

Specific statements by the Faculty Association of Mercer County Community College in support of the Vote of No Confidence in President Wang's ability to lead our institution.

Whereas President Jianping Wang has implemented policies that prevent the Board of Trustees from exercising due oversight. Specifically,

- The President implemented a Code of Ethics for Board of Trustees members blocking communication with any college employee other than herself.
(<https://mlink.mccc.edu/omb/OMB380.pdf>)

Whereas, President Jianping Wang has grievously mismanaged the College's financial resources, wasting significant amounts of money on ineffective services and programs. Dr. Wang has failed to safeguard the fiscal security of the College and created a system in which tuition increases compensate for her failures. Specifically, President Wang,

- Mismanaged financial aid staff, policies and procedures, leading to a costly and damaging audit.
- Signed a 20-year lease on 101 N. Broad St. in Trenton committing the College to \$22,000 monthly rent payments (\$260,000/year) for a building that will require extensive renovation to become functional and for which the College has no apparent need.
- Dismantled the IT department and spent more than \$2 million to hire an external company to handle IT functions under the pretense of better service and savings to the college. In fact, the firing of IT staff members was an illegal violation of their contract and ultimately cost the college at least \$300,000. In addition, IT service has been uneven and frustrating with outages and serious service disruptions in Web site operations and online applications since the implementation of the contract with Ellucian.
- Purchased 13,200 licenses for a costly and poorly developed compliance training program designed without faculty input. Many faculty members on campus refused to complete it without revisions because it asked them to relinquish their First Amendment rights.
- Spent more than \$800,000 annually for a cleaning services contract despite a recent survey showing that most faculty and staff are dissatisfied with the cleaning company performance and describe many offices, classrooms and restrooms as "filthy."
- Mismanaged financial aid staff, policies and procedures, leading to a costly and damaging audit.
- Signed a 20-year lease on 101 Broad St. in Trenton committing the College to \$22,000 monthly rent payments (\$260,000/year) for a building that will require extensive renovation to become functional and for which the College has no apparent need.
- Relied excessively on increases in tuition and fees to maintain fiscal stability at students' expense. While tuition increases have typically been under 4%, in 2018 tuition and fees increased 7.8%.
- Planned a \$5 million renovation of the Student Center enrollment area to create a "One Stop," a project previously completed in 2010. This renovation is of questionable priority and value as the Student Center is currently extremely functional but across campus classrooms are inadequate and bathrooms are badly in need of renovation. In addition,

this renovation will impede services to students by displacing staff to inadequate temporary spaces.

Whereas, President Jianping Wang has shown disregard and disrespect for policies and practices fundamental to student success. Specifically, President Wang

- Developed contracts with outside institutions for college-level credit offerings without consulting department heads and faculty members who are responsible for maintaining curriculum standards. As the Middle States Commission on Higher Education has stated, faculty must “assure continuity and coherence of the institution’s (MCCC) program.”
- Allowed arbitrary overriding of class limits and allowed students to be signed in to classes more than one week after the start date, thus compromising students’ chances for success in those courses.
- Dismissed and disregarded union grievance processes undermining the Faculty Association’s role.
- Created a hostile work environment resulting in a strikingly high number of grievances with little regard to resolve them in a fair manner to ensure student success.
- Publicly characterized the placement testing program as “testing our students to show them how stupid they are,” thereby suggesting that students in developmental education courses are stupid.
- Conflated students’ low economic status with their race in a public meeting.
- Created a new 14-week academic calendar without input or concurrence from the Faculty Council on Teaching and Learning or representatives of the MCCC Faculty Association, causing multiple scheduling issues and harming student success.
- Allowed staff to carry-out key faculty roles and academic work that has damaged a vibrant program and undermined student success.

Whereas, President Jianping Wang has grievously mismanaged the College’s human capital, undermining shared governance, marginalizing employees, endangering the health of students, faculty, and staff, and instigating high employee turnover which creates an unstable workforce and corrodes morale. Specifically, President Wang,

- Failed to hire a Dean of the James Kerney Campus for 10 months, damaging enrollment and retention at a campus serving some of our most high-need students.
- Failed to maintain standards for compliance for key student success grants managed out of the James Kerney campus, risking important funding for both MCCC students and those in Trenton high schools.
- Twice overruled the decision of the JKC Dean Hiring Committee in disregard of governance norms, creating the appearance of personal bias in hiring decisions.
- Damaged the College’s relationship with the Trenton community by mismanaging the James Kerney Campus.
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- Failed to retain key leaders such as Vice President of Academic Affairs and Director of Financial Aid. Since her appointment in 2015, MCCC has had four different Vice Presidents of Academic Affairs. Such turnover prohibits the achievement of long-term strategic goals and creates institutional confusion.

- Contributed to the high turnover rate in leadership, including Academic Deans, leading to a loss of institutional memory and creating confusion regarding policies and procedures.
- Implemented a promotion policy in which all promotions must be approved by the President, fostering a potential for personal bias and creating mistrust. (<https://mlink.mccc.edu/omb/OMB983.pdf>)
- Created a hostile campus culture seen in a strikingly high number of employee grievances. These grievances are poorly managed, further contributing to hostility and low morale.
- Undermined the governance system and damaged the accreditation process by disregarding input from committees, college governance bodies and other key stakeholders in making decisions that affect teaching, learning, and campus operations.
- Consistently undervalued and undermined the faculty by blaming them for low enrollment. President Wang has publicly chided the faculty, citing inaccurate and misleading information at multiple College Assembly events.
- Neglected the College's Strategic Plan and failed to unite the faculty and campus community toward a common goal or agenda, alienating stakeholders on campus who sought to collaborate with her in moving the college forward. Specifically, key committees reporting to her guidance and charged with overseeing the execution of the Strategic Plan have not met or not produced results.
- Dismissed health risks posted to faculty, staff, and students exposed to high levels of surface mold in MS building science labs in her public statements to the press, directly contradicting EPA and OSHA guidance in this context.

Whereas President Jianping Wang has damaged the reputation of the College by appearing in promotional materials for Ellucian. Specifically, President Wang,

- Created an appearance of a conflict of interest which damages the College's national reputation and undermines employee trust by illegally firing College IT employees and committing the College to a costly contract with Ellucian which includes the arguably disruptive and damaging adoption of Ellucian cloud services, and then appearing in Ellucian promotional materials.

Whereas, President Jianping Wang's failed leadership puts the College's accreditation at risk by potentially failing to meet Middle States Standard I: Mission and Goals, Standard II: Ethics and Integrity, Standard IV Support of the Student Experience, Standard VI: Planning, Resources, and Institutional Improvement, and Standard VII: Governance, Leadership, and Administration.

Be it therefore resolved that the faculty have no confidence in the ability of President Jianping Wang to lead Mercer County Community College.