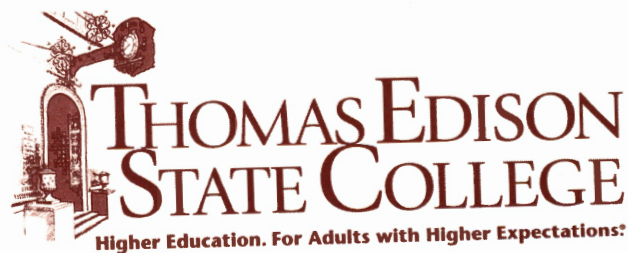


Fiscal Year 2015

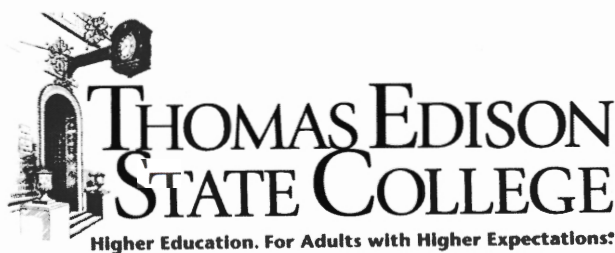
# The President's Annual Report to the Board of Trustees





Fiscal Year 2015

# The President's Annual Report to the Board of Trustees





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## Message from the President

This was a year of milestones for the College, which won approval for its first doctoral program, readied a petition for university status, and again awarded the third-highest number of degrees of any of the 56 colleges in New Jersey.

It was also a year of transition. While this was the fourth consecutive year of 3,000-plus degree recipients, it was the first year in which the national trend of decreased enrollment began to be felt at the College, with total enrollment essentially flat.

The Strategic Plan adopted in 2013 formalized a number of goals, providing us with one yardstick against which we can measure and report progress each year. While history is best written after the passage of time, I'm tempted to characterize FY2015 as the year of preparing for university status.

The unanimous approval accorded the Doctor of Nursing Practice degree program by the New Jersey Presidents' Council tells its own story. Suffice it to say that even if the College failed in its attempt to secure university status, the W. Cary Edwards School of Nursing could offer this new doctoral program, which the Secretary of Higher Education has approved as exceeding the College's mission. That's good news.

Achieving university status is one of the goals we embraced in the Strategic Plan. In the years since, the College has expanded the number of graduate degrees to 14, and graduate areas of specialization to 30, more than doubling the number available. Preliminary planning for FY2016 proposes three new master's degrees, as well as the doctoral degree. Graduate students now account for 6 percent of total enrollments and 7 percent of those awarded degrees, with graduate revenue up 9 percent. Fifty-three percent of the College's graduate students were alumni, a 10 percent increase over last year.

Nationally, undergraduate enrollments declined 4.8 percent over the past two years, while graduate enrollments declined 1.6 percent over the same period. *Chronicle of Higher Education* surveys indicate that about half of small private colleges and regional public institutions have missed enrollment or revenue targets in recent years. A decline in the number of high school graduates compared to the boom of the past decade means that many colleges are looking further afield for students. A 2015 *Eduventures* report stated: "As the student population of adult learners remains flat and the number of institutions offering degrees to adult learners continues to rise, colleges are experiencing more competition for these students."

Three years ago, we made a deliberate decision to reduce our reliance on military students because of changes in the federal tuition assistance programs and to increase our focus on veteran students. A report this year by *Military Times* indicated that the number of service members using tuition assistance has plunged 16 percent, while veterans and family members using post-9/11 G.I. Bill veteran benefits have increased 4.7 percent.

We've worked diligently to re-mix the elements of our enrollment. Military students were 42 percent of total enrollment in FY2011, but make up just 28 percent of FY2015 total enrollment. As we forecast, the veteran student population has grown significantly: Veteran revenue increased 113 percent this year, rising from \$1.4 million in FY2014 to \$2.98 million.

Our Military and Veteran Portal, created to assist students through the federal regulatory maze, provides aid from prior to enrollment and continuing throughout the student's lifecycle with the College. Operation College Promise, a nationally recognized veterans program, also has been integrated into the College.

As you know, Comcast partnered with the College to produce two public service announcements to aid veterans in earning credit for military training and encourage them to complete a college degree. The value of the air time Comcast will dedicate to these broadcasts in FY2015-FY2016 is between \$2.5 million and \$3 million.

Three years ago, the college also reinforced our Corporate Choice Strategic Partnership efforts. As *Inside Higher Education* reported in June: "For companies, the growth in tuition assistance programs [for employees] is fueled by an increase in both confidence and competition."

Corporate Choice grew in revenue to \$2.16 million in FY2015, an increase of 24% over the previous year. New agreements were signed with JetBlue, Wakefern (ShopRite), Flight School Association of North America, EdAssist, and the Utilities Telecom Council. The College maintained its status as UPS' top educational provider, as that partnership continued to grow in size and scope.

The continuing support of transfer students and flexibility with transfer credits has been another hallmark of our efforts to distinguish the College from its competitors. *The Chronicle of Higher Education* reports that the 3.6 million students who entered college in the fall of 2008 transferred 2.4 million times over the next six years.

All of this is to say that we saw the trends emerging and took steps to nurture sectors of potential students we had reason to believe would find the College attractive. So far, so good.

We're hampered in any year-to-year discussion of enrollment levels by our inability to compare like numbers, due to the update in counting methodology instituted last year. As you know, a growing number of Thomas Edison students prefer to enroll and pay by course credit

rather than annually. That change required changes in the way we count enrolled students, so that we lost the ability to do year-over-year comparisons stretching further back than last year. We're left with revenue year over year as the best standard of comparison.

Moody's Investor Services reports that three out of every four higher education institutions have flat or declining net-tuition revenues. This College, however, has controlled costs and held margins, with good results ~ including a margin of 7.2 percent for the year.

The Foundation received record donations in both restricted and unrestricted gifts, totaling \$1.1 million, an 88 percent increase. Special events hosted by the Foundation also generated record revenues, enabling the largest grant the Foundation has made to the College ~ \$205,000, to support the new Doctor of Nursing Practice degree program.

The College's academic performance is the foundation for everything else we do. So it's good to report that the third class of the Accelerated 2<sup>nd</sup> Degree Bachelor of Science in Nursing program achieved a pass rate of 100 percent on the nursing licensure exam ~ the only BSN program in New Jersey with a perfect pass rate.

The Accelerated 2<sup>nd</sup> Degree BSN program was awarded full accreditation for eight years, while the Heavin School of Arts and Sciences was reaccredited for seven years. The New Jersey Presidents' Council also approved two new graduate degrees, a Master of Science in Hospitality Management, and a Master of Science in International Business Finance, as well as one new undergraduate degree, a Bachelor of Science in Professional Studies. This year, the College created 63 new courses and revised 411 existing ones.

I want to take particular note of another achievement. The College advocated for the use of a fair and equitable formula to be applied to all state colleges and universities in determining budget cuts and succeeded in convincing the New Jersey Legislature to amend the FY2016 Budget accordingly. Our success meant lowering the cut the College had to take, and had the added benefit of aiding a number of our fellow institutions.

At the national level, this College's expertise was sought out not only for congressional testimony and on White House panels, but in numerous substantive discussions of policy proposals affecting higher education. Thomas Edison State College was the face of opposition to bad federal regulatory proposals and the champion of competency-based educational proposals. The College assisted with the drafting of and securing of votes for H.R. 3136, The Advancing Competency-Based Demonstration Project, which would extend the use of student aid to colleges that operate on a competency-based system.

Closer to home, the New Jersey Appellate Division upheld the ruling of the Public Employment Relations Commission, finding that state college employees are employees of their respective boards of trustees, not employees of the State of New Jersey, for purposes of the Employer-Employee Relations Act. *State v. Council of N.J. College Locals* (App. Div. Feb.

20, 2015). The public employee unions challenged the decision, but the New Jersey Supreme Court denied their appeal, letting the Appellate case stand.

The immediate effect of the case is that a restrictive definition of “managerial executive,” limiting that classification only to those individuals who formulate policy, does not apply to college employees. College employees are subject to the broader definition of “managerial executive,” which includes individuals who also direct the effectuation of college policies and practices. The case allows colleges to continue to classify managers as “managerial executives” who are not eligible for union membership.

Our impact on Trenton is increasingly visible at the street level. The Nursing Education Center will be 50 percent complete prior to the Trustees’ September meeting. Interior renovations to the Kelsey Building and Townhouses are complete and operational space at the Center for Learning and Technology is occupied, with the Media Studio under development.

The College continues to upgrade software, systems and services at a steady rate, offering students video conferencing advising appointments scheduled within 24 hours; a Graduation Application, which is less cumbersome for students and staff; and transcript ordering through the National Student Clearinghouse, which this year processed 11,472 transcripts for an average processing time of three days, with a payment of \$151,254 to the College from one source, instead of separate payments for each transcript. A system was developed that allows students to complete required financial forms online and transmit them for processing. A College-wide coordinated survey and course evaluation system was also put in place, providing detailed assessments and feedback by school, at both undergraduate and graduate levels.

An upgraded myEdison Portal was released to all staff, students and mentors in March. The new version has single sign-on capability with Office 365, Moodlerooms, Google Apps, Colleague UI, and Webadvisor, and recreates all staff resources, forms and links in a SharePoint system. The MIS team also completed numerous network upgrades to security and launched Technology Tuesdays, 30-minute training sessions held once or twice a month for staff interested in acquiring new skills.

We’ve also enjoyed some success at tooting our own horn: Social media engagements increased by 79 percent; views of College blogs increased by 354 percent; social media referrals to the College website increased by 27 percent and the number of unique visitors to the College website increased from 1 million to 1.3 million. The College received 14 national media placements for the second year in a row and the LinkedIn group for alumni increased to nearly 4,500 participants, a 25 percent increase. The College continues to be named “Military Friendly,” and is ranked 17<sup>th</sup> among institutions of higher education most popular with service members using federal tuition assistance.

While we had a good year by any measure, it became apparent during our annual assessment of the strategic plan that conditions and assumptions had changed significantly since the plan

was developed in 2012, warranting an update. Competitive conditions in the adult market, the forecasts for growth of that market, and the assumed ability of the state to maintain support for public higher education have all changed significantly. Implementation of the per credit tuition plan and the adjusted nature of student engagement with the College brought about a change in our enrollment counting methodology which has impacted the institution's enrollment model and goals. Finally, the need to extend the plan arises from the fact that the College will be undergoing its five-year Middle States accreditation Period Review Report in 2017. We want to document the adjustments we have made to our Strategic Plan and have a plan in place, rather than under revision, throughout the Period Review Report cycle.

On a personal note, I'd like to express my appreciation for the effectiveness of the executive leadership team we have at the College, as well as my gratitude for the outstanding professional community we have advancing the mission of this important institution. I'm also grateful for the dedicated and competent Board of Trustees that I have been privileged to work with and whose wise counsel I've been the beneficiary of, as they carry out their responsibility of holding this institution in trust for the citizens of our State.

George A. Pruitt  
President



# Thomas Edison State College Strategic Plan 2013-2017

## “Building on Success”

**Progress Report  
to the Board of Trustees**

**11 September 2015**

## The Success Continues

- **Grow Enrollment with increases in Traditional students and Graduate students**
  - Implemented New Enrollment Counting methodology.
  - Student enrollment mix continues to rebalance with growth of non-military students.
- **Produce a 7.5 % margin annually**
  - The College FY2015 annual margin was 7.2%.
- **Achieve University Status**
  - Operationalized the Office of Graduate Programs.
  - University status petition complete; submitting to NJ Secretary of Higher Education in 1<sup>st</sup> quarter FY2016.
- **Secure Control of our Facilities**
  - New Nursing Education Center under construction and 41% complete as of 30 June.
  - The College continues to negotiate a lease/purchase agreement for the Canal Banks building.
- **Defend the Brand as a National Leader in Adult Education**
  - Dr. Pruitt provided testimony to United States Senate.
  - The College was chosen to participate in two national Lumina Foundation adult education projects, as well as the American Council on Education National Alternative Credit Project.
- **Raise \$7.5 Million in Private Donations**
  - Continued record levels of corporate and foundation gifts.
- **Establish The Center for Learning and Technology**
  - Operational space occupied and Media Studio under development.

## The Success Continues

### Goal 1: Enhance Academic Program Excellence

- 3,258 degrees were awarded by the College in FY2015.
- The Accelerated 2<sup>nd</sup> Degree Bachelor of Science Nursing (BSN) program received full accreditation status, for eight years, through 2023.
- The Accelerated 2<sup>nd</sup> Degree BSN program's third class achieved a pass rate of 100% on the nursing licensure exam. Thomas Edison State College was the only BSN program in New Jersey to achieve a 100% pass rate.
- The New Jersey Presidents Council approved the new Master of Science in Hospitality Management and Master of Science in International Business Finance degrees.
- The Teacher Education Accreditation Council (TEAC) awarded a full seven-year accreditation to the Heavin School's Master of Arts in Educational Leadership program.
- The College operationalized the Office of Graduate Programs.
- The Doctor of Nursing Practice degree was approved by the NJ Presidents Council and NJ Secretary of Higher Education.

## **The Success Continues**

### **Goal 1, continued:**

### **Enhance Academic Program Excellence**

- The College expanded its use of the automated learning outcomes rubric data collection system across the entire undergraduate curriculum.
- The College implemented the alignment of all Human Services degrees under the John S. Watson School of Public Service and Continuing Studies. The School now operates both Undergraduate and Graduate programs.
- The College implemented a fully ADA compliant video distribution and infrastructure system across the curriculum.

## The Success Continues

### Goal 2: Position the College for Continued Sustainability

- Graduate level revenue grew in key markets (Business and Homeland Security).
  - Graduate revenue is up 9%.
- Mix of traditional and military students continues to improve and Graduate students are now 5.9% of the total enrollment.
- The College grew revenue in Corporate Choice Strategic Partnerships to \$2.16M (24% increase) with improved margins:
  - New agreements were signed with JetBlue, Wakefern (Shoprite), Flight School Association of North America, EdAssist, and the Utilities Telecom Council.
  - Fifty Siemens project managers completed the College's online, non-credit Electronics course. The course is being updated and re-run in October 2015.
  - The partnership with UPS continued to grow in size and scope, with the College maintaining its status as UPS' top educational provider.
- The College Plus partnership achieved over 700K in revenue again in FY2015.

## The Success Continues

### Goal 2 cont.: Position the College for Continued Sustainability

- The College continues to be named “Military Friendly” and is ranked 17th among institutions of higher education most popular with service members using tuition assistance.
- The Veterans Center of Excellence continues to support enrollment and revenue growth.
  - Veteran revenue grew to 2.98 million, up from 1.4 million in FY2014 (a 113% increase).
  - Operation College Promise – a nationally recognized program for veterans was integrated into the organization.
- Center of Excellence for Institutional Marketing is operational and assuming responsibility for all creative, production and planning; achieving greater strategic alignment, productivity and faster time to market. External agency transitioned to media buying.
- The College partnered with Comcast to produce two public service announcements (PSAs) to help veterans learn how to earn credit for military training and encourage them to complete a college degree. The PSAs are being broadcast by Comcast during FY15-16 and the value of the air time is between \$2.5 - \$3 million.
- The College continues to be highlighted in national, regional and local media, earning 14 national media placements for the second year in a row.
- Social media engagements increased by 79%, from 52,200 to 93,500. Views of College blogs increased by 354%. Social media referrals to the College website increased by 27% and unique visitors to the College website increased from 1 million to 1.3 million.

## The Success Continues

### Goal 3: Improve the Financial Foundation of the College

- The College FY2015 annual margin was 7.2%. The College has averaged a 12% annual margin over the first three years of the plan including FY2015.
- Record donations were received by the College Foundation in unrestricted and restricted gifts, for a total of \$1.1 million, an 88% increase.
- The College received major grants in support of the development of the Military and Veteran Portal and School of Nursing's Virtual Clinical Simulation Program.
- The Nuclear Regulatory Commission provided a grant of \$194,472 over two years in support of scholarships.
- The College Foundation's special events generated record revenues again this year.
- The College Foundation made its largest ever grant to the College of \$205,000 to support the new Doctor of Nursing Practice degree program.

## The Success Continues

### Goal 4: Leverage Infrastructure, Technology and Assets to Meet the Needs of Our Students

- Completed the successful roll-out of new Military and Veterans Portal to assist military and veterans student prior to enrollment and throughout their lifecycle with the College.
- Launched the Video Conferencing Advising pilot program to enable face-to-face video advising appointments for applicants and enrolled students.
- Transitioned to OnBase, the new Electronic Content Management system providing enhanced capabilities for document management, workflow management and reporting.
- Began construction on the new Nursing building and completed renovations on the new Center for Learning and Technology, Kelsey building and Townhouse complex.
- Continuing negotiations for a lease/purchase of the Canal Banks building located on West Hanover Street.

## The Success Continues

### Goal 5: Enhance Institutional Quality and Information-Based Decision Making

- Conducted a Strategic Plan review resulting in the decision to Update and Extend the College Strategic Plan.
- Implemented a College-wide coordinated survey and course evaluation system that provides detailed assessments and feedback by School at the Graduate and Undergraduate level.
- A Financial Aid compliance officer was hired to ensure compliance with existing requirements and the expanded US Department of Education data submission requirements.
- Sustained compliance requirements for Presidential Executive Order 13607 ensuring the College appropriately supports service members, their families, and veterans.
- Human Resource Office provided training in five key areas identified by the College-wide needs assessment survey conducted in FY2014.

## The Success Continues

### Goal 6: Support the College's Commitment to Public Policy and Service

- Thomas Edison State College successfully advocated for a fair and equitable formula for the proposed cuts to the state colleges and universities, which led to partial restoration in the final budget for Thomas Edison State College.
- Dr. Pruitt testified before the United States Senate Health, Education, Labor and Pensions (H.E.L.P.) Committee.
- Thomas Edison State College hosted a congressional reception on behalf of the John S. Watson Institute for Public Policy and the New Jersey Urban Mayors Association.
- The College assisted with drafting the bill and securing votes for The Advancing Competency-Based Education Demonstration Project Act (H.R. 3136), which would allow federal student aid to be used at colleges that operate on a competency-based system.
- The College hosted 40 nonprofit organizations and over 150 local participants for Thomas Edison State College's Community Involvement Fair.
- The College organized and hosted our 27<sup>th</sup> Annual National Institute on the Assessment of Adult Learning. Over 100 participants attended from institutions across the US.

# Fiscal Year 2015

## Key Numbers Table, Statistics and Profiles



**Table 1**  
**Thomas Edison State College at a Glance**  
**Key Numbers for Fiscal Year 2015**

|  | <i>FY 2015</i> |          |
|--|----------------|----------|
|  | <i>N</i>       | <i>%</i> |
| <i>Total Enrollment*</i>                         | 18,684         |          |
| Undergraduate                                    | 17,591         | 94%      |
| Graduate   | 1,093          | 6%       |
| <i>Applicants**</i>                              | 12,423         |          |
| Undergraduate                                    | 11,647         | 94%      |
| Graduate   | 776            | 6%       |
| <i>New Enrollments (only New) ***</i>            | 5,477          |          |
| Undergraduate                                    | 5,164          | 94%      |
| Graduate   | 313            | 6%       |
| <i>Degrees Conferred</i>                         | 3,258          |          |
| Associate  | 587            | 18%      |
| Baccalaureate                                    | 2,445          | 75%      |
| Master   | 226            | 7%       |
| <i>Enrolled by Gender</i>                        |                |          |
| Male   | 9,953          | 53%      |
| Female   | 8,731          | 47%      |
| <i>Enrolled by Military Status and Residence</i> |                |          |
| <i>Nonmilitary</i>                               | 13,538         |          |
| New Jersey                                       | 7,868          | 58%      |
| Out of State                                     | 5,454          | 40%      |
| International                                    | 111            | 1%       |
| Unknown  | 105            | 1%       |
| <i>Active Duty Military</i>                      | 5,146          |          |
| New Jersey                                       | 271            | 5%       |
| Out of State                                     | 4,705          | 91%      |
| International                                    | 9              | 0%       |
| Unknown  | 161            | 3%       |
| <i>Enrollment By Race/Ethnicity</i>              |                |          |
| American Indian/Alaska Native                    | 107            | 1%       |
| Asian  | 678            | 4%       |
| Black/African American                           | 2,754          | 15%      |
| Hispanic/Latino                                  | 1,736          | 9%       |
| Native Hawaiian/Other Pacific Islander           | 96             | 1%       |
| White  | 9,936          | 53%      |
| Non US Citizen                                   | 242            | 1%       |
| Two or More Races                                | 364            | 2%       |
| Unknown  | 2,771          | 15%      |
| <i>Average Age of Enrolled Students</i>          | 36             |          |

Prepared By: The Division of Planning and Research, Thomas Edison State College, July 2015.

\* The total enrollment is an unduplicated count. There were 72 students in FY 2015 who graduated from an undergraduate degree and then enrolled in a graduate degree program during the same year; these students are included in the graduate counts.

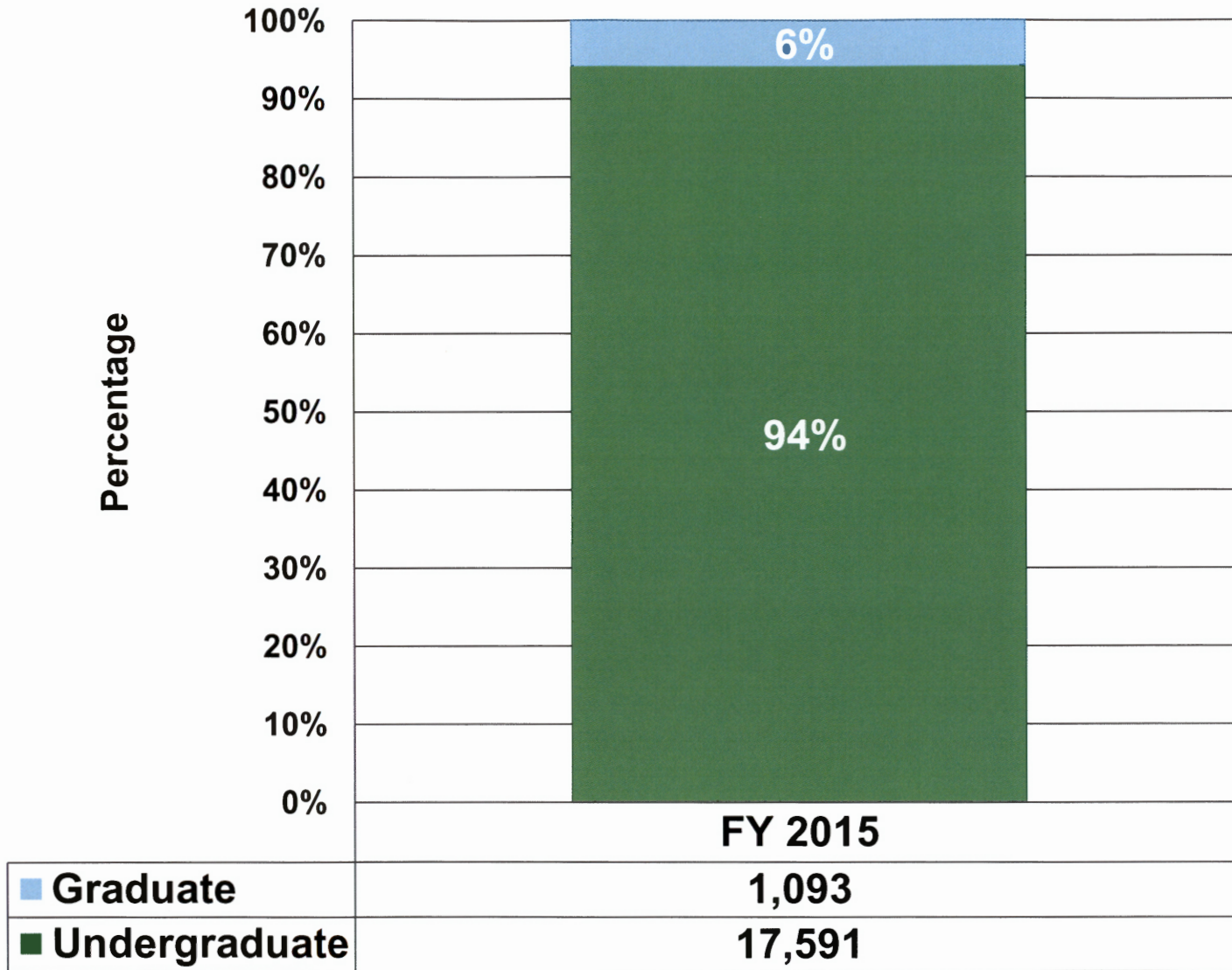
\*\* Applicant counts exclude incomplete files at the undergraduate level and conditional admits at the graduate level.

\*\*\*Beginning in FY 2015, "New Enrollments" refers to students who were new to the College and does not include re-enrolled students who returned to the College after stopping out for a while. This change was made to be consistent with the new Enrollment Reporting policy that was implemented in the Fall 2014.



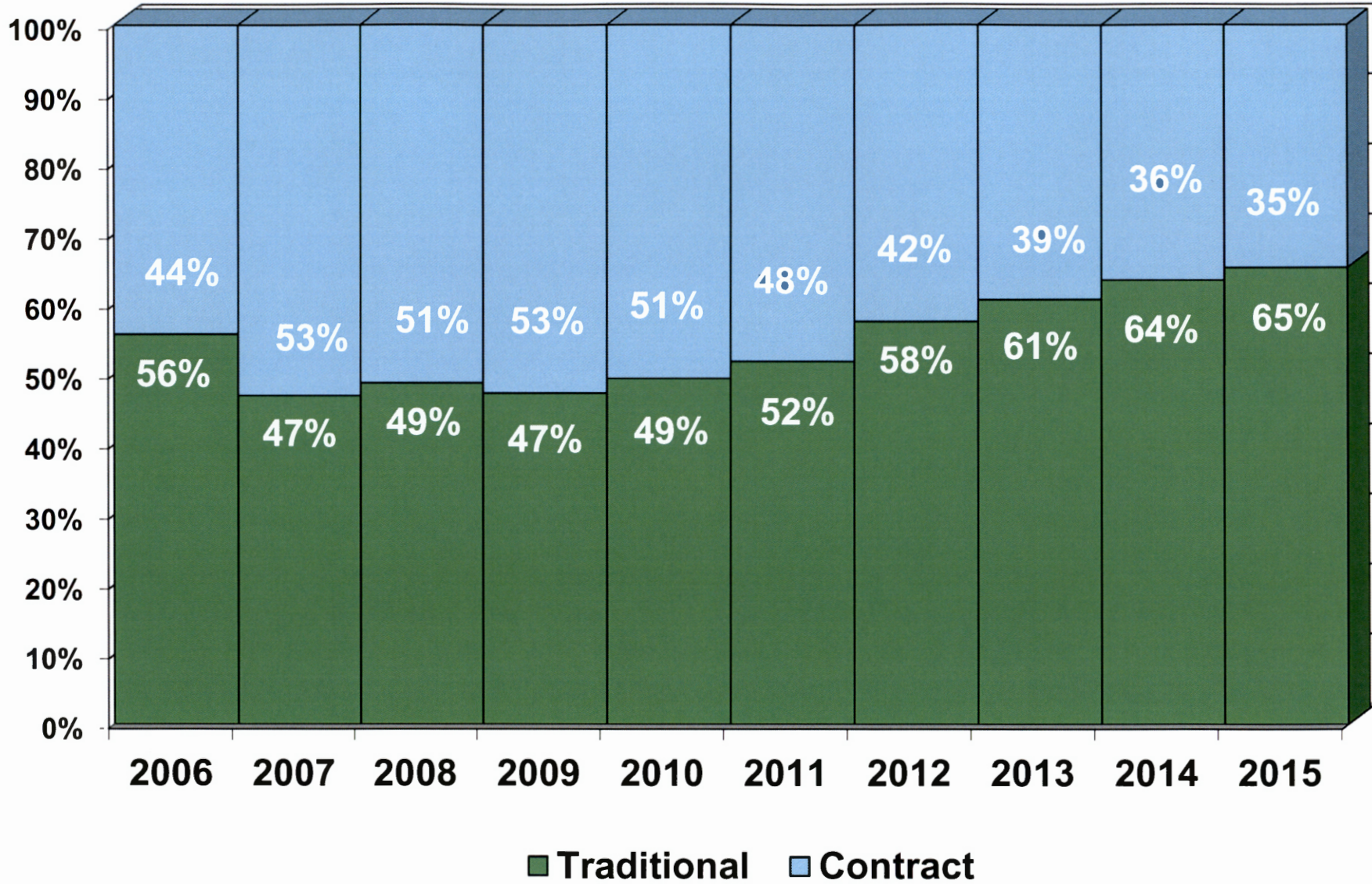
# FY 2015 Enrollments by Level

Total = 18,684



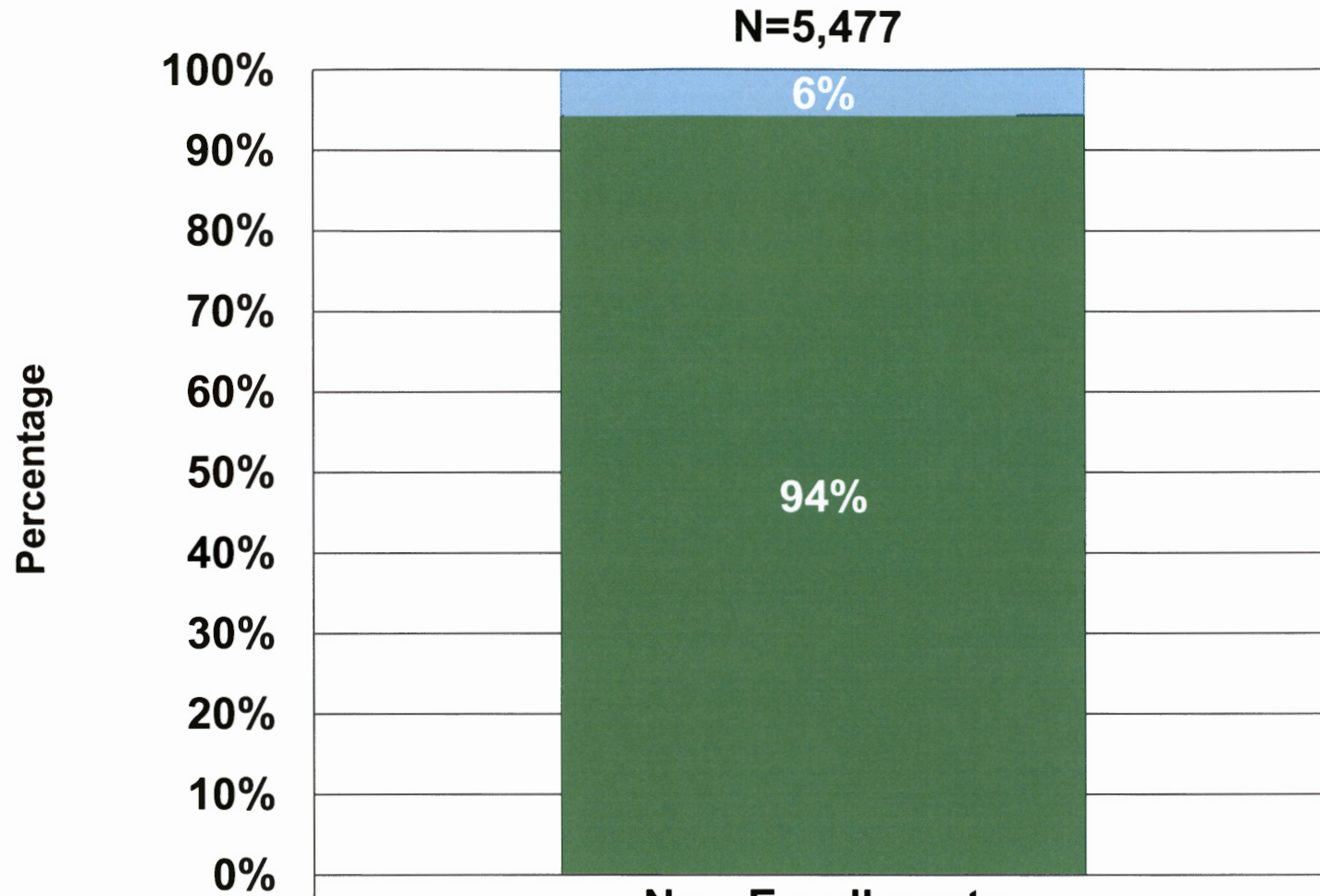


# Enrollment Trends with Traditional vs. Contract Comparisons





## FY 2015 New Enrollments Only by Level

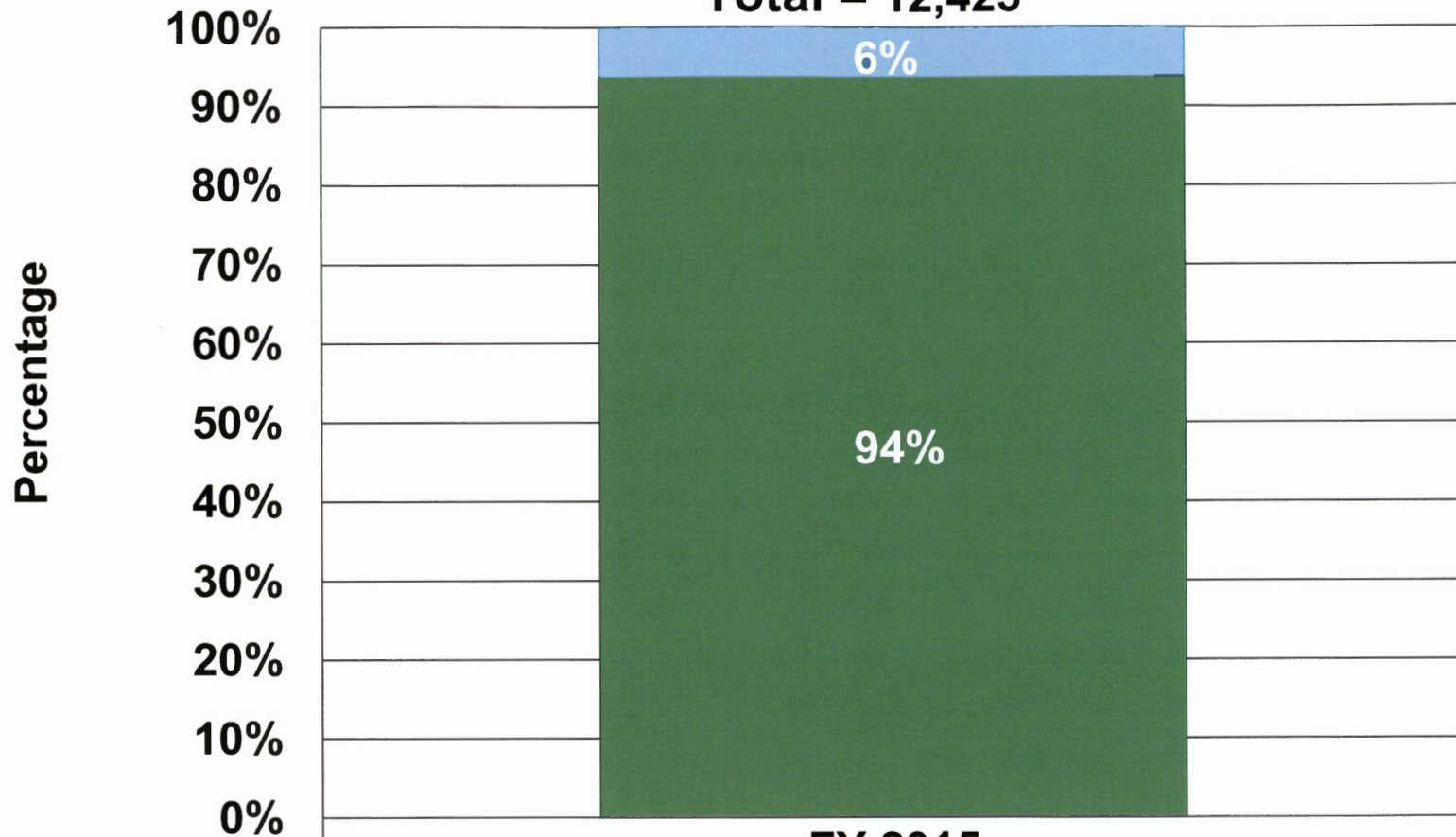


| New Enrollments |       |
|-----------------|-------|
| ■ Graduate      | 313   |
| ■ Undergraduate | 5,164 |



## FY 2015 Applicants

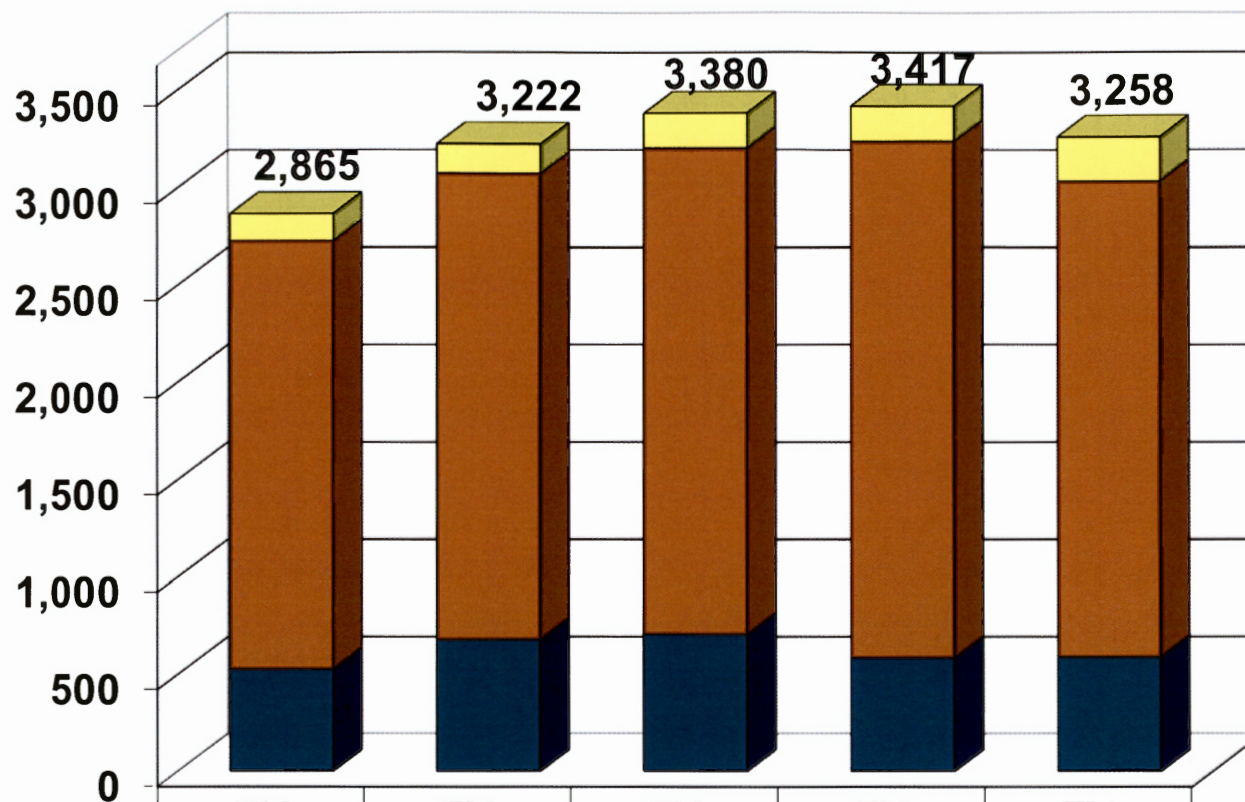
**Total = 12,423**



|  |                |
|--|----------------|
|  | <b>FY 2015</b> |
| <span style="color: blue;">■</span> Graduate       | <b>776</b>     |
| <span style="color: green;">■</span> Undergraduate | <b>11,647</b>  |



## DEGREES CONFERRED FY 2011 - FY 2015 (Cumulative Degrees Awarded= 53,405)

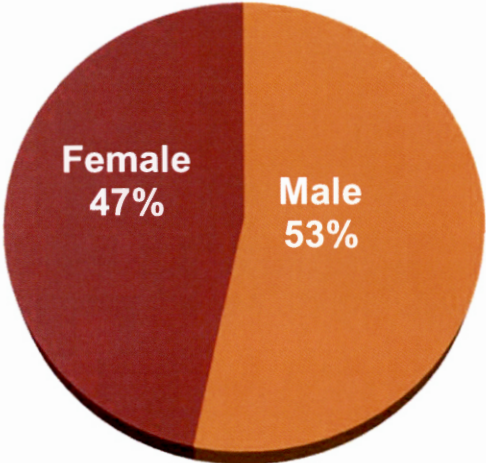


|                 | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|-----------------|---------|---------|---------|---------|---------|
| ■ MASTER'S      | 140     | 152     | 180     | 182     | 226     |
| ■ BACCALAUREATE | 2,200   | 2,393   | 2,497   | 2,654   | 2,445   |
| ■ ASSOCIATE     | 525     | 677     | 703     | 581     | 587     |

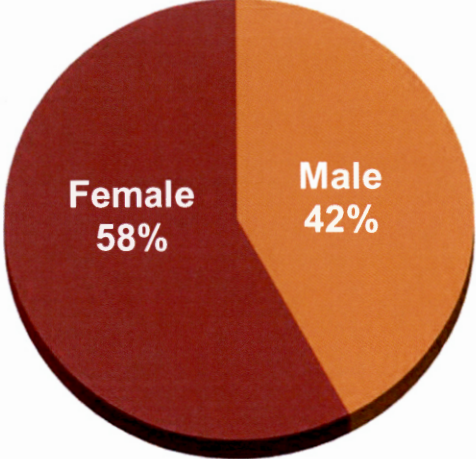


# FY 2015 Enrollment X Gender X Military Status

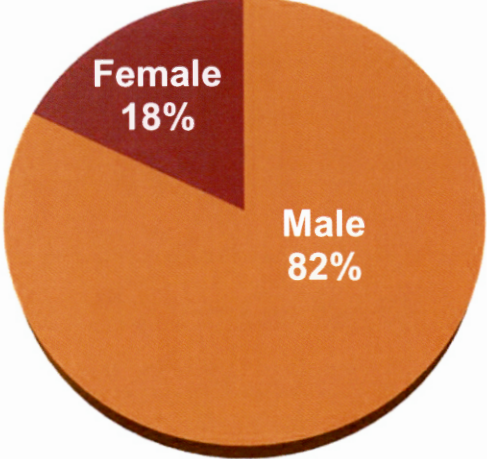
## FY 2015 Enrollment X Gender: All Students



## FY 2015 Enrollment by Gender: Non-Military Students

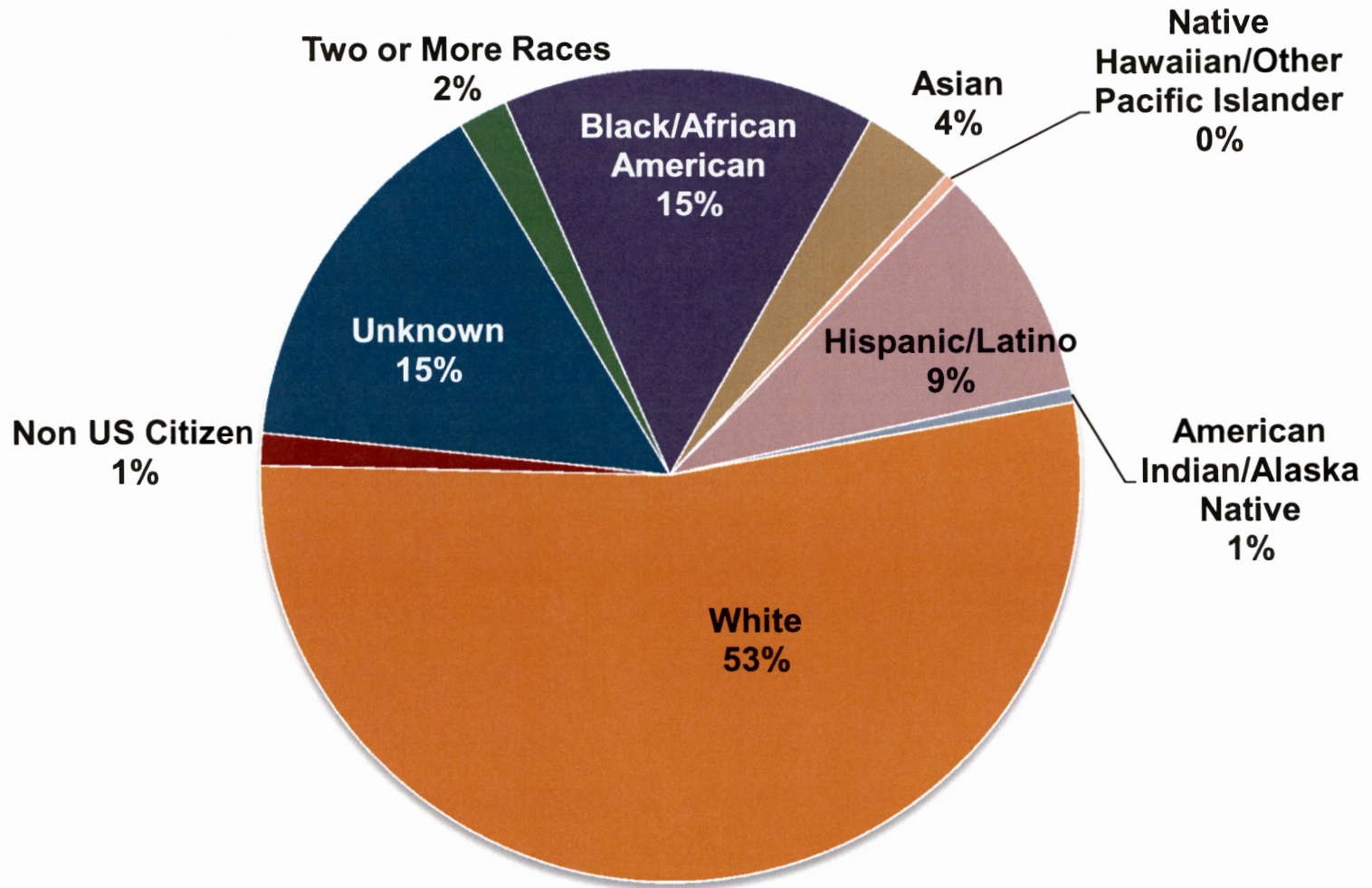


## FY 2015 Enrollments by Gender: Active Duty Military



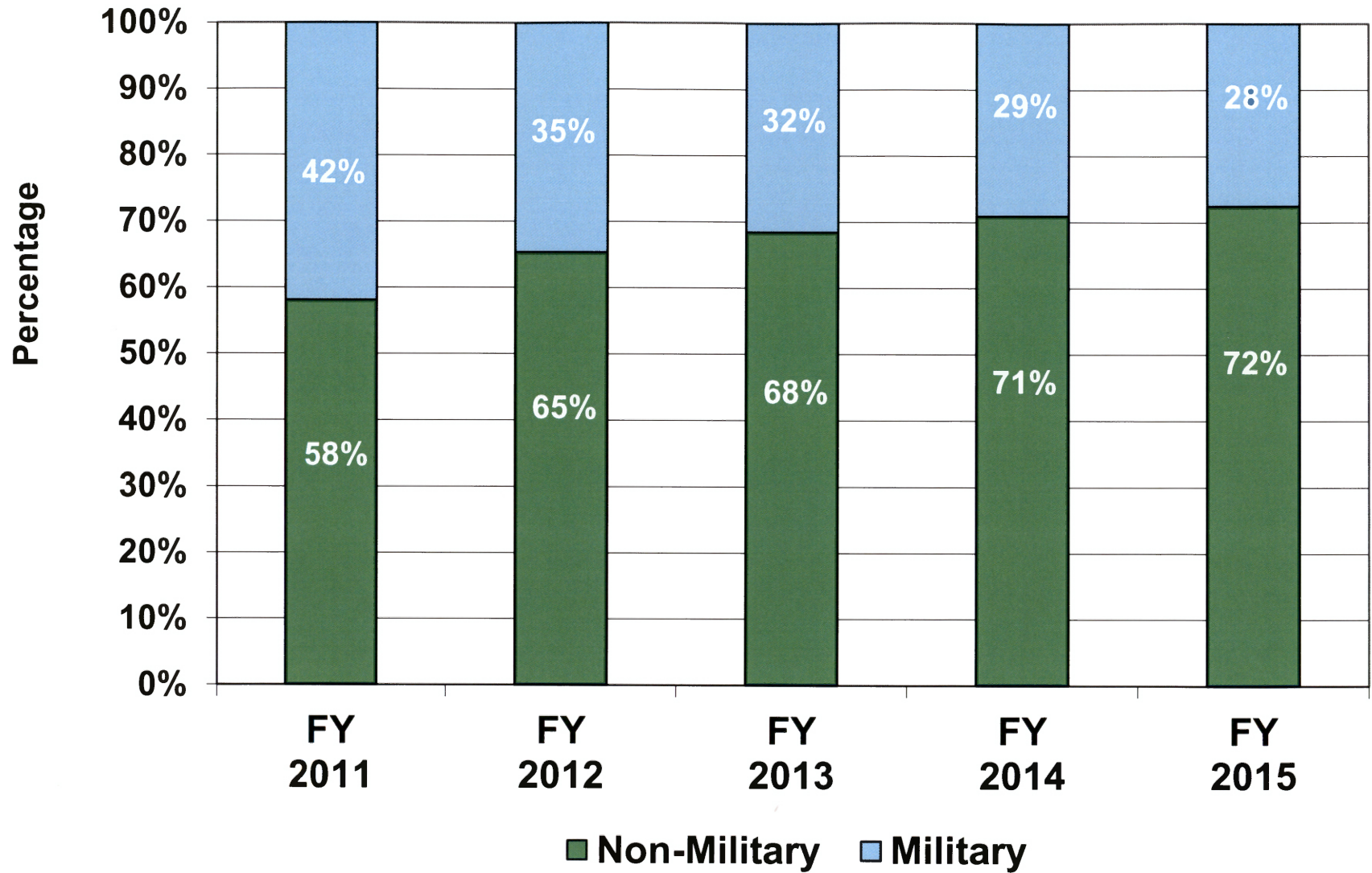


# FY 2015 Enrollment X Race/Ethnicity



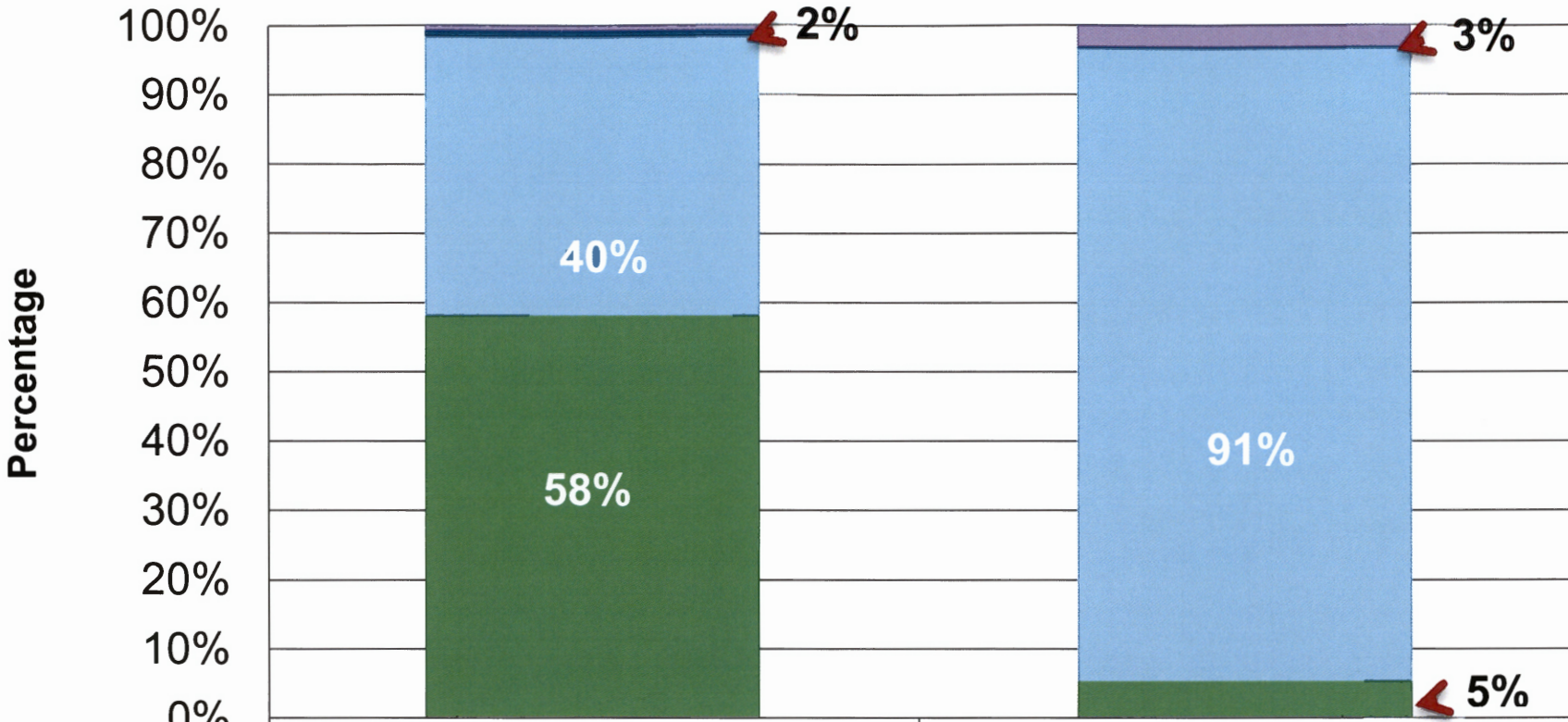


## Enrollments by Military Status: FY 2011 thru FY 2015 Comparisons





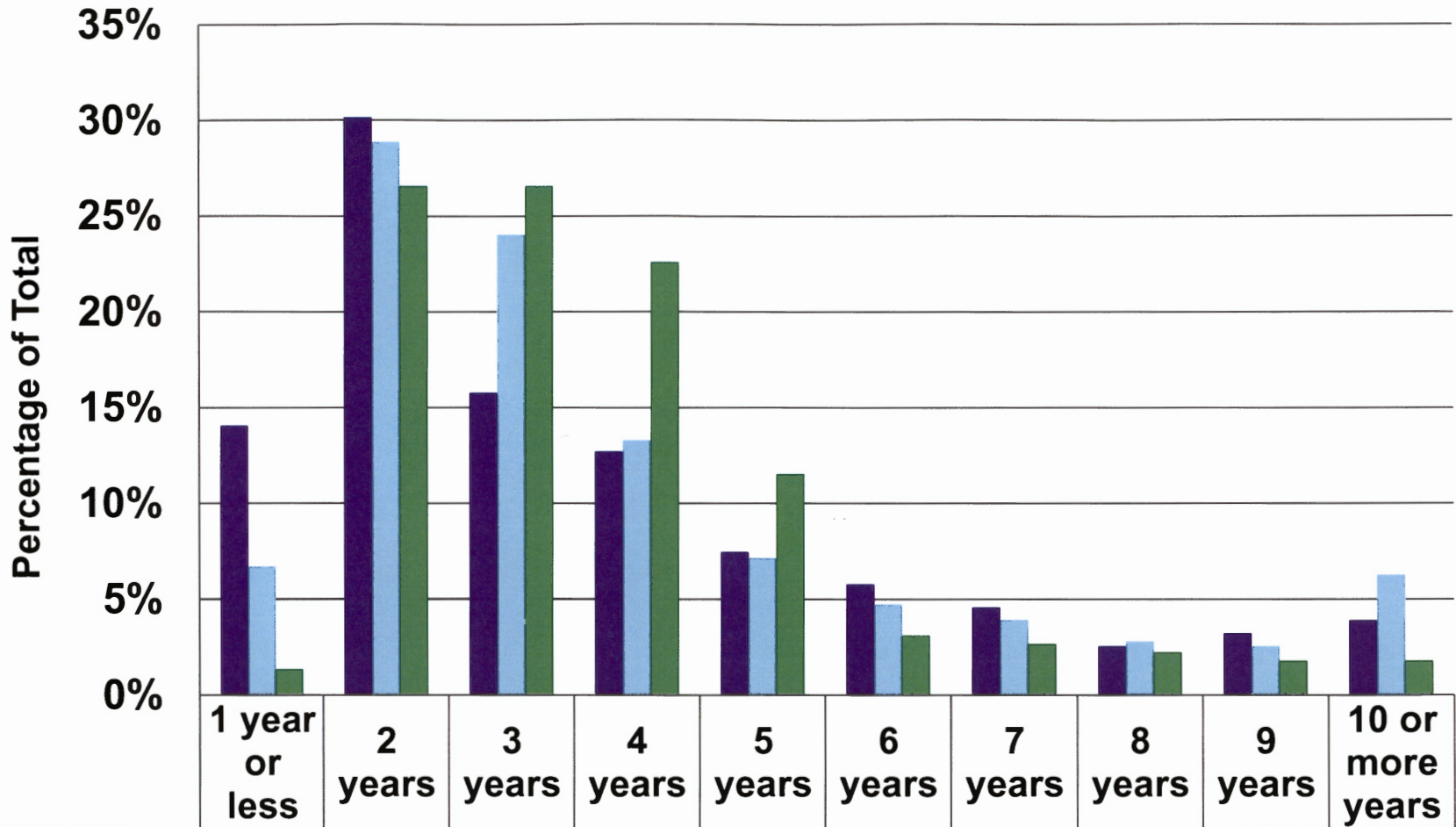
# FY 2015 Enrollments By Military Status and Residence



|  | FY 2015 Non-military | FY 2015 Active Duty Military |
|--|----------------------|------------------------------|
| <span style="color: purple;">■</span> <b>Unknown</b>         | 1%                   | 3%                           |
| <span style="color: darkblue;">■</span> <b>International</b> | 1%                   | 0%                           |
| <span style="color: lightblue;">■</span> <b>Out of State</b> | 40%                  | 91%                          |
| <span style="color: darkgreen;">■</span> <b>New Jersey</b>   | 58%                  | 5%                           |



## FY 2015 Graduates: Time to Degree Completion

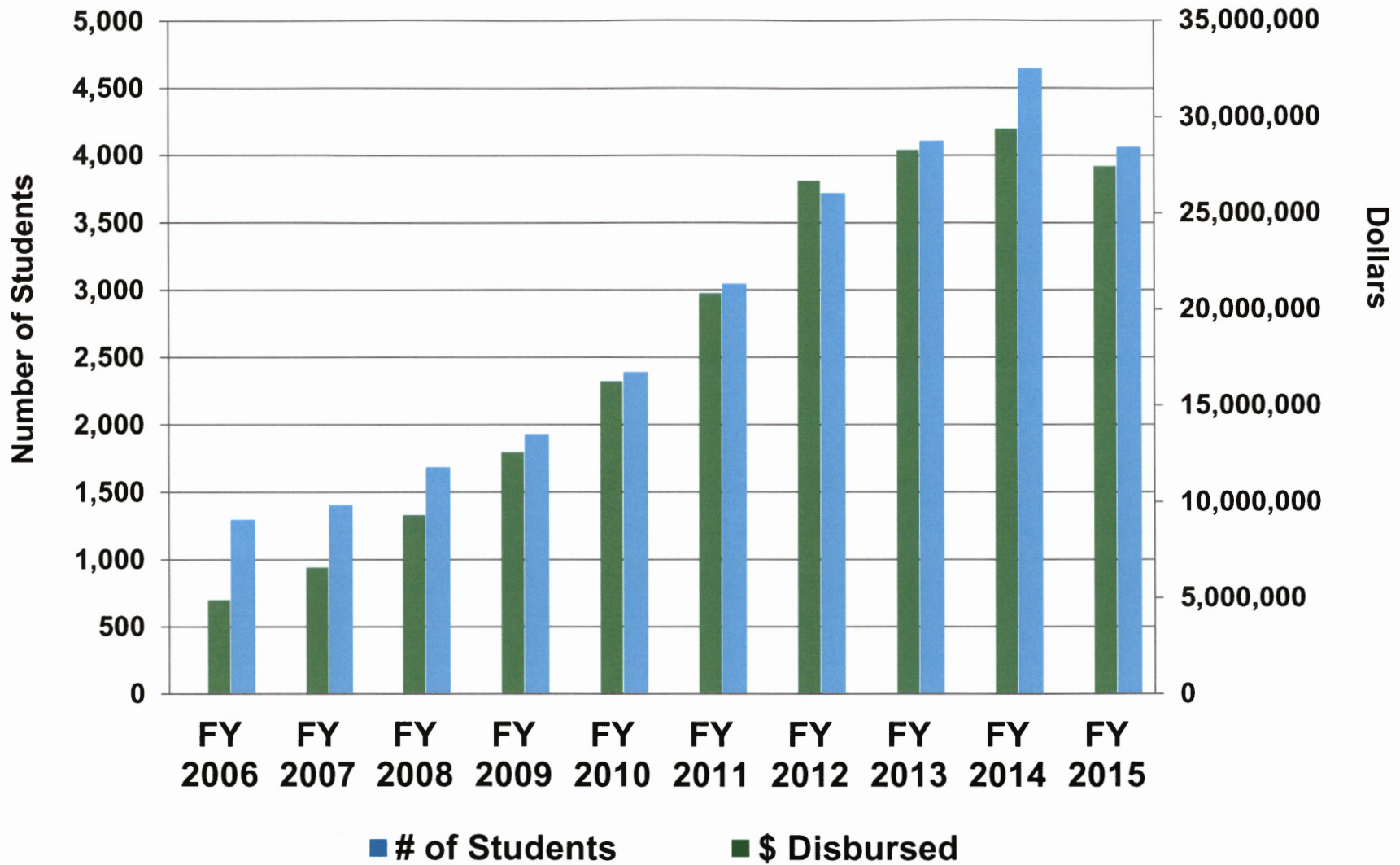


|                      | 1 year or less | 2 years | 3 years | 4 years | 5 years | 6 years | 7 years | 8 years | 9 years | 10 or more years |
|----------------------|----------------|---------|---------|---------|---------|---------|---------|---------|---------|------------------|
| <b>Associate</b>     | 14%            | 30%     | 16%     | 13%     | 7%      | 6%      | 5%      | 3%      | 3%      | 4%               |
| <b>Baccalaureate</b> | 7%             | 29%     | 24%     | 13%     | 7%      | 5%      | 4%      | 3%      | 3%      | 6%               |
| <b>Master</b>        | 1%             | 27%     | 27%     | 23%     | 12%     | 3%      | 3%      | 2%      | 2%      | 2%               |

**Mean Time to Degree: Associate = 3.2, Baccalaureate = 3.5, and Master's = 3.2.**

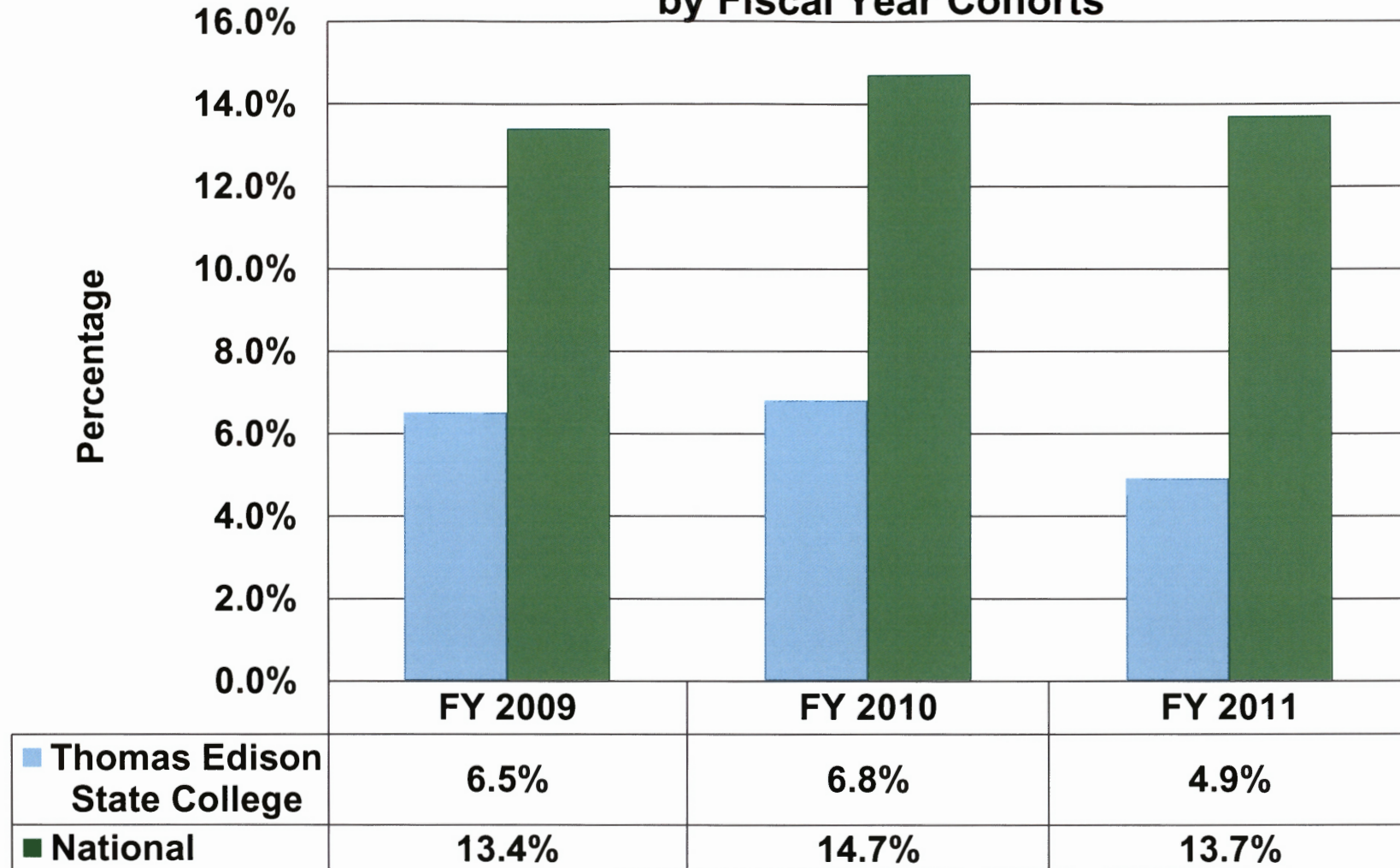


## Number of Students Awarded Financial Aid each Year and the Amount of Financial Aid Awarded





## The Three-Year Default Rate: Thomas Edison State College Compared to the National Data by Fiscal Year Cohorts



Source of the National data: Federal Student Aid (FSA), an Office of the U.S. Department of Education (<http://www.ifap.ed.gov/eannouncements/attachments/2014OfficialFY20113YRCDBriefing.pdf>).



# Appendix A

## Fiscal Year 2015 Preliminary Statement of Revenues and Expenses (Unaudited)

## Thomas Edison State College

### Unrestricted Revenue and Expenses for the Fourth quarter, Ending June 30, 2015

#### *Revenues*

During the fourth quarter of FY 2015, the College realized a \$207,126 decrease, or less than 1%, under last year's revenues. This decrease is attributed to an increased number of students who utilize financial aid as a method of payment who enrolled at the end of FY 2014 and received the prior year locked-in rate. Despite the slight decrease from prior year, the College achieved \$57,885,351, or 89%, of its combined revised revenue budget of \$65,076,687, excluding investment income, through the fourth quarter. In the previous fiscal year, 94%, or \$58,092,477, was realized through the fourth quarter of that year's combined revised budget of \$62,047,624.

The College received 100%, or \$3,551,000, of its state appropriation budget of \$3,551,000. This result is the same as that for the same period last year, when 100%, or \$3,551,000, was received against a budget of \$3,551,000.

Undergraduate student revenues totaled \$32,360,534 or 82%, of the College's FY 2015 annual budget of \$39,295,162. This percentage is lower than that for the same period last year, when 83%, or \$32,760,015, was earned against a budget of \$39,319,950. This represents a decrease of 1%, or \$399,481, when compared to last year's revenue amount.

Revolving fund revenue, including that from the master's-degree programs, for the fourth quarter accounted for 98%, or \$13,246,899, against a budget of \$13,520,041. This revenue percentage is lower than that for the same period last fiscal year, when 113%, or \$13,015,201, was earned against a budget of \$11,560,662. However, this represents an increase of 2% or \$231,698, when compared to last year's revenue amount.

Contract revenues for the fourth quarter totaled \$8,726,918, or 100%, of the budget of \$8,710,484. This revenue result is lower than that for the same period last fiscal year, when 115%, or \$8,766,261, was earned against a budget of \$7,616,012. This represents a decrease of less than 1%, or \$39,343, when compared to last year's revenue.

Major student revenue statistics during the fourth quarter are as follows:

- Application Fee – 110%
- Locked-In FY 2015 Annual Enrollment – 102%
- Locked-In FY 2014 Annual Enrollment – 24%
- Per Credit Tuition Plan – 123%
- Technology Fees – 65%
- College Plus Tuition – 33%

- Military Tuition – 100%
- Veteran’s Chapter 33 – 142%
- Course Tuition and Registration Fee – 66%
- Graduate Programs Tuition – 90%
- BSN Nursing Tuition and Fees – 83%
- Contract Tuition – 98%

## ***Investment Income***

The College earned \$375,344 in operating investment income, which represents an increase of 3%, or \$9,345, compared to the same period last fiscal year, when \$365,999 was earned. This was mainly due to increased income from the Quasi Endowment that is invested with Credit Suisse. The College earned an average interest rate of .14% on excess balances maintained at the bank, compared to .20% in the prior year.

The College purchased a \$7,084,432 certificate of deposit during December 2014. This 12-month CD at Investors Bank matures on 12/15/15, and earns an interest rate of .74%. The College purchased a \$3,100,106 certificate of deposit during March 2015. This 12-month CD at Investors Bank matures on 3/21/16, and earns an interest rate of .75%.

Credit Suisse currently manages \$4,056,364 in a laddered portfolio of U.S. agency debt. The investment income from these securities through the fourth quarter of FY 2015 was \$141,404. However, the securities had an unrealized loss of \$84,311 during the fiscal year. The portfolio continues to be highly rated and has full liquidity.

## ***Expenditures***

The College has expended and committed 89%, or \$53,719,056 of its \$60,293,789 revised combined unrestricted, revolving, and contract funds budget. This result is comparable to that for last fiscal year, when 89%, or \$50,173,955, was spent against last fiscal year’s budget of \$56,550,632.

Operating budget expenditures accounted for 91%, or \$45,880,589, against the revised expenditure budget of \$50,419,214. This result is higher than last fiscal year, when 89% or \$41,707,858 was spent against a budget of \$46,787,336. Operating expenditures, including debt payments, increased \$4,172,731, or 10%, over the last fiscal year.

Revolving fund expenditures accounted for 87%, or \$4,678,629, of the revised expenditure budget of \$5,404,413, which is lower than that for last fiscal year, when 91%, or \$4,674,070, was spent against a budget of \$5,133,877. This represents an increase of \$4,559, or less than 1%, when compared to the same quarter of last fiscal year.

The revolving surplus at the end of the fourth quarter is \$8,568,270, compared with \$8,341,131 for the same quarter of last fiscal year.

| <b>Program</b>     | <b>#</b>   | <b>YTD<br/>Revenue</b> | <b>YTD<br/>Expenses</b> | <b>Surplus</b>   |
|--------------------|------------|------------------------|-------------------------|------------------|
| OAPWL              | 100        | 38,264                 | 31,258                  | 7,006            |
| National Institute | 200        | 63,715                 | 71,683                  | (7,968)          |
| Nursing Program    | 500        | 8,758,923              | 3,753,473               | 5,005,450        |
| Graduate Programs  | <u>700</u> | <u>4,385,997</u>       | <u>822,215</u>          | <u>3,563,782</u> |
| Total Revolving    |            | <u>13,246,899</u>      | <u>4,678,629</u>        | <u>8,568,270</u> |

Contract expenditures accounted for 71%, or \$3,159,838, of the revised expenditure budget of \$4,470,162, which is lower than that for the same period of last fiscal year, when 82%, or \$3,792,027 was spent against last fiscal year's budget of \$4,629,419. This represents a decrease of \$632,189, or 17%, when compared to the same quarter of last fiscal year.

The contract surplus at the end of the fourth quarter is \$5,567,080, compared with \$4,974,234 for the same quarter of last fiscal year.

| <b>Program</b>  | <b>#</b> | <b>YTD<br/>Revenue</b> | <b>YTD<br/>Expenses</b> | <b>Surplus</b>   |
|-----------------|----------|------------------------|-------------------------|------------------|
| Prof Cont Educ  | 1385100  | 59,000                 | 109,082                 | (50,082)         |
| Corp Choice-UPS | 1386000  | 2,155,582              | 0                       | 2,155,582        |
| GoArmyU         | 1380000  | 2,882,318              | 1,377,517               | 1,504,801        |
| Navy College    | 1380010  | 3,027,480              | 1,531,014               | 1,496,466        |
| Navy Pace       | 1380020  | 178,454                | 60,212                  | 118,242          |
| Off Campus Ops  | 1380030  | 30,260                 | 52,539                  | (22,279)         |
| Respiratory     | 1380040  | <u>393,824</u>         | <u>29,474</u>           | <u>364,350</u>   |
| Total Contracts |          | <u>8,726,918</u>       | <u>3,159,838</u>        | <u>5,567,080</u> |

### *Carry Forward Fund FY 2015*

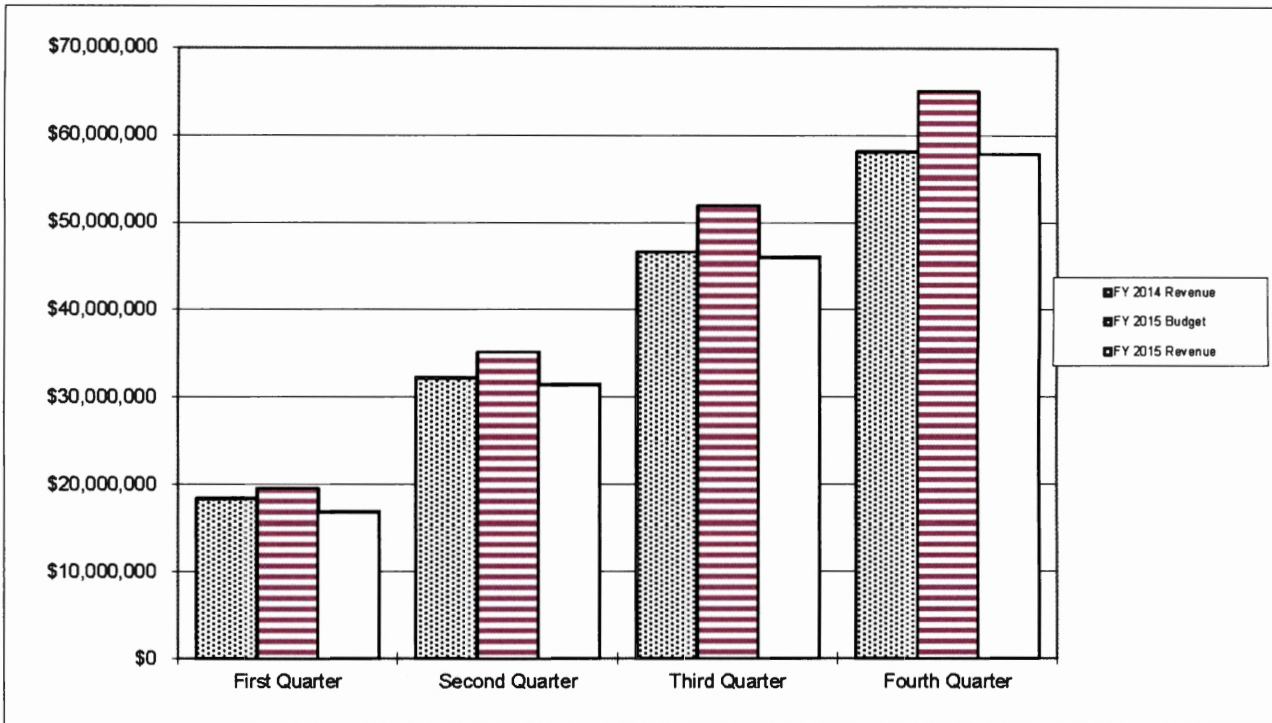
To continue the fulfillment of the Strategic Plan, the College committed a revised budget of \$5,107,500 from its reserves to fund various projected expenses as outlined in the carry forward account. As of June 30, 2015, the College expended and committed 58%, or \$2,947,631, leaving a balance of \$2,159,869.

**Quarterly Financial Summary**  
**Unrestricted Revenues and Expenses**  
**Quarter Ending 6/30/15**

|   | PERFORMANCE       |                   |                    |           | COMPARATIVE       |                   |                  |             |
|---|-------------------|-------------------|--------------------|-----------|-------------------|-------------------|------------------|-------------|
|   | FY-2015<br>Budget | FY-2015<br>YTD    | \$<br>Variance     | %         | FY-2015<br>YTD    | FY-2014<br>YTD    | \$<br>Change     | %<br>Change |
| <b>REVENUES</b>   |                   |                   |                    |           |                   |                   |                  |             |
| Student Fees  | 39,295,162        | 32,360,534        | (6,934,628)        | 82        | 32,360,534        | 32,760,015        | (399,481)        | (1)         |
| State Appropriation   | 3,551,000         | 3,551,000         | -                  | 100       | 3,551,000         | 3,551,000         | -                | 0           |
| Revolving   | 13,520,041        | 13,246,899        | (273,142)          | 98        | 13,246,899        | 13,015,201        | 231,698          | 2           |
| Contracts   | 8,710,484         | 8,726,918         | 16,434             | 100       | 8,726,918         | 8,766,261         | (39,343)         | (0)         |
| Total Budgeted Revenues                                     | 65,076,687        | 57,885,351        | (7,191,336)        | 89        | 57,885,351        | 58,092,477        | (207,126)        | (0)         |
| Investment Income   |                   |                   |                    |           | 375,344           | 365,999           | 9,345            | 3           |
| <b>Total Revenues</b>                                       | <b>65,076,687</b> | <b>57,885,351</b> | <b>(7,191,336)</b> | <b>89</b> | <b>58,260,695</b> | <b>58,458,476</b> | <b>(197,781)</b> | <b>(0)</b>  |
| <b>EXPENSES</b>   |                   |                   |                    |           |                   |                   |                  |             |
| <b>Operating</b>  |                   |                   |                    |           |                   |                   |                  |             |
| Salaries  | 27,454,888        | 25,257,290        | 2,197,598          | 92        | 25,257,290        | 23,361,375        | 1,895,915        | 8           |
| Fringes   | 2,289,915         | 1,704,863         | 585,052            | 0         | 1,704,863         | 1,919,740         | (214,877)        | 0           |
| Other Expenses:   |                   |                   |                    |           |                   |                   |                  |             |
| Student waivers   | 553,765           | 688,425           | (134,660)          | 124       | 688,425           | 453,865           | 234,560          | 52          |
| Materials   | 501,115           | 377,197           | 123,918            | 75        | 377,197           | 414,199           | (37,002)         | (9)         |
| Services other than salary                                  | 15,683,822        | 13,667,369        | 2,016,453          | 87        | 13,667,369        | 12,428,083        | 1,239,286        | 10          |
| Maintenance   | 2,991,439         | 2,917,678         | 73,761             | 98        | 2,917,678         | 2,566,586         | 351,092          | 14          |
| Total Other Expenses  | 19,730,141        | 17,650,669        | 2,079,472          | 89        | 17,650,669        | 15,862,733        | 1,787,936        | 11          |
| Improvements/Additions                                      | 333,656           | 223,378           | 110,278            | 67        | 223,378           | 169,702           | 53,676           | 32          |
| General Institution   | (509,796)         | (431,091)         | (78,705)           | 85        | (431,091)         | (614,370)         | 183,279          | (30)        |
| Sub-Total Non-Salary Exp                                    | 21,843,916        | 19,147,819        | 2,696,097          | 88        | 19,147,819        | 17,237,805        | 1,810,014        | 13          |
| Debt Principal Payments                                     | 763,046           | 1,059,682         | (296,636)          | 139       | 1,059,682         | 694,308           | 365,374          | 53          |
| Debt Interest Payments                                      | 357,364           | 415,798           | (58,434)           | 116       | 415,798           | 314,370           | 101,428          | 32          |
| Total Debt Payments   | 1,120,410         | 1,475,480         | (355,070)          | 132       | 1,475,480         | 1,008,678         | 466,802          | 46          |
| Total Operating Expenses                                    | 50,419,214        | 45,880,589        | 4,538,625          | 91        | 45,880,589        | 41,707,858        | 4,172,731        | 10          |
| <b>Revolving</b>  |                   |                   |                    |           |                   |                   |                  |             |
| Salaries  | 1,522,289         | 1,335,235         | 187,054            | 88        | 1,335,235         | 1,351,316         | (16,081)         | (1)         |
| Non-Salaries  | 3,882,124         | 3,343,394         | 538,730            | 86        | 3,343,394         | 3,322,754         | 20,640           | 1           |
| Total Revolving Expenses                                    | 5,404,413         | 4,678,629         | 725,784            | 87        | 4,678,629         | 4,674,070         | 4,559            | 0           |
| <b>Contracts</b>  |                   |                   |                    |           |                   |                   |                  |             |
| Salaries  | 1,089,695         | 772,587           | 317,108            | 71        | 772,587           | 775,722           | (3,135)          | (0)         |
| Non-Salaries  | 3,380,467         | 2,387,251         | 993,216            | 71        | 2,387,251         | 3,016,305         | (629,054)        | (21)        |
| Total Contract Expenses                                     | 4,470,162         | 2,159,838         | 1,310,324          | 71        | 3,159,838         | 3,792,027         | (632,189)        | (17)        |
| <b>Total Operating, Revolving<br/>and Contract Expenses</b> | <b>60,793,789</b> | <b>53,719,056</b> | <b>6,574,733</b>   | <b>89</b> | <b>53,719,056</b> | <b>50,173,955</b> | <b>3,545,101</b> | <b>7</b>    |
| Net Increase (Decrease)<br>In Fund Balance                  | 4,782,898         | 4,166,295         | (616,603)          | 87        | 4,166,295         | 7,918,522         | (3,752,227)      | (47)        |
| Carry Forward   | 5,107,500         | 2,947,631         | 2,159,869          | 58        | 2,947,631         | 4,449,434         | (1,501,803)      | (34)        |

# FY 2015 TOTAL REVENUE

Quarter Ending June 30, 2015

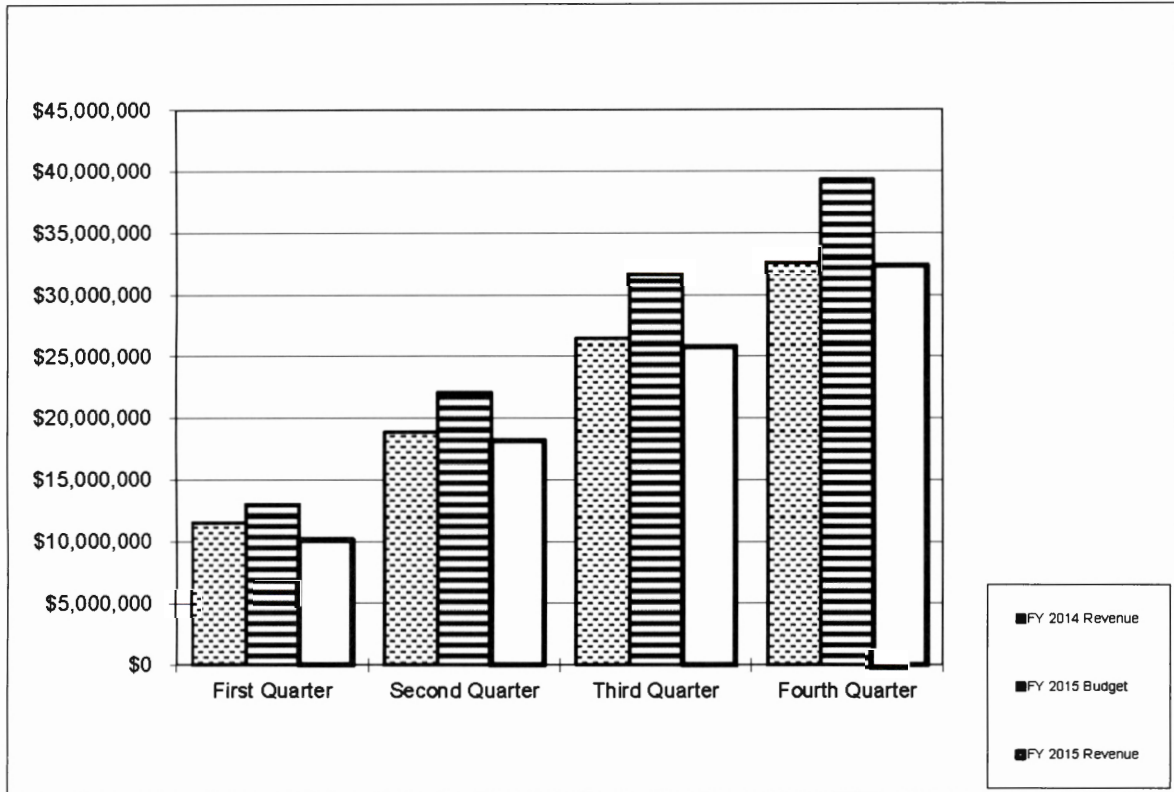


|                        | First Quarter | Second Quarter | Third Quarter | Fourth Quarter |
|------------------------|---------------|----------------|---------------|----------------|
| <b>FY 2014 Revenue</b> | \$18,389,199  | \$32,195,194   | \$46,580,413  | \$58,092,477   |
| <b>FY 2015 Budget</b>  | \$19,585,376  | \$35,120,542   | \$51,929,336  | \$65,076,687   |
| <b>FY 2015 Revenue</b> | \$16,887,856  | \$31,433,549   | \$46,022,064  | \$57,885,351   |

| FY 2014 Fourth Quarter Actual |                               | FY 2015 Fourth Quarter Actual | Difference Between FY 2014 and FY 2015 Totals |
|-------------------------------|-------------------------------|-------------------------------|---|
| \$3,551,000                   | State Appropriation           | \$3,551,000                   | \$0   |
| \$32,760,015                  | Undergraduate Student Revenue | \$32,360,534                  | (\$399,481)                                   |
| \$8,310                       | ACE/APR                       | \$38,264                      | \$29,954                                      |
| \$69,960                      | National Inst.                | \$63,715                      | (\$6,245)                                     |
| \$9,132,110                   | Nursing Program               | \$8,758,923                   | (\$373,187)                                   |
| \$3,804,821                   | Graduate Programs             | \$4,385,997                   | \$581,176                                     |
| \$8,766,261                   | Contracts                     | \$8,726,918                   | (\$39,343)                                    |
| <b>\$58,092,477</b>           | <b>Total</b>                  | <b>\$57,885,351</b>           | <b>(\$207,126)</b>                            |

# FY 2015 UNDERGRADUATE STUDENT REVENUE

Quarter Ending June 30, 2015



|                        | First Quarter | Second Quarter | Third Quarter | Fourth Quarter |
|------------------------|---------------|----------------|---------------|----------------|
| <b>FY 2014 Revenue</b> | \$11,482,969  | \$18,852,363   | \$26,449,837  | \$32,760,015   |
| <b>FY 2015 Budget</b>  | \$12,974,396  | \$22,071,907   | \$31,816,800  | \$39,295,162   |
| <b>FY 2015 Revenue</b> | \$10,119,107  | \$18,139,608   | \$25,748,825  | \$32,360,534   |

Fund 11 Student Revenue

|   | Fourth Quarter     |                     | Percentage of Fourth Quarter |                    |                  | Percentage of YTD Revenue |                     | Comparison         |
|---|--------------------|---------------------|------------------------------|--------------------|------------------|---------------------------|---------------------|--------------------|
|   | FY 2014 Revenue    | FY 2014 YTD Revenue | FY 2015 Budget               | FY 2015 Revenue    | Revenue Received | FY 2015 YTD Budget        | FY 2015 YTD Revenue | FY 2014 to FY 2015 |
| <b>Application Fee Total</b>                            | \$157,425          | \$658,575           | \$168,743                    | \$184,875          | 110%             | \$630,000                 | \$671,040           | 107%               |
| <b>First Year Tuition</b>                               |                    |                     |                              |                    |                  |                           |                     |                    |
| Annual Enrollment Tuition LI14                          |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$337,378          | \$1,825,815         | \$565,889                    | \$422,789          | 75%              | \$2,196,608               | \$1,739,359         | 79%                |
| Out   | \$370,707          | \$1,605,152         | \$410,340                    | \$331,058          | 81%              | \$1,835,624               | \$1,232,345         | 67%                |
| International   | \$0                | (\$2,958)           | \$0                          | \$0                | 0%               | \$0                       | \$3,154             | 0%                 |
| Comprehensive Tuition LI14                              |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$646,901          | \$4,592,917         | \$739,136                    | \$859,941          | 116%             | \$5,430,675               | \$4,544,703         | 84%                |
| Out   | \$328,513          | \$3,093,464         | \$369,893                    | \$511,955          | 138%             | \$3,847,916               | \$2,634,741         | 68%                |
| <b>First Year Enrollment Tuition Total</b>              | <b>\$1,683,499</b> | <b>\$11,114,390</b> | <b>\$2,085,258</b>           | <b>\$2,125,742</b> | <b>102%</b>      | <b>\$13,310,823</b>       | <b>\$10,154,302</b> | <b>76%</b>         |
| <b>Subsequent Years Tuition</b>                         |                    |                     |                              |                    |                  |                           |                     |                    |
| Annual Enrollment Tuition LI13                          |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$147,396          | \$1,100,527         | \$245,128                    | \$100,006          | 41%              | \$1,323,451               | \$895,815           | 68%                |
| Out   | \$100,455          | \$501,069           | \$123,340                    | \$72,845           | 59%              | \$639,959                 | \$411,308           | 64%                |
| International   | \$0                | \$0                 | \$0                          | \$0                | 0%               | \$0                       | \$0                 | 0%                 |
| Comprehensive Tuition LI13                              |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$136,459          | \$1,723,724         | \$146,548                    | (\$10,824)         | -7%              | \$2,143,199               | \$1,353,824         | 63%                |
| Out   | \$8,111            | \$613,803           | (\$35,437)                   | (\$47,733)         | 135%             | \$856,291                 | \$802,706           | 94%                |
| <b>Subsequent Years Tuition Total</b>                   | <b>\$392,421</b>   | <b>\$3,939,123</b>  | <b>\$479,579</b>             | <b>\$114,294</b>   | <b>24%</b>       | <b>\$4,962,900</b>        | <b>\$3,463,653</b>  | <b>70%</b>         |
| <b>Per Credit Plan</b>                                  |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$145,222          | \$605,125           | \$367,200                    | \$187,985          | 51%              | \$1,879,933               | \$1,052,324         | 56%                |
| Out   | \$207,959          | \$905,677           | \$376,437                    | \$394,870          | 105%             | \$1,855,489               | \$1,518,681         | 82%                |
| Nonenrolled   | \$264,273          | \$688,421           | \$0                          | \$333,592          | 0%               | \$0                       | \$1,040,326         | 0%                 |
| <b>Per Credit Tuition Plan Total</b>                    | <b>\$617,454</b>   | <b>\$2,199,223</b>  | <b>\$743,637</b>             | <b>\$916,446</b>   | <b>123%</b>      | <b>\$3,735,422</b>        | <b>\$3,611,331</b>  | <b>97%</b>         |
| <b>Technology Services Fee Total</b>                    | \$58,275           | \$302,431           | \$83,759                     | \$54,620           | 65%              | \$400,895                 | \$259,623           | 65%                |
| <b>College Plus Tuition</b>                             | \$167,154          | \$775,865           | \$363,045                    | \$119,841          | 33%              | \$863,971                 | \$704,949           | 82%                |
| <b>Military Tuitions and Fees Total</b>                 | \$614,500          | \$2,796,503         | \$609,887                    | \$606,950          | 100%             | \$2,753,501               | \$2,546,245         | 92%                |
| <b>TECEP/Portability/Practicum Tuition LI14&amp;LI3</b> |                    |                     |                              |                    |                  |                           |                     |                    |
| TECEP   |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$31,254           | \$111,523           | \$50,384                     | \$42,642           | 85%              | \$177,975                 | \$171,888           | 97%                |
| Out   | \$38,793           | \$142,945           | \$51,526                     | \$48,211           | 94%              | \$188,142                 | \$191,488           | 102%               |
| BSN Leadership Exam                                     | \$1,975            | \$15,010            | \$2,599                      | \$0                | 0%               | \$19,751                  | \$790               | 4%                 |
| Prior Learning Assessment                               |                    |                     |                              |                    |                  |                           |                     |                    |
| In  | \$1,240            | \$11,664            | \$2,581                      | \$90               | 3%               | \$32,800                  | \$5,531             | 17%                |
| Out/NE  | \$1,707            | \$9,390             | \$4,138                      | \$1,980            | 48%              | \$24,200                  | \$4,690             | 19%                |
| Credit Review   | \$3,750            | \$16,100            | \$22,737                     | \$3,878            | 17%              | \$90,947                  | \$17,378            | 19%                |
| <b>TECEP/Portability/Practicum Tuition Total</b>        | <b>\$78,719</b>    | <b>\$306,632</b>    | <b>\$133,965</b>             | <b>\$96,800</b>    | <b>72%</b>       | <b>\$533,815</b>          | <b>\$391,765</b>    | <b>73%</b>         |
| <b>Course Tuition and Registration Fee</b>              |                    |                     |                              |                    |                  |                           |                     |                    |
| In-state  | \$865,932          | \$5,750,835         | \$1,373,175                  | \$828,265          | 60%              | \$7,716,524               | \$5,969,073         | 77%                |
| Out-of-state  | \$691,224          | \$3,935,091         | \$892,827                    | \$631,497          | 71%              | \$4,633,956               | \$3,521,565         | 76%                |
| Non-enrolled  | \$0                | \$0                 | \$0                          | \$0                | 0%               | \$0                       | \$0                 | 0%                 |
| Registration fee  | \$119,525          | \$649,314           | \$135,531                    | \$124,113          | 92%              | \$671,369                 | \$653,006           | 97%                |
| Digital Resources Fee                                   | \$363,669          | \$1,569,077         | \$0                          | \$0                | 0%               | \$0                       | \$0                 | 0%                 |
| <b>Course Tuition and Registration Total</b>            | <b>\$2,040,350</b> | <b>\$11,904,317</b> | <b>\$2,401,533</b>           | <b>\$1,583,875</b> | <b>66%</b>       | <b>\$13,021,849</b>       | <b>\$10,143,644</b> | <b>78%</b>         |
| <b>Chapter 33 Tuition</b>                               | \$525,953          | \$1,690,776         | \$466,358                    | \$664,296          | 142%             | \$1,969,494               | \$2,980,939         | 151%               |
| <b>Other Fund 11 Fees</b>                               | \$494,067          | \$2,068,673         | \$570,201                    | \$500,735          | 88%              | \$2,112,492               | \$1,972,621         | 93%                |
| Comprehensive Tuition Offsets                           | (\$519,689)        | (\$4,996,493)       | (\$627,603)                  | (\$356,764)        | 57%              | (\$5,000,000)             | (\$4,539,578)       | 91%                |
| <b>Total Fund 11 Tuition and Fees</b>                   | <b>\$6,310,128</b> | <b>\$32,760,015</b> | <b>\$7,478,362</b>           | <b>\$6,611,709</b> | <b>88%</b>       | <b>\$39,295,162</b>       | <b>\$32,360,534</b> | <b>82%</b>         |

Fund 17 Revolving Revenue

|  | Fourth Quarter     |                     | Percentage of      |                    |                                | FY 2015 YTD         |                     | Percentage          | Comparison<br>FY 2014 to<br>FY 2015 |
|--|--------------------|---------------------|--------------------|--------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------------------------|
|  | FY 2014            | FY 2014 YTD         | Fourth Quarter     | Fourth Quarter     | Fourth                         | FY 2015 YTD         | FY 2015 YTD         | of YTD              |                                     |
|  | Revenue            | Revenue             | FY 2015 Budget     | FY 2015 Revenue    | Quarter<br>Revenue<br>Received | Budget              | Revenue             | Revenue<br>Received |                                     |
| <b>Graduate Programs Tuition</b>             |                    |                     |                    |                    |                                |                     |                     |                     |                                     |
| Graduate Applications                        | \$6,300            | \$27,000            | \$6,699            | \$7,725            | 115%                           | \$31,875            | \$26,100            | 82%                 | -3%                                 |
| MSM Tuition                                  | \$185,287          | \$1,068,190         | \$305,504          | \$217,996          | 71%                            | \$1,555,460         | \$1,206,569         | 78%                 | 13%                                 |
| MALS Tuition                                 | \$30,039           | \$265,642           | \$64,014           | \$29,616           | 46%                            | \$340,584           | \$155,484           | 46%                 | -41%                                |
| MSHRM Tuition                                | \$87,025           | \$436,286           | \$115,796          | \$86,904           | 75%                            | \$568,257           | \$421,380           | 74%                 | -3%                                 |
| Educational Leadership                       | \$132,525          | \$555,254           | \$131,474          | \$157,798          | 120%                           | \$557,770           | \$581,241           | 104%                | 5%                                  |
| Homeland Security                            | \$41,495           | \$152,465           | \$10,579           | \$55,530           | 52%                            | \$116,612           | \$241,039           | 207%                | 58%                                 |
| Applied Science & Technology                 | \$40,641           | \$216,458           | \$69,820           | \$35,632           | 51%                            | \$259,757           | \$255,901           | 99%                 | 18%                                 |
| Educational Technology & Online Learning     | \$15,903           | \$105,952           | \$21,087           | \$22,212           | 105%                           | \$118,465           | \$103,378           | 87%                 | -2%                                 |
| Public Service                               | \$49,476           | \$238,124           | \$54,736           | \$62,317           | 114%                           | \$194,971           | \$288,185           | 148%                | 21%                                 |
| MBA  | \$189,504          | \$689,860           | \$237,897          | \$242,020          | 102%                           | \$674,519           | \$1,039,191         | 154%                | 51%                                 |
| <b>Graduate Programs Tuition Total</b>       | <b>\$778,195</b>   | <b>\$3,755,231</b>  | <b>\$1,017,606</b> | <b>\$917,750</b>   | <b>90%</b>                     | <b>\$4,418,270</b>  | <b>\$4,318,468</b>  | <b>98%</b>          | <b>15%</b>                          |
| <b>BSN Tuition and Fees</b>                  | <b>\$1,310,141</b> | <b>\$7,157,040</b>  | <b>\$1,342,365</b> | <b>\$1,117,085</b> | <b>83%</b>                     | <b>\$6,653,250</b>  | <b>\$6,709,154</b>  | <b>101%</b>         | <b>-6%</b>                          |
| <b>Graduate Nursing Tuition</b>              | <b>\$230,594</b>   | <b>\$1,445,320</b>  | <b>\$264,947</b>   | <b>\$223,693</b>   | <b>84%</b>                     | <b>\$1,511,650</b>  | <b>\$1,375,321</b>  | <b>91%</b>          | <b>-5%</b>                          |
| <b>Accelerated BSN Program</b>               | <b>\$89,650</b>    | <b>\$529,750</b>    | <b>\$172,601</b>   | <b>\$155,497</b>   | <b>90%</b>                     | <b>\$839,500</b>    | <b>\$674,448</b>    | <b>80%</b>          | <b>27%</b>                          |
| <b>Corporate Partnerships</b>                | <b>\$0</b>         | <b>\$8,310</b>      | <b>\$0</b>         | <b>\$559</b>       | <b>0%</b>                      | <b>\$0</b>          | <b>\$38,264</b>     | <b>0%</b>           | <b>0%</b>                           |
| <b>National Institute</b>                    | <b>\$54,985</b>    | <b>\$69,960</b>     | <b>\$47,639</b>    | <b>\$47,615</b>    | <b>100%</b>                    | <b>\$60,001</b>     | <b>\$63,715</b>     | <b>106%</b>         | <b>0%</b>                           |
| <b>Other Fund 17 Fees</b>                    | <b>\$16,530</b>    | <b>\$49,590</b>     | <b>\$10,331</b>    | <b>\$18,538</b>    | <b>179%</b>                    | <b>\$37,375</b>     | <b>\$67,529</b>     | <b>181%</b>         | <b>36%</b>                          |
| <b>Total Revolving Fund Tuition and Fees</b> | <b>\$2,480,095</b> | <b>\$13,015,201</b> | <b>\$2,855,489</b> | <b>\$2,480,737</b> | <b>87%</b>                     | <b>\$13,520,046</b> | <b>\$13,246,899</b> | <b>98%</b>          | <b>2%</b>                           |

Contract Work

|   | Fourth Quarter      |                     | Percentage of       |                     |                                | FY 2015 YTD         |                     | Percentage          | Comparison<br>FY 2014 to<br>FY 2015 |
|---|---------------------|---------------------|---------------------|---------------------|--------------------------------|---------------------|---------------------|---------------------|-------------------------------------|
|   | FY 2014             | FY 2014 YTD         | Fourth Quarter      | Fourth Quarter      | Fourth                         | FY 2015 YTD         | FY 2015 YTD         | of YTD              |                                     |
|   | Revenue             | Revenue             | FY 2015 Budget      | FY 2015 Revenue     | Quarter<br>Revenue<br>Received | Budget              | Revenue             | Revenue<br>Received |                                     |
| <b>Professional Continuing Studies Tuition</b>    | <b>\$20,665</b>     | <b>\$120,873</b>    | <b>\$20,145</b>     | <b>\$11,710</b>     | <b>58%</b>                     | <b>\$99,999</b>     | <b>\$59,000</b>     | <b>59%</b>          | <b>-51%</b>                         |
| <b>Corporate Choice</b>                           | <b>\$125,505</b>    | <b>\$471,405</b>    | <b>\$94,237</b>     | <b>\$95,958</b>     | <b>102%</b>                    | <b>\$399,454</b>    | <b>\$524,397</b>    | <b>131%</b>         | <b>11%</b>                          |
| <b>Corporate Choice - UPS</b>                     | <b>\$346,598</b>    | <b>\$1,308,116</b>  | <b>\$301,254</b>    | <b>\$378,180</b>    | <b>126%</b>                    | <b>\$1,198,188</b>  | <b>\$1,631,185</b>  | <b>136%</b>         | <b>25%</b>                          |
| <b>GoArmy Tuition</b>                             | <b>\$528,400</b>    | <b>\$2,851,850</b>  | <b>\$639,987</b>    | <b>\$593,491</b>    | <b>93%</b>                     | <b>\$3,032,000</b>  | <b>\$2,882,318</b>  | <b>95%</b>          | <b>1%</b>                           |
| <b>Navy College Program</b>                       | <b>\$752,000</b>    | <b>\$3,374,137</b>  | <b>\$791,650</b>    | <b>\$669,750</b>    | <b>85%</b>                     | <b>\$3,384,503</b>  | <b>\$3,027,480</b>  | <b>89%</b>          | <b>-10%</b>                         |
| <b>McGuire AFB Tuition/State Test Ctr</b>         | <b>\$10,424</b>     | <b>\$34,379</b>     | <b>\$0</b>          | <b>\$8,145</b>      | <b>0%</b>                      | <b>\$0</b>          | <b>\$30,260</b>     | <b>0%</b>           | <b>-12%</b>                         |
| <b>Navy PACE</b>                                  | <b>\$50,502</b>     | <b>\$376,291</b>    | <b>\$47,228</b>     | <b>\$41,990</b>     | <b>89%</b>                     | <b>\$302,008</b>    | <b>\$178,454</b>    | <b>59%</b>          | <b>-53%</b>                         |
| <b>Respiratory</b>                                | <b>\$0</b>          | <b>\$229,210</b>    | <b>\$31,248</b>     | <b>\$83,870</b>     | <b>268%</b>                    | <b>\$294,323</b>    | <b>\$393,824</b>    | <b>134%</b>         | <b>72%</b>                          |
| <b>Total Contract Work</b>                        | <b>\$1,834,094</b>  | <b>\$8,766,261</b>  | <b>\$1,925,749</b>  | <b>\$1,883,094</b>  | <b>98%</b>                     | <b>\$8,710,475</b>  | <b>\$8,726,918</b>  | <b>100%</b>         | <b>0%</b>                           |
| <b>Total Fund 11, 17 Revolving, Contract Work</b> | <b>\$10,624,317</b> | <b>\$54,541,477</b> | <b>\$12,259,600</b> | <b>\$10,975,540</b> | <b>90%</b>                     | <b>\$61,525,683</b> | <b>\$54,334,351</b> | <b>88%</b>          | <b>0%</b>                           |

**THOMAS EDISON STATE COLLEGE  
QUARTERLY INVESTMENT REPORT - FY 2015  
QUARTER ENDING JUNE 30, 2015**

|                            | AS OF 4/1/15<br>BEGINNING BALANCE | PRINCIPLE<br>INVESTED | WITHDRAWALS           | AS OF 6/30/15<br>MARKET VALUE | AS OF 6/30/15<br>BOOK BALANCE | YTD<br>INVESTMENT<br>INCOME | YTD<br>REALIZED/UNREALIZED<br>GAIN (LOSS) |
|----------------------------|-----------------------------------|-----------------------|-----------------------|-------------------------------|-------------------------------|-----------------------------|---|
| NEW JERSEY CASH MANAGEMENT | \$323,153                         | \$61                  | \$0                   | \$323,214                     | \$323,214                     | \$207                       | \$0                                       |
| BANK OF AMERICA            | \$19,641,429                      | \$39,894,308          | (\$37,927,100)        | \$21,608,637                  | \$21,608,637                  | \$50,846                    | \$0                                       |
| CERTIFICATES OF DEPOSIT    | \$10,184,537                      | \$0                   | \$0                   | \$10,184,537                  | \$10,184,537                  | \$87,933                    | \$0                                       |
| CREDIT SUISSE PORTFOLIO    | \$7,525,673                       | \$886,267             | (\$4,355,576)         | \$3,901,493                   | \$4,056,364                   | \$141,404                   | (\$84,311)                                |
| OTHER                      | \$1,565                           | \$248                 | \$0                   | \$1,813                       | \$1,813                       | \$1,813                     | \$0                                       |
| <b>TOTAL</b>               | <b>\$37,676,357</b>               | <b>\$40,780,884</b>   | <b>(\$42,282,676)</b> | <b>\$36,019,694</b>           | <b>\$36,174,565</b>           | <b>\$282,203</b>            | <b>(\$84,311)</b>                         |

**Outstanding Investment Instruments:**

*Quasi Endowment Fund Investments with Credit Suisse First Boston*

|                          | Principle Invested | Market Value       | Gain/Loss          | YTD<br>INVESTMENT<br>INCOME | YTD<br>REALIZED/UNREALIZED<br>GAIN (LOSS) |
|--------------------------|--------------------|--------------------|--------------------|-----------------------------|---|
| Fixed Income             | \$1,304,296        | \$1,690,757        | \$386,461          | \$27,145                    | \$24,732                                  |
| Shafer Cullen Investment | \$315,000          | \$334,839          | \$19,839           | \$13,338                    | (\$38,847)                                |
| Heartland Capital Mngt   | \$294,580          | \$587,568          | \$292,988          | \$10,195                    | (\$680)                                   |
| Scott/Stringfellow       | \$405,000          | \$585,103          | \$180,103          | \$17,158                    | (\$3,814)                                 |
| London Sm Cap            | \$250,000          | \$435,970          | \$185,970          | \$5,361                     | \$14,750                                  |
| Nicholas Partners        | \$200,000          | \$329,537          | \$129,537          | \$1,615                     | \$10,999                                  |
| Morris Cap               | \$200,000          | \$324,672          | \$124,672          | \$2,877                     | \$24,604                                  |
| JA Glynn Enhanced        | \$587,000          | \$583,030          | (\$3,970)          | \$15,452                    | (\$13,755)                                |
| <b>Total</b>             | <b>\$3,555,876</b> | <b>\$4,871,476</b> | <b>\$1,315,600</b> | <b>\$93,141</b>             | <b>\$17,309</b>                           |

*Certificates of Deposit*

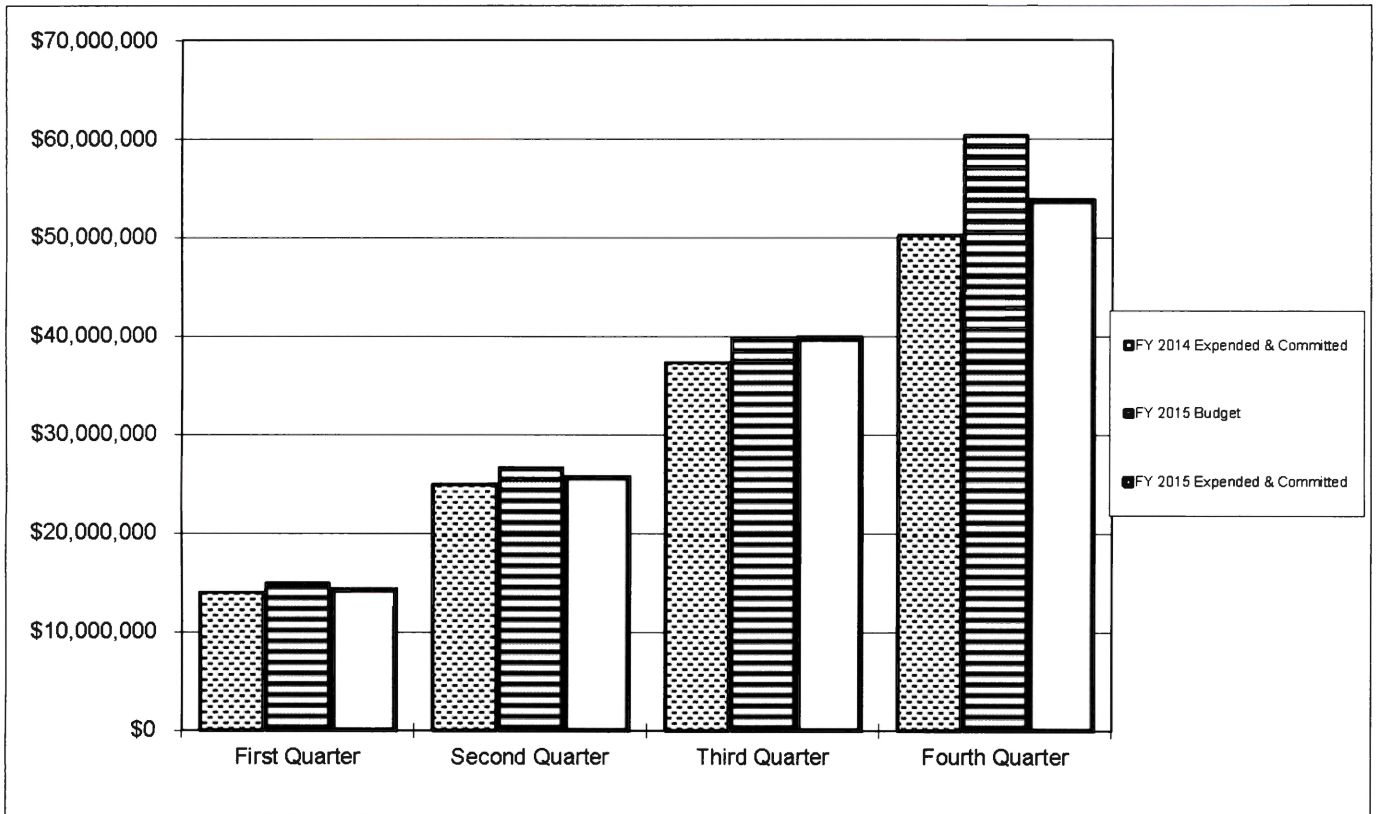
|                | Amount              | Purchase Date | Due Date | Rate of Interest | TOTAL YTD<br>INVESTMENT<br>INCOME | TOTAL YTD<br>REALIZED/UNREALIZED<br>GAIN (LOSS) |
|----------------|---------------------|---------------|----------|------------------|-----------------------------------|---|
| Investors Bank | \$3,100,106         | 3/21/15       | 3/21/16  | 0.75%            | <b>\$375,344</b>                  | <b>(\$66,322)</b>                               |
| Investors Bank | \$7,084,432         | 12/15/14      | 12/15/15 | 0.74%            |                                   |   |
| <b>Total</b>   | <b>\$10,184,538</b> |               |          |                  |                                   |   |

*Interest Rate of Return:*

|                     | NJCM         | Bank of America |
|---------------------|--------------|-----------------|
| Apr                 | 0.07%        | 0.14%           |
| May                 | 0.07%        | 0.14%           |
| Jun                 | 0.07%        | 0.14%           |
| <b>Average Rate</b> | <b>0.07%</b> | <b>0.14%</b>    |

# FY 2015 EXPENDITURE AND OBLIGATION

Quarter Ending June 30, 2015



|   | First Quarter | Second Quarter | Third Quarter | Fourth Quarter |
|---|---------------|----------------|---------------|----------------|
| <b>FY 2014 Expended &amp; Committed</b> | \$13,946,111  | \$24,920,373   | \$37,320,551  | \$50,173,955   |
| <b>FY 2015 Budget</b>                   | \$14,864,288  | \$26,561,070   | \$39,777,646  | \$60,293,789   |
| <b>FY 2015 Expended &amp; Committed</b> | \$14,223,943  | \$25,621,731   | \$39,800,614  | \$53,719,056   |

**Quarterly Financial Summary  
Restricted Revenues and Expenses  
Quarter Ending 6/30/15**

|                               | PERFORMANCE       |                |                  |             | COMPARATIVE    |                | \$<br>Change   |
|-------------------------------|-------------------|----------------|------------------|-------------|----------------|----------------|----------------|
|                               | FY-2015<br>Budget | FY-2015<br>YTD | \$<br>Variance   | %           | FY-2015<br>YTD | FY-2014<br>YTD |                |
| Provost Grants                | -                 | 3,432          | 3,432            |             | 3,432          | 3,432          | -              |
| Nuclear Regulatory Commission | -                 | -              | -                | -           | -              | 45,783         | (45,783)       |
| TESCF MSIT Grant              | -                 | -              | -                | -           | -              | 185,000        | (185,000)      |
| US Energy - Scholarship Grant | 5,000             | 5,000          | -                | -           | 5,000          | -              | 5,000          |
| NRC - Scholarship Grant       | 97,317            | 46,474         | (50,843)         | -           | 46,474         | -              | 46,474         |
| Nursing Sim Lab               | 10,000            | 104,005        | 94,005           | 1,040       | 104,005        | 5,856          | 98,149         |
| AACN-NCIN Pre-Entry           | 5,000             | 5,000          | -                | -           | 5,000          | -              | 5,000          |
| Nursing Sim Lab II            | -                 | 94,000         | 94,000           | -           | 94,000         | -              | 94,000         |
| Health Resources and Services | -                 | 1,002          | 1,002            | -           | 1,002          | 40,317         | (39,315)       |
| USDOE/NJCHE DAR Grant         | -                 | -              | -                | -           | -              | 60,000         | (60,000)       |
| TESCF Devel Degree Opt        | -                 | -              | -                | -           | -              | 91,195         | (91,195)       |
| CAL - NJ Plan                 | 20,000            | 20,000         | -                | 100         | 20,000         | -              | 20,000         |
| CLT - Martinson Grant         | 150,000           | 150,000        | -                | 100         | 150,000        | -              | 150,000        |
| AA Prof Cont                  | -                 | 31,680         | 31,680           | -           | 31,680         | -              | 31,680         |
| STEM Grant                    | 70,000            | 80,150         | 10,150           | 115         | 80,150         | 9,000          | 71,150         |
| Leadership Trenton            | -                 | 3,413          | 3,413            | -           | 3,413          | 3,413          | -              |
| Urban Mayors/CCBI             | -                 | 6,884          | 6,884            | -           | 6,884          | 10,451         | (3,567)        |
| CUE Grants                    | 3,500             | 8,842          | 5,342            | 253         | 8,842          | 8,194          | 648            |
| Ctr Dev Urban Child           | 15,000            | 64,683         | 49,683           | 431         | 64,683         | 109,328        | (44,645)       |
| Nicolson Grant                | 121,885           | 108,898        | (12,987)         | 89          | 108,898        | -              | 108,898        |
| EDA Grants                    | 259,597           | 166,152        | (93,445)         | 64          | 166,152        | 29,203         | 136,949        |
| <b>Total Revenues</b>         | <b>757,299</b>    | <b>899,615</b> | <b>142,316</b>   | <b>119</b>  | <b>899,615</b> | <b>601,172</b> | <b>298,443</b> |
| Provost Grants                | 49,823            | 21,754         | 28,069           | -           | 21,754         | 26,898         | (5,144)        |
| Nuclear Regulatory Commission | -                 | -              | -                | -           | -              | 45,783         | (45,783)       |
| TESCF MSIT Grant              | 185,000           | 6,500          | 178,500          | 4           | 6,500          | -              | 6,500          |
| US Energy - Scholarship Grant | 5,000             | 5,000          | -                | -           | 5,000          | -              | 5,000          |
| NRC - Scholarship Grant       | 96,783            | 46,474         | 50,309           | 48          | 46,474         | -              | 46,474         |
| Nursing Sim Lab               | 12,000            | 5,973          | 6,027            | 50          | 5,973          | 5,856          | 117            |
| AACN-NCIN Pre-Entry           | 5,000             | 3,456          | 1,544            | 69          | 3,456          | -              | -              |
| Nursing Sim Lab II            | -                 | -              | -                | #DIV/0!     | -              | -              | -              |
| Health Resources and Services | 1,002             | 1,002          | -                | -           | 1,002          | 39,314         | (38,312)       |
| USDOE/NJCHE DAR Grant         | -                 | -              | -                | -           | -              | 74,542         | (74,542)       |
| TESCF Devel Degree Opt        | 1,505             | 1,505          | -                | 100         | 1,505          | 89,690         | (88,185)       |
| CAL - NJ Plan                 | 20,000            | 20,000         | -                | 100         | 20,000         | -              | 20,000         |
| CLT DIAL Grant                | 63,300            | -              | 63,300           |             | -              | -              | -              |
| CLT - Martinson Grant         | 150,000           | 27,304         | (122,696)        | 18          | 27,304         | -              | 27,304         |
| MS Educational Leadership     | 71,297            | 28,157         | (43,140)         | 39          | 28,157         | -              | 28,157         |
| AA Prof Cont                  | 331,492           | 4,738          | (326,754)        | -           | 4,738          | 2,508          | 2,230          |
| MBA Development               | 8,073             | 8,073          | -                |             | 8,073          | -              | 8,073          |
| STEM Grant                    | 70,000            | 60,456         | (9,544)          | -           | 60,456         | 9,000          | 51,456         |
| Ins't Public Policy           | 11,884            | 10,598         | 1,286            | 89          | 10,598         | 56             | 10,542         |
| Urban Mayors/CCBI             | 6,884             | 3,869          | 3,015            | 56          | 3,869          | 8,567          | (4,698)        |
| CUE Grants                    | 2,297             | 115            | 2,182            |             | 115            | 3,352          | (3,237)        |
| CTR Dev Urban Child           | 27,000            | 12,634         | 14,366           | 47          | 12,634         | 54,289         | (41,655)       |
| Nicolson Grant                | 138,591           | 131,975        | (6,616)          | 95          | 131,975        | -              | 131,975        |
| EDA Grant                     | 259,597           | 167,785        | 91,812           | 65          | 167,785        | 29,203         | 138,582        |
| <b>Total Expenses</b>         | <b>1,516,528</b>  | <b>567,368</b> | <b>949,160</b>   | <b>37</b>   | <b>567,368</b> | <b>389,058</b> | <b>178,310</b> |
| <b>Net Increase(Decrease)</b> | <b>(759,229)</b>  | <b>332,247</b> | <b>1,091,476</b> | <b>(44)</b> | <b>332,247</b> | <b>212,114</b> | <b>120,133</b> |

### **Bank of America Equipment Lease (September 2007)**

On September 1, 2007, the College entered into a capital lease agreement with the Bank of America Public Capital Corp through the New Jersey Educational Facilities Authority (NJEFA) in which the College could purchase \$2.7 million in furniture, equipment, and capital improvements. The Bank of America is the lessor, NJEFA is the lessee, and the College is the sub-lessee. The lease agreement is divided into three separate rental payment schedules. Rental payment schedules number 1 and 2 have been paid in full.

Rental payment schedule number 3, with a 15-year term, is for \$1,053,860, to be used for renovating the Kelsey building. There are 30 lease payments of \$35,129 (Principal Portion) plus interest (Interest Portion @ 4.57%) that are scheduled every six months. The first lease payment was scheduled for March 2008, and the last payment is scheduled for September 2022. The College met its obligation for debt-service payment of \$47,972, which was due on March 28, 2015.

### **Bank of America Equipment Lease (September 2010)**

On September 14, 2010, the College entered into a capital lease agreement with the Bank of America Public Capital Corp through the New Jersey Educational Facilities Authority (NJEFA) in which the College could purchase \$700,000 in furniture and data-processing equipment. The Bank of America is the lessor, NJEFA is the lessee, and the College is the sub-lessee.

The rental payment schedule has a 5-year term for \$700,000. There are 60 lease payments of \$12,383 (Rental Payment), which includes interest (Interest Portion @ 2.37%), that are scheduled every month. The first lease payment was scheduled for October 2010, and the last payment is scheduled for September 2015. The College met its obligation for debt-service payment of \$12,383, which was due on June 14, 2015.

### **TD Bank Equipment Finance Lease (June 2011)**

On June 1, 2011, the College entered into a capital lease agreement with TD Equipment Finance, Inc., through the New Jersey Educational Facilities Authority (NJEFA) in which the New Jersey State Library can replace its movable shelving system costing \$603,500, and the College can acquire and install a new Diverse Fiber in the Kuser facility costing \$344,500. TD Equipment Finance, Inc., is the lessor, NJEFA is the lessee, and the College is the sub-lessee.

The rental payment schedule has an 8-year term for \$948,000. There are 32 lease payments of \$32,646 (Rental Payment), which includes interest (Interest Portion @ 2.427%), that are scheduled quarterly. The first lease payment was scheduled for October 1, 2011, and the last payment is scheduled for July 1, 2019. The College met its obligation for the debt service payment of \$32,646, which was due on July 1, 2015.

### **TD Bank Kuser Building Renovations Debt (October 2011)**

On October 26, 2011, the College entered into a debt agreement with TD Bank Finance, Inc., through the New Jersey Educational Facilities Authority (NJEFA) through which the College will be fully renovating the Kuser facility.

The original loan payment schedule has a 20-year term for \$8,000,000. There were four interest-only payments due the first year (1/1/2012 to 10/1/2012), totaling \$265,222. The remaining 76 loan payments of Principal (\$105,263), plus Interest (Interest Portion @ 3.50%) were scheduled quarterly. The College has drawn down expended funds of \$7,185,445 through June 30, 2014 and returned unspent funds of \$815,626 effective June 30, 2014. The balance of the loan after the principal reduction was \$6,552,795 and resulted in the elimination of seven quarterly payments. The first principal payment was scheduled for January 1, 2013, and the last payment is now scheduled for January 1, 2030. The College met its obligation for the loan payment of \$159,847, which was due on April 1, 2015.

**PNC Bank Nursing Educational Center Building Construction Debt (October 2014)**

On October 31, 2014, the College entered into a debt agreement with PNC Bank to assist the College in covering costs associated with the construction of the Nursing Educational Center facility.

The loan payment schedule has a 10-year term for \$7,000,000. There are 121 loan payments of Principal plus Interest (Interest Portion @ 2.486%) which are scheduled monthly. The first payment was scheduled for December 1, 2014, and the last payment is scheduled for December 1, 2024. The College met its obligation for the loan payment of \$63,870, which was due on June 1, 2015.

**New Jersey Higher Education Capital Facilities Grant (2013)**

| Project Name                                   | Funded     | Reimbursed - 6/30/15 | Remaining |
|--|------------|----------------------|-----------|
| Nursing Education Center (GO Bonds)            | 12,726,000 | 6,578,913            | 6,147,087 |
| Nursing Instructional Equipment (ELF)          | 585,000    | 0                    | 585,000   |
| Capital Improvements – 102-104 W. State (CIF)  | 1,397,000  | 1,397,000            | 0         |
| Capital Improvements – Kelsey/Townhouses (CIF) | 1,913,000  | 1,913,000            | 0         |

## Restricted Revenue and Expenses for the Fourth quarter, Ending June 30, 2015

The College, including the John S. Watson Institute for Public Policy, expended \$567,368 in restricted grants through the fourth quarter against a FY 2015 expense budget of \$1,516,528. The resulting fund balance is \$742,986, compared to \$474,607 for the same quarter of last year.

Through the period ending June 30, 2015, the College's Watson Institute and other recipients of restricted grants received \$899,615 in funding and incurred expenses totaling \$567,368.

| Number     | Program                                 | Beginning Balance | YTD Revenues   | YTD Expenses   | Ending Balance |
|------------|---|-------------------|----------------|----------------|----------------|
| 18-1300100 | Provost Programs                        | 59,823            | 3,432          | 21,754         | 41,501         |
| 18-1311001 | TESCF MSIT                              | 185,000           | 0              | 6,500          | 178,500        |
| 18-1311002 | US Energy - Scholarship                 | 0                 | 5,000          | 5,000          | 0              |
| 18-1311003 | NRC - Scholarship                       | 0                 | 46,474         | 46,474         | 0              |
| 18-1320100 | Nursing Sim Lab                         | 0                 | 104,005        | 5,973          | 98,032         |
| 18-1320101 | AACN-NCIN Pre-Entry                     | 0                 | 5,000          | 3,456          | 1,544          |
| 18-1320102 | Nursing Sim Lab II                      | 0                 | 94,000         | 0              | 94,000         |
| 18-1320551 | Health Resources                        | 0                 | 1,002          | 1,002          | 0              |
| 18-1340001 | TESCF Devel Degree Opt                  | 1,506             | 0              | 1,505          | 1              |
| 18-1340002 | CAL – NJ Plan Grant                     | 0                 | 20,000         | 20,000         | 0              |
| 18-136050x | CLT – DIAL Grant                        | 63,300            | 0              | 0              | 63,300         |
| 18-1360503 | CLT – Martinson Grant                   | 0                 | 150,000        | 27,304         | 122,696        |
| 18-1385130 | AA Prof Cont                            | 0                 | 31,680         | 4,738          | 26,942         |
| 18-1375000 | MS Educ Leadership                      | 71,297            | 0              | 28,157         | 43,140         |
| 18-1376000 | MBA Development                         | 8,073             | 0              | 8,073          | 0              |
| 18-1590001 | Military Stem                           | 0                 | 80,150         | 60,456         | 19,694         |
| 18-1700000 | Inst. Public Policy                     | 11,884            | 0              | 10,598         | 1,286          |
| 18-17011xx | Leadership Trenton                      | 10,856            | 3,413          | 0              | 14,269         |
| 18-1703000 | Urban Mayors/CCBI                       | 0                 | 6,884          | 3,869          | 3,015          |
| 18-1706xxx | Center for Urban Envir                  | (1,000)           | 8,842          | 115            | 7,727          |
| 18-1707000 | Ctr Dev Urban Child                     | 0                 | 64,683         | 12,634         | 52,049         |
| 18-1707005 | Nicholson Grant                         | 0                 | 108,898        | 131,975        | (23,077)       |
| 18-1708002 | EDA Grant                               | 0                 | 166,152        | 167,785        | (1,633)        |
|            | Total Public Policy & Restricted Grants | <u>410,739</u>    | <u>899,615</u> | <u>567,368</u> | <u>742,986</u> |

## New Jersey State Library

### Summary of Revenue and Expenses for the Fourth quarter, Ending June 30, 2015

#### *Revenues*

The State Library receives revenue from two primary sources, state appropriations and federal grants. For FY 2015 the total revenue budget was \$21,020,532, including \$3,639,240 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library realized \$17,973,917 in total revenue from all sources through the fourth quarter, or 86% of its total budget.

The revenue budget administered by the State Library for FY 2015 was \$17,381,292. The revenue budget consists of \$5,784,322 for State Library operations, \$4,605,878 in state aid grants, and \$6,991,092 in federal grants.

In the operating fund, revenue collections at the end of the fourth quarter were \$6,022,800, or 104% of budget, excluding investment income. Revenue collections for state aid funds were \$4,565,598, or 99% of budget. In comparison, revenue collections for the same period last year were \$5,825,490 or 103% and \$4,540,755 or 100% for the operating fund and state aid, respectively

The State Library currently has \$6,991,092 in budgeted federal library funds. This amount includes \$6,816,102 for the Library Services and Technology Act (LSTA) grant appropriation from the Institute for Museum and Library Services (IMLS). The State Library's budget for the LSTA grant includes \$2,970,612 from grant year 2014 and \$3,845,490 from grant year 2015. During FY 2013, IMLS awarded \$217,050 for the Connecting to Collections Statewide Implementation Grant program (C2C). The FY 2015 remaining budget was \$33,296. During the first quarter of FY 2015, the State Library was awarded a U.S. Department of Education grant, passed-through the New Jersey Department of Labor and Workforce Development, for Literacy Innovations in the amount of \$139,500, exclusive of \$6,975 in indirect costs. In addition, the State Library received a grant from the National Endowment for the Humanities, passed-through the New Jersey Council for the Humanities, for the Notable NJ grant in the amount of \$2,194. Actual federal revenue at the end of the fourth quarter was \$3,742,610, or 54% of available funding, as compared to \$3,807,393 or 55% for the same period last year. The total federal revenue represents \$3,582,217 in the IMLS grant and \$160,393 in other federal grants.

The State Library has \$269,878 in federal indirect cost recovery during FY 2015 from LSTA grants. A portion of all indirect cost is used by the College to support the Library. Since its affiliation with Thomas Edison State College on July 1, 1996, the State Library has recovered \$3,309,813 in LSTA indirect costs.

Total miscellaneous revenue at the end of the fourth quarter for photocopy, database-search services, lost books, and miscellaneous revenue was \$12,727, as compared with \$18,765 for the same quarter of last year. Interest income at the end of the fourth quarter totaled \$3,369 as compared with \$6,201 for the same quarter in FY 2014.

The State Library received \$48,703 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with \$59,205 in the same period last year. The Donation and Endowment Investment fund has a book value of \$916,454, as compared with \$864,587 for the same period last year.

### *Expenditures*

The State Library expended from all sources \$17,150,161, or 82%, of its total budget of \$21,020,532. In comparison, \$17,353,658, or 84%, was expended during the same period in FY 2014.

The State Library expended \$5,451,502, or 94%, of the Direct State Services budget of \$5,784,322. State-aid expenditures were \$4,316,809, or 94%, of the budget of \$4,605,878. In comparison, at the end of the fourth quarter of FY 2014, State Library expenditures equaled \$5,513,763, or 97%, and \$4,393,262, or 97%, for direct state services and state-aid expenditures, respectively.

A total of \$3,639,240 in per capita grants was distributed to 282 qualifying county and municipal libraries for the provision of local library services. These are formula-based grants.

Federal grant expenditures amounting to \$3,742,610, or 54%, of the grant funds available, were expended of the federal budget of \$6,991,092 compared to \$3,807,393, or 56%, in FY 2014.

N.J. State Library  
Quarterly Financial Summary  
REVENUES AND EXPENSES

Quarter Ending June 30, 2015

|                                | PERFORMANCE       |                   |                    |             | COMPARATIVE       |                   |                 |             | Actual<br>6/30/14 |
|--------------------------------|-------------------|-------------------|--------------------|-------------|-------------------|-------------------|-----------------|-------------|-------------------|
|                                | FY-2015<br>Budget | FY-2015<br>YTD    | \$<br>Variance     | %<br>Remain | FY-2015<br>YTD    | FY-2014<br>YTD    | \$<br>Change    | %<br>Change |                   |
| <b>REVENUES</b>                |                   |                   |                    |             |                   |                   |                 |             |                   |
| State Approp.                  | 5,121,000         | 5,121,000         | 0                  | 100         | 5,121,000         | 5,064,000         | 57,000          | 1           | 5,064,000         |
| Other Revenue                  | 663,322           | 901,800           | 238,478            | 136         | 901,800           | 761,490           | 140,310         | 18          | 761,490           |
| <b>Total Budgeted Revenue</b>  | <b>5,784,322</b>  | <b>6,022,800</b>  | <b>238,478</b>     | <b>104</b>  | <b>6,022,800</b>  | <b>5,825,490</b>  | <b>197,310</b>  | <b>3</b>    | <b>5,825,490</b>  |
| Interest Income                | 0                 | 3,669             | 3,669              |             | 3,669             | 6,201             | (2,532)         | (41)        | 6,201             |
| <b>Total Operating Revenue</b> | <b>5,784,322</b>  | <b>6,026,469</b>  | <b>242,147</b>     | <b>104</b>  | <b>6,026,469</b>  | <b>5,831,691</b>  | <b>194,778</b>  | <b>3</b>    | <b>5,831,691</b>  |
| <b>State Grants</b>            |                   |                   |                    |             |                   |                   |                 |             |                   |
| State Aid                      | 4,605,878         | 4,565,598         | (40,280)           | 99          | 4,565,598         | 4,540,755         | 24,843          | 1           | 4,540,755         |
| <b>Total State Grants</b>      | <b>4,605,878</b>  | <b>4,565,598</b>  | <b>(40,280)</b>    | <b>99</b>   | <b>4,565,598</b>  | <b>4,540,755</b>  | <b>24,843</b>   | <b>1</b>    | <b>4,540,755</b>  |
| <b>Federal Grants</b>          |                   |                   |                    |             |                   |                   |                 |             |                   |
| IMLS                           | 6,816,102         | 3,582,217         | (3,233,885)        | 53          | 3,582,217         | 3,694,014         | (111,797)       | (3)         | 3,694,014         |
| C2C Grant                      | 33,296            | 18,704            | (14,592)           | 56          | 18,704            | 113,379           | (94,675)        | 100         | 113,379           |
| Other Federal                  | 141,694           | 141,689           | (5)                | 100         | 141,689           | 0                 | 141,689         | 0           | 0                 |
| <b>Total Federal Grants</b>    | <b>6,991,092</b>  | <b>3,742,610</b>  | <b>(3,248,482)</b> | <b>54</b>   | <b>3,742,610</b>  | <b>3,807,393</b>  | <b>(64,783)</b> | <b>(2)</b>  | <b>3,807,393</b>  |
| <b>Total NJSL Administered</b> | <b>17,381,292</b> | <b>14,334,677</b> | <b>(3,046,615)</b> | <b>82</b>   | <b>14,334,677</b> | <b>14,179,839</b> | <b>154,838</b>  | <b>1</b>    | <b>14,179,839</b> |
| State Grants/Treasury          | 3,639,240         | 3,639,240         | 0                  | 100         | 3,639,240         | 3,639,240         | 0               | 0           | 3,639,240         |
| <b>Total Revenues</b>          | <b>21,020,532</b> | <b>17,973,917</b> | <b>(3,046,615)</b> | <b>86</b>   | <b>17,973,917</b> | <b>17,819,079</b> | <b>154,838</b>  | <b>1</b>    | <b>17,819,079</b> |

N.J. State Library  
Quarterly Financial Summary  
REVENUES AND EXPENSES

Quarter Ending June 30, 2015

|  | PERFORMANCE       |                   |                  |             | COMPARATIVE       |                   |                  |             | Actual<br>6/30/14 |
|--|-------------------|-------------------|------------------|-------------|-------------------|-------------------|------------------|-------------|-------------------|
|  | FY-2015<br>Budget | FY-2015<br>YTD    | \$<br>Variance   | %<br>Remain | FY-2015<br>YTD    | FY-2014<br>YTD    | \$<br>Change     | %<br>Change |                   |
| <b>EXPENSES</b>                                    |                   |                   |                  |             |                   |                   |                  |             |                   |
| <b>Operating</b>                                   |                   |                   |                  |             |                   |                   |                  |             |                   |
| Salaries   | 4,345,288         | 4,034,315         | 310,973          | 93          | 4,034,315         | 4,062,109         | (27,794)         | (1)         | 4,062,109         |
| Fringes  | 73,688            | 61,084            | 12,604           | 83          | 61,084            | 74,179            | (13,095)         | (18)        | 74,179            |
| Materials  | 1,049,485         | 1,046,620         | 2,865            | 100         | 1,046,620         | 1,076,851         | (30,231)         | (3)         | 1,076,851         |
| Service Other than salaries                        | 247,277           | 244,985           | 2,292            | 99          | 244,985           | 236,564           | 8,421            | 4           | 236,564           |
| Maintenance  | 66,600            | 62,646            | 3,954            | 94          | 62,646            | 63,259            | (613)            | (1)         | 63,259            |
| Total Other Exp.                                   | 1,363,362         | 1,354,251         | 9,111            | 99          | 1,354,251         | 1,376,674         | (22,423)         | (2)         | 1,376,674         |
| Additions, Improvements                            | 1,984             | 1,852             | 132              | 93          | 1,852             | 801               | 1,051            | 0           | 801               |
| Total Operating Expenses                           | <u>5,784,322</u>  | <u>5,451,502</u>  | <u>332,820</u>   | <u>94</u>   | <u>5,451,502</u>  | <u>5,513,763</u>  | <u>(62,261)</u>  | <u>(1)</u>  | <u>5,513,763</u>  |
| <b>State Aid</b>                                   |                   |                   |                  |             |                   |                   |                  |             |                   |
| Salaries   | 912,277           | 884,457           | 27,820           | 97          | 884,457           | 842,191           | 42,266           | 5           | 842,191           |
| Non-Salaries                                       | 3,693,601         | 3,432,352         | 261,249          | 93          | 3,432,352         | 3,551,071         | (118,719)        | (3)         | 3,551,071         |
| Total State Expenses                               | <u>4,605,878</u>  | <u>4,316,809</u>  | <u>289,069</u>   | <u>94</u>   | <u>4,316,809</u>  | <u>4,393,262</u>  | <u>(76,453)</u>  | <u>(2)</u>  | <u>4,393,262</u>  |
| <b>Federal</b>                                     |                   |                   |                  |             |                   |                   |                  |             |                   |
| Salaries   | 2,325,488         | 1,378,670         | 946,818          | 59          | 1,378,670         | 1,362,216         | 16,454           | 1           | 1,362,216         |
| Non-Salaries                                       | 4,665,604         | 2,363,940         | 2,301,664        | 51          | 2,363,940         | 2,445,177         | (81,237)         | (3)         | 2,445,177         |
| Total Federal Expenses                             | <u>6,991,092</u>  | <u>3,742,610</u>  | <u>3,248,482</u> | <u>54</u>   | <u>3,742,610</u>  | <u>3,807,393</u>  | <u>(64,783)</u>  | <u>(2)</u>  | <u>3,807,393</u>  |
| Total NJSL Expenses                                | 17,381,292        | 13,510,921        | 3,870,371        | 78          | 13,510,921        | 13,714,418        | (203,497)        | (1)         | 13,714,418        |
| State Grants/Treasury                              | 3,639,240         | 3,639,240         | 0                | 100         | 3,639,240         | 3,639,240         | 0                | 0           | 3,639,240         |
| Total Expenses                                     | <u>21,020,532</u> | <u>17,150,161</u> | <u>3,870,371</u> | <u>82</u>   | <u>17,150,161</u> | <u>17,353,658</u> | <u>(203,497)</u> | <u>(1)</u>  | <u>17,353,658</u> |
| <b>Net Increase (Decrease)<br/>In Fund Balance</b> | <b>0</b>          | <b>823,756</b>    | <b>823,756</b>   | <b>100</b>  | <b>823,756</b>    | <b>465,421</b>    | <b>358,335</b>   | <b>(77)</b> | <b>465,421</b>    |
| Operating Carryforward                             | 512,452           | 303,730           | 208,722          | 59          | 303,730           | 135,943           | 167,787          | 123         | 135,943           |
| State Aid Carryforward                             | 1,282,901         | 254,528           | 1,028,373        | 20          | 254,528           | 385,205           | (130,677)        | (34)        | 385,205           |



# Appendix B

Fiscal Year 2015

Staff Activities

## **The President's External Committees and Memberships**

Chairman, Middle States Commission on Higher Education (MSCHE)

Member, Board of Directors, Council for Higher Education Accreditation (CHEA)

Chairman, Board of Directors, Structured Employment Economic Development Corporation (SEEDCO)

Member, New Jersey Association of State Colleges and Universities (NJASCU)

Member and Past Chairman, New Jersey Presidents' Council (NJPC)

Member and Past Chairman, Board of Directors, MIDJersey Chamber of Commerce

Chairman, Board of Directors, Capital City Partnership, City of Trenton

Member, Mayor's Economic Advisory Council (MEAC), City of Trenton

# Institutional Memberships

## National Organizations

Accreditation Council for Business  
American Association of Colleges of Nursing  
American Association of State Colleges and Universities (AASCU)  
American Association of University Women  
American Council on Education (ACE)  
Association of American Colleges (AAC)  
Association of Governing Boards (AGB)  
College Board  
Commission on Collegiate Nursing  
Council for Adult and Experiential Learning (CAEL)  
Council for Advancement and Support of Education (CASE)  
Council for Higher Education Accreditation (CHEA)  
Council of College and Military Educators (CCME)  
EDUCAUSE  
Middle States Association (MSA)  
National Association of College and University Attorneys (NACUA)  
National Association of College and University Business Officers (NACUBO)  
National Guard Association of the United States  
National League of Nursing Accreditation Commission (NLNAC)

## State and Local Organizations

African American Chamber of Commerce of New Jersey (AACCNJ)  
Burlington County Chamber of Commerce  
Camden County Regional Chamber of Commerce  
Chamber of Commerce Southern New Jersey  
Choose: New Jersey  
MIDJersey Chamber of Commerce  
New Jersey Alliance for Action  
New Jersey Association of State Colleges and Universities  
New Jersey Business & Industry Association  
New Jersey Chamber of Commerce  
Princeton Regional Chamber of Commerce  
Public Affairs Council

## **Presentations**

**John Aje**, Dean, School of Applied Science and Technology

“Cybersecurity Workforce Shortage,” Utilities Telecom Council Conference, Atlanta, Georgia

**David C. Anderson**, Associate Vice President for Enrollment Operations

“Improving Adult Student Support at a Distance Through Electronic Self-Servicing,” 20th Annual International Conference on Online Learning, Orlando, Florida

“Thomas Edison State College: A Leader in Distance Education and Innovation,” LDSHE Home Education Conference, Williamsburg, Virginia

**Laura Brenner-Scotti**, ADA Coordinator

“Distance Learning and Accommodations for Students with Disabilities,” New Jersey Association on Higher Education and Disability, Trenton, New Jersey

**Andrew J. Bugdal**, Admissions Technical Specialist

“Creating Events is Simple and Easy with Ellucian Recruiter,” Ellucian Live 2015 Annual Conference, New Orleans, Louisiana

**Mary Ellen Caro**, Vice President, Enrollment Management and Learner Services

“Improving Adult Student Support at a Distance Through Electronic Self-Servicing,” 20th Annual International Conference on Online Learning, Orlando, Florida

**Richard Coe**, Assistant Dean, School of Applied Science and Technology

**Thomas Devine**, Associate Dean, School of Applied Science and Technology

“Corporate Succession Planning and Higher Education Partnerships: A Winning Partnership,” written by Thomas Devine and delivered by Richard Coe; and

“Prior Learning Assessment - Getting College Credit for Learning Outside the Traditional Academic Environment,” Co-Presenters, American Nuclear Society Conference on Nuclear Training and Education 2015, Jacksonville, Florida

**Janet Eickhoff**, Associate Vice President, Strategic Partnerships and Outreach

“Going Back to School at Thomas Edison State College,” New Jersey Department of Transportation, Trenton, New Jersey

“It’s Your Time,” Global Industrial, Robbinsville, New Jersey

**Peter Gallagher**, Assistant Controller, Revenue Management

“Payment Card Industry (PCI) Compliance: Understanding, Achieving and Maintaining Compliance in Higher Education” with Linda Combs, Director, Student Financial

Services, James Madison University, and Ron King, President, CampusGuard, 2015 National Association of College and University Business Officers Student Financial Services Conference, Atlanta, Georgia

**Ritamarie Giosa**, Program Advisor, W. Cary Edwards School of Nursing

“Online Nursing Programs at Thomas Edison State College,” Middlesex County Community College, Edison, New Jersey

**Patricia Hunt**, Associate Director, Office of Military & Veteran Education

“How to Form an ACME,” concurrent session at the 2015 Council of College and Military Educators (CCME) Annual Symposium, Anaheim, California

**Barbara George Johnson**, Executive Director, the John S. Watson Institute for Public Policy

“A New Future,” Guest Interview, Princeton Community Television, Princeton, New Jersey

“Attracting and Retaining Talent to Urban Communities,” New Jersey State League of Municipalities Annual Conference, Atlantic City, New Jersey

“Embracing Greatness,” Women’s Forum Moderator, Embrace Your Greatness Conference, Trenton, New Jersey

“Preparing Women to Run,” Center for American Women in Politics, New Brunswick, New Jersey

“State and Local Policy,” United States Hispanic Advocacy Association (USHAA Group), Newark, New Jersey

**Filomela A. Marshall**, Dean, W. Cary Edwards School of Nursing

“Accelerated 2nd Degree Bachelor of Science in Nursing Program: An Academic-Practice Collaboration,” New Careers in Nursing Seventh Annual Summit, Chicago, Illinois

“Online Education: Creating an Online Learning Community - Lessons Learned,” Essex County College Convocation, Essex County Community College, Newark, New Jersey

**Vanessa J. Meredith**, Associate Director of Admissions

“Creating Events is Simple and Easy with Ellucian Recruiter,” Ellucian Live 2015 Annual Conference, New Orleans, Louisiana

**Jeanine Nagrod**, Director, Office for Assessment of Professional and Workplace Learning

“New Jersey Building and Construction Trades Council and Thomas Edison State College: Exploring the Partnership Potential,” New Jersey State Building and Construction Trades Council’s Apprentice Coordinators and Training Directors Committee, Edison, New Jersey

**Kelli Parlante-Givas**, Associate Director, Strategic Partnerships and Outreach

“Maximizing Veteran Benefits, Strategic Partnership Opportunities,” Operation College Promise Conference, Rhode Island

**Stephen C. Phillips**, Assessment Strategist, Center for the Assessment of Learning

“A New Chapter in Prior Learning Assessment and Degree Completion,” Council for Adult and Experiential Learning (CAEL) International Conference, Chicago, Illinois

“A New Chapter in Prior Learning Assessment and Degree Completion,” and “Moving from Open Courseware to Student-Created Degree Pathways,” Open Education Conference, Arlington, Virginia

“Sustaining Open Education Initiatives on Campus,” OpenEd Forum, University of Massachusetts at Boston, Boston, Massachusetts

**William J. Seaton**, Provost and Vice President

Provided testimony to the New Jersey Assembly Higher Education Committee

Provided testimony to the New Jersey College Affordability Study Commission

**Nicky Sheats**, Senior Fellow, Director, Center for the Urban Environment

“Cumulative Impacts, Environmental Justice and Land Use Law,” Land Use Law Conference, Seton Hall Law School, Newark, New Jersey

“Environmental Justice, Cumulative Impacts and Environmental Protection Agency’s Proposed Clean Power Plan,” Soils, Sediments, Water and Energy Annual Conference, University of Massachusetts, Amherst, Massachusetts

“Environmental Justice and Environmental Protection Agency’s Clean Power Plan,” Environmental Grantmakers Association Conference, Washington, DC

“Environmental Justice and Environmental Protection Agency’s Clean Power Plan,” Environmental Law Conference, University of Oregon School of Law, Eugene, Oregon

“Environmental Justice and Science Initiative,” the Environmental Justice Leadership Forum on Climate Change and the Union of Concerned Scientists on Carbon Trading and Environmental Protection Agency’s Clean Power Plan Rule, Washington, DC

“Environmental Justice Urban Air Pollution Strategy,” Conference on Environmental Health and Environmental Justice, University of Pennsylvania, Philadelphia, Pennsylvania

**Todd Siben**, Assistant Director, Office of Prior Learning Assessment

“Associate to Baccalaureate Degrees,” Mercer County Community College, Trenton, New Jersey

“Setting up a Prior Learning Assessment Program,” Pennsylvania Community Colleges, Harrisburg and Pittsburgh, Pennsylvania

**Marc Singer**, Vice Provost, Center for the Assessment of Learning

“Exploring the Process of Using Open Educational Resources (OERs) to Build Transnationally Accredited Courses Within the OERu Partner Network - An Activity Theory Perspective,” Open Education Global Conference, Banff, Alberta, Canada

“Introduction to Critical Reasoning: The Journey,” OERu International Meeting, Hobart, Tasmania, Australia

**August “Chip” Stoll**, Associate Director, Management Information Systems

Presenter, NJEDge.net Annual Conference

**Lisa Whitfield-Harris**, Diversity Coordinator & Undergraduate Program Advisor, W. Cary Edwards School of Nursing

“The Lived Experience of African-American Faculty in Predominately White Institutions: A Literature Review,” Association of Black Nursing Faculty, New York, New York

**Michael Williams**, Dean, School of Business and Management

“Mental Health Professional As Entrepreneur: Context, Conditions and Choices,” Academy of Clinical and Applied Psychoanalysis Annual Conference, Caldwell, New Jersey

“Mental Illness and Workplace Productivity: A Case for Organizational Sustainability,” Solutions Theater Society for Human Resource Management Annual Conference, Las Vegas, Nevada, and Academic Business Review Conference, San Antonio, Texas

“Mental Illness and Workplace Productivity: A Case for Organizational Sustainability,” with Joseph Youngblood, New Jersey Organizational Society Annual Sharing, Newark, New Jersey

**Maureen Woodruff**, Director, Office of Test Administration

“Taking Tests at Thomas Edison State College,” New Jersey Association on Higher Education and Disability, Trenton, New Jersey

**Gillian Wyckoff**, Director, Learner Support Center

“Thomas Edison State College: Utilizing Emerging Technologies at the Learner Support (One-Stop) Center,” American Association of Collegiate Registrars and Admissions Officers, Strategic Enrollment Management Annual Conference, Los Angeles, California

**Joseph Youngblood, II**, Vice Provost and Dean

“Conflict Management for Department Chairs,” and “Department Chairs as Transformational Leaders for Diversity,” The American Council on Education Leadership Academy for Department Chairs, San Diego, California

“The Economic Impact of Higher Education Attainment,” 100 Black Men of America, Inc., 29<sup>th</sup> Annual National Conference, Houston, Texas

- “Leading and Managing Change: Structured and Practical Approaches to Change for Yourself and Others,” The Institute for Management Studies/NJ Daiichi-Sankyo, Parsippany, New Jersey
- “The Legal and Social Policy Implications of President Obama’s My Brother’s Keeper Initiative,” and “Presidential Showcase—From the Unfinished Business of Charles Hamilton Houston to Ferguson, Missouri: Where Do We Go From Here?” National Bar Association, 35<sup>th</sup> Annual Mid-Year Conference, Continuing Legal Education Seminar, St. Louis, Missouri
- “Mental Illness and Workplace Productivity: A Case for Organizational Sustainability,” New Jersey Organizational Development Learning Community, 17<sup>th</sup> Annual Sharing Day Symposium, Invited Session Presentation, Co-Presenter with Dr. Michael Williams, Newark, New Jersey
- “The Politics of Identity and the Law,” The National HBCU Pre-Law Summit, North Carolina Central University School of Law, Keynote Plenary Address, Durham, North Carolina
- “Privatization of Public Schools: Threat or Opportunity?” American Bar Association, Section of State and Local Government Law/Section of Public Contract Law, 10<sup>th</sup> Annual State and Local Procurement Symposium, Philadelphia, Pennsylvania
- “The Psycho-Dynamics of Leadership Coaching,” The Society for Human Resource Management Garden State Council, 23<sup>rd</sup> Annual State Conference, Co-Presenter with Dr. Michael Williams, Atlantic City, New Jersey
- “The Roles and Responsibilities of Department Chairs in Shared Governance: Leading and Managing Change in Complex Ecosystems,” The American Council on Education Leadership Academy for Department Chairs, Itasca, Illinois and Cleveland, Ohio
- ”The University of Pennsylvania Law School, Race, Poverty, and Change in America: The Persistent Dilemmas of Equity and Equality,” (*A Commemorative Symposium Honoring the Anniversaries of Brown v. Board, the Civil Rights Act, the War on Poverty, and Lau v. Nichols*), Philadelphia, Pennsylvania

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Reviewer, American Journal of Nursing

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Committee Member, City of Newark Health Transition Team  
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Chairman, Board of Commissioners, Mercer County Improvement Authority  
Member, Board of Directors, Capital Health System  
Chairman, Informatics Committee and Bylaws Committee  
Member, Finance Committee and Audit Committee  
Member, Board of Directors and Finance Committee, Wells Fargo Regional Foundation  
Member, Board of Directors, Trenton Downtown Association  
Member, Board of Advisors, American Cancer Society of Central New Jersey

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Member, Board of Trustees, Children’s Specialized Hospital (CSH)  
Member, Strategic Planning Committee, Robert Wood Johnson Healthcare Corporation  
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Institutional Representative, New Jersey Chapter, American Council on Education  
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Chair, Thomas Edison State College's Women's Professional Network  
Community Advisory Board Member, Trenton Health Team  
Member, Executive Women of New Jersey  
Member, Women in Government Relations  
Member, Advisory Committee, I am Trenton Foundation  
Member, Policy Committee, Greater Mercer Public Health Partnership

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Board Member and Higher Education Committee member, Mid-Jersey Center for Economic  
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Chairman, Board of Trustees, St. Francis Medical Center  
Chair, Finance and Audit Committee, St. Francis Medical Center  
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Editorial Board Member, *Journal of Black Sexuality and Relationships*, University of  
Nebraska Press  
Member, Board of Trustees, The Foundation for Child Development  
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Member, Legislative Policy Committee, New Jersey State League of Municipalities

## Publications

**Margaret Ciocco**, Nursing Program Advisor, W. Cary Edwards School of Nursing

**Ritamarie Giosa**, Program Advisor, W. Cary Edwards School of Nursing

**Holly Leahan**, Program Advisor, W. Cary Edwards School of Nursing

**Lisa Whitfield-Harris**, Diversity Coordinator & Undergraduate Program Advisor, W. Cary Edwards School of Nursing

Ciocco, M., Giosa, R., Harris, L., & Leahan, H., "Fast Facts for the Medical Surgical Nurse - Clinical Orientation in a Nutshell" - Springer Publishing

Ciocco, M., Giosa, R., Harris, L., & Leahan, H., "Success in online learning," *Advance for Nurses, Focus on Education Issue 52*, March 2015

**Steve Phillips**, Assessment Strategist, Center for the Assessment of Learning

"Thomas Edison State College's Open Course Option Opens Doors for Adult Learners," College Board All Access Blog

"Time to Boycott College?" Townhall Magazine

**Todd Siben**, Assistant Director, Office of Portfolio Assessment

"The New Portfolio Assessment," PLA Inside Out Journal, Spring 2015

**Marc Singer**, Vice Provost, Center for the Assessment of Learning

"Exploring the Process of Using OER to Build Transnationally Accredited Courses Within the OERu Partner Network - An Activity Theory Perspective," Proceedings of Open Education Global 2015: Innovation and Entrepreneurship

"The Rise of the For-Profits: Assessing Their True Impact, Parts I and II," The EvoLLLution, 10 July 2014 and 17 July 2014

**Lisa Whitfield-Harris**, Diversity Coordinator & Undergraduate Program Advisor, W. Cary Edwards School of Nursing

Co-author: "Application of the Symphonological Approach to Faculty-to-Faculty Incivility in Nursing Education," *Journal of Nursing Education 53*, October 2014

**Michael Williams**, Dean, School of Business and Management

Moser, T., & Williams, M., Healthcare Systems and Leadership: Journeys of Transformation. Session Presenter. Academy of Business Research. New Orleans, Louisiana (Best Paper Award)

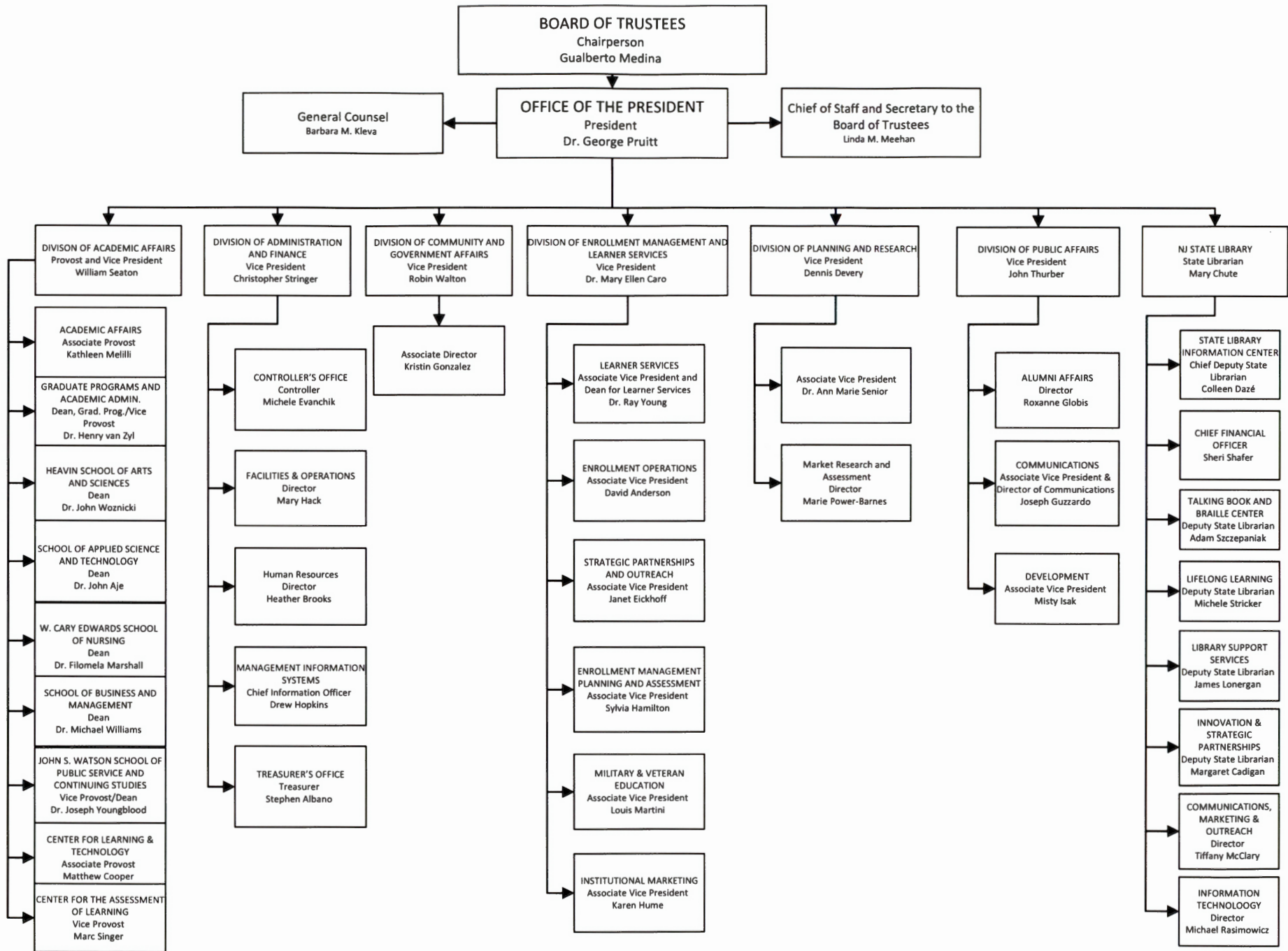
Williams, M. & Moser, T., "Mental Illness and Workplace Productivity: A Case for Organizational Sustainability," Academy of Business Research, New Orleans, Louisiana



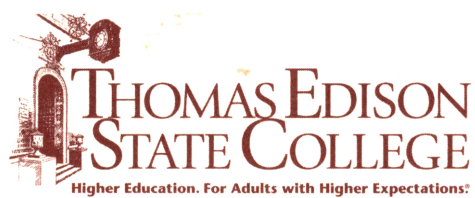
# Appendix C

## Fiscal Year 2015 Organizational Chart

# THOMAS EDISON STATE COLLEGE OVERALL COLLEGE ORGANIZATIONAL CHART







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