1.2 - The COLLEGE PRESIDENT communicates well according to our Shared Governance criteria.

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Showing rows 1 - 6 of 6
1.3 - Optional Comment(s) about the COLLEGE PRESIDENT:

My trust and confidence in the president's leadership, concern with the college mission and ability to raise funds has eroded. My perception is that he pays lip service to the college mission and vision, but there is no action or follow through. This is most obvious in the humanities, the core of the liberal arts college, the general education programs and the like. Diversity and inclusion are not important as they once were. When faculty members bring up concrete questions and comments, we don't feel heard. There isn't any effort made at transparency, he let's his cabinet members answer the questions directed to him. And those administrators below him seem out of touch with what is happening because those interactions are so rare. It has become a demoralized environment.

Nice fellow out of touch

I do not have confidence that President Mercer values the traditional liberal arts curriculum that makes Ramapo distinct. Many of the school's new initiatives seem to be coming at the expense of strong teaching conditions (small class sizes, support for faculty research).

He is neither consistent in his words nor in his actions.

Peter does not care about the faculty and students.

Doesn't seem to successfully raise money nor achieve positive outcomes for the college in Trenton.

I find him to be a very decent man, uncommon among those who wield power, who has contributed much to our college.

The President does an adequate job of passing information along to the campus.

I am actually really looking forward to see how his newly announced commitment to diversity plays out. I think it is a move in the right direction. I would really like to hear the president's input in the dissolution of CIPL. Some certificates and schools have obviously been supported in the transition to schools with the creation of "director" positions for the faculty in charge of them while others have been left "hanging". I would like a degree of uniformity to be applied in this regard, specially as some of them address diversity directly.

There are many topics under discussion that the president responds to in person or writing. That's fine. However, he does not always follow through on some of these things. They get lost by the way side and are never timely implemented until there's a recurrence of the issue.

President Mercer is unfit to serve. He operates as an autocrat, and all of his moves have been to augment his own power and undeservedly line his pockets and the pockets of his dutiful, obsequious minions. He restructured the administrative hierarchy to consolidate his power and reduce checks and balances. He pushed out or removed various administrators, and replaced them with anointed sycophants. Mercer has groomed these particular sycophants, some of highly dubious competence, because he feels comfortable with them, and because he knows that they will do whatever it takes to protect him and the institution (e.g., spinning unpleasant truths or covering them up). All of these sycophants have been white, with the exception of a black woman whom Mercer cynically appointed as a token gesture after he was called out at a town hall for having an all-white cabinet. For some of these sycophants there have been no job searches, and where there have been searches, he appears to have tampered with such searches by insisting that the search committees consider his hand-picked choices (e.g., Title IX Coordinator). In general, Mercer does not listen to the opinions of others and is vulturine to those who disagree with him behind closed doors. Mercer has effectively ingratiated himself to the conservative Republican Board of Trustees members over the years, securing hefty bonuses for himself ($100,000) and his minions. During this same time that the Board of Trustees was lavishing Mercer and his minions with corporate sector-like bonuses, faculty had pay cuts (furloughs) and no cost of living increases, and some staff members had a one-sixth pay cut in the form of being reduced to a 10 month contract. For some of these sycophants there have been no job searches, and where there have been searches, he appears to have tampered with such searches by insisting that the search committees consider his hand-picked choices (e.g., Title IX Coordinator). In general, Mercer does not listen to the opinions of others and is vulturine to those who disagree with him behind closed doors. Mercer has effectively ingratiated himself to the conservative Republican Board of Trustees members over the years, securing hefty bonuses for himself ($100,000) and his minions. During this same time that the Board of Trustees was lavishing Mercer and his minions with corporate sector-like bonuses, faculty had pay cuts (furloughs) and no cost of living increases, and some staff members had a one-sixth pay cut in the form of being reduced to a 10 month contract. Mercer has been an ineffective advocate for RCNJ in Trenton, as state aid for the college has plummeted during his tenure (I guess causing an institution to hemorrhage state aid is how one earns an administrative bonus in this world). RCNJ now is facing a projected $6 million deficit, and all that has been proposed is nickel-and-diming faculty and staff in every way imaginable. However, those bloated administrator salaries and positions are off the chopping block (surprise, surprise). Mercer has consistently demonstrated hostility to making Ramapo a more diverse institution. He and the former provost unilaterally removed the diversity goal from the Strategic Plan in 2013, and only agreed to reinstate the goal after a swell of student protest. In removing this goal, Mercer indicated that black students were not interested in attending Ramapo because Ramapo doesn't have a football team (if you doubt this, have him take a lie detector test on that one!). At a State of the College address in which some black RCNJ student gave heart wrenching accounts of being spit on and called racial epithets by white RCNJ students, Mercer had the audacity to try to switch the discussion to “victimized” privileged white (male) conservative faculty who have trepidation about sharing their neoliberal, trickle-up economic ideas. It's clear where his sympathies lie. It is clear that Mercer has been sleeping on the job, both literally and figuratively (why do so many people on this campus cover for Mercer when he falls asleep at meetings, presentations, etc?).
I have known Mercer well over his tenure and have met privately with him regarding important issues of diversity, etc. several times. This year has been very disappointing as he has shown no leadership on issues important to the college, esp the shocking number of full time black faculty as well as the lowest number of black students of any state college.

Over the years I have seen the College President communicate less and less with the faculty. The College President was absent from the past two Faculty Assembles, meetings which focused on major cuts to Academic Affairs. While financial issues were discussed in the past, it was never using such extreme rhetoric. For moral and transparency it would have been good were the President to address and communicate with his faculty directly. He was also noticeably absent from the recent Budgetary meeting, at which it was explained how much in trouble the college is financially.

Has been virtually absent from campus for the last several years. No sense of strong leadership or direction. Passes the buck on the continued declining funds from the state compared to other public institutions in New Jersey.

It is my wish that President Mercer would take more seriously the work of both fundraising and advocating for the funding of the college at the state level.

At a minimum, needs to take both responsibility and action to increase fundraising. Institutional Advancement ran at a loss in FY 2017 and should be held accountable.

Rather than focusing on gutting academic programs and support, he should focus on securing funds to support academic programs.

President is weak and incapable of doing a job that requires just the opposite: strength and tireless hard work.

The President has changed Ramapo from a Liberal Arts College with a business school to a Business school with a gen ed program. He has failed to lobby for the college. Year after year we are told that the state does not fund the college—that other NJ schools get better funding, we are too far from Trenton. Enough. His job is to overcome those hurdles and get us the funding, get us the support. There is no mystery as to why the business school does well. Parents are funneling their children to business programs. It's his job to advocate for the programs students wish to study in that families worry will not lead to jobs. But HGS programs DO lead to jobs. It is well past the time when the President should step down.

He has stood in front of the faculty numerous times and miscommunicated, deflected, made promises, distorted the truth, and lied. He doesn't perform his job.

Peter needs to be replaced. He's not good at raising money, he's not good at negotiating with the state for more resources for us, and he's not good at managing the college.

The President does not treat faculty fairly for the essential role they play in the college and for their continuous unparalleled devotion to student success. Decisions are made without enough transparency and consultation, there is no sense of inspiring leadership, and overall the faculty feels alone in their efforts for academic excellence, diversity, recruitment, etc. The service we provide is above and beyond, and much of it seems to be shelved and forgotten the minute conclusions are reported. Too often we feel that the administration forgets our role in the mission and existence of this college.

I AM CONCERNED ABOUT THE LACK OF FUNDRAISING

We need more fundraising rather than cutting 30% of the measly science lab budget.

He once claimed to be translucent (rather than transparent). That was bad enough, with regards to communication with faculty and shared governance. But he has slipped into opacity in recent years. Indeed, he is himself barely visible anymore.

Not an independent active fundraiser leans too heavily on VP for Institutional Advancement

He is likeable one-on-one, but is too often weak on key issues

He is not active. Unresponsive and distant.
I would like an explanation regarding the high salaries at the cabinet level. Just about 10 years ago we were asked to pay more towards our medical coverage, and to take smaller and smaller pay raises, otherwise other employees would have to lose their jobs. We were told that there was a financial crisis, and the College was in the middle of it. Btw at the time, some college presidents were giving back their salaries so as to lesson the burden on their already strained budgets. My take home pay is pretty much the same for the last 10 years, while the President and members of the cabinet are getting larger and larger slices of the pie. What gives? There is only so much I can take. If the inequity continues, I will find employment elsewhere.

Unfortunately, I no longer believe that President Mercer is the best choice for Ramapo College. I am disappointed at his leadership in Trenton, particularly in terms of the lack of funds being directed to The College. Our campus climate is also at a very low point, particularly due to President Mercer’s lack of real commitment to diversity and inclusion.

College’s commitment to interdisciplinary learning and intercultural understanding has declined in the years. Rather than responding to the crises of our times, and using the strength of our interdisciplinary pillars, to create programs that pursue our mission, college policies such as support for small class size, interdisciplinary classes and programs, liberal arts pedagogy, building diversity in classrooms, strengthening the humanities and social science have all declined. The college, in its promotion of professional programs, has completely missed advocating for liberal arts. Yes, liberal arts is challenged, but there are and can be innovative ways through which liberal arts strength can be advocated. Further, a strong professional program has its foundation in liberal arts and that should be used and not marginalized. For instance, instead of data science, which is an extremely flooded field, the college should be thinking in a more visionary direction of what our strengths are and how can that be used to prepare students for the 21st century.

He has done poorly at managing the college. All these years, and he can't get Trenton to give us a more equitable deal? And now we have a structural deficit? He doesn't seem to be very successful at fundraising or at managing the college's finances.

The president continues to fail to uphold the mission, vision or values espoused in the strategic plan. He has failed to secure Ramapo's financial future as a viable liberal arts college let alone the region’s premier public liberal arts college. On every occasion he has failed to rise as a leader, or have a vision that recognizes the changing demographics and needs of the US population, on issues of diversity and particularly inclusion. The president, to his discredit surrounds himself with a cabinet, that has no sustainable plan, no innovate ideas, and is woefully under-qualified to be leaders in any institution let alone a dynamic institution of higher education. He promotes sycophants who are mediocre at best. The college, under Peter Mercer's presidency, is run through fear-mongering and threats. He may begrudgingly adhere to the letter of shared governance but has no idea nor any desire to live up to the intent of the document. He and his cabinet are inauthentic in every respect and completely distrusted by the majority of faculty, staff and students. This is a terribly toxic place to work because of the president and this cabinet.

The President does not support the liberal arts mission of the College, and seems particularly inefficient in terms of raising funds for the college. We are still very top-heavy in terms of administration, and the overall culture of the college is a combination of fear and blame.

Seems a bit remote from the College's life, as though he is moving in parallel with the College, not together with it.

He understands and is committed to furthering our mission. That is not easy in these turbulent times for higher education n

(Mis)interprets the College's Mission

There is less consultation and shared governance than at any other time at Ramapo since I have been here. Decisions seem to be reactive and counterproductive; enrollment is down while it grows elsewhere in our discipline; no cuts in admin; threats to faculty about closure of programs

He allows the Provost to do whatever he wants with no communication

The President has not shown commitment to shared governance. In his words, he prefers to be translucent instead of transparant...

The college president has led us into this current budget crisis, yet gives his cabinet huge raises. The same cabinet members are also responsible for leading us into the budget crisis. Knowing we are in a massive budget deficit, the president approved spending on very expensive projects like the library renovation, and he continues to employ people who do not do their job of raising funds, like the V.P. of institutional advancement. He is no longer helping this institution succeed in its mission, especially if he allows the provost to continue ruining the mission of the college through his erratic changes.

President Mercer has done little to serve our students or the college's mission during his time in office.

Not truly concerned with diversity on campus.
Optional Comment(s) about the COLLEGE PRESIDENT:

There is too much talk by some groups. Limit time frame to address the audience. The president needs to be more neutral and not keep putting in his comments. There is time allotted prior to meetings. Stick with it. For example people talked about the Afro America Literature position forever. However few facts were presented. How many students in the major? what number of students enroll in those courses. They are important but maybe a half time person is more appropriate or a half Afro American/half Latino Literature is appropriate.

He ignores the liberal arts mission of the college. Says he supports it yet allows organization decisions that undermine that mission to proceed.
2.1 - RCNJ Mission (press release version): "Ramapo College of New Jersey is the state's premier public liberal arts college and is committed to academic excellence through interdisciplinary and experiential learning, and international and intercultural understanding." The PROVOST constructively advances the Mission of the College.

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Showing rows 1 - 6 of 6
Optional Comment(s) about the PROVOST:

In a year, I think the provost ought to know the college, its missions, programs, and community better. He started out with a strong message of cooperation and communication, but has failed to live up to it. His decisions and actions do not seem well thought through and when people attempt to inform him of important relevant information, it doesn't seem like its coming in. The response to current urgency to cut costs has yielded several examples of this pattern. The idea to cut every unit exactly the same is an easy way out. The idea to have librarians teaching courses they aren't qualified to teach, for example, insults them as well as the very successful FYS program, indeed teaching in general. When faculty voted on three resolutions directly related to the provost's initiatives, he had nothing to say. It feels like he doesn't think he has to provide rationale or data to anyone, while he is demanding it of all of us. The recent proposals to increase class caps and work load, could undo years of work improving such vital programs as FYS not to mention the increase in amount and quality of faculty scholarship that he claims to support. Frankly, I am worried about the future of the college if these kinds of decisions continue to come down with flimsy or no rationale. I fear we will lose students, retention rates, student-faculty ratio, all the things that make us competitive with our peers. I am deeply disappointed.

There is some ambivalence about his comments regarding teaching and scholarship at Ramapo. I applaud Stefan's efforts to raise the level of scholarship, but increasing the teaching load will inevitably affect scholarly output. It will also affect the hiring of faculty with an interest in scholarship.

Please learn the culture of Ramapo before you try to make changes.

Provost Becker does not seem to value shared governance. He has made numerous proposals affecting teaching quality (for instance, increased class sizes, the proposed shift to a 3-credit model, cuts in travel funds) that affect faculty's ability to advise, offer rigorous feedback, and introduce students to in-depth and challenging curricula. Moreover, Provost Becker does not seem to value faculty labor (teaching, service, and research). He frequently disregards the recommendations of faculty committees and, according to students, has told members of the student body that the reason for faculty opposition to a 3-credit model is that we don't want to work harder. It's disappointing to see this kind of statement from the member of the administration who is supposed to represent the faculty, particularly since he has not seen most of us teach.

While the collective space for communication may appear to encourage shared governance, it has only served to promote a divisive agenda.

We need a vote of no confidence. He is atrocious.

Doesn't appear to support shared governance.

He has stated in Faculty Assembly that he does not want any conversation about our mission and has tried to railroad the faculty into doing things his way that do not follow the mission of the college. He also completely neglects procedures that have been negotiated by the Union, calling meetings with faculty applying for career development, pushing new programs for approval without following established procedures, expects major changes without detailing any kind of rationale, has no interest in seeing how things are done at Ramapo even though he stated in Faculty Assembly that his first year would be a "observing" year, looks only at numbers rather than the whole picture and disregards any potential negative impact on services.

I am really disappointed in Stefan Becker. I was initially very drawn to what seemed to be authentic enthusiasm and wish to communicate with faculty. However, every time he is given new ideas in facult assembly, he looks completely uninterested. His disregard for faculty's accomplishments in terms of grants and achievements is also disrespectful. This lack of interest also goes against any scholarship initiatives he was supposed to be supporting. My general view is that he is failing to see the true Ramapo: really committed faculty who can deliver exceptional teaching and advisement to students. I suggest that he starts building from our strengths and accomplishments and not ignoring important facts like our succesful graduation rates.

These are criteria to which the Provost should be implementing. However, it seems instead of focusing, listening, and learning about the culture of the institution in order to share governance and the above mentioned, his focus is on what he plans to accomplish without understanding what's being communicated by the majority around him.

Provost Becker is the perhaps the most incompetent administrator I have ever seen. Like a true autocrat, he does not listen to or care about what others have to say. He provides cockeyed proposals to radically change things without ANY empirical justifications. He has no understanding of, and no respect for, the liberal arts. He must go.
I spoke with Provost during and after the search process and while shocked at the lack of diversity among the semi-finalists (9 all white candidates, the search should have been extended at that time, who should/could have done that?). Since his arrival he has been available for meetings, etc. But his cut cut has had immediate impact on programs and faculty important to the college's commitment to diversity. He has yet to meet with any Unit Councils.

The Provost has come in like a wrecking ball. Within two semesters faculty have been hit with numerous new initiatives, all of which seem to be poorly thought out at best, and with no clear plan for implementation. (E.g. going to a three credit system within a year, giving faculty course release through some sort of evaluation system). At best lip service has been paid to shared governance. For some reason, the Provost did not think to consult faculty before revising standardized syllabus requirements, or before deciding that librarians were going to teach First Year Seminar. These are just some of many examples. Faculty morale is the lowest in my more than a decade here, which is remarkable given the Provost's short tenure. He inspires almost no confidence.

Provost Becker is new and might be still getting to know the college. Unfortunately in getting acquainted with his new place of employment, he has not consulted our existing rules, procedures, or contracts, which need to be followed until they are changed. His vision about satellite campuses is refreshing and optimistic. I would feel more comfortable if I knew his ideas were well-researched.

Making way too many "rookie mistakes." Needs to become a better listener and learn to increase the visibility and leverage the successful parts of the faculty and academic programs. Suggestion: Come to faculty office hours and get to know us!

Rather than setting Ramapo apart from other schools, he appears to want to conform to other, more conventional models to save some money short term, but at the expense of long-term sustainability and academic excellence.

Provost has not taken time to deeply learn and understand the nature and potential of Ramapo College. This is a tragic flaw. He appears to be the "handmaiden" of the narrow-thinking of our senior administration. Such a grave disappointment.

The Provost has thrown out many, many suggestions for cost-cutting that undermine the ability of faculty and staff to deliver the excellence we are used to providing and want to continue to provide.

The provost does not understand this institution. He does not support the liberal arts. It is a shame that the faculty assembly needs to take a vote to support one African American literature line the same day the provost pushes through 4 lines in data science. He says "we don't have the money." But of course there is money for an African American line. He chooses to put it elsewhere. He is bullying library staff into teaching courses, but he himself has not even read the course description of these courses. He tried to raise course caps in freshman writing courses (CRWT 102) to 30! That is TWICE the enrollment that best practices in the field advocate. But then, he makes no attempt to understand the field. He bullies faculty applying for career development. While I personally did not have this experience, I know that others were dragged into his office after having applications denied only to be told he had not read their CVs! Middle States put the college on notice for its lack of diversity and its poor shared governance. In preparation for our upcoming review, he is ignoring the contract, bullying faculty, bypassing shared governance and erasing a 40+ year track record of African American studies here on campus. It's getting more and more difficult to be proud of Ramapo.

Our new provost has been a mixed bag thus far. To be fair, he's stepping into a difficult situation. And, his energy and level of sincerity are both very high. But, he is not careful in his efforts to change Ramapo that accreditation is preserved for specific programs that need accreditation to remain legitimate / viable. That is not a small problem.

The Provost keeps inviting feedback and promotes communication, which made us even more disappointed to see how decisions are made without consultation and sufficient learning of previous experience, even in small matters such as the Course Evaluations. Additionally, the issue of the predicted deficit, as crucial as it is, could have been delivered in much better teamwork and manners (e.g., opening this topic in FA started with a story about tenured professors in IL who got fired, which was easily interpreted as a threat). This is a very shaky way to begin a relationship and to make us feel respected.
Optional Comment(s) about the PROVOST:

I AM WORRIED HE HAS MADE IMPULSIVE DECISIONS WITHOUT PROVIDING MUCH REASONING FOR THEM. ALSO: HE IS OPENLY SKEPTICAL ABOUT THE HUMANITIES AND THE CORE OF OUR LIBERAL ARTS MISSION

Again, cutting the budget across the board does not make sense. TAS has higher expenses on the labs than Languages or Communications. One has to use good judgement.

Provost seems utterly untutored on unionized faculty/staff. On several fronts he has displayed a troubling lack of awareness of college policies. His smiles and bad jokes mask either incompetence or malevolence (or both). His leadership style is all stick (or, at least, pointless threats) and no carrots. I have not heard him offer anything to faculty in return for their hard work and the future sacrifices he wants to exact from them in order to fix the structural budget deficit (which appears to be the administration's fault). He is a catastrophe.

He is more assertive than the president, but doesn't know the culture or programs well

He can't arrive and change rules and norms overnight. If changes are necessary, get buy-in. Make cuts from YOUR end as well as faculty. Learn about Ramapo before trying to change it. He’s not aware.

Means well but doesn't appear to understand the College's culture, and deeply ingrained inefficiencies.

Our provost should have taken at least 1 year to get to know us before he developed and major ideas.

He has not been here long enough to make an assessment.

Does not think through impulsive decisions about change before informing faculty

On the second question. provost style of communication that is steeped in a technocratic worldview completely misses the values of liberal arts. Blog posts as a medium of conversation for important decisions or lunch hour meetings scheduled at times when faculty are busy, or vlog as a medium to discuss his vision, undermine the very element of liberal arts, which is discourse. I would encourage the provost to reach out to both students and faculty on a personal basis. Before re-envisioning the academic structure of the college, I would argue it is important to know more about Ramapo students in a diverse range of classes across college.

Provost Becker does not seem to understand nor be interested in Liberal Arts as the core of our academics. Neither does he seem interested in advocating for the academic purpose of the College. He has made many blunders with procedures and processes when it comes to faculty personnel issues.

The Provost seems largely uninterested in learning about the college. He is often under-prepared for meetings. He throws out big ideas without appearing to have done the homework on whether/ how they will work, and what would be required to make them so. His focus on reading people's conference papers before approving their funding seems a strange priority to set, considering all the other things the college is facing. He also seems entirely uninterested in, if not hostile to, the college's mission.

The Provost does not know what a liberal arts college is. This is apparent in all his communications and his initiatives. His big initiative is data science. Although, he did not start that the initiative nor research any of it. If he had he would realize that Ramapo is not suited for this particular program. His allocation of resources, while he says is "totally transparent" is even worse than opaque (to quote Mercer). He contradicts himself consistently and is perceived to be Mercer's hatch-man. Brought in to create discord and turmoil. This was a terrible choice. It is apparent from repeated meetings that he is ill-informed on the areas that he wishes to address and lacks any coherent vision. He is not here to promote the liberal arts at Ramapo- plan and simple.

Interpersonally, the provost is in need of leadership training, bias training and frankly the wielding of soft power in form of covert threats in this climate is a poor choice for an academic leader.

So far, the Provost has listened too much to upper administration and too little to faculty, staff, and students.

He is trying to do too many things at once. It is not necessarily true that aggressive initiatives on many fronts will lead to a more productive institution.
He has made no real effort to lead the faculty in revising a sustainable mission or vision. He came to the college with a typical view and has sought to impose it top down; he appears arrogant and disinterested in input though he goes through the motions. But he doesn't listen or respond except to senior administrators and his own sense of direction. He has also broken contractual policies and standards re personnel decisions. As a result the faculty, which welcomed him, is alienated at best.

Does not care for teamwork. Prefers to be the dominant voice in the room. Unquestionably a bad hire--we will pay a very heavy price for choosing him.

Has attempted to produce a culture of fear; has developed an agenda without communication with and adequate understanding of mission - strengths- etc.. told us who we are is not working- has applied his own view of traditional scholarship to our procedures and ignores the reasons for a broader view at Ramapo

Provost has his own mission for his career. That mission is often at odds with the mission of Ramapo College. Provost's job should be to represent the faculty, not undercut the faculty.

He should have taken the year to get to know the RCNJ culture before suggesting and pushing changes with no discussion with the faculty as a whole or with FAEC.

It has been actually shocking how inappropriate the Provost has behaved, especially so soon after his arrival. He has put forward ideas based on no evidence, has acted against policy and protocol, and has moved forward on initiatives on his own which may be damaging to the college. I am hoping he will soon depart the college.

There is nothing good to say about the provost in regards to our mission, nor is there anything good to say about his attempt (or lack thereof) of shared governance. The provost's initiatives completely disregard the college's mission, and he makes no attempt to effectively communicate with anyone on campus. He did not take the time to learn about the college's mission, and the massive changes that he suggests would counteract our liberal arts mission. Once he gets an idea, he does not care if the faculty are opposed to it, or if it goes against regulations negotiated by the union. Our concerns fall on deaf ears. He is steamrolling this campus, lowering morale at every turn, and inciting fear that he will change this college's mission and values in a very negative way.

Provost Becker may have good intentions, but he has made many errors by not taking the time to learn about Ramapo culture or the unique factors that shape it.

Does not respect shared governance, should examine what has been done at Ramapo before reinventing the wheel.

Decision-making seems rushed, ill-informed, and geared towards making us a pre-professional STEM school

He is smooth, yet facile. Pretends to listen. Does what he wants.

Finally, someone with a vision!

End of Report