough to sustain program, continue roll out of new additional offerings Fall 2014 and Fall 2015) with measuring occurring late spring of each AY (Spring 2015 and 2016).

5.1.3. Construct an academic research and training center in the Regional Highland Center in a joint initiative with the NJ Department of Environmental Protection. The facility will support research, marketing and ongoing course work at the Highland center.

Implementation/Timeline:

5.1.3.1. Identify programs that will benefit from new center (TBC Fall 2013).

5.1.3.2. Based on program identification efforts, resources should then be lined up internally to aid with the development of this effort (TBC Fall 2013).

5.1.3.3. Formally integrate this center into any and all planning efforts undertaken by the university (TBC Winter 2014).

5.1.3.2. Start construction on new center (TBC Fall 2014).

Objective 5.2: Build local relationships with the surrounding economic community in Union by

developing Morris Avenue corridor into a “university boulevard” and cultivate future economic partnerships at all our sites by being an incubator for small business and community development programs that would also provide educational and professional development opportunities for students and members of the Kean community.

Actions:

5.2.1. Finalize relationship with New Jersey Transit to revitalize the Elizabeth train station.

Implementation/Timeline:

5.2.1.1. Conduct financial evaluation to determine what cost of renovation will be (Fall 2013).

5.2.1.2. Pursue final discussions to conclude deal and start revitalization efforts (TBC Spring 2014).

5.2.2. Explore shuttle service between Union and Elizabeth train stations.

Implementation/Timeline:

5.2.2.1. Conduct research to determine logistics (schedule, etc) and cost of such a service (TBC by end of 2014).

5.2.3. Continue to cultivate relationship between Kean Union and the city of Elizabeth.

Implementation/Timeline

5.2.3.1. Involve the city of Elizabeth in all planning of this project (ongoing).

5.2.4. Explore revenue sources to establish funds for “start up” programs and businesses.

Implementation/Timeline:

5.2.4.1. Work with Institutional Advancement to pursue donors interested in providing “start-up” funds to help get these programs and businesses going (Fall 2013 and ongoing).

5.2.4.2. Work with Small Business Development Center to target and then engage with businesses that could benefit from being a part of this initiative (Winter 2014 and ongoing).

5.2.5. Offer Kean Union campus as meeting and conference space for local businesses and professional groups.

Implementation/Timeline:

5.2.5.1. Start launch of campaign to bring more local businesses to Union campus (from Winter 2014 and ongoing).

Objective 5.3: Expand Kean University’s award-winning community service and outreach efforts in the communities surrounding the Kean Union, Kean Ocean, and Wenzhou Kean campuses.

Actions:

5.3.1. Bring initiatives such as “Be the Change” to Kean Ocean and Wenzhou-Kean.

Implementation/Timeline:

5.3.1.1. Explore possibility to bring this initiative to both campuses (TBC Fall 2013).

5.3.2. Expand Kean University’s Center for Leadership and Service programs and opportunities.

Implementation/Timeline:

5.3.2.1. Explore possibility to bring this initiative to both the Kean Ocean and Wenzhou campuses (from Winter 2013 onwards).

5.3.2.2. Take the Union programs to the next level of national recognition (Fall 2013-Spring 2015).

Objective 5.4: *At the regional level, continue to build and maintain a collaborative and integrated relationship with Ocean County College that allows Kean University to provide the programs, services and support necessary to maintain Kean-Ocean as a successful additional site.*

Actions:

5.4.1. Provide physical and virtual connections between Kean Union and Kean Ocean including Ocean County College wherever possible (for example, scheduling regular shuttle bus transportation between campuses; providing faculty development opportunities).

Implementation/Timeline:

5.4.1.1. Look into feasibility of scheduling shuttle service between two campuses and whether it would be economically viable (By the end of Winter 2014).

5.4.1.2. Let new faculty know about opportunities available on both the Kean Union and Kean Ocean campuses (AY 2013-14).

5.4.1.3. Inform Kean Ocean students about events on Kean Union campus and Kean Union students about events at Kean Ocean, building a process whereby information sharing will continue as a semi-automated feature of Kean community life (AY 2013-14).

5.4.2. Use new Kean Ocean building in Toms River as a focal point and opportunity to engage in more “cross” participation at Union and Kean Ocean and OCC campuses.

Implementation/Timeline:

5.4.2.1. Establish committee of faculty/staff from both campuses to work on establishing connections (From Fall 2013).

Objective 5.5: *Strategically expand offerings at community colleges in the state so that Kean University becomes a first choice for transfer students.*

Actions:

5.5.1. Leverage data from current transfer statistical reports to identify new offerings/opportunities to bring in new populations of transfer students (i.e., explore strengths of programs at county colleges and schedule Kean courses to appeal to county college students).

Implementation/Timeline:

5.5.1.1. After reviewing data, identify and pursue initiatives aimed at attracting more transfer students to Kean (AY 2013-2014, start to implement initiatives Spring 2014-2015).

5.5.1.2. Look at success of these initiatives and determine from the numbers of transfer students whether or not they should continue (Winter 2016). Amend and repeat as necessary (Spring 2016 and ongoing).

Objective 5.6: *Cultivate new and expand the scope of current relationships with partnering universities in the tri-state region (e.g., Rutgers, NJIT, Drexel University) to include opportunities for visiting learning, research and teaching opportunities.*

Actions:

5.6.1. Collect data regarding number of faculty currently engaged in partnerships (i.e., co-authorships, co-investigators, etc.).

Implementation/Timeline:

5.6.1.1. Gather information via faculty survey (Fall 2013) to assess where faculty currently have partnerships.

5.6.2. Plan professional development activities to help others establish partnerships with other universities in the tri-state region.

Implementation/Timeline:

5.6.2.1. Work with CPD and ORSP on workshops aimed at promoting partnerships (to be planned AY 2013-2014, and implemented 2014 onwards).

5.6.3. Explore grant opportunities for collaborative projects.

Implementation/Timeline:

5.6.3.1. Continue to identify the collaborations that make the most sense given the strengths of our institution and our faculty (TBC 2014 and ongoing).

5.6.3.2. Create a set of targets for collaborations during AY 2013-2014, and develop an internal strategic plan accordingly to increase collaboration both in depth and breadth.

Objective 5.7: Cultivate partnership sites and establish affiliation agreements for internships, externships, and field placements with state-wide school districts as well as businesses, hospitals and nonprofit agencies across the tri-state region to promote participation in related career advancement and professional development opportunities for students, faculty, staff and administrators.

Actions:

5.7.1. Collect data on current affiliation agreements and internship, externship and field placements sites to identify strengths to leverage and opportunities for expansion.

Implementation/Timeline:

5.7.1.1. Gather information from faculty as well as through agreements and grant documentation (Fall 2013) to assess current agreements.

5.7.2. Establish a position or office to provide oversight for affiliation agreements and to process contracts (see also 1.2.1.1).

Implementation/Timeline:

5.7.2.1. Have position work closely with budget and grant offices (Fall 2014 and ongoing).

Objective 5.8: Enhance national recognition of our accomplishments and increase federal sponsorship of community-based programs and faculty research.

Actions:

5.8.1. Develop further regional and national centers of excellence that highlight Kean University's unique strengths in applied research and in community-based programs which have positive social impact (e.g., the Human Rights Institute, Liberty Hall, the Speech Clinic in the School of Communication Disorders and Deafness, Psychological Services in the Department of Advanced Studies in Psychology, etc.).

Implementation/Timeline:

5.8.1.1. Conduct internal assessment of current centers (TBC 2014), and from there determine which centers would best fit Kean to pursue moving forward (TBC 2014) and then provide the resources/support the raising of the relevant resources to allow new centers to begin to achieve their goals and old centers to further their present activities.

- 5.8.2.** Encourage members of the Kean community to participate and assume leadership roles in regional organizations and national associations as a venue for building professional partnerships.

Implementation/Timeline:

5.8.2.1. Measure via faculty survey baseline data of those faculty involved with groups/organizations (TBC AY 2013-2014) and follow up each year.

5.8.2.2. Explore revenue sources to fund new professional memberships and create competitive application process to underwrite memberships for new faculty and staff (TBC AY 2014-2015).

5.8.2.3. Conduct annual survey of members of the Kean community to identify areas requiring expansion (beginning AY 2014-2015, and then ongoing to utilise the data to build on the identification and provision of relevant trainings, resources, and any other support that will improve external engagement with one's profession).

Goal 6: To become a globalized university: uniquely global, uniquely Kean.

Objective 6.1: Globalize our curriculum in terms of substance and quality.

Actions:

- 6.1.1.** Finish the process of building our new global degree programs (eg the Global MBA and Global Nursing).
- 6.1.2.** Produce more global-oriented programs (eg Global Health) (for instance, by potentially creating a 'global dimension' certificate for Kean majors).
- 6.1.3.** Establish and promote the School of Business both regionally and globally.
- 6.1.4.** Internationalize Kean's curricula through the introduction of comparative studies, international case studies and examples, internationalised text offerings, and developing foreign communication.
- 6.1.5.** Promote where possible international recognition of Kean programs through professional accreditation routes, international branding and marketing, international ranking.
- 6.1.6.** Establish a program in American language studies for international students to prepare for full University study.
- 6.1.7.** Create global interactive courses where Kean students work with students from foreign universities to accomplish collaborative projects/research.

Objective 6.2: Provide a world of opportunities to our students and faculty: building and implementing an internationalization abroad strategy.

Actions:

- 6.2.1.** Build a substantive study abroad program with worldwide options that also allow our diverse body of students to engage (for instance, by making thinking about Study Abroad and visiting the International Office a required element of the Transition to Kean class).
- 6.2.2.** Turn our TraveLearn program into an opportunity for university partnerships.

Implementation/Timeline:

- 6.2.2.1.** Evaluate successful and current Travelearn programs to identify strengths and create models for implementation.
- 6.2.2.2.** Gather data on which overseas institutions have strong and renown academic programs which would be appealing to our students.
- 6.2.3.** Embed international travel/research into the proposed Honors Programs.
- 6.2.4.** Build a substantial overseas Service Learning component - bringing the Kean record of dedication to community service in New Jersey out to the world.
- 6.2.5.** Promote faculty opportunities overseas (through Fulbright, international research projects etc) to benefit faculty by broadening their understanding of their field, supporting their ability/desire to work with the best wherever they may come from or reside, and so to come home with that new understanding to further Kean's commitment to World Class Education. (for instance, by requiring faculty to teach a relevant class to the area they went, or to introduce new relevant case studies, examples, books, and original research from the area they visited).

6.2.6. Expand faculty engagement in international consultancies.

Implementation/Timeline:

6.2.6.1. Conduct survey of members of the Kean community to identify current international consultancies and identify possible opportunities.

6.2.6.2. Explore revenue sources to fund new international consultancies.

6.2.7. Increase funding for projects which address global/international issues particularly if based on international partnerships/consortiums.

Implementation/Timeline:

6.2.7.1. Create a competitive application process to underwrite projects which address global/international issues.

6.2.8. Strengthen the structures at home to support Study Abroad (for instance by strengthening our student ambassador program on campus, connecting students to alumni abroad, building awareness, developing internships, and promoting funding opportunities for students to utilize for their international travel).

Objective 6.3: Bring the world into Kean: building and implementing an internationalization at home strategy.

Actions:

6.3.1. Build a substantial body of international full-time, full degree students at the Kean Union campus.

6.3.2. Bring our Chinese students to Kean as a part of their educational experience.

6.3.3. Participate in more global projects to support developing countries/emerging democracies by providing places for young scholars/practitioners in relevant Kean programs.

6.3.4. Build relationships with the relevant federal and international agencies/non-for-profits that can involve Kean in their programming - utilising Kean's resources to bring a new constituency onto campus, and to provide further opportunities for consultancies and research overseas through IOs, federal agencies and non-for-profits.

6.3.5. Raise the numbers of visiting international scholars, teachers, and leaders in government, businesses and non-for-profits.

6.3.6. Raise the percentage of international full-time faculty at Kean.

6.3.7. Create the structures on campus to welcome and support international students and faculty (for instance, cross cultural friendship classes for international students which use classrooms to welcome international students while establish international connections for students).

6.3.8. Support globalization within each of our communities by bringing the international dimension of the university into the local surrounding communities, ensuring that each local community is part of the Kean experience, and making ties between our different local communities - place-to-place.

Objective 6.4: Create a new model of the 'global university'.

Actions:

- 6.4.1.** Create a new model for the US university 'global campus' idea by forming a genuine branch campus overseas that provides the same programs and educational experience as at home but within new exciting communities/constituencies. This new model will allow our students 'at home' to have genuinely easy and affordable access to our international campuses (taking with them their financial aid, for instance). The first example will be Kean-China.
- 6.4.2.** Seek to plan a replication of the Kean-China model in at least one other international site within the period of this strategic plan.
- 6.4.3.** Integrate and formulate all campus facilities at home and abroad to reflect both a central Kean experience and the globalized nature of the university (through for instance, residences, student centers, grounds and classrooms) with the aim that these two should become one and the same - the US/global university.

Implementation/Timeline:

- 6.4.3.1.** Provide virtual connections between Kean USA and Wenzhou Kean for broad-based participation in programs, services and support.
- 6.4.3.2.** Provide opportunities for exchange programs between Wenzhou Kean and Kean USA which allow faculty, staff, and students from both institutions the opportunity to travel and learn more about the other campus and programs.
- 6.4.4.** Continue to build and maintain a collaborative and integrated relationship with Wenzhou University that allows Kean University to provide the programs, services and support necessary to maintain Wenzhou-Kean as a successful additional location.

Goal 7: To establish a revenue flow, and financial planning and resource allocation processes that are sufficient, dependable, and consistent to support Kean University's ongoing financial obligations and future ambitions, in light of ongoing reductions in public funding.

Objective 7.1: Develop and continuously update a comprehensive and aggressive fundraising plan in order to tap new or previously underutilized sources of revenue by increasing the amount of private giving through donations from alumni, friends of the university, corporations, private foundations and grants.

Actions:

7.1.1. Develop a series of giving and cultivation programs to encourage individual and corporate interest in Kean University (The Arts Council and Alumni Association through the Alumni Leadership Initiative, ALIS, among others).

Implementation/Timeline:

7.1.1.1. Maintain and increase annual giving by 20% through the Kean Fund for Excellence (accepting gifts of any amount) and the William Livingston Society (Accepting gifts of \$1000 or more).

7.1.1.2. Establish gift giving as the norm for faculty and staff.

7.1.1.3. Cultivate and grow major gifts from a variety of donors pools to secure gifts of \$25,000 or more through relationship building, with the goal of increasing gifts by 25% over time.

7.1.1.4. Develop an active and robust Planned Giving Program to encourage supporters to name Kean University as beneficiary in their estate plan.

7.1.2. Develop a recruiting program to grow recruiting efforts by alumni; track the number of incoming students who are recruited as a direct result of alumni efforts and set targeted goals after establishing baseline metrics.

7.1.3. Ensure that Kean Alumni would be directly involved in recruiting, mentoring or fundraising, through the Alumni Association Board of Directors: the Office of Alumni Relations shall hold at least two events per year to engage as many Alumni as possible and shall send four to five direct mail/email contacts throughout each year while cooperating with the Director of Annual Giving to increase Alumni giving by 50% over the time of this plan.

Objective 7.2: Make federal and state government and University constituencies and University advocates aware of the financial needs and unique circumstances of higher education in general and our students' financial needs in particular.

Actions:

7.2.1. Provide quarterly communication with Federal and State Government officials and other University constituencies.

Implementation/Timeline:

7.2.1.2. Provide reports on the number of students at Kean under federal and state financial aid.

Objective 7.3: Encourage transparency of the institutional budget in order to link the budget process to strategic planning and articulate our responsibility as a public, higher education institution.

Actions:

- 7.3.1. Maintain budget and resource allocation models that are strategic and reward progress towards established goals and priorities.

Implementation/Timeline:

- 7.3.1.1. Support University Planning Council activities and maintain funding levels for resource allocation as available.

Objective 7.4: Strengthen the budget and planning processes to ensure the short to medium term needs of the institution are met as well as supporting its long term financial viability.

Actions:

- 7.4.1. Ensure that our university-wide, multi-year financial plan addresses long-term financial strength for all programs by focusing resources on sustainable academic programs/courses and curtail or repackage those that are not sustainable.

Implementation/Timeline:

- 7.4.1.1. Compile and analyze data on student need through statewide and national job market trends.

- 7.4.1.2. Compile and analyze data on numbers of admissions applications.

- 7.4.1.3. Compile and analyze current number of majors.

- 7.4.2. Utilize differential tuition pricing among colleges and cohorts.

Implementation/Timeline:

- 7.4.2.1. Examine the possibility of establishing fees for labs, private music lessons and studio courses to make offering courses with low enrollments and low capacities possible.

- 7.4.3. Create a market-responsive academic program development fund to support strategic enrollment growth and allow for seeding longer-term entrepreneurial opportunities.

Implementation/Timeline:

- 7.4.3.1. Research and establish academic program development based on student need, and statewide and national job market trends.

- 7.4.3.2. In addition to our diverse student population, attract and retain sufficient numbers of traditional-age students to maintain full occupancy so that we strengthen our tuition revenue.

- 7.4.3.3. Streamline application processes.

- 7.4.3.4. Support and maintain academic services and co-curricular activities for freshmen as well as our diverse student population.

Goal 8: To enhance and build facilities that will support the growth of Kean as a multi-campus, increasingly residential and partner-oriented institution situated in multiple and diverse communities.

Objective 8.1: Provide the physical infrastructure for new student learning environments (including integrated learning/clinical sites), an expanding roster of opportunities in applied research/scholarship, creative work, and for the innovative uses of technology at the Union campus and Kean's additional sites.

Actions:

8.1.1. Enhance existing facilities at the Union Campus through a systematic review of the classrooms, studios, laboratory spaces, equipment, library, offices, and lavatories, to ensure that furnishings, accommodations, and facilities are clean and meet the needs of students, faculty, staff, and visitors in accordance with the campus master plan.

Implementation/Timeline:

8.1.1.1. Develop a system to assess and rate (Very Good, Fair, Poor, etc.) new and existing facilities (TBC December, 2013).

8.1.1.2. Develop a capital spending plan for renovations of the facilities based on the results of the building evaluations (TBC February, 2014).

8.1.2. Create more energy efficient and sustainable facilities to promote material and energy conservation and reduction of waste in all new and existing buildings.

Implementation/Timeline:

8.1.2.1. Investigate available resources and opportunities for sustainable power sources including but not limited to solar power, geothermal systems, water management and LED technology (TBC December, 2014).

8.1.2.2. Prioritize buildings and individually meter each building utility – electricity, water, gas (TBC June, 2014).

8.1.2.3. Based on individual meter data obtained, develop capital plan for implementing energy savings initiatives (TBC September, 2014).

Objective 8.2: Plan, design, and construct additional on- and off-campus housing opportunities for the campus community at the Union campus.

Actions:

8.2.1 Provide faculty housing opportunities on campus to attract faculty scholars and high caliber faculty from across the country and around the world.

Implementation/Timeline:

8.2.1.1. Construct 18 faculty housing 18 units (2 bedroom, single story) (TBC March, 2013) and continue such efforts if demand grows.

8.2.2. Utilize the current Public-Private Partnership legislation to explore new opportunities for Graduate, Undergraduate, and International student housing.

Implementation/Timeline:

8.2.2.1. Construct 600 additional beds on the main campus for Undergraduate, Graduate, and International students (TBC August, 2016).

8.2.2.2. Construct 600 additional beds on the main campus for Undergraduate, Graduate, and International students (TBC August 2019)

Objective 8.3: *Design and construct state-of-the-art facilities at multiple campuses across New Jersey and other remote locations. All locations will be providing Kean University students with the same World Class Education at a facility consistent with the high standards established in Goal/Objective 8.1.*

Actions:

8.3.1. Continue to support growth at Kean Ocean through future expansion and development on the Ocean County College campus.

Implementation/Timeline:

8.3.1.1. Complete construction of the Kean Ocean Gateway building for use by Fall 2013 (completed).

8.3.1.2. In consultation with our partners at OCC, revisit and revise the Kean Ocean Master Plan through 2020 (TBC December, 2014).

8.3.2. Plan, design and construct a LEED Silver certified facility in the NJ Highlands that will support academic programs as well as provide an alternative revenue source during the Summer months through summer camps, conferences, and events.

Implementation/Timeline:

8.3.2.1. Work with the NJDEP and the NJ Highlands Council to determine permitting requirements and establish an approved site plan for future development (TBC December, 2013).

8.3.2.2. Complete existing facility renovations including but not limited to asbestos removal, ADA compliance, and facility modernization (TBC December, 2014).

8.3.2.3. Construct, commission, and occupy new facility (TBC September, 2016).

8.3.3. Working with our Chinese partners, plan and construct world class facilities consistent with the Kean USA standards to be experienced by Wenzhou Kean students, faculty and staff.

Implementation/Timeline:

8.3.3.1. Complete Phase 1 of the Wenzhou Kean Campus (TBC September 2013).

8.3.3.2. Complete Phase 2 of the Wenzhou Kean Campus by 2016.

Objective 8.4: *Develop off-campus partnerships and opportunities with the surrounding communities.*

Actions:

8.4.1. Continue partnership with the City of Elizabeth and NJ Transit in order to redevelop and revitalize of the Elizabeth Train Station and develop Morris Avenue, from North Avenue to the train station as *University Boulevard*.

Implementation/Timeline:

8.4.1.1. Work with the City of Elizabeth and NJ Transit to determine the planning parameters, requirements, and market study needs in order to establish long term planning timeline (TBC June 2014).

Goal 9: To ensure that all students, faculty, and administrators at all Kean sites are provided with the technological resources and innovative technological solutions required to meet Kean’s fast changing and increasingly complex instructional, research and administrative needs.

Objective 9.1: Build a university community where communication can be instant, integrated and multi-logical by expanding computing capabilities of any device so that it can be used anywhere, at any time.

Actions:

9.1.1. Establish a university-wide “Virtual Computing Environment” whereby classroom design for all future classrooms, and any upgrades to older classrooms, studios, laboratories, offices, print stations, or buildings will:

- Provide electricity for all participants.
- Provide charging feeder stations.
- Support the specific technology needs of all academic departments/programs.
- Provide and support 24-7 technology service expectations.
- Provide standardized connectivity.

9.1.2. Provide seamless and immediate real-time access and “rapid connectivity” through high-speed networks, remote and wireless access.

Objective 9.2: Establish innovative pedagogical technique utilizing technology as a norm in the Kean classroom leading towards the ‘classroom without walls’ concept.

Actions:

9.2.1. Establish and regularly maintain a suite of pedagogical practices utilizing technology to act as a ‘menu’ for Kean faculty.

9.2.2. Establish and implement introductory and ongoing training so that faculty may utilize this ‘menu’ appropriately.

Implementation/Timeline:

9.2.2.1. Provide the training to faculty.

9.2.2.2. Ask those who are moving ahead at college, department or individual level to provide a leadership role to others.

9.2.2.3. Build trained faculty and model groups into project groups that will focus on pedagogical innovations utilizing technology in specific areas.

9.2.3. Ensure an appropriate technological infrastructure to meet the challenges of pedagogical innovation through the normalization of a replacement and/or upgrading cycle of campus wide technology.

Implementation/Timeline:

9.2.3.1. Audit and put in place a regular audit rotation of technological resources on campus including all software and hardware. Make results available to the community and keep an online list of available software.

9.2.3.2. Create and implement a cycle for replacement of software and hardware.

9.2.3.3. Utilize the audit to determine which areas require a more ‘cutting edge’ approach and research appropriate solutions.

9.2.4. Move to an expectation of all students possessing computers from the first day of school thereby reducing dependency on labs and allowing further utilization of technology both inside and outside of the classroom.

9.2.5. Develop and maintain a few Master Labs (reducing program specific labs with fewer, relevant, highly maintained College specific labs that utilize quick, effective technology) within each college.

Objective 9.3: Establish innovative management solutions for globalizing a multi-site university with an increasingly mobile and diverse community.

Actions:

9.3.1. Establish an integrated data management system that follows students from admission through alumni.

9.3.2. Establish an integrated administrative data management system for the processes required in managing multiple campuses.

9.3.3. Create a paperless university.

Objective 9.4: Keep research technology (i.e. equipment, software) current, if not cutting edge, to allow our students a competitive edge in today’s job market.

Actions:

9.4.1. Establish relationships with local, regional and national partners/companies to establish the technological needs or requirements for new hires.

Goal 10: To develop, operationalize, and sustain a forward-thinking culture of public health and safety awareness rooted in adherence to all external and internal standards (fire, safety etc.), and reaching out to every aspect of Kean University life (personal, educational, and institutional).

Objective 10.1: Educate and raise awareness of Kean University's commitment to protect the health and safety of the entire university community at every campus.

Actions:

- 10.1.1.** Develop a university wide marketing program for public health and safety information (TBC 2014).
- 10.1.2.** Develop for all incoming students a program of personal and institutional safety best practices for all University sites, programs, and activities including Kean-Ocean, Wenzhou-Kean, Travel Learn, and courses on all satellite campuses (TBC 2014); provide a university wide program to raise awareness of personal safety, a to strengthen personal resiliency (TBC 2015).
- 10.1.3.** Orient all faculty and staff to current personal and institutional safety practices including Campus Alert, crisis response/emergency procedures and special needs members of the community with disabilities (TBC 2016).
- 10.1.4.** Encourage the formation of multi-disciplinary student and faculty research agendas that incorporate public health and safety issues (TBC 2014).
- 10.1.5.** Develop a prominent web link for prospective students regarding public health and safety (TBC 2014).

Objective 10.2: Have planned responses to potential safety and security challenges based on ongoing effective risk assessment.

Actions:

- 10.2.1.** Establish a system of timely and continual assessment of University response capabilities to public health and safety related issues (TBC 2014); implement assessment process by 2015.
- 10.2.2.** Incorporate public health and safety best practices in all aspects of university planning (TBC 2014).
- 10.2.3.** Develop a system to project estimates of losses to university assets based on ongoing risk management (TBC 2014); implement by 2015.
- 10.2.4.** Develop a system of University wide self- critical analysis of ongoing and completed incidents activities and events (TBC 2014); implement by 2015.

Objective 10.3: Maintain an effective emergency management system that is inclusive of all aspects of the university operations and is responsive to the ever-changing challenges of our world.

Actions:

- 10.3.1.** Develop a system that involves all aspects of university operations in awareness, training, and applications of the emergency management systems (TBC 2016/2017).
- 10.3.2.** Develop a system of safety captains for all University buildings and functions to assist with the evacuation or shelter in place of a diverse population of disabled persons (TBC 2016).

- 10.3.3.** Develop a system of post-incident response to assist the members of the university community impacted by an incident or disaster (TBC 2015).
- 10.3.4.** Conduct annual reviews of all incidents events and activities involving the university community as well as neighboring and surrounding communities to use lessons learned for future planning and response (TBC 2016).

Appendix 6.07

Assessment Institute Schedule

Appendix 6.7: Assessment Institute Schedule

Monday, January 13, 2014 Assessment Institute: Day One – Closing the Loop		
8:30 AM-9:15 AM	Continental Breakfast - <i>DOWNNS HALL</i>	
8:30 AM-9:15 AM	Registration - <i>Wilkins Theater</i>	
9:30 AM - 11:00 AM <i>Wilkins Theater</i>	FACULTY TRACK and STAFF TRACK	
	Plenary Session: Maintaining Momentum <i>Speaker: Linda Suskie</i> <i>Assessment & Accreditation Consultant, Author</i>	
11:15 AM – 12:15 PM	FACULTY TRACK	STAFF TRACK
	Assessing Diversity Learning Outcomes: Workshop – <i>Linda Suskie</i> <i>Wilkins Theater</i>	Staff Assessment Techniques – best practices and results from 2012/13 Facilitated by Ian Klein, Office of Accreditation and Assessment <i>Downns Hall</i>
12:30 PM- 1:30 PM	Lunch - <i>DOWNNS HALL</i>	
1:45 AM - 2:45 PM	FACULTY TRACK	STAFF TRACK
	<i>GE Track - Large Scale Testing, General Surveys – Results and analysis</i> Facilitated by <i>Wenjun Chi, M.Ed., Acting Associate Director- Office of Accreditation and Assessment</i> <i>Linda Cifelli, M.L.S., Ed.S., Information Literacy Librarian- Kean University Library</i> <i>UC 228</i>	Closing the Loop Unit Meetings focusing on results from Program Review and/or results of Annual Assessment By division (see chart below) Facilitated by Ian Klein, Office of Accreditation and Assessment
	<i>GE Track – Working with GE Rubrics</i> Kim Chen, Bridget Lepore, Dr. Ramandalis Keddiss, General Education Faculty, & Bridget White, Managing Assistant Director, School of General Studies - General Education Program <i>CAS 106</i>	
	<i>GE Track – Designating and aligning your course with GE SLOs</i> <i>Facilitated by Dawn Marie Dowd, Managing Assistant Director, School of General Studies, General Education Program</i> <i>UC 226 A/B</i>	

	Designating and aligning your SLOs as a course, and as a program – discussion within program groups with facilitators as requested					
Also at 1:45 AM - 2:45 PM	College	Facilitated by	Room #	Division	Facilitated by	Room #
	CBPM	Susan DeMatteo Acting Associate Director Office of Accreditation and Assessment	K 127	Operations	Ian Klein Associate Director Office of Accreditation and Assessment	Downs Hall Rm 1
	COE		K 127	Student Affairs		Downs Hall Rm 2
	CHSS		K 127	Academic Affairs		Downs Hall Rm 3
	CNAHS		K 127	Institutional Advancement		Downs Hall Rm 2
	CVPA		K 127	University Relations		Downs Hall Rm 1
	NJCSTM		K 127			
	NWGC		K 127			

2:45 PM- 3:00 PM	Coffee/Tea/Water Service in Downs Hall					
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3:00 PM – 4:30 PM	FACULTY TRACK			STAFF TRACK		
	Closing the Loop program meetings focusing on results from Academic Program Review and/or results of Annual Assessment			Closing the Loop Division Meetings focusing on overall results from Unit Meetings <i>Gathering By division</i>		

	College	Facilitated by	Room #	Division	Facilitated by	Room #
	CBPM	Susan DeMatteo Acting Associate Director Office of Office of Accreditation and Assessment	Downs Hall	Operations	Ian Klein Associate Director Office of Office of Accreditation and Assessment	UC 315
	COE			Student Affairs		UC 228
	CHSS			Academic Affairs		UC 226
	CNAHS			Institutional Advancement		UC 228
	CVPA			University Relations		UC 228
	NJCSTM					
	NWGC					

Tuesday, January 14, 2014
Assessment Institute: Day Two – Moving Forward

8:30 AM-9:15 AM

Continental Breakfast - *Downs Hall*

	FACULTY TRACK	STAFF TRACK
9:30 AM – 10:30 AM	GE Track: Teaching with the University Writing Rubric <i>Presenting: Mark Sutton, English Department</i> N 113	Building Your Strategic Plan: A Training <i>Presenting: Dr. Veysel Yucetepe, Chair MBA Global Management</i> Little Theatre
	GE Track: Proposed New Guidelines from the GE Committee <i>GE Committee Presenters: Don Marks, Psy.D., Assistant Professor, Advanced Studies in Psychology, Melda N. Yildiz, Ed. D. Associate Professor, School of Global Education and Innovation, Dawn Marie Dowd, Managing Assistant Director, School of General Studies</i> CAS 106	
	GE Track: Values – How do we measure them? – a working group <i>Facilitating: - S. Gwendolyn Beloti, Transition to Kean, Managing Administrative Assistant</i> <i>- Scott Snowden, Director, Center for Leadership and Service</i> <i>- Lydia Kaplan, Research & Technology Lecturer, School of General Studies</i> UC 228	
	GE Track: Transfer Transition to Kean – a working group <i>Facilitated by Wilma Velazquez, CAS & Sharon Haussmann, CAS</i> UC 315	
	Understanding the Data from Institutional Research <i>Presenting: Dr. Shiji Shen, Director of IR</i> B 109	

	FACULTY TRACK	STAFF TRACK
10:45 AM – 11:45 AM	GE Track: Assessing Speech Presentations across the Curriculum <i>Presenters: Dr. Chris Lynch and Michael Rizzo</i> UC 315	Implementing Your Strategic Plan: A Training <i>Presenting: Dr. Veysel Yucetepe, Chair MBA Global Management</i> Little Theatre
	GE Track: Exploring the Critical Thinking Rubric <i>Presenters: School of General Studies Faculty</i> CAS 106	
	GE Track: What is good writing? Assessing our students using Kean's Composition Rubric <i>Presenter: Dr. Kathryn Inskeep, Writing Center Director</i> UC 228	
	"Enhancing your teaching through use of the SIR II Report: SIR II, SIR II Online and eSIR" <i>Presenters: Susan Polirstok, Ed.D, Dean, College of Education and Wenjun Chi, M.Ed., Acting Associate Director-Office of Accreditation</i>	

	and Assessment <i>N 113</i>	
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12:00 PM - 1:00 PM	Lunch - Downs Hall	
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	FACULTY TRACK	STAFF TRACK
1:15 PM – 2:15 PM	<p>GE Track: Distributed Courses, Capstones and GE Outcomes <i>Facilitated by Bridget Lepore, faculty General Education Program, Dawn Marie Dowd, Managing Assistant Director, School of General Studies, General Education Program, Lisa Sissler, faculty General Education Program</i> <i>N 113</i></p>	<p>Project Management and Cost Benefits Analysis: A Training <i>Presenting:</i> Dr. Shanggeun Rhee Management Coordinator School of Management, Marketing, and International Business</p> <p style="color: blue;"><i>Little Theatre</i></p>
	<p>GE Track: Assessing Writing Emphasis Capstones <i>Dr. Kathryn Inskeep, Writing Center Director</i> <i>UC 228</i></p>	
	<p>Using the Co-Curricular Transcript <i>Facilitator: Susan Figueroa, Managing Assistant Director for Community Service and Civic Engagement</i> <i>UC 315</i></p>	
	<p>GE Track: Exploring Quantitative Reasoning: What is it, where and how should we assess it? <i>Leslie DaCosta, Kathleen Lodge, Elizabeth Sieminski, General Education Math Faculty, & Bridget White, Managing Assistant Director, School of General Studies - General Education Program</i> <i>CAS 106</i></p>	
	<p>NWGC Faculty: Assessment of Graduate Courses – a working group <i>Facilitator: Dr. Jeff Beck, Dean of the NWGC</i> <i>Downs Hall</i></p>	

2:15 PM- 3:00 PM	Coffee/Tea/Water Service – Downs Hall	
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	FACULTY TRACK	STAFF TRACK
2:30 PM – 4:30 PM	<p>Finalizing your Annual Assessment Plans/Planning Your Program Review – Assessment coordinators to facilitate <i>By college</i></p>	<p>Finalizing your Annual Assessment Plans for 2013-2014/Planning Your Program Review – facilitators available as requested <i>By division</i></p>

	College	Facilitated by	Room #	Division	Facilitated by	Room #
	CBPM	Susan DeMatteo Acting Associate Director &	<i>Downs Hall</i>	Operations	Ian Klein Associate Director Office of Accreditation and Assessment	<i>UC 228</i>
	COE		<i>Downs Hall</i>	Student Affairs		<i>UC 228</i>

	CHSS	<i>Wenjun Chi, M.Ed., Acting Associate Director</i> Office of Accreditation and Assessment	<i>Downs Hall</i>	Academic Affairs		<i>UC 315</i>
	CNAHS		<i>Downs Hall</i>	Institutional Advancement		<i>UC 228</i>
	CVPA		<i>Downs Hall</i>	University Relations		<i>UC 228</i>
	NJCSTM		<i>Downs Hall</i>			
	NWGC		<i>Downs Hall</i>			

Wednesday, January 15, 2014
Advisement Day

8:30 AM –
9:25 AM

Continental Breakfast & Registration ***DOWNS HALL***

9:30 AM- 11:45 AM DOWNS HALL	FACULTY TRACK & STAFF TRACK		
	The Good Advisor – Connecting with Your Advisees <i>Facilitated by The Counselor Education Department:</i> <i>Maria Del Carmen Rodriguez, Ph.D., Juneau Gary, Psy.D., Barry Mascari, Ed.D., Baire Cholewa, Ph.D., Rebekah Pender, Ph.D., Robert Kitzinger, Ph.D., Allison Paolini, Ph.D., Kimika Samms, M.P.A.</i> Downs Hall		
12:00 PM – 1:00 PM	Lunch in Downs Hall		
1:00 PM – 2:00 PM	FACULTY TRACK	STAFF TRACK	
	Models for Advising – Best Practices <i>Presenters: from the History Department</i> <i>Christopher Bellitto, Brid Nicholson, Elizabeth Hyde</i> <i>From EOC: Linda Bradbury, EOC</i> <i>Jennifer Daro, EOC</i> <i>Jeremiah Dix, EOC</i> <i>Facilitated by Pat Ippolito, Elementary & Bilingual Education</i> Downs Hall	Disabilities Services and Support for College Students <i>Andrew Lee, Psy.D., Director- Counseling Center & Office of Disability Services</i> <i>Donna Dingle, Managing Assistant Director for Office of Disability Services</i> <i>Charlie Williams, Ph.D. Affirmative Action Director</i> Little Theatre	
2:15 PM – 3:15 PM		FACULTY TRACK	STAFF TRACK
	Option 1:	Technical Advisement Basics Overview of advisement resources, procedures, relevant Datatel/KeanWISE screens and Degree Audit <i>Presenting: Rosa Paulino, CAS</i> <i>Jackie Langley, Tutoring Coordinator, CAS</i> UC Student Lab – 1st floor	GE Track: Teaching the *NEW* T2K <i>Facilitators: S. Gwen Beloti, Transition to Kean, Managing Administrative Assistant, School of General Studies</i> <i>Dawn-Marie Dowd, Managing Assistant Director, School of General Studies</i> <i>Kim Chen, English Lecturer, School of General Studies</i> Bruce 204
	Option 2:	Transfer Student Advisement Emphasis Quick review of basics; transfer admission & evaluation policies/procedures: transfer credit evaluations and course equivalencies; njtransfer <i>Presenting: Michael Worlds, Associate Director, Transfer Student Services, Office of Undergraduate Admissions and Wilma Velazquez, CAS</i> CAS 106	Supporting Students in Distress: Overview of the new Kean University Student Support Services folder and Gatekeeper Training Initiative: Campus Connect <i>Andrew Lee, Psy.D., Director- Counseling Center & Office of Disability Services</i> Little Theatre
Option 3:	First Year Advisement Emphasis Quick review of basics; testing & placement policies; developmental & GE Foundation courses; course sequencing and prerequisites <i>Presenting:</i> <i>Jean Brown, Retention & Intervention Coordinator, CAS</i> <i>Bridget White, Managing Assistant Director, GE</i> <i>Sharon Haussmann, CAS</i> Hennings Hall N 113	Emergency Response Training <i>Director: Adam Shubsda</i> <i>Department of Public Safety & Police</i> Kean Hall 127	

	Option 4:	<p align="center">Graduation Planning Emphasis <i>Quick review of basics; graduation procedures; course sequencing issues; course waiver & substitution policies</i> <i>Presenting:</i> <i>Uzma Ali, Managing Assistant Director, Office of the Registrar</i> <i>Blanca Cieri, Assistant Registrar, Office of the Registrar</i> Bruce 109</p>	
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3:30 PM - 4:30 PM	FACULTY TRACK		STAFF TRACK
	<p>Advisement Syllabus Working Group <i>Facilitated by:</i> <i>Sharon Haussmann, CAS</i> <i>Susan DeMatteo, Office of Accreditation and Assessment</i> UC 228</p>		<p>Customer Service Best Practices <i>Little Theatre</i></p>
	<p>How is your department going to advise in the future? (model to be used/structures/calendar/standardizing practice) (Gathering by department/program)</p>		
	College	Facilitated by	
	CBPM	<p><i>Facilitated by</i> <i>The Counselor Education Department:</i> <i>Maria Del Carmen Rodriguez, Ph.D., Juneau</i> <i>Gary, Psy.D., Barry Mascari, Ed.D.,</i> <i>Baire Cholewa, Ph.D.,</i> <i>Rebekah Pender, Ph.D.,</i> <i>Robert Kitzinger, Ph.D.,</i> <i>Allison Paolini, Ph.D.,</i> <i>Kimika Samms, M.P.A.,</i> <i>Jean Brown, Retention & Intervention</i> <i>Coordinator, CAS,</i> <i>Wilma Velazquez, CAS</i> <i>Rosa Paulino, CAS</i></p>	Downs Hall
	COE		Downs Hall
	CHSS		Downs Hall
	CNAHS		Downs Hall
	CVPA		Downs Hall
	NJCSTM		Downs Hall
NWGC	Downs Hall		

Thursday, January 16, 2014
 Pedagogical Innovation and Technology Institute

8:30 AM-9:15 AM Continental Breakfast & Registration - *Downs Hall*

9:30 AM- 10:30 AM (1 hrs)	A	Clickers in the Classroom: Engage Students - Gauge Learning – Provide Prompt Feedback <i>Presenter: Michael Howlett of Turning Technologies and Javier Horta from University of Massachusetts Lowell</i> Hennings Hall N 113	B	Kean Library - eBooks & other Electronic Resources <i>Presenters: Library staff</i> Kean Hall 127
	C	Creating Google Sites – for face-to-face classroom and online classes support <i>Presenters: Paula Avioli, Chair and Faculty – Psych Department Xurong Kong, Faculty – Asian Studies Program Gail Verdi, Faculty – Elementary & Bilingual Ed Will Heyniger, Staff/Adjunct – SELS</i> Downs Hall	D	Emergency Response Training <i>Director: Adam Shubsda Department of Public Safety & Police</i> Little Theatre

10:45 AM – 12:15 PM (1.5 hrs)	A	Introduction to the Flipped Classroom and Sharing Ideas on Flipped Classroom Strategies <i>Presenter: Melda Yildiz , Global Education & Innovation</i> Downs Hall		
	B	Intermediate SPSS <i>Presenter: Joseph Cronin, Ph.D. Assistant Director – The Office of Research and Sponsored Programs</i> CAS 106		
	C	Google Apps: What the heck is Google Drive and how can I use it? <i>Presenter: Karen Harris, Center for Professional Development</i> Library Tech Training Lab - 115		
	D	Ellucian Recruiter: Best Practices for a Successful Enrollment Management Operation <i>Presenter: Chad K. Austein, Director of Graduate Admissions and Student Services</i> Hennings Hall N 113		

11:30 AM – 12:30 PM	Emergency Response Training <i>Director: Adam Shubsda Department of Public Safety & Police</i> Little Theatre			
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12:30 PM- 1:30 PM	Lunch - Downs Hall			
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1:30 PM – 2:30 PM	A	The 'How to' of Poster Design <i>Presenters: Christina Luna, Communication, Disorders & Deafness Randy Henningson, CPD</i> Hennings Hall N 113	B	Google Apps: Discover how powerful Google Plus <i>Presenter: Karen Harris, CPD</i> Library Tech Training Lab - 115
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	C	<p>Ellucian Recruiter: Best Practices for a Successful Enrollment Management Operation <i>Presenter: Chad K. Austein, Director Graduate Admissions and Student Services</i> <i>Hutchinson room 133</i></p>	D	<p>GE Track: Teaching the *NEW* T2K <i>Facilitators: S. Gwen Beloti, Transition to Kean, Managing Administrative Assistant, School of General Studies Dawn-Marie Dowd, Managing Assistant Director, School of General Studies Kim Chen, English Lecturer, School of General Studies</i> <i>Hutchinson room 136</i></p>
	D	<p>Supporting Students in Distress: Overview of the new Kean University Student Support Services folder and Gatekeeper Training Initiative: Campus Connect <i>Andrew Lee, Psy.D., Director- Counseling Center & Office of Disability Services</i> <i>Little Theatre</i></p>		

		FACULTY TRACK	STAFF TRACK
2:45 PM – 3:45 PM		<p>Disabilities Services and Support for College Students <i>Andrew Lee, Psy.D., Director- Counseling Center & Office of Disability Services Donna Dingle, Managing Assistant Director for Office of Disability Services Charlie Williams, Ph.D. Affirmative Action Director</i> <i>Little Theatre</i></p>	<p>Mass Mutual Benefits Informational Session <i>Kean Hall 127</i></p>
		<p>Blackboard Problem-Solving Clinic: hands-on Q&A with the Blackboard Administrative Team <i>CAS 2nd floor, GE Lab room 202/203</i></p>	

Friday, January 17, 2014
Pedagogical Innovation and Technology Institute

8:30 AM-9:15 AM **Continental Breakfast & Registration - Downs Hall**

9:30 AM- 10:30 AM (1 hrs)	A	<p>Creating a Facebook page for Dept/Program Public Relations Purposes <i>Presenter: Sergio Saravia, CPD</i> <i>CAS 106</i></p>	B	<p>Putting Qualtrics to Work as a Registration Tool <i>Presenter: Randy Henningson, CPD</i> <i>Bruce 109</i></p>
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	C	Introduction to <i>Virtual EMS</i> (Event Management System). Kean University's Room Reservation System <i>Paul Dinero, Mary Wuethrich, Gina Lampasona</i> <i>Conference & Event Services</i> <i>Kean Hall 127</i>	D	Introduction to Excel <i>Presenter: Karen Harris, CPD</i> <i>Library Tech Training Lab – 115</i>
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10:45 AM – 12:15 PM (1.5 hrs)	A	Pixlr.com - free & easy online photo editing for the classroom <i>Presenter: Sergio Saravia, CPD</i> <i>CAS 245</i>
	B	Google Apps: How to make Google Email, Calendar, Drive, Sites Interact to Meet YOUR Needs <i>Presenter: Karen Harris, CPD</i> <i>Library Tech Training Lab - 115</i>
	C	Training the Facilitator: Empowering Faculty To Prepare Students to Successfully Use Endnote & EasyBib for their Research <i>Presenter: Library staff</i> <i>Kean Hall 127</i>
	D	What's exciting in Campus Lab and How You Can Use It <i>Hennings Hall N*113</i>

12:00 PM- 1:00 PM	Lunch at Downs Hall
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1:15 PM – 2:45 PM	A	Creating a Facebook page for Dept/Program Public Relations Purposes <i>Presenter: Sergio Saravia, CPD</i> <i>CAS 106</i>
	B	Google Apps: Discover how powerful Google Plus <i>Presenter: Karen Harris, CPD</i> <i>CAS 2nd floor, GE Lab room 202/203</i>
	C	Introduction to Qualtrics for Research Purposes <i>Presenters: Dr. Joe Cronin, ORSP & Randy Henningson, CPD</i> <i>CAS 106</i>
	D	Blackboard Problem-Solving Clinic: hands-on Q&A with the Blackboard Administrative Team <i>Library Tech Training Lab – 115</i>

Appendix 6.08

Board of Trustees – Examples of Presentations

Appendix 6.8: Board of Trustees: Examples of Presentations

Board of Trustee's Presentations

- Professor Rose Gonnella, Executive Director of the Robert Busch School of Design. Prof. Gonnella reported on the various accomplishments and awards earned by students in the design programs. She then noted that a recent Kean alumnus, Manik Rathee, was recruited to serve on President Obama's re-election campaign — the President expressed his thanks to Rathee personally on the morning after the 2012 election. She introduced Rathee, who said a few words about how well Kean prepared him for his work in the real world. <http://youtu.be/69XQ82UK9Rs>
- In President Farahi's report regarding Hurricane Sandy's impact on campus, he noted that preparation work by Campus Planning and Facilities helped minimize the damage on campus. Director of Residential Facilities and Operations, Denis Castanon, was joined by Charlie Campbell, who is one of the 90 students who sought shelter at Kean during the storm and during the days that followed. They noted that although the campus was closed, Residence Life, Campus Police and Campus Planning pulled together to provide all of the students with the services, the safety and even the entertainment they needed to weather the storm.
- Matthew Caruso, Director of University Relations, provided an overview of Kean's marketing and communications efforts utilizing both traditional and social media outlets. Caruso described how the University marketing strategy leverages the talents of faculty and students, the beauty and location of the campus, and the sophistication and award-winning nature of programs to support recruitment efforts. Mr. Caruso also explained how the university's use of social media is leveraging opportunities to use real time stories of faculty, alumni and students to help attract interest in Kean University.
- Vice President Janice Murray-Laury reported on Kean's continued emphasis on instilling a sense of service and community in all Kean students. She highlighted significant student volunteer initiatives, and then introduced Scott Snowden, Director of the Center for Student Leadership and Service, and recent Kean alumnus George Morgan, who reported they had just returned from working on a special park project, "26 Parks" spearheaded by New Jersey's Firemen's Benevolent Association. Snowden and Scott organized a group of Kean student leaders to work with the FMBA volunteers at the Jersey Shore to build the first of 26 new parks planned to commemorate the lives lost in the Sandy Hook Elementary School shooting in Connecticut.

Video: <http://youtu.be/64QmXlhEnVk>

Video: Alternate Spring Break - <http://www.youtube.com/watch?v=2nydDpwG6Hg>

Video: Loch Arbor Beach Clean Up - <http://www.youtube.com/watch?v=3O41L-SZvl8>

- Provost and Vice President for Academic Affairs Dr. Jeffrey Toney and Susan Gannon, director of the Office of Research and Sponsored Programs, spoke about this year's Faculty Research Days at Kean. Dr. Toney noted that more than 110 posters summarizing faculty/student research efforts were on display. Ms. Gannon reported that 191 students and 95 faculty members gave presentations during the five annual Faculty Research Days. She then introduced four specific projects along with the faculty and students who participated in those initiatives. Each faculty member and student gave a brief overview of his or her research projects.
- Dr. Patricia Morreale from the Computer Science Department and her students presented on their research and the development of a special iPhone app in the wake of Superstorm Sandy which will allow consumers and others to quickly and efficiently report power outages and check on restoration timeframes.
- College of Education Dean Susan Polirstok gave the Board a brief presentation on the college's recent receipt of a five-year, New Jersey 21st Century Community Learning Center Grant in partnership with the Hillside School District. The grant amounts to \$350,000 a year for five years, or \$1.75 million. The project focuses on providing the district with academic support, career exploration, family literacy and recreation activities. The project involves a collaborative effort of administrators, faculty and Kean education students.
- Phyllis Duke, Assistant Vice President for Operations, reviewed the University's plans to seek state bond funding for several projects that would further enhance the University's ability to provide world-class, academic leadership in areas such as environmental sciences, computer science, occupational therapy, STEM programming, nursing and theatre programming. Ms. Duke reviewed the details of the bond initiative and the projects the University would submit for state-funded assistance. The University earned state funding for five of the seven grant proposals it submitted.

Appendix 6.09

President's Task Force – Meeting Dates

Appendix 6.9: President's Task Force: Meeting Dates

President Task Force Meeting Dates:

2013: 2/5, 2/8, 2/14, 2/22, 2/26, 2/28, 4/11, 6/12, 8/7, 8/19, 11/15, 11/22

2014: 2/12,

Appendix 6.10

University Scheduling Guidelines

Appendix 6.10 University Scheduling Guidelines

UNIVERSITY SCHEDULING GUIDELINES

Background Statement

To address the future of the University, the Task Force was created at the request of the University President with additional appointments from the Senate Chair to represent all University colleges, representatives from KFT, and Student Organization. A series of events has made the survival of four-year land-based higher education institutions a serious challenge for budgets and student enrollment. These events include the:

- State of New Jersey's financial difficulties and rapidly diminishing commitment to fund higher education
- growing presence of online degree programs
- transfer law making New Jersey's County colleges a more appealing option for first and second year students
- impact of Superstorm Sandy on the economy, families, and enrollment, especially at the Ocean Campus
- Middle States Accreditation issues, although now resolved, will impact enrollments in the short term
- inability of the University to substantially increase parking spaces and access roads to handle peak scheduling times, while other times and days are underutilized. Course scheduling must fully utilize facilities throughout the day and across the week so as to maximize parking opportunities for students, faculty and staff.

The increasing pressure to fund the University from tuition and fees threatens the mission of Kean University (since 1855) – opportunity for first generation college students. If changes are not made to maintain a stable revenue base and cost efficiency, the University would become unaffordable to all but a few.

The Task Force held several meetings to develop a series of initial scheduling recommendations for implementation in the Fall 2013. These recommendations should provide improved revenue without substantially increasing tuition and fees, and provide a model for maintaining Kean's competitive advantage – quality AND affordability – moving forward. The Task Force will provide an additional review of the impact from Fall 2013 and propose revisions and/or modifications of these recommendations, as needed. These recommendations will, in many instances, require faculty and administration to revisit curriculum, scheduling, and registration procedures that may no longer serve today's University. Without these changes, the long-term future of the University could be compromised. The following process has been approved by the University President with the revisions indicated in italics:

The Scheduling Process

Although it is acknowledged that scheduling and assignments are management prerogatives, the process of scheduling of courses is a collaborative effort among programs/departments/schools in consultation with their Department Chair/Executive Director and reviewed by their Dean. They have the responsibility to utilize appropriate data over time (including, but not limited to enrollment and economic data) to produce a schedule of course offerings that meets student academic and scheduling needs. The schedule should utilize faculty resources equitably and in accordance with the terms and conditions delineated in the Master Contract and local letters of agreement. The schedule should also optimize the use of all facilities by planning class offerings throughout the day and week, as appropriate.

Registration is a collaborative, ongoing process of several months and necessary review dates must be designated in order for programs/departments/schools to participate in an examination of registration patterns and adjust schedule offerings, as necessary.

Recommendations

1. Scheduling must be guided by prior student registration history and appropriate historical registration data must be available to the programs/departments/schools.
2. Guidelines for Faculty scheduling must be published and applied equitably in accordance with the Master Contract and Local Letters of Agreement.
3. A calendar depicting review dates will be published *by the Office of the Provost and Vice President for Academic Affairs by June 30, 2013* in order for programs/departments/schools to provide input on registration patterns and make appropriate recommendations to the schedule of course offerings.
4. An additional category should be added to Keanwise indicating the frequency of offering for EACH course (e.g., every semester, every year). Such scheduling frequencies should be determined by programs/departments/schools in collaboration with their faculty. *(Deans will finalize this information by June 30, 2013.)*
5. Classes should be scheduled to optimize the use of all facilities (e.g., spread throughout the day and across the week).
6. Each program/department/school will review all course outlines and caps and propose changes in caps where academically appropriate and economically feasible. Proposed changes to caps must be revised through the curriculum process. Where caps appear to be below the general course size recommendations by course level, approval from the Dean will be required. *(There will be a three year cycle of course review including 1/3 of all courses in a program each year.)*
7. Consider adding support (e.g. graduate assistants with expertise in the given discipline) for larger classes. *(Deans will recommend teacher aides/support for classes over 50 if appropriate.)*
8. Class size must take into consideration program accreditation guidelines, particularly among professional degree programs, *wherever possible.*

9. Each College will establish a set of recommendations appropriate for course capacities in their programs that reflect differences by course level and content. The chart below is one such example. The overall goal is to achieve an average class size of 24 across programs/departments. Executive Directors, Chairpersons and Program Coordinators may identify courses for exceptions to recommended ranges *to Deans with approval from the Vice President for Academic Affairs. Different sections of the same course cannot have different caps unless restricted by room capacity or special purpose (e.g. writing emphasis, etc. with prior approval from the Vice President for Academic Affairs.) Programs in development and at offsite locations may require flexibility in course caps; and also in supporting new programs for a total of no more than three years.*

1000 – 2000 level courses	35 +
3000 level courses	24-35
4000 level courses	20-25
Graduate Level	20-25
Graduate Seminars	15-20

10. Implement a financial incentive for students who register and pay early (e.g., Keanbucks)
11. Create a Keanwise wait list for courses that is managed by the program/department/school.
12. Explore differential course or program fees for those courses requiring specialized instruction/equipment and/or materials (*specifically Physical Education, Recreation, and Health; programs in the College of Visual & Performing Arts, etc.*)
13. *Classes (sections) are subject to cancellation as follows*:*
- a) *Undergraduate- under 15 enrolled*
 - b) *General Graduate- under 12 enrolled*
 - c) *Doctoral- under 10 enrolled*

** Under special circumstances where running a particular course or section is deemed to be in the best interest of students and a program, the Dean in consultation with the Vice President of Academic Affairs' office can make occasional exceptions.*

4/11/13

Task Force Members: Katerina Adriotis, Richard Bakker, Suzanne Bousquet, Patrick Ippolito, Morgan Laury, Holly Logue, Denise Mancarella, Patti Martino, Barry Mascari, Joy Moskovitz, Janice Murray-Laury, Dan O'Day, Susan Polirstok, Felice Vazquez, Xiaobo Yu

Task Force Chairperson: Philip Connelly

Appendix 6.11

Academic Planning Calendar

Appendix 6.11: Academic Planning Calendar

Academic Planning Calendar 2013-2014

Notification	Action Item	For Term	Initiated by	Submit to	Due Date
Mid/End May 2013 by VPAA	Course Scheduling	Winter/Spring 2014	VPAA's Office	Deans/VPAA	Tues, June 25, 2013
Early June 2013 By VPAA	FT Faculty Office Hours & Syllabi	Fall 2013	VPAA's Office	KeanWise, EDs & Chairpersons	Thurs, June 27, 2013
June 2013 by VPAA	Adjunct/Overload Contracts due	Fall 2013	Payroll	Payroll	Monday, August 5, 2013
End June/Early July 2013 by VPAA	Adjunct Welcome Letter sent w/Syllabus due dates	Fall 2013	Deans' Offices	EDs and Chairpersons	Monday, August 5, 2013
June 2013 by VPAA	Last day to cancel Adjunct Contract w/o Payment	Fall 2013	Dean's Offices	Payroll	Mon, August 12, 2013 (at least 2 wks, 2 days prior to semester)
Tuesday, September 3, 2013	First Day of Term	Fall 2013	---	---	---
Beginning of September 2013 By VPAA	Full Time Faculty Assignment Grids	Winter & Spring 2014	EDs and Chairpersons	Deans	Last week of September 2013
Beginning of September 2013 By VPAA	Full Time Faculty Assignment Grids	Winter & Spring 2014	Deans	VPAA	First week of October 2013
End of September 2013 by VPAA	Course Schedules posted on KeanWise	Winter/Spring 2014	Office of Registrar	Posted by Office of Registrar	First Week October 2013 by Registrar
Last week of September 2013 by Registrar	Registration Dates established for end of October /posted on Web/KeanWise	Winter/Spring 2014	Office of Registrar	Posted by Office of Registrar	First Week October 2013 by Registrar
Monday, October 14, 2013	Columbus Day/ University Closed	Fall 2013	---	---	---
Early November 2013 by VPAA	Adjunct/Overload Contracts due	Winter 2014 & Spring 2014	Payroll	Payroll	Monday, December 9, 2013
End November 2013 by VPAA	Adjunct Welcome Letter sent w/Syllabus due dates	Winter 2014 & Spring 2014	Deans' Offices	EDs and Chairpersons	Monday, December 9, 2013
Early/Mid November 2013 By VPAA	FT Faculty Office Hours & Syllabi	Winter/Spring 2014	VPAA's Office	KeanWise, EDs & Chairpersons	Fri, Dec 13, 2013

Notification	Action Item	For Term	Initiated by	Submit to	Due Date
Early/Mid November 2013 by VPAA	Course Scheduling	Summer 2014	VPAA's Office	Deans/VPAA	Early/Mid December 2013
Thursday, November 28- Sunday, December 1, 2013	Thanksgiving Recess, No Classes	Fall 2013	---	---	---
Mon, December 23, 2013	Last Day of Term	Fall 2013	---	---	---
End November 2013 by VPAA	Last day to cancel Adjunct Contract w/o Payment	Spring 2014	Dean's Offices	Payroll	Thursday, January 2, 2014 (at least 2 wks, 2 days prior to semester)
Thursday, Jan 2- Friday, Jan 17, 2014	Winter Session	Winter 2014	---	---	---
Tuesday, January 21, 2014	First Day of Term	Spring 2014	---	---	---
End January/First week of February 2014 by VPAA	Course Scheduling	Fall 2014	VPAA's Office	Deans/VPAA	End of February 2014
Beginning of February 2014 By VPAA	Full Time Faculty Assignment Grids	Summer & Fall 2014	EDs and Chairpersons	Deans	Last week of February 2014
Beginning of February 2014 By VPAA	Full Time Faculty Assignment Grids	Summer & Fall 2014	Deans	VPAA	First week of March 2014
End of February 2014 by VPAA	Course Schedules posted on KeanWise	Summer/Fall 2014	Office of Registrar	Posted by Office of Registrar	First Week March 2014 by Registrar
Last week of February 2014 by Registrar	Registration Dates established for April /posted on Web/KeanWise	Summer/Fall 2014	Office of Registrar	Posted by Office of Registrar	First Week April 2014 by Registrar
Mon, March 10- Sun, March 16, 2014	Spring Break	Spring 2014	---	---	---
Early April 2014 by VPAA	Adjunct/Overload Contracts due	Summer I 2014	Payroll	Payroll	Mon, April 28, 2014
Early April 2014 by VPAA	Adjunct Welcome Letter sent w/Syllabus due dates	Summer I 2014	Deans' Offices	EDs and Chairpersons	Monday, April 28, 2014

Notification	Action Item	For Term	Initiated by	Submit to	Due Date
Early April 2014 by VPAA	FT Faculty Syllabi Due	Summer I 2014	VPAA's Office	EDs & Chairpersons	SSI Early May SSII Mid June 2014
Friday, April 18, 2014	Good Friday, University Closed	Spring 2014	---	---	---
Friday, May 16, 2014	Last Day of Term	Spring 2014	---	---	---
Mid/End May 2014 by VPAA	Course Scheduling	Winter/Spring 2015	VPAA's Office	Deans/VPAA	End of June 2014
Mid May 2014 by VPAA	Adjunct/Overload Contracts due	Summer II 2014	Payroll	Payroll	Mon, June 9, 2014
Mid May 2014 by VPAA	Adjunct Welcome Letter sent w/Syllabus due dates	Summer II 2014	Deans' Offices	EDs and Chairpersons	Monday, June 9, 2014
Mid May 2014 by VPAA	FT Faculty Syllabi Due	Summer II 2014	VPAA's Office	EDs & Chairpersons	Mid June 2014
June 2014 by VPAA	Adjunct/Overload Contracts due	Fall 2014	Payroll	Payroll	Mon, August 4, 2014
June 2014 by VPAA	Adjunct Welcome Letter sent w/Syllabus due dates	Fall 2014	Deans' Offices	EDs and Chairpersons	Monday, August 4, 2014

Added dates for:

Scheduling Documents and due dates

Course Schedules to be posted on KeanWise

Registration dates

Calendar/term dates

Adjunct Contract Cancellation dates

Payroll – Adjunct/Overload Contract due dates

Full Time Faculty Syllabi and Office Hours due dates

Adjunct Welcome Letter with Syllabi due dates

Faculty Grids due dates

Course Cancellation dates

This Calendar is for planning purposes only- dates are subject to change.

Office of the Provost and Vice President for Academic Affairs- June 10, 2013

Appendix 6.12

Town Hall Meeting PowerPoint Presentation – April 23, 2013

Appendix 6.12: Town Hall Meeting PowerPoint Presentation, April 23, 2013

University Scheduling Guidelines

Faculty Senate Presentation
4/23/13

Background Statement

Task Force was created at the request of the University President with additional appointments from the Senate Chair to represent all University colleges, representatives from KFT, and Student Organization.

Issues & Considerations

- State of New Jersey's financial difficulties
- Growing presence of online degree programs
- Transfer law making New Jersey's County Colleges more appealing
- Impact of Superstorm Sandy
- Middle States Accreditation Issues
- Inability of the University to substantially increase parking spaces and access road to handle peak times

Process & Objectives

- The Task Force held several meetings during Spring 2013 term to develop a series of initial scheduling recommendations
- These recommendations should provide for improved revenue without substantially increasing tuition and fees
 - Recommendations submitted to the President
 - Recommendation adopted by the President

Goals for New Scheduling Guidelines

- More effectively meet students' academic and scheduling needs
- Implement a data-based and collaborative decision-making process
- Comply with Master Contract
- Optimize use of campus facilities

Outcomes

1. Scheduling will be guided by prior student registration history
2. Guidelines for Faculty scheduling will be published and applied equitably in accordance with the Master Contract and Local Letters of Agreement
3. A calendar depicting review dates will be published *by the Office of the Provost and Vice President for Academic Affairs by June 30, 2013*
4. An additional category will be added to Keanwise indicating the frequency of offering for EACH course (e.g., every semester, every year)

Outcomes Cont'd

5. Classes will be scheduled to optimize the use of all facilities
6. Each program/department/school will review all course outlines and caps and propose changes in caps where academically appropriate and economically feasible
7. Consideration will be given to adding support (e.g. graduate assistants with expertise in the given discipline) for larger classes
8. Class size will take into consideration program accreditation guidelines, particularly among professional degree programs, *wherever possible*

Outcomes Cont'd

9. Each College will establish a set of recommendations appropriate for course capacities in their programs that reflect differences by course level and content
10. Financial incentives will be implemented for students who register and pay early (e.g., Keanbucks)
11. A Keanwise wait list will be created for courses that are managed by the program/department/school
12. The Task Force will continue to explore differential course or program fees for those courses requiring specialized instruction/equipment and/or materials

Outcomes Cont'd

13. Classes (sections) will be subject to cancellation as follows*:

- a) Undergraduate- under 15 enrolled
- b) General Graduate- under 12 enrolled
- c) Doctoral- under 10 enrolled
- * Under special circumstances where running a particular course or section is deemed to be in the best interest of students and a program, the Dean in consultation with the Vice President of Academic Affairs' office can make occasional exceptions.

Task Force Members

Task Force Chairperson: Philip Connelly

Katerina Adriotis

Richard Bakker

Suzanne Bousquet

Patrick Ippolito

Morgan Laury

Robert Lerner

Holly Logue

Denise Mancarella

Patti Martino

Barry Mascari

Joy Moskovitz

Janice Murray-Laury

Dan O'Day

Susan Polirstok

Gerard Smithwick

Felice Vazquez

Xiaobo Yu

Appendix 6.13

Faculty Senate Meeting PowerPoint Presentation

March 19, 2013

Higher Education Capital Facilities Initiatives “Building Our Future” Bond Act March 19, 2013

Background

- On August 7, 2012, the Governor signed the “Building Our Future Bond Act,” authorizing the first general obligation bonds dedicated to capital improvement for higher education since 1988.
- In November, 2012, NJ voters approved a \$750 million public referendum, which authorized the State to issue bonds for capital improvements to the State’s higher education sectors.
- The Governor’s commitment to capital investment in NJ higher education totals \$1,316,905,000.

Capital Facilities Programs

- **Building Our Future Bond Act (GO Bond Act)**
 - \$750 million availability; \$247.5 million for state colleges and universities
 - Construction ready projects
 - Institutions must provide match of 25% of cost of project
- **Higher Education Capital Improvement Fund (CIF)**
 - \$550 million issuance cap; \$191.9 million availability
 - Renewal, renovation, improvement, expansion, construction and reconstruction of facilities and technology infrastructure
 - Public institutions pay 1/3 debt service

Capital Facilities Programs

- **Facilities Trust Fund**

- \$220 million maximum funding available during this Cycle
- Construction, reconstruction, development, extension and improvement of instructional, laboratory, communication and research facilities
- No match required

- **Technology Infrastructure Fund**

- \$55 million maximum funding available during this Cycle
- Develop technology infrastructure within and among institutions
- Can also be used to enhance connectivity of higher education institutions to libraries and elementary schools
- Match at least equal to the amount of the grant required

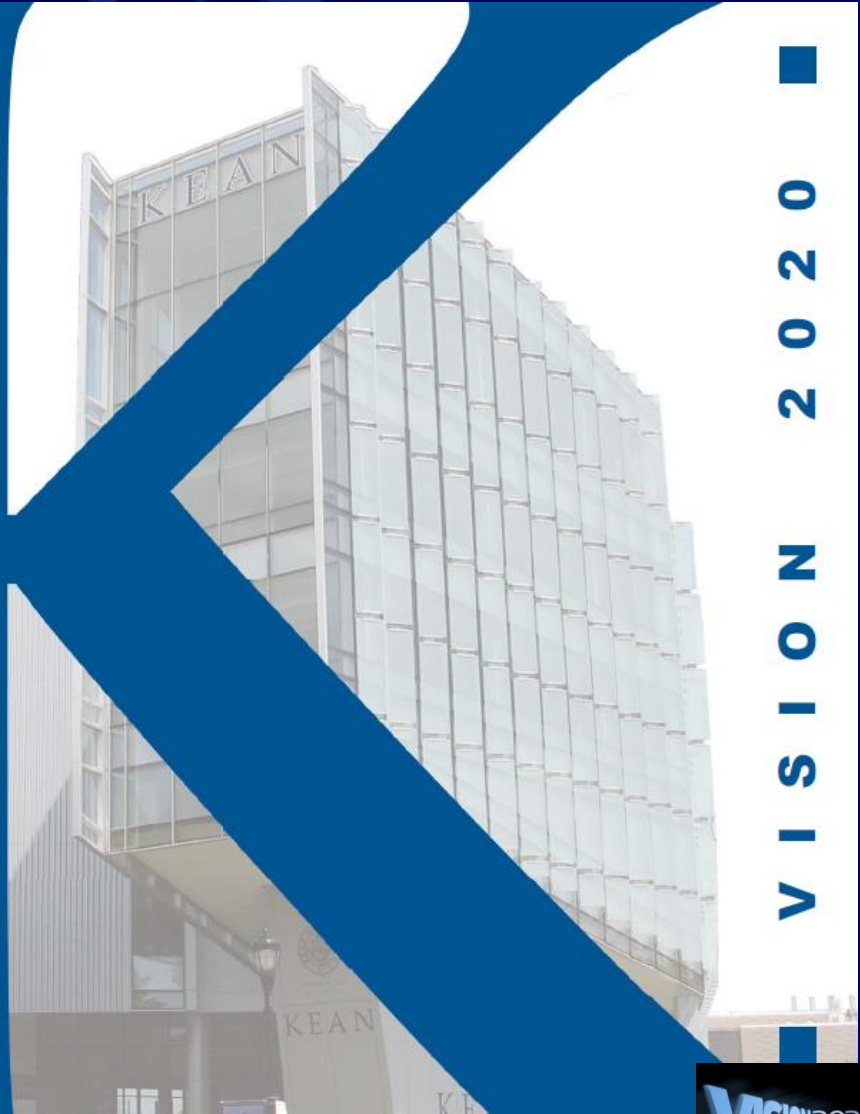
Capital Facilities Grant Programs

- **Equipment Leasing Fund**
 - \$100 million maximum funding available during this Cycle
 - Finance the purchase of equipment for lease to institutions
 - Institutions pay 25% of debt service on bonds
- Each project can request funds from any/all of the available programs if eligible.



KEAN UNIVERSITY

MASTER PLAN



VISION 2020



Kean Proposed Projects

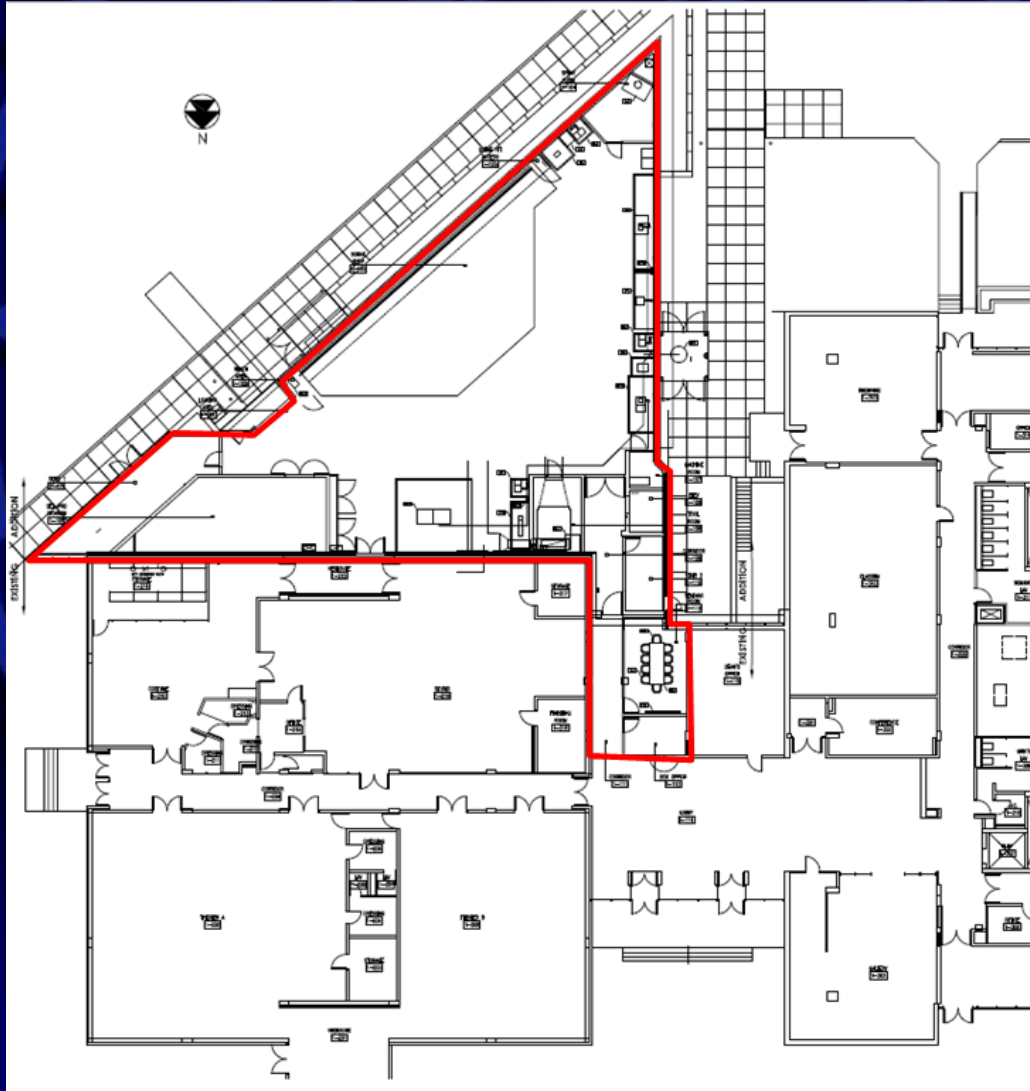
- **Performing Arts Instructional Facility Expansion & Renovation**
 - Expansion of the Vaughn Eames Building to include a new instructional scene shop and classrooms
 - Exterior repairs to eliminate water infiltration around the building – new roofing, new flashing, new glazing
 - Overall Project Budget - \$5.75 million

Performing Arts Instructional Facility Expansion & Renovation



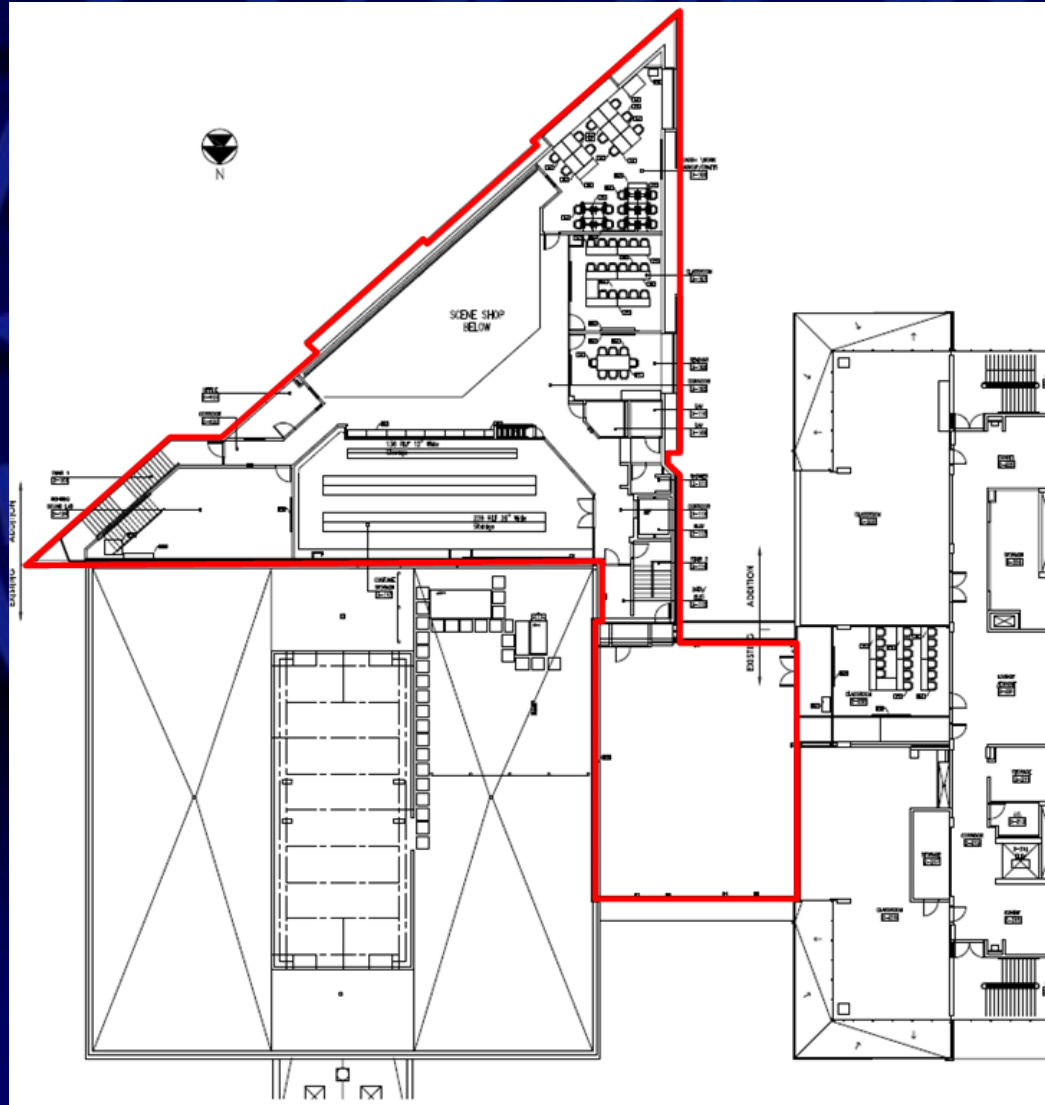
Performing Arts Instructional Facility Expansion & Renovation

- 1st Floor Plan



Performing Arts Instructional Facility Expansion & Renovation

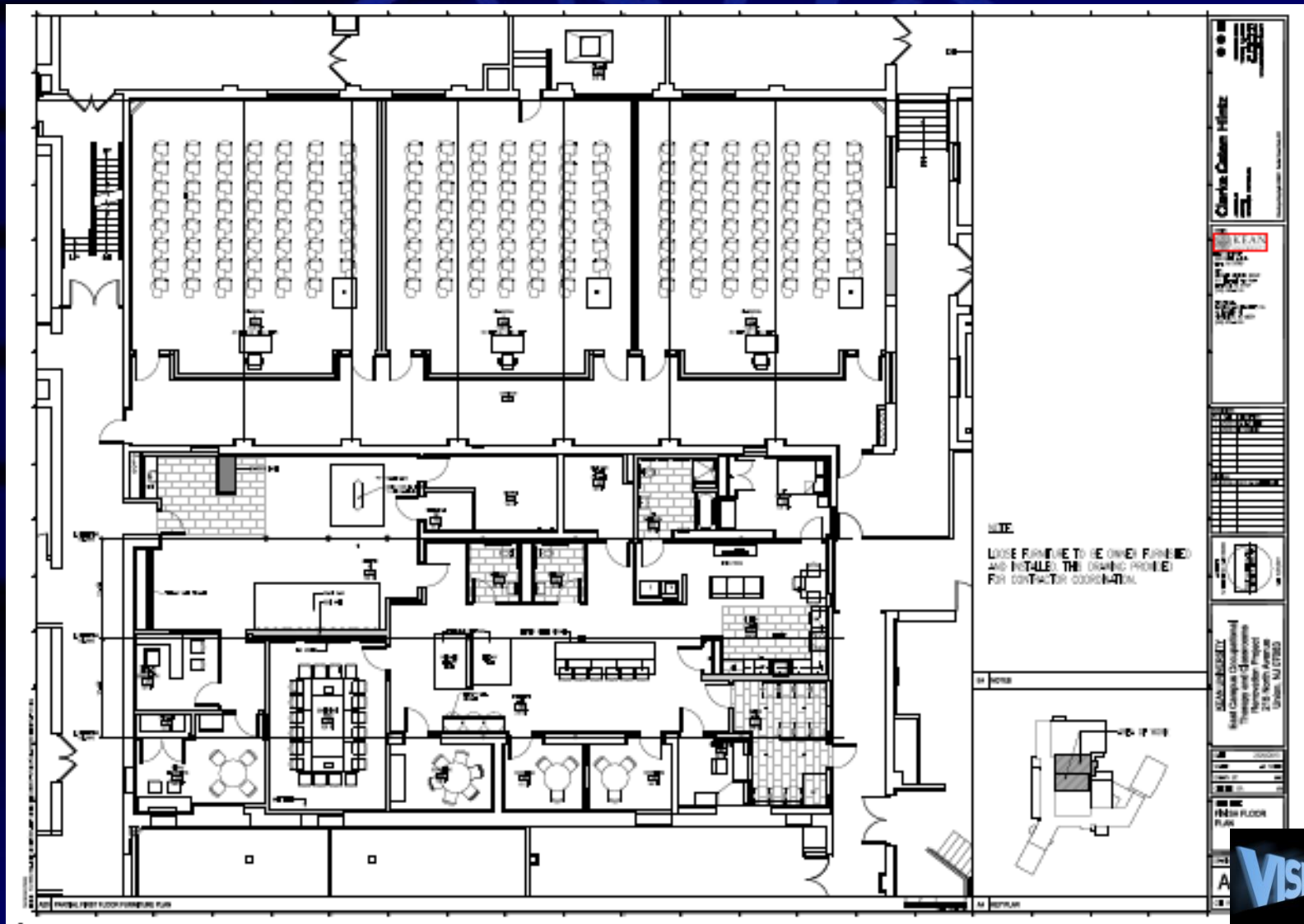
- 2nd Floor Plan



Kean Proposed Projects

- **East Campus Classroom Expansion and OT Clinic**
 - Renovation of the East Campus Pool and Locker Room area to create three, 50-person classrooms and a state of the art Occupational Therapy Clinic and Instructional area
 - Overall Project Budget - \$2.875 million

East Campus Classroom Expansion and OT Clinic



Kean Proposed Projects

- **Science Laboratory and Classroom Renovations**
 - Renovation to the science classrooms and laboratories in Bruce Hall, Science Building and Townsend Hall to improve the laboratory facilities.
 - No upgrades to these buildings since last bond issue
 - Bruce Hall: Constructed in 1958
 - Science: Constructed in 1972
 - Townsend Hall: Constructed in 1956
 - Overall Project Budget - \$10,890,000

Science Laboratory and Classroom Renovations

- Bruce Hall 1st Floor Proposed Renovations



Proposed Scope of Work

Convert biology classrooms to chemistry classrooms:
B-117, B-113

Convert Biology Prep Room B-115 to a new Autoclave Room

Renovate B-109 Auditorium

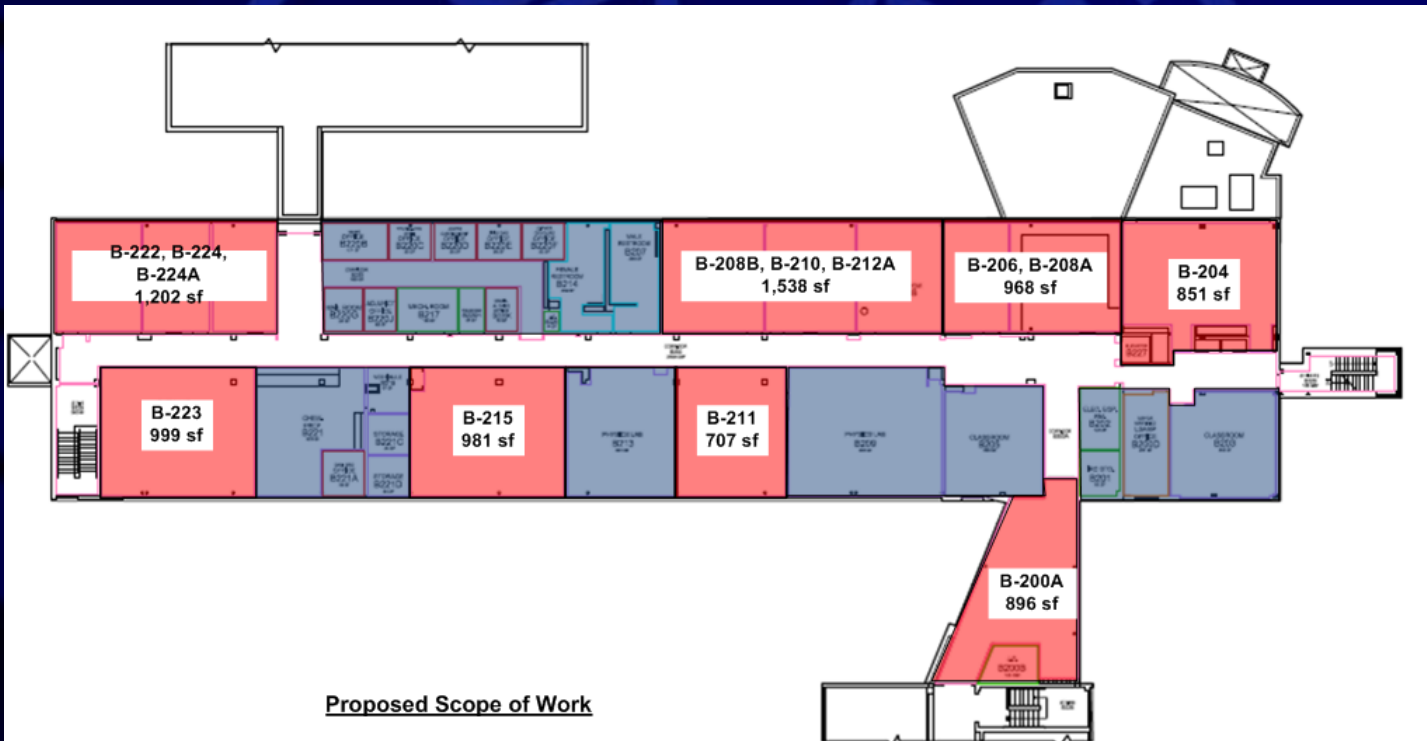
Renovate B-100C Student Lounge

**Bruce Hall 1st Floor
Proposed Renovations
02.28.13**



Science Laboratory and Classroom Renovations

- Bruce Hall 2nd Floor Proposed Renovations



Renovate classrooms to provide seating for 20 students in the following rooms:
B-223, B-215, B-211

Renovate B-222, B-224, and B-224A to create one large computer lab

Renovate and combine B-212A, B-210, B-208B – Computer Lab

Renovate and combine B-206, B-208A – Computer Lab and Support Offices

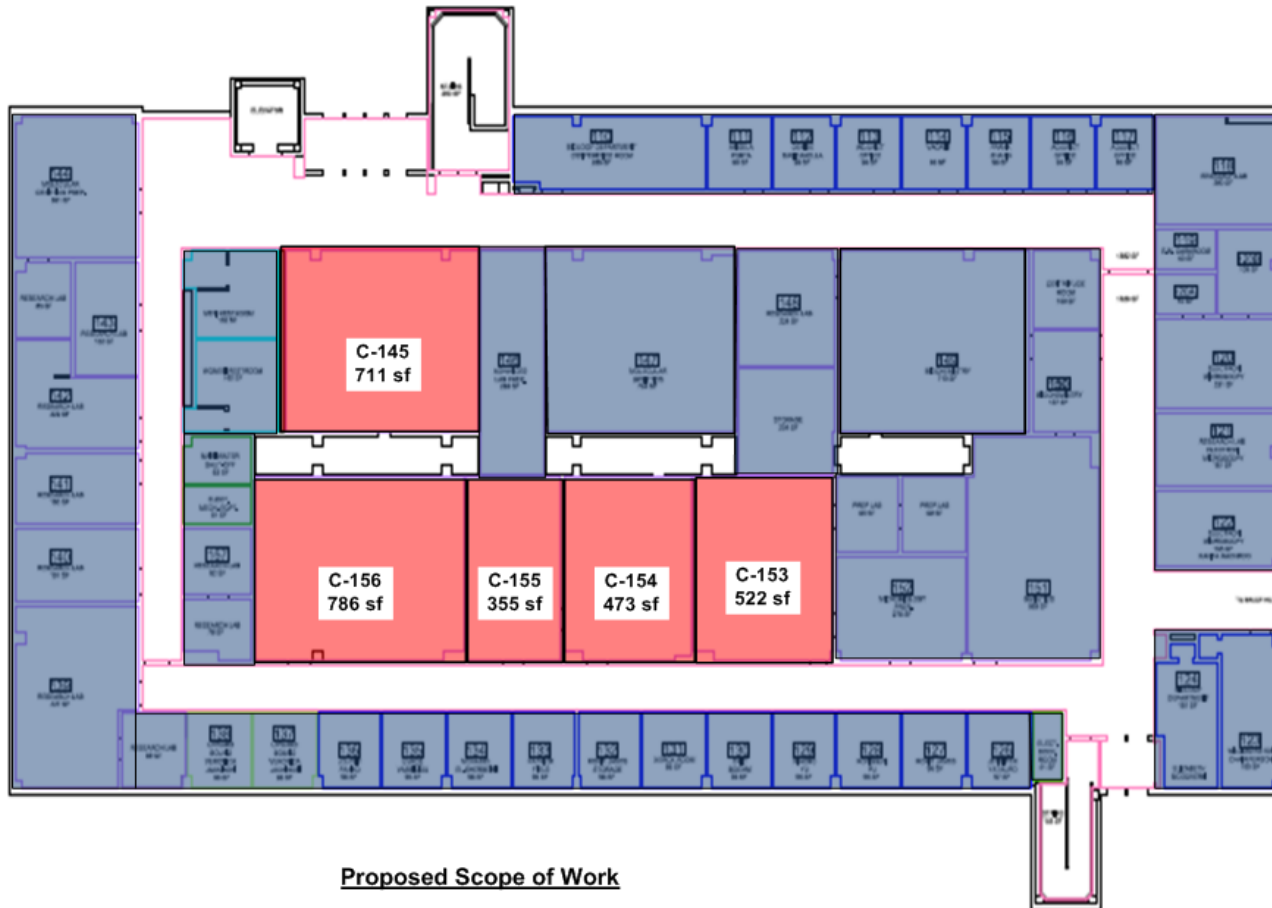
Renovate B-204 Lecture Hall

Renovate B-200A Student Lounge

**Bruce Hall 2nd Floor
Proposed Renovations
02.28.13**

Science Laboratory and Classroom Renovations

- Science Building 1st Floor Proposed Renovations



Renovate classrooms and maximize seating for students in the following rooms:

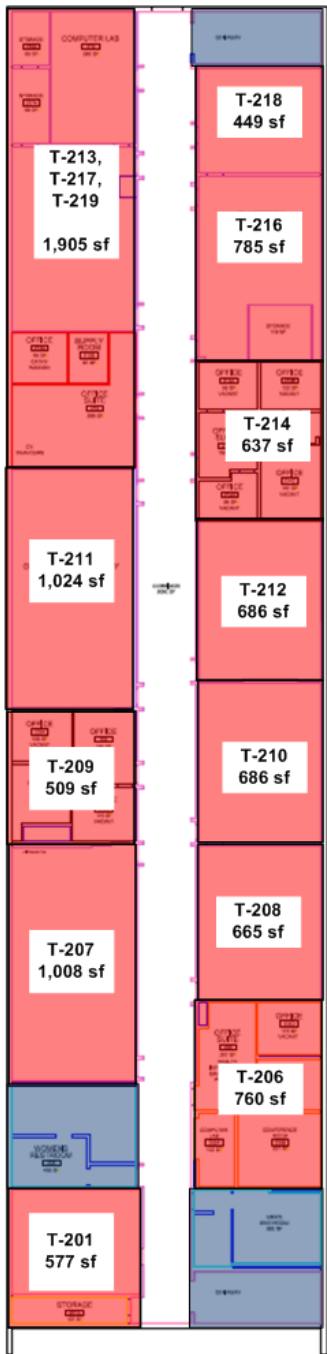
C-145, C-153, C-154, C-155, C-156

Replace fifteen (15) laboratory hoods and exhaust fans.

Science Building 1st Floor
Proposed Renovations
02.28.13

Science Laboratory and Classroom Renovations

- **Townsend Hall 2nd Floor Proposed Renovations**



Proposed Scope of Work

T-213, T-213A, T-213B, T-217, T-217A, T-219, T-219A – Relocate computer labs and offices to Bruce 2nd Floor and Convert to Faculty / Administration space

T-211 – Bench space for 24 students as is.
Minor renovation and cleanup.

T-209 – Office space as is.
Minor renovation and cleanup.

T-207 – 50-student classroom as is.
Remove OT fixtures. Minor renovation and cleanup.

T-201 – Faculty lounge as is.
Minor renovation and cleanup.

T-218 – Convert Map Room into Staff Conference Room

T-216 – 50-person classroom as is.
Minor renovation and cleanup.

T-214 – Office space as is.
Minor renovation and cleanup.

T-212 – Bench space for 24 students as is.
Minor renovation and cleanup.

T-210 - 50-student classroom as is.
Minor renovation and cleanup.

T-208 – 50-student classroom as is.
Remove OT fixtures. Minor renovation and cleanup.

T-206 – Office space as is.
Minor renovation and cleanup.

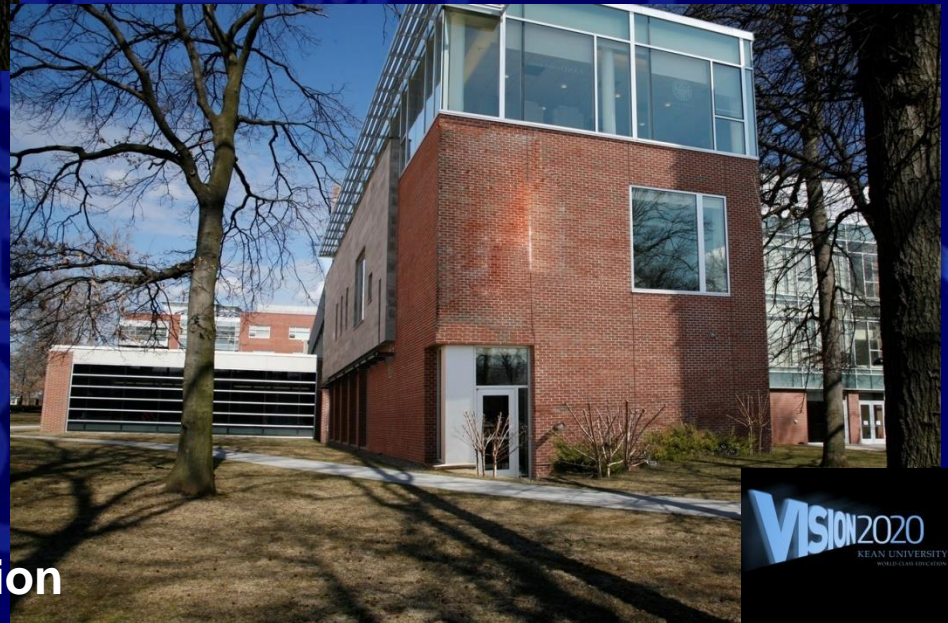
Kean Proposed Projects

- **Nancy Thompson Library Expansion Project**
 - Expansion of the east side of the Library toward Downs Hall to create additional classroom and seminar space.
 - Construction of a new outdoor patio on the second floor for student interaction and gathering.
 - Nancy Thompson Library was constructed in 1966 for a population of less than 5,000 students.
 - Overall Project Budget - \$15.275 million

Nancy Thompson Library Expansion

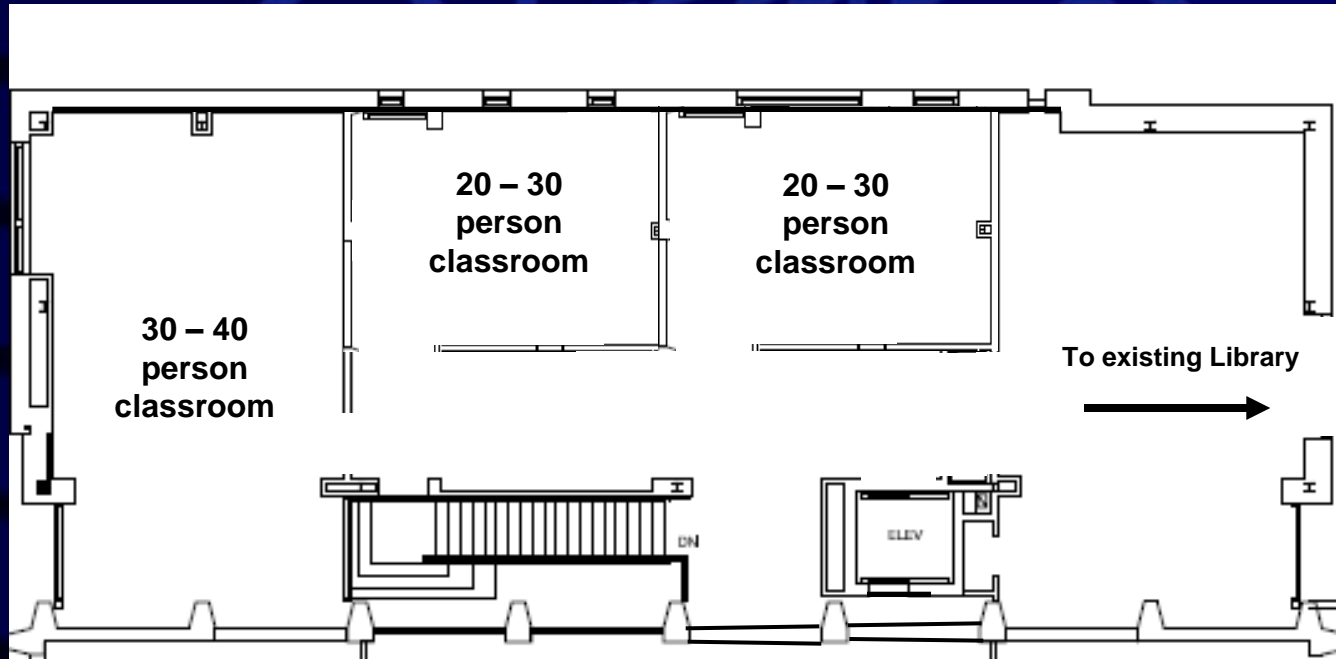


Existing area behind Library



Proposed Library Addition

Nancy Thompson Library Expansion

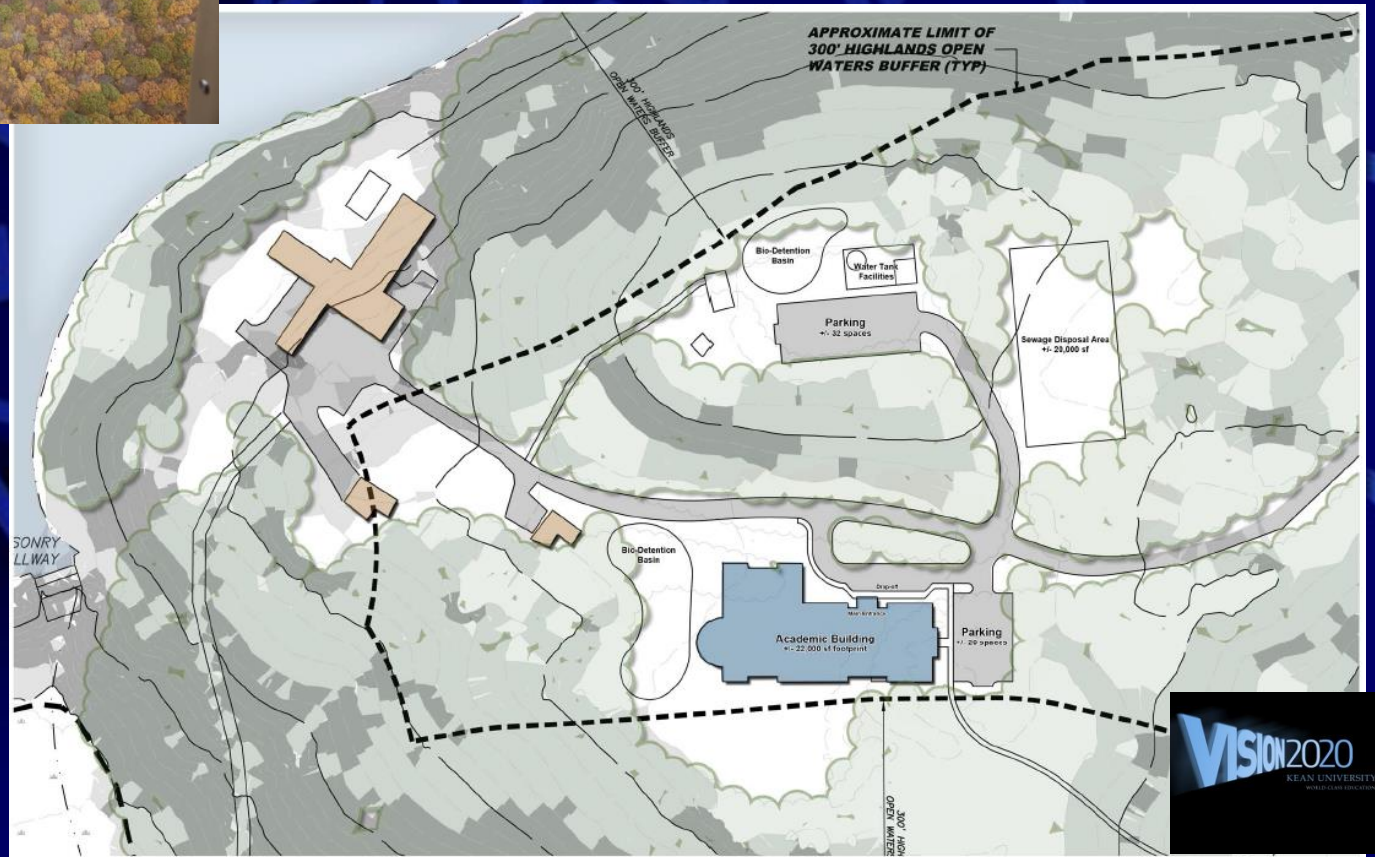


Typical Floor Plan – Floors 1 - 3

Kean Proposed Projects

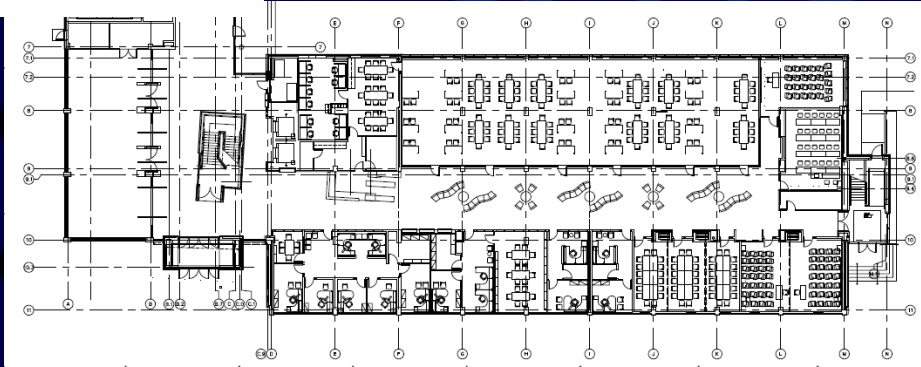
- **Kean Highlands Environmental Sciences Education Center**
 - Construction of a new 58,000sf academic building in the NJ Highlands
 - Overall Project Budget - \$14.65 million

Kean Highlands Environmental Sciences Education Center

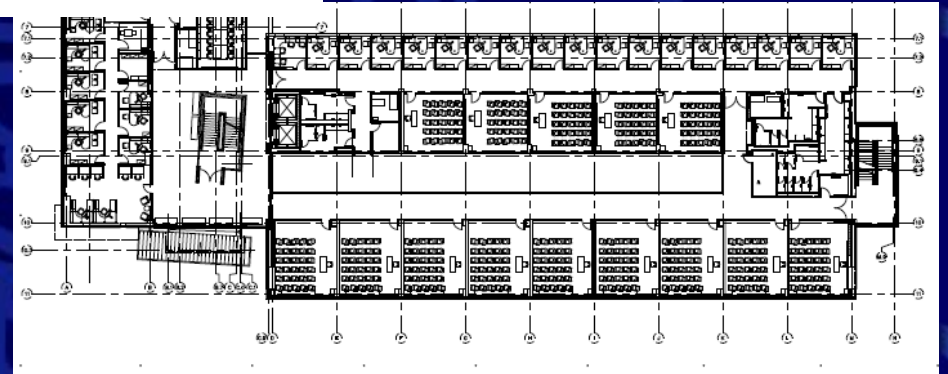


Kean Highlands Environmental Sciences Education Center

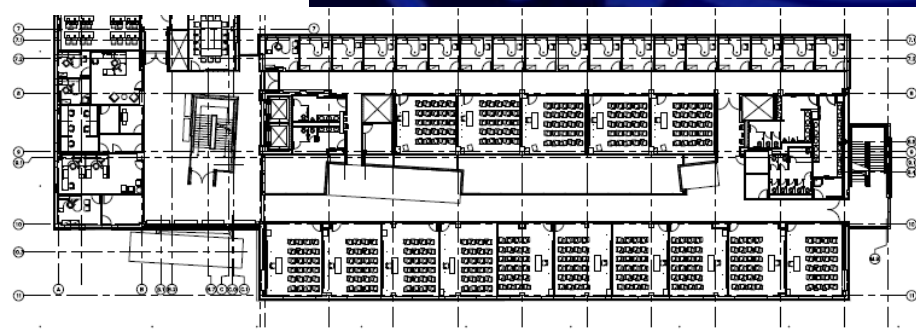
First Floor Plan



Second Floor Plan



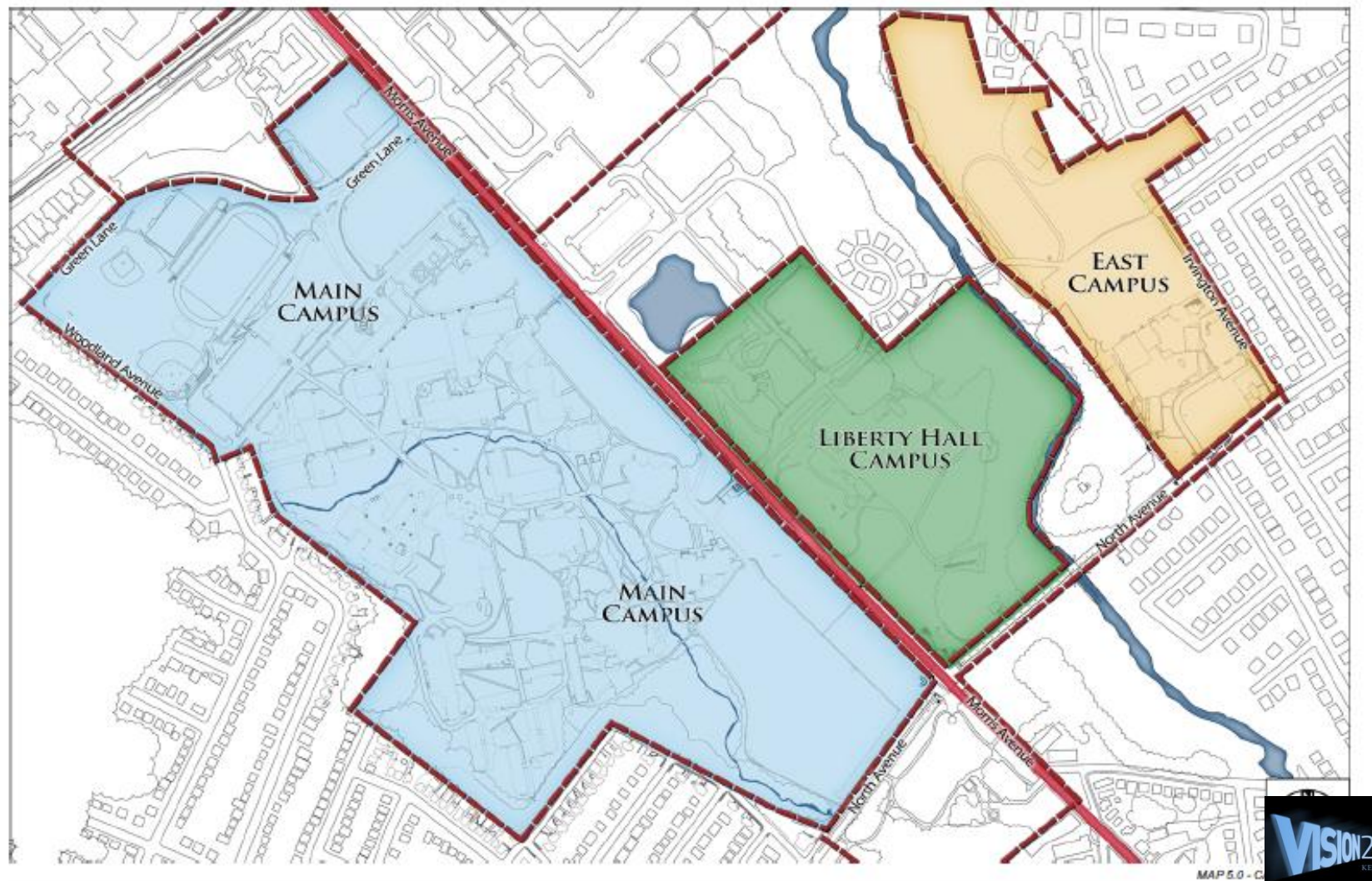
Third Floor Plan



Campus Master Plan

- The Campus Master Plan identified a need for additional multi-purpose instructional facilities
- A key indicator in facilities planning is Gross Square Feet (GSF) per Full Time Equivalent (FTE) student
 - ✓ The average for NJ State Colleges and Universities is 118 GSF / FTE
- Kean University's current rate 76 GSF / FTE
- Master Plan Goal - 120 GSF / FTE

Existing Campus Zones



Vision 2020 Proposed Master Plan



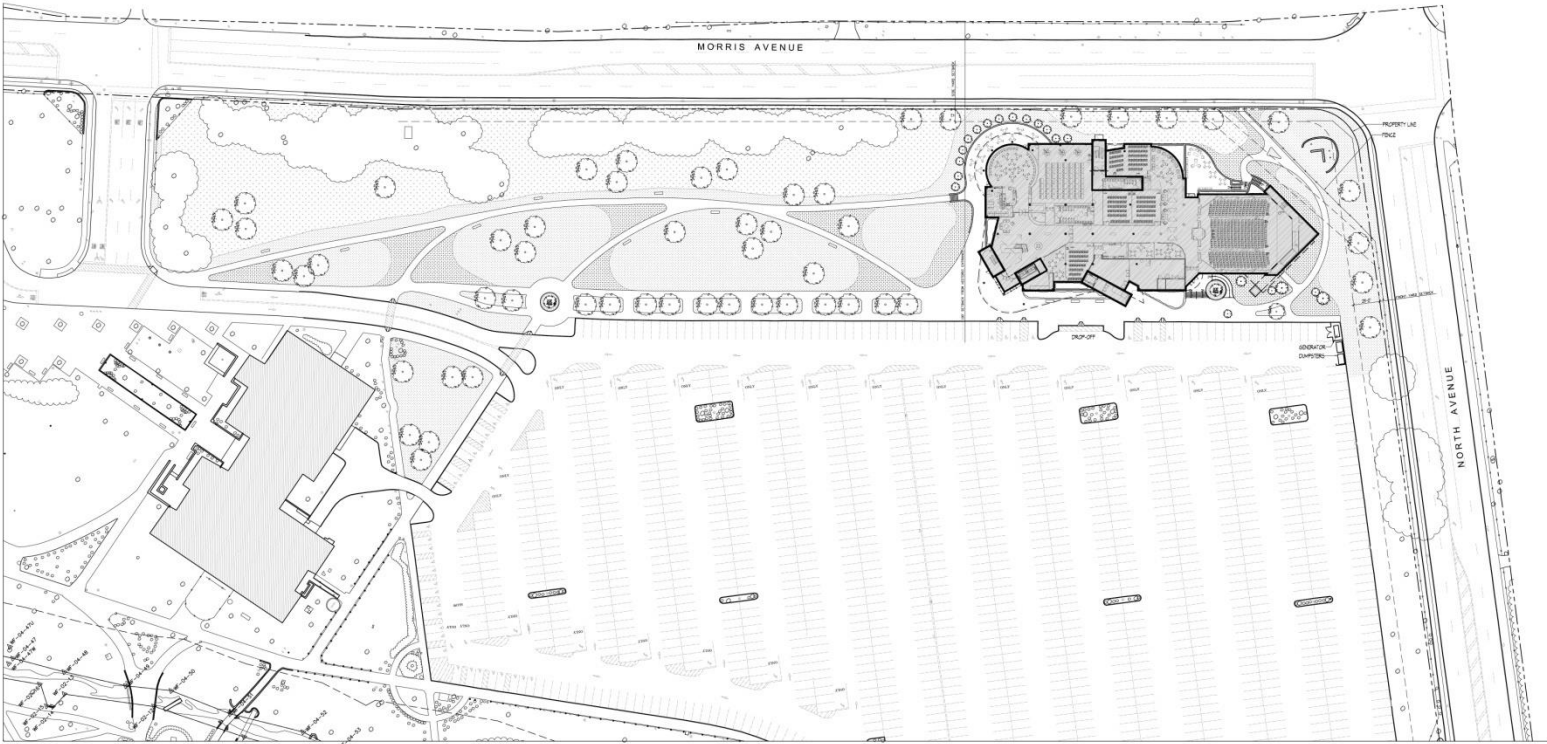
Proposed Kean University Milson 2020 Master Plan.



Kean Proposed Projects

- **North Avenue Multi-Purpose Academic Building**
 - Construction of a new 125,000sf academic building at the corner of North Avenue and Morris Avenue.
 - Overall Project Budget - \$49.125 million

North Avenue Multi-Purpose Academic Building



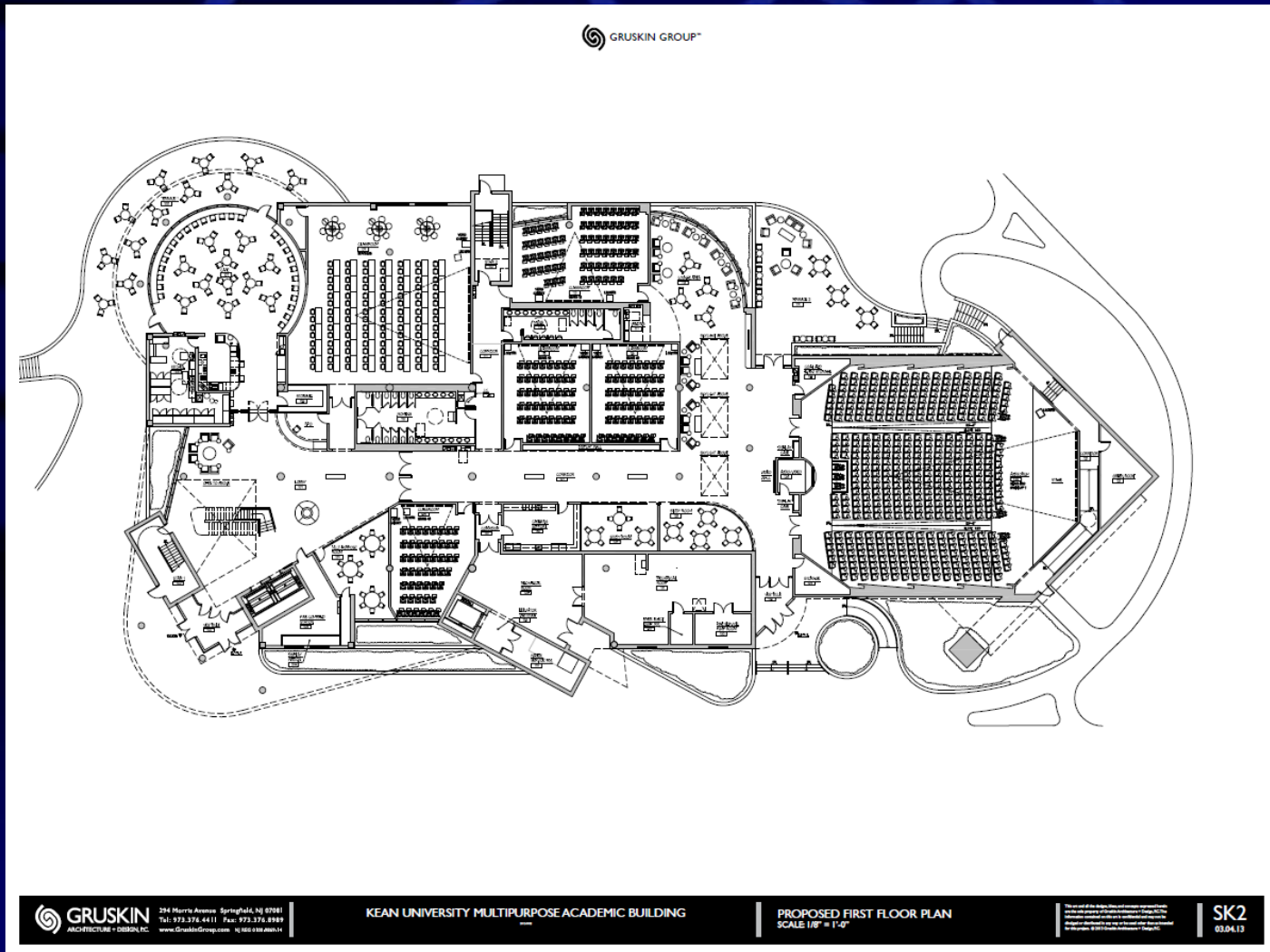
North Avenue Multi-Purpose Academic Building

View from Vaughn Eames



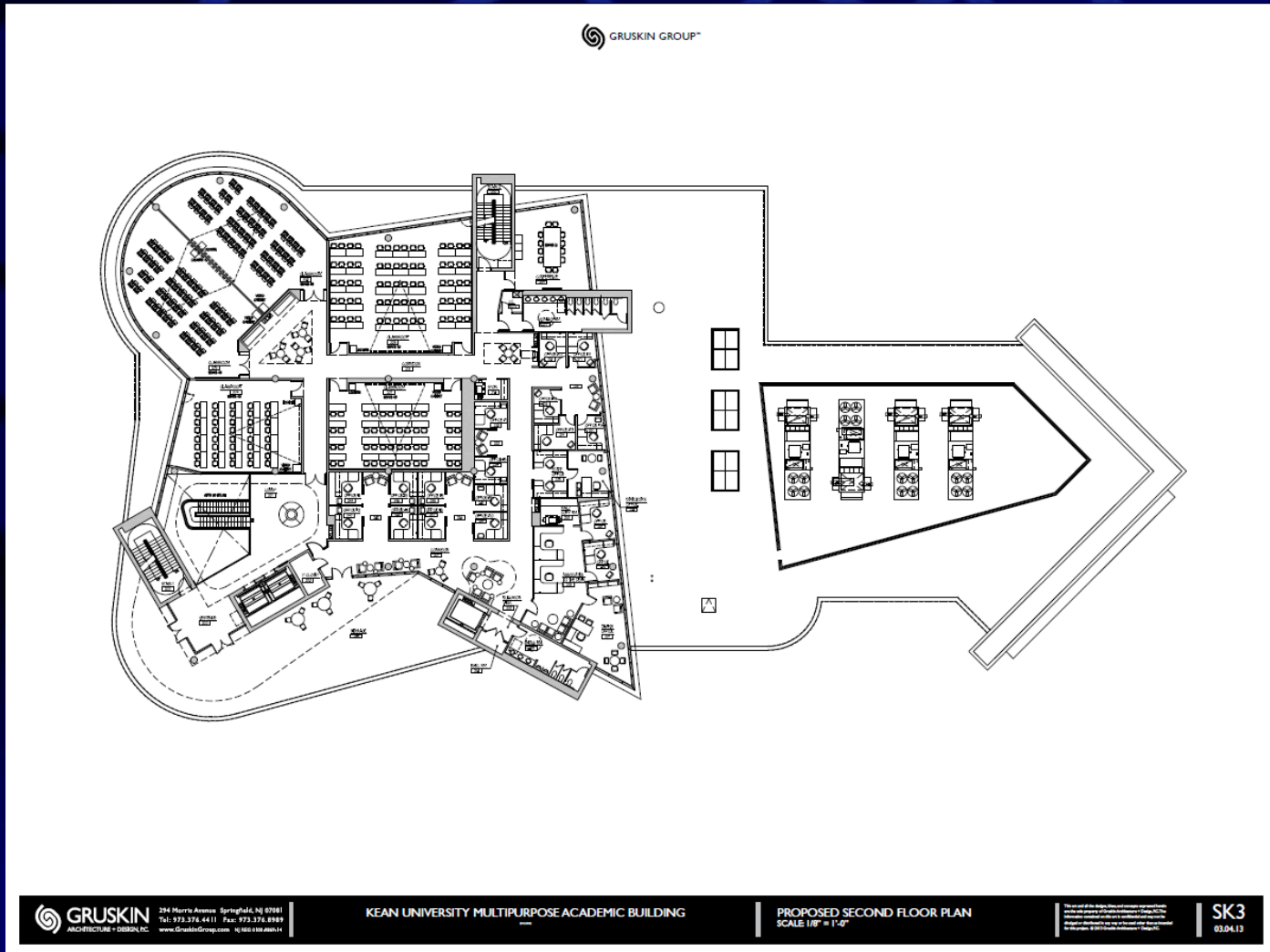
North Avenue Multi-Purpose Academic Building

- 1st Floor Plan



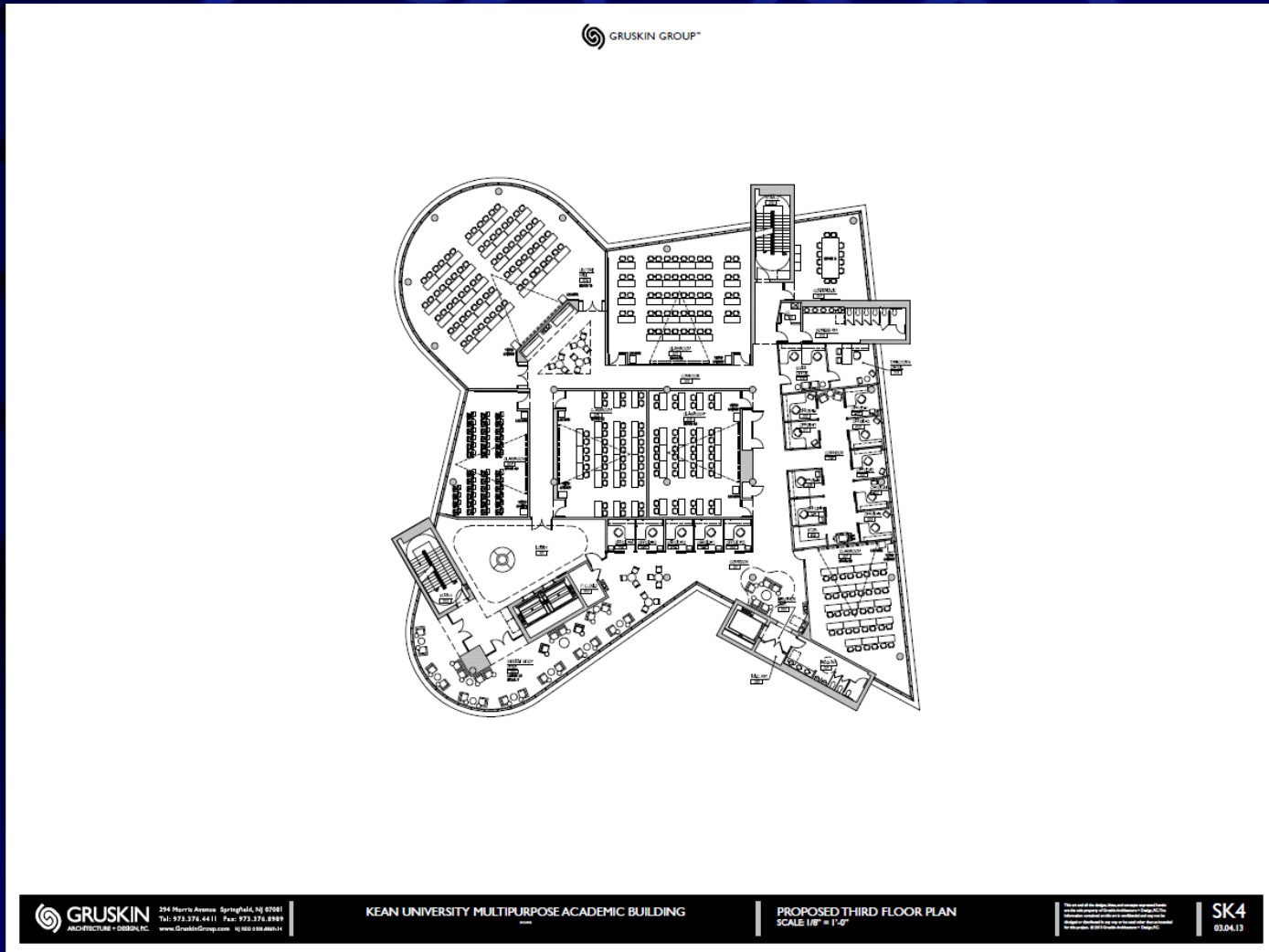
North Avenue Multi-Purpose Academic Building

- 2nd Floor Plan



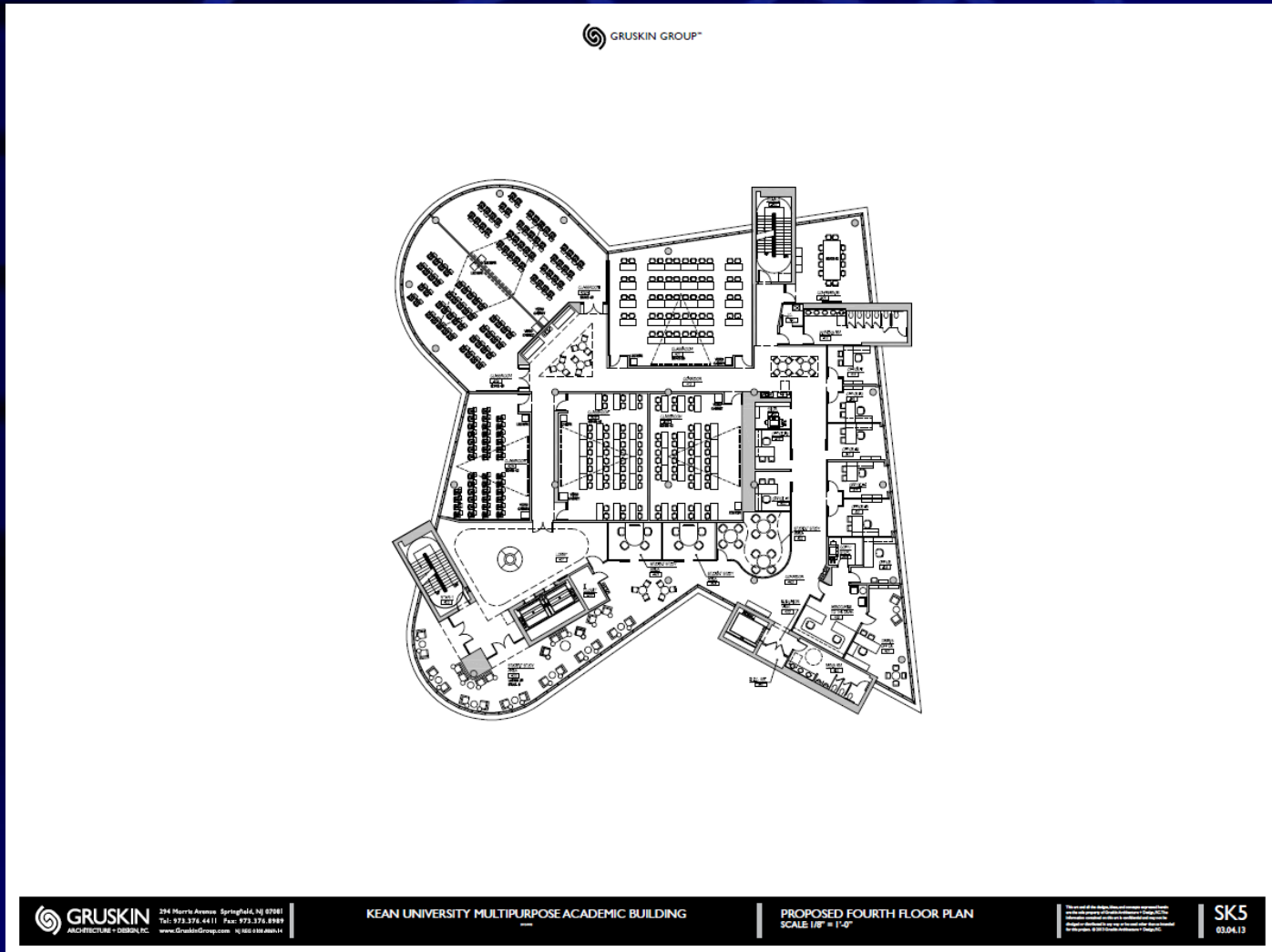
North Avenue Multi-Purpose Academic Building

- 3rd Floor Plan



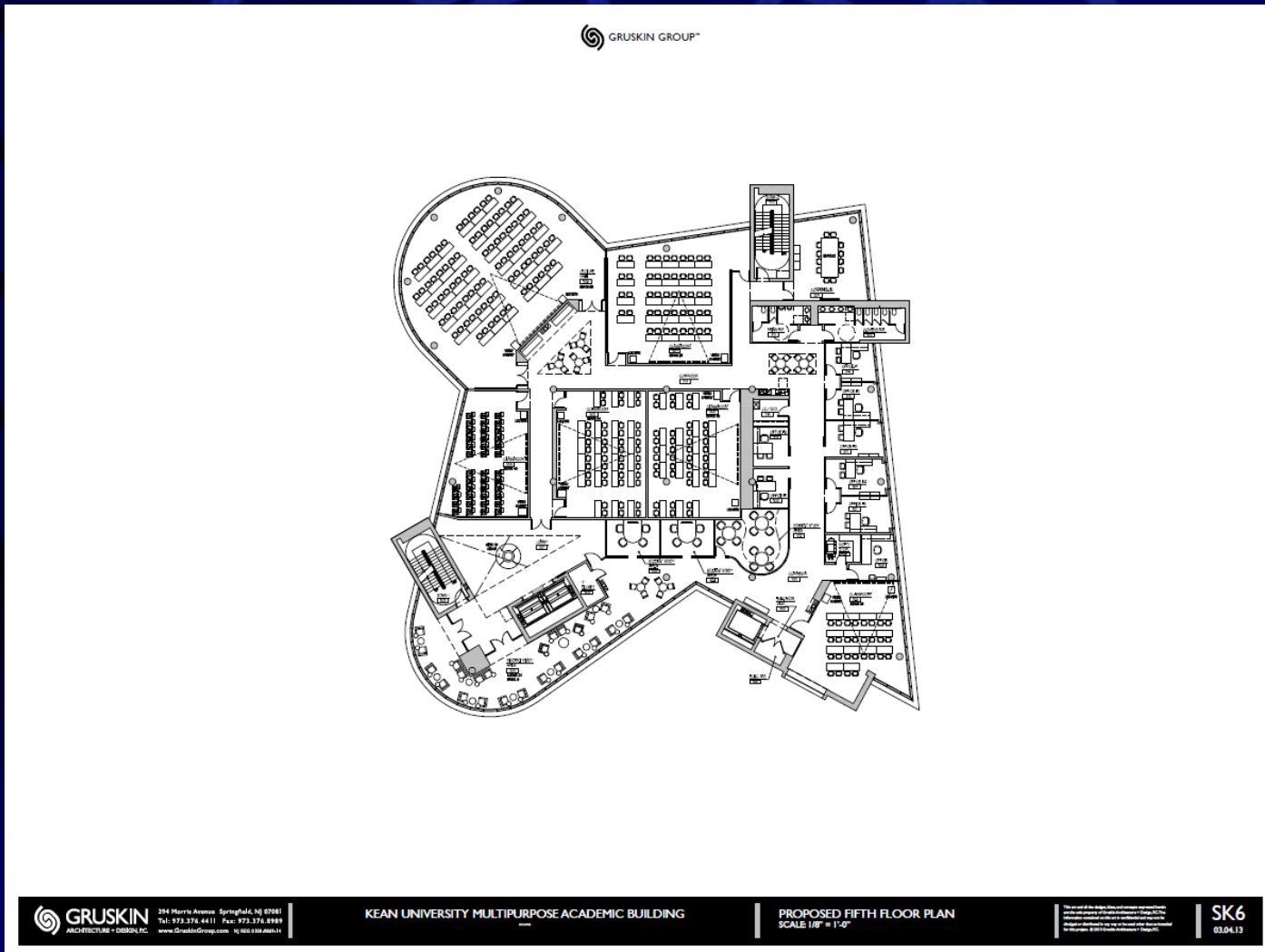
North Avenue Multi-Purpose Academic Building

- 4th Floor Plan



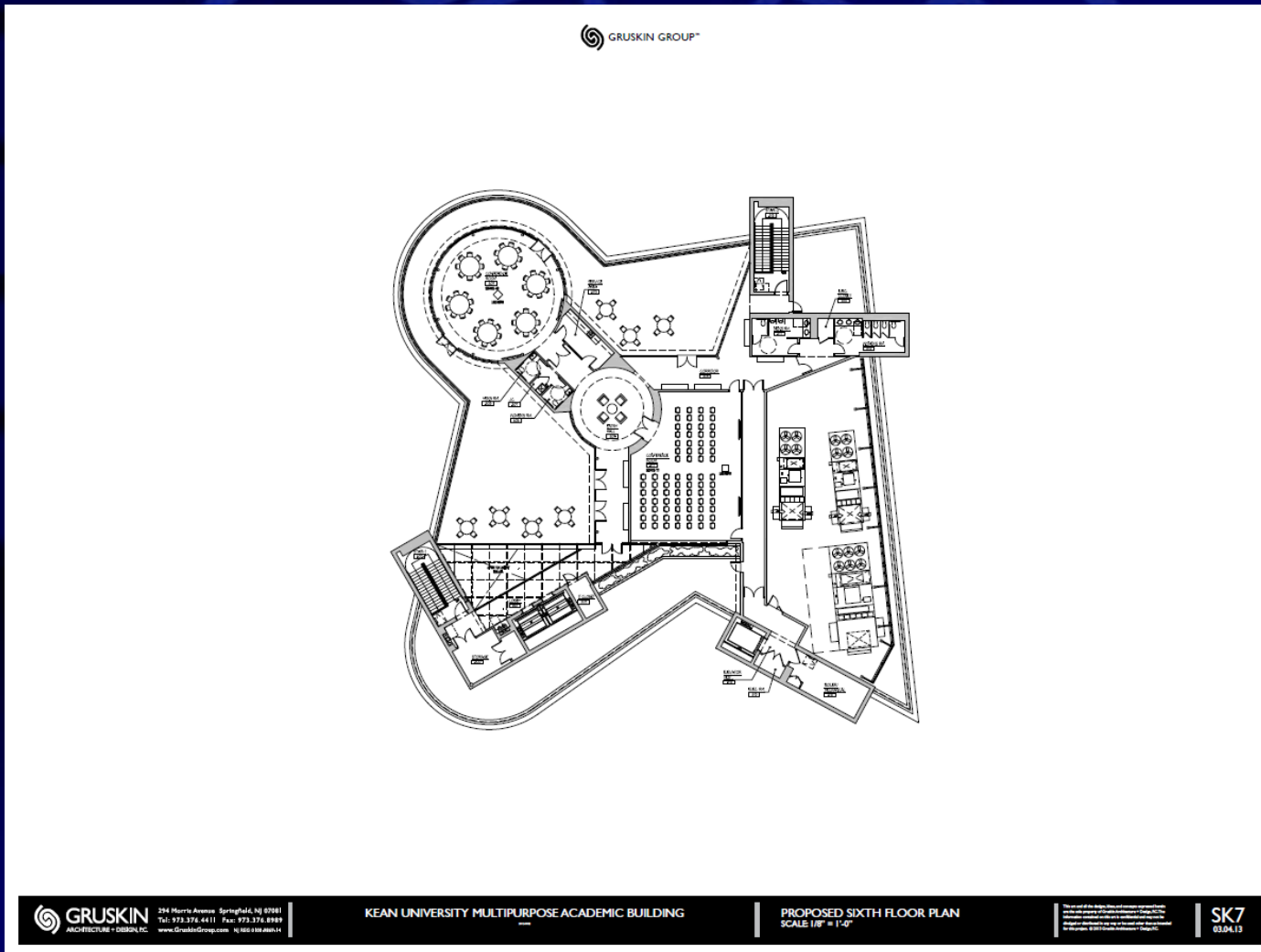
North Avenue Multi-Purpose Academic Building

- 5th Floor Plan



North Avenue Multi-Purpose Academic Building

- 6th Floor Plan



North Avenue Multi-Purpose Academic Building

FLOOR PLAN – AREA SUMMARY PER FLOOR LEVEL

Building Floor Level	Total Floor Area	Terrace/Patio Area	Classroom Qty	Seat Count
1 st Floor	33,750 sq. ft.	3,520 sq. ft.	6	829
2 nd Floor	16,735 sq. ft.	2,754 sq. ft.	5	254
3 rd Floor	18,745 sq. ft.		6	292
4 th Floor	18,745 sq. ft.		6	280
5 th Floor	18,748 sq. ft.		6	288
6 th Floor	7,973 sq. ft.	4,259 sq. ft.	0	125
All Floors	114,693 sq. ft.	10,533 sq. ft.	29	2,068

Other Major Projects

- Green Lane – In Progress



Other Major Projects

- Green Lane – In Progress



Other Major Projects

- Public Private Partnership – New Housing Complex

Student Housing Village



World-Class Education



VISION 2020
KEAN UNIVERSITY
World-Class Education

Other Major Projects

- Wenzhou Kean University



温州肯恩大学
WENZHOU KEAN UNIVERSITY





Appendix 6.14

Select Quotes and Videos

Appendix 6.14: Select Quotes and Videos

Robbie Bock, Kean University Student

“Everybody is one big family, and no matter what you’re interested in, Greek life, sports, everybody has a place here.”

VIDEO: The Kean Experience: <https://www.youtube.com/watch?v=FEcT6pCjLxI>

Andrew Abuan, Kean University Student

“The Kean experience is a lot of things. It’s a lot of means. It’s diversity. It’s community, and it’s definitely family.”

VIDEO: The Kean Experience: <https://www.youtube.com/watch?v=FEcT6pCjLxI#t=0>

NJ Assemblywoman Bonnie Watson Coleman

"We're very blessed to have been invited here at Kean University. We believe that this is absolutely the right setting...This is where intellectual exchange takes place and where ideas are explored. And where leaders are born. And so, we want them to see public service in action. We want you to understand, as students, that public service is a noble undertaking."

VIDEO: Lieutenant Governor's Debate: <http://youtu.be/p19iYhyjoes>

Dr. Xiaobo Yu, Professor of Biological Studies

Regarding his ground-breaking fossil discovery: "The recent discovery is the culminating point of a long, fruitful collaboration with Chinese scientists. [...] Everything is related to the overall support for scholarship here at Kean. People will say, 'Hey, you are teaching *but* you are also doing first-class, first-rate scientific research."

VIDEO: Kean's Dr Xiaobo Yu Discovers New Species With Fossil: <http://youtu.be/uZsjgG4EJHc>

Claire Mulry, OTD: Assistant Professor, Department of Occupational Therapy

"This clinic is a unique opportunity for Kean students to translate their classroom learning into real-world practice. It puts the university's mission into action."

Laurie Knis-Matthews, Ph.D: Chair, Department of Occupational Therapy

"This clinic is going to provide our students with hands-on learning and the opportunity to see real clients with real issues from day one."

VIDEO: The New Therapy Clinic at Kean: <http://youtu.be/fyuAyGjVz9U>

Joey Moran, Creative Director, Office of University Relations and Kean Alumnus

"The Kean University brand is important because it's our visual identity and it should represent what the university represents: World-Class Education."

Emily Renkert, Managing Assistant Director, Office of University Relations

"We want to know what students care about. What they want to know, and how they want their information delivered. [...] We're doing things that no other school around here is doing. We're delivering a World-Class education and really giving our students the best that they can get."

Danielle Ford, Marketing Communication Strategist, Office of University Relations

"Social Media is allowing us to get our message to the far corners of the globe to really represent Kean.[...] In essence we're a team of story-tellers. We're sharing the experiences of our community with the world."

Kate Roba, Managing Assistant Director, Office of University Relations

"It's all about communicating directly with the whole Kean community: the faculty, the students, the alumni, the staff. We're all a part the same team here and we all work together with pride to show off our university."

VIDEO: Kean Branded: <http://youtu.be/nX8USVJOxBM>

J. Christian Bollwage, Mayor of Elizabeth, NJ, Kean Alumnus and Adjunct Professor

Regarding the Vision 2020 "University Blvd" Project:

"The City of Elizabeth has done a study; not only on what the students want at Kean University, but what the business community wants and what Union County College wants. And all of it points to how they can increase jobs, how they can increase economic share, how they can increase the diversity of the Hispanic community that exists there. It'll get more people here. It'll have more access to the university and the college, as well as the business community here in our city."

VIDEO: State of the City of Elizabeth 2012: <http://youtu.be/tZ-zDkemd30>

Scott Snowden, Director, Center for Leadership & Service

"The Immersion program started this summer. We have brought over 100 Chinese students from Wenzhou Kean University. They are here to fully immerse themselves, not only in the American culture, but also the English language. This whole program started with a concept of 'educating without boundaries - educating without borders.' (insert video link)

King Jin, Summer English Immersion Student

"This program is very special. It combines tour and study. IT makes the study very exciting and interesting." (insert video link)

Andy Feng, Summer English Immersion Student

"Everything is awesome. The trips, the study, the courses. Yeah, I really enjoyed it."

VIDEO: Kean USA Immersion 2013: <http://youtu.be/hgoV1k9-bns>

Roselena Twyne, Kean USA Student, Pilot Program to WKU

"Being from New Jersey and going all the way across the world to China was amazing. Sometimes I think about it and it's like, "Did I really do that?" To travel all the way across the world was a once in a lifetime experience for me and I'm really grateful. I'm really proud of Kean University for such an experience."

VIDEO: Wenzhou Kean University: <http://youtu.be/rGu4rlv9YFk>

Cici Ruan, Student Affairs at WKU

“To the Freshmen of Wenzhou-Kean University I would like to say: Welcome to the warmest family of the world, and I believe the life changing journey starts here, right here.”

VIDEO: Kean University Wenzhou Freshman Welcome:

<http://m.youtube.com/watch?v=akeJrrkWtdU>

Tamy Kostadinova, Current Student

I chose Kean because I heard a lot of people talking about this university. And the first time I came to look at the University, I felt at home. [...] I meet so many different people, so many different cultures. It's amazing. I love it.

VIDEO: Ask Me Why I Love Kean: <http://youtu.be/iMjNaOK9LEE>

Manik Rathee, Class of 2011 - Robert Busch School of Design

(User Engineer, Obama for America 2012)

I was able to solve problems that hundreds of thousands of people would see. And be able to put the stuff that I learned from Kean into play on a really large scale. Every single project [...] All these things prepared me for what I was going to do on the campaign. Kean definitely set me up to go down the path and then gave me the right nudges in the right places to get there in the exact time that it was right for me. You've always got the professors there that are, not only there to teach you, but are there to guide you. Everyone here is going to go way overboard to make sure you're where you need to be and that's a pretty special thing to find in a school that's this big.

VIDEO: Kean Grad works for President Obama: <http://youtu.be/69XQ82UK9Rs>

David Garcia, '14, Chemistry and Biology Major

A lot of my professors have ended up being my mentors and have been really important in guiding me in where and what I have to do throughout my career to achieve my goals. [...] I would have never been given the opportunities: to work with Dr. Toney. I would never have had the opportunity, even, to go to Johns Hopkins...The list goes on and on.

VIDEO: McNair Students: <http://youtu.be/8BJ6b3TRzzw>

Lakesha Cameron, Kean University Student

“One of the things that is really special about Kean is the diversity, you don’t really get that from other Universities.”

VIDEO: LAKESHA CAMERON: https://www.youtube.com/watch?v=KRI2JTU_RVc

Kaitlyn Johnston, Kean University Student

“Coming here to Kean has made me realize that there are more things to focus on than solely classes and that there are things that you can do and places you can go and people that you can meet that will really advance you, not only within your education but within yourself.”

VIDEO: KAITLYN JOHNSTON: https://www.youtube.com/watch?v=F9mS_lXrel4

Michal Kucza, Kean University Student and Student Athlete

“The coaches here at Kean support us. They give us all the tools that we need and what I take away from the sport here at Kean are a lot of different aspects including time management, just having respect for others, just being a team leader on the court and off the court.”

VIDEO: Michal Kucza: <https://www.youtube.com/watch?v=8oXdsSBUD7k>

Appendix 6.15

Kean Current – List of Titles

Appendix 6.15: Kean Current: List of Titles

Kean Current: Summer 12

- *Kean Earns Place on President's Community Service Honor Roll for the Third Consecutive Year, National Recognition in Community Service*
- *MBA In Global Management Received Nation's First EPAS Accreditation, International Feats in Kean University Graduate Program*
- *A Word From The President*
- *Fruitful Use Of Green Technology, Creating Compost to Revitalize Gourmet Cuisine*
- *Gliding Through The Image, Insight on The 3-D Projection Room: The Cave*
- *Kean McNair Scholars Step From Bachelors to Doctorate, Students Instigate and Continue Research in Pursuit of Ph.D.*
- *Working Dogs For Wounded Warriors, Center for Nursing Research Receives Research Grant*
- *U.S. Should Trade Student Debt for Public Service*
- *Kean University Nancy Thompson Library Opens Global Press Window to Researchers, Academic Subscriptions Available to Members On and Off Campus*
- *Kean, France, and Disney: A Magical Partnership, Kean University Welcomes Second Cohort in International business program*
- *Universal Rights As Muse for University Initiative, Growing Human Rights Institute Engages Community Members*
- *Educating Communities About the Holocaust, Center Pledges to Commemorate and Strengthen Holocaust Education*
- *Kean University Expands to China, Kean Welcomes China and China Welcomes Kean*
- *Liberty Hall Fire House Features History and Safety, Century-old Addition Joins Museum's Collection*
- *From Past to Present, An Invitation to Participate in History*
- *Be The Change, Respectful, Responsible, Ready to Learn*
- *Kean Greek Letter Community Earns Service Award at National Convention, Student Leaders take home Amy Votja Impact Award for Philanthropy and Service*
- *Celebration of Service, Center for Leadership and Service Honors Student's Volunteerism*

- *Kean Leaders Launch Par Fore, New Jersey Chapter of PAR FORE: An Occupation-based Mentorship Program for At-Risk Youth in Newark*
- *Alumni- Athletes Round Home for Reunion, American Past-Time Serves as Bridge for Generations*
- *Distinguished Honors Award, Kean University Recognizes Alumni*
- *Kean Baseball Finishes in Top Ten, Coach, Players Receive Prestigious Accolades*
- *Kean Football Team Works Overtime Helping the Community*
- *Rosangela Arlequin, Named Google Scholar*
- *Kean University Chooses Community Service Star As New Leader of the Faculty Senate*
- *Distinguished Professor Wins Notable Honor*
- *Donated Art Earns Funding for Homeless, Kean Student Leaders Organize Service Project for Elizabeth Coalition*
- *Worldly Weekend-Watch an Invitational, Kean Stage Continues International Film Festival*
- *Tying the Knot at Kean University, Have your moment be unique and elegant*
- *Child-Centered on the University Level, Kean University Childcare and Development Center Launches Kindergarten and Continues to Care for the Communities Children.*

Kean Current: Fall 2012

- *Holocaust Suite, An Artists Interpretation of Man's Inhumanity to Man*
- *Gateway to Kean, An Inviting Entrance Building in Progress*
- *This is Kean, A Message From Kean University President Dr. Dawood Farahi*
- *Up Close and Personal, Realizing Dreams at Kean*
- *Asian Studies Reaching New Heights at Kean and Abroad, Development and Expansion of an Asian Studies Program*
- *Serenity at Kean, Assisting Students Adapt to the Atmosphere of College*
- *Liberty Hall Events*
- *The White Pages Series, Politics and Policies Brought to Light*
- *College for Kids, Actualizing Youth Potential One Child at a Time*
- *Faceoff on Foreign Turf, Kean Lacrosse Players Compete on the International Level*

- *Jones Goes International, Poised to Play Basketball in Norway*
- *Kean Athletics*
- *Premier Stages Presents, A Theatrical Performance Geared to Get Out The Vote*
- *Kean University Galleries*
- *Hitting The High Seas, Kean University Builds on a Sailing Team in Ocean County*
- *Off Campus Oasis, Rock 'n' Joes Celebrates its First Year At the Union Train Station*
- *Inaugural Center For Nursing Research Summit, Using Research & Evidence to Transform Health Care in Contemporary Society*
- *Kean University Pre-Law Society, Providing Future Litigators a Vital Career Base*
- *Supporting The Right Side, Kean University Receives Grant to Support the Arts*
- *Kean Gives New Meaning to Accessibility With New App, The iPad Kean Magazine App will allow students and faculty to be constantly in touch with Kean University News and Resources*
- *Kean University's Homecoming, A Fun Fiesta for the Whole Family.*
- *Presidents Farahi's Personal Initiation*
- *Educating Future Freshman in Sustainability, High School Students Learn the Life-Cycle and Value of Composting at Kean University*

Kean Current: Spring 2013

- *Great Opportunities Abound at Kean, A Message From Ada Morell, Kean's Chair of the Board of Trustees*
- *A Movement of Improvement, Kean's Dedication to Service*
- *Blue and White Kean Tribute, Observing Veterans Day at Kean*
- *Teacher of the year, Nurse of the Year, Kean University Alumna Names New Jersey Teacher of the Year, Kean University Alumna Named New Jersey Nurse of the Year*
- *Kean Professors Earns NJPHA President's Award, recognize as a Pioneer for an Innovative Online Health Course*
- *Rewriting the Course of History, Students Interacting With Their Lessons*
- *Social Skills Program For Children With ASD, Interactive Activities Increase Social Skills for Children*

- *A New Addition To Kean's Graduate Programs, Masters of Arts In School Counseling and LPC Qualifications Program*
- *Kean University Center For History, Politics and Policy, Connecting Global Issues With the Community*
- *Sharing the Voices Of Witnesses With the World, Dr. Dennis Klein Takes Research to Poland*
- *Lessons of the Holocaust, Holocaust Survivor Enlightens and Impassions Kean Students*
- *Ring for Service, The Roles of Servants in a Country House*
- *Quilting For Advocacy, Gallery Opens with a Humanitarian Purpose*
- *Wrapping Up the 2012 Season, Fall Season Report*
- *NJAC Players of the Year*
- *Flip This, Kean Student Completes Stunning Feat*
- *NFL Training, Student Gain Experience from the Big Leagues*
- *Scholarships Awarded, The Kean University Foundation Honors Its Scholarship Recipients*
- *Kean: A Pioneer in Social Media, Kean Xchange Receives MarCom Gold Award*
- *Transforming the Information Technology Industry, Kean Professors Document the Benefits of Increased Efficiency*
- *Greek Life on the Kean University Campus, Extending Community Service to Every Student*
- *The Gateway Building, Kean University and Ocean County College Set to Open the First Joint Academic Building in Toms River*
- *Campus Media in China, Kean University Students in Wenzhou Form Their First Campus Organization*
- *Kean City Make Case for New Midtown Elizabeth Train Station, Tells State and Federal Panel, Improve Public Transportation and Revitalization Will Follow*
- *March Against Cancer, Student Organization Hosts Kean University Relay for Life*
- *The Green Machine, Composter Reaches 100 Tons*
- *Kean Unveils Exciting New Campus Experience, Social Media Connects with Social Life*
- *Biotechnology Club Event at This STEM Building, Science Carnival for Youth Hosted by Kean Students*

- *Kean Students Are Jersey Strong, Lending a Helping Hand After Hurricane Sandy*
- *Kean Ocean: A Partnership on The Rise, Providing a World-Class Education Across the State*

Kean Current: Special Edition, March 2013

- *'Live-Changing' Moment, China Campus takes big step forward*
- *Shining a Light on History, Research at Liberty Hall Museum*
- *Ursino Earns Rave Reviews for Great Food and Gratitude for Supporting Kean Scholarships, Wine, dine and help our students earn a college degree*
- *Highlands Environmental Sciences Education Center*
- *Kean Campus Campaigns for Human Rights*
- *Becoming a Citizen Workshop at Kean, Senator Raymond Lesniak and Congressman Albio Sires Host a Citizen/Immigration Workshop with Special Guest Congressman Luis Gutierrez*
- *NJ Resources for Business Growth*

Appendix 6.16

Leadership Forum Meeting Dates, Membership List, Attendance
Lists and Agendas

Appendix 6.16: Leadership Forum Meeting Dates, Membership List, Attendance Lists and Agendas

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2012-06-27 Leadership Forum Attendance
2012-07-25 Leadership Forum Agenda
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2013-11-21 Leadership Council Attendance

Leadership Forum

Wednesday, January 25, 2012

930am

K-130

I. Welcome

II. Discussion Items:

Kate Henderson

1. Textbooks and Instructor Manuals
2. Late receipt and administration of Sir II's.
3. Failure of departments to do peer reviews of all Fall adjunct Faculty
4. Failure of departments to do peer reviews of those on their 3 year cycle
5. Half Semester Faculty still not being properly compensated
6. Courses being offered for 45 contact hours for 1 student credit
7. Copy of Power Points given from all VP's and Deans at the last BOT retreat day. (Most especially personnel flow charts).
8. No notification to KUAFF of adjuncts who are quitting, or, having to leave for personal or medical reasons
9. Timing on Inquiries and Info requests – We are still missing information we asked the president for back in September. We cannot keep cc-ing the world on every inquiry.
10. Access to classrooms remains a real problem. 20 minutes out of a 50 minute class is lost regularly waiting to get access to a classroom.
11. Status update on fires set in women's lavatory in CAS and Willis, disrupting classes
12. What is the status of "Live25" which I trained on and was really excited about, not Kean Exchange
13. Expected date for issuance of adjunct contracts for Winter and Spring Semesters.
14. Confusion on the posting of course syllabi for students. Rather than have the posters name, which is the department secretary or aide, should not the faculty's name appear in its place.
15. Students from Weekend College have asked about when they have to spend their bonus kean dollars, does it carry through to the spring semester, or do they lose it at the end of the fall semester.
16. Campus Alert update. The last situation, allegedly students and faculty were never notified, and this comes from the students.
17. E- Notices to Faculty have become a child's game of "telephone" and misunderstandings are regularly happening.
18. Update on NCAA situation
19. Update or written draft of Upcoming Middle States Report due in March

III. New Business

Leadership Forum Attendance
 Kean Hall
 930am AM, K-130
 January 25, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Dawood Farahi	University President	dfarahi@kean.edu	
Carlos Gonzalez	Police Union	cgonzale@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Adetokundo Thompson	Student Org President	thompade@kean.edu	
Vincent Kearney	Police Union	vkearney@kean.edu	
Barry Mascari	Senate Faculty President	jmascari@kean.edu	Y
Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Kristie Reilly	VP Research & Instructional Advancement	kreilly@kean.edu	N
Andrew Rettberg	CWA President	arettber@kean.edu	Y
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	
Michael D'Ambrisi	GCPTC President	dambrism@kean.edu	
Daniela Catrocho	Assistant to VP Research	dcatroch@kean.edu	N

Leadership Forum

Wednesday, June 27, 2012

1030am

K-130

- I. Welcome**
- II. No agenda items submitted**
- III. New Business**

Leadership Forum Attendance
 Kean Hall
 1030 AM, K-130
 March 7, 2012 (re-sch from 2/29)

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Dawood Farahi	University President	dfarahi@kean.edu	
Carlos Gonzalez	Police Union	cgonzale@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	
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Vincent Kearney	Police Union	vkearney@kean.edu	
Barry Mascari	Senate Faculty President	jmascari@kean.edu	Y
Jeff Toney	VPAA	jetoney@kean.edu	
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	
Steve Pinto	IFPTE President	spinto@kean.edu	
Kristie Reilly	VP Research & Instructional Advancement	kreilly@kean.edu	
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	
Michael D'Ambrisi	GCPTC President	dambrism@kean.edu	
Daniela Catrocho	Assistant to VP Research	dcatroch@kean.edu	

Leadership Forum Attendance
 Kean Hall
 1030 AM, K-130
 April 25, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Dawood Farahi	University President	dfarahi@kean.edu	
Carlos Gonzalez	Police Union	cgonzale@kean.edu	
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Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Kristie Reilly	VP Research & Instructional Advancement	kreilly@kean.edu	
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Michael D'Ambrisi	GCPTC President	dambrism@kean.edu	
Daniela Catrocho	Assistant to VP Research	dcatroch@kean.edu	

Leadership Forum Attendance
Kean Hall
1030 AM, K-130
May 23, 2012(cancelled not enough response)

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
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Carlos Gonzalez	Police Union	cgonzale@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Robert Lerner	Student Org President	lernrobe@kean.edu	
Adetokundo Thompson	Student Org President	thompade@kean.edu	
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Andrew Rettberg	CWA President	arettber@kean.edu	
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Michael D'Ambrisi	GCPTC President	dambrism@kean.edu	
Daniela Catrocho	Assistant to VP Research	dcatroch@kean.edu	

Leadership Forum Attendance
 Kean Hall
 1030 AM, K-130
 June 27, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	N
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	N
Dawood Farahi	University President	dfarahi@kean.edu	
Carlos Gonzalez	Police Union	cgonzale@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Robert Lerner	Student Org President	lernrobe@kean.edu	
Vincent Kearney	Police Union	vkearney@kean.edu	
Barry Mascari	Senate Faculty President	jmascari@kean.edu	
Jeff Toney	VPAA	jetoney@kean.edu	N
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Kristie Reilly	VP Research & Instructional Advancement	kreilly@kean.edu	
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Michael D'Ambrisi	GCPTC President	dambrism@kean.edu	
Daniela Catrocho	Assistant to VP Research	dcatroch@kean.edu	

Leadership Forum

Wednesday, July 25, 2012

1030am

K-130

- I. Welcome
- II. Alyce Franklin Owens:
 - a. 2012-2013 budget briefing
- III. James Castiglione:
 - a. Productive local negotiations
 - b. Presidential Scholars Challenge Grant Program
 - c. Assessment Coordinator duties & compensation
 - d. SIR II policies
 - e. Lecturers
 - f. China Campus
 - i. Faculty hiring process
 - ii. Academic program approval & details
- IV. New Business

Leadership Forum Attendance
 Kean Hall
 1030 AM, K-130
 July 25, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Dawood Farahi	University President	dfarahi@kean.edu	
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
Adam Shubsda	Police Union	ashubsda@kean.edu	Y**
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	N
Robert Lerner	Student Org President	lernrobe@kean.edu	Y**
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	Y
Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Kristie Reilly	VP Research & Instructional Advancement	kreilly@kean.edu	
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma	GCPTC President	Rubix512@yahoo.com	Y**

**Adam not available, sending Lt. Lopez, Sgt. Kearney and Officer Coll

**Robert Lerner not available, sending Walter Diones, Treasurer

**Ruth Ma not available, sending Lester Bosea Council Member for GPSC

Leadership Forum

Wednesday, August 29, 2012

9am

K-130

- I. Welcome
- II. Phil Connelly
 - a. Clarification on the Leadership Forum
- III. Kate Henderson
 - a. Accreditation Update
 - b. Risk Management Issue
 - c. Health Issue
 - d. Construction update on 2012-2013 projects
 - e. Technology
 - f. Academics:
 - i. Update on KeanWenzhou
 - ii. VPAA implement policy's
 - iii. Request to utilize Mid Term Grading in KeanWise
 - g. Campus Safety
 - h. Course descriptions in Undergraduate Catalog – updates
 - i. Update on Fall Weekend College discounts for upcoming academic year
 - j. Administrative Issues
- IV. Steve Pinto
 - a. Concern of I.F.P.T.E
 - i. Outsourcing of work to outside contractors
 - ii. Work that could be performed by in house staff
- V. New Business

Leadership Forum Attendance
 Kean Hall
 9am, K-130
 August 29, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
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Steve Pinto	IFPTE President	spinto@kean.edu	Y
Kristie Reilly	VP Research & Instructional Advancement	kreilly@kean.edu	N
Andrew Rettberg	CWA President	arettber@kean.edu	N
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma	GCPTC President	Rubix512@yahoo.com	Y**

** ,Lester Bosea GPSC counil representative

Leadership Forum

Wednesday, September 26, 2012

930am

K-130

I. Welcome

II. Phil Connelly

a. Clarification on the Leadership Forum

b.

- i. In general the Forum is not the venue for problem resolution; though representatives may receive guidance concerning the appropriate venue for issues to be addressed with the University structure.
- ii. The Leadership forum is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Forum provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.
- iii. Among the Visiting Team's recommendations is the following:
"Kean's president, board members, administrative and faculty leaders spoke eloquently about the students of Kean and the importance of institutional transformation in sustaining mission. The team recommends that the leaders of each constituency and among constituencies should find ways to articulate the shared vision about mission more frequently and broadly across the institution."

III. New Business

Leadership Forum Attendance
 Kean Hall
 930am, K-130
 September 26, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
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Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Diane Schwartz	Atrium VP Research & Instructional Advancement	dschwart@kean.edu	N
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma	GCPTC President	Rubix512@yahoo.com	

Leadership Forum Attendance
 Kean Hall
 930am, K-130
 October 31, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	
Dawood Farahi	University President	dfarahi@kean.edu	
Felice Vazquez	Counsel	fvazquez@kean.edu	
Adam Shubsda	Police Union	ashubsda@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	
Robert Lerner	Student Org President	lernrobe@kean.edu	
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	
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Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	
Steve Pinto	IFPTE President	spinto@kean.edu	
Diane Schwartz	Atrium VP Research & Instructional Advancement	dschwart@kean.edu	
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	
Ruth Ma	GCPTC President	Rubix512@yahoo.com	
Mario Fernandez	Alternate Student Trustee	femario@kean.edu	

Leadership Forum

Wednesday, November 28, 2012

930am

K-130

I. Welcome

II. Felice Vazquez:

1. Brief explanation/reminder of this call for proposals
2. Reminder of the Dean search committee- meet the candidates meetings and brief description (basically what's in the University relations email)
3. Recognition of both teacher of the year and nurse of the year – Kean alums;
4. Report on our assistance related to our Ocean community?
5. Also- I believe on Jan. 17th we are having a professional development workshop on faculty advisement with someone named Charlie Nutt?
6. New recruitment video

III. Kate Henderson:

1. Update on what happened during Sandy on all Kean campuses.
2. How will lost class time impact Kean
3. How did Kean deal with Overseas and out of State Students? Lots of rumors about them were being told to hang out at the mall.
4. Deal's being cut by Chairs and ED's with adjuncts for work not approved by the union.
5. Payroll Portal - Kudos to Kate Garra and Payroll Dept for going green
6. Job descriptions for two new Assoc. VPAA's. Who does what, so people know who to go to for what?
7. Concert Artist Fall Jazz Concert Event Announcement
8. Required Adjunct meetings being held by departments without union notice or VPAF (Labor Negotiator for Kean) approval
9. Date contracts can be expected to be distributed to Adjuncts for spring 2013 Semester
10. Umpteenth request for public notice to be posted in the Administrative news (University Relations updates) about new hiring of administration, staff, etc..listing their new positions and locations, any promotions from within, etc....
11. Request for a faculty, staff, employee discount for Campus Meals.
12. Status on Atomic Learning certificate program for entire campus (Student and Faculty) for free. I have the stats of how many have thus far used it at Kean, and updated access instructions.

IV. New Business

Leadership Forum Attendance
 Kean Hall
 930am, K-130
 November 28, 2012

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	N
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
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Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Diane Schwartz	Iterim VP Research & Instructional Advancement	dschwart@kean.edu	Y
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma	GCPTC President	Rubix512@yahoo.com	
Mario Fernandez	Alternate Student Trustee	femario@kean.edu	

Mr. Richard Trabert- BOT member attending
 Ruth Ma sending Kris Engel in her place

Leadership Forum

Wednesday, January 30, 2013

930am

K-130

I. Welcome

II. Discussion Items:

Steve Barandica

1. Involvement Center

Robert Lerner

1. Technology in the classroom
2. Student Accessibility to laptops

Audrey Kelly

1. Geoffrey Canada, Tues., March 5
2. Human Rights Conference #ENOUGH! , Fri., March 8

Jeff Toney

1. Course scheduling
2. Professional development workshops

Steve Pinto

1. Payroll portal (off campus access)

Kate Henderson - KUAFF (AFT Local 6024) Issues:

1. Payroll Portal for Access off Campus
2. \$10.00 fee to use MS Office 2010 Downloaded off the OCIS Website
3. Missing Signed MOA's
4. Contracts for spring 2013 Semester, where are they?
5. Class Caps
6. Student Overloads
7. Moody's Rating Drop for Kean & Foundation
8. Keys & Codes
9. Reversal of 6 credit limits with no exceptions which were imposed by VPAA per statements and said to be reversed in conversation made by Kean to OER
10. Calendar & Contracts
11. "Promissory Estoppel" Issues

12. Explanation as to the 6 credit limit (no exception) fiasco:

1st excuse: MOA dating back to 2003 allegedly limiting adjuncts? (wrong)

2nd excuse: The Adjunct Contract states adjuncts cannot teach more than 6 credits per semester? (Wrong)

3rd excuse: Adjuncts teaching 9 credits per semester would be problematic for Kean when it comes to Obama's ACA, (Wrong It deals with anyone teaching more than 30 hours per week. Even if we factored in the Carnegie hours onto the credit hours that would only come to 27 hours per week for three – 3credit courses. Still under the 30 hour ceiling

4th excuse: Low Enrollment requiring mass cancellations on Jan. 4th (Wrong) why were many of them restored and outside adjuncts hired in place of those who were originally assigned to the courses.

5th excuse: Dean's no longer make decisions concerning their respective College's. Now the VPAA makes all class assignment decisions?

6th excuse: Kean cannot pay its employees, not even the adjuncts?

13. Chairs and Depts. cutting deals with adjuncts without clearing it with Union and PC as Chief Labor Negotiator

14. Request for a separate "Labor Leadership Forum" to deal strictly with Union matters, which was the original membership when the "Leadership Forum" was first started under President Esposito's leadership. The current Leadership Forum has morphed into a mini-UPC, with most of all the same members.

15. Security and Lockdown Issues

16. Communication about what is going on, instead of us having to read about Kean in the newspapers.

17. Kean-Ocean and Kean China

18. Bb 9.1 training and required migration from Bb 8.0 ending in the spring.

19. Are there any other Kean faculty teaching Synchronous (live-online) classes besides me? Or, are they strictly doing, Bb assignments, self directed assignments via email, and Asynchronous learning?

James Castiglione

1. Overload policy and rationale
2. SIR II policy
3. Final list of SP 2013 course cancellations
4. University closing policy

III. New Business

Leadership Forum Attendance
 Kean Hall
 930am, K-130
 January 30, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
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Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
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Pat Ippolito	Senate Faculty President	pippolit@kean.edu	Y
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Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
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Joe Gasparro	CWA Vice President	jgasparr@kean.edu	N
Ruth Ma **	GCPTC President	Rubix512@yahoo.com	Y
Steven Barandica	Student Trustee	barandis@kean.edu	Y
Mario Fernandez	Alternate Student Trustee	femario@kean.edu	Y

****Kris Engel, GPSC Treasurer, will be attending on behalf of Ruth Ma for the semester**

Leadership Forum

Wednesday, February 27, 2013

930am

K-130

I. Welcome

II. Discussion Items:

Phil Connelly

1. In general the Forum is not the venue for problem resolution; though representatives may receive guidance concerning the appropriate venue for issues to be addressed within the university Structure.
The Leadership forum is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Forum provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

Janice Murray-Laury

1. Upcoming Events

James Castiglione

1. Large lecture class changes
2. List of 40 faculty positions and types for Fall 2013
3. Final list of SP 2013 course cancellations
4. SIR II policy
5. Overload policy and rationale

Ruth Ma

1. Blackboard issues

III. New Business

Leadership Forum Attendance
 Kean Hall
 930am, K-130
 February 27, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	N
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
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Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma **	GCPTC President	Rubix512@yahoo.com	Y
Steven Barandica	Student Trustee	barandis@kean.edu	Y
Mario Fernandez	Alternate Student Trustee	femario@kean.edu	N

****Kris Engel, GPSC Treasurer, will be attending on behalf of Ruth Ma for the semester –not attending this date**

Leadership Council

Wednesday, March 27, 2013
930am
K-130

I. Welcome

1. The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items:

Janice Murray-Laury

1. Upcoming Events

Ruth Ma

1. Gym issues and East Campus plasma screens

James Castiglione

1. Professional Staff Performance-Based promotions
2. Summer teaching assignments policy for full-time faculty and staff
3. Re-establishing the Career Development Committee
4. SIR II student evaluations - consulting with ETS

Kate Henderson

1. **Calendar:** Why was the KUAFF left out of any and all discussion or consultation over the calendar when student groups were included on the scheduling committee?
What is the calendar which has been decided on and when was it finalized?
2. **Campus WI-FI:** Students in Dorms are still complaining they are not getting reliable Wi-Fi
Wi-Fi Strength in the Library continues to be intermittent and weak.
3. **Fall 2013 Re-registration:** Why were only resident faculty and the University President listed with their names and corresponding Course offerings in the Course Fall Catalog, but, no other faculty names.
Students want to know who they are taking their classes from.
4. **Workload:** The Administration indicated to OER that the Kean administration was restoring things back to the way they were back in the Fall 2012 Semester, however, adjunct faculty remain being told they cannot teach more than 6 credits by their chairpersons and ED's. Where is this guideline in writing, and was the union ever apprised?
Can the University place a hiring freeze on the hiring of any new adjunct faculty being hired, until all currently employed adjuncts have had the opportunity to accept assignments before outsourcing?

5. **University Guidelines, Practices, Policies and Procedures:** Since as the VPAF told us last meeting, that only BOT's can make Policies. Where can all the University Guidelines, Practices, Policies and Procedures are found? It appears documents are being created on demand rather than after discussion and being processed through the shared governance procedure and propoerted to be a guideline, practice, policy and procedure.
6. **Dorm Issue:** Air quality and leaking bathrooms, which cause mold living environments
7. **Fall Weekend College Calendar:** When will this be published?
8. **Class Caps:** Where are all the reports we have requested these past two months? The only one we have thus far received is the one received today from VPAF for a copy of PPT Presentation at the BOT's Meeting.

III. New Business

Leadership Council Attendance
 Kean Hall
 930am, K-130
 March 27, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
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Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
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Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma **	GCPTC President	Rubix512@yahoo.com	Y
Steven Barandica	Student Trustee	barandis@kean.edu	Y
Mario Fernandez	Alternate Student Trustee	femario@kean.edu	Y

****Kris Engel, GPSC Treasurer, will be attending on behalf of Ruth Ma for the semester –not attending this date**

Leadership Council

Wednesday, April 24, 2013
930am
K-130

I. Welcome

1. The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items:

James Castiglione

1. Please provide a list of all sabbatical applicants and sabbatical awards for 2013-2014 academic years.
2. Announcement of Performance Based Promotions opportunities for Professional Staff.
3. Please provide a list of all large lecture classes for Fall semester being "piloted" or otherwise planned. Please provide instructor name, course name and details, and class size.
4. Teaching schedule and assignment for faculty in Graphics Communication program.
5. Listing of faculty names on KeanWise.
6. Listing of "pending" classes on KeanWise.

Kate Henderson

1. How can faculty put in their book orders, without knowing what courses they are supposed to teach in the Fall?
2. How can students sell back books to the book store without knowing what faculty needs and will use what textbooks?
3. All faculty (resident and non-resident) have to migrate Bb 8.0 over to Bb 9.1 at the end of the Spring Semester, how are we supposed to do this if we don't have course assignments, so it can create course shells for us to migrate all the material over to?
4. Where is the definition of "On-Line" and "Web Enhanced" for students to fall back on when they are registering?
5. Update on Sir II's for LC and safety issues

III. New Business

Leadership Council Attendance
 Kean Hall
 930am, K-130
 April 24, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	N
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
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Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma **	GCPTC President	Rubix512@yahoo.com	N
Steven Barandica	Student Trustee	barandis@kean.edu	Y
Mario Fernandez	Alternate Student Trustee	femario@kean.edu	

BOT Mike D'Agostino attending

Leadership Council

Wednesday, June 26
930am
K-130

I. Welcome

1. The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items:

Strawberry Gallagher (attending on behalf of Ruth Ma)

1. WIFI issues
2. Speech computer lab
3. Security Booth at bridge connecting East Campus to the STEM parking lot
4. Plasma screens in East Campus lounge
5. Gym Equipment repairs

Pat McManimon (attending on behalf of Kate Henderson)

1. Please provide a list of all sabbatical applicants and sabbatical awards for 2013-2014 academic year
2. Please provide a list of all large lecture classes for Fall semester being "piloted" or otherwise planned. Please provide instructor name and details including class size.
3. Listing of "pending" classes on KeanWise
4. June 13th memo re: Full Time Faculty Requirements
5. Summer I compensation for Program Coordinators and Chairs
6. Summer II compensation for Program Coordinators and Chairs
7. Status of Professional Staff Performance-Based Promotion
8. Details including new charge and membership list of Task Force on Advisement
9. SIR II update

III. New Business

1. Tuition Rates 2013-2014
2. Leadership Council meetings for Jul & Aug

Leadership Council Attendance

930am, K-130

June 26, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	N
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Adam Shubsda	Police Union	ashubsda@kean.edu	N
Kate Henderson**	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Chazz Fallenz	Student Org President	fellench@kean.edu	
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	N
Jeff Toney	VPAA	jetoney@kean.edu	N
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Diane Schwartz	Interim VP Research & Instructional Advancement	dschwart@kean.edu	Y
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma **	GCPTC President	Rubix512@yahoo.com	Y
Mario Fernandez	Student Trustee	femario@kean.edu	Y
	Alternate Student Trustee - TBA		

**Strawberry Gallagher attending for Ruth Ma

**Pat McManimon attending for Kate Henderson

Leadership Council

Wednesday, July 31, 2013
930am
K-130

I. Welcome

1. The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items:

Kate Henderson

1. Suggests consideration of a date change and or time for future Council meetings (conflict with Council of Deans)

III. New Business

1. Leadership Council meetings for Jul & Aug

Leadership Council Attendance

930am, K-130

July 31, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	
Audrey Kelly	Media and Publications	aukelly@kean.edu	
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
Adam Shubsda	Police Union	ashubsda@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Chazz Fallenz	Student Org President	fellench@kean.edu	Y
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	
Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	
Diane Schwartz	Interim VP Research & Instructional Advancement	dschwart@kean.edu	N
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Ruth Ma **	GCPTC President	Rubix512@yahoo.com	
Mario Fernandez	Student Trustee	femario@kean.edu	
	Alternate Student Trustee - TBA		

**Strawberry Gallagher attending for Ruth Ma

Leadership Council

Thursday, September 26, 2013
930am
K-130

I. Welcome

1. The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items:

James Castiglione

- Arbitration ruling banning capping of overload teaching.
- List of cancelled classes for Fall 2013
- List of full-time faculty resignations from May 1, 2013 to present date
- Enrollment numbers: FTFTFs; transfers; total at Union campus; total headcount and FTEs at Kean@OCean; total headcount and FTEs at China campus
- Mandatory training resolution from BOT meeting
- Reassignment of GCOM faculty

Kate Henderson

Actual Enrollment numbers for:

- Kean (Union)
- Kean (cc)
- Kean (Wenzhou)
- Total including all satellite campuses
- Spring Calendar for 1st and 2nd Half Semesters
- Determination on Classes being held on the Wednesday before Thanksgiving at Kean-OCC. Statistically students' attendance is way off as OCC is formally closed. While we do have our own building, not all Kean-OCC classes are held in that building.
- Status on how Spring courses
 - When will they be posted?
 - Will Instructors names where possible accompany the postings?
 - When does registration begin and Close?
- Will there be a Winter Intercession this year? If so how will it be impacted by the 3 day teaching restrictions on adjunct faculty from ACA?
- Will adjuncts be prevented from Teaching Summer I and Summer II Courses as well?

- Request from Adjuncts to Have Evening Professional Development Classes Offered
- Better communication is needed about “Atomic Learning”
- Doors leading into Buildings need to be visibly numbered above the doors, so if there are four or five access doors to a particular building, a student or staffer calling into Kean police can properly and quickly identify which entrance needs security or police attention.
- Interoffice Mail Issues
- My School Building facilities online program

III. New Business

- Leadership Council meetings re-scheduled to Thursdays @ 930am

Leadership Council Attendance
930am, K-130
September 26, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	N
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
Adam Shubsda	Police Union	ashubsda@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Chazz Fallenz	Student Org President	fellench@kean.edu	N
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	
Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	N
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Diane Schwartz	Interim VP Research & Instructional Advancement	dschwart@kean.edu	
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Jason Sieira	GCPTC President	sieiraj@kean.edu	N
Mario Fernandez	Student Trustee	femario@kean.edu	
Rachel Syko	Alternate Student Trustee	sykor@kean.edu	N

Leadership Council

Thursday, October 31, 2013
930am
K-130

I. Welcome

The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items: James Castiglione

- Status of KeanWise and registration process.
- Use of "Pending" designation for assigned classes.
- List of untenured faculty in each class and a list of those who received non-reappointment notices or letters with VPAA's recommendations for non-reappointment.
- Reassignment of GCOM faculty
- Compensation for Chairs and Program Coordinators in the College of Visual & Performing Arts.
- Plans including timelines for new construction projects.

Kate Henderson

- Update on Permanent Replacements for:
 - Director of Library
 - Assessment and Middle States Director
 - BlackBoard Directorand those we do not even know about yet who have either quit or were let go.
- Status on "Pending" Courses for Spring Semester
- Sir II's (Electronic or Paper) for this year.
- Wenzhou-Kean University
- Concern for Stair Safety on the two story stairwell located at the entrance of Green Lane New Building when there is ice or inclement weather
- Update on Swipe Card Access
- Kean (Union) to Kean-OCC interoffice Mail Issue
- ZipCars?

- Winter Intercession (5 days per week) as it affects Part Time Faculty and current NJ Pension and Medical dictates
- Issue concerning the numbering of Building Doorways to more easily identify Building entrance to Campus Police in an emergency
- Update on number of Courses which actually ran for the 2013 Fall Semester compared to last Fall 2012.
- Update on Experimental Remedial Math Program involving our most vulnerable Math Challenged students in class sizes of 50. How many failed mid terms??? How is it that students can pass their online homework assignments but fail classroom tests on the same material. Veracity of students actually doing their own work is in question.
- Customer Service for outsiders calling into Kean. If it is frustrating for in house students, faculty and staff to connect to a living person, what is the outside prospective students having to deal with.
- Issue of keeping main campus switchboard open during all hours of Kean Academic Operation (especially from 4:30pm-10:00pm).
- Update on New Academic Building in VE Parking Lot.
- Request to videotape/record Webinars for many meetings being held for Faculty and Staff, thus permitting all faculty and staff to access information who are unable to physically attend. Especially those off campus

III. New Business

- Discuss date to submit agenda items

Leadership Council Attendance
930am, K-130
October 31, 2013

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
Adam Shubsda	Police Union	ashubsda@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	Y
Chazz Fallenz	Student Org President	fellench@kean.edu	
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	Y
Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	Y
Diane Schwartz	Interim VP Research & Instructional Advancement	dschwart@kean.edu	Y
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Jason Sieira	GCPTC President	sieiraj@kean.edu	Y
Mario Fernandez	Student Trustee	femario@kean.edu	
Rachel Syko	Alternate Student Trustee	sykor@kean.edu	

Leadership Council

Thursday, November 21, 2013
930am
K-130

I. Welcome

The Leadership Council is, essentially, a collaborative, information sharing, advisory board that represents various administrative, academic and collective bargaining unit constituencies throughout the university. The Council provides the context for the free exchange of ideas and concerns through mutual respect ultimately enabling all represented parties to work collaboratively towards the fulfillment of the University mission.

II. Discussion Items: James Castiglione

1. Resolution of plagiarism complaint
2. Formal end of "Pending" designation for assigned classes.
3. a) List of untenured faculty in each class, and
b) List of those who received non-reappointment notices or letters with VPAA's recommendations
for non-reappointment
c) List of those whose negative recs were overturned by the president
4. Details on proposed Recovery High School.
5. Enrollments for Spring 2014: Union campus, Kean @Ocean, China
6. Plans including timelines for new construction projects.
7. Enforcing procedural integrity in Professional Staff evaluations
8. Announcement for Performance-Based Promotions for Pro Staff
9. Advisement Task Force - extending Summer Session I past June 30 requires negotiations.

III. New Business

Leadership Council verbiage

Leadership Council Attendance
 930am, K-130
 November 21, 2103

Name	Organization	E-Mail	RSVP
Suzanne Bousquet	Chair of UPC	sbousque@kean.edu	Y
James Castiglione	President of KFT	jcastigl@kean.edu kft2187@rcn.com	Y
Audrey Kelly	Media and Publications	aukelly@kean.edu	Y
Phil Connelly	VP Administration & Finance	pconnell@kean.edu	Y
Felice Vazquez	Counsel	fvazquez@kean.edu	Y
Adam Shubsda	Police Union	ashubsda@kean.edu	
Kate Henderson	KUAFF Adjunct Union	kathleenh1@aol.com	
Chazz Fallenz	Student Org President	fellench@kean.edu	
Pat Ippolito	Senate Faculty President	pippolit@kean.edu	Y
Jeff Toney	VPAA	jetoney@kean.edu	Y
Janice Murray-Laury	VP Student Affairs	jmurray@kean.edu	Y
Steve Pinto	IFPTE President	spinto@kean.edu	
Diane Schwartz	Interim VP Research & Instructional Advancement	dschwart@kean.edu	Y
Andrew Rettberg	CWA President	arettber@kean.edu	
Joe Gasparro	CWA Vice President	jgasparr@kean.edu	Y
Jason Sieira	GCPTC President	sieiraj@kean.edu	Y
Mario Fernandez	Student Trustee	femario@kean.edu	
Rachel Syko	Alternate Student Trustee	sykor@kean.edu	

Appendix 6.17

President's Task Force – Membership List

Appendix 6.17: President's Task Force: Membership List

Barry Mascari

Dan ODay

Chazz Fallenz

Dawn Dowd

Denise Mancarella

Felice Vazquez

Holly Logue

Janice Murray-Laury

Jessica Adams

Joy Moskovitz

Kate Henderson

Ken Wolpin

Linda Bradbury

Morgan Laury

Pat Ippolito

Patrica Martino

Philip Connelly

Rich Bakker

Ruth Griffith

Sharon Haussmann

Sophia Howlett

Stephen Kubow

Susan Polirstok

Suzanne Bousquet

Tafadzwa Mushandu

Appendix 6.18

Negotiation Meeting Dates with the Collective Bargaining Units

Appendix 6.18: Negotiation Meeting Dates with the Collective Bargaining Units

TABLE OF CONTENTS

Please click on the links below to view specific Leadership Forum materials:

CWA/ IFPTE Contract Meetings

Fall 2013 and Spring 2014 IFPTE Meetings

Fall 2012 and Spring 2013 IFPTE Meetings

Fall 2011 and Spring 2012 IFPTE Meetings

Fall 2013 and Spring 2014 CWA Meetings

Fall 2012 and Spring 2013 CWA Meetings

Fall 2011 and Spring 2012 CWA Meetings

Agenda for December 17, 2013 Meeting

Agenda for December 11, 2013 IFTPE Meeting

Agenda for November 13, 2013 IFTPE Meeting

Agenda for October 24, 2013 IFTPE Meeting

Agenda for September 18, 2013 IFTPE Meeting

Agenda for June 25, 2013 Meeting

Agenda for September 11, 2012 IFTPE Meeting

Agenda for December 12, 2012 IFTPE Meeting

Agenda for January 9, 2013 IFTPE Meeting

Appendix 6.18: Negotiation Meeting Dates with the Collective Bargaining Units

CWA/ IFPTE Contract Meetings

2013

December 11, 2013

November 13, 2013

October 24, 2013- IFPTE only

October 17, 2013-CWA only

September 18, 2013

June 25, 2013- IFPTE only

May 8, 2013

April 10, 2013- Meeting cancelled

March 13, 2013 – CWA only

Feb. 6, 2013- IFPTE only

2012

December 12, 2012

November 14, 2012

October 10, 2012

September 12, 2012

June 20, 2012- CWA only

June 21, 2012- IFPTE only

May 9, 2012- IFPTE only

April 11, 2012- IFPTE only

March 14, 2012

Feb. 8, 2012

January 11, 2012



K E A N
UNIVERSITY

Memorandum

To: Mr. Gerald Newsome, Local 195
Mr. Steve Pinto, Facilities & Campus Planning

From: Faruque Chowdhury, Director of Human Resources

Date: September 11, 2013

Re: Fall 2013 and Spring 2014 IFPTE Meetings

The IFPTE Contract Administration Meetings will be held on at 11 a.m. in the Office of Human Resources Conference Room on the following dates.

September 18, 2013
October 16, 2013
November 13, 2013
December 11, 2013
January 08, 2014
February 12, 2014
March 12, 2014
April 09, 2014
May 07, 2014

Please note that the agenda items need to be provided 1 week prior to the meeting.

If you have any questions, please contact me at extension 73243 or Mrs. Linnette Guardamino at extension 73268.

FC/lg

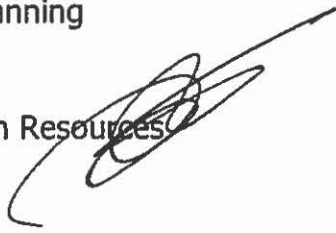
CC: Phyllis Duke



KEAN
UNIVERSITY

Memorandum

To: Mr. Gerald Newsome, Local 195
Mr. Steve Pinto, Facilities & Campus Planning

From: Faruque Chowdhury, Director of Human Resources 

Date: September 6, 2012

Re: Fall 2012 and Spring 2013 IFPTE Meetings

The IFPTE Contract Administration Meetings will be held on at 11 a.m. in the Office of Human Resources Conference Room on the following dates.

September 12, 2012
October 10, 2012
November 14, 2012
December 12, 2012
January 9, 2013
February 13, 2013
March 13, 2013
April 10, 2013
May 8, 2013

Please note that the agenda items need to be provided 1 week prior to the meeting.

If you have any questions, please contact me at extension 73243 or Ms. Tejal Talati at extension 73301.

FC/tb

CC: Phyllis Duke
William Glenn

Tejal Talati

From: Tejal Talati
To: Thursday, September 22, 2011 3:14 PM
'spinto@kean.edu'; 'gerald@local195.org'
Cc: Phyllis Duke; Faruque Chowdhury; William Glenn
Subject: Contract Meeting

The IFPTE Contract Administration Meetings will be held on at 11 a.m. in the Office of Human Resources Conference Room on the following dates.

September 27, 2011
October 12, 2011
November 16, 2011
December 14, 2011
January 11, 2012
February 8, 2012
March 14, 2012
April 11, 2012
May 9, 2012
June 13, 2012

If you have any questions, please contact me.

Tejal Talati
Office of Human Resources
Kean University
Tel: 908-737-3301
Fax: 908-737-3305



KEAN
UNIVERSITY

Memorandum

To: Mr. Andy Rettberg, Facilities & Campus Planning
Mr. Joe Gasparro, Facilities & Campus Planning

From: Faruque Chowdhury, Director of Human Resources

Date: September 11, 2013

Re: Fall 2013 and Spring 2014 CWA Meetings

The CWA Contract Administration Meetings will be held at 10 a.m. in the Office of Human Resources Conference Room on the following dates:

September 18, 2013
October 16, 2013
November 13, 2013
December 11, 2013
January 08, 2014
February 12, 2014
March 12, 2014
April 09, 2014
May 07, 2014

Please note that the agenda items need to be provided 1 week prior to the meeting.

If you have any questions, please contact me at extension 73243 or Mrs. Linnette Guardamino at extension 73268.

FC/lg

CC: Phyllis Duke



KEAN
UNIVERSITY

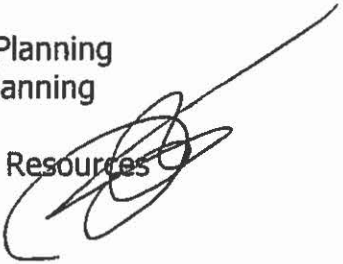
Memorandum

To: Mr. Andy Rettberg, Facilities & Campus Planning
Mr. Joe Gasparro, Facilities & Campus Planning

From: Faruque Chowdhury, Director of Human Resources

Date: September 6, 2012

Re: Fall 2012 and Spring 2013 CWA Meetings



The CWA Contract Administration Meetings will be held at 10 a.m. in the Office of Human Resources Conference Room on the following dates:

September 12, 2012
October 10, 2012
November 14, 2012
December 12, 2012
January 9, 2013
February 13, 2013
March 13, 2013
April 10, 2013
May 8, 2013

Please note that the agenda items need to be provided 1 week prior to the meeting.

If you have any questions, please contact me at extension 73243 or Ms. Tejal Talati at extension 73301.

FC/tb

CC: Phyllis Duke
William Glenn

Tejal Talati

From: Tejal Talati
Date: Thursday, September 22, 2011 3:26 PM
To: 'jgaspar@kean.edu'
Cc: Phyllis Duke; Faruque Chowdhury
Subject: CWA Contract Meeting

The CWA Contract Administration Meetings will be held on at 10 a.m. in the Office of Human Resources Conference Room on the following dates.

October 12, 2011 ✓
November 16, 2011 ✓
December 14, 2011 ✓
January 11, 2012 ✓
February 8, 2012 ✓
March 14, 2012 ✓
April 11, 2012 ✓
May 9, 2012 ✓
June 13, 2012 ✓

If you have any questions, please contact me.

Tejal Talati
Office of Human Resources
Kean University
Tel: 908-737-3301
Fax: 908-737-3305

Linnette Guardamino

From: Joseph Gasparro <jgasparr@kean.edu>
Sent: Monday, December 16, 2013 10:18 AM
To: 'Linnette Guardamino'
Subject: Agenda for Tuesday 12-17-13

Linnette,

Andy asked me to send the agenda in.

The List is:

- 1) Library and Financial Aid Vacation Issues.
- 2) Michelle Smalls
- 3) Shift Differential not being paid
- 4) Facilities Organizational chart

Joe

Linnette Guardamino

From: Steve Pinto <spinto@kean.edu>
Sent: Monday, December 09, 2013 5:28 AM
To: Gerald Newsome; tim@local195.org; Linnette Guardamino; Faruque Chowdhury; Laura Barkley-Haelig; Brian Scott; Phyllis Duke; Kerrin Lyles; Denis Castanon
Subject: I.F.P.T.E CAM agenda 12-11-2013

I.F.P.T.E

Agenda

- 1) Discussion with regard to notification of parking lot closures. On Dec.6,2013 in the a.m maintenance employees were notified that their vehicles needed to be moved from the computer center parking lot or they would be towed. The only prior notification given was by email although the lot was open in the morning for parking.
- 2) Discussion with regard to a date when grievance settlements will be ready for signatures. These include (law and public safety personnel shift bonus payment and Sherray Brooks class completion required).
- 3) Discussion with regard to notification to various department that approval has been granted for the I.F.P.T.E holiday party.
- 4) Discussion with regard to clerk/typist (Dan Mercado). Work that is being performed by Dan is work that is within the scope of a Supply Tech 3 which is in the bargaining unit of I.F.P.T.E Local 195.
- 5) At this meeting a request will be made for a copy of the contract between Kean University and the contractor or contractors who will be performing snow plowing,snow removal (hauling of snow off campus when required) and salting of roadways and walkways. This request will be made for the main campus which is to include residence halls,East Campus,Stem, and Liberty Hall
- 6) At this meeting a request will be made for a copy of the snow plowing/removal,and the salting of roadways and walkways program for in house personnel at the main campus(including residence halls) East Campus,STEM and Liberty Hall. A previous request was unable to be fulfilled until the university met with the contractor or contractors who will be performing snow work.

7) Any other business

Linnette Guardamino

From: Steve Pinto <spinto@kean.edu>
Sent: Tuesday, November 12, 2013 11:58 AM
To: from: Steve Pinto; to: Linnette Guardamino; Gerald Newsome; Faruque Chowdhury; Laura Barkley-Haelig; Brian Scott; Phyllis Duke
Subject: CAM agenda 11/13/13

Agenda

Old business

- 1) Awaiting a decision from the university with regard to Antonio Quimpo clerk/ driver. At our 10/24/13 meeting the university responded that they would seek clarification to see if driving students is within the scope of clerk/driver. I.F.P.T.E claims the clerk driver does not drive students and this is theft of work from our bargaining. V.P Newsome also made a suggestion to the university to changing clerk/driver 12 month title to motor vehicle operator and move both MVO's from dorms to facilities where 12 month operator can be utilized efficiently and move two 10 month MVO's to dorms This was based on Denise Castinon reason for clerk/driver title.
- 2) Any progress with regard to the hiring of additional personnel with titles within the bargaining unit of I.F.P.T.E. The last response 10/24/13 was approval has not been given. If this still holds true who is responsible for granting approval.

New business

- 1) Discussion with regard to the 2013-2014 snow removal program.
- 2) Discussion with regard to advance notice for overtime.
- 3) Letter will be submitted requesting approval for the annual I.F.P.T.E. holiday party for Kean Chapter

Any other business.

Linnette Guardamino

From: Steve Pinto <spinto@kean.edu>
Sent: Thursday, October 24, 2013 7:02 AM
To: Linnette Guardamino; Gerald Newsome; Faruque Chowdhury; Laura Barkley-Haelig; Brian Scott; Phyllis Duke
Subject: CAM agenda 10/24/2013

Agenda

Old business

- 1) Awaiting a response from university with regard to Antonio Quimpo clerk/driver performing the work within the scope of motor vehicle operator which is in the bargaining unit of I.F.P.T.E. This item was listed on the 9/18/2013 agenda and discussed.
- 2) Progress with regard to the hiring of additional personnel with titles within the bargaining unit of I.F.P.T.E
- 3) At our contract administration meeting held on 9/18/2013 the union requested for Denise Castinon to be present at our November meeting to discuss residence life hall monitors doing the duties of a locksmith which is a title in the bargaining unit of I.F.P.T.E

New business

- 1) Continuation of police vehicle being brought to an outside vender for work that can be performed in house.
- 2) Word circulating with regard to shift changes in the department of university center. (Titles in the bargaining unit of I.F.P.T.E)
- 3) Any other business.

Linnette Guardamino

From: Phyllis Duke <pduke@exchange.kean.edu>
Sent: Friday, September 13, 2013 12:28 PM
To: Linnette Guardamino; Brian Scott; Laura Haelig
Subject: RE: IFPTE Agenda (09/18/13 Meeting)

Thank you very much. Please note, there is nothing I can contribute to items #2, #3, and #4. Those are questions for Adam Shubsda and Denis Castanon.

Regards,
Phyllis

From: Linnette Guardamino [<mailto:lguardam@kean.edu>]
Sent: Friday, September 13, 2013 10:34 AM
To: Brian Scott; Laura Haelig; Phyllis Duke
Subject: IFPTE Agenda (09/18/13 Meeting)

Good Morning:

Here is the IFPTE agenda items for 9/18/2013 Meeting.

Thank you

Linnette Guardamino

Agenda

- 1) Discussion with regard to the policy and email responses for outsourcing vehicle maintenance/repairs (campus police)
- 2) Discussion with regard to Personnel orders # 13-031 PO and policy manual chapter 16.1.3 both from the Department of Public Safety/Police Kean University (These policies contain CBA violations)

3) Discussion with regard to Sherray Brookes motor vehicle operator. (Sherray was assigned to clerical work during an investigation of allegation towards her. It was understood to be temporary but has going on for many months.

4) Discussion with regard to Antonio Quimpo clerk/driver performing the work within the of motor vehicle operator which is in the bargaining unit of I.F.P.T.E

5) Hire additional personnel

6) Request for current functional work units as of Sept.1,2013

7) Request for current organizational chart as of Sept. 1,2013

8) Any other business

Please note: Agenda items #1 and #2 may require additional time or attention for a resolution and a special meeting with the university may be requested.

Linnette Guardamino

From: Phyllis Duke <pduke@exchange.kean.edu>
Sent: Tuesday, June 25, 2013 8:20 AM
To: Faruque Chowdhury
Cc: Laura Barkley-Haelig; Brian Scott; Linnette Guardamino
Subject: Re: Agenda for CAM on 6-25-2013

Faruque,

As discussed last week I am at Kean Ocean this morning. Since I did not receive this yesterday, I did not have the chance to review the items with any of the other managers. Therefore, I will not be sending anyone in my place.

Phylliss

Steve Pinto <spinto@kean.edu> wrote:

Good morning everyone,
I somehow overlooked the reply for the meeting conformation so this is why the agenda has been sent at this time. I understand the university may not be able to answer all my agenda items at the meeting but it will be an opportunity to explain clearly what labor is requesting so that management will be able to get the correct answers.

Agenda

- 1) Delay of overtime payment
- 2) Meeting date for the union, university, and CCSI (Custom Care) personnel to sit and discuss the allegations made by one of CCSI personnel against Steve Pinto
- 3) Request for a copy of the contract for the cleaning company who is responsible for the cleaning of the 3rd shift, new residence hall, stem building, and the east campus.
- 4) Discussion with regard to the cost and efficiency analysis Request for a copy the the final report from the company that has done the cost and efficiency analysis.

The roll Yoshi plays in the facilities department. (Forgive me if the spelling is incorrect)

- 5) Discussion with regard to the new work order system

6) Discussion with regard to the hiring of additional personnel

7) Any other business

Tejal Talati

From: Steve Pinto <spinto@kean.edu>
Sent: Tuesday, September 11, 2012 5:54 AM
To: Tejal Talati
Cc: gerald@local195.org; Farque; Laura Barkley-Haelig; Brian Scott; Phyllis Duke; William J. Glenn
Subject: Contract administration meeting agenda

Hi everyone,

Hello everyone.

I apologize for the late arrival of this agenda, but due to the late scheduling, it could not be helped. Per our agreement, future agendas will be submitted one week prior.

- 1) Request will be made at the meeting for an updated functional work unit lists for all those that are in the bargaining unit of I.F.P.T.E
- 2) Request and discussion with regard to the 2012-2013 snow removal plan
- 3) Discussion with regard to grounds worker training for the care of campus athletic fields
- 4) Discussion (for clarification) with regard to the the outsourcing of work completed in the University center which includes spackling and painting of walls outside the theatre, outside wall under windows of game room, and wall located across from game room in between rest rooms.
- 5) Discussion with regard to work being outsourced to Meridian
- 6) Discussion with regard to filling vacancies of the following titles: plumber, mason, electrician, motor vehicle operator, SBMW, and grounds worker

Tejal Talati

From: Steve Pinto <spinto@kean.edu>
Sent: Friday, December 07, 2012 12:49 PM
To: Faruque Chowdhury; Tejal Talati; tim@local195.org; gerald@local195.org; Phyllis Duke; William J. Glenn; Laura Barkley-Haelig; Brian Scott
Subject: CAM Agenda for 12/12/12

I.F.P.T.E
Local 195
CAM Adenda
12/12/12

Old business

- 1) Vacancies for motor vehicle operators

New business

- 1) Overtime submittal procedures
- 2) Using personnel from other functional work units for overtime
- 3) Essential personnel
- 4) Use of outside contractor for salting vs using in house personnel
- 5) Clarification of purpose for facilities evaluation
- 6) Any other business

Tejal Talati

From: Steve Pinto <spinto@kean.edu>
Sent: Monday, January 07, 2013 2:16 AM
To: tim@local195.org; gerald@local195.org; Tejal Talati; Faruque Chowdhury; Laura Barkley-Haelig; Brian Scott
Subject: CAM agenda 1/9/2013

I.F.P.T.E

CAM

Agenda for 1/9/2013

11:00 a.m

1) Requesting specifics with regard to the process used for the purpose of both proper time keeping and payment for regular and overtime hours worked by those in the bargaining unit of I.F.P.T.E

** This request includes the department(s) and person(s) responsible at each step during the process.

2) Discussion with regard to a ½ hr mealtime that has been deducted from the total hours worked during an overtime assignment even when the individual worked during that half hour.

3) Discussion with regard to a monetary deduction from an individual's paycheck for time used for early departure.

**Time used was the individual's accrued time, and the early departure procedure had been followed.

4) Discussion with regard to overtime rotational lists for each functional work unit represented by the bargaining I.F.P.T.E Current list do not reflect the language of the CBA

a) Article 12 Overtime, Section B Paragraph 2

b) Article 14, Emergency work, Section E

5) Please provide an issuing date for the separate interest check to be payed to the 10 grounds workers who had their payment delayed until Dec 21,2012 for overtime that was worked on Nov.7,2012

Re: Letter

To: Dawood Farahi

Dated: December.21,2012

From: Arnold Shep Cohen

Oxford Cohen PC

6) Please provide a date,time and location for this meeting.

** See email and response dated Dec 19,2012 below

From: Steve Pinto <spinto@kean.edu>

To: "William J. Glenn" <wglenn@kean.edu>, "tim@local195.org" <tim@local195.org>, "gerald@local195.org" <gerald@local195.org>

Sent: Wed, Dec 19, 2012 08:12:26 EST

Subject: Proposal for meeting

Bill,

On Tues. 12-18-2012 we spoke in my shop with regard to scheduling our meeting pertaining to allegations made towards me by Custom Care personnel. You proposed that the individual who made these allegations attend our meeting and asked if I had any objections.

Please accept this email as my official response that I **accept** your proposal to have that individual present during our meeting to give specifics with regard to the allegations.

Please note that at some point Custom Care personnel would be asked to leave the meeting so that myself the union and management could further have discussion for resolve in this matter.

Please notify me via email when a date, time and location have been set for this meeting.

If you have any questions please feel free to contact me @ spinto@kean.edu.

Thank you in advance for your cooperation in this matter.

Steve Pinto

I.F.P.T.E

Local 195

Chapter Pres.

William Glenn 12/19/12



to me



I will invite the custom care employee along with his supervisor

Sent from my Motorola Smartphone on the Now Network from Sprint!

7) Any other business

Appendix 6.19

Description of the Student Leadership Council and its
Membership

Appendix 6.19: Description of the Student Leadership Council and its Membership

STUDENT LEADERSHIP COUNCIL

The Student Leadership Council is organized to promote communication regarding campus life programs, issues and concerns among student leaders and the campus community-at-large. The Student Leadership Council will be kept apprised of emerging and long-term issues that impact students' academic and campus life experiences. The purpose of the Student Leadership Council includes but is not limited to the following: information sharing and reviewing issues of concern to students and the university community; and reviewing reports and developing awareness of matters related to students as well as other divisions and departments within the university community.

The Student Leadership Council is administered by the Vice President for Student Affairs, who is responsible for scheduling, convening, coordinating and chairing the Leadership Council meetings. The standing membership of the Leadership Council is composed of the following:

- Executive Board Members, Student Organization
- Executive Board Members, Graduate and Part Time Student Council
- 2 Representatives from the Executive Board, Greek Senate
- 2 Representatives from the University Center Administration
- 2 Representatives from the Center for Leadership and Service
- 2 Ambassadors from the Office of Undergraduate Admissions
- 2 Resident Assistants from the Office of Residential Student Services
- 2 General Education Mentor's (GEMS) from the School of General Studies
- 2 Representatives from the Athletics Department
- 2 Representatives from Hall Council, Residential Student Services

University Committees

The following is a list of committees that have student representatives assigned to them:

Faculty Senate Committees

Academic Standards Committee (meetings have not taken place because no chair has been assigned)
Academic Technology & Multimedia (meetings have not taken place because no chair has been assigned)
Admissions Committee (meetings have not taken place because no chair has been assigned)
Campus Culture Committee
Graduate College Committee
Library Committee (meetings have not taken place because no chair has been assigned)
Research Committee
Student Retention Committee
Faculty Senate Committee

University Committees

Who's Who Among Students in American Universities and Colleges
Academic Retention, Tenure & Promotions-College of Business & Public Administration
Academic Retention, Tenure & Promotions-College of Education
Academic Retention, Tenure & Promotions-College of Natural, Applied & Health Science
Academic Retention, Tenure & Promotion-College of Arts, Humanities & Social Science
Bookstore Committee
Food Services Committee
Security Committee
Review Committee for Appeals
Presidential Task Force on Scheduling

Appendix 6.20

Standing Committees on which Student Leaders Participate

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Academic Retention, Tenure & Promotions-College of Natural, Applied & Health Science
Academic Retention, Tenure & Promotion-College of Arts, Humanities & Social Science
Bookstore Committee
Rood Services Committee
Security Committee
Review Committee for Appeals
Presidential Task Force on Scheduling