

TCNJ Foundation Is in Transition

As long as the financial outlook in New Jersey was rosy, The College of New Jersey Foundation was content to raise a modest sum of money each year to supplement the annual state appropriation and tuition income for scholarship purposes.

But as levels of state support began to show troubling trends in the 1990s, and mandatory budget cuts signaled seriously lean times ahead for all state institutions as well as higher tuition for students, the need grew for a more effective independent fundraising effort.

TCNJ President R. Barbara Gitenstein said that when she assumed the College presidency in 1999, the Office of Development and Alumni Affairs was spending more money than the foundation was taking in. Solving that problem became a priority, and as the accompanying charts reveal, the situation today is far more encouraging.

Part of the reason for the change has been a complete restructuring of the foundation, with three main goals in mind: to establish a strong, effective

committee structure within the foundation board; to raise essential new revenue immediately; and to build a base for major endowment growth in the future.

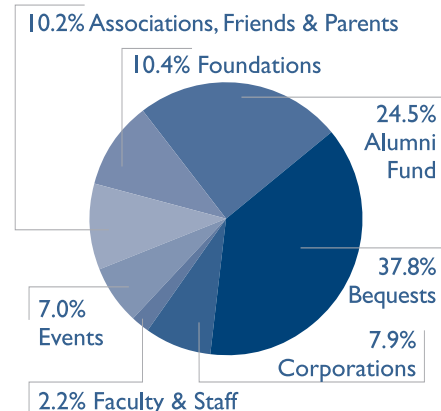
Connie Calisti '78, who has headed the foundation's annual Spring Gala, which raises money for scholarship aid, since its inception in 2001, now chairs the foundation board. She says TCNJ is "behind" colleges in its academic peer group when it comes to fundraising and that "we need to behave more like private colleges" to make up for the decline in state aid and federal scholarship support.

The foundation's new structure went into place at the end of 2004. It created a board of up to 30 members (there are now 25) with voting power and an honorary board of former members, with no voting power. Board membership is weighted to ensure control by outside community leaders who are not TCNJ employees. Members by virtue of their offices are the chair of the College's Board of Trustees, a member of TCNJ's Alumni

Association Executive Board, the College president, and the vice president for development and alumni affairs of TCNJ. At least one-quarter of the board must be alumni.

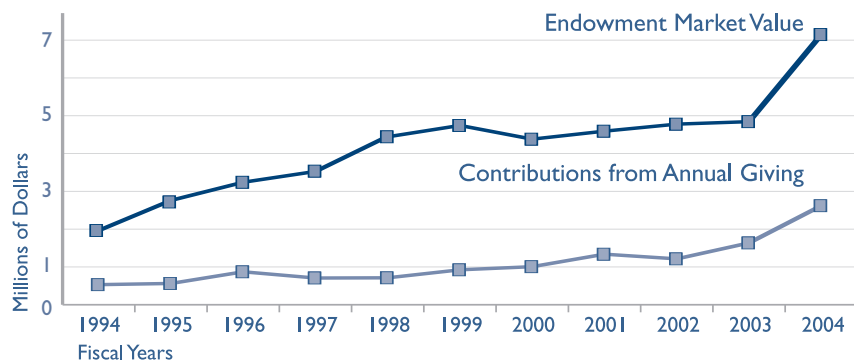
Symptomatic of the whole approach to restructuring is a new bylaw requiring all foundation board members to be active money raisers. The key section reads: "Each member is expected to attend and actively participate in the work of the board and its committees. Each member ... is expected to raise at a minimum \$10,000 annually, either through personal contributions, through their employer, or by active leadership and participation in successful donor identification, cultivation, and solicitation.

Sources of contributions not including endowment income (Fiscal 2004)

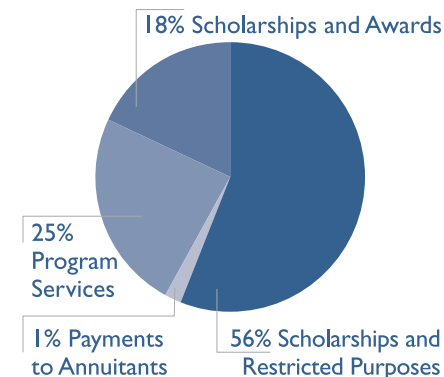


The College of New Jersey Foundation, Inc.

Endowment Analysis for the 10 years ended June 30, 1994 - 2004



Distribution by foundation of money from all sources (Fiscal 2004)



Each member is expected to make a personal annual financial donation." To ensure these requirements are met, a standing membership committee of the board will monitor each member's participation and contribution record to see that they are "appropriate."

Present members of the foundation board and their business associations accompany the group photograph to the right. (The position of vice chairman is vacant and soon will be filled by Vice President for Development and Alumni Affairs John Marcy.)

President Gitenstein said the College recognizes that the money given to higher education comes, by far, mostly from individuals, and mostly from alumni. She is fully aware that at TCNJ, while "we have all these extraordinary stories to tell about what we're doing with our students, faculty, curriculum, facilities and so on—stories that put us on a par with the best schools—we ought to be able to do the same things with our development and alumni programs." She expects the arrival this year of John Marcy to manage that part of the educational enterprise will provide the leadership needed to involve far more alumni in the future and to energize the foundation to fulfill its potential.

Virtually all money donated to the College—whether from alumni giving, corporate gifts, bequests, individual gifts, fundraising events, or income from investments—is received by the foundation. Because it is what federal tax authorities know as a 501(c)3 non-profit corporation, it may solicit and receive donations on behalf of the College and issue receipts that serve as proof the contribution is tax-deductible. As an agency of the state, the College itself may not directly solicit contributions.



Members of the foundation gathered before a board meeting in March. Standing, from left: **Carol Oswald '78**, attorney with Teich Groh, Lawrenceville; **JoAnn Bartoletti '66 and '74**, executive director, NJ Principals and Supervisors Association; **Thomas Sullivan '80**, president and CEO, Princeton Partners, a marketing, advertising, and public relations firm; **John K. Wandishin '79**, regional vice president, Brother International Corporation; **R. Barbara Gitenstein**, TCNJ president; **John Harmon**, president and CEO, Metropolitan Trenton African-American Chamber of Commerce; **Greg Bellotti '92**, ex officio, representing TCNJ's Alumni Association, president and COO, Oscar Robertson Technology Automation, a technology hardware management firm; **John Aubert**, retired executive of Bloomberg LP; and **Hazel Gluck**, ex officia representing TCNJ's Board of Trustees; partner in the lobbying firm of Hodes Shaw Bodman Gluck. Seated, from left: **James Shissias**, a former board member and chair, now resigned; **Lynden Kibler**, a former trustee and retired AT&T executive; **Louis A. Natale Jr.**, president of Richie and Page Distribution Co.; and **Louis Fantin**, vice president and chief counsel, Lenox, Inc.

Other members not pictured: **Connie F. Calisti '78** (chair), director of governmental affairs for New Jersey Manufacturers Insurance Co.; **Allen M. Silk** (treasurer), attorney with Stark & Stark, Lawrence Township; **Edward J. Bambach '50**, retired executive with the New Jersey Educational Facilities Authority; **Donna David**, vice president and chief information officer, Janssen Pharmaceutica; **Joseph J. Finley**, co-owner, Trenton Thunder Eastern League Baseball Team; **Lisa Tomasulo Forrester '74**, executive director of The Harmony Schools, Hopewell; **Helene M. Garcia**, vice president for community leadership, Merrill Lynch; **William R. Healy**, executive vice president, Healthcare Institute of New Jersey; **Sidney L. Hofing**, president, Eagle Group, a commercial and industrial real estate firm; **Mark Iorio '79**, president, the Mega Group, a marketing and public relations firm; **Randy Lumia '84**, director of corporate human resources, C.R. Bard, Inc.; **George W. Matteo Jr.**, attorney with Dilworth Paxson, Cherry Hill; and **Joseph A. Vales**, attorney with Hill Wallack, West Windsor.

Annual financial reports of the foundation reveal a modest growth of the endowment in the past decade and very little increase in annual giving. That pattern was broken last year, with substantial increases in both for fiscal 2004.

Money raised by the foundation is invested by a number of money management firms under the direction of the foundation's development committee. In 2004, those firms were: UBS, Wachovia, Commonfund, Smith Barney, and Merrill Lynch.

Distribution of the money to various College purposes is under control of the foundation board, with most of it going to support a variety of scholarship aid programs. In practice, the needs of the College vary from year to year, so the foundation's board seeks to allocate its available resources in keeping with the administration's priorities, as approved by the Board of Trustees.

Bruce VanDusen