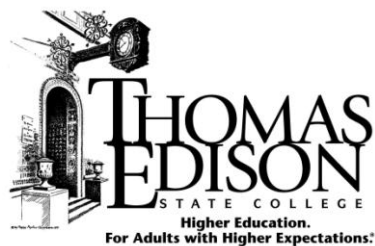


Fiscal Year 2010

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



## Contents

Message from the President	v
Supporting Students with Academic Programs to Meet Their Needs	1
Offering Students Flexible Education Options	9
Providing Students with Services	11
Supporting Students and Clients through Constituent Partnerships	15
Fostering Our Relations with the Public and Alumni	21
Developing Ourselves to Serve Our Students	27
Maintaining Our Infrastructure	29
Assuring Quality	33
Progress Report: Strategic Vision Plan (2006–2012)	39
The New Jersey State Library	53
Appendix A: FY 2010 Preliminary Statement of Revenues and Expenses	
Appendix B: Key Numbers	
Appendix C: Staff Activities	
Appendix D: Organization Chart	

## **Message from the President**

FY 2010 saw many significant developments in the life of the College and its affiliate, the New Jersey State Library. The fiscal climate in the State of New Jersey resulted in challenges, and proposed changes, that affected us significantly. I am happy to report, however, that we have weathered the storm and emerged with our mission and our services to students intact. This has been a difficult period both for our state and for all public institutions of higher education. However, Thomas Edison State College and the New Jersey State Library have had some very positive and heartening accomplishments during the past year, and this Report tells our story. I mention some of our accomplishments of which I am especially proud here. Many others are described in the rest of this document, and I invite you to read it all.

### **Highlights of the Year in Review**

Despite the fiscal upheaval caused by a global recession and steep declines in state appropriation funding and other funding resources, and in the face of an increasingly competitive marketplace, the College maintained full services, programmatically and operationally, to our students throughout the year. It will continue to do so.

Our mission was not compromised during this difficult time; it was actually enhanced through the creation of new academic offerings and a re-organization and creation of a new Division of Enrollment Management and Learner Services. As you will read in the rest of this Report, new programs were developed in many of our Schools, and we have established improved methods for serving our ever-increasing numbers of students. We also improved and upgraded our College Web page, upgraded our Datatel information management system, and began preparations for the conversion of our Learning Management system such that both students and mentors will have much-improved access to the tools they need for teaching and learning. Our School of Nursing was renamed in honor of W. Cary Edwards, a distinguished community leader and public servant who was instrumental in securing the initial public funding for the School. As a result of that support and the good work of our staff, Thomas Edison State College now educates more nurses than any college or university in New Jersey. We also won a FIPSE grant award from the Federal Department of Education to develop a groundbreaking mobile learning course delivery system. And, finally, we were so successful in

accomplishing many of the goals of our *Strategic Vision Plan 2006—2012* that we have begun a re-write and re-calibration of that Plan for its last two years.

Like the College, the New Jersey State Library also accomplished many important things despite the uncertainties caused by the fiscal environment. The Library received \$7.5 million in private and federal funding to provide broadband services for job seeking, job training, and small business development. The Library's Marketing Office launched a new campaign, NJ Library Champions, and received a prestigious award for another campaign, Tell Us Your Story. The \$5,000 John Cotton Dana Award, recognizes the top six library marketing campaigns in the world.

### **And Looking Ahead . . .**

Because the current economic climate may not change for the better in the near future, we must continue our prudent fiscal and operational management. However, based on our past experience, I am confident that we will be successful in that, even as we undertake a variety of new initiatives to keep us competitive in the marketplace and true to our mission.

A major thrust in the coming year will be the continuing preparation for our decennial re-accreditation site visit by a team from the Middle States Commission on Higher Education. We will create a Self-Study Report and gather research data to support the assertions we will make in that report. And we will use our findings to plan for future improvement and growth.

We will also continue to develop curricula across Schools, new market-driven degree programs that students can complete entirely with courses offered by Thomas Edison State College, and a self-sustaining continuing education enterprise that will provide courses for those seeking non-credit training and academic opportunity. And we will make significant progress toward acquiring accreditation from the Accreditation Board for Engineering and Technology such that the offerings from our School of Applied Science and Technology are increasingly attractive to potential students.

We will keep tuition affordable for our students by increasing revenues through enrollment growth and by relying on our reserves to support new program development, acquisition of new technologies, and improvements in service and

operations. In short, we will remain competitive and viable despite the current environmental challenges. Because we have dedicated staff, committed Boards, and good managerial leadership, I am confident that we can achieve the goals we have set for FY 2012.

George A. Pruitt  
President

# **Supporting Students with Academic Programs to Meet Their Needs**

## **Academic Affairs Divisional Update**

### **Self-Study Update**

One of the major activities of the Academic Affairs Division was the preliminary preparation for an accreditation site-visit and self-study. The College will undergo a site visit in early 2012 in conjunction with its decennial re-accreditation by the Middle States Commission on Higher Education. During the past fiscal year, College staff began preparations for writing the Self-Study Report that must be submitted to the site-visit team.

Beginning in the fourth quarter of FY 2009, the College initiated a series of work sessions and formal discussions to prepare for the Self-Study Report. Following the Middle States Commission on Higher Education (MSCHE) Self-Study Institute conference, the Provost and the Chair of the Self-Study Steering Committee conducted work sessions to review expectations of the self-study and provide guidance on developing research questions. These discussions and the knowledge gained from the MSCHE Self-Study Institute formed the basis for the subsequent development of a work group structure. Work group leaders participated in individual orientation sessions with the Provost and Steering Committee Chair to ensure a common understanding of their responsibilities, and materials announcing the Self-Study initiatives were posted to Blackboard, the College's online platform which is accessible to the College community.

In mid-February 2010, a session provided information on the progress of the preparation for the study, presented the overall timeline, outlined a tentative site-visit agenda, and presented detailed discussions on the approach and development of research questions.

A feature article introducing the self-study activities to all staff was placed in *Capital Campus*, the College's community publication for employees. Quarterly Steering Committee meetings were held and will continue. The meetings provide a forum for the review of deliverables, and for providing direction to the work groups.

Research questions to be answered in the Self-Study Report were created through an interactive process involving the work groups and the Steering Committee. The Steering Committee reviewed each question in light of the following criteria: 1) the direct relationship of the research questions to the respective standards, 2) the ability to assess compliance with standards, 3) the existence of data, and 4) the ability to provide a deepened understanding of the institution. The research questions will continue to be honed as the self-study process unfolds. In March of 2010, the College's MSCHE

representative reviewed our Self-Study Design Report and made some suggestions for change and additions. Those changes were made and submitted to MSCHE in April 2010. Formal approval of the Self-Study Design Report was received from MSCHE in July 2010. The Self-Study Design Report provides a guide and working outline for the creation of the Self-Study Report and will be used going forward.

The following section presents a school-by-school report on activities related to curriculum development, partnerships and outreach, and trends and strategies concerning enrollment growth. Numbers of “traditional” students increased in many of the College’s programs. On the other hand, we experienced a small decline, less than 2%, in numbers of “contract-program” students. (Traditional students are those who are not members of groups with which the College has contracts; contract-program students are those who enroll under the auspices of a specific contract through which the College provides courses and/or programs to employees or members of certain corporations, organizations, or the military.) Specific information on numbers of applicants, enrollees, and graduates is presented in Appendix B: Key Numbers.

## **School of Applied Science and Technology**

### **Curriculum**

The School developed and launched a Master of Science in Applied Science and Technology degree program with two areas of study, Clinical Trials Management and Technical Studies. A new Bachelor of Science in Imaging Sciences joint degree program with the University of Medicine and Dentistry of New Jersey was approved by the Academic Council. A new area of study, Diagnostic Medical Imaging, was developed for the Bachelor of Science in Health Science (BSHS) program. A new area of study in Military Technology Leadership was developed for the Associate of Science in Applied Science and Technology (ASAST) and Bachelor of Science in Applied Science and Technology (BSAST) degree programs. Several areas of study under the Associate in Applied Science (AAS) were combined into a single area of study, Multidisciplinary Technology, to streamline offerings and promote efficiency. The School worked with the Center for Academic Program Review to conduct a review of all Federal Aviation Administration (FAA) licenses. The review resulted in increased academic credit for commercial pilot licenses and the identification of an additional credit-worthy FAA certificate program. Additionally, the School conducted a scheduled academic program review of all degree and certificate programs. The review resulted in the modification of several degree templates and the retirement of 6 areas of study under the ASAST and 8 areas of study under the BSAST. The School also hired a new assistant dean and brought five new mentors and seven new academic consultants on board to support program development and accreditation efforts.

Pursuit of the accreditation of the BSAST in Nuclear Engineering Technology by the Accreditation Board for Engineering and Technology (ABET) is underway. Work is in progress to meet the timetable and guidelines for ABET accreditation.

### **Partnerships and Outreach**

The School of Applied Science and Technology expanded articulation agreements with member community colleges of the Nuclear Industry Unified Curriculum Project. The School also worked with the Office of Military and Veterans' Education to align and prioritize the development of transfer templates for the Community College of the Air Force programs into BSAST programs in 12 different areas of study.

Partnering with the Watson School, City of Irvington, and the Generations Community Organization, a proposal was submitted under the American Reinvestment and Recovery Act for a Green Technology Re-entry Training program. The School also partnered with Healthcare Quality Strategies; Lumetra Solutions; and the Workforce Investment Boards of Union, and Essex and Middlesex Counties to submit a proposal to the US Department of Labor for a health information technology educational expansion program aimed at addressing the implementation of electronic health records in doctors' offices and hospitals.

### **Enrollment Trends and Initiatives**

Enrollment in the School of Applied Science and Technology increased during FY 2010. Our programs continue to be popular with military personnel and the corporate sector, and there was a significant increase in enrollment among traditional students. Further, the approval of the Master of Science in Applied Science and Technology degree program in FY 2010 supported continued penetration into traditional markets.

## **Heaven School of Arts and Sciences**

### **Curriculum**

The Academic Council approved the new Bachelor of Arts area of study in International Studies. This degree program will allow students to focus on international issues while maintaining flexibility and transferability in course selection. The program will increase global awareness by requiring students to think critically about global issues. In addition, Academic Council also approved a degree program name change from the "Associate in Science in Public and Social Services" to "Associate in Arts in Human Services." The Bachelor of Arts degree requirements were revised to ensure that at least half of the area of study is at the advanced level.

Significant changes were also made to the Bachelor of Science in Human Services degree program. The most substantive change was the retirement of the individual areas of study in favor of general human services-related professional tracks. This has resulted in



greater flexibility and better alignment with other college degree offerings and with national standards in the human services field. In addition, Academic Council approved the degree program name change from “Associate in Science in Public and Social Services” to “Associate in Arts in Human Services.”

The proposal for a Master of Arts in Educational Leadership degree program with an area of study in District Leadership (leading to the School Administrator endorsement required of School Superintendents) received the approval of both the Heavin School’s Curriculum Committee and the Academic Council. In addition, changes were made in the Master of Arts in Liberal Studies degree program to emphasize that the degree is designed to stimulate critical thinking, imagination, and leadership.

### Partnerships and Outreach

The Heavin School coordinated with the Office of Military and Veterans’ Education to market the graduate certificate in Homeland Security to United States Coast Guard personnel in the New Orleans and Philadelphia areas. Additional marketing is planned to target other police and military services in these regions to expand the program in the blended learning format. The Heavin School also hosted a team from Verity Institute to review and strengthen the existing partnership agreement. Discussion topics included developing joint marketing, suggestions for new courses and Thomas Edison College Examination Program (TECEP) examinations, encouraging enrollment for our graduate programs, and expanding the relationship with our alumni and development areas.

The College signed a partnership agreement with Teacher Education Assessment and Management (TEAM), a unique organization dedicated to helping students gain bachelor’s and master’s degrees by partnering with regionally accredited colleges. This undertaking by the College and TEAM is intended to provide TEAM students a pathway to the baccalaureate degree programs at Thomas Edison State College.

Partnership discussions with Teach for America have resulted in a Memorandum of Agreement that provides for a pathway for Teach for America graduates to enter one of Heavin School’s two Educational Leadership programs. This partnership is expected to expand the national audience for these programs.

### Enrollment Trends and Initiatives

Led by strong continuing enrollment numbers in graduate and undergraduate programs, overall Heavin School enrollment showed some growth this year. Areas of strength included the Bachelor of Science in Homeland Security and Emergency Preparedness, which tripled its enrollment in its second year to 270 through outreach efforts to the military and traditional markets; and the Graduate Certificate in Educational Leadership, which launched this year and enrolled 49 students. Numbers of new enrollments were down, however, and new outreach and programmatic

initiatives are being implemented in FY 2011 increase new enrollments in both graduate and undergraduate programs.

### **Honors and Publications**

Thomas Edison State College has been approved to install a chapter of Kappa Delta Pi, the International Honor Society in Education. Membership will be open to eligible students in either of the College's two Educational Leadership programs. The chapter will provide professional development and networking opportunities for students, and is expected to be formally installed in September, 2010.

### **Mentors**

Based on feedback from students, the Heavin School established course evaluation protocols to audit and improve the performance of mentors, and to identify courses that may need revision, based on feedback from students. In addition, the Heavin School has established a preliminary benchmark for mentor performance based on CourseEval survey elements that will trigger a range of responses and further data analysis to improve mentor quality where warranted. Data will be gathered monthly; reports will be generated quarterly for both undergraduate and graduate courses.

### **School of Business and Management**

During FY 2010, the School of Business saw a change in leadership as the dean left to pursue other professional activities. The Vice President and Provost assumed the position of acting dean, and two new acting deans were appointed. During the time of transition, resolution of outstanding student and mentor issues was a focus, as were a review of marketing strategies and planning for the future.

### **Curriculum**

The courses "Economic Issues in Organizations," and "Human Resource Management" were revised. New courses added to the curriculum included "Introduction to Entrepreneurship," "Marketing Research," "Sustainable Management," "Nonprofit Governance," and "Board Leadership." Academic Council approved the graduate certificate in Project Management. This certificate program was developed in accord with project management national guidelines. It is intended for students who may already have a master's degree but need to prepare for the Project Management Institute (PMI) certification. Twenty-three applications were received for the summer semester, and 20 students were admitted. The graduate Capstone course was revised to facilitate cross-program interaction between MSM and MSHRM students. The graduate admissions committee process was revised to standardize admissions review. The Master of Science in Human Resource Management (MSHRM) curriculum was submitted to SHRM for review and potential certification. Preliminary work to have the

project management specialization approved for PMI certification was initiated, as was the digitization project to image all School mentor records.

### **Partnerships and Outreach**

Measures were undertaken to solidify the relationship between the School and the New Jersey CPA Society and to assess the demand for a Master of Science in Accounting degree among its members. Tri-fold brochures were developed for military service members specifically for the Bachelor of Science in Business Administration, the Bachelor of Science in Organizational Leadership, and the Master of Science in Management degree programs. Efforts continue, in partnership with the Office of Military and Veterans' Education, to meet the needs of military students. The School hosted the New Jersey Collegiate Business Administration Association Honor Society award ceremony. A meeting with Charles Schwab representatives about a potential corporate partnership was conducted. And details were finalized for a blended course to be offered at UPS training sites.

### **Enrollment Trends and Initiatives**

General Management and Accounting continue to be the most pursued areas of study within the BSBA degree. The BSBA has shown a slight decline, while the Bachelor of Science in Organizational Leadership has shown significant growth compared to last year. Similarly, there has been an upward trend in enrollments in the Master of Science in Human Resources degree program and a slight decline in the Master of Science in Management degree program.

## **W. Cary Edwards School of Nursing**

### **Curriculum**

The Bachelor of Science in Nursing degree program outcomes were updated to reflect changes in professional accreditation guidelines and standards. That in turn, resulted in a comprehensive review of undergraduate nursing courses, including revision of course descriptions and course objectives. A comprehensive review of nursing course descriptions and course objectives was carried out as a result of the work completed on the new Bachelor of Nursing outcomes. Course reviews and revisions approved by the Curriculum Subcommittee included "Women's Health," "Men's Health," "Emerging Trends," "Health Policy," and "Leadership and Management in Nursing."

Plans continued for the development of an accelerated second-degree BSN program in partnership with Capital Health. Students already possessing a bachelor's degree would be able to complete a BSN degree and sit for RN licensure within one year; approvals are in progress. As a result of the updated Commission on Collegiate Nursing Education (CCNE) standards change that which went into effect in January of 2010, the W. Cary

Edwards School of Nursing's systematic plan of evaluation was revised. End-of-year review of program outcomes were affirmed in the outcomes courses.

### **Partnerships and Outreach**

In our ongoing partnerships, enrolled students from Capital Health now number 160. There are 68 students from Virtua Health, and 20 from Meridian Health. Enrollment from Virtua Health remains steady, despite heavy competition from other New Jersey colleges. Students have begun to enroll as a result of the new partnership with Helene Fuld School of Nursing in Camden County, and a partnership has been finalized with St. Francis Medical Center, which has 20 students currently enrolled. Work continued in support of partnerships with Robert Wood Johnson in its Hamilton and New Brunswick locations.

### **Enrollment Trends and Initiatives**

In FY 2010, the W. Cary Edwards School of Nursing had a 35% increase in enrollment over FY 2009. Students surveyed indicated they were very satisfied with their courses, mentors, and College services. Approximately 23% of nursing students came from minority backgrounds, while recruitment at national events led to steady enrollment of out-of- state students, now at about 22%.

### **Honors and Publications**

W. Cary Edwards School of Nursing staff made presentations at the National League for Nursing Technology Conference, and the Rutgers 28<sup>th</sup> Annual International Nursing Technology Conference. Other staff presentations included those made at Capital Health, the New Jersey Nurses' Convention, and Trends in Critical Care Nursing Conference. The School of Nursing also hosted the Fifth Annual Distinguished Lectureship.

### **HRSA Grant Activity**

Implementation of the Human Resource Services Administration (HRSA) second three-year grant moved forward during FY 2010. As of June 30, 2010, 89% (17/19) of the grant participants for year five (groups one and two) had completed both CDE modules. All goals for the HRSA grant were met. The Directory and Database of Minority Nurse Educators certified in Distance Education by Thomas Edison State College was nationally launched in January 2010. Approximately 1,700 deans at schools of nursing nationwide were notified by e-mail in both January and February of 2010. As of June 30, 2010, the W. Cary Edwards School of Nursing had received nine requests for minority nurse educators to teach online. HRSA poster presentations were made at the National Alaska Native American Indian Nurses Association, the SUNY Downstate Transcultural Nursing Society 1<sup>st</sup> Annual Conference, and the National League for Nursing Technology Conference.

## **John S. Watson School of Public Service and Continuing Studies**

### **Curriculum**

During FY 2010, reorganization took place such that professional development programs previously offered through the School of Professional and Continuing Studies are now under the aegis of the Watson School of Public Service and Continuing Studies. As part of the transition, each program was reviewed by the dean, and, as a result, programs offered by Gatlin/Ed2Go and Music Industry Educators were discontinued. Transition activities were ongoing as staff met with several of the deans and other personnel to open lines of communication and identify opportunities for collaboration.

### **Partnerships and Outreach**

The Continuing Studies unit of the Watson School continued to develop its partnership with the New Jersey Education Association (NJEA). The dean met with NJEA officials to discuss program design and courses. In addition, the School continued its partnership with Proceed, a private company offering mental health and substance abuse services. The Watson School was instrumental in the development of training modules and educational programs tailored for employees and members of the organization.

## **Offering Students Flexible Education Options**

The Center for Directed Independent Adult Learning (DIAL) continued development of its Mobile Learning Initiative, added new capabilities for course assessment, and prepared for a transition from traditional paper-and-pen course exams to administration of proctored online exams. DIAL staff also worked on developing and revising courses and preparing to use new technologies for course delivery.

The Mobile Learning Initiative is funded by a grant from the Fund for the Improvement of Postsecondary Education (FIPSE), and FY 2010 saw the redesign of 20 courses that are now available to students in the new FlashTrack delivery mode. With FlashTrack, students are provided with a “thumb drive” that contains all of their course materials and various software systems that allow them to complete assignments and communicate with mentors. The FlashTrack mode creates an online experience for students even when they are offline.

DIAL also contracted with Advanced Evaluation Services, an external evaluation firm, to develop surveys that provide for students to communicate with staff about their experience with newly developed courses. Survey results are used to improve courses and identify potential problems.

In other initiatives, a number of course exams were prepared for online delivery in a proctored environment. The new Online Proctor Service allows students to take exams wherever they have a computer with high-speed Internet access, working computer speakers and microphone, and a Web cam. Proctors monitor students’ test-taking via the Web cam and microphone from a remote location. More exams will be prepared for such administration in the future, thus obviating the need for students to travel to on-site proctoring venues.

Online courses were developed and revised to support academic programs. A more streamlined course development process, aimed at increasing efficiencies, has been adopted. The development model uses cloud-computing technologies and promotes a community-based approach to course development, as opposed to a linear process. Students now have a choice of 6 delivery modes in the undergraduate program, depending on their preferred learning style.

## **Providing Students with Services**

### **Learner Services**

Several long-term projects came to fruition during the year. First, the Admissions Office completed work on the initial version of an Inquiries Report based on the various types of requests for information received by the College. Second, the Office of Academic Advisement completed an 18-month project to revise and update the Degree Planning Handbook for Undergraduate Students. Third, the Office of Student Special Services published a new Americans with Disabilities Act Handbook. Finally, the Office of the Registrar began sending notifications of deficiency to enrolled undergraduate students whose GPA fell below 2.0. In addition to these accomplishments, Learner Services worked closely with the Office of Human Resources to implement the mandatory furlough programs for all staff. The challenge of maintaining high quality student services while losing hundreds of person-hours was admirably met by the concerted efforts of the entire staff and the innovative use of existing and emerging technologies.

### **Learner Support**

The Office of Learner Support comprises the offices of Admissions, Academic Advising, Financial Aid, and Student Special Services. Among the combined offices several notable projects were initiated or completed during the year as follows: 1) presentation of a Lunch-and-Learn session for Learner Services staff on how to handle distressed students who contact the College; 2) initiation of a series of customer satisfaction surveys to measure efficacy of Learner Support services; 3) implementation of a Web accessibility self-assessment using the GOALS tool (Gaining Online Accessible Learning through Self-study) from the National Center for Disability and Access to Education; 4) initiation of an enrollment verification design in Datatel for reporting to the financial aid National Clearing House; and 5) completion of the transition of admission and advising responsibilities for graduate students. In addition, two-thirds of the total staff in all four offices and at all classification levels attended one or more professional development conferences or training events away from the office environment.

### **Admissions**

During the year, the Office of Admissions received 114,000 incoming calls, resolved 16,000 Helpdesk tickets, responded to nearly 20,000 requests for materials, and processed more than 9,000 applications for admission. The office conducted 12 College Information Sessions using three different formats: on-site, off-site, and the newest format, online. Approximately 500 prospective students attended these events. Office staff also met with more than 300 walk-in students during the year.

The Admissions Office completed the transition of administrative responsibility for graduate admissions (from the individual Schools to Admissions), and established a supporting electronic process to streamline and shorten the admission decision process. A new online admission application was also implemented.

### **Advisement**

Academic Advisors conducted over 4,300 advising appointments during the year, representing a slight increase compared to FY 2009. The Advising Express Line continued to be actively used and received more than 15,000 calls. In coordination with the Registrar's Office, the Advising Office implemented a pre-graduation audit review. The purpose of this program is to examine students' records prior to their official graduation audit to identify potential barriers to graduation and initiate corrective action.

### **Financial Aid and Veterans' Affairs**

Financial aid awards and disbursements continued to increase at a double-digit rate. The office offered more than 3,500 awards during the year and disbursed more than \$14 million in financial aid. Office staff, along with Management Information Systems (MIS) personnel, developed a program to transmit enrollment verification data to the National Clearing House (NCH). NCH acts as a middleman between the College and the Department of Education for verifying enrollment and repayment status of federal student loans. Though responsibility for veterans shifted to the Office of Military and Veterans' Education, the Financial Aid Office continued to process course certifications for veterans, and completed approximately 2,000 such certifications.

### **Office of Student Special Services**

The Office of Student Special Services was established to serve disabled and incarcerated students. Office personnel processed nearly 500 special accommodation requests to meet the needs of the College's 121 students with disabilities. The number of active applicant or enrolled incarcerated students is 40. Staff are currently working with military prisons in Charleston, SC, and Miramar, CA, to promote access to educational opportunities for inmates.

### **Registrar's Office**

With the establishment of the new Division of Enrollment Management and Learner Services, the Office of Mentor Services was subsumed into the Registrar's Office as a sub-unit. Staff in this sub-unit will process and maintain mentor records, prepare and administer mentor hiring documents, and place mentors in scheduled course sections. Staff will also serve as liaisons between Schools and mentors.



### **Evaluation of Prior Credit**

The Office of the Registrar's credit evaluation staff have successfully transitioned to a telecommunication work model. Total weekly numbers of transfer credit hours evaluated continued to meet established benchmarks.

### **Student Records**

Personnel focused this year on increasing use of technology in efforts to improve efficiency and services to students. A fully implemented document imaging system has the College well on its way to being a truly paperless environment. Improvements to the Web course registration system are now assisting the vast majority of students to register themselves online in real time. A fully implemented online student helpdesk system allows College personnel to respond to student questions very quickly and provides students with increased access to information by searching the various offices' knowledge-base articles.

### **Graduation/Commencement**

The College held its 37<sup>th</sup> Annual Commencement ceremony on October 10, 2009, at the Patriot's Theatre in Trenton's War Memorial Building. Three-hundred-sixteen graduates attended the ceremony.

## **Supporting Students and Clients through Constituent Partnerships**

### **Working with Military Students**

The Office of Military and Veterans' Education started to see the results of new processes and procedures that were implemented in FY 2009. Army new enrollments increased sharply, offsetting a decrease in Navy new enrollments. The College also entered into two new agreements with the Air Force. The first was the General Education Module program, which enables airmen to complete up to 15 credits of their general education requirements in a single block of five online courses. Credits may be applied directly to the Associate in Applied Science degree at the Community College of the Air Force (CCAF) or Thomas Edison State College. The second is the Air University Associate to Bachelors College program, in which airmen and civilian personnel are educated through in-residence or distance learning courses. The latter is a two-plus-two program for students completing a CCAF degree and continuing on to earn a bachelor's degree at Thomas Edison State College.

Thomas Edison State College was named one of 10 schools to partner with the Coast Guard Maritime Law Enforcement Academy to offer the Bachelor of Arts in Criminal Justice and the Bachelor of Arts in Homeland Security degrees. Army Career Degree program approval was granted for the Bachelor of Science in Organizational Leadership. In addition, the College was awarded a Memorandum of Understanding by the Joint Base McGuire-Dix-Lakehurst to offer the Bachelor of Science in Applied Science and Technology with a specialization in Electronics Engineering Technology. The College was also awarded a contract by the Army to be the academic integrator of the Army and Navy training for their Respiratory Therapist program. This is the first program to integrate occupational training such that it will lead directly to an associate's degree for enlisted service members.

### **Working with Strategic Partners**

#### **Corporate Choice Program**

The College signed new Corporate Choice agreements with Trenton Thunder, Charles Schwab, and Waste Management. The College's relationship with UPS also continued to thrive. College staff made presentations to UPS employees in Lawnside, NJ, and Harrisburg, PA. An article titled "Delivering for UPS" was published in the Winter Issue of *Invention* magazine.

#### **Community Colleges**

Representatives from the Office of Strategic Partnerships met with transfer counselors from the 19 New Jersey community colleges to provide updates on the College's

programs and services. The College was represented at selected transfer fairs. The College also hosted the fall meeting of the New Jersey Transfer Counselors' Association. In addition, the College signed an articulation agreement with Harrisburg Area Community College (HACC). HACC is a major educational provider for UPS employees in Harrisburg, PA.

### **Agencies, Organizations, and Corporations**

The agreements with the Association of Advanced Rabbinical Talmudic Schools and Team Education Assessment and Management were renewed. Major outreach activities included staff attendance at Curves National Convention, Orlando, FL; McDonald's Restaurant Managers conference, Orlando, FL; National Association of Black Law Executives, Norfolk, VA; International Public Management Association for Human Resources, Nashville, TN; Hispanic Chamber of Commerce, Newark, NJ; Governor's Council on Alcoholism and Drug Awareness, Princeton, NJ; Adult and Graduate College Expo, Caldwell, NJ; Emergency Preparedness Conference, Baltimore, MD; New Jersey Library Association, Long Branch, NJ; New Jersey Governor's Conference on Women, Atlantic City, NJ; New Jersey Emergency Preparedness Association, Atlantic City, NJ; New Jersey Society of Certified Professional Accountants, Atlantic City; Police Security Expo, Atlantic City, NJ; Society of Human Resource Managers, San Diego, CA; Lakewood Blue Claws, Lakewood, NJ; New Jersey Department of Transportation, Trenton, NJ; and New Jersey Department of Treasury, Trenton, NJ.

### **Center for Academic Program Review**

During the year, the academic review team sought to develop partnerships with several companies, including Charles Schwab, Waste Management, Medco Health Solutions, and the Actors' Fund Work Program. A review of the Army and Navy Respiratory Therapy Program was also undertaken in an effort to partner with the Army for awarding an Associate of Applied Science degree in Respiratory Therapy. Military personnel who complete that degree through Thomas Edison State College become eligible to sit for the National Board for Respiratory Care, Certified Respiratory Technician examination. In addition, a program review was performed for the Registered Polysomnographic Technologist certificate program, resulting in a recommendation of 16 credits in the lower-division baccalaureate/associate's degree programs.

### **National Institute on the Assessment of Adult Learning**

The College held the *National Institute on the Assessment of Adult Learning 2010: Future Visions* in Atlantic City, NJ, recording the highest attendance in the 21-year history of the Institute. Participants hailed from 53 colleges and universities and 27 states. The three-day event brought interesting and dynamic keynote speakers and an enriching program of 21 workshop sessions and nine learning-exchange discussions. The keynote address

for the opening plenary session was given by Dr. Jim Hall, founding president of Empire State College. Keynote speaker John Ranere, Vice President of Marketing at Bally's, spoke of his personal experiences with prior learning assessment, and held a town hall meeting and panel discussion on *The Future of Adult Learning*. Other events included a proclamation presented to the Provost by the Mayor of Atlantic City, NJ. The National Institute Planning Committee presented its second annual Lifetime Achievement Award in the Assessment of Adult Learners to Dr. K. Patricia Cross, a national and international scholar on adult learning. The award was presented "for her lifelong dedication and scholarly body of work in the service of the education of adult learners and the larger society in the Nation and the World."

## **The John S. Watson Institute for Public Policy**

### **Center for the Urban Environment**

Institute staff continued to play a primary role in helping New Jersey environmental groups advocate for a healthy environment. Staff provided assistance to two grassroots organizations: The Eyes on Trenton Association, a grassroots organization protesting the placement of a recycling plant in its community; and a new grassroots group formed in an environmental justice community in Rahway that is attempting to find out why its community floods after heavy storms. Institute staff continued to be the primary organizer of the national Environmental Justice (EJ) and Science Initiative, which brings together scientists and EJ advocates over a set of common issues. In June Institute staff helped craft a public letter issued by the initiative concerning USEPA's authority to regulate greenhouse gases and using climate change policy to address the emissions of traditional air pollutants, in addition to greenhouse gases. The letter was sent to members of the Senate and may have positively affected a debate on the floor of the Senate. The letter was also sent to news outlets and subsequently received news coverage by the publication "Inside EPA."

Institute staff assisted The Eyes on Trenton Association in scoring a major victory when the Mercer County Freeholders voted to remove the recycling facility from the county's solid waste management plan. The Freeholders cited environmental justice concerns, and the work of Institute staff and the New Jersey Environmental Justice Alliance (NJEJA) figured prominently in their decision. The Institute's staff and NJEJA's statewide coordinator, who is also an associate fellow at the Institute's Center for Urban Development, also testified on behalf of the Eyes on Trenton Association at a public hearing held by the Freeholders, and this likewise, the Freeholders' decision. Institute staff hosted and organized a meeting of environmental justice attorneys held at Seton Hall Law School. These attorneys from New Jersey, New York, and Rhode Island attempt to develop legal strategies to help communities in their fight against environmental injustices. Staff also organized and hosted a statewide meeting of NJEJA in May at the College and arranged for several members of the environmental justice

community to testify at the annual hearing held by the New Jersey Clean Air Council. Institute staff are represented on the Council and contributed to the Council's annual report.

### **Center for Leadership Development**

Leadership Trenton Fellows participated in a series of group team building and reflective activities during the half-day June seminar. The evening graduation ceremony and reception completed another successful year for the program. The Leadership Trenton Class of 2010 is the program's 8th cohort, with 30 graduates joining the network of more than 200 Graduate Fellows. Institute staff and Leadership Trenton Sustainable Initiative committees continued activities throughout the year as part of economic and community development. The Trenton Central High School Leaders of Tomorrow mentoring program progressed, with adult mentors and students meeting monthly. The Leadership Trenton Mentors met in May to review the year's curriculum and overall achievements of the Trenton Central High School Leaders of Tomorrow mentoring program.

Working with the College's Office of Development, Institute staff prepared grant proposals to Bristol-Myers Squibb (\$10,000 request), PSE&G (\$25,000 request), The Community Foundation of New Jersey (\$3,000 request), and Princeton Area Community Foundation (\$25,000 request). The Leadership Trenton program received a grant award of \$7,500 from the Bristol-Myers Squibb Company.

### **Center for the Positive Development of Urban Children**

During FY 2010, an Institute staff member was actively involved in the newly established New Jersey Council for Young Children. Staff began work with the writing team for the new Council to submit a proposal to the federal government in an effort to bring \$1.6 million to New Jersey. An Institute staff member was appointed to the newly created Council and now chairs the professional development committee.

Eighteen teachers (comprising nine teaching teams) were recruited for the 4<sup>th</sup> Class of the New Jersey Cultural Competency and English Language Learners Summer Institute and Mentoring Program. In addition, staff submitted a federal grant proposal to the Substance Abuse and Mental Health Service Administration to create a New Jersey Child Wellness Network in partnership with four highly respected organizations: Child Care Connection, Family Strength Associates, YCS Institute for Infant and Preschool Mental Health, and The University of Medicine and Dentistry of New Jersey. The Child Wellness Network will assess the capacity of early childhood centers to deliver child wellness strategies that are culturally and linguistically responsive in five key areas: infant mental health, child health, child development, parent engagement, and integration of behavioral health services.

## Center for Health Policy Development (CHP)

Through the CHP's various collaborative efforts, we continued to comply with P.L. 2005, Chapter 352, which charges the College to expand its administrative simplification study beyond electronic data interchange (EDI) to include electronic health records to facilitate the implementation of efficient healthcare delivery through health information technology. As part of the CHP's educational outreach, staff made a presentation to the Leadership Trenton Class of 2010 titled "Healthcare Information Exchange and the Consumer: New Jersey's Proactive HINT Law and HIPAA Implementation Efforts."

Over the past 17 years, the CHP, beginning with the release of the HINT study has accomplished much in administrative simplification through collaborative efforts with the public and private sectors. Now, as part of the 2009 ARRA law, the federal Department of Health and Human Services will provide incentives to doctors and hospitals to make "meaningful use" of electronic medical records. During the 4th quarter of FY 2010, the federal government began finalizing the requirements of "meaningful use." If doctors and hospitals do not achieve "meaningful use," the federal reimbursement for Medicare and Medicaid claims will be reduced. Throughout this effort, CHP has been instrumental in getting federal grant funding for New Jersey such that assistance can be provided to healthcare practitioners as they work to demonstrate "meaningful use" of electronic medical records systems.

## **Fostering Our Relations with the Public and Alumni**

### **Marketing and Positioning the College**

#### **Web Site**

The College Web site ([www.tesc.edu](http://www.tesc.edu)) is the primary marketing and communications tool of the institution. Several enhancements to the site were completed in FY 2010, including the implementation of upgraded Web-tracking software; a video admissions guide; a refreshed and expanded version of the military section of the site; fourteen new video testimonials from graduates; a financial aid calculator; and an interactive, video-based information session for the Master of Arts in Educational Leadership program.

#### **Institutional and Targeted Advertising Campaigns**

In January 2010, the College entered into an agreement with its new advertising agency, Sigma Group, to undertake the next phase of the College's strategic marketing plan. The College's advertising campaigns are designed to provide timely and accurate information to prospective adult students as they make decisions about accomplishing their higher education goals.

During FY 2010, the College launched a multimedia advertising campaign centered on the theme, "New Jersey's Only College Exclusively for Adults." The purpose of the campaign is to raise awareness of the College and to extend the brand message as New Jersey's only college created exclusively for adults. The campaign was very successful in both strengthening the College's branding and in driving new applications, particularly during a time of uncertainty for many potential students. The campaign is being expanded to include more alumni and will continue through the end of the calendar year.

As in previous years, the target group for the College's advertising campaign is adult learners age 35 and older in the geographic target areas of New Jersey, Philadelphia, and New York. Consistent branding and messaging, delivered in an integrated marketing mix is central to the success of the marketing plan.

Media placement strategies were continued for the Office of Military and Veterans' Education, the W. Cary Edwards School of Nursing, the Heavin School of Arts and Sciences (focusing on Master's degrees in Education, and undergraduate degrees in Criminal Justice and Homeland Security), and the School of Business and Management (focusing on Accounting, Organizational Leadership, and Human Resources degree programs).

## Targeted Outreach

For the fourth consecutive year, the Office of Communications worked with the Division of Academic Affairs to develop several targeted outreach campaigns. Targeted outreach was made for the Master of Arts in Educational Leadership degree programs aimed at New Jersey public school teachers; Bachelor of Arts and Bachelor of Science degree programs, aimed at members of the U.S. Coast Guard; degree completion programs focused on the College's partnership with the Maalot Educational Network; Master of Science in Management and Master of Science in Human Resources Management degree programs, aimed at human resources professionals; graduate and undergraduate programs from the School of Business and Management, aimed at the U.S. military; degree programs, aimed at U.S. Air Force personnel and their spouses; and advance promotion of the John S. Watson School for Public Service and Continuing Education, aimed at local, regional, and state public administrators.

## Online Marketing, Social Media, and E-mail Outreach

The Office of Communications continued to produce and send e-newsletters to both prospective and currently enrolled students. These included *Insights*, the monthly e-newsletter for students, and *Perspective*, the e-newsletter sent to prospective students. The Office of Communications also worked with the Office of Admissions, using e-mail to invite prospective students to information sessions hosted at the College, in the field, and online. Additional electronic outreach was made to students to broadcast student announcements, information on new courses and new programs, and other College news. The Office of Communications also continued to coordinate the College's Admissions Marketing e-mail outreach campaign, which continued to show positive results in FY 2010.

The Office of Communications coordinated the development of a social media campaign that launched in FY 2010 through the establishment of pages on Facebook, YouTube, Twitter, Flickr, MySpace, and LinkedIn. This has generated additional interest in the College and opened up a new line of communication between the institution and its key constituents.

## Public and Media Relations

In FY 2010, the College's media relations activity resulted in several national and statewide media placements promoting the College. Highlights of this activity include

- National coverage of the College's Mobile Learning Initiative, which was featured in *The Chronicle of Higher Education*, *e-Campus News*, *ComputerWorld.com*, *PCWorld.com*, and *Campus Technology*; and which was also covered in the *Home News Tribune* (New Brunswick, NJ), *Trenton Times* (Trenton, NJ), WZBN-TV 25 (Mercer County), and *Mercer Business* magazine (cover story).



- A national mention on the growth of online course enrollments, which appeared in *Newsweek* (“Sound of One Hand Clicking” - Aug. 2009), and which also received regional coverage in *New Jersey Business* magazine.
- National coverage of the launch of the W. Cary Edwards School of Nursing’s online database of minority nurse educators, which was featured in *Nursing Spectrum*, *Nurse.com*, *Advance for Nurses*, and *Campus Technology*, and which received regional coverage in the *Trenton Times*.
- Day-of-coverage of the College’s 37<sup>th</sup> Commencement, which appeared in the *Trentonian* and *Trenton Times*; additional stories on Commencement appeared in publications throughout New Jersey.

## Publications

In FY 2010, the Office of Communications created 16 program-specific brochures and materials promoting academic offerings and provided regular updating and maintenance to 27 existing College publications, including the *Undergraduate Prospectus*, *Graduate Prospectus*, the quarterly *Invention* magazine, and *Signals* student newsletter.

## Alumni Affairs

### Alumni Advocacy and Service

The Alumni Ambassador Program continued to support the College’s enrollment growth efforts by serving as a source of applicant referrals. The Office of Alumni Affairs identified, cultivated, and trained 311 Alumni Ambassadors in various professional fields to promote the College to prospective students. This is a 12% increase over FY 2009. During FY 2010, over 18% of our traditional applicants were referred by alumni. Each of these referrals is acknowledged by the Office of Alumni Affairs as a means of encouraging further applicant referrals.

The Office of Alumni Affairs, in conjunction with the Office of Development, continued to identify and cultivate potential major donors among our alumni in the geographic areas with the highest concentration. Alumni Affairs staff visited alumni in New Jersey, California, South Carolina, Connecticut, Massachusetts, Pennsylvania, and New York.

As a result of the Governor’s proposal to merge the College with Rutgers, College staff coordinated an alumni advocacy campaign. Alumni Affairs staff worked with the Director of Community Affairs and Government Relations, and staff from the Office of Communications to issue three “action alert” messages to alumni. As a result, advocates for the College sent 1,008 emails and letters to the Governor and State Legislature regarding the merger proposal.

Since the College launched on LinkedIn, a student and alumni group was formed on the business-oriented online network site, and over 4,000 students and alumni have become registered users. Nine hundred and seventy-six students and alumni are part of the Thomas Edison State College community. This is a 62% increase in participation over last year. Likewise, the College continued its presence in student and alumni groups on Facebook, YouTube, Twitter, and MySpace. These sites provide for continuing a sense of community among our alumni and between alumni and the College.

### **Database Initiative**

As part of the College's continuing efforts to strengthen its engagement with alumni, donors, advocates, and friends, staff reviewed our current alumni and donor database needs and made improvements to the database-related operations of development and alumni areas. After more than two years of research, evaluation, data cleansing, business practice improvements, and new system implementation, the College went live on Raiser's Edge in June 2010. This database will very effectively support methods for management of fundraising and tracking of alumni.

## **Community Affairs and Government Relations**

### **Federal Government**

A comprehensive federal agenda for the New Jersey Congressional Delegation and Federal Departments stating College priorities for federal funding and policy was created. As a result, we are now more visible to, and have closer relationships with, members of the New Jersey Congressional Delegation than ever before.

The College's Director of Community Affairs and Government Relations and the Director of Government Relations at Empire State College worked at the federal level with colleagues from other nontraditional public institutions to create a partnership to advocate on issues that affect our institutions and set public nontraditional institutions apart from proprietary institutions.

Advocacy continued for the Post 9/11 GI Bill to increase educational assistance for certain veterans pursuing a program of education offered through distance learning modalities. The Director of the Office of Community Affairs and Government Relations reached out to the New Jersey Congressional Delegation to request that cost and equity, and not educational delivery media, serve as determining factors in providing for housing allowances for those who are most in need of choices in this area.

### **State Government**

College staff worked with the Governor and the legislative leadership in both houses, and of both parties, to vigorously advocate against the proposal made in the FY 2011 budget to merge Thomas Edison State College into Rutgers University. Our position

was based on the belief that the unique mission of the College to serve self-directed adults would not survive under the auspices of a traditional institution. As a result, the merger proposal was withdrawn and the FY 2011 Budget was amended to include an appropriation of \$1.8 million (a reduction when compared to last year) for Thomas Edison State College and the reauthorization of all of its 239 state supported positions at the same level as in FY 2010. The College's appropriation was reduced in that previous state-supported facilities expenses were shifted from Treasury to the College. In addition, work continued with the New Jersey Association of State Colleges and Universities and the New Jersey Legislature on issues regarding unfunded mandates, governance, and transparency.

Staff from the Office of Community Affairs and Government Relations, the Office of Communications, and the Office of Alumni Relations also worked with the New Jersey Association of State Colleges and Universities and eight sister institutions on The New Jersey College Promise Action Network. The purpose of this network is to broaden access and affordability through advocacy by requesting that alumni express their concerns about college opportunity and about the colleges' and universities' critical role in the economy, professional workforce, and overall prosperity of New Jersey residents. Several hundred alumni from Thomas Edison State College advocated for the college's message during the year.

### Local Community

The Director of Community Affairs and Government Relations is the lead facilitator of Capital City Partnership, which is a registered 501c3 organization set up to broker, foster, and leverage private, public, and community resources to enhance and promote redevelopment initiatives that will revitalize the Canal Banks area of Trenton, NJ. The Partnership involves the College, Shiloh Baptist Church, The New Jersey State Chamber of Commerce, Capital Health System, and other members of local business and residential groups. Members of the Capital City Partnership identify funding streams for streetscape improvement, plantings and lighting, and have created a public safety plan. Capital City Partnership has also hired a consultant to work with local and State government, as well as with community stakeholders to implement the development alternatives.

During the past year, Capital City Partnership partnered with the Trenton Historic Development Collaborative to apply for the Wachovia Regional Foundation Neighborhood Grant to manage the costs for a joint redevelopment plan. The Wachovia Foundation awarded \$75,000 for the planning phase. Martin Johnson of Isles wrote the grant, and will be the administrator for the grant award. Although Capital City Partnership already has a planning study, participation in this process is necessary in

order to be a part of the grant application for the Wachovia Regional Foundation Implementation Grant. The implementation award is \$500,000-\$750,000.

During the year, the Director of Community Affairs and Government Relations also hosted community forums; participated in the creation and execution of Beautiful Trenton, a new movement seeking to engage a diverse and committed group of Trenton residents to envision the future of the city and articulate this vision; educated the voting public about various issues; and challenged candidates and decision-makers to commit to progressive solutions.

## **Developing Ourselves to Serve Our Students**

### **The Thomas Edison State College Foundation**

The Foundation ended its fiscal year (on December 31, 2009) with investments totaling \$5,279,742 at market value, an increase of \$571,399, or 12%, over the last year. Foundation investments of Library funds totaled \$932,927 at market value. The New Jersey State Library realized an increase of 7%, or \$59,536, over last year. The increase was due to the overall stock market rebound, which was offset by the support and maintenance costs of the Library development office.

The Foundation's investment committee met four times during the past year to review portfolio results, establish asset allocation, and to rebalance holdings. The Foundation audit committee also met three times with representatives from the Mercadien Group to plan for the external audit of the Foundation's financial statements and to review new audit requirements and the Foundation's IRS 990 proposed changes to the tax return.

### **Development Activities**

#### **Major and Planned Giving**

Aggressive plans to identify and cultivate prospective major donors were made. Contacts and visits continued with key donor prospects. Outreach efforts involved collaboration with the Office of Alumni Affairs and the Office of the Vice President for Public Affairs. Following the announcement of the Governor's merger proposal, the Director of Development reached out to a number of donors and major donor prospects in an effort to keep them informed of the College's position on the proposal and to reassure them of the College's efforts to respond.

#### **Corporate and Foundation Giving**

Efforts to build relationships and secure grant funding from corporate, foundation, and government entities continued. This activity and stewardship resulted in payments and commitments of \$394,000 in grant funding to support programs throughout the College. During the year, the College's Center for DIAL received an award of \$250,000 from the Fund for the Improvement of Postsecondary Education (FIPSE) of the United States Department of Education to accelerate the deployment of the College's new FlashTrack course delivery system, which provides students greater flexibility by allowing them to access online courses in an offline environment without the need for constant online connection.

## Special Events

The Foundation's annual gala, the "Grande Ball, An Evening in Paris," was held on November 7, 2009, at the Princeton Marriott Hotel and Conference Center, honoring our *Spirit of Edison* award recipients. Amy Mansue, President and CEO of Children's Specialized Hospital, received the Community Leader Award; and Gregory F. Milzcik '94, President and CEO of Barnes Group, received the Distinguished Alumnus Award. Some 250 tickets were purchased, contributing to the total revenue from the event which was \$116,839. Expenses came to \$62,278, resulting in net income of \$54,561. In comparison to 2008, the event raised an additional \$7,717. This increase was partially due to the generous support of the 2009 honorees, Amy Mansue and Greg Milzcik, and the work of the committee to keep costs to a minimum.

The 16<sup>th</sup> Annual Thomas C. Streckewald Golf Classic was held on June 21, 2010, at Greenacres Country Club in Lawrenceville, NJ. Over 70 golfers participated in the memorial outing. The event raised over \$30,000, with an anticipated net of \$10,000. This was a decrease when compared to last year, largely due to a reduction in the number of sponsoring organizations, as well as a decrease in sponsorship levels.

## Alumni Giving and the Annual Fund

The 2009 Annual Fund ended its year on December 31, 2009, with \$105,256 collected in unrestricted gifts and \$114,263 in restricted gifts for endowed funds, student assistance, or other College programs. While unrestricted giving was up by over \$15,000, the combined total of \$219,519 represents a decrease of \$108,895 over the same period last year.

The Office of Development began the 2010 calendar year with our second eSolicitation video, featuring Brad Brezinski, BSAST 04. Brad is a Navy Lieutenant in New London, CT, and a great supporter of the College, both through his consistent donations and his advocacy to others in the nuclear field. The 2009 phonathon was completed with 912 donors and \$37,649 raised, reflecting a 10% response rate on viable leads.

## **Maintaining Our Infrastructure**

### **Technology Initiatives**

#### **Infrastructure Initiatives**

The College's existing data centers were consolidated into one data center located in the Canal Banks Building. A new power architecture, including a backup battery system and generator, was also installed in this project. The Internet circuit was moved to the Canal Banks Building computer room to ensure no disruption of Internet connectivity due to power outage. These actions have greatly improved the College's ability to maintain services during any extended power outages. In addition, a contract with Comcast to provide a backup Internet circuit to ensure business continuity was signed.

A new disaster recovery system was installed to ensure continuous availability of the College's Datatel system. We now have two additional backup servers. One server is located in the Canal Banks computer room and is readily available in the event of a hardware failure on the production server. A second server is located off-site (Chicago) at a secure facility, and can be put into production in the event of a significant failure in our local server, or other unanticipated events. Other public-facing systems such as the College's Learning Management System (Blackboard) are being moved off-site to a secure hosted facility in order to ensure improved service continuity.

#### **System Upgrades**

The virtual computing initiative continued with the creation of 52 virtual servers on six hosts (one of which was added this year). This has reduced the costs associated with acquiring, powering, and maintaining 52 physical servers. Additionally, we are providing system redundancy of servers by clustering four of the virtual hosts. And we implemented network interface card-teaming to achieve an additional level of reliability for server network connections. Finally, for the sake of improved security, memory handling, and performance improvements, most of the College's current system servers were upgraded to Windows 2008 server operating system during FY 2010. Likewise, the College's backup system software was upgraded to the latest release to assure complete virtual machine backups.

### **Physical Plant and Facility Development**

In FY 2010, the physical plant inventory of the College consisted of four facilities in Trenton, NJ: The Kelsey/Townhouse Complex at 101 West State Street; Kuser Mansion at 315 West State Street; The Academic Center at 167 West Hanover Street; and the Canal Banks Building at 221 West Hanover Street. The College also has a state-of-the-art

records storage facility located in Robbinsville, NJ, in which College records are archived.

### **Refurbishment of Existing Buildings**

With the acquisition of Kuser Mansion complete, the College began work on rehabilitation and renovation of this historic landmark in the Capital Complex. A Request for Proposal for the Renovation and Restoration Architectural Services was publicly advertised on June 11, 2010. A mandatory pre-bidder's conference was conducted on June 25, 2010, with 42 architectural firms attending. The contract award and initiation of work are planned for September 2010.

In FY 2010, the much-needed renovation and installation of new workstations in the Academic Center was completed. The facility also had interior painting done. This renovation was critical in the overall transformation of administrative systems and infrastructure to support the daily operation of the Academic Center. In addition, new exterior signage was installed in FY 2010.

### **Administrative Improvements**

New Audio/Video equipment was installed to improve the conferencing abilities for internal events as well as for external meetings in Prudence Hall of the Kelsey Building.

Smart Buy savings for FY 2010 totaled \$265,990.10. Savings for FY 2009 totaled \$256,740. Savings for FY 2008 totaled \$339,923. Savings for FY 2007 totaled \$288,326. Savings total equaled \$2,442,308.10 since FY 2001.

### **Human Resources**

#### **Staff Training and Development**

During the year, the time and attendance system (SoftTime) was upgraded so that it is now a Web-based, hosted system. The upgrade provided additional system functionality, including the ability to add categories for furlough and paid leave bank days. The report writing component of SoftTime is used to track attendance patterns and leaves, and as a result, it will assist in the audit process.

The employee furlough program was implemented in accordance with the Memoranda of Agreement between the State and certain unions. Training sessions were conducted for managers and staff to inform them of the procedures for requesting and approving furlough time, and training was offered on the upgraded time and attendance system.



Staff from the Office of Human Resources partnered with the Office of Community Affairs and Government Relations to work on community service events. Two successful days of cleaning the streets surrounding the College were held in the fall and spring. Members of the community also participated in the events. Community residents had the opportunity to build positive relationships with staff and see staff in a different way—as a resource, not adding to a problem, but helping to solve one. The cleanup events were the first of what is planned as an ongoing series of community service events in which College staff can participate. Finally, the partnership with Robert Wood Johnson Health and Wellness to design and implement an Employee Health and Wellness Program continued. Several sessions, including, “How to Beat the Holiday Blues” were held throughout the year.

### **Recruitment, Retirements, and Resignations**

During the year, the College hired 44 new full-time employees. Eleven employees left the College to pursue other employment opportunities, and five staff members retired.

### **Fiscal Resources**

New Jersey, like many other states, experienced severe revenue constraints during the year. State appropriations to higher education have not kept pace with higher costs and increased enrollments. No new State capital funding has been provided to the State Colleges since FY 1999. Due to a growing structural deficit compounded by rising health care costs and changing priorities, stable funding for public higher education became far more precarious.

In FY 2010, the College’s State appropriation of \$5.3 million was 5%, or \$279,000, lower than in FY 2009. By FY 2010, the College’s appropriation was at the same level as it was in FY 1997. Although Federal Stimulus Funds of \$279,000 were allocated to the College for FY 2010 for salary support, direct State appropriations to the College were cut in half, on a per-student basis: from \$625 in FY 2005, when we had 11,224 students, to \$288 to serve more than 18,000 students.

For the first time in the history of New Jersey’s government, the Governor re-opened contract negotiations with the CWA and gained wage concessions. The union agreed to a furlough and the deferral of cost-of-living increases. The College deployed the State-negotiated furlough program. Furloughs and salary freezes were also imposed on all management personnel. However, due to the contractually negotiated requirements that, for unionized staff, there be repayment of FY 2010 deferred cost-of-living adjustment and provision of credit bankable vacation days, the initial salary savings of \$1 million will be reduced to \$453,000 in FY 2011. The College also steeply curtailed spending overall and provided budget increases only in non-salary accounts for security, postage, and IT maintenance.

To ensure tuition continues to be affordable for our students, the College continued to rely heavily on investments from reserves to support the new programs, technology, and service enhancements imperative to remaining competitive. For FY 2010, the College's Board of Trustees approved a 3% tuition increase.

The College's State Appropriation was reduced from \$5.3 million in FY 2010 to \$1.8 million in FY 2011. The FY 2011 State Budget also caps increases for in-state undergraduate tuition to four percent. Failure to comply will result in financial penalties.

Appendix A: FY 2010 Preliminary Statement of Revenues and Expenses for the period ending June 30, 2010, details the financial results for FY 2010. Despite continuing state funding challenges, the College and the State Library ended the year with positive financial results.

## **Assuring Quality**

### **Assessment of Learning Outcomes**

#### **Institutional Outcomes**

Efforts to collect, interpret, and use data to improve student learning outcomes continued. Undergraduate Institutional outcomes include competencies in communication, critical analysis and reasoning, diversity and global literacy, ethical leadership, information literacy, lifelong learning, quantitative reasoning, scientific reasoning, and technological competency. Achievement of several of the outcomes is assessed using standardized instruments, including SAILS (Standardized Assessment of Information Literacy Skills), ETS (Educational Testing Service) Proficiency Profile, and ETS Criterion. Since this is the second year in which data has been collected, trends in student achievement can now be identified. Recommendations for improvement and change will inform College-wide planning activities and curricular decisions. In addition, efforts to compare student data with data from peer institutions have been made.

#### **Programmatic Outcomes**

Data continued to be collected on individual programmatic outcomes. We used data to guide plans to support and improve student learning. Capstone courses have been implemented as part of all degree requirements. Students in capstone courses participate in rigorous activities designed to support the integration and synthesis of knowledge and skills mastered throughout their learning experience. Data from the capstone courses measure student achievement through both direct (papers, projects, assignments, exams) and indirect (survey, questionnaires) methods. Staff in the School of Applied Science and Technology, the School of Business and Management, the Heavin School, and the W. Cary Edwards School of Nursing used data collected on programmatic outcomes to revise capstone courses.

Rubrics have been developed and implemented for all written final projects assigned as part of the capstone experience and are included for most assignments in all courses. Use of rubrics provides students with guidance on what is expected, as well as detailed feedback from the mentors on their achievement on a particular assignment or activity. Use of rubrics also allows for the collection of data on student learning at the institutional, programmatic, and course level using sophisticated database software. Data collected on the competencies articulated by the various rubrics and evaluated by the various curriculum committees is used to refine and revise curriculum at both micro (course) and macro (program) levels.

## **Course Outcomes**

The course design process continued to evolve to support student learning. Deans, through their curriculum committees, charge the mentor and the instructional design unit with development of a course or series of courses. Single courses are now more likely to be part of a more complete degree plan which includes an assessment matrix known as a curriculum map. Mentors and instructional designers working together use the curriculum map to refine course objectives and outline the basic course requirements.

## **Quality Assurance Activities**

### **Higher Education Opportunity Act**

A committee was formed to develop a plan for responding to reporting requirements under the Higher Education Opportunity Act (HOEA). The overall purpose of the reporting requirements is to make the information and data about each higher education institution more useful, accessible, and comparable for the consumer. The required disclosure topics include Availability of Institutional and Financial Aid Information; Student Financial Assistance; General Institutional Information; Health and Safety; Student Outcomes; Voter Registration; Higher Education Act (HEA) disclosure topics that are related to Title IV, HEA program loans; and private education loans. The disclosure information will be included on the College's Web site.

### **Environmental Scan**

The Environmental Scan Committee, which consists of staff members from all College divisions, continued to meet monthly during the year. The purpose of the committee is to monitor external and internal factors that have an impact on the applicant and enrollment counts. A summary of the committee's findings is included each month in the Monthly Enrollment Report.

## **Surveys and Institutional Reports**

### **Surveys**

During FY 2010, the Division of Planning and Research administered three surveys: the Graduate Survey, the Adult Learner Inventory, and the Inactive Student Survey (described in the "Persistence Initiatives" section, below).

### **The Graduate Survey**

The Graduate Survey was administered to FY 2009 graduates. This Web-based survey focuses on graduates' experiences with the College; graduates' perceptions of the impact of these experiences on their educational, personal, and career goals, as well as on their skills and abilities; and graduates' ratings of the College's programs, products, and services. There were 327 FY 2009 graduates who participated in the survey: a 14%

response rate. To date, 3,513 graduates of the College have participated in this survey. Findings from the Graduate Survey provide useful information about the graduates' educational profile, engagement with the College, and ratings of satisfaction with the College's programs, products, and services. For instance, over 90% of the FY 2009 graduates gave ratings of "Good" or "Excellent" on questions related to their overall satisfaction with the College's degree programs and requirements and with the overall academic quality of courses. This was similar to findings made in previous years. The majority of the graduates (94% in FY 2009) rated their overall experience with the College as "Good" or "Excellent." Eighty-four percent of the FY 2009 graduates indicated that they would enroll in the College again; 12% were not sure. The majority of FY 2009 graduates (97%) indicated that they had or would recommend the College to others.

### **Adult Learner Inventory**

During FY 2010, the Adult Learner Inventory was administered to two cohorts of students who were new in FY 2009: those who enrolled in the College between July 2008 and December 2008; and those who enrolled in the College between January 2009 and June 2009. The online survey provided demographic information on enrolled students and provided an opportunity to examine issues of importance to students as well as students' ratings of satisfaction with their College experience. Over 10 items from the survey administered to the FY 2009 newly enrolled students were identified as being among the College's strengths: these items were related to the College's quality, flexibility, and convenience. Students also indicated that they knew what they needed to do to complete a degree and that their learning experiences were challenging. Several items were identified as areas needing improvement: these items were related to timeliness (e.g., timely feedback/responses) and receiving help (e.g., staying on track, making decisions about courses and programs, solving problems encountered). Overall, 81% of the FY 2009 new students who responded to the survey were "satisfied" or "very satisfied" with their College experience, and 85% of the new students indicated that they would "probably" or "definitely" recommend the College to others.

### **Database Development**

Staff from the Division of Planning and Research and the Office of Management Information Systems continued to work with a consultant from Datatel on the iStrategy Enrollment Customization Project. iStrategy is a data warehouse solution that will allow the College to analyze items related to student engagement. Staff from the Division of Planning and Research, the Office of Management Information Systems, and the Registrar's Office participated in an iStrategy End User Desktop Application Training session that provided an introduction to iStrategy and ProClarity. Staff members also received training on how to create reports and personal dashboards using ProClarity. Testing of this product for accuracy and consistency with the current College reports is currently underway.

## **Reporting**

Throughout the year, Division staff completed ten Federal IPEDS Surveys and 15 surveys and/or special data requests for the NJ Commission on Higher Education. There were also 60 College Guide Surveys, six OPRA requests, and 84 other data requests completed during FY 2010.

## **Persistence Initiatives**

In an effort to examine the factors that may have an impact on students' decisions to leave the College prior to graduation, Division of Planning and Research staff developed and administered a brief e-mail survey sent to learners who have been inactive over FY 2007-FY 2010 (inclusive of June 16, 2010). The survey sample of 2,042 inactive students was drawn randomly. The survey instrument was designed to capture information on factors, both personal and College-related, that may have caused students to "stop out." While the analysis of this survey data is still in progress, there are already key "take-aways" from this initiative. For example, we found that there are three stop-out populations: 50% plan to return to the College; 25% will continue their education at another institution; and 25% quit. In addition, the survey affirms that the stop-out decisions seem to be largely driven by personal reasons, not the College's performance. Finally, while it is not clear from the findings that improving the College's support or academic performance would reduce stop-outs, there is an opportunity to evaluate the costs and benefits of reducing stop-outs. This initiative promises to inform our processes, operations, and systems as we strive for excellence in student engagement.

## **Applicant and Enrollment Counts**

Appendix B: Key Numbers provides a summary of the applicant, enrollment, and degrees-awarded totals for FY 2010. Overall, the College experienced an increase in terms of its applicant numbers and total enrollment growth.

### **Total Enrollments**

The total enrollment count for FY 2009 is 18,736, an increase of 3% over last year's count. During FY 2010, there were 17,722 undergraduates and 1,014 graduate students enrolled at the College. In comparison to FY 2009, the undergraduate total enrollment count increased by 2% and the graduate total enrollment count increased by 14%.

### **Applicants**

The FY 2010 total applicant count is 9,244, an increase of 3% when compared to last year. Among the applicants, there were 8,885 undergraduate and 359 graduate-level applicants. This represents an increase of 3% and a decrease of 3%, respectively, when compared to FY 2009.

### **New Enrollments**

During FY 2010, there were 7,049 total new enrollments, a decrease of 5% when compared to FY 2009. There were 6,730 undergraduate and 319 graduate-level new enrollments in FY 2010. In comparison to FY 2009, the undergraduate new enrollment count decreased by 3% and the graduate new enrollment count decreased by 31%.

### **Degrees Awarded**

There were 2,718 degrees awarded to 2,692 graduates during FY 2010; 26 students earned two degrees from the College. Overall, compared to FY 2009, there was a 9% increase in the number of degrees awarded. The number of associate's, baccalaureate, and master's degrees awarded increased by 10%, 7%, and 49%, respectively.

## **Progress Report: Strategic Vision Plan (2006-2012)**

During FY 2010, the vice presidents and senior staff of the College were engaged in efforts to recast the three remaining years of the Strategic Vision Plan (SVP) to address our changing internal and external environments. To kick off this effort, a retreat was held in October 2009, and was facilitated by an independent consultant. Focused on supporting dialog, taking risks, and creating teams, participants were charged to be inclusive while articulating the goals that will take us through the remaining years of the SVP. Round-table discussions were focused on three major topics: the power of mission; institutional strengths, weaknesses, opportunities, and threats (SWOT) and scans; and institution-wide issues.

Using output from the October retreat, the SVP Gantt Charts for FY 2006-FY 2009, and other sources, the vice presidents reviewed and collectively finalized a set of twelve goals that were vetted by President's Council. By December the Goal Leaders had been named and charged with assembling teams and developing appropriate strategies to frame the goals. A second retreat was held on February 26, 2010, at which the goal leaders discussed issues related to the goals. Details included timelines, resource needs, staffing requirements, cost and financial resources for FY 2010, and carry forward requests for FY 2011 - FY 2012.

The newly retooled Strategic Vision Plan is appropriately aggressive, competitive, and vested in a stronger organizational culture at the College. (See "Mid-Course Review and Implementation FY 2010 – FY 2012," below.)

### **Goal Area Accomplishments**

The Strategic Vision Plan is structured around four areas that best represent the direction and intent of the College. As noted above, the second and third quarters of FY 2010 were dedicated to reshaping the Strategic Vision Plan. The accomplishments listed below are illustrative of the efforts throughout the year, with a greater emphasis on the third and fourth quarters.

#### **Goal Area 1- Transforming the Academic Enterprise**

- Broadened the focus on Mobile Learning as a means to deliver course content to handheld devices and integrate mobile learning, portable learning, and cloud computing as embodied in the development of FlashTrack. (Strategy 3.1)



- Created a TESC sub-domain of Google Docs enabling the College to use a cloud-based storage system for content management. (Strategy 3.2)
- Convened the Academic Council's standing committee on General Education to review the College's General Education model and develop the framework for an outcomes-based curriculum. (Strategy 4.1)

## Goal Area 2 – Assuring Quality

- Made progress toward obtaining the Accreditation Board for Engineering and Technology (ABET) certification by making the College's formal application to ABET, and registering for a fall 2011 site visit. (Strategy 5.1)
- Established the College's mentor quality assurance program in all Schools and used CoursEval data to update approved mentor lists. (Strategy 5.2)
- Created and implemented rubrics for all final papers in capstone courses in the majority of the Schools. (Strategy 6.1)
- Created and implemented rubrics in all new courses. (Strategy 6.2)

## Goal Area 3 – Strengthening the Infrastructure and Leveraging Assets

- Upgraded the Human Resources time-and-attendance system to a Web-based, hosted system, creating additional functionality for all staff at the College and the Library. (Strategy 7.1)
- Installed and fully tested the new Datatel User Interface (U14) and conducted training sessions for use of the new interface. (Strategy 8.2)
- Advertised the RFP to engage an architect to refurbish the Kuser Mansion. (Strategy 8.4)

## Goal Area 4 – Advancing and Supporting the College's Mission

- Developed a fiscal plan that includes a review of the past five years and budget projections for the next four years. (Strategy 9.3)
- Issued the A-133 federal and state grant audit with minimal findings. (Strategy 9.6)
- Developed new media for communicating the College's key messages during FY 2010. Fourteen new alumni video testimonials were produced and broadcast online via the College Web site. (Strategies 10.6 & 10.7)
- Made several national and regional placements particularly focused on the College's Mobile Learning Initiative and the growth of online course enrollments. (Strategy 10.6)
- Working collaboratively, staff in the Office of Communications and the Division of Academic Affairs completed seven targeted outreach efforts to key constituencies. (Strategy 10.7)
- Working collaboratively, staff in the Office of Community Affairs and Government Relations and its counterpart at Empire State College, engaged

other non-traditional institutions to inform legislative activity on a federal level. (Strategy 11.1)

- Established a Spring Community Clean up Day. Thirty-five College staff participated. (Strategy 11.3)
- Created a travel calendar for visits to known major donor prospects. (Strategy 12.1)
- Redesigned the Development Web site to better address the needs of the Foundation Board and to improve the usability of the site for donors. (Strategy 12.1, 12.2, 12.3)

## **Mid-Course Review and Implementation FY 2010 – FY 2012**

This year the College embarked on a mid-course review of the Strategic Vision Plan. While there have been significant accomplishments over the past three-and-a-half years, many of the original Plan assumptions regarding our external environment were in need of change. Some of the substantial changes that had prompted our taking another look at the Plan included a decrease in State support, growth in our Web presence, new products in the field of assessment, and increased competition with traditional colleges and universities.

When we initiated the Strategic Vision Plan in 2006, there were four goal areas, 11 goals and 83 supporting strategies. Through the ensuing years of FY2006-FY2009, 25% of the strategies were completed, and others became operational or were recalibrated. Most notably, the enrollment growth goal of 15,000 was surpassed in FY 2008.

During FY 2010, the College engaged in efforts to recast of the Strategic Vision Plan to address our changing internal and external environments. With an enhanced student focus, the thirteen goals in the recast Plan are organized in four Goal Areas: Transforming the Academic Enterprise; Assuring Quality; Strengthening Infrastructure and Leveraging Assets; and Advancing and Supporting the College's Mission. Further, this retooled Plan is appropriately aggressive and competitive, and comprises three elements that are key to the success of achieving the strategies and goals: 1) a comprehensive growth strategy, 2) an enrollment plan, and 3) analytical models related to market and return on investment.

When the original plan was formulated and approved in December of 2005, we knew that a substantial challenge would be the competition in the adult-learner marketplace. This has, indeed, come to pass and now involves a mix of profit and non-profit competitors. In addition, we must carefully consider the economic and political environments going forward. However, we are confident that our refreshed strategic

path will secure our preeminence in providing high quality products and services to self-directed adults. A synopsis of the retooled plan follows.

GOAL AREA 1	GOAL AREA 2	GOAL AREA 3	GOAL AREA 4
Transforming the Academic Enterprise	Assuring Quality	Strengthening Infrastructure and Leveraging Assets	Advancing and Supporting the College's Mission
<p>Goal 1: Develop new self-supporting programs and services based on defined and demonstrated market needs. <b>Joseph Youngblood</b></p> <p>Goal 2: Create a comprehensive Collegiate Credit Assessment Center (CCAC). <b>Bill Seaton (Interim)</b></p> <p>Goal 3: Focused on the learner, improve and expand learner options effectively utilizing new and emerging technologies to create a strong student-centered learning environment. <b>Henry van Zyl</b></p> <p>Goal 4: Review the General Education model to develop the framework for an outcomes-based curriculum. <b>Susan Davenport</b></p>	<p>Goal 5: Implement College-wide quality assurance encompassing validation for College programs, courses, products, processes, systems and services. <b>Michele Evanchik</b></p> <p>Goal 6: Institutionalize learning outcomes to drive curricular development. <b>Cynthia MacMillan</b></p>	<p>Goal 7: Develop the College's human capital to support the institution's strategic mission. <b>Mindi Shalita</b></p> <p>Goal 8: Strengthen and develop the College's physical and technological infrastructure to support and sustain the transformation of the College. <b>Drew Hopkins</b></p> <p>Goal 9: Support entrepreneurial ventures in new products, services and programs. <b>Chris Stringer</b></p>	<p>Goal 10: Position the College as a premier provider of higher education programs for adults. <b>Joe Guzzardo</b></p> <p>Goal 11: Strengthen the College's role as a vital public policy resource for decision makers and its institutional leadership in community and economic development. <b>Robin Walton</b></p> <p>Goal 12: Develop and implement strategic approaches to generate substantial funds from private/philanthropic sources in support of the College's strategic goals and priorities. <b>Misty Isak</b></p> <p>Goal 13: Develop and implement a comprehensive enrollment strategy which grows enrollment and maintains operating margins. <b>Mary Ellen Caro</b></p>

*Document based on Senior Staff and deliberations of the Vice Presidents, President and President's Staff.*

## Goal Area I – Transforming the Academic Enterprise

GOAL 1 – Develop new self-supporting programs and services based on defined and demonstrated market needs.

### *Strategies:*

- 1.1 Conduct interdisciplinary feasibility study for the development of a Master of Arts degree program with an area of study in Global Security.  
Heavin School of Arts and Sciences
- 1.2 Develop and offer the Alternate Route to Teaching program.  
Heavin School of Arts and Sciences
- 1.3 Develop core courses for the MAST degree program.  
School of Applied Science and Technology
- 1.4 Develop a MAST with an area of study in Allied Health.  
School of Applied Science and Technology
- 1.5 Develop a MAST with an area of study in Technical Studies.  
School of Applied Science and Technology
- 1.6 Develop the Master of Science in Finance and/or Accountancy.  
School of Business and Management
- 1.7 Develop the MSM with an area of study in Public Service Administration and Leadership. The John S. Watson School of Public Service and Continuing Studies
- 1.8 Develop a MSN with an area of study in Informatics.  
W. Cary Edwards School of Nursing
- 1.9 Develop a MSN degree program with an area of study in Administration.  
W. Cary Edwards School of Nursing
- 1.10 Create a generic BSN through a Capital Health/TESC partnership.  
W. Cary Edwards School of Nursing
- 1.11 Explore the impact of converting to a “course” curricular model vs. a credit curricular model.  
Academic Affairs
- 1.12 Identify and develop military targeted academic programs on base in military training commands.  
Office of Military and Veterans’ Education
- 1.13 Develop School-based advisory committees.  
All Schools
- 1.14 Launch a Bachelor of Arts with an area of study in International Studies.  
Heavin School of Arts and Sciences
- 1.15 Create an Electronic Health Records Certificate.  
School of Applied Science and Technology
- 1.16 Develop a strategic core course development in Allied Health.  
School of Applied Science and Technology

- 1.17 Develop MSAST and MSM degrees with an area of study in Technology Management. School of Business and Management and School of Applied Science and Technology (joint program)
- 1.18 Complete marketing research for new areas of study in the BSBA. New areas would offset the shift in enrollments away from the generic General Management area of study.  
School of Business and Management
- 1.19 Create and launch a new track in MAEdL for district administrators.  
Heavin School of Arts and Sciences
- 1.20 Develop and launch a Master of Arts in Educational Technology and Online Learning.  
Heavin School of Arts and Sciences
- 1.21 Develop an Energy Efficiency Certificate.  
School of Applied Science and Technology
- 1.21.1** Revise the Project Management area of study to meet PMI certification standards.  
School of Business and Management

GOAL 2 – Create a comprehensive Collegiate Credit Assessment Center (CCAC).

The creation of the CCAC would merge the Prior Learning Assessment Office, the College's standardized testing unit (TECEP), and the Center for Academic Program Reviews. The new CCAC would provide a platform to effectively and efficiently manage these three assessment programs as well as develop an entrepreneurial strategy for marketing the programs to individual students, other colleges and universities, corporations and non-profit organizations.

*Strategies:*

- 2.1 Staff the center
- 2.2 Merge units into a coherent center
- 2.3 Develop center framework
- 2.4 Conduct a comprehensive review of assessment programs, policies and procedures
- 2.5 Develop marketing

GOAL 3 – Focused on the learner, improve and expand learner options effectively making use of new and emerging technologies to create a strong student-centered learning environment.

*Strategies:*

- 3.1 Continue, expand and refine MLI development for FlashTrack and mobile device delivery of courseware.
- 3.2 Continue development of an integrated course development and delivery model.
- 3.3 Examine and implement cloud computing models for course development and delivery, if feasible.
- 3.4 Support College-wide move toward an integrated learning environment, incorporating LMS, cloud computing servers and Datatel.
- 3.5 Seek and receive reaffirmation of accredited status from the Middle States Commission on Higher Education.

GOAL 4 – Review the General Education model to develop the framework for an outcomes-based curriculum.

*Strategies:*

- 4.1 Convene the Academic Council's standing committee on General Education review the General Education model to develop the framework for an outcomes-based curriculum.
- 4.2 Review external research regarding a general education policy for adult learners.
- 4.3 Review institutional and school-level outcomes data to determine if students are achieving current general education goals.
- 4.4 Restructure current general education, integrating institutional outcomes into general education goals.
- 4.5 Create an assessment matrix for revised general education within degree programs.
- 4.6 Review design process for all methods of earning credit to integrate general education into course outcomes.
- 4.7 Create a general education capstone course incorporating institutional outcomes into course objectives.
- 4.8 Receive approval for revised curriculum from School Curriculum Committees, Academic Council, and Board of Trustees.
- 4.9 Implement revised general education framework across all schools of the College.
- 4.10 Evaluate revised general education program and make modifications based on findings.

## Goal Area II - Assuring Quality

GOAL 5 – Implement College-wide quality assurance encompassing validation for College programs, courses, products, processes, systems, and services.

*Strategies:*

- 5.1 Acquire ABET accreditation in Nuclear Engineering Technology.
- 5.2 Expand mentor quality assurance program.
- 5.3 Expand the measurement of quality related to the student experience for all learner services areas.
- 5.4 Conduct competitive analyses to identify benchmarks and best practices for various College units.
- 5.5 The external financial statement audit will be issued annually with an unqualified opinion and no management letter comments.

GOAL 6 – Institutionalize learning outcomes to drive curricular development.

*Strategies:*

- 6.1 Assess the effectiveness of capstone and practicum courses in measuring programmatic outcomes across all undergraduate degree programs.
- 6.2 Create and assess embedded course rubrics to assess institutional, programmatic, and area-of-study outcomes across all programs.
- 6.3 Create a web-based reporting site for all assessment data.
- 6.4 Position the College as a Leader in the Assessment of Learning Outcomes.

## Goal Area III - Strengthening Infrastructure and Leveraging Assets

GOAL 7 – Develop the College’s human capital to support the institution’s strategic mission.

*Strategies:*

- 7.1 Upgrade time-and-attendance system to a web-based, hosted system.
- 7.2 Redesign the process for bringing new employees “onboard” including orientation, integration, alignment, and engagement.
- 7.3 Undergo a comprehensive review of all HR policies and procedures to make sure they are relevant and current. This includes a retraining initiative for all staff on the utilization of current systems.
- 7.4 Develop a targeted strategic leadership replacement plan.
- 7.5 Integrate new staff into TESC’s culture of excellent customer service with training to serve our students and colleagues.
- 7.6 Identify staff competencies and explore training and development opportunities.



- 7.7 Review recently implemented systems to ensure maximum functionality.

GOAL 8 – Strengthen and develop the College’s physical and technological infrastructure to support and sustain the transformation of the College.

*Strategies:*

- 8.1 Complete a Business Continuity Plan and Disaster Recovery Plan.
- 8.2 Acquire and implement additional Datatel components.
- 8.3 Develop and implement administrative College systems.
- 8.4 Develop a facility-wide master plan for the College and the NJ State Library.
- 8.5 Renovate and refurbish the Kuser Mansion and upgrade facilities in the Academic Center.
- 8.6 Implement purchasing services and compliance projects to strengthen business processes.

GOAL 9 – Support entrepreneurial ventures in new products, services and programs.

*Strategies:*

- 9.1 Review current “autonomous” arrangement with State. Explore possibility of taking ownership of state owned and leased buildings and negotiating labor contracts.
- 9.2 Develop a Return on Investment process for new programs to determine feasibility and to review profitability of current programs.
- 9.3 Create two- and five-year fiscal plans in which the College experiences appropriation and possible other funding cuts (e.g., in facility and fringe benefits).
- 9.4 Publish monthly financial results on the intranet to provide timely information and help inform decisions. Reports will be published no later than the 15<sup>th</sup> business day of the month.
- 9.5 Achieve 8% revenue/expense surplus through cost containment and revenue increases 2010 through 2012.
- 9.6 The A-133 Federal and State grant audit will be completed with minimal findings and no repeat findings.
- 9.7 Review internal audit recommendations to determine costs and benefits. Recommendations that are determined to have value will be implemented.
- 9.8 Review the mentor procurement process to insure that they continue to be independent contractors. Develop process to require all vendors to have Federal Employer Identification Numbers.
- 9.9 Develop and Implement Business Continuity and Disaster Recovery Plan.
- 9.10 Negotiate and secure capital lease finance to support College mission.

- 9.11 Become Purchasing Card Industry (PCI) compliant.
- 9.12 Issue Request for Proposals for external audit services.

## Goal Area IV - Advancing and Supporting the College's Mission

GOAL 10 – Position the College as a premier provider of higher education programs for adults.

### *Strategies:*

- 10.1 Create an online multimedia-designed video to facilitate the orientation of newly enrolled students.
- 10.2 Establish platforms for the College's social media efforts on Facebook, LinkedIn, YouTube, Twitter and others.
- 10.3 Develop and implement a media relations initiative targeting national and regional outlets for coverage of the launch of the second generation of FlashTrack courses, online proctoring of examinations, and the College's progress in the assessment of learning outcomes.
- 10.4 Establish clear brand identity for the College among key media serving New Jersey.

GOAL 11 – Strengthen the College's role as a vital public policy resource for decision makers and its institutional leadership in community and economic development.

### *Strategies:*

- 11.1 Increase the College's visibility by focusing on nonpartisan initiatives such as partnering with Mercer Regional Chamber of Commerce, Princeton Regional Chamber of Commerce, New Jersey Business and Industry Association and New Jersey State Chamber of Commerce to create an economic growth plan which includes higher education and working on an updated Economic Impact Report with Mercer County institutions of higher education.
- 11.2 Further develop the College's position as a key leader in the economic development of the City of Trenton by partnering with neighboring organizations to implement a lighting enhancement improvement project, identify parking solutions and create a beautification committee.
- 11.3 Continue to make a substantive difference in the area in which the College campus is located by creating new initiatives such as a Community Committee, which will establish a long-term community project centering on education and identifying multifaceted community programs which will enable the College to partner with local non-profits for community outreach initiatives and charity drives.

- 11.4 Develop and advocate for legislative priorities by hosting congressional briefings and informational College-Days at the State House and on Capitol Hill, offering testimony on positions, meeting with state legislators, congressional members and their respective staffs, and department officials.
- 11.5 Build on the Watson Institute's efforts to "link people to policy" by assisting the new Mayor of Trenton and his administration with priorities, positions and information on the City of Trenton. Organize the New Jersey Urban Mayors' Association to advocate for and collectively strategize on issues which directly affect urban areas and provide training to communities and partners on adaptation of best practice models in childhood obesity reduction.

GOAL 12 – Develop and implement strategic approaches to generate substantial funds from private/philanthropic sources in support of the College's strategic goals and priorities.

*Strategies:*

- 12.1 Identify top 25 major donor prospects using the newly implemented alumni and donor database and establish cultivation plans for each.
- 12.2 Increase unrestricted giving to the Annual Fund by 25%.
- 12.3 Complete qualification of current alumni for annual fund, donors, major prospects, advocacy and/or recruitment.
- 12.4 Create a comprehensive identification, cultivation and stewardship process for corporations engaged with the College.
- 12.5 Develop and implement a plan to enhance the long-term fundraising potential of alumni by strengthening student philanthropy and building relationships.

GOAL 13 – Develop and implement a comprehensive enrollment strategy which grows enrollment and maintains operating margins.

*Strategies:*

- 13.1 Grow the total enrollment to 20,000 students.
- 13.2 Grow graduate enrollment to 7% of total enrollment.
- 13.3 Grow non-military enrollment to 55% of total enrollment.
- 13.4 Increase enrollments through strategic corporate partnerships by at least 10%.
- 13.5 Increase military and veteran enrollments year over year.
- 13.6 Create comprehensive Enrollment Management Plan.

- 13.7 Conduct New Jersey based “Back to College” and graduate-study focused events.
- 13.8 Implement an integrated advertising program supporting institutional enrollment, branding and targeted marketing.
- 13.9 Increase the College’s media relations efforts targeting national and regional outlets in support of enrollment growth.

# **The New Jersey State Library**

## **Highlights**

As a result of efforts made in FY 2010, the New Jersey State Library will receive \$7.5 million from private and federal funding sources to provide broadband services for job seeking, job training, and small business development. The American Library Association recognized "Snapshot Day" as a model program promoting cooperation and collaboration of all types of libraries to increase awareness of library use. This program captures in photographs and statistics the impact that libraries have on their communities on a typical day. Marketing launched a new campaign, NJ Library Champions, and 14 celebrity athletes and authors were recruited to promote literacy and libraries. The Library Development Bureau (LDB) is creating a strong presence in the area of preservation by the establishment of the first Regional Response disaster locker and of the only statewide Web site for preservation resources. The Talking Book and Braille Center set up its first satellite location at the VA VISION program in Lyons, NJ. The Library Information Center was contacted by the Port Authority of New York and New Jersey to supply copies of 15 years' worth of minutes that were destroyed in the 9/11 attacks.

## **Library Development**

### **Continuing Education**

Staff coordinated a state-wide summer reading program that drew 145,628 children and teens who read 2,024,741 books. The first National Reading Group Month Conference was held, as well as the annual Youth Service Forum and Children and Teen Authors conference. Graphic Novel Collection Development workshops received media coverage throughout the state, region, and nation. The second annual "Pennies for Peace" campaign was held. In excess of \$15,000 was collected. The money raised will continue to fund the building of schools in Pakistan and Afghanistan.

Preservation workshops, held statewide in support of the American Library Association (ALA) Preservation Week, served as a national model. Disaster response kits were distributed to 85 libraries, and environmental monitoring kits were purchased for loan to local libraries. A Regional Response disaster locker was awarded to one library system, and aids to emergency services were distributed to all New Jersey public libraries. The only statewide Web site for preservation resources was established at [www.njstatelib.org/LDB/Preservation](http://www.njstatelib.org/LDB/Preservation). The Connecting to Collections grant was completed and this resulted in the document "A Strategic Stewardship Plan for the State of NJ."

## **Grants Awarded and Distributed**

LDB staff received grants from the NJ Council on the Humanities to continue the Prime Time Family Reading Time program series, and from the PSEG Foundation and Praxair to fund a third year of Live Homework Help NJ for selected public libraries. Grants were awarded to INFOLINK for a statewide Diversity Initiative series, as well as to six libraries that wanted to re-invent their space to better serve their communities with the help of a SWAT Team of library transformers. A small business outreach, marketing, and awareness initiative in South Jersey was completed, as well as a pilot presentation project for Salem County public libraries. The Compact Disc Anti-trust Settlement grant was awarded to public libraries for use in purchasing materials for their music collections. The final year of the Gates Foundation Opportunity Online grant was closed out with 93.67% of libraries completing requirements.

## **New Jersey State Library Talking Book and Braille Center**

### **Overview**

On July 1, 2009, The New Jersey Library for the Blind and Handicapped (NJLBH) changed its name to the New Jersey State Library – Talking Book and Braille Center (TBBC). The change in the library's name better reflects the products it delivers statewide. TBBC continues to provide public library services by mail and by computer downloads to NJ residents of all ages who cannot easily read standard print materials because of a visual impairment, a physical handicap, or a learning disability of a physical origin. In addition, the TBBC set up its first satellite location at the VA VISION program in Lyons, NJ, and obtained a mailing list of residents claiming disabled and Veteran status from the State Division of Taxation so that more disabled veterans may be reached with TBBC's special services.

### **Resources**

TBBC continued to maintain the State's largest collection of books and magazines in Braille and audio formats, providing free access to over 83,000 informational and recreational titles with now more than 18,000 unabridged titles digitally recorded and available for downloading. TBBC circulation statistics remain constant for Braille while audiocassette circulation continues to decline as the cassette program from the Library of Congress moves to completion and audiocassette production ceases. This year TBBC started receiving and distributing electronic books and digital players. At the end of June 2010, TBBC patrons were averaging over 150 downloads of books each day.

### **Programs**

Staff from the TBBC worked in partnership with state agencies and local organizations, including the New Jersey Division for the Deaf and Hard of Hearing (DDHH), the New Jersey Department of Human Services Commission for the Blind and Visually Impaired (CBVI), and the Newsline service to New Jersey residents. The TBBC and 18 Regional

Resource Centers in public libraries throughout the State lend personal and wide-area assistive devices to the public such as TTYs and baby-cry signalers. The TBBC also maintains a special collection of books and videos on Deaf culture, and lends assistive technology to CBVI clients statewide. The Regional Technology Assistance Center in the library held computer training classes by both the CBVI and the TBBC.

The TBBC's in-house newspaper-reading service, *Audiovision*, broadcasts round-the-clock specialized programming on cable channels across New Jersey as well as over the Internet. In Audiovision's studio, volunteer readers donate over 3,800 hours annually to record news from local papers, grocery ads, and portions of the *TV Guide* for broadcast, and podcasts TBBC's quarterly Book Discussion Group.

TBBC staff held 9 Children's Story Hours in FY 2010. Two of these were part of TBBC's Fall Festival; four were hosted by TBCC; and three were at public libraries in NJ (Howell, Neptune City, and Newark). All story hours had American Sign Language interpreters. In addition, the TBBC assisted in the Zach Parese/Mary Pat Christie Story Hour held at NJSL with the Marie Katzenbach School for the Deaf.

TBBC staff had a successful summer reading program, with 30 children and teenagers participating. A Fall Festival, commemorating New Jersey's first event recognizing October as Blind Awareness Month, was held in October and attracted 325 participants, volunteers, and staff. To acknowledge the library's new name, the *New Jersey State Library Talking Book & Braille Center*, a ribbon cutting ceremony was held with Congressman Rush Holt. TBBC staff hosted the first Open House to provide information about the new digital player and books with 87 patrons attending the May event.

## Grants

Income to TBBC from Development activities was approximately \$184,000.00. TBBC was awarded three grants totaling \$125,000. The awards amounted were \$100,000 in additional federal appropriations for outreach activities to Veterans; \$15,000 from Disability Rights of New Jersey for advanced digital players for middle and high school students; and a \$10,000 advertising grant from the *New Jersey Star Ledger*.

In addition to TBBC's third "Annual Appeal," TBBC began a "Spring Renewal" appeal in 2010. These two appeals, along with donations to the Alice C. Jones Charitable Trust, the 2009 Fall Festival, and patron memorials resulted in TBBC's receiving \$58,947 in donations.

## New Jersey State Library Information Center (SLIC)

Information Center staff expanded outreach activity this year with presentations at conferences, more off-site instruction, new online tutorials, and a Webinar. More

historical state documents were added to our Web site, and two new recurring programs attracted new visitors. Staff members began re-shaping collections as SLIC transitions from print to electronic subscriptions. Technology upgrades to improve online customer self-service were also implemented.

### **Communication and Outreach**

Monthly book cafés have proved popular, with attendance averaging 16-20 individuals per session. Unlike book clubs where everyone reads the same book, book cafés allow participants to discuss and share their favorite books in an unstructured setting. Five author talks were well attended, averaging 60 attendees for both historian Marc Mappen and attorney Gary Wolinetz. These two programs join the regularly over-sold midday classes and off-site presentations to state workers and others on topics ranging from genealogy to navigating online databases to best practices for conducting legal research. Online tutorials and a Webinar for state workers who can't leave their offices expanded the instruction offerings. Total attendance for all classes and programs was more than 900. SLIC initiated a blog for grant-seekers and gave tours to students from Essex County Vocational High School and the anthropology program of Montclair State University. In September staff hosted the launch of the Mayors' Book Clubs at the request of the League of Municipalities.

### **Partnerships and Projects**

Regular partners include the State Data Center, the Foundation Center (NY), the Support Center (NJ), the US Government Printing Office, the Department of Banking and Insurance, the Environmental Protection, the Transportation Office, and the Attorney General's Office. A new partner was the Office of Court Administration, which joined SLIC in a grant to instruct public librarians in how to do legal research. The Library was selected by the Government Printing Office to participate in the Cataloging Record Distribution Pilot Project.

### **Collections**

Digitization continued to add new materials to the Web site from law and NJ collections. State-of-the-State messages by governors beginning with 1947, legislative histories for statutes enacted in 1995 to the present, legislative manuals dating back to 1922, colonial legislative minutes 1745-1772, and Votes and Proceedings of the NJ Council and Senate, 1776-1779, are now accessible on the Web site and the Internet Archive. Digitized versions of these documents account for more than half a million visits annually to the collection's Web site and for more than half of the Library's print full-text document delivery service requests.

### **Operations**

Technology upgrades ensured that the online catalog and interlibrary loan system remained accessible. The NJSLIC Web site had more than 283,547 unique visitors,



989,956 page downloads, and 3,655,195 hits. Service statistics for the year show that more than 1,600 new borrowers registered, 17,000 items circulated, with another 15,000 items used on-site, 44,000 full-text pages were provided, 5,400 inter-library loan requests were handled, 2,000 requests for materials for state employees were filled, 15,000 information requests were answered, 16,000 database searches were performed for customers, and approximately 39,000 visitors used the library.

## **Marketing and Communication**

The State Library was awarded The John Cotton Dana Award, the most prestigious marketing award in the library field, for its statewide public awareness campaign, *Tell Us Your Story*. The award recognizes the top six library marketing campaigns in the world, with the winning libraries receiving a \$5,000 award. The campaign also won awards from Communication and Marketing Association and the New Jersey Library Association (NJLA). The State Library received an honorable mention by the Public Relations Society of America in its annual Pyramid Awards for the Pennies for Peace campaign.

This year, staff from the marketing department launched a new campaign, *NJ Library Champions*, designed to support NJLA's efforts to sign up library champions. Marketing staff recruited 14 celebrity athletes and authors to promote literacy and libraries through a newly developed Web site, posters, billboards, press releases, and a two-story-high banner on the State Library building. Highlights of the campaign included national coverage in *Sports Illustrated*, radio interviews on MSG network, and a personal appearance by NJ Library Champion, Devils NJ player and silver medalist Zach Parisi and NJ First Lady Mary Pat Christie.

Marketing staff partnered with representatives from the Princeton Public Library, South Jersey Regional Cooperative and Central Jersey Regional Library Cooperative to host the first-ever TEDx (people from: Technology, Entertainment and Design) event. TEDxNJLibraries was a success and will be used by TED as a model for other libraries throughout the nation to showcase ideas worth spreading.

## **Technology**

The New Jersey State Library technology team completed several projects in 2010. The SirsiDynix system was upgraded and moved to new server hardware, enabling us to keep pace with new software releases. Symantec Antivirus was replaced with a lighter more cost-effective application, Sophos. In terms of statewide technology services, the Jersey Connect team completed e-mail migrations to the new software in December 2009.

## **Appendix A**

**FY 2010**

### **Preliminary Statement of Revenues and Expenses (Un-audited)**

# **Thomas Edison State College**

## **Unrestricted Revenue and Expenses for the Fourth Quarter, Ending June 30, 2010**

### **Revenues**

The College ended the fourth quarter of FY 2010 with positive revenue results. The College realized a \$3,497,800 increase, or 9%, over last year's revenues. The College achieved \$40,818,152, or 91%, of its combined revised revenue budget of \$44,920,980, excluding investment income. The College reduced its budget by \$334,000 during the third quarter due to a mid-year appropriation reduction. In the previous fiscal year, 91%, or \$37,320,352, was realized in the fourth-quarter budget of \$41,168,385.

The College received 100%, or \$4,971,000, of its state appropriation budget of \$4,971,000. This result is lower than the same period of last year, when 103%, or \$5,527,250, was received against an initial budget of \$5,357,000. The College's original appropriation was reduced by \$52,000 from the prior year's original budget. In addition, the College received an additional mid-year budget cut of \$334,000 during the third quarter. The College received \$279,000 of the \$279,000 in federal stimulus funds which were awarded to replace previously eliminated state funds.

Undergraduate student revenues collected totaled \$21,661,280, or 84%, of the College's FY 2010 annual budget of \$25,653,316, which is less than that for the same period last year, when 86%, or \$19,522,337, was earned against a budget of \$22,608,508. This dollar amount represents an increase of 11%, or \$2,138,943, when compared to last year's revenue. However, student revenues are under fourth-quarter budget targets, at 91%.

Revolving fund revenue, including that from the graduate programs, for the fiscal year accounted for 111%, or \$5,923,091, against a budget of \$5,338,602. This revenue result is lower than that for the same quarter of last fiscal year, when 118%, or \$5,011,646, was earned against a budget of \$4,241,449. This dollar amount represents an increase of 18% or \$911,445 when compared to last year's revenue. Revolving student revenues are at 100% of the fourth-quarter budget targets.

Contract revenues collected totaled \$7,983,781, or 92% of the budget of \$8,679,062. This revenue result is higher than that for the same quarter of last fiscal year, when 81%, or \$7,259,119, was earned against a budget of \$8,961,428. This represents an increase of 10%, or \$724,662, when compared to last year's revenue. Contract revenues are at 91% of fourth-quarter budget targets.

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

- Application Fee – 109%

- First Year Annual Enrollment – 80%
- Continuing Annual Enrollment – 83%
- Technology Fees – 79%
- Military Tuition and Fees – 143%
- TECEP/Portfolio/Practicum Tuition – 42%
- Course Tuition and Registration Fees – 95%
- Graduate Programs Tuition – 68%
- Nursing Tuition and Fees – 133%
- Contract Tuition – 91%

### Investment Income

The College earned \$256,936 in investment income, which represents a decrease of 41% or \$179,017 compared to the same period last fiscal year, when \$435,953 was earned. This decrease was due to lower interest rates at New Jersey Cash Management. The New Jersey Cash Management average interest rate decreased from .67% to .26%. The College earned an average interest rate .49% on excess balances maintained at the bank, compared to .29% in the prior year.

The College purchased a \$5,000,000 certificate of deposit during March 2010. This 6-month CD at Roma Bank matures on 9/8/10 and earns an interest rate of 1.20%. A 12-month, \$5,000,000 CD at TD Bank was purchased in September 2009 and matures on 9/21/10 earning an interest rate of .59%.

The College purchased two \$5,000,000 certificates of deposits during November 2009. The 12-month, \$5,000,000 CD at Roma Bank matures on 11/13/10 and earns an interest rate of 1.55%. The 12-month, \$5,000,000 CD at TD Bank matures on 11/14/10 and earns an interest rate of .25%.

### Expenditures

The College has expended and committed 90%, or \$35,502,315, of its \$39,544,035 revised combined unrestricted, revolving, and contract funds budget. This result is lower than the same period last fiscal year, when 93%, or \$33,900,978, was spent against last year's combined budget of \$36,360,799.

Operating budget expenditures accounted for 90%, or \$27,154,440, against the revised expenditure budget of \$30,013,756. This result is lower than last fiscal year when 94%, or \$25,586,700, was spent against a budget of \$27,324,454.

Revolving fund expenditures accounted for 83%, or \$2,843,099, against the revised expenditure budget of \$3,444,501, which was lower than the same period of last fiscal year, when 87%, or \$2,635,177, was spent against a budget of \$3,022,792.

The revolving fund balance at the end of the fourth quarter is \$9,979,931, compared with \$7,250,542 for the same quarter last fiscal year.

<b>Program</b>	<b>#</b>	<b>Beginning Balance</b>	<b>YTD Revenue*</b>	<b>YTD Expenses</b>	<b>Fund Balance</b>
Corp. Partnerships	100	283,591	12,863	7,558	288,896
National Institute	200	0	52,012	46,596	5,416
Nursing Program	500	2,153,458	3,399,443	1,842,933	3,709,968
Graduate Programs	<u>700</u>	<u>4,462,890</u>	<u>2,458,773</u>	<u>946,012</u>	<u>5,975,651</u>
Total Revolving		<u>6,899,939</u>	<u>5,923,091</u>	<u>2,843,099</u>	<u>9,979,931</u>

\*Revenue reflects only cash received.

Contract expenditures accounted for 90%, or \$5,504,776, of the revised expenditure budget of \$6,085,778, which was lower than the same period of last fiscal year, when 94%, or \$5,679,101, was spent against last fiscal year's budget of 6,043,553.

The contract fund balance at the end of the fourth quarter is \$8,884,847, compared with \$7,653,680 for the same quarter of last fiscal year.

<b>Program</b>	<b>#</b>	<b>Beginning Balance</b>	<b>YTD Revenue*</b>	<b>YTD Expenses</b>	<b>Fund Balance</b>
Prof Cont Educ	1385100	(189,718)	214,291	363,235	(338,662)
Cor Choice-UPS	1386000	682,422	803,271	0	1,485,693
GoArmyU	1380000	753,481	3,000,186	3,139,599	614,068
Navy College	1380010	3,222,405	3,407,816	1,773,559	4,856,662
Navy Pace	1380020	2,266,101	533,257	111,514	2,687,844
Off Campus Ops	1380030	<u>(328,849)</u>	<u>24,960</u>	<u>116,869</u>	<u>(420,758)</u>
Total Contracts		<u>6,405,842</u>	<u>7,983,781</u>	<u>5,504,776</u>	<u>8,884,847</u>

\*Revenue reflects only cash received.

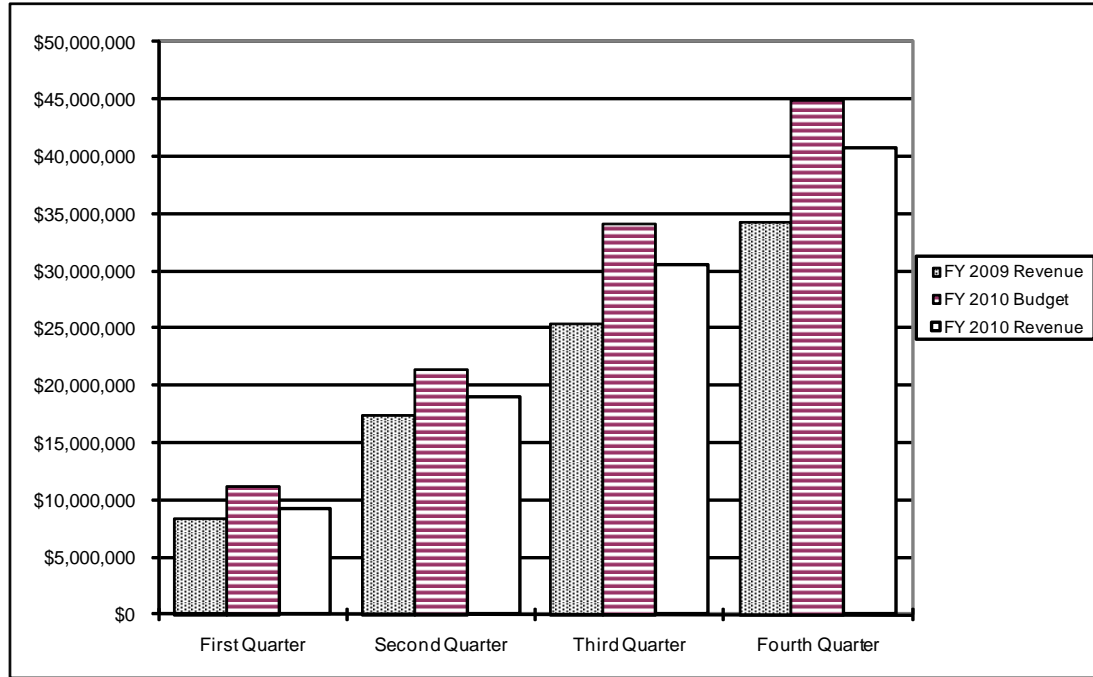
### Carry Forward Fund FY 2010

To continue the fulfillment of the Strategic Vision Plan, the College committed a revised budget of \$3,287,500 from its reserves to fund various projected expenses as outlined in the carry forward account. As of June 30, 2010, the College expended and committed 74%, or \$2,422,763, leaving a balance of \$864,737.

THOMAS EDISON STATE COLLEGE  
Quarterly Financial Summary  
Unrestricted Revenues and Expenses  
Quarter Ending 6/30/10

	PERFORMANCE				COMPARATIVE				ACTUAL
	FY-2010 Budget	FY-2010 YTD (Cash)	Budget Variance	%	FY-2010 YTD (Cash)	FY-2009 YTD (Cash)	Change	%	FY-09 Audited
REVENUES									
Student Fees	25,653,316	21,661,280	3,992,036	84.4	21,661,280	19,522,337	2,138,943	11.0	20,882,608
State Approp.	4,971,000	4,971,000	0	100.0	4,971,000	5,527,250	(556,250)	(10.1)	5,527,250
Federal Stimulus	279,000	279,000	0	100.0	279,000	0	279,000	0.0	0
State Paid Fringes			0	0.0	0	0	0	0.0	3,635,600
Revolving	5,338,602	5,923,091	(584,489)	110.9	5,923,091	5,011,646	911,445	18.2	4,938,247
Contracts	8,679,062	7,983,781	695,281	92.0	7,983,781	7,259,119	724,662	10.0	7,601,003
Total Budgeted Revenues	44,920,980	40,818,152	4,102,828	90.9	40,818,152	37,320,352	3,497,800	9.4	42,584,708
Investment Income					256,936	435,953	(179,017)	(41.1)	
Total Revenues	44,920,980	40,818,152	4,102,828	90.9	41,075,088	37,756,305	3,318,783	8.8	42,584,708
EXPENSES									
Operating									
Salaries	18,753,285	16,261,026	2,492,259	86.7	16,261,026	16,067,426	193,600	1.2	16,067,426
Fringes	221,528	182,767	38,761	82.5	182,767	224,018	(41,251)	(18.4)	3,758,722
Other Exp:									
Student waivers	628,765	720,848	(92,083)	114.6	720,848	567,307	153,541	0.0	676,077
Materials	513,895	421,413	92,482	82.0	421,413	517,147	(95,734)	(18.5)	523,604
Services other than salary	9,965,100	10,272,403	(307,303)	103.1	10,272,403	9,016,335	1,256,068	13.9	9,150,632
Maintenance	958,755	820,537	138,218	85.6	820,537	696,696	123,841	17.8	693,736
Total Other Exp.	12,066,516	12,235,202	(168,686)	101.4	12,235,202	10,797,485	1,437,717	13.3	11,044,049
Spec Purpose-Undesignated	513,039	0	513,039	0.0	0	0	0	0.0	0
Improvements/Additions	104,124	62,669	41,454	60.2	62,669	77,471	(14,802)	(19.1)	57,503
General Institution	(1,644,735)	(1,587,224)	(57,511)	96.5	(1,587,224)	(1,579,700)	(7,524)	0.0	(1,579,701)
Sub-Total Non-Salary Exp	11,260,471	10,893,414	367,057	96.7	10,893,414	9,519,274	1,374,140	14.4	13,280,574
Total Operating Expenses	30,013,756	27,154,440	2,859,316	90.5	27,154,440	25,586,700	1,567,740	6.1	29,348,000
Revolving									
Salaries	999,063	944,400	503,756	94.5	944,400	872,728	71,672	8.2	872,728
Non-Salaries	2,445,438	1,898,699	546,739	77.6	1,898,699	1,762,449	136,250	7.7	2,039,655
Total Revolving Expenses	3,444,501	2,843,099	601,402	82.5	2,843,099	2,635,177	207,922	7.9	2,912,383
Contracts									
Salaries	1,770,440	1,600,726	169,714	90.4	1,600,726	1,670,283	(69,557)	(4.2)	1,670,283
Non-Salaries	4,315,338	3,904,050	411,288	90.5	3,904,050	4,008,818	(104,768)	(2.6)	5,112,895
Total Contract Expenses	6,085,778	5,504,776	581,002	90.5	5,504,776	5,679,101	(174,325)	(3.1)	6,783,178
Total Oper, Rev and Con Exp	39,544,035	35,502,315	4,041,720	89.8	35,502,315	33,900,978	1,601,337	4.7	39,043,561
Net Increase (Decrease) In Fund Balance	5,376,945	5,315,837	61,108	98.9	5,315,837	3,419,374	1,896,463	55.5	3,541,147
Carry Forward	3,287,500	2,422,763	864,737	73.7	2,422,763	2,422,183	580	0.0	1,535,440

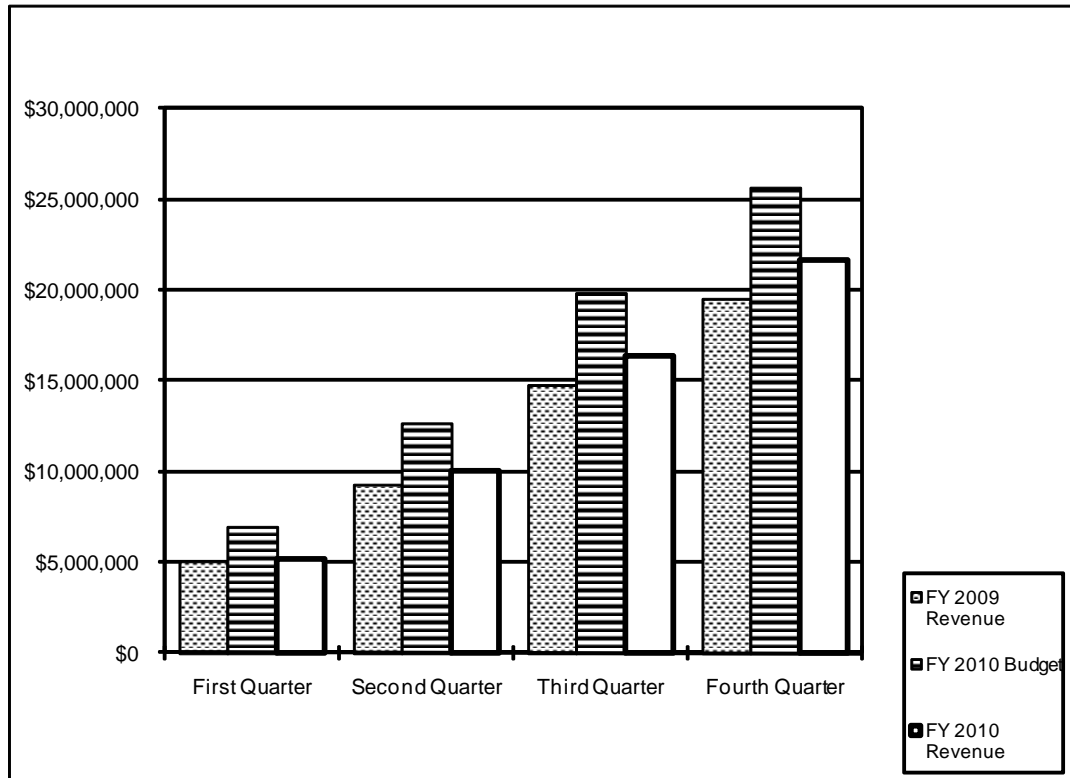
**FY 2010 TOTAL REVENUE**  
**Quarter Ending June 30, 2010**



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
<b>FY 2009 Revenue</b>	\$8,305,448	\$17,385,826	\$25,339,523	\$34,285,572
<b>FY 2010 Budget</b>	\$11,115,030	\$21,319,492	\$34,032,590	\$44,920,980
<b>FY 2010 Revenue</b>	\$9,308,315	\$19,046,052	\$30,503,017	\$40,818,152

<b>FY 2009 Fourth Quarter Actual</b>		<b>FY 2010 Fourth Quarter Actual</b>	<b>Difference Between FY 2009 and FY 2010 Totals</b>
\$5,527,250	State Appropriation	\$4,971,000	(\$556,250)
\$0	Federal Stimulus	\$279,000	\$279,000
\$19,522,337	Undergraduate Student Revenue	\$21,661,280	\$2,138,943
\$50,485	Corp Partner	\$12,863	(\$37,622)
\$27,950	National Inst.	\$52,012	\$24,062
\$1,936,630	Nursing Program	\$2,539,415	\$602,785
\$594,604	Nursing Masters	\$860,028	\$265,424
\$2,401,977	Graduate Studies	\$2,458,773	\$56,796
\$7,259,119	Contracts	\$7,983,781	\$724,662
<b>\$37,320,352</b>	<b>Total</b>	<b>\$40,818,152</b>	<b>\$3,497,800</b>

**FY 2010 UNDERGRADUATE STUDENT REVENUE**  
**Quarter Ending June 30, 2010**



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
<b>FY 2009 Revenue</b>	\$5,078,709	\$9,329,441	\$14,780,494	\$19,522,337
<b>FY 2010 Budget</b>	\$6,977,944	\$12,628,002	\$19,820,953	\$25,653,316
<b>FY 2010 Revenue</b>	\$5,169,643	\$10,032,807	\$16,330,656	\$21,661,280





FY 2010 Fourth Quarter  
March 1, 2010 through June 30, 2010  
**Fund 17 Revolving Revenue**

	Fourth Quarter FY 2009			Fourth Quarter FY 2010			Fourth Quarter FY 2010			Percentage of YTD Revenue			Comparison FY 2009 to FY 2010	
	Revenue	YTD Revenue		Budget	Revenue	Received	Budget	Revenue	Received	YTD Revenue	Received			
<b>Graduate Programs Tuition</b>														
Graduate Applications	\$21,680	\$46,746		\$10,893	\$6,900	63%	\$33,225	\$28,200	85%				-40%	
MSM Tuition	\$228,861	\$845,250		\$401,400	\$230,991	58%	\$1,224,324	\$974,591	80%				15%	
MALS Tuition	\$197,608	\$380,751		\$97,680	\$56,937	58%	\$297,938	\$243,413	82%				-36%	
MSHRM Tuition	\$84,230	\$376,989		\$94,225	\$111,412	118%	\$287,400	\$454,714	158%				21%	
Educational Leadership	\$215,116	\$589,429		\$151,702	\$132,912	88%	\$462,714	\$590,996	128%				0%	
Homeland Security	\$11,730	\$46,788		\$31,408	\$12,570	40%	\$95,800	\$49,624	52%				6%	
Management of Clinical Trial	\$1,270	\$14,420		\$21,671	\$0	0%	\$66,102		0%				-100%	
Online Learning & Teaching	\$18,844	\$84,339		\$29,680	\$22,242	75%	\$90,531	\$97,540	108%				16%	
<b>Graduate Programs Tuition Total</b>	<b>\$779,339</b>	<b>\$2,384,712</b>		<b>\$838,659</b>	<b>\$573,964</b>	<b>68%</b>	<b>\$2,558,034</b>	<b>\$2,439,078</b>	<b>95%</b>				<b>2%</b>	
<b>BSN Tuition and fees</b>	<b>\$486,693</b>	<b>\$1,936,630</b>		<b>\$521,408</b>	<b>\$694,260</b>	<b>133%</b>	<b>\$2,096,864</b>	<b>\$2,539,415</b>	<b>121%</b>				<b>31%</b>	
<b>Graduate BSN Tuition</b>	<b>\$142,722</b>	<b>\$594,604</b>		<b>\$150,791</b>	<b>\$212,218</b>	<b>141%</b>	<b>\$606,414</b>	<b>\$860,028</b>	<b>142%</b>				<b>45%</b>	
<b>Corporate Partnerships</b>	<b>\$0</b>	<b>\$50,485</b>		<b>\$3,750</b>	<b>\$0</b>	<b>0%</b>	<b>\$15,000</b>	<b>\$12,863</b>	<b>86%</b>				<b>-75%</b>	
<b>National Institute</b>	<b>\$21,850</b>	<b>\$27,950</b>		<b>\$11,250</b>	<b>\$44,612</b>	<b>397%</b>	<b>\$45,000</b>	<b>\$52,012</b>	<b>116%</b>				<b>86%</b>	
<b>Other Fund 17 Fees</b>	<b>\$8,160</b>	<b>\$17,265</b>		<b>\$5,669</b>	<b>\$6,669</b>	<b>118%</b>	<b>\$17,290</b>	<b>\$19,695</b>	<b>114%</b>				<b>14%</b>	
<b>Total Revolving Fund Tuition and Fees</b>	<b>\$1,438,764</b>	<b>\$5,011,646</b>		<b>\$1,531,527</b>	<b>\$1,531,723</b>	<b>100%</b>	<b>\$5,338,602</b>	<b>\$5,923,091</b>	<b>111%</b>				<b>18%</b>	

## Contract Work

	Fourth Quarter			Fourth Quarter			Fourth Quarter			Percentage of YTD			Comparison FY 2009 to FY 2010
	FY 2009 Revenue	FY 2009 YTD Revenue	FY 2010		FY 2010 YTD Revenue	FY 2010 YTD Budget	FY 2010 YTD Revenue	FY 2010 YTD Revenue	Percentage of YTD Revenue	FY 2010 Revenue	FY 2010 Received		
			Budget	Revenue									
Professional Continuing Studies Tuition	\$60,851	\$350,458	\$97,497	\$32,511	33%	\$390,000	\$214,291	55%	-39%				
Corporate Choice	\$30,933	\$108,609	\$37,258	\$50,385	135%	\$130,815	\$168,063	128%	55%				
Corporate Choice - UPS	\$145,723	\$495,657	\$138,526	\$144,844	105%	\$474,300	\$635,208	134%	28%				
eArmy Tuition	\$769,096	\$2,684,460	\$1,228,344	\$866,336	71%	\$4,287,430	\$2,968,126	69%	11%				
eArmy Tuition Masters	\$3,112	\$10,499	\$2,431	\$7,779	320%	\$8,200	\$32,059	391%	205%				
Navy College Program	\$832,662	\$2,922,421	\$797,064	\$993,501	125%	\$2,797,490	\$3,407,816	122%	17%				
McGuire AFB Tuition/Nat'l Test Ctr	\$6,540	\$23,760	\$39,101	\$3,210	8%	\$156,400	\$24,960	16%	5%				
Navy PACE	\$276,000	\$663,254	\$180,779	\$194,570	108%	\$434,427	\$533,258	123%	-20%				
Total Contract Work	\$2,124,917	\$7,259,118	\$2,521,000	\$2,293,135	91%	\$8,679,062	\$7,983,781	92%	10%				
Total Fund 11, 17 Revolving, Contract Work	\$8,305,529	\$31,793,101	\$9,884,890	\$9,155,482	93%	\$39,670,980	\$35,568,152	90%	12%				

THOMAS EDISON STATE COLLEGE  
QUARTERLY INVESTMENT REPORT - FY 2010  
QUARTER ENDING JUNE 30, 2010

	AS OF 4/1/10 BEGINNING BALANCE	PRINCIPAL INVESTED	WITHDRAWALS	AS OF 6/30/10 ENDING BALANCE	INTEREST EARNED YTD
NEW JERSEY CASH MANAGEMENT	321,620	212		321,832	2,544
BANK OF AMERICA	11,024,199	28,411,445	(28,625,612)	10,810,032	31,891
CERTIFICATES OF DEPOSIT	20,192,344	98	0	20,192,442	221,924
OTHER	502	75	0	577	577
<b>TOTAL</b>	<b>31,538,665</b>	<b>28,411,830</b>	<b>(28,625,612)</b>	<b>31,324,883</b>	<b>256,936</b>

**Outstanding Investment Instruments:**  
*Quasi Endowment Fund Investments with Credit Suisse First Boston*

	Book Value	Market Value	Gain/Loss
Fixed Income	\$1,920,876	\$2,253,414	\$332,538
Large Cap Growth-Groesbeck	\$450,000	\$350,892	(\$99,108)
Shafer Cullen Investment	\$350,000	\$266,753	(\$83,247)
Mid Cap Core-NCM Capital	\$500,420	\$356,136	(\$144,284)
Heartland Capital Mngt	\$334,580	\$350,497	\$15,917
<b>Total</b>	<b>\$3,555,876</b>	<b>\$3,577,693</b>	<b>\$21,817</b>

**Certificates of Deposit**

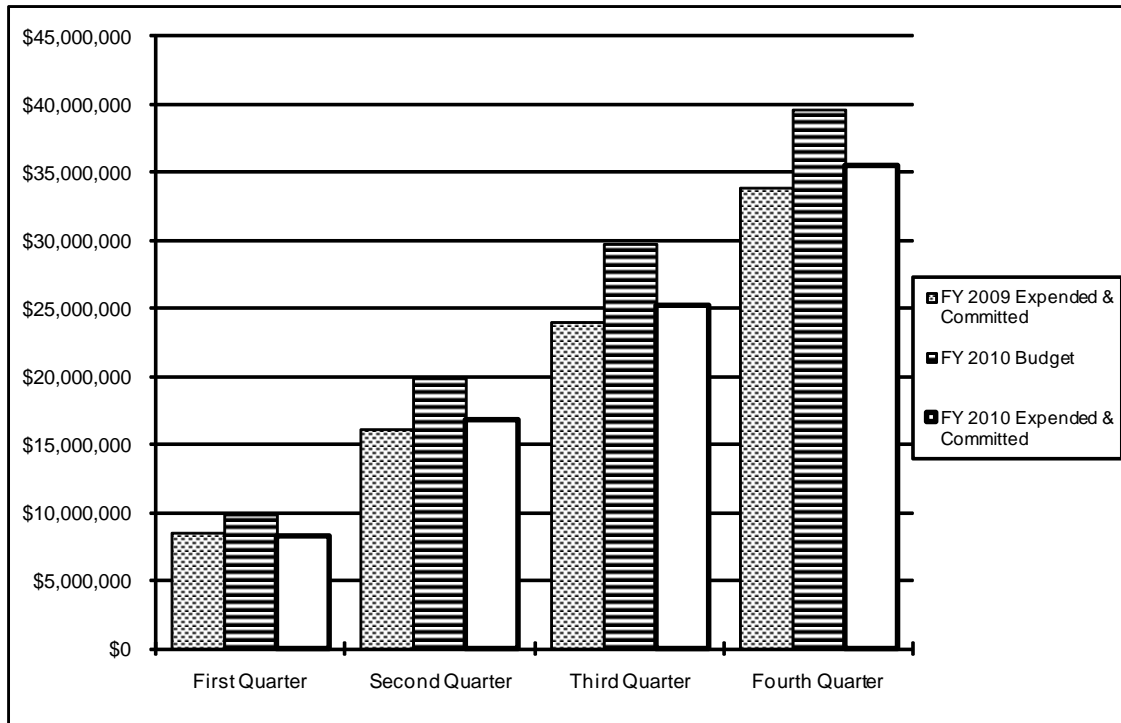
	Amount	Purchase Date	Due Date	Rate of Interest
Roma Bank	\$5,045,500	11/13/09	11/13/10	1.55%
Roma Bank	\$5,097,428	3/10/10	9/8/10	1.20%
TD Bank	\$5,031,750	9/21/09	9/21/10	0.59%
TD Bank	\$5,017,665	11/14/09	11/14/10	0.25%
<b>Total</b>	<b>\$20,192,344</b>			

**Interest Rate of Return:**

	NJCM	Bank of America
APRIL	0.29%	0.49%
MAY	0.25%	0.49%
JUNE	0.24%	0.49%
Average Rate	0.26%	0.49%

### FY 2010 EXPENDITURE AND OBLIGATION

Quarter Ending June 30, 2010



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
<b>FY 2009 Expended &amp; Committed</b>	\$8,500,364	\$16,146,773	\$23,996,948	\$33,900,978
<b>FY 2010 Budget</b>	\$9,886,009	\$19,772,018	\$29,658,027	\$39,544,035
<b>FY 2010 Expended &amp; Committed</b>	\$8,279,634	\$16,803,867	\$25,213,669	\$35,502,315

### 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 acquisitions were primarily for the renovation of the Kelsey building, including security, equipment, and data processing upgrades. The acquisition period for this lease is thirty-six months. The lease agreement is divided into three separate rental payment schedules.

The first rental payment schedule includes a 5-year term for \$1,430,325, for data processing equipment purchases. There are 10 lease payments of \$143,033 (principal portion) plus interest (interest portion at 4.10%) that are scheduled every six months. The first lease payment was scheduled for March 2008, and the last payment is scheduled for March 2012. The College met its obligation for debt service payment of \$160,626, which was due on March 28, 2010. The College has fully expended and drawn down the full amount of \$1,430,325 through June 30, 2010.

Rental payment schedule number 2, with a 7-year term, is for \$215,815, and pays for artwork, security equipment, and payroll upgrades. There are 14 lease payments of \$15,415 (principal portion) plus interest (interest portion at 4.38%) that are scheduled every six months. The first lease payment was scheduled for March 2008, and the last payment is scheduled for September 2014. The College met its obligation for debt service payment of \$18,791, which was due on March 28, 2010. The College has fully expended and drawn down the full amount of \$215,815 through June 30, 2010.

Rental payment schedule number 3, with a 15-year term, is for \$1,053,860, and includes renovation of the Kelsey building. There are 30 lease payments of \$35,129 (principal portion) plus interest (interest portion at 4.57%) that are scheduled every six months. The first lease payment is scheduled for March 2008, and the last payment is scheduled for September 2022. The College met its obligation for debt service payment of \$55,999, which was due on March 28, 2010. The College has fully expended and drawn down the full amount of \$1,053,860 through June 30, 2010.

## Restricted Revenue and Expenses for the Fourth Quarter, Ending June 30, 2010

### John S. Watson Institute for Public Policy

The College's John S. Watson Institute for Public Policy has expended \$697,195 in the fourth quarter against a FY 2010 expense budget of \$1,239,328. The resulting fund balance is \$612,438, compared to \$558,590 for the same quarter of last year.

The College's Watson Institute received \$250,000 annually from FY 1996 to FY 2006 to support the implementation of the statewide health information network (HINT) and legislative recommendations that were signed into public law in June of 1999. The College designated \$250,000 in fund balance to continue the project in FY 2010. During the period ending June 30, 2010, the College incurred expenses related to HINT totaling \$168,849.

Through the period ending June 30, 2010, the College's Watson Institute received \$515,797 in funding and incurred expenses totaling \$697,195.

Number	Program	Beginning Balance	YTD Revenues	YTD Expenditures	Ending Balance
18-1200708	HINT FY 09	250,000	0	168,849	81,151
18-1300100	Provost Dev Program	164,600	0	3,597	161,003
18-1320500	HRSA Grant-GY06	15,833	0	0	15,833
18-1320510	HRSA Grant-GY07	18,637	0	0	18,637
18-1320520	HRSA Grant-GY08	16,993	0	0	16,993
18-1320530	HRSA Grant-GY09	18,113	15,862	14,722	19,253
18-1320540	HRSA Grant-GY10	0	224,148	204,628	19,520
18-1360100	USDOE FIPSE	0	12,418	12,418	0
18-1375000	MS Educ Leadership	79,289	60,000	24,885	114,404
18-1700000	Inst of Public Policy	14,250	0	1,153	13,097
18-1701100	Leadership Trenton	55,981	43,869	99,850	0
18-1702000	Urban Mayors/CCBI	6,793	0	0	6,793
18-1706000	Center for Urban Envir	75,914	41,500	78,256	39,158
18-1707000	Ctr Dev Urban Child	58,982	80,500	51,501	87,981
18-1714000	NJ Faith Based Initiat.	3,135	30,000	14,520	18,615
18-1717000	Robert Wood Johnson	15,316	7,500	22,816	0
	Total Public Policy	<u>793,836</u>	<u>515,797</u>	<u>697,195</u>	<u>612,438</u>

THOMAS EDISON STATE COLLEGE  
Quarterly Financial Summary  
Restricted Revenues and Expenses  
Quarter Ending 6/30/10

	PERFORMANCE				COMPARATIVE		
	FY-2010 Budget	FY-2010 YTD	Budget Variance	%	FY-2010 YTD	FY-2009 YTD	Variance
<b>REVENUES</b>							
Provost Dev Prog	\$118,279	\$0	118,279	0.0%	0	0	0
Provost Mobile Lear	\$42,500	\$0	42,500	0.0%	0	0	0
Provost UNISA	\$42,500	\$0	42,500	0.0%	0	0	0
Provost Business Sc	\$10,000	\$0	10,000	0.0%	0	0	0
HRSA Grant GY09	\$14,722	\$14,661	61	99.6%	14,661	204,406	(189,745)
HRSA Indirect GY09	\$1,173	\$1,201	(28)	102.4%	1,201	18,052	(16,851)
HRSA Grant GY10	\$216,272	\$205,228	11,044	94.9%	205,228	0	205,228
HRSA Indirect GY10	\$16,303	\$18,920	(2,617)	116.1%	18,920	0	18,920
DIAL USDOE FIPSE	\$250,000	\$12,418	237,582	5.0%	12,418	0	12,418
MS Edu Leadership	\$0	\$60,000	(60,000)		60,000	60,000	0
Leadership Trenton	\$0	\$43,869	(43,869)		43,869	63,144	(19,275)
CUE Grants	\$15,000	\$41,500	(26,500)	276.7%	41,500	25,700	15,800
Ctr Dev Urban Child	\$72,034	\$80,500	(8,466)	111.8%	80,500	82,632	(2,132)
NJ Faith Based Initiat	\$0	\$30,000	(30,000)		30,000	0	30,000
RWJF Grant	\$7,500	\$7,500	0	0.0%	7,500	67,500	(60,000)
<b>Total Revenues</b>	<b>\$806,283</b>	<b>\$515,797</b>	<b>290,486</b>	<b>64.0%</b>	<b>515,797</b>	<b>521,434</b>	<b>(5,637)</b>
<b>EXPENSES</b>							
HINT 8 Grant	\$250,000	\$168,849	81,151	67.5%	168,849	165,553	3,296
Provost Dev Prog	\$118,131	\$0	118,131	0.0%	0	148	(148)
Provost Mobile Lear	\$489	\$444	45	90.8%	444	42,011	(41,567)
Provost UNISA	\$35,980	\$3,153	32,827	8.8%	3,153	6,520	(3,367)
Provost Business Sc	\$10,000	\$0	10,000	0.0%	0	0	0
HRSA Grant GY09	\$14,722	\$14,722	0	100.0%	14,722	204,344	(189,622)
HRSA Grant GY10	\$216,272	\$204,628	11,644	94.6%	204,628	0	204,628
DIAL USDOE FIPSE	\$250,000	\$12,418	237,582	5.0%	12,418	0	12,418
MS Edu Leadership	\$79,289	\$24,885	54,404	31.4%	24,885	20,212	4,673
Ins't Public Policy	\$0	\$1,153	(1,153)		1,153	0	1,153
Leadership Trenton	\$0	\$99,850	(99,850)		99,850	143,457	(43,607)
CUE Grants	\$87,670	\$78,256	9,414	89.3%	78,256	43,332	34,924
CTR Dev Urban Child	\$150,928	\$51,501	99,427	34.1%	51,501	33,082	18,419
NJ Faith Based Initiatives	\$3,135	\$14,520	(11,385)		14,520	56,802	(42,282)
RWJF	\$22,712	\$22,816	(104)		22,816	40,484	(17,668)
<b>Total Expenses</b>	<b>\$1,239,328</b>	<b>\$697,195</b>	<b>\$542,133</b>	<b>56.3%</b>	<b>\$697,195</b>	<b>\$755,945</b>	<b>(\$58,750)</b>
<b>Net Increase(Decrease)</b>	<b>(433,045)</b>	<b>(181,398)</b>	<b>67</b> <b>(251,647)</b>	<b>41.9%</b>	<b>(181,398)</b>	<b>(234,511)</b>	<b>53,113</b>



# **New Jersey State Library**

## **Summary of Revenue and Expenses for the Fourth Quarter, Ending June 30, 2010**

### **Revenues**

The State Library receives revenue from two primary sources, state appropriations and federal grants. For FY 2010 the total revenue budget was \$28,960,978, including \$7,104,240 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library realized \$23,355,239 in total revenue from all sources through the fourth quarter, or 81% of its total budget.

The revenue budget administered by the State Library for FY 2010 was \$21,856,738. The revenue budget consists of \$6,683,043 for State Library operations, \$5,277,438 in state aid grants, and \$9,896,257 in federal grants. The Library has received its grant year 2010 federal LSTA funding of \$4,442,553, exclusive of indirect costs. The Library received \$1,449,000 in Knowledge Initiative funding at the start of FY 2010, a reduction of \$161,000 from the prior year's adjusted appropriation of \$1,610,000. In addition, \$231,000 was returned in December 2009 for a total cut of \$392,000, or 24%.

In the operating fund, revenue collections at the end of the fourth quarter were \$6,762,183, or 101% of budget. Revenue collections for state aid funds were \$5,251,013, or 99% of budget. In comparison, revenue collections for the prior fourth quarter were \$6,969,624 and \$6,320,663 for the operating fund and state aid, respectively.

The State Library currently has \$9,896,257 in federal library funds, exclusive of indirect costs. This amount comprises \$652,122 from the FY 2008 grant year, \$4,365,156 from the FY 2009 grant year, and \$4,442,553 from the FY 2010 grant year for the Library Services and Technology Act (LSTA) grant appropriation, as well as \$336,426 for the remaining recruitment grant award from the Institute for Museum and Library Services (IMLS). The State Library was awarded a second three-year grant of \$999,861 from the IMLS for the Recruitment of Librarians, of which \$336,426 was remaining and budgeted in FY 2010. In addition, the State Library received a \$100,000 congressionally directed grant for the Talking Book and Braille Center. Actual federal drawdowns at the end of the fourth quarter were \$4,237,803, or 43% of available funding, as compared to \$4,249,985 for the same period last year. The total federal drawdown represents \$4,002,146 in LSTA, \$42,527 in the congressional directed funds, and \$193,130 in the recruitment grant.

The State Library has received \$164,894 in federal indirect cost recovery in the current fiscal year. A portion of the 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 \$2,111,712 in indirect costs.

Total miscellaneous revenue at the end of the fourth quarter for photocopy, database search services, lost books, and miscellaneous revenue was \$27,746 as compared with \$31,550 for the same quarter of last year. Fourth-quarter interest income totaled \$27,703, as compared with \$103,303 for the same quarter in FY 2009.

The State Library received \$86,130 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with \$52,977 in the same period last year. In FY 2009 the Library received \$726,697 from the Gates Foundation in the first quarter, of which \$487,312 was budgeted to be spent in FY 2010. The Donation and Endowment Investment fund has a book value of \$976,297, as compared with \$971,500 for the same period last year, a decrease of .5%. In December the State Library was awarded \$250,000 for a third year of funding for its Live Homework Help NJ by PSEG Foundation.

In addition, the State Library continues to assist in the administration of a \$45 million bond issue for the construction of public library facilities. The bonds were issued by the Educational Facilities Authority and the State Library approved the applications of 68 municipalities. All of the municipalities submitted the required paperwork to EFA as they become eligible for a payment, and all have received funding. The municipalities received \$44,927,345 in payments. Sixty-seven of the 68 municipalities have been paid in full.

## Expenditures








The State Library expended from all sources \$22,335,314 or 77% of its total budget of \$28,960,978. In comparison, \$24,419,697 was expended during the same period in FY 2009. The decrease is due to the State appropriation reduction in FY 2010 as compared to FY 2009.

The State Library expended \$6,213,286, or 93%, of the Direct State Services revised budget of \$6,683,043. State aid expenditures were \$4,779,985, or 91%, of the revised budget of \$5,277,438. In comparison, at the end of the fourth quarter of FY 2009, State Library expenditures equaled \$6,558,755 and \$5,743,837 for direct state services and state aid expenditures, respectively.

A total of \$7,104,240 in per capita grants was distributed to 350 qualifying counties and municipalities for the provision of local library services. These are formula-based grants. The amount appropriated for Per Capita Aid represents a 10% decrease from FY 2009 and an 18% decrease over the past two years.

Federal grant expenditures amounting to \$4,237,803, or 43% of the grant funds available, were expended of the federal budget of \$9,896,257, compared to \$4,223,835 in FY 2009.

N.J. State Library  
Quarterly Financial Summary  
REVENUES AND EXPENSES  
Quarter Ending June 30, 2010

	PERFORMANCE				COMPARATIVE				
	FY-2010 Budget	FY-2010 YTD	Budget Variance	%	FY-2010 YTD	FY-2009 YTD	Change	%	Actual 6/30/09
<b>REVENUES</b>									
State Approp.	6,221,121	6,161,760	59,361	99	6,161,760	6,370,009	(208,249)	(3)	6,370,009
Other Revenue	461,922	572,720	(110,798)	124	572,720	496,312	76,408	15	496,312
Total Budgeted Revenue	<u>6,683,043</u>	<u>6,734,480</u>	<u>(51,437)</u>	<u>101</u>	<u>6,734,480</u>	<u>6,866,321</u>	<u>(131,841)</u>	<u>(2)</u>	<u>6,866,321</u>
Interest Income	0	27,703	(27,703)	100	27,703	103,303	(75,600)	(73)	103,303
Total Operating Revenue	<u>6,683,043</u>	<u>6,762,183</u>	<u>(79,140)</u> 	<u>101</u>	<u>6,762,183</u>	<u>6,969,624</u>	<u>(207,441)</u>	<u>(3)</u>	<u>6,969,624</u>
<b>State Grants</b>									
State Aid	5,277,438	5,251,013	26,425	99	5,251,013	6,320,663	(1,069,650)	(17)	6,320,663
Total State Grants	<u>5,277,438</u>	<u>5,251,013</u>	<u>26,425</u> 	<u>99</u>	<u>5,251,013</u>	<u>6,320,663</u>	<u>(1,069,650)</u> 	<u>(17)</u>	<u>6,320,663</u>
<b>Federal Grants</b>									
IMLS	9,796,257	4,195,276	5,600,981	43	4,195,276	4,249,985	(54,709)	(1)	4,249,985
Congressional	100,000	42,527	57,473	43	42,527	0	42,527	1	0
Total Federal Grants	<u>9,896,257</u>	<u>4,237,803</u>	<u>5,658,454</u> 	<u>43</u>	<u>4,237,803</u>	<u>4,249,985</u>	<u>42,527</u>	<u>1</u>	<u>4,249,985</u>
Total NJSL Administered	21,856,738	16,250,999	5,605,739 	74	16,250,999	17,540,272	(1,234,564) 	(7)	17,540,272
State Grants/Treasury	7,104,240	7,104,240	0	100	7,104,240	7,893,270	(789,030)	0	7,893,270
Total Revenues	<u>28,960,978</u>	<u>23,355,239</u>	<u>5,605,739</u> 	<u>81</u>	<u>23,355,239</u>	<u>25,433,542</u>	<u>(2,023,594)</u>	<u>(8)</u>	<u>25,433,542</u>

N.J. State Library  
Quarterly Financial Summary  
REVENUES AND EXPENSES  
Quarter Ending June 30, 2010

	PERFORMANCE				COMPARATIVE				
	FY-2010 Budget	FY-2010 YTD	Budget Variance	%	FY-2010 YTD	FY-2009 YTD	Change	%	Actual 6/30/09
<b>EXPENSES</b>									
<b>Operating</b>									
Salaries	3,970,718	3,595,413	375,305	91	3,595,413	3,658,208	(62,795)	(2)	3,658,208
Fringes	46,024	39,714	6,310	0	39,714	43,166	(3,452)	0	43,166
Materials	1,128,903	1,089,992	38,911	97	1,089,992	1,105,817	(15,825)	(1)	1,105,817
Service Other than sal	1,428,558	1,396,132	32,426	98	1,396,132	1,657,863	(261,731)	(16)	1,657,863
Maintenance	105,036	89,231	15,805	85	89,231	92,396	(3,165)	(3)	92,396
Total Other Exp.	2,662,497	2,575,355	87,142	97	2,575,355	2,856,076	(280,721)	(10)	2,856,076
Additions, Improvements	3,804	2,804	1,000	74	2,804	1,305	1,499	0	1,305
Total Operating Expenses	6,683,043	6,213,286	469,757	93	6,213,286	6,558,755	(345,469)	(5)	6,558,755
<b>State Aid</b>									
Salaries	952,450	775,460	176,990	81	775,460	837,246	(61,786)	(7)	837,246
Non-Salaries	4,324,988	4,004,525	320,463	93	4,004,525	4,906,591	(902,066)	(18)	4,906,591
Total State Expenses	5,277,438	4,779,985	497,453	91	4,779,985	5,743,837	(963,852)	(17)	5,743,837
<b>Federal</b>									
Salaries	3,793,003	2,223,820	1,569,183	59	2,223,820	2,302,396	(78,576)	(3)	2,302,396
Non-Salaries	6,103,254	2,013,983	4,089,271	33	2,013,983	1,921,439	92,544	5	1,921,439
Total Federal Expenses	9,896,257	4,237,803	5,658,454	43	4,237,803	4,223,835	13,968	0	4,223,835
Total NJSL Expenses	21,856,738	15,231,074	6,625,664	70	15,231,074	16,526,427	(1,295,353)	(8)	16,526,427
State Grants/Treasury	7,104,240	7,104,240	0	100	7,104,240	7,893,270	(789,030)	0	7,893,270
Total Expenses	28,960,978	22,335,314	6,625,664	77	22,335,314	24,419,697	(2,084,383)	(9)	24,419,697
<b>Net Increase (Decrease) In Fund Balance</b>	<b>0</b>	<b>1,019,925</b>	<b>(1,019,925)</b>	<b>100</b>	<b>1,019,925</b>	<b>1,013,845</b>	<b>60,789</b>	<b>6</b>	<b>1,013,845</b>
Operating Carryforward	283,556	200,678	82,878	71	200,678	239,241	(38,563)	0	239,241
State Aid Carryforward	1,560,023	612,312	947,711	39	612,312	625,620	(13,308)	0	625,620

## **Appendix B**

### **Key Numbers**

**Table 1**  
**Thomas Edison State College at a Glance**  
**Key Numbers for Fiscal Years 2008 through 2010**

	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>% Change (FY 2009 to FY 2010)</i>	<i>% Change (FY 2008 to FY 2010)</i>
<i>Total Enrollment*</i>	17,369	18,206	18,736	3%	8%
Undergraduate	16,797	17,320	17,722	2%	6%
Graduate	572	886	1,014	14%	77%
<i>Applications Received</i>	8,133	8,990	9,244	3%	14%
Undergraduate	7,783	8,620	8,885	3%	14%
Graduate	350	370	359	-3%	3%
<i>New Enrollments</i>	6,679	7,428	7,049	-5%	6%
Undergraduate	6,395	6,964	6,730	-3%	5%
Graduate	284	464	319	-31%	12%
<i>Degrees Conferred</i>	2,483	2,501	2,718	9%	9%
Associate	492	454	501	10%	2%
Baccalaureate	1,911	1,970	2,102	7%	10%
Master	80	77	115	49%	44%
<i>Enrolled by Gender</i>					
Male	10,782	11,010	11,115	1%	3%
Female	6,587	7,196	7,621	6%	16%
<i>Enrolled by Military Status and Residence</i>					
<i>Nonmilitary</i>	8,168	9,307	10,019	8%	23%
New Jersey	4,889	5,532	5,933	7%	21%
Out of State	3,100	3,603	3,945	9%	27%
International	83	63	49	-22%	-41%
Unknown	96	109	92	-16%	-4%
<i>Active Duty Military</i>	9,201	8,899	8,717	-2%	-5%
New Jersey	549	538	568	6%	3%
Out of State	8,120	7,812	7,702	-1%	-5%
International	6	2	1	-50%	-83%
Unknown	526	547	446	-18%	-15%
<i>Enrollment By Race/Ethnicity</i>					
African American	2,775	2,909	3,153	8%	14%
Asian American	459	509	572	12%	25%
Caucasian	10,392	10,609	11,091	5%	7%
Foreign National	294	232	257	11%	-13%
Hawaiian Or Pacific Islander	-	86	94	9%	-
Latino	1,366	1,486	1,771	19%	30%
Native American	167	161	150	-7%	-10%
Other	733	722	-	-	-
Two or More Races	-	-	4	-	-
Unknown	1,183	1,492	1,644	10%	39%
<i>Average Age of Enrolled Students</i>	35	35	35		

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research,  
Thomas Edison State College, July 2010.

\* The total enrollment is an unduplicated count. There were 62 students in FY 2008, 79 students in FY 2009 and 59 students in FY 2010 who graduated from an undergraduate degree program and then enrolled in a graduate program during the same year; these students are included in the graduate student counts.

**Table 2a**  
**FY 2008 through FY 2010 Total Enrollment by School**

	<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<b>School of Applied Science and Technology</b>						
Associate in Applied Science	1,627	26%	1,726	27%	1,792	27%
Associate in Science in Applied Science and Technology	896	14%	860	13%	852	13%
<i>Subtotal:</i>	2,523	40%	2,586	40%	2,644	40%
Bachelor of Science	-	-	-	-	11	0%
Bachelor of Science in Applied Science and Technology	3,566	57%	3,577	56%	3,680	56%
Bachelor of Science in Health Science (with UMDNJ)	194	3%	228	4%	260	4%
<i>Subtotal:</i>	3,760	60%	3,805	60%	3,951	60%
<i>Total:</i>	6,283	100%	6,391	100%	6,595	100%
<b>Heaven School of Arts and Sciences</b>						
Associate in Arts	1,034	13%	955	12%	920	11%
Associate in Applied Science	-	-	-	-	113	1%
Associate in Science in Natural Science and Math	24	0%	40	0%	44	1%
Associate in Science in Public and Social Services	101	1%	112	1%	115	1%
<i>Subtotal:</i>	1,159	14%	1,107	13%	1,192	14%
Bachelor of Arts	6,355	79%	6,424	78%	6,260	76%
Bachelor of Science in Homeland Security and Emergency Preparedness	-	-	89	1%	270	3%
Bachelor of Science in Human Services	453	6%	423	5%	375	5%
<i>Subtotal:</i>	6,808	84%	6,936	85%	6,905	83%
Master of Arts in Liberal Studies	75	1%	85	1%	88	1%
Master of Arts in Professional Studies	9	0%	7	0%	3	0%
Master of Arts in Educational Leadership	20	0%	69	1%	88	1%
<i>Subtotal:</i>	104	1%	161	2%	179	2%
<i>Total:</i>	8,071	100%	8,204	100%	8,276	100%
<b>School of Business and Management</b>						
Associate in Science in Management	246	7%	130	3%	67	2%
Associate in Science in Business Administration	147	4%	331	9%	393	10%
<i>Subtotal:</i>	393	11%	461	12%	460	12%
Bachelor of Science in Business Administration	2,811	79%	2,924	75%	2,808	73%
Bachelor of Science in Organizational Leadership	21	1%	104	3%	185	5%
<i>Subtotal:</i>	2,832	80%	3,028	78%	2,993	78%
Master of Science in Human Resources Management	44	1%	78	2%	80	2%
Master of Science in Management	269	8%	317	8%	304	8%
<i>Subtotal:</i>	313	9%	395	10%	384	10%
<i>Total:</i>	3,538	100%	3,884	100%	3,837	100%
<b>W. Cary Edwards School of Nursing</b>						
Bachelor of Science in Nursing	821	86%	952	81%	1,178	80%
Master of Science in Nursing	133	14%	219	19%	290	20%
<i>Total:</i>	954	100%	1,171	100%	1,468	100%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.

It is possible for students to be enrolled in more than one degree program (e.g. an Associate's degree program and Bachelor's degree program). There were also 184 students pursuing pre-associate certificates, 143 students pursuing post-baccalaureate certificates, and 52 students pursuing post-master's certificates.

**Table 2b**  
**FY 2008 through FY 2010 Degrees Awarded by School**

	<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<b>School of Applied Science and Technology</b>						
Associate in Applied Science	325	41%	312	39%	327	39%
Associate in Science in Applied Science and Technology	37	5%	32	4%	35	4%
<i>Subtotal:</i>	362	46%	344	43%	362	43%
Bachelor of Science in Applied Science and Technology	408	52%	433	54%	450	54%
Bachelor of Science in Health Science/ (with UMDNJ)	21	3%	26	3%	27	3%
<i>Subtotal:</i>	429	54%	459	57%	477	57%
<b>Total:</b>	791	100%	803	100%	839	100%
<b>Heavin School of Arts and Sciences</b>						
Associate in Arts	109	9%	82	7%	95	7%
Associate in Applied Science	-	-	-	-	8	1%
Associate in Science in Natural Science and Math	0	0%	1	0%	2	0%
Associate in Science in Public and Social Services	1	0%	7	1%	8	1%
<i>Subtotal:</i>	110	9%	90	7%	113	8%
Bachelor of Arts	1,081	85%	1,093	87%	1,200	86%
Bachelor of Science in Homeland Security and Emergency Preparedness	-	-	0	-	3	0%
Bachelor of Science in Human Services	58	5%	50	4%	50	4%
<i>Subtotal:</i>	1,139	90%	1,143	91%	1,253	89%
Master of Arts in Liberal Studies	18	1%	12	1%	16	1%
Master of Arts in Educational Leadership	0	0%	4	0%	20	1%
Master of Arts in Professional Studies	2	0%	1	0%	1	0%
<i>Subtotal:</i>	20	2%	17	1%	37	3%
<b>Total:</b>	1,269	100%	1,250	100%	1,403	100%
<b>School of Business and Management</b>						
Associate in Science in Business Administration	1	0%	8	2%	18	5%
Associate in Science in Management	19	5%	12	3%	8	2%
<i>Subtotal:</i>	20	6%	20	6%	26	7%
Bachelor of Science in Business Administration	272	77%	274	79%	279	75%
Bachelor of Science in Organizational Leadership	0	0%	0	0%	3	1%
<i>Subtotal:</i>	272	77%	274	79%	282	76%
Master of Science in Human Resources Management	8	2%	9	3%	15	4%
Master of Science in Management	52	15%	45	13%	48	13%
<i>Subtotal:</i>	60	17%	54	16%	63	17%
<b>Total:</b>	352	100%	348	100%	371	100%
<b>W. Cary Edwards School of Nursing</b>						
Bachelor of Science in Nursing	71	100%	94	94%	90	86%
Master of Science in Nursing	0	0%	6	6%	15	14%
<b>Total:</b>	71	100%	100	100%	105	100%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.



**Table 3a**  
**Comparative Graduation Statistics FY 2006 - 2010: Degrees Awarded at Thomas Edison State College by Degree Program**

Total Degrees Awarded Since College Began Awarding Degrees															
Degrees	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010		Total Degrees				
	N	%	N	%	N	%	N	%	N	%	N	%			
Total Degrees Awarded													37,263		
Associate															
Associate in Applied Science	160	8.2%	253	11.4%	324	13.0%	312	12.5%	335	12.3%	1,641	4.4%			
Associate in Applied Science in Radiologic Technology	-	-	-	-	1	0.0%	-	-	-	-	65	0.2%			
Associate in Arts	78	4.0%	86	3.9%	109	4.4%	82	3.3%	95	3.5%	4,236	11.4%			
Associate in Science in Applied Science and Technology	16	0.8%	40	1.8%	37	1.5%	32	1.3%	35	1.3%	1,249	3.4%			
Associate in Science in Business Administration	-	-	-	-	1	0.0%	8	0.3%	18	0.7%	27	0.1%			
Associate in Science in Management	10	0.5%	11	0.5%	19	0.8%	12	0.5%	8	0.3%	897	2.4%			
Associate in Science in Natural Science and Math	3	0.2%	2	0.1%	-	-	1	0.0%	2	0.1%	96	0.3%			
Associate in Science in Public and Social Services	4	0.2%	6	0.3%	1	0.0%	7	0.3%	8	0.3%	181	0.5%			
Subtotal											8,392	22.5%			
Baccalaureate															
Bachelor of Arts	896	46.1%	998	45.0%	1,081	43.5%	1,093	43.7%	1,200	44.2%	15,268	41.0%			
Bachelor of Science in Applied Science and Technology	374	19.3%	370	16.7%	408	16.4%	433	17.3%	450	16.6%	6,298	16.9%			
Bachelor of Science in Business Administration	211	10.9%	210	9.5%	272	11.0%	274	11.0%	279	10.3%	4,330	11.6%			
Bachelor of Science in Health Sciences (with UMDNJ)	22	1.1%	19	0.9%	21	0.8%	26	1.0%	27	1.0%	144	0.4%			
Bachelor of Science in Homeland Security and Emergency Preparedness	-	-	-	-	-	-	0	-	3	-	3	-			
Bachelor of Science in Human Services	44	2.3%	81	3.7%	58	2.3%	50	2.0%	50	1.8%	1,346	3.6%			
Bachelor of Science in Nursing	55	2.8%	56	2.5%	71	2.9%	94	3.8%	90	3.3%	747	2.0%			
Bachelor of Science in Organizational Leadership	-	-	-	-	-	-	0	-	3	-	0	0.0%			
Subtotal											28,136	75.5%			
Graduate															
Master of Arts in Educational Leadership	-	-	-	-	0	0.0%	4	0.2%	20	0.7%	24	0.1%			
Master of Arts in Liberal Studies	3	0.2%	8	0.4%	18	0.7%	12	0.5%	16	0.6%	57	0.2%			
Master of Arts in Professional Studies	9	0.5%	5	0.2%	2	0.1%	1	0.0%	1	0.0%	29	0.1%			
Master of Science in Human Resource Management	2	0.1%	8	0.4%	8	0.3%	9	0.4%	15	0.6%	42	0.1%			
Master of Science in Management	55	2.8%	64	2.9%	52	2.1%	45	1.8%	48	1.8%	559	1.5%			
Master of Science in Nursing	-	-	-	-	-	-	6	0.2%	15	0.6%	21	0.1%			
Subtotal											732	2.0%			

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.  
During FY 2010, there were 2,718 degrees awarded to 2,692 graduates; 26 students earned two degrees from the College.

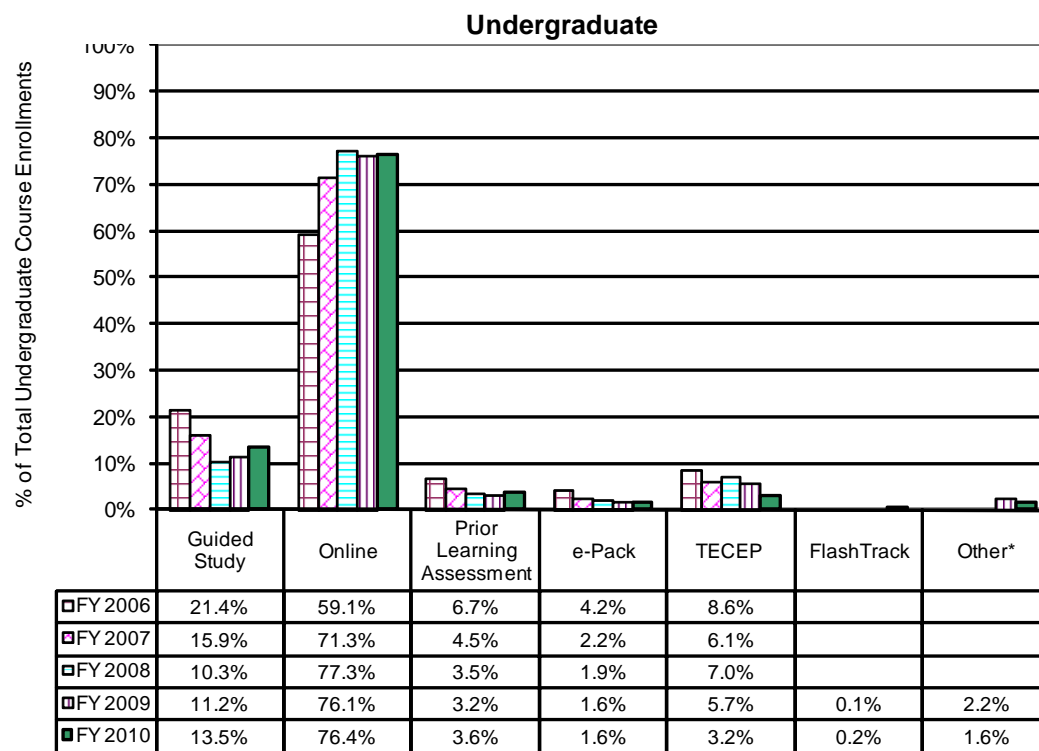
**Table 3b**  
**Comparative Graduation Statistics FY 2006 - 2010: Certificates Awarded at Thomas Edison State College by Certificate Program**

<b>Certificates</b>	<b>FY 2006</b>		<b>FY 2007</b>		<b>FY 2008</b>		<b>FY 2009</b>		<b>FY 2010</b>		<b>Total Certificates Awarded*</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<b>Total Certificates Awarded</b>												
<b>Pre-Associate</b>												
Accounting	-	-	-	-	-	--	2	6.7%	1	2.5%	3	2.8%
Computer Information Systems	-	-	-	-	1	4.2%	1	3.3%	-	0.0%	2	1.9%
Computer Science	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Computer-Aided Design	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Dental Assistant	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
E-Commerce	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Electronics	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Finance	-	-	-	-	1	4.2%	1	3.3%	1	2.5%	3	2.8%
Fitness and Wellness Services	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Fitness and Wellness Services	4	80.0%	1	11.1%	1	4.2%	-	-	-	0.0%	6	5.6%
Human Resources Management	1	20.0%	-	-	-	-	-	-	-	0.0%	1	0.9%
Labor Studies	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Marketing	-	-	-	-	-	-	1	3.3%	-	0.0%	1	0.9%
Operations Management	-	-	-	-	-	-	-	-	5	12.5%	5	4.6%
Public Administration	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
<b>Subtotal</b>	<b>5</b>	<b>100.0%</b>	<b>1</b>	<b>11.1%</b>	<b>3</b>	<b>12.5%</b>	<b>5</b>	<b>16.7%</b>	<b>7</b>	<b>17.5%</b>	<b>21</b>	<b>19.4%</b>
<b>Post-Baccalaureate</b>												
Clinical Trial Management	-	-	-	-	3	12.5%	7	23.3%	3	7.5%	13	12.0%
Homeland Security	-	-	1	11.1%	5	20.8%	5	16.7%	5	12.5%	16	14.8%
Human Resources Management	-	-	3	33.3%	4	16.7%	4	13.3%	2	5.0%	13	12.0%
Online Learning and Teaching	-	-	1	11.1%	7	29.2%	7	23.3%	10	25.0%	25	23.1%
Organizational Management and Leadership	-	-	2	22.2%	1	4.2%	2	6.7%	6	15.0%	11	10.2%
Project Management	-	-	-	-	-	-	-	-	-	0.0%	0	0.0%
Public Service Leadership	-	-	1	11.1%	-	-	-	-	-	0.0%	1	0.9%
<b>Subtotal</b>	<b>0</b>	<b>0.0%</b>	<b>8</b>	<b>88.9%</b>	<b>20</b>	<b>83.3%</b>	<b>25</b>	<b>83.3%</b>	<b>26</b>	<b>65.0%</b>	<b>79</b>	<b>73.1%</b>
<b>Post-Master's</b>												
Educational Leadership	-	-	-	-	-	-	-	-	6	15.0%	6	5.6%
Nurse Educator	-	-	-	-	1	11.1%	-	-	1	2.5%	2	1.9%
<b>Subtotal</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>4.2%</b>	<b>0</b>	<b>0.0%</b>	<b>7</b>	<b>17.5%</b>	<b>8</b>	<b>7.4%</b>

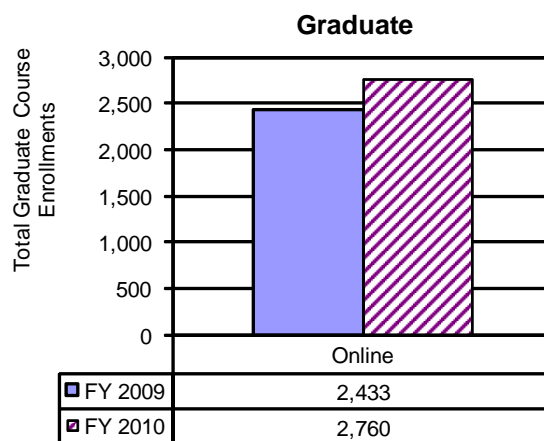
Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.

\* Since FY 2006.

Chart 1  
Course Enrollment Trends by Method of Earning Credit  
(FY 2006 through FY 2010)

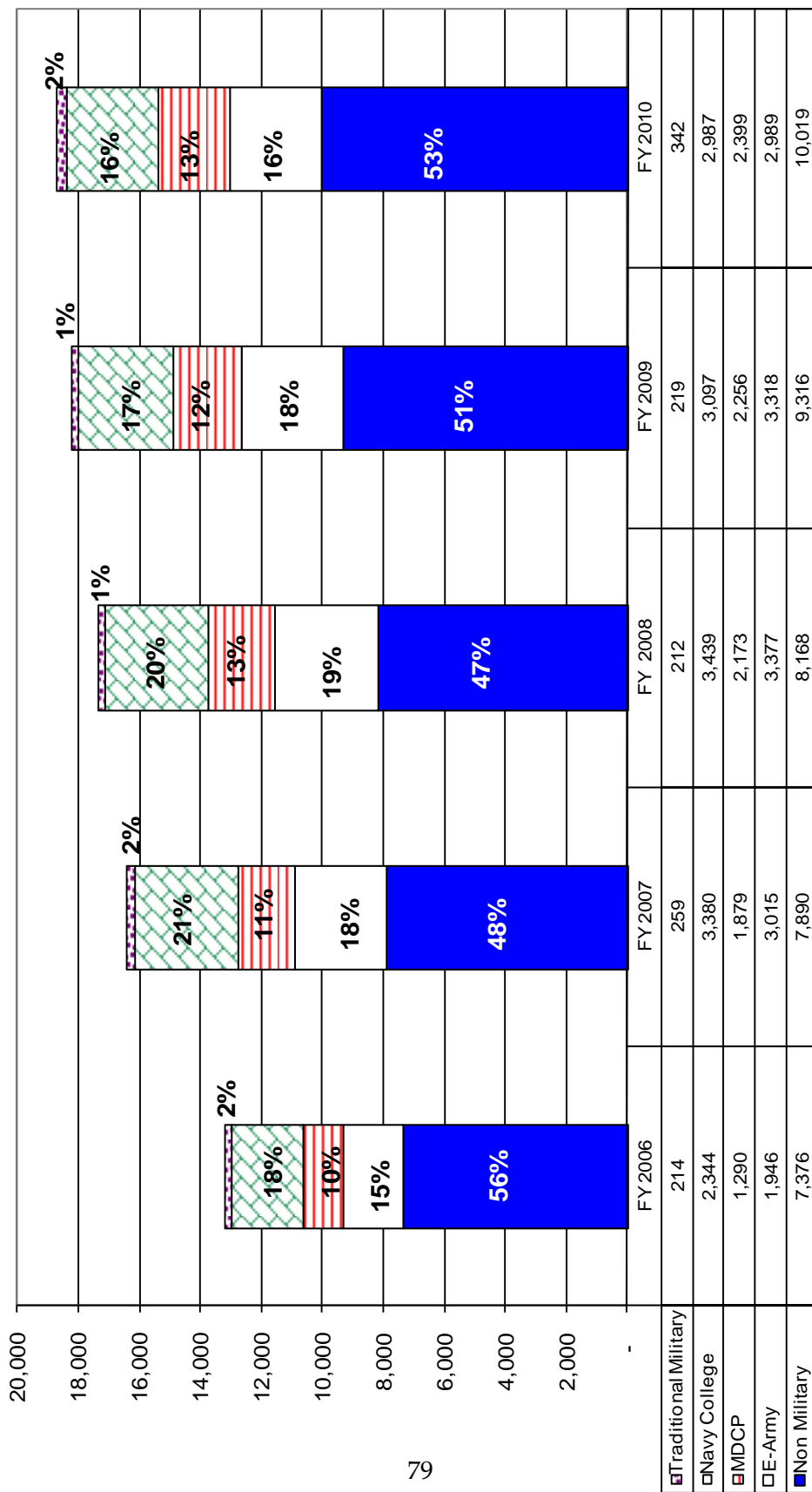


\*Other may include Practicums, Blended Learning and CD Courses (Navy Pace).



Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Source: Center for Directed Independent Adult Learning, Thomas Edison State College, July 2010.

Chart 2  
Enrollment by Military and Non-Military Categories (FY 2006 through 2010)



Prepared by: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.

Note: Military Base (MB) students comprise 4 students over FY 2006 - FY 2010.

**Table 4**  
**Top Areas of Study Among FY 2010 Enrolled Students at Thomas Edison State College (Based on Number of Enrollment Counts)**

<b>Options/Areas of Study</b>	<b>Degree Program</b>	<b>N</b>	<b>Percentage of Enrollment Within Degree Level</b>
<b>Associate Level ( N=4,296)</b>			
General Studies	AA	849	20%
Applied Electronic Studies	AAS	825	19%
Business Administration	ASBA	393	9%
Mechanics and Maintenance	AAS	242	6%
Applied Health Studies	AAS	195	5%
Computer Science Technology	ASAST	177	4%
Respiratory Care	AAS	135	3%
Administrative Studies	AAS	124	3%
Criminal Justice	AAS	113	3%
Electronics Engineering Technology	ASAST	111	3%
<b>Baccalaureate Level ( N=15,027)</b>			
Liberal Studies	BA	1,676	11%
Nuclear Engineering Technology	BSAST	1,337	9%
*Nursing	BSN/BSNM	1,178	8%
General Management	BSBA	1,073	7%
Psychology	BA	715	5%
Social Science	BA	687	5%
Natural Science/Mathematics	BA	540	4%
Accounting	BSBA	492	3%
Criminal Justice	BA	477	3%
Electronics Engineering Technology	BSAST	413	3%
History	BA	334	2%
Communications	BA	332	2%
Humanities	BA	319	2%
Human Resource Management/Organizational Management	BSBA	317	2%
Homeland Security and Emergency Preparedness	BS	268	2%
English	BA	250	2%
Computer Information Systems	BSBA	248	2%
Clinical Laboratory Science	BSAST	216	1%
Air Traffic Control	BSAST	209	1%
Technical Studies	BSAST	207	1%
Organizational Leadership	BSOL	185	1%
Computer Science	BA	181	1%
Medical Imaging	BSAST	169	1%
Operations Management	BSBA	166	1%
Music	BA	161	1%
Aviation Maintenance Technology	BSAST	148	1%
Marketing	BSBA	145	1%
Sociology	BA	125	1%
<b>Master's Level ( N=853)</b>			
Master of Science in Management	MSM	304	36%
Master of Science in Nursing	MSN	290	34%
Master of Arts in Educational Leadership	MAEdL	88	10%
Master of Arts in Liberal Studies	MALS	88	10%
Master of Science in Human Resource Management	MSHRM	80	9%
Master of Arts in Professional Studies	MAPS	3	0%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.

\* The Nursing count includes 441 BSNM enrollments.

Note: Top areas of study were defined as those with 100 or more enrollments within the associate degree programs or at least 125 enrollments within the baccalaureate degree programs.

Legend: AA = Associate in Arts, AAS = Associate in Applied Science, ASAST = Associate in Science in Applied Science and Technology, ASBA = Associate of Science in Business Administration, BA = Bachelor of Arts, BSAST = Bachelor of Science in Applied Science and Technology, BSBA = Bachelor of Science in Business Administration, BSN = Bachelor of Science in Nursing, BSNM = Bachelor of Science in Nursing (Baccalaureate to Master's Program), MAEdL = Master of Arts in Educational Leadership, MALS = Master of Arts in Liberal Studies, MAPS = Master of Arts in Professional Studies, MSHRM = Master of Science in Human Resource Management, MSM = Master of Science in Management, MSN = Master of Science in Nursing.

**Table 5**  
**Top Areas of Study Among FY 2010 Graduates of Thomas Edison**  
**State College (Based on Number of Degrees Awarded)**

<b>Options/Areas of Study</b>	<b>Degree Program</b>	<b>N</b>	<b>Percentage of Degrees Awarded within Degree Level</b>
<b>Associate Level ( N=501 )</b>			
Applied Electronic Studies	AAS	157	31%
General Studies	AA	88	18%
Mechanics & Maintenance	AAS	40	8%
Respiratory Care	AAS	39	8%
Administrative Studies	AAS	29	6%
Applied Health Studies	AAS	25	5%
Business Administration	ASBA	18	4%
Nuclear Engineering Technology	ASAST	14	3%
Applied Computer Studies	AAS	12	2%
<b>Baccalaureate Level (N=2,102)</b>			
Liberal Studies	BA	374	18%
Nuclear Engineering Technology	BSAST	267	13%
General Management	BSBA	127	6%
Natural Science/Mathematics	BA	116	6%
Psychology	BA	112	5%
Social Science/History	BA	107	5%
*Nursing	BSN/BSNM	90	4%
Humanities	BA	89	4%
Communications	BA	67	3%
Criminal Justice	BA	67	3%
History	BA	65	3%
English	BA	58	3%
Accounting	BSBA	54	3%
Music	BA	32	2%
Computer Science	BA	26	1%
Air Traffic Control	BSAST	25	1%
Art	BA	25	1%
<b>Master's Level ( N=115 )</b>			
Master of Science in Management	MSM	48	42%
Master of Science in Educational Leadership	MAEdL	20	17%
Master of Arts in Liberal Studies	MALS	16	14%
Master of Science in Human Resource Management	MSHRM	15	13%
Master of Science in Nursing	MSN	15	13%
Master of Science in Professional Studies	MAPS	1	1%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.

\* The Nursing count includes 25 BSNM graduates.

Note: Top areas of study were based on 10 or more degrees awarded at the associate degree level and 25 or more degrees awarded at the baccalaureate degree level.

Legend: AA = Associate in Arts, AAS = Associate in Applied Science, ASAST = Associate in Science in Applied Science and Technology, BA = Bachelor of Arts, BSAST = Bachelor of Science in Applied Science and Technology, BSBA = Bachelor of Science in Business Administration, BSN/BSNM = Bachelor of Science in Nursing/Nursing Bachelor to Master's Program, MAEdL=Master of Arts in Educational Leadership, MALS=Master of Arts in Liberal Studies, MAPS=Master of Arts in Professional Studies, MSHRM=Master of Science in Human Resource Management, MSM=Master of Science in Management, MSN=Master of Science in Nursing.

**Table 6**

**FY 2006 - 2010: Undergraduate Applications Received**

<i>Undergraduate Applicants</i>	<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	6,404		8,655		7,783		8,620		8,885	
<i>Gender</i>										
Male	3,770	58.9%	5,469	63.2%	4,675	60.1%	5,122	59.4%	5,228	59.0%
Female	2,633	41.1%	3,186	36.8%	3,103	39.9%	3,496	40.6%	3,630	41.0%
Unknown	1	-	-	-	5	-	2	-	27	-
<i>Residence</i>										
New Jersey	2,629	41.7%	3,058	35.9%	3,147	41.1%	3,511	41.5%	3,688	42.3%
Out of State	3,628	57.6%	5,400	63.4%	4,444	58.1%	4,911	58.0%	4,999	57.3%
International	47	0.7%	54	0.6%	59	0.8%	43	0.5%	34	0.4%
Unknown	100	-	143	-	133	-	155	-	164	-
<i>Race/Ethnicity</i>										
African American	987	16.0%	1,246	15.1%	1,197	16.0%	1,209	15.6%	1,283	15.6%
Asian American	170	2.8%	246	3.0%	237	3.2%	254	3.3%	278	3.4%
Caucasian	4,091	66.5%	5,435	66.0%	4,809	64.1%	4,937	63.7%	5,299	64.5%
Foreign National	132	2.1%	157	1.9%	184	2.5%	201	2.6%	114	1.4%
Hawaiian Or Pacific Islander	-	-	-	-	-	-	34	0.4%	32	0.4%
Latino	436	7.1%	640	7.8%	641	8.5%	696	9.0%	1,124	13.7%
Native American	53	0.9%	87	1.1%	71	0.9%	85	1.1%	55	0.7%
Other	284	4.6%	421	5.1%	365	4.9%	338	4.4%	-	-
Two or More Races									25	0.3%
Unknown	251	-	423	-	279	-	866	-	675	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Percentages may not total 100% due to rounding.

**Table 7**  
**FY 2006 - 2010: Graduate Applications Received**

<i>Graduate Program Applicants</i>	<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	150		186		350		370		359	
<i>Gender</i>										
Male	76	50.7%	85	45.7%	135	38.6%	154	41.6%	155	43.2%
Female	74	49.3%	101	54.3%	215	61.4%	216	58.4%	203	56.5%
Unknown	-	-	-	-	-	-	-	-	1	0.3%
<i>Residence</i>										
New Jersey	79	53.0%	118	63.4%	236	67.8%	233	63.5%	231	64.3%
Out of State	69	46.3%	68	36.6%	110	31.6%	134	36.5%	121	33.7%
International	1	0.7%	-	-	2	0.6%	-	-	-	-
Unknown	1	-	-	-	2	-	3	-	7	1.9%
<i>Race/Ethnicity</i>										
African American	34	23.1%	34	18.6%	59	17.0%	51	19.5%	68	18.9%
Asian American	3	2.0%	2	1.1%	12	3.5%	10	3.8%	11	3.1%
Caucasian	93	63.3%	131	71.6%	243	70.0%	176	67.4%	203	56.5%
Foreign National	4	2.7%	5	2.7%	2	0.6%	5	1.9%	3	0.8%
Hawaiian Or Pacific Islander	-	-	-	-	-	-	1	0.4%	1	0.3%
Latino	10	6.8%	10	5.5%	21	6.1%	14	5.4%	44	12.3%
Native American	2	1.4%	-	-	3	0.9%	1	0.4%	4	1.1%
Other	1	0.7%	1	0.5%	7	2.0%	3	1.1%	-	-
Two or More Races	-	-	-	-	-	-	-	-	-	-
Unknown	3	-	3	-	3	-	109	-	25	7.0%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Percentages may not total 100% due to rounding.



**Table 8**

**FY 2006 - 2010: Undergraduate New Enrollments**

<i>Undergraduate New Enrollments</i>	<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	4,931		7,248		6,395		6,964		6,730	
<i>Gender</i>										
Male	3,127	63.4%	4,678	64.5%	4,034	63.1%	4,263	61.2%	4,136	61.5%
Female	1,804	36.6%	2,570	35.5%	2,361	36.9%	2,701	38.8%	2,594	38.5%
Unknown	-	-	-	-	-	-	-	-	-	-
<i>Residence</i>										
New Jersey	1,547	32.2%	1,900	27.0%	1,854	30.0%	2,305	34.0%	2,189	33.4%
Out of State	3,236	67.3%	5,110	72.6%	4,286	69.3%	4,459	65.7%	4,357	66.4%
International	27	0.6%	30	0.4%	43	0.7%	24	0.4%	17	0.3%
Unknown	121	-	208	-	212	-	176	-	167	-
<i>Race/Ethnicity</i>										
African American	709	15.2%	1,120	17.3%	1,014	16.9%	1,107	17.3%	1,093	17.7%
Asian American	142	3.1%	166	2.6%	191	3.2%	207	3.2%	216	3.5%
Caucasian	3,126	67.2%	4,111	63.5%	3,799	63.5%	3,979	62.2%	3,950	64.0%
Foreign National	69	1.5%	103	1.6%	120	2.0%	105	1.6%	87	1.4%
Hawaiian Or Pacific Islander	-	-	-	-	-	-	36	0.6%	32	0.5%
Latino	332	7.1%	582	9.0%	507	8.5%	627	9.8%	724	11.7%
Native American	48	1.0%	76	1.2%	64	1.1%	61	1.0%	62	1.0%
Other	226	4.9%	313	4.8%	289	4.8%	280	4.4%	-	-
Two or More Races									4	0.1%
Unknown	279	-	777	-	411	-	562	-	562	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Percentages may not total 100% due to rounding.

Beginning in FY 2006, the counts reflect the implementation of the new enrollment count methodology that is based on student type and course registration status.

**Table 9**  
**FY 2006 - 2010: Graduate New Enrollments**

<i>Graduate Program</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
<i>New Enrollments</i>		<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>		107		183		284		464		319	
<i>Gender</i>											
	Male	55	51.4%	82	44.8%	114	40.1%	178	38.4%	110	34.5%
	Female	52	48.6%	101	55.2%	170	59.9%	286	61.6%	209	65.5%
<i>Residence</i>											
	New Jersey	61	57.0%	108	59.0%	182	65.0%	284	61.7%	214	67.7%
	Out of State	45	42.1%	74	40.4%	96	34.3%	176	38.3%	102	32.3%
	International	1	0.9%	1	0.5%	2	0.7%	-	-	-	-
	Unknown	-	-	-	-	4	-	4	-	3	-
<i>Race/Ethnicity</i>											
	African American	25	23.6%	41	22.7%	53	18.9%	81	21.3%	62	21.2%
	Asian American	2	1.9%	4	2.2%	7	2.5%	12	3.2%	11	3.8%
	Caucasian	73	68.9%	120	66.3%	190	67.6%	251	66.1%	201	68.6%
	Foreign National	2	1.9%	2	1.1%	4	1.4%	5	1.3%	-	0.0%
	Hawaiian Or Pacific Islander	-	-	-	-	-	-	2	0.5%	-	0.0%
	Latino	3	2.8%	14	7.7%	17	6.0%	23	6.1%	19	6.5%
	Native American	1	0.9%	-	-	2	0.7%	2	0.5%	-	0.0%
	Other	-	-	-	-	8	2.8%	4	1.1%	-	-
	Two or More Races										
	Unknown	1	-	2	-	3	-	84	-	26	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.  
Percentages may not total 100% due to rounding.

Beginning in FY 2006, the counts reflect the implementation of the new enrollment count methodology that is based on student type and course registration status.

**Table 10**

**FY 2006 - 2010: Undergraduate Total Enrollments**

<i>Undergraduate Enrollments</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
		<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>		12,729		15,963		16,797		17,320		17,722	
<i>Gender</i>											
	Male	7,721	60.7%	9,974	62.5%	10,534	62.7%	10,662	61.6%	10,749	60.7%
	Female	5,008	39.3%	5,989	37.5%	6,263	37.3%	6,658	38.4%	6,973	39.3%
<i>Residence</i>											
	New Jersey	4,617	37.2%	5,020	32.5%	5,093	31.5%	5,526	33.1%	5,851	34.0%
	Out of State	7,715	62.2%	10,340	67.0%	11,008	68.0%	11,091	66.5%	11,302	65.7%
	International	72	0.6%	65	0.4%	83	0.5%	63	0.4%	46	0.3%
	Unknown	325	-	538	-	613	-	640	-	523	-
<i>Race/Ethnicity</i>											
	African American	1,803	15.1%	2,395	16.6%	2,655	17.0%	2,749	17.3%	2,964	18.4%
	Asian American	305	2.5%	379	2.6%	447	2.9%	486	3.1%	538	3.3%
	Caucasian	8,142	68.0%	9,434	65.4%	10,017	64.1%	10,077	63.3%	10,427	64.6%
	Foreign National	203	1.7%	240	1.7%	287	1.8%	222	1.4%	249	1.5%
	Hawaiian Or Pacific Islander	-	-	-	-	-	-	84	0.5%	92	0.6%
	Latino	843	7.0%	1,169	8.1%	1,328	8.5%	1,434	9.0%	1,711	10.6%
	Native American	145	1.2%	167	1.2%	163	1.0%	155	1.0%	146	0.9%
	Other	538	4.5%	644	4.5%	723	4.6%	709	4.5%	-	-
	Two or More Races									4	0.0%
	Unknown	750	-	1,535	-	1,177	-	1,404	-	1,591	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Percentages may not total 100% due to rounding.

Beginning in FY 2006, the counts reflect the implementation of the new enrollment count methodology that is based on student type and course registration status.

**Table 11**  
**FY 2006 - 2010: Graduate Total Enrollments**

<i>Graduate Program Enrollment</i>	<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>FY 2010</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	444		460		572		886		1,014	
<i>Gender</i>										
Male	245	55.2%	234	50.9%	248	43.4%	348	39.3%	366	36.1%
Female	199	44.8%	226	49.1%	324	56.6%	538	60.7%	648	63.9%
<i>Residence</i>										
New Jersey	223	51.9%	253	55.7%	345	61.3%	544	62.5%	650	65.1%
Out of State	203	47.2%	198	43.6%	212	37.7%	324	37.2%	345	34.5%
International	4	0.9%	3	0.7%	6	1.1%	2	0.2%	4	0.4%
Unknown	14	-	6	-	9	-	16	-	15	-
<i>Race/Ethnicity</i>										
African American	107	24.7%	122	27.1%	120	21.2%	160	20.1%	189	19.7%
Asian American	13	3.0%	7	1.6%	12	2.1%	23	2.9%	34	3.5%
Caucasian	271	62.6%	285	63.2%	375	66.3%	532	66.7%	664	69.1%
Foreign National	5	1.2%	6	1.3%	7	1.2%	10	1.3%	8	0.8%
Hawaiian Or Pacific Islander	-	-	-	-	-	-	2	0.3%	2	0.2%
Latino	30	6.9%	27	6.0%	38	6.7%	52	6.5%	60	6.2%
Native American	3	0.7%	2	0.4%	4	0.7%	6	0.8%	4	0.4%
Other	4	0.9%	2	0.4%	10	1.8%	13	1.6%	-	-
Two or More Races										
Unknown	11	-	9	-	6	-	88	-	53	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Percentages may not total 100% due to rounding.

Beginning in FY 2006, the counts reflect the implementation of the new enrollment count methodology that is based on student type and course registration status.

**Table 12**  
**FY 2006 - 2010 Degrees Awarded at Thomas Edison State College by Gender, Residence,**  
**and Race/Ethnicity**

<b>Demographics</b>	<b>FY 2006</b>		<b>FY 2007</b>		<b>FY 2008</b>		<b>FY 2009</b>		<b>FY 2010</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<i>Total Degrees Awarded</i>	1,942		2,217		2,483		2,501		2,718	
<i>Gender</i>										
Male	1,073	55.3%	1,273	57.4%	1,424	57.3%	1,469	59%	1,539	57%
Female	869	44.7%	944	42.6%	1,059	42.7%	1,032	41%	1,179	43%
Unknown	-	-	-	-	-	-	-	-	-	-
<i>Residence</i>										
New Jersey	652	33.9%	687	31.0%	800	32.3%	798	32%	850	31%
Out of State	1,239	64.4%	1,508	68.1%	1,637	66.1%	1,653	67%	1,841	68%
International	33	1.7%	19	0.9%	41	1.7%	29	1%	19	1%
Unknown	18	-	3	-	5	-	21	-	8	-
<i>Race/Ethnicity</i>										
African American	193	10.5%	230	10.9%	272	11.7%	280	12%	320	13%
Asian American	38	2.1%	46	2.2%	52	2.2%	79	3%	86	3%
Caucasian	1,338	72.5%	1,521	72.2%	1,631	70.1%	1,678	71%	1,852	75%
Foreign National	47	2.5%	39	1.9%	59	2.5%	44	2%	54	2%
Hawaiian Or Pacific Islander	-	-	-	-	-	-	5	0%	5	0%
Latino	102	5.5%	148	7.0%	168	7.2%	145	6%	141	6%
Native American	21	1.1%	21	1.0%	24	1.0%	16	1%	21	1%
Other	107	5.8%	103	4.9%	122	5.2%	127	5%	-	0%
Two or More Races	-	-	-	-	-	-	-	-	-	0%
Unknown	96	-	109	-	155	-	127	-	239	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.  
Percentages may not total 100% due to rounding. During FY 2010, there were 2,718 degrees awarded to 2,692 graduates; 26 students earned two degrees from the College. In addition, there were also 40 certificates awarded: (7 pre-associate, 26 post-baccalaureate and 7 post-master's, as referenced in Table 3b). In FY 2010, approximately 52% of the Out-of-State residents were in the active duty military.

**Table 13**  
**FY 2010 Student Enrollment at Thomas Edison State College by**  
**State, District and U.S. Territories**

<b>States</b>			
New Jersey	6,501	Indiana	96
Virginia	939	Missouri	95
Texas	926	Wisconsin	92
California	909	Kansas	90
Pennsylvania	625	Massachusetts	90
Georgia	563	Alaska	77
Hawaii	545	Minnesota	75
Maryland	527	Oregon	61
Florida	525	Nevada	53
New York	492	New Mexico	52
Washington	486	Idaho	47
North Carolina	446	Iowa	41
South Carolina	401	Arkansas	38
Tennessee	211	Delaware	35
Illinois	206	Maine	33
Connecticut	183	Utah	32
Colorado	179	New Hampshire	29
Kentucky	179	Rhode Island	29
Ohio	163	Nebraska	19
Arizona	135	South Dakota	19
Alabama	130	West Virginia	19
Oklahoma	119	Montana	18
Louisiana	114	North Dakota	13
Michigan	100	Vermont	11
Mississippi	99	Wyoming	11
<b><i>Districts, U.S. Territories and Military "States"</i></b>			
Armed Forces	1,222	Palau	1
District of Columbia	22	Puerto Rico	8
Guam	11	Virgin Islands	4
Northern Mariana Islands	1		

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010.

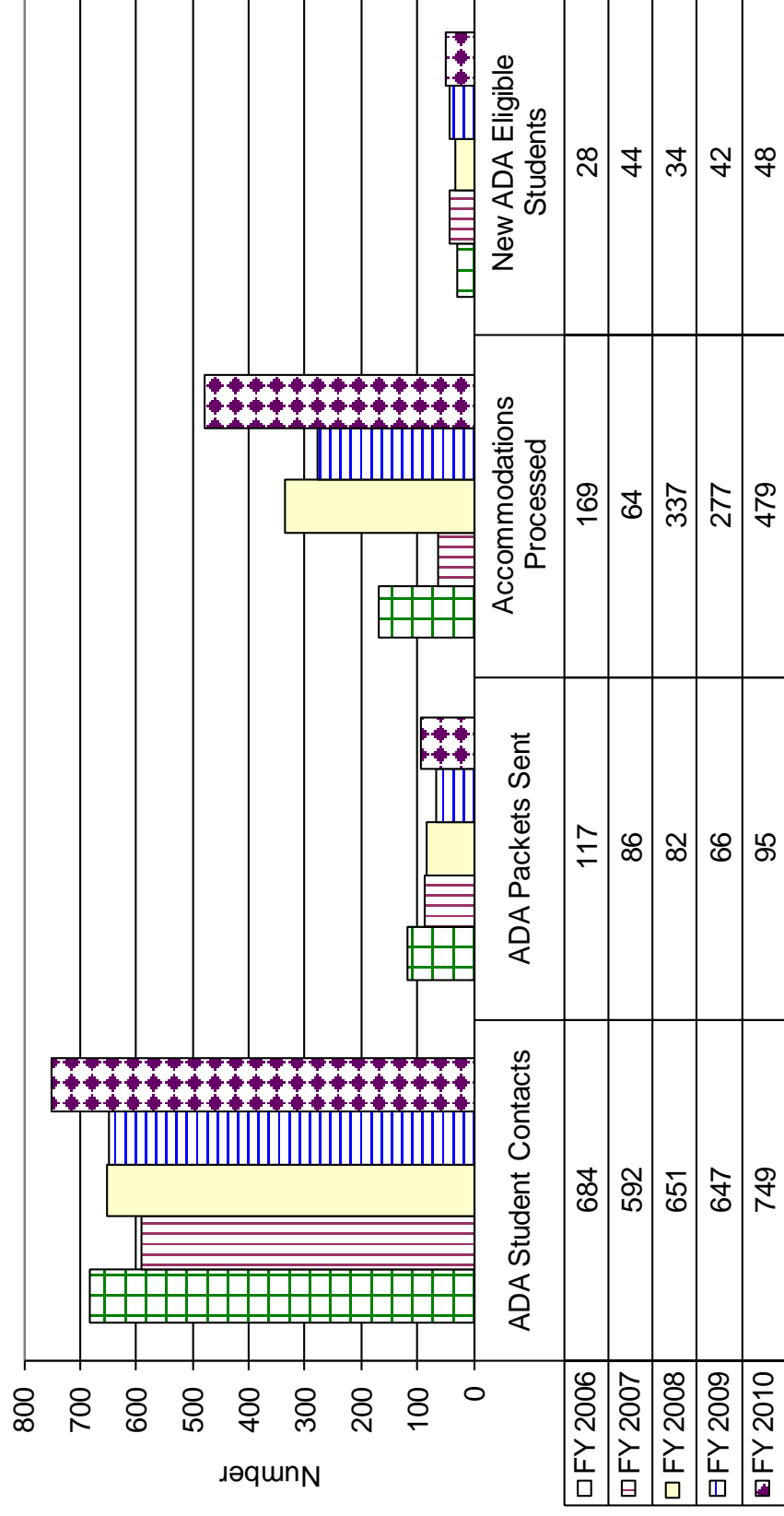
**Table 14**  
**Total Enrollment: FY 2006 - 2010 New Jersey Residents by County**

<b>County</b>	<b>FY 2006</b>		<b>FY 2007</b>		<b>FY 2008</b>		<b>FY 2009</b>		<b>FY 2010</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<i>Total</i>	4,839		5,272		5,437		6,070		6,501	
Atlantic	164	3.39%	165	3.13%	172	3.16%	190	3.13%	209	3.21%
Bergen	226	4.67%	247	4.69%	272	5.00%	302	4.98%	336	5.17%
Burlington	583	12.05%	683	12.96%	727	13.37%	757	12.47%	795	12.23%
Camden	251	5.19%	308	5.84%	354	6.51%	406	6.69%	405	6.23%
Cape May	55	1.14%	78	1.48%	81	1.49%	76	1.25%	78	1.20%
Cumberland	108	2.23%	142	2.69%	131	2.41%	142	2.34%	136	2.09%
Essex	265	5.48%	300	5.69%	289	5.32%	361	5.95%	383	5.89%
Gloucester	128	2.65%	148	2.81%	187	3.44%	222	3.66%	248	3.81%
Hudson	116	2.40%	129	2.45%	100	1.84%	140	2.31%	158	2.43%
Hunterdon	123	2.54%	118	2.24%	119	2.19%	126	2.08%	140	2.15%
Mercer	568	11.74%	644	12.22%	632	11.62%	728	11.99%	757	11.64%
Middlesex	476	9.84%	491	9.31%	479	8.81%	527	8.68%	613	9.43%
Monmouth	391	8.08%	412	7.81%	428	7.87%	500	8.24%	541	8.32%
Morris	206	4.26%	199	3.77%	214	3.94%	242	3.99%	257	3.95%
Ocean	461	9.53%	469	8.90%	465	8.55%	495	8.15%	514	7.91%
Passaic	128	2.65%	134	2.54%	145	2.67%	150	2.47%	177	2.72%
Salem	30	0.62%	30	0.57%	31	0.57%	36	0.59%	34	0.52%
Somerset	229	4.73%	228	4.32%	235	4.32%	235	3.87%	259	3.98%
Sussex	69	1.43%	76	1.44%	94	1.73%	106	1.75%	112	1.72%
Union	197	4.07%	203	3.85%	205	3.77%	247	4.07%	262	4.03%
Warren	65	1.34%	68	1.29%	77	1.42%	82	1.35%	87	1.34%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2010. Percentages may not total 100% due to rounding.

Beginning in FY 2006, the counts reflect the implementation of the new enrollment count methodology that is based on student type and course registration status.

Chart 3  
American with Disabilities Act (ADA) Trends: Number of Student Contacts,  
Packets Sent, Accommodations Processed, and New Eligible Students  
(FY 2006 thru FY 2010)









## **Appendix C**

### **Staff Activities**

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

Member, New Jersey Higher Education Task Force

Member, Board of Directors, Sun National Bank

Member, Board of Directors, Rider University

Member, Board of Directors, American Association of State Colleges and Universities

Member, Board of Directors, American Council on Education

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

Member, New Jersey Association of State Colleges and Universities

Member and Past Chairman, New Jersey Presidents' Council

Member and Past Chairman, Board of Directors, Greater Mercer County Chamber of Commerce

Member and Past Chairman, Board of Trustees, Union Institute and University

Member, Robert Wood Johnson Foundation Nurses in the Boardroom National Advisory Committee

Chairman, Board of Directors, Capitol City Partnership

## **Presentations**

**Peggy Allan**, Program Assistant, Center for Academic Program Reviews

Co-Presenter, "Awarding College Credits for Licenses, Certificates and Courses," Council for Adult and Experiential Learning (CAEL) 2009 International Conference, Chicago, Illinois

"Working Together to Make Learning Lifelong," Council for Adult and Experiential Learning (CAEL), 2009 International Conference, Chicago, Illinois

**Carleen Bailly**, Prior Learning Assessment Specialist

"Prior Learning Assessment: A Course Equivalency Approach," Pennsylvania School Systems for Higher Education, Harrisburg, Pennsylvania

**Ana I. Berdecia**, Senior Fellow/Director, The Center for the Positive Development of Urban Children, The John S. Watson Institute for Public Policy

New Jersey Cultural Competency and English Language Learners Summer Institute's Annual Retreat, Burlington, New Jersey

New Jersey Cultural Competency and English Language Learners Summer Institute, Trenton, New Jersey

"Strengthening Families Using Cultural Lenses," Annual Conference, Child Care Connection, Princeton, New Jersey

"Investing in Young Children," The Kiwanis Club of Trenton, Lawrenceville, New Jersey

"Building Your Child's Vocabulary," Hightstown Mayor's Book Club, Hightstown, New Jersey

**Laura Brenner-Scotti**, Student Special Services Coordinator

Educational Presentation at Garden State Youth Correctional Facility, Yardville, New Jersey

“Leading the Way Business Leaders Breakfast,” The New Jersey Child Care Economic Impact Council and the John S. Watson Institute for Public Policy, Thomas Edison State College, Trenton, New Jersey

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

Co-presented with Pat Myers, 2010 Corporate Tuition Symposium, UPS, Tucson, Arizona

**Susan Cobb**, Senior Program Advisor, School of Nursing

“Social Presence, Satisfaction, and Perceived Learning of RN-to-BSN Students in Web-based Nursing Courses,” the New Jersey Nurses’ Convention, Atlantic City, New Jersey

**Matthew Cooper**, Director of Instructional Technology and Instructional Design and Development

“Courses in a Flash,” and FlashTrack Demonstration, New Jersey Edge, Seton Hall, South Orange, New Jersey

“Courses in a Flash,” National Institute on the Assessment of Adult Learning 2010, Atlantic City, New Jersey

“FlashTrack: A Year in Review,” Thomas Edison State College Foundation Board, Trenton, New Jersey

FlashTrack Presentation and Demonstration to Chris Lowney, Refugee Camp Initiative, Trenton, New Jersey

FlashTrack Presentation and Demonstration to the Department of Defense, Washington, District of Columbia (October, 2009)

FlashTrack Presentation and Demonstration to the Department of Defense, Washington, District of Columbia (March, 2010)

Interview with *Mercer County Home Journal*

“Technology and Social Change,” Trenton Leadership Group, Trenton, New Jersey

**Susan C. Davenport**, Dean, Heavin School of Arts and Sciences

“Strategic Academic Partnerships, A Panel Discussion,” Annual Meeting of the Council of Colleges of Arts and Sciences, Baltimore, Maryland

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

“Tabulated Workforce Needs for New Jersey Energy Workforce,” New Jersey Energy Workforce Consortium, Edison, New Jersey

**Janet Eickhoff**, Account Executive, Enrollment Management and Strategic Partnerships

“A Partnership - Thomas Edison State College and UPS,” Nashville, Tennessee; Warwick, Rhode Island; Lawnside, New Jersey; Harrisburg, Pennsylvania

“Adult Learners Making the Transition Back To College,” Rahway Public Library, Rahway, New Jersey

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

Facilitator, “Advocacy in Reproductive Justice,” Women’s Fund, Trenton, New Jersey

Facilitator, New Jersey Urban Mayors’ Association Annual Fall Meeting, 94<sup>th</sup> Annual Conference, New Jersey State League of Municipalities, Atlantic City, New Jersey

Facilitator, New Jersey Urban Mayors' Association Annual Spring Meeting, Trenton, New Jersey

Facilitator, "Strengthening South Jersey's Children and Families," plenary meeting, United States Department of Health and Human Services, Administration for Children and Families, Trenton, New Jersey

Speaker, Women Entrepreneurs' Networking Business Breakfast, Rutgers-Newark Small Business Development Center, Newark, New Jersey

**Mark S. Gordon**, Senior Fellow/Director, The Center for Health Policy Development, The John S. Watson Institute for Public Policy

"Technology and Social Change" seminar, Leadership Trenton, Class of 2010, Trenton, New Jersey

**Sylvia G. Hamilton**, Associate Vice President, Enrollment Management and Strategic Partnerships

"Enhancing Training Through Academic Partnerships," *Training Magazine's* 33<sup>rd</sup> Annual Training 2010 Conference & Expo, San Diego, California

**David Hoftiezer**, Director of Admissions

"PLA as a Recruiting Tool for Adults and Veterans," Webinar, Academic Impressions

**Catherine Kotecki**, Associate Dean, W. Cary Edwards School of Nursing

"Career Development in Critical Care Nursing," Trends in Critical Care Nursing, sponsored by The SEPA Chapter of the AACN, Atlantic City, New Jersey



“Differentiating Research from Evidence-Based Practice,” Trends in Critical Care Nursing, sponsored by The SEPA Chapter of the AACN, Atlantic City, New Jersey

“Qualitative Research; Getting to the Heart of the Matter,” First Annual Research Day, Capital Health, Trenton, New Jersey

**James M. McCarty**, Assistant Dean, Heavin School of Arts and Sciences

“Critical Thinking for Area Sector Commanders,” United States Coast Guard/AUX National Training Conference, St. Louis, Missouri

“Critical Thinking for Emergency Managers,” United States Environmental Protection Agency, Emergency Preparedness and Prevention Conference, Baltimore, Maryland

“Critical Thinking, Preparing Society’s Decision Makers,” 13<sup>th</sup> Annual All Hazards Higher Education Conference, Federal Emergency Management Administration, Emmitsburg, Maryland

**Daniel Negrón, Jr.**, Director, Center for Academic Program Review

“Awarding College Credits for Licenses, Certificates and Courses,” Council for Adult and Experiential Learning (CAEL), 2009 International Conference, Chicago, Illinois

“Working Together to Make Learning Lifelong,” Council for Adult and Experiential Learning (CAEL), 2009 International Conference, Chicago, Illinois

Susan M. O'Brien, **Dean, W. Cary Edwards School of Nursing**

Co-authored a poster presented at the National Alaska Native American Indian Nurses' Association Annual Conference, Albuquerque, New Mexico

Co-authored a poster presented at the National League for Nursing Technology Conference, Baltimore, Maryland

Co-authored a poster presented at the SUNY Downstate Transcultural Nursing Society First Annual Conference, Brooklyn, New York

"Equipping Minority Nurses with Online Pedagogical Skills: Phase Two," Fifth Annual Distinguished Lectureship, Princeton, New Jersey

"Health Systems and Schools of Nursing Partnering to Develop a 21<sup>st</sup> Century Nurse Workforce through Online Education," Rutgers 28<sup>th</sup> Annual International Nursing Technology Conference, Baltimore, Maryland

Commencement Keynote speaker, Holy Family University School of Nursing, Philadelphia, Pennsylvania

**Esther H. Paist**, Associate Vice Provost, DIAL

"A Pocket-Sized Cloud: Delivering Untethered Learning," Distance Learning Conference, University of Wisconsin-Madison, Madison, Wisconsin

**Louise Riley**, Assistant Dean, W. Cary Edwards School of Nursing

Co-authored a poster presented at the National Alaska Native American Indian Nurses Association Annual Conference, Albuquerque, New Mexico

Co-authored and presented a poster at the National League for Nursing Technology Conference, Baltimore, Maryland

Co-authored a poster presented at the SUNY Downstate Transcultural Nursing Society First Annual Conference, Brooklyn, New York

“Equipping Minority Nurses with Online Pedagogical Skills: Phase Two,” Fifth Annual Distinguished Lectureship, Princeton, New Jersey

“Health Systems and Schools of Nursing Partnering to Develop a 21<sup>st</sup> Century Nurse Workforce through Online Education,” Rutgers 28<sup>th</sup> Annual International Nursing Technology Conference, Baltimore, Maryland

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

“The Future of Adult Learning,” National Institute on the Assessment of Adult Learning 2010, Atlantic City, New Jersey

**Nicky Sheats**, J.D., Ph.D., Senior Fellow/Director, The Center for the Urban Environment, The John S. Watson Institute for Public Policy

Moderator, Peoples’ Assembly, New Jersey Environmental Justice Alliance, Thomas Edison State College, Trenton, New Jersey

“Environmental Justice,” Black Male Leadership Program, Legal Outreach, New York, New York

Presentation at press conference, South Jersey Environmental Justice Alliance, Camden, New Jersey

“Particulate Matter Air Pollution 101,” Association of New Jersey Environmental Commissions’ Leadership Program, Newark, New Jersey

Facilitated waste management group, Environmental Justice Policy Task Force for New Orleans and the Delta Region Meeting, New Orleans, Louisiana

Moderator, “The True Costs of Coal,” Conference, Center for Health and the Global Environment of Harvard Medical School, Washington, District of Columbia

“An Environmental Justice Climate Change Policy,” Global Warming Seminars, School of Environmental and Biological Sciences’ Office of Special Programs, Rutgers University, New Brunswick, New Jersey

Panel on Environmental Justice, WBAI Radio, New York, New York

“Particulate Matter Air Pollution 101,” Hawkins Street Junior High School, Newark, New Jersey

Moderator, Environmental Justice and Science Initiative Meeting, sponsored by the Center for Health and the Global Environment of Harvard Medical School, New Jersey Environmental Justice Alliance, Union of Concerned Scientists, and Water Environment Association, Connecticut for Environmental Justice, Washington, District of Columbia

“An Environmental Justice Climate Change Policy,” Latinos Going Green, sponsored by the Hispanic Federation, the National Latino Coalition on Climate Change, National Alliance for Hispanic Health, United Puerto Rican Organization of Sunset Park, and El Puente, New York, New York

“Graduate School Possibilities in Environmental Justice,” Seminar on graduate studies in sustainability and other environmentally related fields, The College of New Jersey, Ewing, New Jersey

“Particulate Matter Air Pollution 101,” Speaker Series, Brimm Medical Arts High School, Camden, New Jersey

Panel on Climate Change Webinar sponsored by GreenFaith, New York, New York

“An Environmental Justice Climate Change Policy,” Speaker Series, Environmental Law Students’ Association, Quinnipiac Law School, Hamden, Connecticut

Hearing on Incinerator Permit Renewal Application, State of New Jersey,

Department of Environmental Protection, Newark, New Jersey

“Particulate Matter Air Pollution 101,” Local residents’ meeting, Ironbound Community Corporation, Newark, New Jersey

“An Environmental Justice Climate Change Policy,” Speaker Series, Environmental Law Students’ Association, Rutgers Law School, Newark, New Jersey

“Particulate Matter Air Pollution 101,” Trenton Community Action for a Renewed Environment Working Group Conference, Trenton, New Jersey

Testimony, public hearing on air quality, The City of Paterson, Paterson, New Jersey

“Environmental Justice in New Jersey,” Environmental Justice Class, Harvard University Extension School, Cambridge, Massachusetts

Panel on Climate Change, Environmental Law Students’ Association, Fordham University Law School, New York, New York

“Role of Experts in the Environmental Justice Movement,” Environmental Justice Class, New School for Social Research, New York, New York

Moderator, Session on possible partnerships between the New Jersey Environmental Justice Alliance and the New Jersey Higher Educational Partnership for Sustainability, New Jersey Higher Educational Partnership for Sustainability Conference, Kean University, Elizabeth, New Jersey

Testimony, public hearing on the siting of a recycling facility, Mercer County Freeholders, Trenton, New Jersey

“Particulate Matter Air Pollution 101,” Panel on Goods Movement, Coalition for Healthy Ports, U.S. Social Forum, Detroit, Michigan

**Todd Siben**, Academic Advisor

“Credit By Exam – Not Just Another Foreign Language,” National Academic Advisors Association (NACADA) Regional Conference, Atlantic City, New Jersey

“Degree Completion for Library Assistants,” New Jersey Library Association’s state conference, Long Branch, New Jersey

“Serving the Adult Collegian,” Cutwater International eLearning Conference, Easton, Maryland

**Terri Tallon-Hammill**, Executive Assistant to the President

“Smart Growth and Land Use Planning,” Burlington County Chamber of Commerce, Bordentown, New Jersey

Testimony to the New Jersey Environmental Commission, New Jersey Turnpike Authority, and New Jersey Department of Transportation on the environmental impact of the Turnpike widening project, Trenton, New Jersey

Post 9/11 GI Bill,” Operation College Promise, Stockton, New Jersey

**Marcus D. Tillery**, Dean, School of Applied Science and Technology

“Prior Learning Assessment and Portfolio Development: Earning a College Degree for What You Know,” National Institute on the Assessment of Adult Learning 2010, Atlantic City, New Jersey

“Science, Technology, Engineering and Math – The Great Equalizers,” Parkside Business and Community in Partnership, Camden, New Jersey

“The Technology Advantage for the Construction Industry in Today’s Economy,” Keynote address for Construction Industry Roundtable Scholarship Banquet, Metuchen Country Club, Metuchen, New Jersey

**Henry van Zyl**, Vice Provost, DIAL

“A Pocket-Sized Cloud: Delivering Untethered Learning,” Distance Learning Conference, Madison, Wisconsin

“A Pocket-Sized Cloud: Delivering Untethered Learning,” Webinar, National University Telecommunications Network, Trenton, New Jersey

FlashTrack Presentation and Demonstration to the Department of Defense, Washington, District of Columbia

“Mobile Delivery – Towards Portable Cloud Computing,” Campus Technology Conference, Boston, Massachusetts

“Mobile Delivery – Towards Portable Cloud Computing,” mLearn.org Conference, Orlando, Florida

Mobile Learning Panel Discussion, Society for Applied Learning Technology (SALT) Conference, Washington, District of Columbia

Panel Discussion on Distance Learning and International Students, National University Telecommunications Network Mid-Year Board Meeting, Dallas, Texas

“Portable Cloud Computing: A Case Study and A Report,” mLearn.org: The Premiere m-learning Conference and Expo, San Diego, California

“Prior Learning Assessment: PLA Procedures,” Pennsylvania School Systems for Higher Education, Harrisburg, Pennsylvania

**Lisa Whitfield-Harris**, Diversity Coordinator, W. Cary Edwards School of Nursing

Co-authored a poster presentation at the National League for Nursing Technology Conference, Baltimore, Maryland

“Equipping Minority Nurses with Online Pedagogical Skills: Phase Two,” Fifth Annual Distinguished Lectureship, Princeton, New Jersey

"Making Diversity Work: Experiences of 'Lone Rangers,'" Fifth Annual Distinguished Lectureship, Princeton, New Jersey

Poster presentation at the National Alaska Native American Indian Nurses Association Annual Conference, Albuquerque, New Mexico

Poster presentation at the SUNY Downstate Transcultural Nursing Society First Annual Conference, Brooklyn, New York

**Joseph Youngblood II, J.D., Ph.D.,** Vice Provost and Dean, The John S. Watson School of Public Service and Continuing Studies

Invited Panelist, New Jersey Forum on Education Reform, "Creating a Movement for Education Reform: Policy and Practice Perspectives on New Jersey's Education Dilemma," Essex County College Newark, New Jersey

New Jersey Urban Mayors' Association Annual Fall Meeting, Plenary Speaker, "Implementation and Execution of the New Jersey Urban Mayors' 7 Point Plan: A Focus on Policy and Environmental Change," Atlantic City, New Jersey

New Jersey Urban Mayors' Association Annual Spring Business Meeting, Plenary Speaker, "Examining Economic Drivers for New Jersey's Urban Centers: Strategies for the Development of a Comprehensive Economic Development Strategy (CEDS) for North and Central New Jersey, " Trenton, New Jersey

Facilitator, "Strengthening North Jersey's Children and Families" plenary meeting, U.S. Department of Health and Human Services, Administration for Children and Families, Newark, New Jersey

Facilitator, "Strengthening South Jersey's Children and Families" plenary meeting, U.S. Department of Health and Human Services, Administration for Children and Families, Trenton, New Jersey

**Adrian C. Zappala,** Assistant Dean, Heavin School of Arts and Sciences



"Cultural Influences on Student Retention in Distance Learning Environments,"  
2010 ED-MEDIA World Conference on Educational Multimedia, Hypermedia &  
Telecommunications, Toronto, Ontario

"Meeting Concurrent Standards in the Online Preparation of School  
Leaders," 2010 ED-MEDIA World Conference on Educational Multimedia,  
Hypermedia & Telecommunications, Toronto, Ontario

"Meeting the Professional Development and Social Connectedness Needs of a  
Dispersed Online Faculty," 15<sup>th</sup> Annual 2009 SLOAN-C International Conference  
on Online Learning, Orlando, Florida

## **Staff Development**

**Nia I. Abuwi**, Associate Director of Academic Advisement

Leadership Trenton, Trenton, New Jersey

Mental Health Awareness Training for Safer Campuses, Trenton, New Jersey

“Stand Against Racism,” YWCAs of Trenton and Princeton Racial Justice Institute, Trenton, New Jersey

“Transition to Management,” American Management Association, New York, New York

“Coaching and Teambuilding Skills for Managers,” Skillpath Seminars

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

**Barbara Aikins**, ADA Coordinator

National AHEAD Conference, Louisville, Kentucky

U-PENN Disability Service Providers Symposium, University of Pennsylvania, Philadelphia, Pennsylvania

U-CONN 21<sup>st</sup> Annual Post-Secondary Disabilities Services Institute Conference, Saratoga Springs, New York

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

“Online Course Accessibility, Documentation, and Accommodations,” Dr. Jane

Jarrow, Thomas Edison State College, Trenton, New Jersey

“Best Practices for Marketing Your Program,” Rider University, Lawrenceville, New Jersey

“Skills for Students with Aspergers’ Syndrome,” New Jersey AHEAD, Middlesex Community College, Edison, New Jersey

“Providing Accommodations Using Assistive Technology,” Best Practices, The College of New Jersey, Ewing, New Jersey

New Jersey City University Annual Disabilities Conference, New Jersey City University, Jersey City, New Jersey

**Kevin Allen**, Educational Technology Specialist

Hershey Systems 2009 EDU Conference, San Diego, California

**Peggy Allan**, Program Assistant, Center for Academic Program Review

“A Year of Crises: Opportunities for Change,” United Nations Association of the U.S.A., Mid-Atlantic Regional Conference & UNA-USA Members' Day, United Nations, New York

National Institute on the Assessment of Adult Learning 2010: “Future Visions,” Thomas Edison State College, Atlantic City, New Jersey

“Working Together to Make Learning Lifelong,” Council for Adult and Experiential Learning (CAEL), 2009 International Conference, Chicago, Illinois

“Prior Learning Assessment: Online Assessment,” CAEL Webinar

“Researching Critical Factors Impacting PLA Programs,” CAEL Webinar

**Dave Anderson**, Assistant Vice President for Learner Support

EduCause Conference, Denver, Colorado

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Amy Andrianantoandro**, Senior Admissions Counselor

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

“Essential Skills for First-Time Managers or Supervisors,” Fred Pryor Seminar,  
Atlantic City, New Jersey

“How to Deliver Presentations with Ease and Confidence,” Fred Pryor Seminar,  
Philadelphia, Pennsylvania

**Seth Aronson**, Assistant Director, Management Information Systems

Educause 2009 Conference, Denver, Colorado

Gartner Symposium/IT Expo, Orlando, Florida

Implementing and Managing Windows Server 2008 Clustering, Princeton, New  
Jersey

Microsoft TechEd 2010, New Orleans, Louisiana

NJEDge.Net Conference 6.0, Plainsboro, New Jersey

**Carleen Bailly**, Prior Learning Assessment Specialist

National Institute on the Assessment of Adult Learning 2010, Atlantic City, New  
Jersey

**Robertson Bamfo**, Senior Research Analyst, Office of Institutional Research and Outcomes Assessment

“Navigating the Higher Education Act: New Accountability Requirements,” 16<sup>th</sup> Annual Spring Conference, New Jersey Association of Institutional Research, Jersey City, New Jersey

“2009 Drive In Workshop,” North East Association of Institutional Research, Wayne, New Jersey

**Richard Barry**, Instructional Designer

“Introduction to W3C Mobile Web Best Practices,” Online Course

**Rhonda Beckett**, Academic Advisor

“Shifting Sands: Advising in a Changing World,” National Academic Advising Association (NACADA) Region Two Conference, Atlantic City, New Jersey

“Emerging Trends in the Field of Healthcare,” Graduate, Philadelphia (G!P), Advisor Training, Plymouth Meeting, Pennsylvania

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

**Ana I. Berdecia**, Senior Fellow/Director, The Center for the Positive Development of Urban Children, The John S. Watson Institute for Public Policy

“Maternal Depression,” Youth Consultation Service, Infant and Preschool Mental Health Institute Annual Conference, Easton, New Jersey

Mayor’s Book Clubs: Promoting Early Literacy in New Jersey Leadership Academy and Media Launch, New Jersey State League of Municipalities and the National League of Cities, Trenton, New Jersey

BUILD Annual Retreat, The Association for Children of New Jersey, Edison, New Jersey

“New Strategies to Invest and Advance Public Policy,” Early Care and Education Finance Forum, The Insight Center for Community Economic Development, Washington, District of Columbia

“New Jersey Quality Rating Improvement System for Child Care Programs,” Professional Impact New Jersey, Association for Children of New Jersey, and the Child Care Connection, Trenton, New Jersey

Community Resource Fair, Capital County Children’s Collaborative, Hamilton, New Jersey

Celebrating Infant & Toddler Annual Conference, Coalition for Infant/Toddler Educators, Somerset, New Jersey

“Teamwork: A Bridge to Brighter Horizons,” 94<sup>th</sup> Annual Conference, New Jersey State League of Municipalities, Atlantic City, New Jersey

**Karen Bitner, Administrative Assistant,** The John S. Watson School of Public Service and Continuing Studies

Higher Education Special Leadership Conference, American Federation of Teachers, Washington, District of Columbia

New Jersey Workshop Conference, American Federation of Teachers, East Brunswick, New Jersey

Governor’s Conference for Women, Atlantic City, New Jersey

**Laura Brenner-Scotti,** Student Special Services Coordinator

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

U-PENN Disability Service Providers Symposium, University of Pennsylvania, Philadelphia, Pennsylvania

Suicide Prevention Symposium, Rutgers University

New Jersey Alliance (Student Affairs) Planning Meeting, Rutgers University

**Nancy Broglie**, Cash Receipts Manager

Educational Accounts Receivable Management Association Annual Conference,  
East Brunswick, New Jersey

Regional Direct Loan Training Conference, Philadelphia, Pennsylvania

**Heather Brooks**, Associate Director, Human Resources

New Jersey American Council on Education Annual Conference, Lawrenceville,  
New Jersey

Human Capital Summit, Tucson, Arizona

New Jersey American Council on Education, Spring Conference, Edison, New  
Jersey

“Outsmart Your Brain” seminar, American Council on Education and Office of  
Women in Higher Education, Glassboro, New Jersey

Governor’s Conference for Women, Atlantic City, New Jersey

**James T. Brossoie**, Director, Management Information Systems

Gartner Symposium/IT Expo, Orlando, Florida

Educause 2009 Conference, Orlando, Florida

Datatel 2010 Users’ Group Conference, National Harbor, Maryland

NJEDge.net Conference 6.0, Plainsboro, New Jersey

TouchNet COMTEC 2009, Kansas City, Missouri

**Penelope S. Brouwer**, Vice President for Planning and Research

“The 2009 Self-Study Institute,” Middle States Commission on Higher Education, Philadelphia, Pennsylvania

“Values and Vision Create the Future,” Society for College and University Planning (SCUP) 44th Annual International Conference and Idea Marketplace, Portland, Oregon

“Accreditation: Promoting Excellence,” Middle States Commission on Higher Education 2009 Annual Conference, Philadelphia, Pennsylvania

“The New Jersey College Student and Parent Consumer Information Act,” New Jersey Commission on Higher Education, Trenton, New Jersey

**Robert Burton**, Assistant Director, Office of Military and Veterans’ Education

National Academic Advising Association (NACADA) Region Two Conference and Research Symposium, Atlantic City, New Jersey

Florida National Guard Association Annual Conference, Orlando, Florida

**Gary Campbell**, Military Base Manager, Southeastern Region, Office of Military and Veterans’ Education

DOD Worldwide Education Symposium, Atlanta, Georgia

South Carolina Association of Veteran Administrators Fall Conference, Charleston, South Carolina

Council on Military Education in South Carolina (COMESC) Conference, Columbia, South Carolina

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



Middle States Commission on Higher Education 2009 Annual Conference,  
Philadelphia, Pennsylvania

**Emily Carone**, Associate Director, Office for Learning Assessment

“Dealing with Rogue Review Courses,” Caveon Webinar

“Test Security Audits,” Caveon Webinar

“Test Security Lessons,” Caveon Webinar

**Jared Carter**, Systems Coordinator

Datatel 2010 Regional Users’ Group Conference, Lincroft, New Jersey

Datatel 2010 Users’ Group Conference, National Harbor, Maryland

Datatel Envision Screen Training, Fairfax, New Jersey

**Patricia Certo**, Academic Advisor

Datatel Users’ Group Conference, Washington, District of Columbia

“Parafest” Parature Conference, Las Vegas, Nevada

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Allison Chambers**, Military Base Manager, NCPACE Coordinator/South Central Region,  
Office of Military and Veterans’ Education

Council of College and Military Educators (CCME) Annual Symposium,  
Nashville, Texas

Council of Military Education in Texas and the South (COMETS) Conference,

Corpus Christi, Texas

Colorado Association of Military Education (CO-ACME) Annual Conference,  
Colorado Springs, Colorado

Navy College Program for Afloat College Education (NCPACE) Conference,  
San Diego, California

**Susan Cobb**, Program Advisor, W. Cary Edwards School of Nursing

“911 New GI Bill,” Webinar

“Avastin Therapy,” South Jersey Chapter of the Oncology Nursing Society,  
Cherry Hill, New Jersey

“Beyond Advanced Directives,” South Jersey Chapter of the Oncology Nursing  
Society, Tavistock, New Jersey

Educational program on Non-Hodgkin’s Lymphoma, South Jersey Chapter of  
the Oncology Nursing Society, Voorhees, New Jersey

Educational program on Ovarian Cancer, South Jersey Chapter of the Oncology  
Nursing Society, Voorhees, New Jersey

Educational program on Prostate Cancer, South Jersey Chapter of the Oncology  
Nursing Society, Cherry Hill, New Jersey

“Eligibility Criteria and Online Induction System,” Sigma Theta Tau  
International Webinar

“E-portfolios for students and educators,” Webinar

“Exam Security,” Webinar

“Getting to Know Google 2.0 Book Search and Scholar,” New Jersey State  
Library, Trenton, New Jersey

“Google Docs,” New Jersey State Library, Trenton, New Jersey

“Google Wave,” New Jersey State Library, Trenton, New Jersey

“Leadership Skills for the 21<sup>st</sup> Century,” Teleconference, Upsilon Rho Chapter, Trenton, New Jersey

“Locating Grant and Funding Information in FDOP,” New Jersey State Library, Trenton, New Jersey

National Academic Advising Association (NACADA) Region Five Conference, Atlantic City, New Jersey

New Jersey Nursing Convention, Atlantic City, New Jersey

“Re-Envisioning Clinical Education,” New Jersey Nursing Initiative conference, The College of New Jersey, Ewing, New Jersey

NLN Summit conference, Philadelphia, Pennsylvania

“Nursing Informatics: Integrating EBP as a Foundation for Care Delivery,” Webinar

“Nursing Informatics: The Landscape for Today and Tomorrow,” Webinar  
“Nursing Leadership Today and Tomorrow: The AONE Perspective,” Webinar

“Pleural Effusions and Ascites,” South Jersey Chapter of the Oncology Nursing Society, Cherry Hill, New Jersey

“The Chopsticks-Forks Principle: A Setting for Diversity,” New Jersey State Library, Trenton, New Jersey

“Tumor Lysis Syndrome” education program, South Jersey Chapter of the Oncology Nursing Society, Cherry Hill, New Jersey

“Understanding Joint Commission Standards,” Webinar

“Unleash the Power of Student Engagement with Mobile Technologies,”  
Webinar

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

American Nuclear Society Annual Meeting, San Diego, California

**Carla Colburn**, Academic Advisor

“Shifting Sands: Advising in a Changing World,” National Academic  
Advising Association (NACADA) Region Two Conference, Atlantic City,  
New Jersey

“Academic Advising Strategies for Returning Veterans,” Operation  
College Promise, Trenton, New Jersey

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Post 9/11 GI Bill,” Operation College Promise, Union, New Jersey

“Smartthinking” Webinar, Trenton, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Ellen Coleman**, Military Base Manager, Mid-Atlantic Region, Office of Military and  
Veterans’ Education

DOD Worldwide Education Symposium, Atlanta, Georgia

Virginia Advisory Council on Military Education (VA-ACME), Williamsburg,  
Virginia

Navy Counselors Association (NCA) Symposium, Norfolk, Virginia

**Tammy Conley**, Human Resources Specialist

Chapter One, Two, and Three P.L. 2010-Administrator Training, Division of Pensions and Benefits, Trenton, New Jersey

Employment Eligibility Verification E-Verify (I-9) Webcast

Ceridian Training, Philadelphia, Pennsylvania

**Wendy Connuck**, Director of Corporate and Foundation Relations

Council for Advancement and Support of Higher Education (CASE)  
Annual Conference for Corporate and Foundation Relations Officers

American Association of State Colleges and Universities Grant Resource  
Center Conferences

Support Center for Non-Profit Management Meet the Grantmakers Workshop  
Grant Training Center, Professional Grant Development Workshop, Rutgers  
University

“Grantseeking Basics” seminar, Foundation Center, New York, New York

Georgetown Global Development Forum, New York, New York

**Matthew Cooper**, Director of Instructional Technology and Instructional Design and  
Development

2010 FIPSE Project Directors’ Meeting, Washington, District of Columbia

National Institute on the Assessment of Adult Learning 2010, Atlantic City, New  
Jersey

VM Ware User’s Conference, New Brunswick, New Jersey

**Rita Council**, Principal Clerk Typist

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Tanisha Cox**, Principal Clerk Typist

“How to Build and Maintain a Successful Work Team,” Marge Smith

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

“The Women’s Conference,” Skillpath Seminar

**Ed Davenport**, Assistant Director, Management Information Systems

NJEDGE.net Conference 6.0, Plainsboro, New Jersey

**Susan C. Davenport**, Dean, Heavin School of Arts and Sciences

Annual Meeting of the Council of Colleges of Arts and Sciences,  
Baltimore, Maryland

Association of American Colleges & Universities (AAC&U) General  
Education and Assessment: Maintaining Momentum Conference, Seattle,  
Washington

**Jonathan Davis**, Systems Coordinator

Datatel Technical Training Week 2009, Reston, Virginia

Datatel 2010 Users' Group Conference, National Harbor, Maryland

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

Center for Energy Workforce Development Northeast Regional  
Conference, Washington, District of Columbia

New Jersey Energy Workforce Consortium Meetings

**Jessica Dougherty**, Administrative Assistant, W. Cary Edwards School of Nursing

"Google Docs," New Jersey State Library, Trenton, New Jersey

"Intercall Introduction of Services about Webcasting," presented by  
Jeff Frommer

**Narissa Downey**, Principal Clerk Typist

"How to Identify and Converse with Distressed Students," Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Michele Evanchik**, Associate Controller

National Association for College and University Business Officers' Endowment  
Management Forum, New York, New York

Eastern Association of College and University Business Officers' New Jersey  
Spring Workshop, West Windsor, New Jersey

KPMG Not-for-Profit Update, Short Hills, New Jersey

**Arlene Futey**, Financial Aid Specialist

"How to Identify and Converse with Distressed Students," Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

New Jersey Association of Student Financial Aid Administrators Spring Conference, Bridgewater, New Jersey

**Peter Gallagher**, Assistant Controller

Regional Direct Loan Training Conference, Philadelphia, Pennsylvania

Datatel Users' Group Annual Conference, National Harbor, Maryland

Training for the "Changing Higher Education Environment," Eastern Association of College and University Business Officers' New Jersey Sub-Region Workshop, West Windsor, New Jersey

**Scheryl Gant**, Associate Fellow/Manager, The John S. Watson Institute for Public Policy

Governor's Conference for Women, Atlantic City, New Jersey

"Teamwork: A Bridge to Brighter Horizons," 94<sup>th</sup> Annual Conference, New Jersey State League of Municipalities, Atlantic City, New Jersey

"Advocacy in Reproductive Justice," Women's Fund, Trenton, New Jersey

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

"Nvivo User Group Training," QSR International, Philadelphia, Pennsylvania

"2009 Annual Legislative Conference," The Congressional Black Caucus Foundation, Inc., Washington, District of Columbia

"Teamwork: A Bridge to Brighter Horizons," 94<sup>th</sup> Annual Conference, New Jersey State League of Municipalities, Atlantic City, New Jersey



“Building Strong Economics Through Innovation, Entrepreneurship and Competitiveness,” U.S. Department of Commerce, Economic Development Administration, Philadelphia, Pennsylvania

“Exploring Interactive and Visual Data Mining,” SAS Institute, New York, New York

Governor’s Conference for Women, Atlantic City, New Jersey

“Meet the Decision Makers,” New Jersey Business and Industry Association seminars, Monroe Township, New Jersey

New Jersey State League of Municipalities Legislative Committee, Princeton, New Jersey

New Jersey State Chamber of Commerce seminar, Monroe Township, New Jersey

**Roxanne L. Globis**, Director of Alumni Affairs

Blackbaud’s 2009 Conference for Nonprofits, Charleston, South Carolina

Rethinking Your Faculty and Staff Giving Campaign, Webinar

Understanding the NCOA Changes, Webinar

**Mark S. Gordon**, Senior Fellow/Director, The Center for Health Policy Development, The John S. Watson Institute for Public Policy

Health Insurance Portability and Accountability Act Summit, Washington, District of Columbia

15<sup>th</sup> Annual Conference & Exhibition, North Carolina Healthcare Information and Communications Alliance, Inc., Asheville, North Carolina

Second Annual Electronic Medical Records Open House, New Brunswick, New Jersey

Breakfast Roundtable with Assembly Executives Directors, Jamesburg, New Jersey

Workgroup for Electronic Data Interchange 2009 Fall Conference, Baltimore, Maryland

National Health Information Exchange Summit, Washington, District of Columbia

Electronic Medical Records Exchange of South Jersey, Galloway Township, New Jersey

“Meet the Decision Makers Series 2010 Healthcare Policy,” Jamesburg, New Jersey

Healthcare Data Exchange Meeting Between States, United Hospital Fund, New York, New York

Electronic Medical Records Exchange of South Jersey, Galloway Township, New Jersey

State of New Jersey, Department of Banking and Insurance Implementation Task Force Health Insurance Plan Administrators 5010/International Classification of Diseases – Clinical Modification Strategic Planning Meeting, Princeton, New Jersey

National Health Information Technology Conference, Boston, Massachusetts

19<sup>th</sup> Annual Workgroup for Electronic Data Interchange National Conference, San Diego, California

New Jersey Department of Banking and Insurance 5010/International Classification of Diseases – Clinical Modification Implementation Task Force Meeting, Trenton, New Jersey

**Lou Green**, Systems Coordinator

Datatel 2010 Regional Users' Group Conference, Lincroft, New Jersey

Datatel 2010 Users' Group Conference, National Harbor, Maryland

**Kathleen Griffis**, Distance Learning Education Specialist, W. Cary Edwards School of Nursing

"911 New GI Bill," Webinar

"Can Web-Based Faculty/Course Evaluations Really Work?" Webinar

"Google Wave," New Jersey State Library, Trenton, New Jersey

"Google Docs," New Jersey State Library, Trenton, New Jersey

"Integrating Evidence-Based Practice as a Foundation for Care Delivery,"  
Webinar

"Intercall Introduction of Services about Webcasting," presented by Jeff Frommer

"Mapping New Jersey," New Jersey State Library, Trenton, New Jersey

New Jersey Nursing Initiative conference, "Re-Envisioning Clinical Education,"  
The College of New Jersey, Ewing, New Jersey

"Nursing Informatics: The Landscape for Today and Tomorrow," Webinar

"The Role of Health Information Technology in Quality Improvement," online  
meeting

"Peer, Self, and Administrative Evaluations," Webinar

Third Annual Healthcare Informatics Symposium, Philadelphia, Pennsylvania

“Top Twenty Most Frequently Asked Questions,” Webinar

“Nursing Leadership,” Webinar

**Jennifer Guerrero**, Associate Director of Annual Giving and Donor Relations

Northeast Annual Giving Conference

**Joseph Guld**, Assistant Registrar

“New Features in Parature,” Webinar

“New G.I. Bill,” Webinar

Hershey Systems Training, Matthews, North Carolina

MSACROA Annual Conference, Philadelphia, Pennsylvania

**Mary Hack**, Director, Administrative Services

FBI Security Conference, Villanova University

**Sylvia G. Hamilton**, Associate Vice President, Enrollment Management and Strategic Partnerships

74<sup>th</sup> National Leadership Forum, The National Center for Higher Education,  
Washington, District of Columbia

New Jersey American Council on Education Network Women of Color Breakfast,  
Lawrenceville, New Jersey

2010 TFA Student Retention and Recruitment Workshops, Herndon, Virginia

**Farouk A. Hassieb**, Associate Vice President and Treasurer

Eastern Association of College and University Business Officers, New York  
Regional Fall Workshop, New York, New York

Grant Thornton Not-for-Profit Executive Seminar, New York, New York

KPMG Healthcare Reform, Short Hills, New Jersey

**Marjorie Henderson**, Clerk Typist

“How to Build and Maintain a Successful Work Team,” Marge Smith

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

**Donna Higgins**, Professional Services Specialist

“How to Build and Maintain a Successful Work Team,” Marge Smith

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

**William Hobson**, Procedural Design Specialist

Datatel 2010 Regional Users’ Group Conference, Lincroft, New Jersey

Datatel 2010 Users’ Group Conference, National Harbor, Maryland

**David Hoftiezer**, Director of Admissions

AACRAO Regional Conference, Philadelphia, Pennsylvania

AACRAO Annual Conference, New Orleans, Louisiana

“How to Build and Maintain a Successful Work Team,” Marge Smith

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Drew W. Hopkins**, Chief Information Officer

Datatel Pennsylvania Users’ Group Conference, Hershey, Pennsylvania

Gartner IT Expo, Orlando, Florida

Educause Conference, Orlando, Florida

NJEDGE.net 6.0 Conference, Plainsboro, New Jersey

Datatel 2010 Users’ Group Conference, National Harbor, Maryland

TouchNet COMTEC 2009, Kansas City, Missouri

Hershey Systems 2009 EDU Conference, San Diego, California

**Karen Hume**, Director of Creative Services, Office of Communications

Guerilla Creative: “How to Communicate Your Brand on a Shoestring,” Webinar

“Global Marketing Performance Series - Social Media,” Budget Webinar

“Achieving Enterprise Social Media Readiness,” Marketing Webinar

**Patricia Hunt**, Military Base Manager, North Central Region, Office of Military and Veterans’  
Education

Council of College and Military Educators (CCME) Annual Symposium, Nashville,  
Texas

**Misty Isak**, Director of Development

Council for Advancement and Support of Higher Education (CASE) Annual District II Conference, Philadelphia, Pennsylvania

Northeast Annual Giving Conference, Bay Path College, Long Meadow, Massachusetts

Creating and Sustaining a Fundraising Board Seminar, Princeton Area Community Foundation, Princeton, New Jersey

**Ying Jiang**, Senior Research Analyst, Office of Institutional Research and Outcomes Assessment

“2009 Drive In Workshop,” North East Association of Institutional Research (NEAIR), Wayne, New Jersey

**Andrea Johnson**, Senior Clerk Typist, Center for Academic Program Review

Administrative Assistants’ Conference, Skillpath, Princeton, New Jersey

**Donna K. Keehbler**, Academic Advisor

Operation College Promise - Keeping the Promise - Meeting Needs of New Jersey Service Members, Trenton, New Jersey

Operation College Promise - Post 911 GI Bill, Webinar, Trenton, New Jersey

Operation College Promise – Post 911 GI Bill, Kean University, Union, New Jersey

Operation College Promise - Academic Advising Strategies for Returning Veterans, Trenton, New Jersey

“Shifting Sands: Advising in a Changing World,” National Academic Advising Association (NACADA) Region Two Conference, Atlantic City, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,

Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Garry M. Keel**, Ed.D., Director of Academic Advisement

“Managing Change,” American Council on Education, Chicago, Illinois

American Conference on Diversity, Newark, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Catherine N. Kotecki**, Associate Dean, W. Cary Edwards School of Nursing

AONE Annual Conference and Exposition, Indianapolis, Indiana

“Getting Started with Assessing Institutional Effectiveness,” Webinar

“Google Docs,” New Jersey State Library, Trenton, New Jersey

“Google Sites,” New Jersey State Library, Trenton, New Jersey

“Intercall Introduction of Services about Webcasting,” presented by Jeff Frommer

“Re-Envisioning Clinical Education,” New Jersey Nursing Initiative conference,  
The College of New Jersey, Ewing, New Jersey

NLN Summit conference in Philadelphia, Pennsylvania

NLNAC site visit to Norfolk State University, Norfolk, Virginia

Trends in Critical Care Conference, sponsored by the SEPA chapter of the AACN  
in Atlantic City, New Jersey

**Diane Koye**, Budget Director



Operation College Promise Workshop, Kean University, Madison, New Jersey

New Jersey Association of State Colleges and Universities, Higher Education Forum, Princeton, New Jersey

Association of Government Accountants/American Society for Public Administration Symposium, Trenton, New Jersey

The National Institute on the Assessment of Adult Learning 2010: Future Visions, Atlantic City, New Jersey

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

“Intercall Introduction of Services about Webcasting,” presented by Jeff Frommer

“Shifting Sands: Advising in a Changing World,” National Academic Advising Association (NACADA) Region Two Conference, Atlantic City, New Jersey

“Unleash the Power of Student Engagement with Mobile Technologies,” Webinar

**Michelle Leonard**, Program Assistant-Payroll

Chapter 1, 2 and 3 P.L. 2010-Administrator Training, Division of Pensions and Benefits, Trenton, New Jersey

Employment Eligibility Verification E-Verify (I-9) Webcast

Ceridian Training, Philadelphia, Pennsylvania

**Iris Lewin**, Admissions Counselor

“Operation Keeping the Promise,” Trenton, New Jersey

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Writing Better Emails,” Target X Webinar

“Our Partnership with Thomas Edison State College,” Kimberley Stephens,  
Director of Higher Education Partnerships and Services Graduate! Philadelphia

“Smartthinking Online Tutoring,” Webinar

“GoToAssist Training,” Webinar

“How to Identify and Converse with Distressed Students” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

“Parafest” Parature Conference, Las Vegas, Nevada

**Lorilyn Lewis**, Learner Support Representative

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Writing Better Emails,” Target X Webinars

“Our Partnership with Thomas Edison State College,” Kimberley Stephens,  
Director of Higher Education Partnerships and Services Graduate! Philadelphia

“Smartthinking Online Tutoring,” Webinar

“GoToAssist Training,” Webinar

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

**Kristin LoBasso**, Senior Evaluator

Datatel Users' Group Conference & Expo 2010, National Harbor, Maryland

**Michael Lobecker**, Systems Coordinator

Implementing and Managing Windows Server 2008 Clustering, Princeton,  
New Jersey

Microsoft TechEd 2010, New Orleans, Louisiana

Hershey Systems 2009 EDU Conference, San Diego, California

**Mary Beth Lynch**, Assistant Director of Evaluation

AACRAO Transfer Conference, Chicago, Illinois

Hershey Systems Training, Matthews, North Carolina

EDU Conference – Hershey Singularity, San Diego, California

**Jeff Lushbaugh**, Director of Website and Multimedia Production, Office of  
Communications

Adobe Creative Suite Users' Conference, Cherry Hill, New Jersey

"Usability Testing 360," Webinar

**Alicia Malone**, Acting Assistant Dean, School of Business and Management

"How to Build and Maintain a Successful Work Team," Marge Smith

"Shifting Sands: Advising in a Changing World," National Academic Advising  
Association (NACADA) Region Two Conference, Atlantic City, New Jersey

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

“Google Sites Training,” New Jersey State Library, Trenton, New Jersey

“Managing Institutional Risk,” Webinar, Governance Institute

**Louis F. Martini**, Director of Military and Veterans’ Education

DOD Worldwide Education Symposium, Atlanta, Georgia

Enlisted Association of the National Guard of the United States (EANGUS)  
Annual Conference, Rochester, Minnesota

National Guard Association of the United States (NGAUS) Annual National  
Conference, Nashville, Tennessee

Navy College Program for Afloat College Education (NCPACE) Conference,  
San Diego, California

Association of the US Army (AUSA) Annual Meeting, Washington, District of  
Columbia

NAIMES Annual Meeting, Washington, District of Columbia

Council of College and Military Educators (CCME) Annual Symposium,  
Nashville, Texas

Virginia Advisory Council on Military Education (VA-ACME), Williamsburg,  
Virginia

Florida Advisory Council on Military Education (FL-ACME) Annual Conference,  
Destin, Florida

**Charlene P. Martucci**, Fiscal Administrator

Governor’s Conference for Women, Atlantic City, New Jersey

**Bryan S. Mazzilli**, Learner Support Representative

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Writing Better Emails,” Target X Webinars

“Our Partnership with Thomas Edison State College,” Kimberley Stephens,  
Director of Higher Education Partnerships and Services Graduate! Philadelphia

“Smarthinking Online Tutoring,” Webinar

“GoToAssist Training,” Webinar

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

**Susanne McCartney**, Admissions Counselor

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**James M. McCarty**, Assistant Dean, Heavin School of Arts and Sciences

FEMA Emergency Management Higher Education Conference, Emmitsburg,  
Maryland

EPA Emergency Preparedness and Prevention Conference, Baltimore, Maryland

**Deborah McCoy**, Systems Coordinator

Datatel 2010 Users’ Group Conference, National Harbor, Maryland

**Cynthia McQuaig**, Secretarial Assistant III

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

“The Women’s Conference,” Skillpath Seminar

**Kathleen Melilli**, Assistant Provost

Middle States Commission on Higher Education Annual Conference,  
Philadelphia, Pennsylvania

**Andrea Mirsky**, Academic Advisor

“Shifting Sands: Advising in a Changing World” National Academic Advising  
Association (NACADA) Region Two Conference, Atlantic City, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Jennifer M. Montone**, Assistant Director/Purchasing

Minority Women and Business Entities Vendor Fair, New Brunswick, New  
Jersey

**Daniel Negrón, Jr.**, Director, Center for Academic Program Review

“Principles in Practice: Implementing Change Based on Assessment,”  
CAEL Webinar

“Prior Learning Assessment Initiative,” Webinar Broadcast, Pennsylvania  
Department of Education, Harrisburg, Pennsylvania

“PLA: Online Assessment,” CAEL Webinar

“Researching Critical Factors Impacting PLA Programs,” CAEL Webinar

“Working Together to Make Learning Lifelong,” Council for Adult and Experiential Learning (CAEL) 2009 International Conference, Chicago, Illinois

**Noreen O’Donnell**, Assistant Administrator of Student Fees and Revenues

Educational Accounts Receivable Management Association Annual Conference, East Brunswick, New Jersey

Susan M. O'Brien, **Dean, W. Cary Edwards School of Nursing**

AACN Fall Semiannual Meeting in Washington, District of Columbia

AACN Spring Annual Meeting in Washington, District of Columbia

“Getting Started with Assessing Institutional Effectiveness,” Webinar

“Intercall Introduction of Services about Webcasting,” presented by Jeff Frommer

“Leadership Skills for the 21<sup>st</sup> Century,” Teleconference, Upsilon Rho Chapter

“Re-Envisioning Clinical Education,” New Jersey Nursing Initiative conference, The College of New Jersey, Ewing, New Jersey

NLN Education Summit in Philadelphia, Pennsylvania

**Greta O’Keefe**, Program Assistant, W. Cary Edwards School of Nursing

“Intercall Introduction of Services about Webcasting,” presented by Jeff Frommer

**James Owens**, Director of Financial Aid

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

New Jersey Association of Student Financial Aid Administrators Annual Conference, Atlantic City, New Jersey

New Jersey Association of Student Financial Aid Administrators Spring Conference, Bridgewater, New Jersey

**Esther H. Paist**, Associate Vice Provost, DIAL

Conference on Distance Teaching and Learning, University of Wisconsin-Madison, Madison, Wisconsin

**Kelli Parlante-Givas**, Associate Director of Military and Veterans' Education

Operation College Promise, Montclair State University, New Jersey

Council of College and Military Educators (CCME) Annual Symposium, Nashville, Texas

National Guard Association of the District of Columbia Exhibition, King of Prussia, Pennsylvania

The Adjutant General Association of the United States (AGAUS) Conference, Louisville, Kentucky

College of the American Soldier Conference / United States Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia

**Loretta Perkins**, Senior Learner Support Representative

AACRAO Regional Conference, Philadelphia, Pennsylvania

"How to Identify and Converse with Distressed Students," Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

"How to Build and Maintain a Successful Work Team," Marge Smith



“How to Deal With Difficult People,” Fred Pryor Seminars, Princeton, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

**Thomas M. Phillips**, Manager, Human Resources

People Admin Seventh Annual Client Conference, Austin, Texas

**Ann G. Prime-Monaghan**, Assistant Dean, The John S. Watson School of Public Service and Continuing Studies

Nvivo User Group Training, QSR International, Philadelphia, Pennsylvania

**Catharine A. Punchello-Cobos**, Senior Associate Registrar/Director of Academic Records

“Creating a Veteran-Friendly Campus,” Organized Webinar

MSACROA Annual Conference, Philadelphia, Pennsylvania

Datatel Users’ Group Conference & Expo 2010, National Harbor, Maryland

**Louise Riley**, Assistant Dean, W. Cary Edwards School of Nursing

“Getting Started with Assessing Institutional Effectiveness,” Webinar

“Getting to Know Google 2.0 Book Search and Scholar,” New Jersey State Library, Trenton, New Jersey

“Google Docs training,” New Jersey State Library, Trenton, New Jersey

“Intercall Introduction of Services about Webcasting,” presented by Jeff Frommer

NLN Education Summit in Philadelphia, Pennsylvania

“Top Twenty Most Frequently Asked Questions,” Webinar

“Undergraduate,” Webinar

“What’s new in CoursEval,” Webinar

“What’s New in Version 9 of CoursEval,” Webinar

**Sharon Rock**, Clerk Typist

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Linda W. Rosner**, Learner Support Representative

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Writing Better Emails,” Target X Webinars

“Our Partnership with Thomas Edison State College,” Kimberley Stephens,  
Director of Higher Education Partnerships and Services Graduate! Philadelphia

“Smarthinking Online Tutoring,” Webinar

“GoToAssist Training,” Webinar, New Jersey State Library, Trenton, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“Why Customer Service is NOT Enough,” Parature Webinar

“Building the Helping Relationship” seminar, Rutgers School of Social Work,  
Institute for Families, Office of Continuing Education

**Philip Sanders**, Administrator, Student Fees and Revenues

Datatel Users' Group National Conference, Washington, District of Columbia

**Barbara Sandstrom**, PC Systems Coordinator

Configuring, Managing and Maintaining Windows Server 2008 Training,  
Lawrenceville, New Jersey

Configuring and Troubleshooting Windows Server 2008 Active Directory  
Domain Services Training, Edison, New Jersey

**Elaine Scheff**, Secretarial Assistant II, Office of the Registrar

Conference for Women, Princeton, New Jersey

**Michael J. Scheiring**, Vice President and Treasurer

Operation College Promise Workshop, Kean University, Madison, New Jersey

"Securing Finances and Securing Your Data," Eastern Association of College and  
University Business Officers (EACUBO) Fall workshop, New Brunswick, New  
Jersey

2009 New Jersey Business and Industry Association Public Policy Forum, Iselin,  
New Jersey

Third Annual New Jersey Economic Policy Forum, Holmdel, New Jersey

National Association of College and University Business Officers (NACUBO)  
Endowment Management Forum, New York, New York

NMS Investment Management Forum, Phoenix, Arizona

New Jersey Association of State Colleges and Universities Higher Education  
Forum, Princeton, New Jersey

New Jersey Employee Support of the Guard and Reserves (ESGR) Bosslift,  
New Orleans, Louisiana

University Business Executive Roundtable, Washington, District of Columbia

**David Schwager**, Assessment Technology Specialist, Office of Learning Assessment

2010 Questionmark Users' Conference, Miami, Florida

"Beyond Multiple Choice – Nine Ways to Leverage Technology for Better  
Assessments," Questionmark Webinar

"Distributing the Workload with Questionmark Live," Questionmark Webinar

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

American Association of State Colleges and Universities (AASCU) Academic  
Affairs Winter Meeting, St. Thomas, Virgin Islands

Middle States Commission on Higher Education Annual Conference,  
Philadelphia, Pennsylvania

Middle States Commission on Higher Education Self-Study Institute,  
Philadelphia, Pennsylvania

**Ann Marie Senior**, Director, Office of Institutional Research and Outcomes Assessment

"Harbor in the Storm: Institutional Research in the Age of Accountability," North  
East Association for Institutional Research (NEAIR) 36<sup>th</sup> Annual Conference,  
Baltimore, Maryland

"Accreditation: Promoting Excellence," Middle States Commission on Higher  
Education 2009 Annual Conference, Philadelphia, Pennsylvania

"The New Jersey College Student and Parent Consumer Information Act," New  
Jersey Commission on Higher Education, Trenton, New Jersey

“Servant Leadership,” New Jersey ACE Network’s Annual Women of Color Breakfast, Princeton, New Jersey

“Navigating the Higher Education Act: New Accountability Requirements,” 16<sup>th</sup> Annual Spring Conference, New Jersey Association of Institutional Research, (NJAIR), Jersey City, New Jersey

**Mindi Shalita**, Director, Human Resources

New Jersey American Council on Education, Annual Conference, Lawrenceville, New Jersey

Human Capital Summit, Tucson, Arizona

New Jersey American Council on Education, Spring Conference, Edison, New Jersey

“Outsmart Your Brain” Seminar, American Council on Education and Office of Women in Higher Education, Glassboro, New Jersey

New Jersey Public Employee Relations Commission Public Sector Labor Relations Law Conference, East Brunswick, New Jersey

Governor’s Conference for Women, Atlantic City, New Jersey

**Lewis Shena**, Director, Continuing Studies, The John S. Watson School of Public Service and Continuing Studies

“Unlocking the Transformational Power of Continuing Education,” 71st Annual Conference and Meeting of the Association of Continuing Higher Education, Philadelphia, Pennsylvania

Mid-year Board Meeting, Association for Continuing Higher Education, Albuquerque, New Mexico

“From Battlefield to the Classroom: Facilitating Military and Veteran Student Transitions to Campus,” Webinar, Association for Continuing Higher Education

**Todd Siben**, Academic Advisor

Cutwater International eLearning Conference, Easton, Maryland

“Shifting Sands: Advising in a Changing World,” National Academic Advising Association (NACADA) Region Two Conference, Atlantic City, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

**Doris Simmons**, Academic Advisor

“Shifting Sands: Advising in a Changing World,” National Academic Advising Association (NACADA) Region Two Conference, Atlantic City, New Jersey

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

**Hope Smith**, Educational Technology Specialist

Datatel 2010 Regional Users’ Group Conference, Lincroft, New Jersey

Datatel 2010 Users’ Group Conference, National Harbor, Maryland

Datatel Technical Training Week 2009, Reston, Virginia

**Sharon C. Smith**, Registrar

“Harnessing Your Institutional Data for Enrollment Management,” Webinar, American Association of Collegiate Registrars and Admissions Officers

MSACROA Annual Conference, Philadelphia, Pennsylvania

**Constance O. South**, Associate Fellow, The Center for Leadership Development, The John S. Watson Institute for Public Policy

“Teamwork: A Bridge to Brighter Horizons,” 94<sup>th</sup> Annual Conference, New Jersey State League of Municipalities, Atlantic City, New Jersey

Governor’s Conference for Women, Atlantic City, New Jersey

J. Marian Stone, **Assistant Dean, W. Cary Edwards School of Nursing**

“How to Save Your Own Life: a Revolutionary Approach to Getting the Best Health Care Possible,” University of Pennsylvania School of Medicine and Nursing Alumni Educational Program

“Penn Nursing and the Community: Science for Impact,” University of Pennsylvania School of Medicine and Nursing Alumni Educational Program

“Promoting Health in Health Reform,” University of Pennsylvania School of Medicine and Nursing Alumni Educational Program

“The Growing Link between Metabolism and Cancer,” University of Pennsylvania School of Medicine and Nursing Alumni Educational Program

**Christopher Stringer**, Controller

Datatel Users’ Group Annual Conference, National Harbor, Maryland  
New Jersey Association of Student Financial Aid Administrators Annual Financial Aid Conference, Atlantic City, New Jersey

**Terri Tallon-Hammill**, Executive Assistant to the President

New Jersey League of Municipalities Annual Conference, Atlantic City, New Jersey

New Jersey College of Business Administrators Association Annual Conference, Edison, New Jersey

Association of Governing Boards Annual Conference, Orlando,  
Florida

**Sheliah V. Taylor**, Secretarial Assistant III, The John S. Watson Institute for Public  
Policy

Governor's Conference for Women, Atlantic City, New Jersey

"Teamwork: A Bridge to Brighter Horizons," 94<sup>th</sup> Annual Conference,  
New Jersey State League of Municipalities, Atlantic City, New Jersey

**Lorraine Thompson**, Administrative Assistant, Academic Advising

"Powerful Communication Skills for Woman," National Seminars Group,  
Cherry Hill, New Jersey

"Business Writing and Grammar," National Seminars Group, Cherry Hill,  
New Jersey

"How to Manage Emotions and Excel Under Pressure," National  
Seminars Group, Cherry Hill, New Jersey

"How to be an Outstanding Communicator," National Seminars Group,  
Cherry Hill, New Jersey

"How to Identify and Converse with Distressed Students," Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Terry Thornton**, Supervisor of Mails

Mailcom 2010 – The 30<sup>th</sup> Annual Conference and Exhibition, Atlantic City,  
New Jersey

**John P. Thurber**, Vice President for Public Affairs



Blackbaud Annual Conference for Non-Profits, Charleston, South Carolina

CASE Assembly for Advancement Leaders, New York City, New York

Council of New Jersey Grantmakers Annual Meeting, Woodbridge, New Jersey

Curves Annual Convention, Nashville, Tennessee

Federal Reserve Bank of Philadelphia Conference on Reinventing Older Communities, Philadelphia, Pennsylvania

New Jersey League of Municipalities Conference, Atlantic City, New Jersey

Wachovia Regional Foundation Annual Conference, Philadelphia, Pennsylvania

**Marcus D. Tillery**, Dean, School of Applied Science and Technology

American Nuclear Society Annual Meeting, San Diego, California

Center for Energy Workforce, Development Annual Summit, Indianapolis, Indiana

**Larsicena Vance-West**, Program Assistant for Military Registration and Records

Certificate for Veterans Service Providers Conference, Richard Stockton College, Pomona, New Jersey

**Henry van Zyl**, Vice Provost, DIAL

2010 FIPSE Project Directors' Meeting, Washington, District of Columbia

Executive Committee and Board Meeting, National University Telecommunications Network, Saratoga Springs, New York

"Shifting Sands: Advising in a Changing World," National Academic Advising

Association (NACADA) Region Two Conference, Atlantic City, New Jersey

**Linda M. Vasbinder**, Chief of Staff

American Council on Education Conference, National Association of Presidential Assistants in Higher Education (NAPAHE) Annual Meeting, Phoenix, Arizona

New Jersey Governor's Conference for Women, Atlantic City, New Jersey

**Robin A. Walton**, Director of Community Affairs and Government Relations

Higher Education Government Relations Conference, Orlando, Florida

American Council on Education (ACE) Network Spring 2010 Conference, Edison, New Jersey

**Gerard Walsh**, Associate Director of Military and Veterans' Education

Council of College and Military Educators (CCME) Annual Symposium, Nashville, Texas

**Weimin Wang**, Instructional Designer

2010 Questionmark Users Conference, Miami, Florida

**Deborah Ware**, VA Certifying Official, Office of Financial Aid

"How to Identify and Converse with Distressed Students," Dr. Craig D. Weiss, Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University, Montclair, New Jersey

National Association of Veterans Program Administrators Regional Conference, Buffalo, New York

New Jersey Association of Veterans Program Administrators Quarterly Meetings, Trenton, New Jersey

New Jersey Association of Student Financial Aid Administrators Spring

Conference, Bridgewater, New Jersey

Certificate for Veterans Service Providers (CSVP) Training, Stockton, New Jersey

**Donna Watson**, Associate Registrar/Director of Evaluations

“Harnessing Your Institutional Data for Enrollment Management,” Webinar,  
AACRAO

**Denise Weber**, Secretarial Assistant III, Office of Learner Support

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Why Customer Service is NOT Enough,” Parature Webinar

**Lisa Whitfield-Harris**, Diversity Coordinator, W. Cary Edwards School of Nursing

“Creating Solutions for Turbulent Times,” Asian American Pacific Islander  
Nursing Society conference, Chapel Hill, North Carolina

“Google Docs Training,” New Jersey State Library, Trenton, New Jersey

“Intercall Introduction of Services about Webcasting,” presented by Jeff Frommer

“Beyond Vital Signs: Exploring the Dimensions Within,” Philippine Nursing  
Association of New Jersey conference, Newark, New Jersey

“Resurgence and Resettlement: The Roles of Transcultural Nursing”  
Transcultural Nursing Society, Seattle, Washington

**Gillian B. Wyckoff**, Associate Director of Admissions

19<sup>th</sup> Annual AACRAO Strategic Enrollment Management Conference, Dallas,

Texas

Student Recruitment and Retention Workshops, Teresa Farnum & Associates,  
Washington, District of Columbia

“How to Build and Maintain a Successful Work Team,” Marge Smith

“Writing Better Emails,” Target X Webinars

“Our Partnership with Thomas Edison State College,” Kimberley Stephens,  
Director of Higher Education Partnerships and Services Graduate! Philadelphia

“Smarthinking Online Tutoring,” Webinar

“GoToAssist Training,” Webinar

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

“How to Deliver Presentations with Confidence and Ease,” Fred Pryor Seminars,  
Philadelphia, Pennsylvania

“The Essentials of Communicating with Diplomacy and Professionalism,” Skillpath  
Seminar, Princeton, New Jersey

**Celeste Wynn**, Academic Program Advisor

“How to Identify and Converse with Distressed Students,” Dr. Craig D. Weiss,  
Ph.D. of Sywulak & Weiss, Psychological Associates, Montclair State University,  
Montclair, New Jersey

**Pamela Yarsinsky**, Fiscal Administrator

Educational Accounts Receivable Management Association Annual Conference,  
East Brunswick, New Jersey

**Ray Young**, Associate Vice President and Dean for Learner Services

EDUCAUSE Mid-Atlantic Regional Conference, Baltimore, Maryland

National Conference on Student Recruiting, Marketing and Retention, San Antonio, Texas

Legal Issues in Higher Education Conference, Burlington, Vermont

**Joseph Youngblood II**, J.D., Ph.D., Vice Provost and Dean, The John S. Watson School of Public Service and Continuing Studies

Nvivo User Group Training, QSR International, Philadelphia, Pennsylvania

2009 Annual Legislative Conference, The Congressional Black Caucus Foundation, Washington, District of Columbia

“Teamwork: A Bridge to Brighter Horizons,” 94<sup>th</sup> Annual Conference, New Jersey State League of Municipalities, Atlantic City, New Jersey

New Jersey State League of Municipalities workshops, Princeton, New Jersey

**Adrian C. Zappala**, Assistant Dean, Heavin School of Arts and Sciences

Annual Meeting of the American Association of Colleges of Teacher Education, Atlanta, Georgia

Annual Meeting of the Teacher Education Accreditation Council, Atlanta, Georgia

National Institute on the Assessment of Adult Learning, Atlantic City, New Jersey

New Jersey Children First Workshop, Somerset, New Jersey

## **External Committees and Associations**

**Barbara Aikins**, ADA Coordinator

Member, National Association on Higher Education and Disability (AHEAD)

Program Coordinator and Member, New Jersey Association on Higher Education and Disability

**Dave Anderson**, Assistant Vice President for Learner Support

Member, American Association of Collegiate Registrars and Admissions Officers

Member, National Association on Higher Education and Disability

Member, New Jersey Association on Higher Education and Disability

**Robertson Bamfo**, Senior Research Analyst, Office of Institutional Research and Outcomes Assessment

Member, North East Association for Institutional Research

Member, New Jersey Association for Institutional Research

**Rhonda Beckett**, Academic Advisor

Member, National Academic Advising Association

**Robert Burton**, Assistant Director, Office of Military Education

Member of the National Academic Advising Association

**Nancy Broglie**, Cash Receipts Manager

Member, Educational Accounts Receivable Management Association

**Heather Brooks**, Associate Director, Human Resources

Chairwoman, Mercer County Commission on the Status of Women, Trenton,  
New Jersey

Member, College and University Professional Association for Human Resources,  
New Jersey

Member, Society for Human Resource Management

**Penelope Brouwer**, Vice President for Planning and Research

Corporator, Boston Biomedical Research Institute

Educational Partner, Young Business Leaders Council, Mercer Regional Chamber  
of Commerce

Member, Academy of Management

Member, Consortium of Colleges that Serve Adult Students (with Charter  
Oak College, Excelsior College, and Empire State College)

Member, Society for College and University Planning

**Gary Campbell**, Military Base Manager, Southeastern Region, Office of Military Education

Member of Council of College and Military Educators

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

Member, American Association of University Women

Member, American Association of Higher Education and Accreditation

**Wendy Connuck**, Director of Corporate and Foundation Relations

Adjunct Faculty, Department of Criminology and Justice, The College of New Jersey

Member, New York State Bar

Member, Connecticut State Bar

Member, Association of Fundraising Professionals

Member, Women in Development

**Allison Chambers**, Military Base Manager, NCPACE Coordinator/South Central Region,  
Office of Military and Veterans' Education

Member of Council of College and Military Educators

Treasurer of Council of Military Education in Texas and the South

**Carla Colburn**, Academic Advisor

Member, 2010 Conference Planning Committee for the National Academic Advising Association Region Two Conference, "Shifting Sands: Advising in a Changing World"

Member, 2010 Proposal Review Committee for the National Academic Advising Association Region Two Conference, "Shifting Sands: Advising in a Changing World"

Chairperson, 2010 Conference Evaluation Committee for the National Academic Advising Association Region Two Conference, "Shifting Sands: Advising in a Changing World"

Member, American Technical Education Association

Member, American Association of University Women

Member, National Academic Advising Association



**Ellen Coleman**, Military Base Manager, Mid-Atlantic Region, Office of Military and Veterans' Education

Member, Council of College and Military Educators

Member, Virginia Advisory Council on Military Education Membership Committee Chair

**Janet Eickhoff**, Account Executive, Office of Strategic Partnerships

Member, New Jersey Communications, Advertising, and Marketing Association

Member, American Marketing Association

Member, Council of College and Marketing Educators

**Rosalee Eickhoff**, Academic Advisor

Member, National Academic Advising Association

**Arlene Futey**, Financial Aid Specialist

New Jersey Association of Student Financial Aid Administrators

**Michele Evanchik**, Associate Controller

Member, National Association of College and University Business Officers

Member, Eastern Association of College and University Business Officers

Member, American Institute of Certified Public Accountants

Adjunct Faculty, Rider University

**Peter Gallagher**, Assistant Controller

Member, National Association of College and University Business Officers

Member, Eastern Association of College and University Business Officers

Member, Coalition of Higher Education Assistance Organizations

**Roxanne L. Globis**, Director of Alumni Affairs

Member, American Marketing Association

Member, Council of Advancement and Support of Education

Member, Mercer County Chamber of Commerce

Member, Princeton Regional Chamber of Commerce

Member, Board of Directors, Princeton Regional Chamber of Commerce Foundation

**Mark S. Gordon**, Senior Fellow/Director of Healthcare Information Networks & Technologies (HINT), John S. Watson Institute for Public Policy

Council Member, American Society for Public Administration – New Jersey Chapter

Member, State Healthcare Information Networks and Technologies Advisory Board

Advisory Board Member, Electronic Medical Record Exchange of Southern New Jersey

Steering Committee Member, New Jersey Health Information Security and Privacy Collaboration Inter-Organizational Agreement Workgroup

Member, North Carolina Healthcare Information and Communications Alliance

Steering Committee Member, New Jersey Strategic HIPAA/Healthcare Organizational and Regional Effort

Member, Association of Government Accountants/American Society for Public Administration Joint Symposium Planning Committee

Member, Princeton Public Library Board of Trustees

**Joseph Guzzardo**, Director of Communications, Office of Communications

Member, Board of Directors, Ocean County Library Foundation

**Mary Hack**, Director, Office of Administrative Services

Member, New Jersey College Risk Management Committee

Member, New Jersey Chapter of the American Society for Public Administration

**Sylvia G. Hamilton**, Associate Vice President, Enrollment Management and Strategic Partnerships

Member, Advisory Board, American Council on Education's College Credit Recommendation Service

**Alison Hansen**, Military Base Manager, New England/Europe, Office of Military and Veterans' Education

Member of Council of College and Military Educators

**Farouk A. Hassieb**, Associate Vice President and Treasurer

Member, National Association for College and University Business Officers

Member, Eastern Association for College and University Business Officers  
Chairman, New Jersey State College Business Officers' Council

Member, Educational Accounts Receivable Management Association

Member, New Jersey Association of Student Financial Aid Administrators

**Yolanda Hernandez**, Assistant Director, Marketing

Member, American Marketing Association

Member, eMarketing Association

**David Hoftiezer**, Director of Admissions

Member, American Association of Collegiate Registrars and Admissions Officers

**Drew Hopkins**, Chief Information Officer

Board Member, Touchnet Customer Advisory Board

Board Member, Summit Board, Hershey Systems

Board Member, Datatel Thought Leaders Community

**Karen Hume**, Director of Creative Services, Office of Communications

Member, Council for Adult and Experiential Learning

Member, Council for the Advancement and Support of Education

Member, American Marketing Association

Member, American Marketing Association, New Jersey Chapter

Member, International Association of Business Communicators

Member and Past President, New Jersey Communications, Advertising and Marketing Association

**Patricia Hunt**, Military Base Manager, North Central Region, Office of Military and Veterans' Education

Member of Council of College and Military Educators

**Misty Isak**, Director of Development

Member, Women in Development

Member, Association of Fundraising Professionals

Member, American Marketing Association

Member, Council of Advancement and Support of Education

Member, Mercer Regional Chamber of Commerce

**Donna Keehbler**, Academic Advisor

Member, National Academic Advising Association

Member, National Academic Advising Association Region Two Evaluations Committee

**Anna Krum**, Graduation Specialist

Member, North American Association of Commencement Officers

**Ying Jiang**, Senior Research Analyst, Office of Institutional Research and Outcomes Assessment

Member, North East Association for Institutional Research

Member, New Jersey Association for Institutional Research

**Diane Koye**, Budget Director

Committeewoman, Employer Support for Guards and Reserves, Federal  
Department of Defense

**Michelle Leonard**, Program Assistant-Payroll

Treasurer, Good Will Fire Company #1 Ladies Auxiliary, Pemberton Borough,  
New Jersey

Member, Lions Club International, Pemberton Chapter, Pemberton, New Jersey

**Jeff Lushbaugh**, Director of Website and Multimedia Production, Office of  
Communications

Member, New Jersey Chapter of Usability Professionals Association (UPA)

**Mary Beth Lynch**, Senior Evaluator

Member, National Academic Advising Association

**Maureen Marcus**, Confidential Assistant

Educational Partner, Young Business Leaders Council, Mercer Regional Chamber  
of Commerce

**Maria Marte**, Military Base Manager, Hawaii and Asia, Office of Military and Veterans'  
Education

Member of Council of College and Military Educators

**Louis F. Martini**, Director of Military and Veterans' Education

Member, Council of College and Military Educators

Member, Board of Directors, Council of College and Military Educators

Event Manager, Chair, Council of College and Military Educators

Member, Distance Learning Quality Panel, Council of College and Military Educators, Annual Symposium, Nashville, Texas

**Charlene Martucci**, Fiscal Administrator

Member, Brain Injury Association of New Jersey

Delegate, Mercer County Central Labor Council

Mercer County Democratic Committee Representative (elected)

President, AFT 4277

Licensed Professional, New Jersey Board of Cosmetology

**Andrea Mirsky**, Academic Advisor

Member, National Academic Advising Association

**Jennifer M. Montone**, Assistant Director/Purchasing

Member, New Jersey Higher Education Purchasing Association

Member, Friends of the Library Company of Burlington

Member, Elias Boudinot School Parent Teacher Association

Member, City of Burlington Board of Education

Chairperson, New Jersey Higher Education Purchasing Association Election Committee

**James Owens**, Director of Financial Aid

New Jersey Association of Student Financial Aid Administrators

**Kelli Parlante-Givas**, Associate Director of Military and Veterans' Education

Member, Council of College and Military Educators

**Alisha Pendleton**, Associate Director of Financial Aid

New Jersey Association of Student Financial Aid Administrators

**Thomas M. Phillips**, Manager, Human Resources

Member, College and University Professional Association for Human Resources, New Jersey

Member, Executive Board, New Jersey/Eastern Pennsylvania/  
Delaware Higher Education Recruitment Consortium

Chair, Marketing Committee, New Jersey/Eastern Pennsylvania/  
Delaware Higher Education Recruitment Consortium

**Marie R. Power-Barnes**, Associate Vice President, Marketing

Life Member, Past President, New Jersey Communications, Advertising  
and Marketing Association

Member, American Marketing Association

Member, Jersey Shore Public Relations and Advertising Association

Member, College of Liberal Arts, Education and Sciences, Liberal Arts Advisory  
Board, Rider University

Member, Public Relations Society of America

Member, Society for College and University Planning

Member, Council for Adult and Experimental Learning



Member, International Association of Business Communicators

Member, Council of Advancement and Support of Education

Member, Mercer Regional Chamber of Commerce

Adjunct Instructor, Department of Journalism and Communications, Rider University

**Catharine A. Punchello-Cobos**, Associate Registrar

Member, American Association of Collegiate Registrars and Admissions Officers

Member, Middle States Association of Registrars and Officers of Admissions

**Linda W. Rosner**, Learner Support Representative

Member, Leadership Trenton Volunteer Committee

**Philip Sanders**, Administrator, Student Fees and Revenues

President, New Jersey Bursars' Association

**Barbara A. Sandstrom**, PC Systems Coordinator

Board Member, PLAN/New Jersey (Planned Lifetime Assistance Network)

**Elaine Scheff**, Secretarial Assistant II, Office of the Registrar

Member, Toastmasters State Street Speakers

**Michael J. Scheiring**, Vice President and Treasurer

Past President and Member, Board of Trustees and Chair of Trustee Committee, Old Barracks Museum Association

Past President, Board of Directors, Cerebral Palsy of New Jersey, and Member, Golf Classic Committee, Member of Finance Committee

Member, Mercer County Chamber of Commerce Golf and Tennis Classic Committee

Member, Executive Committee and Finance and Personnel Committee, Robert Wood Johnson University Hospital at Hamilton

Member, Board of Trustees, Robert Wood Johnson University Hospital at Hamilton

Ex Officio Council Member, New Jersey Chapter of the American Society for Public Administration

Member, Leadership New Jersey, Class of 1972

Chair, Board of Trustees, Lakeview Child Center

**Kim Scott**, Military Base Manager, West Coast, Office of Military and Veterans' Education

Member of Council of College and Military Educators (CCME)

**Ann Marie Senior**, Director, Office of Institutional Research and Outcomes Assessment

Board Member, Isles, Inc.

Board Member, Liberated Word Community Development Corporation, Inc.

Member, American Educational Research Association (AERA)

Member, National Association for Institutional Research (AIR)

Member, North East Association for Institutional Research (NEAIR)

Member, New Jersey Association for Institutional Research (NJAIR)

Member, Consortium of Colleges that Serve Adult Students (with Charter Oak College, Excelsior College, and Empire State College)

Volunteer, Angel Wings

**Mindi Shalita**, Director, Human Resources

Member, Pension and Health Benefits Review Commission

Board Member, New Jersey American Council on Education, Network Board

Member, Society for Human Resource Management

Member, Human Resources Management Association of Princeton

Member, College and University Professional Association for Human Resources, New Jersey

**Todd Siben**, Academic Advisor

New Jersey State Representative, National Academic Advising Association

Secretary, Ramapo College Alumni Ice Hockey

Ramapo College Alumni Athletic Hall of Fame committee

**Doris Simmons**, Academic Advisor

Member, National Academic Advising Association

Member, Toastmasters International

Member, Delta Sigma Theta Sorority

Member, Corpus Christi Church Bell Choir

**Sharon C. Smith**, Registrar

Member and National Reporting Officer, American Association of Collegiate Registrars and Admissions Officers

Member, Middle States Association of Registrars and Officers of Admissions

Member, Association of College Administrative Professionals

**Linda Soltis**, Communications and Media Outreach Specialist, Office of Communications

Member, New Jersey Communications, Advertising and Marketing Association

Member, Effective Communications Committee, Bucks County Community College Foundation

Past President, Bucks County Community College Alumni Association

**Christopher Stringer**, Controller

Member, National Association for College and University Business Officers

Member, Eastern Association for College and University Business Officers

**Terri Tallon-Hammill**, Executive Assistant to the President

Committeewoman, Mansfield Township, Burlington County, New Jersey

Member, Academy of Management

Member, Association of Governing Boards

Member, International Leadership Association

Member, Association of New Jersey Environmental Commissions

Member, New Jersey League of Municipalities

Member, New Jersey Support of the Guard and Reserves

Member, Sociologists for Women in Society

Planning Board, Mansfield Township, Burlington County, New Jersey

**Lorraine Thompson**, Administrative Assistant, Academic Advising

Secretary, State Street Speakers, Toastmasters International, Trenton, New Jersey

**Terry Thornton**, Supervisor of Mails

Project Director, Executive Board, New Jersey Postal Customer Council

Member, Mail Systems Management Association

**John P. Thurber**, Vice President for Public Affairs

Chairman, Board of Commissioners, Mercer County Improvement Authority

Member, Board of Directors, Capital Health

Chairman, Informatics Committee

Chairman, By-Laws Committee

Member, Finance Committee

Member, Audit Committee

Member, Board of Directors, Wachovia Regional Foundation

Member, Board of Directors, Princeton Regional Chamber of Commerce

Member, Board of Directors, Mercer Regional Chamber of Commerce Economic Development Foundation

Member and Past President, Board of Directors, Trenton Downtown Association

Member, Trenton Downtown Master Plan Steering Committee

Member, Board of Managers, American Cancer Society – Mercer Unit

Member, Steering Committee, Trenton Crusade Against Cancer

Member, Rotary Club of Princeton

Member, Board of Directors, Rotary Club of Princeton Foundation

Member, Leadership New Jersey Graduate Organization

Member, Bar of New York and New Jersey

Member, Executive Leadership Committee, American Heart Association Greater Mercer Heart Walk

**Melissa Van Aken**, Senior Clerk Typist, Human Resources

Team Leader, Cystic Fibrosis Foundation, Greater New Jersey Chapter

**Linda M. Vasbinder**, Chief of Staff

Member, National Association of Presidential Assistants in Higher Education

**Robin A. Walton**, Director of Community Affairs and Government Relations

Treasurer, Board of Trustees, Children's Specialized Hospital

Chair, Finance Committee

Member, Investment Committee

Member, Executive Compensation and Human Resources Committee

Member, Planning Committee

Member, Quality Committee

Voting Member, Governor's Advisory Council on Adolescent Pregnancy Prevention

Board of Trustees, Vice President, Trenton Public Education Foundation

Future Business Leaders Council 2007 Fellow, Mercer Regional Chamber of Commerce

Leadership Trenton Fellow, 2004

**Gerard Walsh**, Associate Director of Military and Veterans' Education

Member, Council of College and Military Educators

**Donna Watson**, Associate Registrar/Director of Evaluations

Member, American Association of Collegiate Registrars and Admissions Officers

**Deborah Ware**, VA Certifying Official, Office of Financial Aid

New Jersey Association of Student Financial Aid Administrators

**Gillian B. Wyckoff**, Associate Director of Admissions

Member, American Association of Collegiate Registrars and Admissions Officers

Member, American Society for Training and Development

Board Member and Secretary, The Jackson Malia Fund for Children with Special Needs

Member, Butler University Alumni Association

**Celeste Wynn**, Academic Advisor

Member, National Academic Advising Association

**Li-yun Young**, Program Assistant, Office of Alumni Affairs

Member, Council of Advancement and Support of Education

**Ray Young**, Associate Vice President and Dean for Learner Services

Institutional Delegate, The College Board National Assembly on Guidance and Admissions

Member, Academic Advisory Board for Graduate! Philadelphia

Member, Adult Higher Education Alliance

Member, American Association of Collegiate Registrars and Admissions Officers

Member, Marine Corps Association

Member, United States Naval Institute



## Honors

**Matthew Cooper**, Director of Instructional Technology and Instructional Design and Development

Second Place Award, New Jersey Biz Award for Innovation in Distance Education

**Donald S. Cucuzzella**, Academic Advisor

Degree conferred: Master of Arts in American History, Rutgers University

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

Appreciation Award, Rutgers-Newark Small Business Development Center, Women Entrepreneur's Networking Business Breakfast

**Alicia Malone**, Acting Assistant Dean, School of Business and Management

Degree conferred: Master of Arts in Liberal Studies, Thomas Edison State College

**John P. Thurber**, Vice President for Public Affairs

Shining Star Honoree, American Cancer Society, Mercer Unit

**Henry van Zyl**, Vice Provost, DIAL

Second Place Award, New Jersey Biz Award for Innovation in Distance Education

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

Degree conferred: Master of Science in Management, Thomas Edison State

College

**Joseph Youngblood II**, J.D., Ph.D., Vice Provost and Dean, The John S. Watson School  
of Public Service and Continuing Studies

Wall of Heroes Award Recipient, The Male Explosion Gala

**Adrian C. Zappala**, Assistant Dean, Heavin School of Arts and Sciences

Capella University Alumni Association Award for Professional Development,  
2010

## Publications

**Mary Ellen Caro**, Vice President, Enrollment Management and Strategic Partnerships

“Choosing Your Strategic Academic Partner,” *Training Magazine*, co-authored with Mary Ellen Caro, December 2009

**Susan Cobb**, Program Advisor, W. Cary Edwards School of Nursing

“Social Presence: A Current View from a Research Perspective,” in the Online Journal of Interactive Learning

**Ken Lightfoot**, Instructional Designer

“Alignment of Course Objectives and Assessment Items: A Case Study,” co-authored with D. Schwager, in D. Gearhart, ed., *Cases on Distance Delivery and Learning Outcomes: Emerging Trends and Programs* (Hershey, Pennsylvania, 2010)

**James M. Mc Carty**, Assistant Dean, Heavin School of Arts and Sciences

Journal article, “Critical Thinking for Emergency Managers,” *Government Security News, Essential Guide to Homeland Security Education*, May 2010

Textbook Chapter 15, “Critical Thinking, Preparing Society’s Decision Makers,” *Integrating Emergency Management Studies into Higher Education* (Public Entity Risk Institute, 2010)

**David Schwager**, Assessment Technology Specialist, Office of Learning Assessment

“Alignment of Course Objectives and Assessment Items: A Case Study,” co-authored with K. Lightfoot, in D. Gearhart, ed., *Cases on Distance Delivery and Learning Outcomes: Emerging Trends and Programs* (Hershey, Pennsylvania, 2010)

**Adrian C. Zappala**, Assistant Dean, Heavin School of Arts and Sciences

“The impact of a virtual project management platform on the management of program growth in an online university: Lessons Learned.” In T. Bastiaens et al. (Eds.), *Proceedings of World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education 2009*. Chesapeake, Virginia: AACE.

Cultural Influences on Student Retention in Distance Learning Environments. In *Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications 2010*. Chesapeake, Virginia: AACE.

“Creating Tech-Savvy Principals” interviewed for THE Journal (Transforming Education Through Technology) September 2009

## **Appendix D**

### **Organization Chart**

**THOMAS EDISON STATE COLLEGE  
OVERALL COLLEGE ORGANIZATIONAL CHART  
ORGANIZATIONAL CHART**

