

## Message from the President

This Report tells the story of significant events that took place in FY 2008 in the life of the College and its affiliate, the New Jersey State Library. Despite challenges presented by cuts in state funding to higher education, we were able to plan confidently for the future and meet the challenges posed by increasing demand coupled with diminishing resources. I outline a few accomplishments of which I am especially proud, below. There are many others described in my Report, and I invite you to read it all. I look forward to your response and comment.

### Highlights of the Year in Review

Development of new strategic synergies among the College's divisions and schools, accreditation and quality assurance work, enrollment growth, sound fiscal management, and recognition of wonderful work done by staff at the New Jersey State Library have all been very important to us this year.

The past year saw the good results of the development of vital relationships among our schools and divisions. Deans heading various schools have tapped into one another's curricula to produce new, customer-driven academic offerings and interdisciplinary degree programs. Established pathways now lead from noncredit to credit-bearing offerings and back again. And cross-divisional efforts were evident in such successful initiatives as the development of a new College Web site, the creation of special opportunities for our UPS-partner students, and the launch of a new Forum for Assessing Adult Learning at a Distance. These synergies are important signs that a renewal of institutional culture is taking strong root.

In November, the Middle States Association of Colleges and Schools reaffirmed the College's institutional accreditation through 2012. Additional accreditation is now being sought for a number of the College's academic programs, and we have made great strides in developing comprehensive Quality Assurance and Outcomes Assessment Programs.

We were very successful in increasing our asset base. Enrollment continued to grow, and a combination of increased tuition revenue and careful fiscal management allowed us to keep tuition increases relatively low. The College is in sound financial health, and, as a result, we increased course offerings, built new academic programs, and made significant infrastructure and physical plant improvements. Our Datatel system had a major upgrade, our Kelsey Building underwent major renovation, and we acquired the Kuser Mansion as a College property.

The New Jersey State Library's "New Jersey Knowledge Initiative" earned a National Innovation Award from the National Council of State Governments.

Finally, two of our staff received special recognition from their professional peers. State Librarian Norma Blake was named Librarian of the Year by the national publication *Library Journal*, and Dean Susan O'Brien was named Nurse Educator of the Year by the New Jersey State Nurses' Association.

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

The continuing budget cuts we will no doubt face in the coming year present real challenges. We must continue to increase enrollment while maintaining academic quality and impeccable student services. And we must also be mindful that holding ourselves accountable for operational quality and the achievement of programmatic outcomes is essential to our continued success.

We will develop more cross-school curricula, as well as academic programs that students can complete entirely with courses offered by Thomas Edison State College. Building on the success of such newly developed degree programs as our Bachelor of Science in Homeland Security, we will respond with still other academic programs that respond to demands of specific groups and partners. We will also review operations in our Learner Services area and provide Customer Service Relationship training to relevant staff to ensure that our adult students get the support and services they need to be successful in the pursuit of college degrees.

Although our work with outcomes assessment and ensuring quality in College operations and academic programs has made great progress, there is still more to be done. In the coming year, we will implement new, more sophisticated assessment standards and measures, which, in turn, will lead to ever-increasing improvements based on solid data.

Finally, we will increase enrollment, grow the Foundation's endowment, acquire additional revenue from grants, continue to manage our fiscal resources well, and serve our students to the best of our ability and in accord with our mission.

Although this is an ambitious list, I know that we can accomplish the tasks and reach the goals we have set.

George A. Pruitt  
President

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

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. As you will see, numbers of “traditional” students increased in many of the College’s programs. We also experienced some growth in numbers of contract-program students but this occurred at a slower rate than last year’s. (“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*

School staff initiated a review of the Bachelor of Science in Applied Science and Technology (BSAST), Nuclear Engineering Technology, degree program and established an advisory committee to define curricular objectives in preparation for accreditation by the Accreditation Board for Engineering and Technology. Modifications were also made to the BSAST Energy Utility Technology area of study to (1) align this curriculum with New Jersey’s energy master plan; and (2) increase transfer opportunities for those represented by our EPCE—CAEL partners. A Gas Distribution Certificate program was also created for EPCE—CAEL based on workforce development needs. The latter is now also available to all of the School’s students.

The School collaborated with the College’s Office of Military Education and our new Center for Academic Program Review to create a process for reviewing training courses in Respiratory Care offered by the Department of Defense at Fort Sam Houston. The Center for Academic Program Review also provided an Academic Program Review of training offered by the National Kitchen and Bath Association. That review resulted in the School’s developing curricula for both an associate’s degree and a baccalaureate degree in Kitchen and Bath Design. Collaboration with the Office of Strategic Partnerships also resulted in the National Kitchen and Bath Association’s signing a Corporate Choice agreement such that the association’s members may enroll in either of these degree programs. In other curricular work, new programs were developed in Information Technology, Technical Studies, Polysomnography, and Sonography.

### *Partnerships and Outreach*

Representatives from the University of South Africa (UNISA) visited the College to discuss our academic partnership activities. During the visit, Applied Science and Technology courses to be shared between UNISA and the College were identified, curriculum design for shared degree programs was discussed, and planning for future visits was undertaken.

Outreach events to inform potential students about the College's Energy Utility Technology degree were held at PSE&G. Such events were also held in support of the School's degree programs in Aviation, Allied Health, and Radiation Therapy at Mercer County Community College, Ho-Ho-Kus Technical Schools, and Hartford Hospital and Capital Health Systems, respectively. Finally, in conjunction with the New Jersey Department of Labor's NJ Place program, evaluation of training programs for various skilled trades was completed, and an agreement was negotiated with PC Age to provide an associate's degree in Applied Science.

### *Enrollment*

Enrollment trends during the past year reflected the renewed emphasis on attracting traditional students. Traditional enrollment increased, but contract enrollment declined during the first two quarters of FY 2008. This was largely due to a change in policy temporarily enacted by the Navy (see "Working with Military Students," below). In general, the School's enrollment numbers fluctuated as a result of its being an entry point for military students, many of whom then change programs and transfer either to the Heavin School of Arts and Sciences or the School of Business and Management as a result.

Strategies for increasing enrollment in the School of Applied Science and Technology for FY 2009 involve establishing curricular synergies with other College schools to create "cross-over" degree programs, both at the graduate and undergraduate level; developing new programs and courses identified through networking with workforce development, trade, and professional organizations; and leveraging licenses and certificates for credit transfer in various allied health fields. Marketing and outreach will continue, as will the emphasis on reaching traditional students. Emphasis will also be placed on the marketing of entire degree programs, as well as individual courses and certificate programs.

## **Heavin School of Arts and Sciences**

### *Curriculum*

A new degree program, the Bachelor of Science with an area of study in Homeland Security and Emergency Preparedness was developed, and four new courses were offered to students this year as electives in the Criminal Justice degree program.

An undergraduate liberal arts capstone course was approved by the Heavin curriculum committee. The course allows students to pursue a liberal arts topic in depth while interacting with other Heavin School students across disciplines to demonstrate achievement of competencies articulated in the learning outcomes statement for a liberal arts degree. Work also continued on the Bachelor of Arts Degree Program Review. Three subcommittees focusing on the areas of natural science/math, humanities, and social science, respectively, are working to establish area-of-study learning outcomes.

The curriculum committee also approved a new learner-designed area of study for both the Bachelor of Science and Bachelor of Arts degree programs. Students will work with an advisor to select a group of courses and establish a self-defined area of study. This is significant in that it is one of the first joint ventures between College schools. In other work related to learner-designed areas of study, the curriculum committee approved the Academic Program Review of courses offered through the New Jersey Council on the Humanities' Summer Institute. The courses can be used toward fulfillment of degree requirements in the Learner Designed Area of Study in the Master of Arts in Liberal Studies degree program.

As part of the divisional plan to infuse diversity into the curriculum, we added the course SOC-322, Cultural Diversity in the United States, which provides students an opportunity to expand their understanding of the diversity of cultures and people with whom they interact.

### *Partnerships and Outreach*

The partnership with the American Montessori Society was re-established, allowing students who have had ACE-evaluated Montessori training to transfer these courses seamlessly to a Bachelor of Arts Program in Liberal Studies. A partnership was also established with the Foundation for Educational Administration to admit students from the NJ Excel program to the Master of Arts in Educational Leadership. Students, who must already have a master's degree to participate in the NJ Excel program, will be able to transfer in as many as 18 ACE-recommended credits to fulfill degree requirements.

The College's initiative to attract law enforcement personnel and potential law enforcement students from five targeted community colleges and New Jersey law enforcement agencies continued. Contact was made with the five community colleges, and during the year there have been 20 applications and three enrolled students.

### *Enrollment*

The Heavin School had great success with its targeted marketing and outreach. Most notable was the outreach conducted to members of the law-enforcement community.

Similar outreach was made to members of the public-education profession, and enrollment increased in both the Criminal Justice and Educational Leadership programs as a result. Outreach to law-enforcement and public-education professionals will continue in FY 2009

Other strategies for increasing enrollment in the Heavin School for FY 2009 involve making use of synergies between that School and the School of Professional and Continuing Studies such that those enrolled in noncredit programs will have a pathway to the Heavin School for the continuation of their studies. Developing new areas of study for the newly created Bachelor of Science degree and acquiring TEAC accreditation for the Master of Arts in Educational Leadership degree program are other planned activities.

## **School of Business and Management**

### *Curriculum*

The Five-Year Degree Program Review for the Bachelor of Science in Business Administration degree was completed, as was development of a new undergraduate degree program, development of new course offerings, development of a new certificate program, and revision of a master's degree program

The School of Business and Management opened its new Bachelor of Science in Organizational Leadership degree program for enrollment. A Master of Science in Human Resources Management program revision increased the number of core credits to strengthen the program, and new courses were also developed for other graduate programs as follows: Vision, Leadership and Strategy; Leading Change in Complex Organizations; Project Leadership and Communication; and Project Management. Finally, an Academic Program Review was conducted for United Parcel Service (UPS), and a new Operations Management Certificate was developed for UPS employees. The new certificate is credit bearing and its courses will transfer into the School's Associate in Science in Business Administration and Bachelor of Science in Business Administration degree programs. Transformation recommendations for the Master of Science in Management degree were also considered, and the program is currently undergoing revision to update the content and improve the experience for students.

In other developments, the school's Curriculum Committee approved a new curriculum as part of the Academic Program Review process with the American College in Bryn Mawr, Pennsylvania. And the School's Diversity in the Curriculum Committee developed a survey for both undergraduate and graduate mentors and students in all Business and Management course sections offered in April 2008. Once data are collected, the Committee will prepare a report on the degree of diversity in the undergraduate and graduate business and management courses.

### *Partnerships and Outreach*

A pilot project was put in place to facilitate transfer to the College from five community colleges: Burlington, Camden, Mercer, Middlesex, and Ocean. Staff discussed partnership agreements with representatives from the following organizations: Center for Financial Training, Cranford, New Jersey; WithumSmith+Brown, Certified Public Accountants and Consultants; the Hispanic Policy, Research, and Development unit of the New Jersey Department of Community Affairs, Trenton, New Jersey; the Kresge Foundation; and the Mercadian Group.

In other outreach activities, a site visit was made to USDA in Washington, DC, to monitor USDA's use of the College's Public Service Leadership and Master of Science in Management (MSM) Public Sector Auditing Degree Graduate Certificate programs. The goal of this meeting was to increase recruitment and to renew the agreement between USDA and the College.

The School was represented at the 2008 Maria DeCastro Blake Awards Dinner as part of outreach and diversity initiatives related to Hispanic populations. And the College hosted the annual New Jersey Collegiate Business Administration Association (NJCBA) Honor Society Induction luncheon and annual meeting. School of Business and Management student, Jeanina Goos, was inducted into the NJCBA Honor Society.

### *Enrollment*

Enrollment trends during the past year reflect the renewed emphasis on attracting traditional students. Traditional enrollment had an increase among undergraduates, and graduate enrollments increased significantly.

Strategies for increasing enrollment in the School of Business and Management for FY 2009 involve updating and expanding curricula in existing degree programs such as the Master of Science in Management and the Master of Science in Human Resource Management, adding new courses in Organizational Leadership and Forensic Accounting, and continuing to advertise and offer our popular courses in Accounting. All graduate courses will be offered in all semesters, and there will also be new elective-course options for graduate students. We will also offer increasing numbers of courses online and upgrade the media in each course. Marketing and outreach will continue, and there will be increased use of alumni as advocates for the school.

### *Honors and Publications*

Dean Santora was appointed to the editorial board of the *Journal of Applied Management and Entrepreneurship*. He also co-authored a paper, "Defining and Measuring Servant Leadership Behavior in Organizations," published in the March 2008 issue of *Journal of*

*Management Studies*, a leading publication on management. In other activity as a co-author, the dean had a paper, "Executive Succession in Nonprofit Organizations," accepted for presentation with James C. Sarros (Monash University, Australia) and Brian Cooper (Monash University, Australia) at the conference of the International Society for Third-Sector Research and the EMES European Research Network, in Barcelona, Spain.

## **School of Nursing**

### *Curriculum*

The undergraduate and graduate nursing curricula and outcomes were mapped to College outcomes and professional nursing standards in preparation for the anticipated Commission on Collegiate Nursing Education accreditation visit in November of 2008. A review of course offerings at both the undergraduate and graduate levels found that the appropriate emphases are in place. During the year, the first students completed the requirements for the MSN in Nursing Education and for the post-master's Nurse Educator Certificate. New content was integrated into the BSN curriculum to update courses in accordance with nursing practice standards; the transition process for those wishing to participate in the Bachelor-of-Science-to-Master-of-Science in Nursing degree program was implemented; and the Nursing Practicum packet was revised. Course revisions, updates, and changes were completed for the courses Leadership and Management in Nursing, Community Health Nursing, Health Policy, History of American Nursing, and Curriculum Theory and Development in Nursing Education.

Other curricular development focused on the divisional plan to infuse diversity into the curriculum. For example, the required undergraduate course Community Health Nursing has assignments that include a Cultural Assessment Presentation in which students analyze the effects of culture on health care. In the graduate curriculum, the required course Nursing Leadership in a Global Community examines human diversity and health care from a global perspective.

### *Partnerships and Outreach*

Recruitment ads were placed in regional issues of *Advance for Nurses* and *Nursing Spectrum*, as well as in booklets distributed at selected nursing awards programs. Plans were further developed for future marketing and recruitment, including online advertising at [allnursingschools.com](http://allnursingschools.com). A new recruitment theme emphasizing our 25 years of experience in providing education programs at a distance for RNs was also devised and will be the basis for articles and recruitment advertising in nursing publications. School of Nursing staff attended some 48 recruitment events, both locally and nationally.

Enrolled students from Capital Health System now number 95. There are 31 students enrolled from St. Francis Medical Center, and 50 students from Virtua. Formal

partnership meetings were held with Our Lady of Lourdes, Meridian Health Systems, and Helene Fuld School of Nursing.

### *Enrollment*

Enrollment in the School of Nursing continued to grow very well, albeit at a slightly slower pace, during FY 2008. Increasing competition from other providers of Nursing education at a distance seems to be a factor in this slowing. Strategies for increasing enrollment, therefore, will emphasize improving our existing relationships with current New Jersey hospital and health-care systems and devising ways to counter the competition. Other strategies involve reorganizing the School of Nursing such that staff have more time to do outreach; refining marketing to better target it to our Nursing student profiles; re-vamping marketing materials; and acquiring CCNE accreditation.

### *HRSA Grant Activity*

As of the end of FY 2008, 48 minority nurse educators had completed the 32-week Certificate in Distance Education Program as part of the Health Resources and Services Administration (HRSA) grant. Nineteen minority nurse educators successfully completed all components of the program and are listed in the directory and database of individuals certified to teach at a distance. An additional six completed their mentored teaching. As a result of a successful application, the College has been granted an extension of HRSA funding (\$70,000 for the online education of minority nurse educators) through 2010. In other HRSA-related activity, the third Annual Distinguished Lectureship, "Thomas Edison State College School of Nursing's Minority Nurse Educator Program: Meeting Challenges, Celebrating Success," was planned and will be held in October 2008.

### *Honors and Publications*

Dean Susan O'Brien was honored with the C.A.R.E.S. Award for Excellence in Education presented by the New Jersey State Nurses' Association. And an article entitled "Innovative Thinking: School of Nursing at Thomas Edison State College Uses Distance Learning to Expose Students to Accomplished Minority Faculty," by Susan O'Brien, Assistant Dean Louise Riley, and Nursing Diversity Coordinator Jovita Solomon-Duarte, was published by *Advance for Nurses*.

The Thomas Edison State College Honor Society of Nursing received its chapter charter (as Upsilon Rho) from the Honor Society of Nursing Sigma Theta Tau International.

## **John S. Watson School of Public Service**

### *Curriculum*

Established in FY 2007, the John S. Watson School of Public Service will accept its first cohort of students in January 2009. FY 2008 was devoted to establishing curricula and programs to meet the needs of partners and other stakeholders. For example, a new degree program, the Executive Master's Degree in Public Service Administration and Leadership, is in development, facilitated by work with the Urban Mayors' Association, the League of Municipalities, and the Conference of Mayors. Watson School staff collaborated with DIAL to develop courses for the program, and staff also developed plans for an International Public Service degree program with the University of South Africa (UNISA). A delegation from UNISA will visit the College to engage in further planning for the International Public Service degree.

### *Partnerships and Outreach*

The Watson School continued its work with the College's Office of Development to create an endowment for the School. Development activities included fundraising for course development, scholarships, and direct operational support for the school. Individual donor support, philanthropic support, and corporate support are being pursued as a part of the overall strategy to meet the financial needs of the Watson School.

A print advertisement for the Watson School was placed in *New Jersey Business* magazine, and a marketing brochure was developed. School staff also worked with the College's Marketing and Communications offices to identify targeted marketing strategies.

### *Enrollment*

The Watson School will begin enrolling students in FY 2009. There will be a focus on curriculum development and on establishing methods for making reliable enrollment-growth projections. We expect that the Executive Master's degree program in Public Service will be attractive to middle managers working in public service agencies in municipalities. However, given the budget situation in the State of New Jersey, tuition reimbursement funding may not be available. Therefore, development costs will be kept to a minimum through appropriate adaptation of existing courses and curricula from such areas as the College's MSM program. Likewise, existing certificate programs may be adapted and given a specific New Jersey context for the Watson School.

Strategies for ensuring that the Watson School's academic programs are well known and attractive to prospective students include using Thomas Edison State College alumni working in public service agencies as advocates for the school to their colleagues; establishing an Advisory Committee for the Watson School that includes New Jersey urban mayors; and tailoring admissions criteria such that applicants may substitute specific public-service experience for academic credentials.

### *Honors and Publications*

Dean Joseph Youngblood is completing the second year of a two-year fellowship as a Millinnum Protégé/Fellow of the American Association of State Colleges and Universities (AASCU). Dean Youngblood has also co-authored two book chapters, "Racial Identity—Children," in the *Handbook of African American Psychology* (2009), and "Understanding Culture and Context: Start-on-Success Scholars Programming," in K. Hoagwood's *Community Collaborations Casebook*, London: Oxford University Press (in-press); and an article, "Moving beyond the Dichotomy: Meeting the Needs of Urban Students through Contextually Relevant Educational Practices," in *Teacher Education Quarterly* (2007).

## **School of Professional and Continuing Studies**

### *Curriculum*

During FY 2008, the School of Professional and Continuing Studies (SPCS) introduced four new certificate programs in the Fitness, Health, and Wellness area. To complement the Paralegal Studies Certificate Program first offered in FY 2007, SPCS also developed a Nurse Paralegal Certificate Program, which opened for enrollment in June 2008.

The new 50-hour, online Linux Self-Study course, which helps students prepare for Linux Professional Institute Certification (LPIC) was reviewed and approved by the Linux Professional Institute. LPIC certification is considered the industry standard worldwide for Linux technicians. Based on this certificate program, contract training for Linux certification was launched at Fort Meade, in Maryland, and has been successful.

Course development for the professional certificate program Workforce Career Coach Facilitator was completed and submitted to the Center for Credentialing and Education for approval. Successful completion of this 120-hour certificate program will satisfy the training requirement component for earning the Global Career Development Facilitator credential for workforce, career, human resources, out-placement, and education professionals interested in obtaining an international credential.

Using the guidelines and course materials produced by the Society of Human Resource Management (SHRM), a 36-hour online course was developed to help students prepare for SHRM's PHR or SPHR certification tests.

### *Partnerships and Outreach*

Outreach efforts were focused on the military and on our alumni. Developing opportunities for obtaining more training contracts like the one based on the Linux certificate was another SPCS outreach focus during the year.

In partnership activities, the contract training project with PROCEED, INC.: The National Center for Training, Support and Technical Assistance was completed. The

Center for Disease Control, which funds this client, has expressed interest in collaborating with the College on new course development for broader CDC training. The School also established an alliance with *The New York Times* Knowledge Network to co-sponsor and market several programs, beginning with the Paralegal and Nurse Paralegal Certificate Programs. This will give the College visibility with *New York Times* readers, and the newspaper has committed its marketing resources to promote College programs. The partnership also provides the College with an alternate course delivery platform through *The New York Times/Epsilen* learning system.

Finally, SPCS received approval from the Veterans Administration for several new programs. To date, 51 of the school's 62 programs are approved for Veterans Administration benefits. Plans are underway to work with the Office of Military Affairs to use that approval status to step up promotional efforts to veterans.

### *Enrollment*

Although registration had increased during FY 2007, total registration for FY 2008 fell below projections. As a result, a new approach for developing courses, improvement in course quality, and exploration of new course delivery methods are all planned. Continuing emphasis will also be placed on contract training.

Strategies for increasing enrollment in the School of Professional Studies in FY 2009 include working with deans of the College's other schools to acquire course content that can be used in noncredit offerings, thereby increasing options for students; creating noncredit courses rather than acquiring them from outside sources; and offering training based on noncredit programs offered by the school.

### **Mentors**

During the past year, the College provided a variety of voluntary opportunities for mentors to hone their skills. An asynchronous online meeting was held for Heavin School mentors, featuring discussion forums for each general area of study, as well as forum on outcomes assessment and use of rubrics. More than 60 mentors participated enthusiastically and had good suggestions for future directions. As a result of the meeting, a quarterly Heavin School newsletter for mentors has been instituted. In other mentor-related activity, the School of Business staff reviewed the undergraduate and graduate mentor pool, load balance, relevant expertise, and assignments. New mentors were added at both the undergraduate and graduate levels throughout the year. The School of Nursing also continued to recruit mentors from across the nation. Of the school's active mentors, 85 percent are doctorally prepared. The School of Nursing also offers the Certificate in Distance Education Program (CDEP) to all mentors free of charge.

Finally, DIAL and the deans worked on developing a mentor orientation course to be offered early in FY 2009. The course focuses on preparing mentors to take full advantage of the technologies available to them as they work with our students. We expect an enthusiastic response to the course.

## **Academic Affairs Organizational Changes**

To increase administrative efficiencies and improve student services, several organizational changes were made in the Academic Affairs Division. A new position, Executive Vice Provost, was created to coordinate cross-unit initiatives and provide oversight for the new Center for Academic Program Review and for the Offices of Military Education, Graduate Studies, Strategic Partnerships, and Mentor Support Services. Likewise, a new Office of Learner Support was established and is now headed by an Assistant Vice Provost of Learner Support. The Learner Support unit comprises the Admissions/Information Center (shifted from the Division of Public Affairs), the Academic Advising office, the Office for Students with Disabilities, and the Financial Aid/Veterans' Affairs office. Concurrent with these moves, the Transfer Credit Evaluations section was reassigned to the Office of the Registrar.



# Offering Students Flexible Education Options

## Trends and New Developments

Thomas Edison State College offers a wide array of flexible learning options to respond to students' preferred learning styles. Available course delivery modes range from highly structured Online Courses with interactive features and streaming media, to print-based Guided Study courses, to fully independent learning opportunities presented as challenge exams via TECEP tests and e-Packs. The latter two delivery modes allow students to demonstrate college-level learning acquired outside of the traditional classroom. Likewise, Prior Learning Assessment courses allow students to demonstrate by written and other submissions that they have acquired college-level learning, worthy of college credit, in a variety of non-traditional settings. The College also offers flexible learning opportunities by redesigning existing courses to meet the specific needs of such populations as the military.

The challenges of delivering online exams and verifying that the students who take the exams are the same individuals who have registered for the course or the exam are being addressed in a variety of ways. Online exam administration is now available through ACT in commercial testing centers across the United States and in Puerto Rico. New technologies that include biometric student identification are also being examined and considered for the purpose of authenticating students.

### *Online Courses*

The College offers 167 online courses. During FY 2008, online course delivery continued to be the most popular option, attracting 77.26 percent of all course enrollments. The share of Guided Study enrollments declined to 10.13 percent, with PLA at 3.52 percent, e-Pack at 1.9 percent, and TECEP at 7.01 percent, respectively. (See Appendix B.)

### *Guided Study Courses*

The College offers 89 Guided Study courses, all of which now run for 12 weeks, as opposed to the 16-week schedule on which they were run in the past. This brings this delivery mode in line with other undergraduate course delivery modes. Guided Study courses are now also offered through Blackboard. All the work of the course is done offline, but students log on again to submit assignments and retrieve graded assignments via the Web.

### *Prior Learning Assessment*

The College offers 73 Prior Learning Assessment (PLA) courses. The numbers of students opting for this method of earning credit has decreased, even as the number of standardized PLA options have increased. Procedures in the PLA office have recently been streamlined to increase the quality of student services. It is hoped that this,

together with a concerted marketing effort, will increase the numbers of students choosing this method of earning credit.

### *Examination Programs*

The Office of Learning Assessment converted more than 150 online exams to a pool-based objective format. The Office also began building final exam assessments for online delivery. As of the end of FY 2008, the College offered 20 e-Pack examinations and 67 TECEP examinations.

### *Course Development, Review, and Revision*

Development of 37 new courses to support new and existing academic programs was a major focus as we continued to increase the number of degree requirements that can be fulfilled using Thomas Edison State College courses. Updating Guided Study Course Manuals, converting most course media from VHS to DVD, and working with the Office of Learning Assessment to implement a new course evaluation process were among activities during the year.

### *Course Evaluation*

A new student-satisfaction survey was administered to all students in general-population, centralized-tuition-assistance-management (CTAM), and eArmyU courses. Quality control checks and remediation based on survey findings have been effective. Between 1,100 and 1,500 surveys were delivered every month through December 2007, with response rates ranging from 35 percent to 45 percent overall, an improvement over the previous 20-percent response rate.

## Providing Students with Services

### Learner Services

The major focus this year was the reorganization required to achieve improved delivery of services to our students. The Transfer Credit Evaluations Section was placed under the auspices of the Office of the Registrar, where it joins the Academic Records Office in reporting to the Registrar. The Admissions/Call Center was reassigned to the Division of Academic Affairs, and placed in Learner Services and grouped with other units under the Assistant Vice Provost for Learner Support. A new Office of Learner Support, headed by that Vice Provost, consists of the Office of Students with Disabilities, Office of Admissions/Information Center, Office of Academic Advisement, and Office of Financial Aid/Veterans Affairs.

### Learner Support

#### *Admissions/Information Center*

Staff in the Admissions/Information Center continued to shepherd students through the application process, call new applicants, and e-mail currently enrolled students coming to the end of their tuition year. The new-applicant calls welcome individuals to the College and guide them through the enrollment process. The e-mails to enrolled students motivate them to continue their enrollment by paying their second-year-enrollment tuition and fees. Admissions/Information Center staff also held regularly scheduled Information Sessions for prospective students both at the College and at sites around the state of New Jersey.

The Office of Admissions/Information Center's total call volume for FY 2008 was approximately one percent below last year's. Still, the number of traditional applications was up five percent, in comparison to last year. However, applications and enrollments from our contract population fell short of last year's numbers.

The College's agreement with "Graduate! Philadelphia" was signed during December. The Learner Support Office is coordinating all aspects of the College's participation in this initiative to re-engage individuals living in Philadelphia who have previously dropped-out/stopped-out of college.

#### *Advisement*

The past year saw a continuing effort to be as student-centered as possible. For example, a new Advisement Center schedule was developed that extends hotline hours from 4:30 to 6:00 pm, Monday through Thursday. Furthermore, on average, a student needed to

wait fewer than two days to meet with an advisor, five days fewer than the College's established benchmark of a seven-day wait period.

The Advisement Center also implemented a new e-mail system for sending evaluations and welcome packets. These efforts acknowledge that our students prefer to communicate electronically. Since its adoption, in the last half of the year, this system has eliminated over 8,300 individual pieces of mail and saved the college more than \$11,500 in postage.

### *Financial Aid and Veterans' Affairs*

The Financial Aid Office developed a Student Lending Code of Conduct modeled on new state and federal guidelines, and completed the A-133 compliance audit with an unqualified opinion and no management letter. There was only one audit finding that related to the timing of Pell reporting, with no related questioned costs.

The Financial Aid Office also worked with the Division of Planning and Research to participate in the federal 2008 National Postsecondary Student Aid Study (NPSAS). The NPSAS is a nationwide study designed to determine how students and their families pay for postsecondary education, and to describe demographic and other characteristics of those enrolled. The study collects financial aid, admissions, enrollment, and tuition data from 1,900 institutions.

### *Office for Students with Disabilities*

The Office for Students with Disabilities provides services to students who formally request and are approved for accommodations under the Americans with Disabilities Act. Office staff work with other departments and mentors to ensure that eligible students have access to the College's programs and facilities. The Office currently serves between 60 and 70 active students with disclosed and verified disabilities.

## **Registrar's Office**

As part of the Learner Services reorganization, the staff doing transfer credit evaluation now reports to an Associate Registrar for Evaluation, who reports to the Registrar. A second Associate Registrar, for Academic Records, also reports to the Registrar.

The College is the certifying agent for the New Jersey State Professional Librarian Certificates, and the Registrar worked with the New Jersey State Library and the Department of Education to establish procedures for the issuance of the certificates. Registrar's staff also worked with staff from MIS and the Offices of the Controller and Military Education to design and test a Web registration system for students whose course tuition and fees are paid by corporate or military tuition assistance vouchers. This system should be available for student use in the first quarter of FY 2009.

### *Academic Records*

The Registrar's staff, working with MIS, successfully implemented the first phase of the student-records digital scanning project. All active undergraduate student records have now been digitized. Work will continue in the new year to complete the scanning process for current graduate-student records and begin digitization of records for former students.

### *Evaluations*

First-time evaluations increased 9 percent when compared to last year. The increase was supported by hiring and training two additional evaluators and authorizing two part-time clerical positions in a pilot program to directly support the section's efforts.



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

### **Working with Military Students**

Due to a temporary change in Navy policy, there was a decline in Navy College Program Distance Learning Partnership participation during the first two quarters of the year, and this decline had a significant impact, as well, on enrollment numbers as the College calculates them for “contract populations.” Under its changed policy, the Navy did not allow Sailors in their last year of enlistment to receive tuition assistance. However, the Navy has now reversed this policy, and enrollments were once again increasing as we approached the end of FY 2008.

In other activity in the Office of Military Education, the College established a new Memorandum of Understanding (MoU) with the Naval Weapons Station in Charleston, South Carolina. Under the MoU, a National Testing Center will open there and offer CLEP examinations, as well as DANTES DSST examinations. The Naval Weapons Station will also be the second location (the other is McGuire AFB, in New Jersey) to offer Blended Learning courses and the first Navy location where the College will have a full-time presence. This is an important site for the College, since it houses the Navy Nuclear Training Command.

The Office of Military Education began work with Vantage Point Consulting to identify ways in which the College can manage increased numbers of military students without increasing staff expenses. As a result, Office of Military Education staff now contact students who have applied but not registered for a course to help them understand the course registration and degree completion process. The Office of Military Education also contacts students who have enrolled in their first course to see if they are having problems or need assistance. The Office of Military Education plans to introduce additional proactive interactions in the coming year.

The College was awarded 30 degree programs (more than any other institution) in the new Navy College Program Distance Learning Partnership contract. Additionally the College’s program with the Army Medical Command’s Respiratory Care program received accreditation from the Council of Respiratory Care. The College was also recognized by a resolution in the New Jersey State Senate for its work with the military.

## **Working with Strategic Partners**

### *Corporate Choice Program*

The Corporate Choice Program was re-evaluated, and recommendations were made to improve its yield by seeking out new corporate partners who offer tuition reimbursement to their employees. Outreach efforts were also conducted with UPS and with other existing Corporate Choice partners.

College staff supported UPS in the rollout of the partnership through local and national activities. They conducted Information Sessions at UPS facilities; assisted UPS in the development of an Employee Satisfaction Survey; and followed up on applications from UPS employees. Representatives from UPS and the CFI Group met with College administrators to share the Employee Satisfaction Survey results. The College received the highest satisfaction scores among all participating institutions (including the University of Phoenix). The continuing success with the College's UPS partnership is due in part to a new enrollment management process that provides ongoing e-mail communications and assistance to all UPS applicants and enrolled students. The Office of Strategic Partnerships also worked with Learner Services to insure that evaluations were completed in a timely manner.

The College signed a Corporate Choice agreement with the National Kitchen and Bath Association. The Office of Strategic Partnerships further developed the relationship with this group by designing a Web page for Association members. Additionally, the Strategic Partnerships team collaborated with National Kitchen and Bath Association to write an article for publication in their association's magazine.

### *Community Colleges*

College staff conducted numerous Information Sessions at community colleges around the State of New Jersey. Staff also represented the College at transfer fairs at Burlington County College, Middlesex County College, and Stockton State College's Graduate Fair. Selected community colleges were targeted for academic partnerships and tuition adjustments offered by the College for certain populations. For example, the Heavin School and the School of Business and Management began a pilot project to facilitate transfer for students interested in law enforcement and/or accounting degrees from Burlington, Camden, Mercer, Middlesex, and Ocean community colleges.

### *Agencies, Organizations, and Corporations*

College staff worked with government agencies and other organizations to provide their employees with information on programs and courses. Presentations on the College were made at the New Jersey Department of Transportation, the New Jersey Motor Vehicle Commission, the New Jersey Department of Treasury, and the Governor's Council on Alcohol and Drug Abuse Prevention. The College was also represented at the Environmental Protection Agency's Disaster Management Conference; the International Public Management Association—Human Resources NJ chapter; the

International Association of Chiefs of Police Annual Conference; and the Society of Human Resource Professionals Conference. Staff also presented information as part of a Prior Learning Assessment panel at JP Morgan Chase, in New York City.

### *Center for Academic Program Review*

During the year, what had been the College's Corporate-Higher Education Program (CHEP) underwent a transformation due to strategic and operational changes introduced by the American Council on Education (ACE) for its training review operations. Therefore, although the College will remain a state affiliate for ACE, we re-focused and re-named the CHEP office as the Center for Academic Program Review (APR). The Center for Academic Program Review leads the evaluation of training for college credit under the auspices of Thomas Edison State College. The Center was established in response to demand for credit evaluation by the College's academic partners.

In one of the most productive of the new partnerships fostered by the Center, an Academic Program Review for the National Kitchen and Bath Association (NKBA) was completed, resulting in the development of associate's and bachelor's degree programs in this area (see "School of Applied Science and Technology," above) for members of the NKBA. Credit evaluations were also conducted for UPS and the New Jersey Council on the Humanities Summer Institute.

Additionally, the Center for Academic Program Review staff contacted 44 organizations in regard to having an Academic Program Review (APR), developing a partnership with the College, review preparation, team selection, or student inquiries. Staff also submitted a proposal to the Department of Labor and Workforce Development on behalf of the College to act as the evaluation agent to review apprenticeship programs; scheduled three APR workshops to be conducted throughout the remainder of the fiscal year; developed Web pages describing APR; and presented the APR process to Academic Council for approval.

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

The 20<sup>th</sup> National Institute on the Assessment of Experiential Learning was held at the Nassau Inn in Princeton on June 19-20, 2008. For the first time, a pre-Institute Forum, "Assessing Adult Learning at a Distance: Lessons Learned," was also held. Presenters and attendees came from as far away as South Africa and the United Kingdom, and the Forum was a great success. Announcements, calls for papers, registration information, and program information for both events were disseminated and posted on the College Web site. Working with staff from DIAL, the College's Office of Communications coordinated logistics and promotion of the events. Attendance at this year's Institute was by far the highest in the history of the conference.

## **The John S. Watson Institute**

### *Center for the Urban Environment*

Institute staff participated in a national conference sponsored by the Environmental Justice Climate Change Initiative held in the District of Columbia. The conference was the inspiration for a global warming policy developed by the Institute and submitted to the New Jersey Environmental Justice Alliance (NJEJA) for consideration. Staff also testified on global warming before the New Jersey state legislature, wrote an article published by the NJEJA, and helped organize and host a meeting of environmental justice lawyers from New Jersey and New York City.

In other action, Institute staff worked with New Jersey's environmental justice community to formulate a policy that addresses the health risks faced by communities stressed by pollution and hosted a meeting of the Central Jersey Environmental Justice Alliance. The Institute was also notified that the Schuman Fund, the Dodge Foundation, and the Fund for New Jersey will award grants to the New Jersey Environmental Justice Alliance. The College is the fiscal agent for the three grants.

### *Center for Leadership Development*

The 2008 Leadership Trenton Fellows selected four issues as sustainable initiatives, and they formed working groups accordingly on (1) volunteerism, (2) education, (3) media, and (4) alumni affairs. These initiatives provided an ongoing context for the various seminars held throughout the year.

The application for the 2008-2009 program was mailed to graduate Fellows, current Fellows, board members, supporters, and others on a targeted mailing list. The Board of Advisors Recruitment and Selection Committee met with staff in May to select the 2008-2009 Fellows. A grant request for \$50,000 was also submitted to the Princeton Area Community Foundation to support activities in the 2008-2009 program year. In other funding activity, Leadership Trenton, in partnership with Big Brothers Big Sisters of Mercer County, the Princeton Center for Leadership Training, and the Princeton-Blairstown Center, received a grant from the United Way of Greater Mercer County to assist with a mentoring program at Trenton Central High School.

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

During the year, Institute staff assisted the New Jersey Child Care Economic Impact Council by participating in a national learning community sponsored by the California-based National Economic Development and Law Center. In addition, Institute staff negotiated on behalf of the Council with the New Jersey League of Municipalities to hold a special session at its conference titled "Child Care Industry—An Economic Driver in New Jersey." Institute staff also received \$5,000 from the National Venture Grant Fund in collaboration with Smart Start, in North Carolina, and the Kellogg Foundation continue the Council's work.

The Institute launched the New Jersey Cultural Competency and English Language Learners Summer Institute pilot project in August 2007. The project targeted teachers in ten early childhood education classrooms throughout the state. Institute staff then conducted site visits at the ten locations from which teachers came to the Summer Institute. A report on those visits, *Threads of Cultures: The New Jersey Cultural Competency and English Language Learners Summer Institute*, evaluated the efficacy of the model and determined that the Summer Institute was very successful. As a result, the Institute applied for and received a \$25,000 planning grant from the Schumann Fund for New Jersey to gather information on strengthening the Summer Institute model. Using the grant funding, the Institute hired a consultant to share information on two national models. The Institute also hired a program evaluator to measure the impact of the 2007 pilot project and develop a draft policy brief that will be used to garner further support for the project. In related work, Institute staff participated in the New Jersey Teachers of English to Speakers of other Languages and the New Jersey Bilingual Educators' Fall Institute. Both of these organizations are linked to their national counterparts, TESOL Affiliate and the National Association for Bilingual Education.

#### *Center for Health Policy Development*

Institute staff assisted the New Jersey Department of Banking and Insurance (DOBI) with the completion of the New Jersey Health Information Security and Privacy Collaboration (HISPC) Phase II contract, which includes a pilot project involving the electronic exchange of immunization registry data between New Jersey and New York City.

Institute staff also assisted DOBI in research and document development for implementation of a Phase III HISPC contract. This involved a federally funded \$403,959 contract award for the period April 1, 2008 – March 31, 2009, and extended the \$349,242 federal contract initially awarded in May 2006. Phase III features an Inter-Organizational Agreements Collaborative to develop model cross-state agreements, including memoranda of understanding and data-share agreements to permit participating states and territories, related departments and entities, and the providers within those states and territories to conduct information exchanges leading to inter-organizational agreements that can be replicated nationally and used to facilitate intra- and interstate communication. Participating states and territories were Alaska, Guam, Iowa, New Jersey, North Carolina, Puerto Rico, and South Dakota.

In other work, Institute staff reviewed Assembly Bill A4044, known as the New Jersey Health Information Technology Promotion Act, which created an Office for Electronic Health Information Technology. Language proposed by Institute staff on fraud and abuse prevention was included in the final bill. This legislation is a major public policy initiative for New Jersey. For the first time, it provides for the development of a statewide health information technology plan through the New Jersey Health

Information Technology Commission and also creates a new Office for the Development, Implementation, and Deployment of Electronic Health Information Technology.

*Technical Assistance and Support Services Center*

Through funding from the New Jersey Department of State's Office of Faith Based Initiatives, Institute staff, with the assistance of the Concerned Pastors EDC staff, continued to assist 11 non-profit/faith based organizations throughout the state.

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

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

In addition to the ongoing institutional marketing and advertising strategies, this year saw concerted efforts to maximize return on investment of marketing dollars by linking specific groups and specific College programs through a coordinated targeted marketing campaign. For the school-based aspect of the campaign, the deans worked hand-in-hand with the College's Office of Communications and the Office of Marketing to produce materials and identify audiences to receive those materials. Other targeted marketing and outreach supported of the College's Office of Military Education, its Corporate Choice program, its National Institute for Experiential Learning, and its Annual Fund. This work required collaboration across the institution, and it has achieved tangible results in terms of improving our organizational culture as well as increasing enrollments. In all cases, the efforts went well beyond the production of advertising or informational materials: there was research to determine which professional organizations or other groups of stakeholders were best approached, and efforts frequently involved logistical support for College staff as they attended and participated in conferences and other events at which these stakeholders were present.

#### *Advertising*

In addition to the ongoing institutional marketing and advertising strategies, the College continued to develop "vertical" marketing strategies for specific programs in each of the schools. Plans were developed for the School of Business and Management to promote programs in Organizational Leadership and Human Resources. Advertising venues were chosen based on the best reach and frequency within the targeted markets, and included print-based advertising, electronic lead generation, Web based advertising, search engine marketing, and direct mail to geographically targeted national subscriber lists.

The College also continued to work with the advertising firm Princeton Partners, Inc. All advertising articulates the message that the College offers high-quality, client-centered, flexible educational opportunities to self-directed adults.

#### *Public and Media Relations*

The College expanded its efforts in media relations, targeted strategic external communications, and provided outreach aimed at prospective and current students and alumni. In FY 2008, the College was featured in the *New York Times* for the first time in more than 10 years and doubled the number of targeted communication outreach campaigns supporting academic programs.

Key media placements made this year included the following:

- National coverage in the *New York Times* of the College's blended programs offered at McGuire Air Force Base and designed to help U.S. forces better understand the places they are being deployed and the people they find there. There was also statewide print and televised coverage of the College's work with the military in the *Star-Ledger* and on Action News (ABC's Philadelphia affiliate), News 12 New Jersey, and Comcast Newsmakers.
- National coverage in the *Wall Street Journal's* Work and Family Mailbox, where the College and its Prior Learning Assessment program were featured in an answer to a reader's question by reporter Susan Shellenbarger.
- National coverage of the College's new Nurse Paralegal Certificate Program through the industry Web site, Nursing.com, and a feature placement in *Nursing Spectrum*, as well as a statewide brief picked up by Gannett New Jersey. The College's Paralegal Studies Certificate Program also had statewide coverage in a *NJBiz* feature story.
- National coverage of the College's certificate programs in fitness training and health in *Fitness*, a national trade publication for the fitness training industry.
- National and regional coverage of 2007 graduate Rolando Gorostiza's selection as the 2007 Adult Learner of the Year by the American Council on Education. The story was placed in the national trade magazine, *Happi*, as well as in the *Burlington County Times* and *Courier-Post*.
- Day-of coverage of the 35<sup>th</sup> annual Commencement in both of Trenton's daily newspapers, the *Trentonian* and *Trenton Times*, as well as several regional placements on 2007 graduates in newspapers throughout the state.
- Statewide coverage of the New Jersey Urban Mayors' Association's Seven-Point Legislative Strategy, which was featured in the *Courier-Post* and other Gannett dailies in New Jersey, as well as on New Jersey 101.5 News.

Targeted outreach campaigns completed this year included the following:

- School of Applied Sciences and Technology: *Clinical Trials Management*
- School of Business and Management: *Accounting*
- Heavin School of Arts and Sciences: *MAEdL* (two campaigns); *Online Learning & Teaching*; *Law Enforcement*
- School of Professional and Continuing Studies: *Nurse Paralegal*; *Law Office Technology*; *Fitness/Wellness*

Also this year, the Office of Communications continued its lead role in maintaining and enhancing the College Web site through our new content management system and played an instrumental role in doubling attendance at the National Institute on the Assessment of Experiential Learning.

## *Publications*

In addition to production of the College's recurring annual and quarterly publications, the Office of Communications developed the following new publications this year:

- Heavin School of Arts and Sciences: *Master of Arts in Educational Leadership brochure, prospectus, and application*
- School of Professional and Continuing Studies: *Fitness, Health and Wellness Certificate Programs brochure; SmartDraw Legal Certificate flier; Law Office Technology Certificate flier and brochure; Nurse Paralegal Certificate brochure; CCME flier*
- School of Applied Science and Technology: *Kitchen and Bath Design flier*
- School of Business and Management: *Bachelor of Science in Organizational Leadership brochure; MSM + MSHRM brochure*
- Office of Strategic Partnerships: *UPS Operations Management brochure; McDonald's informational brochure*
- Office of Human Resources: *Materials for New Employee Orientation packet*
- Thomas Edison State College: *Campus with a History booklet*
- Thomas Edison State College Foundation: *2007 Year-End Appeal Postcard*

## *Web Site*

The College launched its redesigned Web site in August. The new design has customized navigation to provide specific users (e.g., prospects, current students, and alumni) with information in an efficient and user-friendly way. Landing pages were also developed to drive Web site visitor conversions (i.e., visitors who submit requests for information) from search engines. As part of the Web redesign project, the College also implemented a content management system for automating, tracking, and real-time editing. Overall, site traffic increased more than 100 percent, from 1.1 to 2.2 million visits, when compared last year (pre site launch). This is due largely to the site redesign, search engine optimization, and efforts led by the Office of Marketing.

A Web site oversight committee was also formed to review, analyze, and continuously improve the content, design, navigation, and features of the site.

## *Targeted Outreach*

Targeted marketing for the Heavin School concentrated on outreach to law enforcement personnel (for the school's Criminal Justice and Administration of Justice degree programs) and public school educators (for the Master of Arts in Liberal Studies and the Master of Arts in Educational Leadership degree programs). Marketing for the Schools of Applied Science and Technology, Business and Management, Nursing, and Continuing and Professional Studies concentrated on individuals studying or working in the aviation and clinical trials fields (for the Aviation and Clinical Trials degree programs); CPAs and managers (for the Accounting and Organizational Leadership degree programs); registered nurses (for the BSN-to-MSN program); and paralegals and fitness professionals (for the certificate programs in Paralegal Studies and Fitness and

Wellness), respectively. Targeted outreach was also conducted in behalf of the Watson School of Public Service to unveil the New Jersey Urban Mayors' Association's Seven-Point Legislative Strategy and to raise awareness of the need for endowment funding for the school.

In other efforts, the College developed a new advertising campaign for the military, with messages for both active-duty service members and military spouses. The Corporate Choice brochure and DVD were revised, and a new targeted mailing list was compiled that identifies chief learning officers, directors of human resources, and chief executive officers at the largest private employers in New Jersey. And messaging emphasizing common factors that resonate with graduates was produced for the Annual Fund.

### *Online Marketing and E-mail Outreach*

The College continued its Search Engine Marketing to increase the number of qualified inquirers and improve conversion rates from inquirer to applicant through the use of search terms and lead-generation campaigns. Working with TMP Directional Marketing, the Office of Marketing refined its keyword buys as part of an ongoing strategy to best represent the College and its programmatic marketing initiatives to all potential students via the Internet. The College also attracted potential students through organic searches and paid search marketing with Google, Yahoo, Ask, MSN, MIVA, Pulse360 Ad Network, and Right Media Ad Exchange. Keywords were analyzed to drive qualified leads and raise conversion rates. The College also targeted potential students through Web-based lead-generation sites and continued to attract those who are searching the Internet via both eLearners and such targeted sites as [allcriminaljusticeschools.com](http://allcriminaljusticeschools.com) and [allnursingschools.com](http://allnursingschools.com).

Other electronic outreach included *Insights*, the e-newsletter for students; advisories concerning the network infrastructure upgrade completed during the third quarter; and information about the expanded hours in the Advisement Center. Additional outreach to prospective students included *Perspective*, our e-newsletter for prospective students. In addition to the Admissions marketing e-mail campaign, the Offices of Communications and Admissions used e-mail to invite prospective students to Information Sessions held at the College and elsewhere in New Jersey.

### *Marketing Research and Analysis*

In late April, the College tested the efficacy of the redesigned Web site at the headquarters of User Insight in Atlanta, Georgia. Testing consisted of one-on-one interviews with participants whose demographics matched those of individuals in the College's demographic profiles. Participants interacted with the site and then answered questions on ease of navigation and use, nomenclature and content, visual appeal, and graphic preferences. Information from this research will be used to improve the Web site.

## **Alumni Affairs**

### *Alumni Advocacy*

During FY 2008, the College focused on building advocacy, support, and service among alumni. Potential advocates, ambassadors, and donors, were identified among alumni. The quarterly publication *Invention* is a primary way in which we communicate with alumni and other friends of the College, and the Office of Alumni Affairs expanded the *Applause, Applause!* section of *Invention* as a means to promote new enrollments and enhance the image of the College by featuring alumni who have recently achieved distinction in their respective professional fields.

The Office of Alumni Affairs, in conjunction with the Office of Development, also continued to contact potential major donors among our alumni. During FY 2008, more than 100 visits to potential donors were made in the geographic areas with the highest concentration of alumni. College staff visited alumni in New Jersey, Pennsylvania, New York, Washington (DC), Illinois, Puerto Rico, North Carolina, California, Maryland, and Colorado. The Office of Alumni Affairs also worked with the Office of Community Affairs and Government Relations to create an alumni advocacy network in support of the College and New Jersey higher education, in general.

### *Alumni Service*

Some 235 alumni ambassadors were identified and trained during the year. This is a 114-percent increase over FY 2007. Alumni ambassadors work in various professional fields and promote the College to prospective students in those fields. This year, there was a focus on alumni in the fields of law enforcement, nuclear energy, nursing, paralegal, public education, accountancy, and other areas emphasized in the various targeted marketing campaigns.

The College's office of Alumni Affairs also established a presence on *LinkedIn*, a business-oriented online social network site. Approximately 2,200 students and alumni became registered users on this site during the year. Likewise, the College established a presence in a student and alumni group on Facebook. Both sites should provide for continuing "community" among alumni and between alumni and the College.

The new online college and school ring stores were launched in FY 2008. The new stores offer a wide variety of Thomas Edison State College branded merchandise. The school ring store features a new custom design option. The new stores will increase product offerings, income to the Foundation, and efficiency, while reducing unnecessary expenses. Revenue to the Foundation from the College's stores increased 13 percent over last year.



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

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

The Foundation ended its fiscal year (on December 31, 2007) with investments totaling \$5,648,736 at market value. This was an increase of 7 percent over the prior year. Foundation investments of Library funds totaled \$1,227,829 at market value. The New Jersey State Library realized an increase of 8 percent, a large portion of which is attributable to receipt of the first installment of \$210,000 for a bequest of \$650,000 to the State Library for the Library for the Blind and Visually Handicapped. The Foundation's Investment Committee met three times during the past year to review portfolio results, establish the asset allocation, and rebalance holdings. The Foundation audit committee also met with Mercadien to plan for the external audit of the Foundation's financial status.

### **Development Activities**

#### *Major and Planned Giving*

During the year, College staff identified and made a number of visits to major donor prospects. More names were added to our tiered prospect list for cultivation and solicitation through 2010 and into 2011.

The Office of Development also continued to work with the Sam Schmidt Foundation for Spinal Cord Injuries to create scholarships for spinal-cord-injured individuals. Funding from the Thomas Edison State College Foundation Board was used to establish a scholarship program for severely injured military service-members. The Office of Military Education has been notified of these scholarships and will identify those who are qualified to apply for them.

#### *Corporate and Foundation Giving*

The Office of Development submitted three grant requests to the PSEG Foundation for funds to support development of a master's degree program in Energy Utility Technology (\$275,000); to support the PIPELINES Energy Utility educational initiative involving PSE&G, Thomas Edison State College, four New Jersey community colleges, and two high school vocational technical schools (\$399,500); and to support scholarship students pursuing a degree in Energy Utility Technology and related fields (\$100,000).

The College's new Director of Corporate and Foundation Relations has begun to identify additional corporations and foundations to be approached for grant funding. The College will seek funding for all of the College's schools, the Watson Institute for Public Policy, military program development, and scholarships for students enrolled in the

UNISA/Thomas Edison State College partnership program. Thus far, inquiries and grant requests have been sent to the Fund for New Jersey, the Princeton Area Community Foundation, the Community Foundation of New Jersey, the Allstate Foundation, American Express, the R GK Foundation, the Bunbury Company, the Schumann Fund, and JP Morgan Chase.

### *Special Events*

The Grande Ball Gala was held on October 27, 2007, at the Hyatt Princeton Hotel. There were 272 paid attendees, up significantly from the prior year. Gross revenues totaled \$113,999, while expenses totaled \$63,282, resulting in a net income for the event of \$50,717. The Spirit of Edison Community Leader Award recipient was Senator Peter Inverso, CEO of Roma Savings bank. Our Spirit of Edison Distinguished Alumna Award recipient was Ida Hammond, a long-serving member of the College's Board of Trustees. The co-chairpersons of the gala this year were Foundation Board members Maria Imbalzano and Margaret Hoisington. Our honorary chairperson was Anthony Dixon of New Jersey Manufacturers Insurance Company, last year's Spirit of Edison Community Leader Award winner.

Next year's gala will be held on October 25, 2008. The Spirit of Edison Community Leader Award nominee for this year is Joan Verplank, President of the New Jersey Chamber of Commerce. The Spirit of Edison Distinguished Alumnus Award nominee is former NFL player Troy Vincent. Mr. Vincent is the co-founder and president of the Love Thy Neighbor Foundation, which is committed to comprehensive community development and creating opportunities for positive social and economic change. The Spirit of Edison Family Award nominee is Foundation Board member Eric Lear.

The Thomas C. Streckewald Annual Golf Classic was held on June 16, 2008, at the Olde York Country Club in Chesterfield, NJ. There were ninety-seven paid golfers and forty-seven sponsorships sold. Gross revenues were \$61,373 with net income of \$33,480. The event was a major success with income, attendance, and sponsorships significantly higher than in the past two years.

### *Alumni Giving and the Annual Fund*

The Annual Fund appeal for FY 2008 yielded a lower total for unrestricted giving than in FY 2007. However, total restricted giving was significantly higher for 2008. The direct mail announcement for the 2009 Annual Fund appeal, sent to alumni and friends of the College in May, was redesigned to improve the message sent to our constituents. With an eye to improving the phonathon, College staff also selected a new vendor to manage this effort, beginning in August 2008.

## Maintaining Our Infrastructure

### Technology Initiatives

#### *Infrastructure Initiatives*

During the year, the College's technical Help Desk application was expanded to offer access to students as well as staff. The first phase of this project, completed in November, established an account for students to create tickets for response by the IT department. In later phases, the College's Information Center representatives were added as ticket agents and can now respond to student requests for assistance and information. This project will be expanded to include after-hours technical support for students and mentors. A contract with a call center was also executed to provide after-hours support for students and mentors having questions about the use of Blackboard. This new service will begin early in FY 2009 and will provide support on weekends, holidays, and between the hours of 6 pm and 8 am, Monday through Friday.

The College selected a vendor (Cisco) to replace our current telephone system. Telephone sets will be replaced and there will be a review of the College's existing automated call management workflows.

#### *System Upgrades*

The implementation of the new Datatel Colleague Release 18 was successfully completed in November 2007. Now that the College is running the latest version of Datatel, we will begin implementing additional functions and features such as Web Advisor.

In other system improvements, the Registrar's office and MIS worked together to electronically image student records so that they are more immediately available to staff. The Registrar's Office now has over 1 million images (comprising both current and archived student records) accessible online.

Admissions/Information Center staff began using Datatel's communication codes to automate creation of applicant letters and reminders, and to undertake tracking. This series of codes has completely automated many functions of the admissions process. We intend to use this as a model for automating similar applications in other areas of the College. For example, new initiatives are currently underway in the Registrar's office to assist in the automation of routine communication with students.

### Physical Plant and Facility Development

Renovations in the Kelsey Building were begun at the end of FY 2008 and are continuing. They include purchasing new furniture where needed, installing new carpeting, removing old workstations, creating space efficiencies, hanging new draperies, and painting. As of the end of the year, construction and furniture installation were complete on the 5<sup>th</sup> floor. The project should be completed by October 2008.

Acquisition of the Kuser Mansion moved forward, culminating in a signed sales contract. In preparation for the sale, the College contracted the services of Brinkerhoff Environmental Services for environmental testing, which was completed in December. We also contracted with Edwards and Kelcey for a property condition assessment. An RFP for architectural services to assist in the refurbishment of Kuser Mansion will be issued, and we will establish a bid date for these services in the summer of 2008.

## **Administrative Improvements**

Smart Buy savings for FY 2008 totaled \$339,923. Savings for FY 2007 totaled \$288,326. We have saved \$1,805,989 since FY 2001. In addition, the College renegotiated the AT&T contract for our existing 800 telephone lines. This will allow us to realize annual savings of \$350,000 based on the new tariffs.

### *Commerce Applications and Initiatives*

The College began a quarterly rebilling of all past due accounts to students and corporations. We have also shifted duties to allow a staff member in the Bursar's office to be dedicated full-time to such collections.

College staff began online registration for students who are using tuition assistance to pay for courses. And we installed a new laser check printing and billing software with its associated hardware.

## **Human Resources**

### *System Upgrades*

After undergoing a comprehensive systems review, the Office of Human Resources (OHR) selected PeopleAdmin as its new automated recruitment and performance evaluation system. The recruitment system was implemented in April 2008, and many of the 36 new full-time employees hired during the year were processed using the new automated system. Advantages of the new system include reduction in time-to-hire as a result of streamlined workflows involving affirmative action approval, prescreening of applicants, and the establishment of applicant pools. The system is also designed to

communicate with applicants throughout the hiring process via e-mail. The performance evaluation module of PeopleAdmin will be implemented during FY 2009.

Ceridian was chosen as the Web-based payroll system. Due to state reporting requirements, the new system required extensive custom programming. The system, which includes an integrated time-and-attendance component, will be installed in FY 2009.

### *Staff Training and Development*

The Office of Human Resources worked on a number of areas related to staff training and development. Human Resources staff supported the workshops for managers offered by Keeling and Associates (see “Strengthening the Organizational Culture,” below) and continued the series of “Institutional Lunch-and-Learn” sessions for all College staff, at which information was provided on the College’s schools, as well as on other programs and College offices. Additional learning opportunities throughout the year included sessions on retirement planning, estate planning, mental health awareness, and stress-coping skills. A toastmaster’s group open to all staff was also formed.

The Segal report on employee job duties was revisited, marketplace-based compensation upgrades were made, and a staff survey on HR and professional development was issued. Updated policies for education, family leave, and ethics were also promulgated to College and Library staff. A consultant was selected to assess current strengths and weaknesses of our customer service delivery and develop a training program based on the results. Staff will receive customer relationship management training in FY 2009.

Finally, OHR began development of an employee recognition program with the objective of keeping morale high. A cross-divisional committee was formed to administer the program, which will begin in FY 2009.

### *Onboarding/Orientation Program*

OHR began development of an onboarding/orientation program for all new full-time staff. A welcome gift, sent with an offer letter and information on new-hire orientation, is now part of the first contact with newly hired employees. An orientation curriculum, currently under development, will be delivered as a Blackboard course, and will contain approximately 6 modules that new employees will complete during their first 6 months of employment. The curriculum will cover a history of the College and an introduction to the various areas of the College and Library.

### *Human Resources Website*

An HR Website was designed and launched. The site, which is for prospective employees, contains information on benefits, a copy of a DVD providing information on

the College, and links to PeopleAdmin for lists of vacancies; the latest issues of the staff newsletter, *Capital Campus*; and links to myEdison for current staff.

## **Fiscal Resources**

To offset State funding reductions, the College undertook a selective hiring freeze and provided for budget increases in its non-salary accounts only for required increases for security, postage, and IT maintenance. To keep tuition increases to a minimum, the College relied largely on investments from reserves to make needed programmatic and academic enhancements. For FY 2008, the College held tuition and fee increases to under five percent. A six-percent tuition increase was approved for FY 2009. For FY 2009, the College will seek full funding of the salary program for the College totaling \$614,414 and for the State Library totaling \$191,000. The Governor's budget provided \$82,750 for the College, and \$165,000 has been allocated for the Library. In addition, the Governor's budget eliminated \$300,000 for enrollment funding and \$314,000 for the Watson Institute. Overall, the College's operating support was reduced by 10 percent, to \$5.3 million.

During FY 2008, the College increased its operating budget by \$4.6 million. The budget included \$620,000 to support anticipated salary program costs, \$614,000 to address State funding reductions, \$1 million to fund the College's marketing program, \$400,000 to meet National Guard waiver costs, \$476,000 to meet mentor costs, and \$934,000 to meet contract costs.

Through strategic investments targeted to generate enrollments and revenues and through strict controls on expenses, the College ended FY 2008 with a surplus of \$3.2 million on a budget totaling \$39.1 million. Considering the state budget cuts, the generally weak economy, and various federal contract changes, this is a very positive result.

## Assuring Quality

### Accreditation

In November, the Middle States Commission on Higher Education formally accepted the Thomas Edison State College Periodic Review Report. As a result, the College's accreditation is reaffirmed through 2012. To complement this institutional accreditation, the College's schools were also active during the year in seeking appropriate national accreditation for selected academic programs. For example, the School of Nursing is preparing an application for initial accreditation through the Commission on Collegiate Nursing Education (CCNE). Heavin School staff participated in the Teacher Education Accreditation Council (TEAC) Inquiry Brief Workshop in Newark, Delaware, to prepare for the submission of our pre-candidacy application for accreditation of the new Master of Arts in Education Leadership degree program. The TEAC self-study report will be submitted in November of 2008, with a site visit scheduled for the spring of 2009. Preparations were begun by School of Applied Science and Technology staff for accreditation by the Accreditation Board for Engineering and Technology (ABET), and the School of Business and Management was accepted for membership in the Association of Collegiate Business Schools and Programs, a first step toward gaining accreditation by that association. The School of Business and Management has also joined the Northeastern Association of Graduate Schools.

### Learning Outcomes Assessment

Learning outcomes assessment at the institutional level moved from defining learning outcomes to creating and implementing assessment practices. In September 2007, the College's Academic Council approved learning outcomes statements for all undergraduate degree programs. The Learning Outcomes Committee then began devising and implementing programmatic and institutional learning outcomes assessment plans. Each of the schools has begun to measure achievement of undergraduate programmatic learning outcomes. The Learning Outcomes Committee also approved scoring rubrics for English Composition 102. Three pilot sections of ENC 102 will be assessed using these rubrics.

Additionally, the Criterion Assessment Project, using software developed by ETS to measure achievement of institutional and programmatic outcomes, was initiated in June of 2008. More than 930 student assignments from 650 students will be assessed using the Criterion e-rater. Specific outcomes-assessment activities were undertaken by the Heavin School of Arts and Sciences, the School of Applied Science and Technology, and the School of Nursing.

### *Heavin School of Arts and Sciences*

The Heavin School of Arts and Sciences established projected proficiency benchmarks based on criteria used by ETS's Measure of Academic Proficiency and Progress (MAPP) assessment tool to assess learning outcomes for both the Bachelor of Arts and the Bachelor of Science in Human Services degree programs. Students nearing graduation were asked to voluntarily take the online version of the MAPP assessment of Reading, Critical Thinking, Writing, and Mathematics skills.

There are three MAPP skill dimensions or levels of difficulty for most skill areas. Proficiency classifications include "not proficient," "marginally proficient," and "proficient." The Heavin School combined the "marginal" and "proficient" classifications to focus on an acceptable level of proficiency; we did not project "not proficient" benchmarks for the purposes of this project. While we did not achieve our projected benchmarks in every area, our students were above the national average in every area except math.

### *School of Applied Science and Technology*

During the academic year the School of Applied Science and Technology learning outcomes efforts included the following: definition of programmatic learning outcomes for all programs and certificates; implementation of programmatic learning outcomes assessment criteria in each course developed during the year; and development of a capstone course to assess the programmatic learning outcomes of multiple areas of study.

### *School of Nursing*

The undergraduate and graduate nursing learning outcomes were reviewed and mapped to institutional outcomes and professional nursing standards. Each course was evaluated to identify links between course objectives and program outcomes and professional nursing standards. Some course revisions occurred as a result of the mapping process. The curriculum sub committee also reviewed the school's electronic portfolio programs and its synthesis paper, based on the first submission, and discussed potential changes to existing course rubrics.

## **Quality Assurance Activities**

Assuring quality is at the core of Thomas Edison State College's mission and its commitment to students. Throughout the year, staff from the Division of Planning and Research met with College managers to confirm and refine key indicators for internal operations reports that are aligned with the College's Strategic Vision Plan and the College's mission and goals. These indicators will be monitored at the institutional level through internal operations reports. In addition to monitoring key vital signs, quality

assurance activities included conducting and contracting out reviews of selected College operations and functions to identify opportunities for process improvements.

### *Quality Assurance Vital Signs*

The Quality Assurance Vital Signs were developed to monitor such essential areas as enrollment growth (which includes budget and growth goals), financial health (e.g., revenues, tuition, grants and fundraising, financial aid, mentor costs) internal operations (e.g., Human Resources, Administrative Services, Management Information Systems), and select services within Learner Services. Measures of quality (e.g., using qualitative and quantitative data to examine issues related to courses, mentors, and students) were also developed for these essential areas. A draft of the overall plan, Quality Assurance Vital Signs—Strengthening the Student Experience through Institutional Effectiveness, was distributed to the Vice Presidents and the Provost’s cabinet for final review and comment. Some of the indicators will be reported on annually beginning this year; other indicators will be reported on monthly and/or quarterly in FY 2009.

## **Reporting**

### *Internal Reports*

The Division of Planning and Research prepared various reports throughout the year related to application, enrollment, and graduation trends (e.g., Month-to-Date counts, Monthly Enrollment Report, School Enrollment Reports, and Employer Reports). Two reports on the College’s military students were also prepared: “*Military Report: FY 2003 thru FY 2007 Enrollment Trends*,” and “*Military Report: FY 2003 thru FY 2007 Graduation Trends*.” In addition, Division staff responded to 68 internal data requests.

### *External Data Requests*

Throughout the year, the Division of Planning and Research prepared various data files, surveys, and reports for submission to US Department of Education, NJ Commission on Higher Education, Middle States Commission on Higher Education, and Service Members Opportunity College. Staff completed 75 surveys (includes 9 Federal IPEDS and 44 NJ IPEDS, as well as numerous college-guide surveys) and assisted with legislative data requests related to the College’s budget submission. This year, the College was also selected to participate in the National Postsecondary Student Aid Study (NPSAS), a comprehensive nationwide study designed to determine how students and their families pay for postsecondary education.

## **Surveys**

### *Adult Learner Inventory*

The Adult Learner Inventory, which focuses on students' perceptions of importance and level of satisfaction with the College's programs, courses, and services, was administered online to three cohorts of students. These students had all been enrolled with the College for at least 6 months when they completed the survey. To date, 1,105 students have participated in this study: 484 who enrolled in FY 2006, and 621 who enrolled in FY 2007. The Adult Learner Inventory provides a wealth of demographic information on newly enrolled students and creates an opportunity to examine issues of importance to students and assess students' ratings of satisfaction with their experiences. The data enable the College staff to confirm strengths, identify challenges, and make comparisons with other institutions. Because the survey focuses on students' ratings of importance of certain items (e.g., flexible learning options) as well as satisfaction, it is possible to identify items that received high ratings of both importance and satisfaction (indicators of the College's strengths) as well as those that received high ratings of importance but low ratings of satisfaction (indicators of the College's challenges).

Preliminary analysis of the data gathered from the survey identified several items as strengths. For example, students indicated that the process for enrolling in the College was convenient and that their studies were closely related to their life and work goals. Students also indicated that flexibility was important, and that the College's multiple options for earning credit help them earn a degree quickly. They also indicated that they were able to choose course delivery methods that fit into their life circumstances, that the College was providing them with a high-quality education, and that they understood what they needed to do to complete a degree. The students also indicated that the College was portrayed accurately on the Web, in various media, and in publications.

On the other hand, there were several survey items that were rated high in terms of importance but relatively low in terms of student satisfaction. Most of these were related to customer service. For instance, the ratings suggest that students want to know whom to contact about services needed, receive timely responses to requests for information and timely feedback about their academic progress, and have staff available to solve their unique problems. Overall, in response to the question, "how would you rate your overall satisfaction with the program," at least three-fourths of the students indicated that they were satisfied or very satisfied with the College's programs. Almost nine out of ten students indicated that they would recommend the College to others. These initial findings about the College's strengths and challenges are similar to findings from the Graduate Survey. Surveying student perceptions about the College during the first enrollment year enables the College to assess and meet the needs of students while they are still enrolled.

### *Graduate Surveys*

The Graduate Survey was revised and formatted for Web-based administration. This is one of several surveys that the College administers to assess students' experiences and satisfaction with the College's programs, products, and services. The revised survey, hosted by SPSS, Inc., included additional questions related to outcomes assessment, students' "stop out" behavior, methods of earning credit, and choice of tuition plans. Various members of the College community, including staff from Learner Services and the deans, tested the survey and provided feedback. The survey was administered to the FY 2007 graduates in May 2008. Three-hundred-and-fifty-three FY 2007 graduates participated in the survey. An analysis of the data is underway.

## **Database Development**

This year, staff from the Division of Planning and Research and Management Information Systems formed a committee to identify a product to simplify the current data query and reporting procedures. After assessing the College's needs and reviewing various products, the committee selected two products that work together to extract data from Datatel in a user friendly fashion: Datatel's ODS (Operational Data Store) and iStrategy. Datatel's ODS application will be used to develop a more comprehensive business intelligence model for deployment at the College. In addition, iStrategy will be used to do querying and reporting based on the relational database platform that ODS structured with data extracted from Datatel. This application enables users to view and query data as well as create routine and custom reports. These applications will be implemented in FY 2009.

## **Enrollment Counts**

Appendix B: Key Numbers provides a summary of the applicant, enrollment, and degrees-awarded counts for FY 2008. The College has had a successful year in terms of enrollment growth. The total enrollment count for FY 2008 is 17,369, an increase of six percent over last year's count. The FY 2008 total applicant count is 8,133, a decrease of eight percent when compared to last year. The new enrollment count for FY 2008 is 6,678, a decrease of ten percent when compared to last year's count. There was a 12 percent increase in the number of degrees awarded by the College in FY 2008 when compared to last year; there were 2,483 degrees awarded to 2,468 graduates.

### *Undergraduate Counts*

As of the end of June 2008, the undergraduate count for applicants was 7,783. This represents a ten-percent decrease from last year's count. The undergraduate applicant count was higher in FY 2008 than in FY 2007 for the traditional population (an increase of 4%) but lower than in FY 2007 for the contract population (a decrease of 30%).

At the end of June 2008, the undergraduate new enrollment count was 6,395; this represents a 12-percent decrease in new enrollments compared to last year. Among the traditional students, there was a five-percent increase in new enrollments when compared to last year. Among contract populations, there was a 22-percent decrease in new enrollments when compared to last year's count.

### *Graduate Counts*

As of the end of June 2008, there were 350 graduate applications received and 283 graduate new enrollments. The FY 2008 graduate counts were all higher than the graduate counts at the end of June 2007; at the end of June 2007 the graduate applicant and new enrollment counts were 186 and 183, respectively.

## **Strengthening the Organizational Culture**

During the year, efforts to strengthen the College's organizational culture took the form of a series of workshops for College managers. The curriculum for the series was developed and presented by consultants from Keeling and Associates. The workshop series was designed to build the professional capacity of the College's managers and leaders in specified areas pertinent to the implementation of the Strategic Vision Plan. In September, managers participated in a workshop entitled *Work Processes*, which examined strategies that increase the quality of collaboration in the workplace. A workshop entitled *Strategy and Innovation*, took place in October 2007. This workshop focused on the following attributes: balancing creativity and rigor; skills necessary for strategic action; diffusion of innovations for higher education; and methods to accelerate and sustain the rate of strategy adoption. The final workshop in the series was held in December 2007. Entitled *Entrepreneurship*, it dealt with what it takes to define and support entrepreneurial thinking and action in higher education. Responses to a final assessment survey indicated that both participation and engagement grew throughout the duration of the curriculum, and that the sessions, while not meeting all participants' needs, were a valuable experience.

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

With the close of FY 2008, the College concluded its second full year of the “Strategic Vision Plan,” which covers the fiscal years 2006-2012. Designed to promote institutional renewal, the plan focuses on four goal areas, 11 goals, and appropriate supporting strategies. The goal areas are (1) transforming the academic enterprise, (2) assuring quality, (3) securing and developing the asset base, and (4) providing stewardship for the public interest. A Goal Leader coordinates activities related to each goal, and more than 45 College staff members take responsibility for the development and implementation of the various strategies. The Division of Planning and Research is responsible for leading and managing the implementation and recalibration of the Plan.

The Goal Leaders and Vice Presidents met in January to address key issues related to the College’s Strategic Vision Plan. They discussed resource allocation, return-on-investment issues, feasibility of entering international markets, and the professional development workshop series on organizational culture. As a result, the process of using carry forward monies primarily to fund activities related to the Strategic Vision Plan and for other non-recurring expenditures was reaffirmed. The group also decided to continue the discussion on ensuring student satisfaction and academic integrity. In addition, participants determined that maintaining close relationships with the College’s current partners in South Africa and Europe is desirable and appropriate. Finally, the group affirmed the professional development series managed by Keeling and Associates as having been successful in strengthening the organizational culture.

In May and June, Goal Leaders prepared and refined status reports on progress in accomplishing the goals. The reports focused on significant challenges, accomplishments, plan recalibration, cross-cut issues, and articulated outcomes, as well as on strategies that have now become operational in nature.

### **Significant Challenges**

Goal Leaders identified strategies that will require additional attention and/or resources if they are to be accomplished. For example, establishing competence in delivering market-driven corporate training and certificate programs has experienced slower progress than expected. Despite the growth of enrollment in the Paralegal Studies Certificate program offered by the School of Professional and Continuing Studies, the corporate training market has not yet been fully penetrated by that school, and more work will have to be done. Likewise, the expansion of degree-completion credit-earning opportunities available entirely through College methods, as well as the transformation of course development models, will require increased human, physical, and financial resources. Additional staff time will be required to train employees on using the new systems adopted by the Office of Human Resources, and growing the Foundation’s

endowment will not be possible without meeting the challenge of identifying, cultivating, and engaging constituents in the academic enterprise. Finally, in light of the State's disinvestment in the College's vital role in providing public policy advice and support, identifying sources of funding to support the mission of the Watson Institute will become increasingly necessary.

## **Accomplishments**

Essential to the implementation of the College's Strategic Vision Plan is creating an appropriate organizational culture. To foster such a culture and contribute to our managers' professional development, we offered a workshop series to engage them throughout the year. Developed by Keeling and Associates, LLC, the series was designed to build the professional capacity of the College's managers and leaders in specified areas pertinent to the implementation of the Plan. (See "Strengthening the Organizational Culture," above). The Goal Area accomplishments listed below represent significant collaboration, deliberate approaches, and strategic intent, all of which were emphasized in the workshop series.

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

- Designed and had approved for FY 2009 implementation BSAT degree programs in Technical Studies and Information Technology (Strategy 1.7);
- Continued MSM transformation with the first round of core curriculum modifications (Strategy 2.5);
- Completed Program Review for the BSBA (Strategy 2.9);
- Automated workflows in the Financial Aid Office, pending implementation of Web Advisor (Strategy 3.3);
- Completed course development model (Strategy 3.4);
- Developed 37 new courses, including 15 graduate and 22 undergraduate courses (Strategy 3.8).

### *Goal Area 2—Assuring Quality*

- Developed capstone courses in various degree programs (Strategy 4.5);
- Implemented MAPP data (standardized assessment developed by ETS) and Criterion application to assess writing skills (Strategy 4.6);
- Developed mentor quality assurance and analysis reports for use early in the first quarter of FY 2009 (Strategy 5.1);
- Established ABET advisory board (Strategy 5.5);
- Filed application for accreditation by the AACN (Strategy 5.6);
- Received reaffirmation of accredited status from Middle States (Strategy 5.8);
- Initiated a competitive analysis of the School of Business and Management (Strategy 5.9);

- Gathered data through inquiry processes as well as through the administrations of the Adult Learner Inventory (ALI) and Graduate Survey (Strategy 5.9);
- Issued an RFP for operations review for Learner Services, awarded contract, and began work on this project (Strategy 5.99).

### *Goal Area 3—Securing and Developing the Asset Base*

- Signed on two additional Corporate Choice partners (Strategy 6.1);
- Implemented evaluation-upon-application, which has improved the College's competitive position and been well received by potential students (Strategy 6.2a);
- Leveraged existing international partnerships to expand our relationships with UNISA and the British Open University (Strategy 6.5);
- Identified and engaged 235 Alumni Ambassadors. (Strategy 6.9);
- Upgraded HR systems to improve payroll, recruitment, and time-and-attendance systems (Strategy 7.5);
- Contracted with consultants to develop and deliver customer relationship training (Strategy 7.4);
- Launched the College's new Web site (Strategy 8.1);
- Upgraded core components of myEdison, Blackboard (Strategy 8.3);
- Began renovation and refurbishment of the Kelsey Building (Strategy 8.4);
- Completed network infrastructure upgrades required to install the new telephone system (Strategy 8.7);
- Achieved financial growth and gains in fund balances for the Foundation (Strategy 9.1);
- Created an endowed scholarship for Thomas Edison students enrolled in graduate studies (Strategy 9.1).

### *Goal Area 4—Providing Stewardship for the Public Interest*

- In relation to FY 2007, doubled the number of targeted campaigns to promote academic programs (Strategy 10.3);
- Held the Forum on Addressing Adult Learning at a Distance, a new event marking the 20<sup>th</sup> anniversary of the National Institute on the Assessment of Experiential Learning (Strategy 10.1a);
- Made significant contributions to the redevelopment and economic development efforts for the City of Trenton (Strategy 11.2);
- Defined the College's legislative agenda and priorities (Strategy 11.3);
- Carried on relationship building with state and federal delegations and advocacy for College programs and funding priorities (Strategy 11.3);
- Achieved growth and development within the Center for the Urban Environment, the Center for the Positive Development of Urban Children, and the Technical Assistance and Support Services Center (Strategy 11.6).

## **Recalibration**

Throughout the life of the Plan there have been changes at the strategy level related to leadership and timelines, as well as substantial recalibration based on experience and changing internal and external environments. For example, the scope of creating multidisciplinary programs has been broadened to address the development of inter-school graduate programs that use shared courses and curricula (Strategy 1.6). Likewise, we used careful market analysis to make a decision not to proceed to develop graduate certificate programs at this time (Strategy 1.2). And the target for the Foundation's endowment has been recalibrated to \$12 million by the year 2012, based on current prospect assessment (Strategy 9.1).

## **Cross-Cut Issues**

An issue that touches all aspects of the Strategic Vision Plan is that of enrollment growth. The goal of an enrollment of 15,000, set as Goal 6 in 2006 when the Plan was begun, has been achieved. However, even though we have now met and exceeded this goal, the College must continue to grow enrollment, particularly among traditional students. We must set a new enrollment goal, understanding that it must be data-driven to be relevant, quantifiable, and attainable. This goal also needs to be determined based on considerations of capacity and service, market needs, market share, human and financial resources, and academic quality. Staff from College units dealing with marketing, finance, learner services, academic affairs, and institutional research will be involved in setting the new goal. Sensitivity to cross-departmental and divisional needs and inputs, recognition of return on investment by schools and individual degree programs, and an analysis of available resources and expenses will all be required.

Work has already begun on determining return on investment, defined as what it costs to acquire a new student. Analysis will extend to the schools and their operations and take into account both hard and soft costs. Additionally, the operations audit scheduled for Learner Services, and planned operations reviews for other College departments will provide critical data for informed planning in the future.

Available funding is an issue that has an impact on all of the strategies for Goal 8, the area focused on infrastructure. The accomplishment of several strategies was delayed from FY 2007 to FY 2008 due to lack of funds. Although the funding issue was alleviated by capital asset financing through the Educational Financing Authority, the College will need to obtain still more funding for any new strategies that are developed.

## **Articulated Outcomes**

In addition to the enrollment growth detailed in Appendix B: Key Numbers, several other outcomes are associated with implementation of strategic initiatives. They include the following:

- Increased student enrollments and increased revenue;
- Development of new, market-driven degree programs;
- Significant growth in course development, increasing the number of programs that can be completed through the College's methods of earning credit;
- Revision of a Web-based tutorial on Prior Learning Assessment (PLA) to enhance students' understanding of the PLA process;
- Redesign and functional improvement of the College's Web site such that it is now the institution's primary marketing and communications tool;
- Acquisition of the Kuser Mansion, moving the College closer to securing operational control of its facilities;
- Upgrade to Datatel Release 18 ensuring the currency of the database system;
- Third consecutive year the Foundation endowment was able to allocate a substantial grant to support the College's academic course development;
- Strengthening of the College's position in adult learning through the development of a successful national conference.

## **Strategies that Became Operational**

Some approaches to achieving goals have now become operational in nature. Goal Leaders identified the following strategies that are now implemented and integral components of our ongoing work:

- Strategy 1.4 - Develop Masters Program in Educational Leadership;
- Strategy 3.8 - Target new course-development efforts to allow for more undergraduate degree-completion entirely through College methods;
- Strategy 3.9 - Develop plan to maximize use of computer-based testing (CBT);
- Strategy 4.4 - Update and refine course-level learning outcomes and align these outcomes with programmatic outcomes where appropriate;
- Strategy 4.6 - Align learning outcomes across learning modalities;
- Strategy 5.2 - Revise quality assurance program for PLA;
- Strategy 5.95 - Annually secure a clean financial audit;
- Goal 7 – Upgrade HR systems;
- Strategy 8.6 – Upgrade to Datatel Release 18.



# The New Jersey State Library

## Highlights

The New Jersey State Library received a National Innovation Award from the National Council of State Governments for its “New Jersey Knowledge Initiative Program.” State Librarian, Norma Blake, was named Librarian of the Year by the national publication *Library Journal*. She received her award at the Midwinter Meeting of the American Library Association

## Library Development

### *Events*

More than 100 librarians attended customer service and hospitality training at the Trump Taj Mahal in June. The training was the same as that provided for Trump employees, as adapted by the Taj Human Resources staff for library staff. The State Library also sponsored a presentation by Joan Frye Williams, a national hospitality and customer service library consultant, for library employees throughout the state and for the staff of the State Library.

The 2007 statewide Summer Reading Program was successful again this year, with 135,000 children reading more than one million books. The third annual Library Appreciation Days, a partnership with Barnes and Noble and the New Jersey Library Association, generated over \$3000 to help support next year’s statewide program.

The fifth annual Library Trustee Institute was held in September, with almost two hundred library trustees in attendance. In similar activities, an orientation for public library directors and workshops on the preservation and conservation of library materials and disaster preparedness were held this past year. Workshops on outcomes-based evaluation (a new method to assess the impact of library service on users), were also presented to library staff, and JerseyCat training for library staff on the statewide interlibrary loan system was delivered via webinar format for the first time this year.

The State Librarian appointed a “Blue Ribbon Task Force on the Future of Libraries,” which met to discuss issues vital to libraries now and in the future. Task Force members interacted with experts on “green libraries”; lobbying, marketing and social networking; and future worldwide changes and trends. Using results of these discussions and interactions with experts, the Task Force presented a program with recommendations for action to the State Librarian at the annual New Jersey Library Association Conference.

### *Grants*

During FY 2009, the State Library completed year two of the second Institute of Museum and Library Services/Laura Bush 21<sup>st</sup> Century Librarian grant program. In other grant activity, the third round of literacy leadership grants was awarded at the end of June. The State Library also submitted a \$1 million proposal to the Gates Foundation for technology funding for New Jersey public libraries in May and is awaiting a decision.

The Prime Time Family Reading Time grant was awarded to the State Library and four public library partners from the Louisiana Endowment for the Humanities with funding from the National Endowment of the Humanities. This grant provided for a program of reading, discussion, and storytelling at public libraries for children ages 6 to 10 and their parents. Bilingual programs for Spanish-English speaking families were also included. Finally, the State Library is a grant partner on Learner Web, a national demonstration project for adult literacy and basic skills development.

### *Resources*

An additional database, GreenFile, was added to JerseyClicks, the State Library's Web portal, at no additional charge to our users. More than twelve million searches were performed on JerseyClicks, and some four million documents were viewed, printed, and downloaded. JerseyCat, the statewide interlibrary loan system, was also a popular resource, and 136,208 requests were filled.

### *New Jersey Knowledge Initiative*

As a result of the Governor's budget recommendation, \$1 million was eliminated from funding for the New Jersey Knowledge Initiative, which resulted in the State Library's having to curtail this important program at the end of February. Numerous meetings were held with key legislative leaders and staff in the Treasurer's office, and we are seeking to gain the support of the Governor to restore this \$1 million cut.

### *Library Construction*

The number of libraries that have notified the State Library of their need for library construction funding for new buildings, renovations, and/or additions reached 112 during the year. No new construction funding has been received, although there is great need.

## **New Jersey Library for the Blind and Handicapped**

The New Jersey Library for the Blind and Handicapped (NJLBH) provides services to New Jersey residents of all ages who cannot easily read standard printed materials because of a visual impairment, a physical handicap, or a learning disability. Resources, partnerships, programs, and grants are described below.

### *Resources*

NJLBH maintains the State's largest collection of books and magazines in Braille, large print, and Talking Book audiocassette format, providing free access to nearly 79,000 informational and recreational titles. NJLBH circulated 407,044 books, described videos, and other material in FY 2008. NJLBH's Media Production staff duplicated 10,000 Talking Books and magazine audiocassettes for customers in FY 2008.

FY 2008 also saw the expansion of the special collection of children's reading kits. These kits support Braille and English literacy for the blind and dyslexic, with books recorded on tape packaged with Print/Braille text enabling children to listen to and read a book at the same time.

### *Partnerships*

In partnership with the New Jersey Department of Human Services Commission for the Blind and Visually Impaired (CBVI), NJLBH lends assistive technology aids to CBVI clients statewide. In partnership with NJLBH, CBVI opened a new Regional Technical Assistance Center in the library. The Center has computer stations equipped for the blind, a variety of Braille devices, CCTVs, and other assistive technology aids for senior and vocational rehabilitation clients.

Through the CBVI Assistive Technology Loan program, NJLBH delivers assistive devices to CBVI. The Library also administers the CBVI-sponsored NFB-NEWSLINE service, giving eligible residents audio access to more than 250 newspapers, six magazines, and the Associated Press via toll-free telephone. Currently 1,592 customers subscribe.

AudioVision, NJLBH's radio reading service, broadcasts around the clock. Volunteer readers donated over 3,500 hours in FY 2008 to record news from local papers, grocery ads, and portions of "TV Guide" for broadcast, as well as books and magazines of special interest to New Jerseyans.

### *Programs*

In partnerships with state agencies and local organizations, NJLBH hosted and sponsored nine American Sign Language Children's Story Hours in FY 2008. One program, with Kindred Souls Canine Center owner Pete Champion, was filmed by MTV. Students from the Marie H. Katzenbach School for the Deaf and other children with disabilities regularly attend the Story Hours. NJLBH also initiated a Book Club for its customers, and Book Club programs were held in September, December, and June.

NJLBH also hosted the Wordskills Program providing summer jobs with on-site job training for high school students with visual impairments and multiple disabilities. The

program was sponsored by a partnership between NJLBH, CBVI, and the College of New Jersey's School of Education.

NJLBH celebrated its 40<sup>th</sup> anniversary by hosting its biennial Fall Festival in October, with an attendance of 343 people, including volunteers and staff. The theme, "Accessibility in the Arts," celebrated the perspective and abilities that individuals with visual impairments bring to the arts. NJLBH celebrated 25 years of Audiovision service with a Volunteer Appreciation Dinner and Awards Ceremony in April.

The Vision Van for Literacy was used for 33 trips to outreach events, reaching 8,231 people, and was used to support the CBVI Access Technology Loan program, logging 17 trips and 2,434 miles. NJLBH also continued other marketing and outreach efforts, and approximately 21,469 people were reached.

### *Grants*

Under a grant from the New Jersey Division for the Deaf and Hard of Hearing, NJLBH continued to lend assistive devices such as TTYs and baby-cry signalers and maintain a special collection of books and videos on Deaf culture, American Sign Language, and other relevant topics. The Library has established 18 Regional Resource Centers in public libraries throughout the state that lend assistive devices to the public.

## **New Jersey State Library Information Center (SLIC)**

### *Outreach*

Three profiles of SLIC programs and services were published, appearing in the *New Jersey Law Journal*, the *Support Center for Nonprofit Management Newsletter*, and *The Monmouth Connection*, a local genealogy society newsletter. An informational flier also went to all 41,000 state workers in the Trenton area via a payroll mailing. During FY 2008, 2,616 new library cards were issued, an increase of more than 12-percent over last year. The total number of registered borrowers is now 24,215.

### *Partnerships*

The Library partnered with academic libraries by participating in the Virtual Academic Library Environment Consortium's initiatives for sharing information literacy handouts, investigating open source software as an alternative to automated library systems, and signing on as a contributor to the Last Copy Collection housed on JerseyCat, the State Library's statewide interlibrary loan system.

Several SLIC staff helped launch the State Agency Librarians group for development and networking, with the state Department of Transportation branch hosting a group meeting. The DOT Library also became a founding member of the Eastern Transportation Knowledge Network.

### *Events*

Two outreach events in the State House Annex were well attended. More than 100 visitors received handouts and viewed a slideshow during National Library Week. For Trenton Heritage Days, a booth was set up where attendees could buy used books, get a free SuperLibrarian comic book, and obtain information on SLIC's programs, resources, and services.

### *Resources*

A sale of extra copies of old state publications brought in enough money to purchase new shelving for maps and atlases. A collection of 59 photographs relating to the great Atlantic hurricane of 1944 was also scanned, and the aerial photographs of the coastal counties will be mounted on the State Library Web site and put onto the New Jersey Digital Highway site.

Progress was made on a major shift of the location of the Library's collections to improve access to the most requested materials, return other materials to their parent collections from storage, and reclaim floor space on level 5. In other physical-plant moves, a new workstation with a closed circuit TV to accommodate visitors who need magnification to view print documents was installed with assistance from the Library for the Blind and Handicapped, and a new kiosk was placed at the State House Annex with information available on many topics of interest for legislators and the general public.

## **Marketing**

The Library's Marketing Department used Web 2.0 technology this year to involve library customers in a new way of using social networking tools. A statewide video and comic contest, "Why I Love My Library," was held for teens ages 11 to 18. More than 17,000 votes were cast statewide for the winning submissions.

The Marketing Department also expanded the presence of the State Library on Flickr and YouTube, developed a new marketing blog, and increased participation in social networks. Several new videos were created: a video recognizing the State Librarian's award as National Librarian of the Year was posted on the front page of *Library Journal*; a second video on this topic was used by News 12; and a third video on the New Jersey Knowledge Initiative, helped to illustrate the success of this program at the National Council of State Governments Conference.

The Marketing Department won the New Jersey Library Association's 2008 Public Relations Award for best library brochure. The brochure also won an Honorable

Mention in the Best of Show Award for publications by the American Library Association. Branding efforts continued, with the development of promotional materials and stationery for all three State Library bureaus. A new set of banners promoting the accomplishments of the State Library's partnership with the Institute of Museums and Library Services was also unveiled at various conferences.

Media coverage of the Library was extensive due to ongoing relationships with media contacts and the successful distribution of media release templates to local libraries and State Library partners. A press event to launch Homework Help NJ attracted major New Jersey and New York television and newspaper coverage. Staff also met with the editorial board of the *Star Ledger*, which resulted in an editorial and feature article in support of funding for the New Jersey Knowledge Initiative.

In an ongoing commitment to support the promotion of libraries, staff worked with the New Jersey Library Association and the Women's National Book Association to sponsor National Reading Group Month. Marketing staff were also at the national Computers in Libraries Conference, at the New Jersey Library Association Conference, and before the State Librarian's Blue Ribbon Task Force on the Future.

## **Technology**

The New Jersey State Library Information Technology team continued to improve, and add new library customers to, the JerseyConnect statewide network. JerseyConnect builds on the Hub Libraries program, which was established in 1998 to help to bridge the digital divide by providing low-cost Internet access and related services to public libraries in New Jersey. Launched in February of 2006, JerseyConnect features next-generation infrastructure and services that allow for improvement of the services previously provided through the Hub Libraries program. In addition, the JerseyConnect infrastructure and service model are designed for maximum flexibility, scalability, and redundancy. During the past year, several new infrastructure elements were introduced, including a new blade server and Storage Area Network (SAN) environment. JerseyConnect currently serves over 320 public library entities in New Jersey.

## **Staff Activities**

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

Member, Board of Directors, Sun National Bank

Member, Board of Trustees, Rider University

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

Member, National Advisory Committee on Institutional Quality and Integrity, United States Department of Education

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

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

Member, Board of Trustees, Union Institute and University

Member, Governor's Education Cabinet

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

## Presentations

**Carleen Baily**, Prior Learning Assessment Specialist

"Prior Learning Assessment at a Distance: Three Programs," Forum for Assessing Adult Learning at a Distance, Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, 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

"Selecting a Quality Child Care Center for Your Child," The Children's Home Society of New Jersey Latino Parents Conference, Trenton, New Jersey

"Benefits for All: Wage and Salary Forum," Gloucester County Child Care Coalition, Sewell, New Jersey

"National Economic Development and Law Center's Learning Community-Lessons Learned from Other States," Washington, DC

"Creating a Culturally Responsive Classroom," Learning Depot, Trenton, New Jersey

"The Child Care Industry as an Economic Driver," New Jersey League of Municipalities Annual Conference, Atlantic City, New Jersey

"The Brain: The Organ of Learning," Better Beginnings Child Development Center, Hightstown, New Jersey

"Becoming a Community Advocate," The New Jersey Council of Developmental Disabilities-Partners in Policymaking's Annual Adults with Disabilities Conference, Trenton, New Jersey

"The National Venture Grant's Community of Learners Gathering," The National Venture Grant Funders, Greensboro, North Carolina

"Creating a Culturally Competent Workforce," The New Jersey Child Care Health Conference, Somerset, New Jersey

"Lessons Learned: Cultural Competency/ELL Summer Institute Pilot Project, 2008 New Horizons for ELLs in Classrooms and Communities," Spring Conference of the New Jersey Teachers of English to Speakers of Other Languages and the New Jersey Bilingual Educators, Somerset, New Jersey

**Mary Ellen Caro**, Executive Vice Provost

“Tapping into Partnerships to Strengthen Tuition Assistance Programs,” co-presenter, with Sylvia G. Hamilton, American Society for Training and Development International Conference, San Diego, California

“The Next Generation of Corporate Universities: Emerging Trends in Learning,” Closing keynote session panelist at Corporate University Exchange Week, Orlando, Florida

**Emily Carone**, Assistant Director

“Prior Learning Assessment at a Distance: Three Programs,” Forum for Assessing Adult Learning at a Distance, Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

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

Co-presenter, with Ann Prime-Monaghan, “Developing a Comprehensive Learning Outcomes Assessment Strategy for Adult Learners,” Forum on Assessing Adult Learners, Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

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

“Learning Assessment Partnership Benefits: Client and College,” co-presented with Daniel Negrón, Jr., Thomas Edison State College, and Veronica Whitehead, Manager of Certification, National Kitchen and Bath Association, National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

“Opportunities in Higher Education at Thomas Edison State College,” National Kitchen & Bath Association, Hackettstown, New Jersey; Aviation Seminar, Mercer County Community College, Trenton, New Jersey

“Quantifiable Outcomes from Corporate and Higher Education Learning Collaborations,” Center for Energy Workforce Development, Washington, DC; Essex County Community College, Newark, New Jersey; Salem County Community College, Salem, New Jersey; Mercer County Community College, Trenton, New Jersey; Public Service Electric & Gas, Edison, New Jersey

**Janet Eickhoff**, Account Executive

“A Partnership - Thomas Edison State College and United Parcel Service,”  
Piscataway, New Jersey

“Thomas Edison State College – Hospitality Management,” Burlington County  
Community College, Mount Laurel, New Jersey

“Thomas Edison State College – The Right Choice,” International Public  
Management Association for Human Resources, Union, New Jersey

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

“Healthcare Information Exchange and the Provider,” Our Lady of Lourdes  
Hospital, Camden, New Jersey

“Healthcare Information Exchange and the Consumer,” Rosin Senior Center,  
Atlantic City, New Jersey

“NJ Public Administration: Recording the Present, Facing the Future Workshop  
#2 Technology to the Rescue,” – Moderator, NJ AGA/ASPA Symposium,  
Trenton, New Jersey

Leadership Trenton – Class of 2008, “Healthcare Information Exchange and the  
Consumer: NJ’s Proactive HINT Law and HIPAA Implementation Efforts,”  
Trenton, New Jersey

“Healthcare Information and the Consumer,” The Older Adults Special Interest  
Series (Oasis) Group, Atlantic City, New Jersey

**David Grossman**, Vice Provost and Dean

“Creating a Customized Baccalaureate Program that Aligns with a Company’s  
Tuition Assistance and Succession Plans,” co-presented with Sylvia G. Hamilton,  
University Continuing Education Association’s Workforce Development Forum,  
Clearwater, Florida

“How UPS is Driving Performance and Improving Employee Productivity  
Through Their Partnership with Thomas Edison State College,” a video  
presentation broadcast on the Corporate College Partnership Network of  
CorporateU TV, Corporate University Xchange

“Professional Development Programs for Education Support Professionals,”  
New Jersey Education Association Convention, Atlantic City, New Jersey

“Two Innovative Initiatives for Degree Completion Programs: The UPS/TESC  
Partnership and Graduate! Philadelphia,” University Continuing Education  
Association Annual Conference, New Orleans, Louisiana

**Sylvia G. Hamilton**, Vice Provost for Strategic Partnerships

“Creating a Customized Baccalaureate Program that Aligns with a Company’s  
Tuition Assistance and Succession Plans,” co-presented with David Grossman at  
the University Continuing Education Association Workforce Development  
Forum, Clearwater Beach, Florida

“Tapping into Partnerships to Strengthen Tuition Assistance Programs,” co-  
presented with Mary Ellen Caro at the American Society for Training and  
Development International Conference, San Diego, California

“Two Innovative Initiatives for Degree Completion Programs: the UPS/TESC  
Partnership and Graduate! Philadelphia,” co-presented with David Grossman,  
University of Continuing Education Association Annual Conference, New  
Orleans, Louisiana

**Misty N. Isak**, Assistant Director of Military Education

“The Future of Military Education,” Council on Military Education, Myrtle  
Beach, South Carolina

**Kenneth Lightfoot**, Instructional Designer

“Alignment of Assessment Items and Course Objectives: A Case Study,” Forum  
for Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New  
Jersey

“Course Development Models: Who Does What and How do They go About it?”  
American Association for Collegiate Independent Study 2007, Ogden, Utah

**Cynthia MacMillan**, Director, Instructional Design and Development

“Quality Control of Online Course Design,” E-Learn 2007 World Conference on  
E-Learning in Corporate, Government, Healthcare, and Higher Education  
Quebec City, Canada

“Quality Control in Online Course Design,” Forum on Assessing Adult Learning at a Distance, Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Louis F. Martini**, Director of Military Education

“Globalization of Military Education,” Council of College and Military Educators, San Francisco, California

“Supporting Those Who Serve...” Florida Association of College and Military Educators, Tampa, Florida

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

“Learning Assessment Partnership Benefits: Client and College,” co-presented with Thomas Devine, Acting Dean, School of Applied Science and Technology, Thomas Edison State College, and Veronica Whitehead, Manager of Certification, National Kitchen and Bath Association, National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Ray O’Brien**, Acting Assistant Dean, School of Applied Science and Technology

“Academic Program Review and Program Articulation with Thomas Edison State College,” Capital Health Systems, Trenton, New Jersey; Capital Health Systems Sleep Center, Mercerville, New Jersey, and PC Age Career Institute, Edison, New Jersey

“Clinical Trials Education and Thomas Edison,” Thomas Edison State College Open House, Trenton, New Jersey

“Allied Health Opportunities at Thomas Edison State College,” Muhlenberg Regional Health Center, Plainfield, New Jersey; Capital Health Systems, Trenton, New Jersey; and Hartford Hospital, Hartford, Connecticut

“Radiological Based Programs at Thomas Edison State College,” New England Radiation Therapy Registry Review, Bergen Community College, Paramus, New Jersey

“The Course Development Process at Thomas Edison State College,” Capital Health Systems Sleep Center, Mercerville, New Jersey, and Muhlenberg Regional Health Center, Plainfield, New Jersey

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

Co-presenter, "Confronting a Dilemma: International Recruitment of Registered Nurses," AONE Convention, Seattle, Washington

Co-presenter, with Louise Riley, "Using E-Portfolio as an Assessment of Professional Competency and Measurement of Program Outcomes," Forum on Assessing Adult Learning at a Distance, Princeton, New Jersey

"Online Education and the Nursing Shortage," New Jersey Nursing Summit, Thomas Edison State College, Trenton, New Jersey

"BSN in 10," New Jersey State Nurses Summit, Trenton, New Jersey

**Marie R. Power-Barnes**, Associate Vice President, Marketing

Contributor, "A Curricular Approach to the Strategic Vision Plan: Thomas Edison State College," Society for College and University Planning International Conference, Montreal, Quebec, Canada

**Ann Prime-Monaghan**, Assistant Vice Provost, General Education and Learning Outcomes

Co-presenter, with Susan C. Davenport, "Developing a Comprehensive Learning Outcomes Assessment Strategy for Adult Learners," Forum on Assessing Adult Learners, Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Louise Riley**, Assistant Dean, School of Nursing

Co-presenter, with Susan O'Brien, "Using E-Portfolio as an Assessment of Professional Competency and Measurement of Program Outcomes," Forum on Assessing Adult Learning at a Distance, Princeton, New Jersey

"Mentoring Through Cybergogy: Building a Diverse Workforce," Panel Participant, Mentoring Mentors in Cyberspace, Second Annual Distinguished Lectureship, Trenton, New Jersey

**Joseph C. Santora**, Dean, School of Business and Management

"Leadership and Management: Never the Twain Shall Meet," Thomas Edison State College, Trenton, New Jersey, Young Business Leaders' Council

**David Schwager**, Assessment Technology Specialist

“Alignment of Assessment Items and Course Objectives: A Case Study,” Forum for Assessing Adult Learning at a Distance, Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

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

“Higher Education as an Economic Driver” Panel Discussion, 2008 Mercer County Economic Summit, Mercer County Community College, West Windsor, New Jersey

**Ann Marie Senior**, Director, Office of Institutional Research and Outcomes Assessment

“Monitoring Efficient and Timely Customer Service Using Performance Standards Reports,” NEAIR 34<sup>th</sup> Annual Conference, Northeast Association of Institutional Research, New Brunswick, New Jersey

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

“Environmental Justice and Unconscious Racism,” Harvard University Environmental Justice class in the Environmental Sciences and Public Policy Concentration, Cambridge, Massachusetts

“Environmental Justice and Climate Change,” Irvington City Forum on Global Warming, Irvington, New Jersey

“African-Americans and Climate Change,” Black Issues Convention Panel on Global Warming, New Brunswick, New Jersey

“An Environmental Justice Climate Change Policy,” Association of New Jersey Environmental Commissions Conference Session on Global Warming, Trenton, New Jersey

“Environmental Justice in New Jersey,” Columbia University Environmental Justice Class, New York, New York

“Bioenergy and Environmental Justice,” Bioenergy Conference, New Brunswick, New Jersey

“Airborne Particulate Matter Monitoring in Urban Areas,” South Jersey Environmental Justice Alliance Conference, Camden, New Jersey

“Testimony to New Jersey Assembly on Regional Green Gas Initiative Legislation,” New Jersey State Legislature, Trenton, New Jersey

“Testimony to New Jersey Senate on Regional Green Gas Initiative Legislation,” New Jersey State Legislature, Trenton, New Jersey

“An Environmental Justice Climate Change Policy,” Black History Speakers Series sponsored by the Black Employees Organization of the New Jersey Department of Environmental Protection, Trenton, New Jersey

“An Environmental Justice Climate Change Policy,” New Jersey Department of Environmental Protection Environmental Justice Advisory Council, Trenton, New Jersey

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

“Sustaining a Public Interest Legal Career,” Panel at Public Interest Legal Careers Conference, Harvard Law School, Cambridge, Massachusetts

“Communities and Risk Analyses,” Institute of Medicine, National Academy of Sciences, Washington, DC

“Environmental Justice in New Jersey,” Environmental Justice Tour of Newark sponsored by GreenFaith, Newark, New Jersey

“Environmental Justice and the Precautionary Principle,” Precautionary Principle Conference, Seton Hall University, South Orange, New Jersey

“Carbon Trading and Environmental Justice,” New Brunswick Chapter of the NAAACP, New Brunswick, New Jersey

“An Environmental Justice Climate Change Policy,” New Jersey Environmental Federation Conference, New Brunswick, New Jersey

“Obama, Black Politics and Environmental Justice,” Black Students Awards Ceremony, University of Rhode Island, Kingston, Rhode Island

"An Environmental Justice Climate Change Policy for New Jersey," Environmental Justice Conference sponsored by the Deep South Center for Environmental Justice and Dillard University, New Orleans, Louisiana

"An Environmental Justice Climate Change Policy," Environmental Justice in America 2008 Conference, Howard University Law School, Washington, DC

"Airborne Particulate Matter Monitoring in Urban Areas," Coalition of Black Trade Unionists Conference, St. Louis, Missouri

"Careers in the Renewable Energy Field," Junior High School Science Club, Trenton, New Jersey

"Environmental Justice in New Jersey," GreenFaith National Fellows Program, Secaucus, New Jersey

"Choosing A Career," Program for high school students participating in Legal Outreach, Inc., Montgomery, New Jersey

**Todd Siben**, Academic Program Advisor

"Challenges Faced by Adult Students Returning to School, and How to Effectively Navigate Degree Completion, Distance Education, Credit for Life Experience," New Jersey National Academic Advising Association (NACADA) Conference, Wayne, New Jersey, and NACADA Regional Conference, Pittsburgh, Pennsylvania

"To Offer or Not to Offer...a PLA Course," National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Jovita Solomon-Duarte**, Diversity Coordinator, School of Nursing

Panelist, "The Power of Story Telling –The Philippine Nurses Association of America (PNAA) – National Coalition of Ethnic Minority Nurses Association (NCEMNA) Scholars' Journey," 28<sup>th</sup> PNAA Annual Convention, Anaheim, California

"Advanced Education Opportunities at Thomas Edison State College School of Nursing," John F. Kennedy Medical Center College Fair, Edison, New Jersey

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

“Quality Control in Distance Education,” 2007 International Distance Education Advanced Forum, Beijing, China

**Weimin Wang**, Instructional Designer

“Quality Control of Online Course Design” and “Features of Future Learning Management Systems,” E-Learn 2007 World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education, Quebec City, Canada

“Quality Control in Online Course Design,” 2008 Forum on Assessing Adult Learning at a Distance, Thomas Edison State College National Institute on the Assessment Experiential Learning, Princeton, New Jersey

**Maureen Woodruff**, Director

“Testing the Adult Learner,” Forum on Assessing Adult Learning at a Distance, Thomas Edison State College National Institute on the Assessment Experiential Learning, Princeton, New Jersey

## Staff Development

**Seth Aaronson**, Associate Director

“Educause NERCOMP 2008,” Providence, Rhode Island

Microsoft Windows Server 2008: “A Comprehensive Hands-On Introduction,”  
Alexandria, Virginia

**Nia Abuwi**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success:  
Streamlining the Advisement Process,” William Paterson University, Wayne,  
New Jersey

**Aaron Appelstein**, Instructional Designer

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New  
Jersey

Twenty-third Annual Conference on Distance Teaching and Learning, University  
of Wisconsin, Madison, Wisconsin

**Carleen Baily**, Prior Learning Assessment Specialist

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New  
Jersey

**Rhonda Beckett**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success:  
Streamlining the Advisement Process,” William Paterson University, Wayne,  
New Jersey

**Anna Benitz**, Assistant Controller

New Jersey Sub-Region EACUBO Spring Workshop, “Dealing with a Changing  
Workplace,” Mercer County Community College, Trenton, New Jersey

**Karen Bitner**, Administrative Assistant, School of Professional and Continuing Studies

“Women in Leadership Development Conference,” Rutgers, The State University of New Jersey, New Brunswick, New Jersey

**Cecelia Blasina**, Learner Services

Association of Collegiate Registrars and Admissions Officers Fall Conference, New Jersey – New York, Raritan Valley Community College, North Branch, New Jersey

Curriculum Management/Faculty Information, Datatel, Trenton, New Jersey

Degree Audit, Datatel, Trenton, New Jersey

“Transfer Credit Evaluation: Which Way Is Best for You?” American Association of Collegiate Registrars and Admissions Officers Webinars, Trenton, New Jersey

**Nancy Broglie**, Assistant Administrator, Student Fees and Revenues

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

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

New Jersey Higher Education Recruitment Consortium, Princeton, New Jersey

Society for Human Resource Management Annual Conference, Chicago, Illinois

2008 College and University Professional Association Eastern Regional Conference, Baltimore, Maryland

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

Datatel Users Group Annual Conference, Washington, District of Columbia

NJEDge Annual Conference, Plainsboro, New Jersey

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

“Shaping the Academic Landscape: Integrated Solutions,” Society for College and University Planning, SCUP’s 42<sup>nd</sup> Annual International Conference and Idea Marketplace, Chicago, Illinois

“IPEDS Senior Public Colleges and Universities Professional Development Workshop,” sponsored by the New Jersey Commission on Higher Education, New Brunswick, New Jersey

“In Plain Sight: Making the Higher Education Story Clear,” 2007 Annual Conference of the Middle States Commission on Higher Education, Philadelphia, Pennsylvania

“Addressing Public Needs,” Middle States Commission on Higher Education, Ewing, New Jersey

“Stitching the Campus Quilt,” 2008 Mid-Atlantic Regional Conference of the Society for College and University Planning, Pittsburgh, Pennsylvania

“Managing Your Life: Creating A Healthy Balance,” The American Council on Education, Office of Women in Higher Education, Lincroft, New Jersey

**Robert Burton**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success: Streamlining the Advisement Process,” William Paterson University, Wayne, New Jersey

**Mary Ellen Caro**, Executive Vice Provost

American Society for Training and Development International Conference, San Diego, California

Corporate University Week, Orlando, Florida

Corporate University Xchange, “Tuition Reimbursement: From Employee Benefit to Strategic Asset,” Webinar presentation

Curves National Convention, Florida

“In Plain Sight: Making the Higher Education Story Clear,” 2007 Annual Conference of the Middle States Commission on Higher Education, Philadelphia, Pennsylvania

**Jared Carter**, Systems Coordinator

Datatel Fall Technical Week, Reston, Virginia

Datatel Users Group Annual Conference, Washington, DC

**Patricia Certo**, Admissions Counselor

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

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

Biennial Convention of the Honor Society of Nursing Sigma Theta Tau International, Baltimore, Maryland

“Breast Cancer Treatment,” South Jersey Chapter of the Oncology Nursing Society, Mt. Laurel, New Jersey

“Effective E-learning Practices in Higher Education,” Chronicle of Higher Education, Webinar

“Iron Overload,” South Jersey Chapter of the Oncology Nursing Society, Maple Shade New Jersey

“Managing Anemia,” South Jersey Chapter of the Oncology Nursing Society, Maple Shade, New Jersey

“Men’s Health,” Tri-County Work Group, Cherry Hill, New Jersey

“Port-a-Caths,” South Jersey Chapter of the Oncology Nursing Society, Maple Shade, New Jersey

“Presidential Election ‘08: How the Candidates Stand on Priority Issues for Oncology Nurses,” Oncology Nursing Society, Philadelphia, Pennsylvania

“Reporting” CoursEval Webinar

Second Annual Distinguished Lectureship on Diversity in Nursing, Trenton, New Jersey

“Stem Cell Transplantation,” New Jersey Consortium of Chapters of Sigma Theta Tau International, New Brunswick, New Jersey

“Student Engagement and Coaching” Webinar

“Treatment of Vertebral Compression Fractures,” South Jersey Chapter of the Oncology Nursing Society, Medford, New Jersey

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

**Carla Colburn**, Academic Program Advisor

“Advisors as Navigators: From Orientation to Graduation and Beyond,” National Academic Advising Association National Conference, Baltimore, Maryland

“Outfitting Students’ Futures: Advising and Exploration,” Pennsylvania National Academic Advising Association Drive-In, Temple University, Ambler, Pennsylvania

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success: Streamlining the Advisement Process,” William Paterson University, Wayne, New Jersey

**Tammy Conley**, Human Resources Specialist

Ceridian Workshops: “Customer User Group Meeting,” “Year End Seminar,” and “HR/PR Web System Training,” Philadelphia, Pennsylvania

Pension and Benefits Informational Seminar, Ewing, New Jersey

New Jersey State Health Benefits Seminar, Hamilton, New Jersey

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

Council for Advancement and Support of Higher Education, Annual Conference for Corporate and Foundation Relations Officers

Professional Grant Development Workshop, Grant Training Center, Rutgers University, The State College of New Jersey, New Brunswick, New Jersey

Grantseeking Basics Seminar, Foundation Center, New York, New York

Proposal Writing Basics, Foundation Center, New York, New York

**John Cosolito**, Network Administrator

Microsoft Windows Server 2008: A Comprehensive Hands-On Introduction,  
Alexandria, Virginia

**Tanisha Cox**, Principal Clerk Typist

“Intercultural Communications: Understanding Our Differences,” Thomas  
Edison State College, Trenton, New Jersey

**Donald Cucuzzella**, Admissions Counselor

“Intercultural Communications: Understanding Our Differences,” Thomas  
Edison State College, Trenton, New Jersey

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

Annual Meeting of the Council of Colleges of Arts and Sciences, Chicago, Illinois

Globalization of Voluntary Education: Best Practices, Council of College Military  
Educators Annual Symposium, San Francisco, California

New Jersey National Council of Professors of Educational Administration Spring  
Conference, Kean University, Union, New Jersey

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

Center for Energy Workforce Development Annual Summit, Kansas City,  
Missouri

Center for Energy Workforce Development Northeast Regional Conference, New  
Brunswick, New Jersey

Council of College and Military Educators, San Francisco, California

Datatel Courses – Curriculum Management, Faculty Information and Degree  
Audit, Trenton, New Jersey

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New  
Jersey

National Institute for Experiential Learning in Princeton, New Jersey

Mercer County Economic Summit, Trenton, New Jersey

Workshop on Test Question Design by University of South Africa, Trenton, New Jersey

New Jersey Energy Summit, sponsored by New Jersey State Commerce Commission, New Brunswick, New Jersey

**Jessica Dougherty**, Administrative Assistant, School of Nursing

“Reporting” CoursEval Webinar

Second Annual Distinguished Lectureship on Diversity in Nursing, Trenton, New Jersey

**Gregory Dye**, Director, Graduate Student Services

“Soaring to New Heights,” National Association of Graduate Admissions Professionals, Denver, Colorado

**Rosa Lee Eickhoff**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success: Streamlining the Advisement Process,” William Paterson University, Wayne, New Jersey

**Michele Evanchik**, Assistant Controller

Datatel Users Group, Washington, DC

How to Prepare the Grant Application Budget, Washington, DC

**Arlene Futey**, Learner Services Representative

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

**Edward Gall**, SOC Coordinator

“Globalization of Military Education,” Council of College and Military Educators, San Francisco, California

**Roxanne Globis**, Director of Alumni Affairs

American Marketing Association’s 2007 Symposium for the Marketing of Higher Education Workshop

CASE District II Conference

2007 Datatel Users’ Group Conference

Conference on Best Practices for Surveying Alumni

Conference on the Student to Alumni Lifecycle: Experiences, Connections and Transitions

Webinar: Writing for the Web

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

Privacy and Security Solutions National Conference, Washington, DC

Workgroup for Electronic Data Interchange 2007 Fall Conference, Champions Gate, Florida

92nd Annual League of Municipalities Conference, Atlantic City, New Jersey

Health Information Exchange and the Consumer, NJ’s Proactive HINT Law and HIPAA Implementation Efforts, Atlantic City, New Jersey

HIMSS 2008 Annual Conference and Exhibition, Orlando, Florida

NJ Business and Industry Association, “Meet the Decision Makers – State Healthcare Reform,” Monroe Township, New Jersey

NJ Connected Broadband Summit, Trenton, New Jersey

Medical Records Law in New Jersey, Chesterfield, New Jersey

NJ Public Administration: Recording the Present, Facing the Future AGA/ASPA,  
Trenton, New Jersey

NHIN – HISPC – SLHIE Joint Forum, Dallas, Texas

Leadership Trenton Class of 2008, “Healthcare Information Exchange and the  
Consumer: NJ’s Proactive HINT Law and HIPAA Implementation Efforts,”  
Trenton, New Jersey

17<sup>th</sup> Annual WEDI National Conference, Baltimore, Maryland

NJRHIO Planning Discussion Forum, Trenton, New Jersey

**Lou Green**, Systems Coordinator

Datatel Regional Users Group Conference, Lincroft, New Jersey

Datatel Users Group Annual Conference, Washington, DC

**Kathleen Griffis**, Distance Learning Education Specialist, School of Nursing

Accountability Management System Webinar

National League for Nursing Education Summit, Phoenix, Arizona

Second Annual Distinguished Lectureship on Diversity in Nursing, Trenton,  
New Jersey

St. Francis Nursing Education Prism Fair, Trenton, New Jersey

“The Nursing Shortage: How It Will Impact Your Company’s Bottom Line,”  
sponsored by New Jersey State Chamber of Commerce/Robert Wood Johnson  
Foundation, Monroe, New Jersey

**David Grossman**, Vice Provost and Dean, School of Professional and Continuing  
Studies

New Jersey Education Association Convention, Atlantic City, New Jersey

Philadelphia Workforce 2.0 Meetings, Philadelphia, Pennsylvania

United States/China Continuing Higher Education Forum, sponsored by the  
University Continuing Education Association, Beijing, China

University Continuing Education Association Annual Conference, New Orleans, Louisiana

University Continuing Education Association Workforce Development Conference, Clearwater, Florida

Washington University Olin Library National Council, Regional Cabinet Meeting, St. Louis, Missouri

**Joseph Guld**, Assistant Registrar

Clearinghouse Academy, Philadelphia, Pennsylvania

Datatel Users Group Annual Conference, Washington, DC

Hershey Systems Administrator Training, Costa Mesa, California

Hershey Systems EDU Conference 2007, Adelphi, Maryland

New Jersey Association for Institutional Research Annual Conference, Morristown, New Jersey

New Jersey Datatel Users Group Annual Conference, Lincroft, New Jersey

**Joseph Guzzardo**, Director of Communications

Streaming Media Conference – East, New York, New York

**Mary Hack**, Director, Office of Administrative Services

Campus Safety in Focus, Princeton University, Princeton, New Jersey

**Sylvia G. Hamilton**, Vice Provost for Strategic Partnerships

American Management Society seminar, “Launching and Managing Strategic Alliances and Partnerships,” New York, New York

New Jersey American Council on Education Network Spring Conference 2008, Lincroft, New Jersey

**Linda Hart**, Learner Support Representative

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

“Moral Panic,” documentary presented by The John S. Watson Institute for Public Policy, the Mercer County Ex-Offender Re-Entry Partnership, and the Capital Corridor Community Development Corporation, Trenton, New Jersey

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

New Jersey Educational Facilities Authority Higher Education Finance, Princeton, New Jersey

Eastern Association of Colleges and University Business Officers Annual Meeting, Sulpher Springs, West Virginia

Concur Expense Manager Workshop, New York, New York

KPMG Quarterly Public Service Seminar, New York, New York

Mercadien Business Continuity Planning, Hamilton, New Jersey

TIAA-CREF Administrators Workshop, Princeton, New Jersey

**Marjorie Henderson**, Clerk Typist

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

**Donna Higgins**, Professional Service Specialist

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

**William Hobson**, Procedural Design Specialist

Datatel Fall Technical Week, Reston, Virginia

Datatel Regional Users Group Conference, Lincroft, New Jersey

Datatel Users Group Annual Conference, Washington, DC

**David Hoftiezer**, Director of Admissions

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

Ninety-Fourth Annual Meeting of the American Association of Collegiate Registrars and Admissions Officers, Orlando, Florida

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

Datatel Users Group Annual Conference, Washington, DC

“Information Futures: Aligning Our Missions,” EDUCAUSE 2007 Annual Conference, Seattle, Washington

NJEDge Annual Conference, Plainsboro, New Jersey

**Michael Hopkins**, Clerk Typist

Hershey Systems EDU Conference 2007, Adelphi, Maryland

Singularity Transcripts for Template Designers Training

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

Fourteenth Annual Spring Conference, New Jersey Association of Institutional Research, Morristown, New Jersey

“Information Futures: Aligning Our Missions,” EDUCAUSE 2007 Annual Conference, Seattle, Washington

“New Ideas, New Energy,” NEAIR 34<sup>th</sup> Annual Conference, Northeast Association of Institutional Research, New Brunswick, New Jersey

**Donna Keebler**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success: Streamlining the Advisement Process,” William Paterson University, Wayne, New Jersey

**Catherine N. Kotecki**, Associate Dean, School of Nursing

American Association of Colleges of Nursing Masters Education Conference,  
Newport Beach, California

Biennial Convention of the Honor Society of Nursing, Baltimore, Maryland

Board of Directors Meetings, Upsilon Rho Chapter of Sigma Theta Tau  
International

Commission on Collegiate Nursing Education Accreditation Writing Workshop,  
Washington, DC

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New  
Jersey

New Jersey Consortium of Chapters of Sigma Theta Tau International, Rutgers  
University, The State University of New Jersey, New Brunswick, New Jersey

Presidium Project Informational Briefing, Thomas Edison State College, Trenton,  
New Jersey

Quality, Safety Education for Nursing, Seton Hall University, South Orange,  
New Jersey

Webinar, Online Induction Management System, Sigma Theta Tau International

**Diane Koye**, Budget Director

Council of College and Military Education Annual Symposium, San Francisco,  
California

**Michelle Leonard**, Program Assistant-Payroll

Ceridian Workshops: "Customer User Group Meeting," "Year End Seminar,"  
and "HR/PR Web System Training," Philadelphia, Pennsylvania

Pension and Benefits Informational Seminar, Ewing, New Jersey

**Iris Lewin**, Admissions Counselor

“Moral Panic,” documentary presented by The John S. Watson Institute for Public Policy, the Mercer County Ex-Offender Re-Entry Partnership, and the Capital Corridor Community Development Corporation, Trenton, New Jersey

“Racism Hurts Everyone,” Young Women’s Christian Association (YWCA), Trenton and Princeton, New Jersey

**Antoinette Lewis**, Assistant to the Prior Learning Assessment Specialist

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Kristin LoBasso**, Acting Senior Evaluator

Association of Collegiate Registrars and Admissions Officers Fall Conference  
New Jersey – New York, Raritan Valley Community College

CLEP Outreach Seminar

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College,  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Michael Lobecker**, Desktop Applications Specialist

Hershey Systems EDU Conference, 2007, Adelphi, Maryland

Microsoft Windows Server 2008: A Comprehensive Hands-On Introduction,  
Alexandria, Virginia

**Mary Beth Lynch**, Senior Evaluator

Association of Collegiate Registrars and Admissions Officers Fall Conference  
New Jersey-New York, Raritan Valley Community College, North Branch, New Jersey

Hershey Systems EDU Conference 2007, Adelphi, Maryland

University of Maryland Sixteenth Annual New Jersey Advisors Conference,  
National Academic Advising Association, College Park, Maryland

New Jersey – New York Association of Collegiate Registrars and Admissions  
Officers Fall 2007 Conference, William Paterson University, Wayne, New Jersey

**Alicia Malone**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success:  
Streamlining the Advisement Process,” William Paterson University, Wayne,  
New Jersey

**Charlene Martucci**, Fiscal Administrator

Educational Accounts Receivable Management Association Training Conference,  
East Windsor, New Jersey

WILD (Women in Leadership Development) Conference, New Jersey State AFL-  
CIO, Rutgers University, New Brunswick, New Jersey

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

Eleventh Annual Emergency Management Higher Education Conference,  
Emmitsburg, Maryland

**David Miller**, Associate Vice President for Development

Datatel Users Group Annual Conference, Washington, DC

Academic Impressions Conference, Mastering the Major Gift Process

**Andrea Mirsky**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success:  
Streamlining the Advisement Process,” William Paterson University, Wayne,  
New Jersey

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

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

Minority Women and Business Entities Seminar, Mercerville, New Jersey

**Cynthia Mooney**, Instructional Designer

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New  
Jersey

**Virginia Morrar**, Assistant Administrator, Student Fees and Revenues

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

**Mary Ann Morrone**, Human Resources Assistant

Chair, Susan B. Komen Breast Cancer Foundation "Passionately Pink for the  
Cure Day," Trenton, New Jersey

Chair, "Go Red Day," American Heart Association, Trenton, New Jersey

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

American Council on Education (ACE) CREDIT Program's National  
Coordinators' Meeting, Washington, DC

Coordinator, Home Groups, National Institute on the Assessment of Experiential  
Learning, Princeton, New Jersey

**Ray O'Brien**, Acting Assistant Dean, School of Applied Science and Technology

"The Online Mentoring Process at Thomas Edison State College," Workshop  
Leader with Clinical Trials Mentors/Developers, Thomas Edison State College,  
Trenton, New Jersey

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

American Association of Colleges of Nursing Masters Education Conference,  
Newport Beach, California

Biennial Convention of the Honor Society of Nursing Sigma Theta Tau  
International, Baltimore, Maryland

"Building Global Alliances," Commission on Graduates of Foreign Nursing  
School, Philadelphia, Pennsylvania

Commission on Collegiate Nursing Education Accreditation Writing Workshop,  
Washington, DC

CourseEval Users Conference, Niagara Falls, New York

Health Resources and Services Administration's Bureau of Health Professions  
All Programs Meeting, Washington, DC

Presidium Project Informational Briefing, Thomas Edison State College, Trenton,  
New Jersey

"Responding to Challenges and Opportunities in Nursing Higher  
Education," American Association of Colleges of Nursing Deans of Nursing  
Spring Annual Meeting, Washington, DC

"The Nursing Shortage: How It Will Impact Your Company's Bottom Line," New  
Jersey State Chamber of Commerce/Robert Wood Johnson Foundation, Monroe,  
New Jersey

**Noreen O'Donnell**, Assistant Administrator, Student Fees and Revenues

Professional Development Group National College and University Bursars,  
Business Offices, Student Financial Services, Cashiers and Treasury Managers  
Conference, Miami, Florida

**Greta O'Keefe**, Program Assistant, School of Nursing

Second Annual Distinguished Lectureship on Diversity in Nursing, Trenton,  
New Jersey

**James Owens**, Director of Financial Aid and Veterans Affairs

Datatel Users Group Conference, Washington, DC

National Association of Student Financial Aid Administrators Conference,  
Washington, DC

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

New Jersey Association of Veterans Program Administrators Quarterly Meetings, Trenton, New Jersey

**Esther H. Paist**, Executive Assistant to the President

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Alisha Pendleton**, Assistant Director of Financial Aid and Veterans Affairs

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

New Jersey Association of Veterans Program Administrators Quarterly Meetings, Trenton, New Jersey

**Thomas Phillips**, Manager, Human Resources

2008 CUPA Eastern Regional Conference, Baltimore, Maryland

New Jersey State Health Benefits Seminar, Hamilton, New Jersey

**Marie R. Power-Barnes**, Associate Vice President, Marketing

American Marketing Association Symposium for the Marketing of Higher Education, San Diego, California

Council of College and Military Educators, San Francisco, California

**Ann Prime-Monaghan**, Assistant Vice Provost, General Education and Learning Outcomes

Indiana University-Perdue University of Indianapolis 2007 Assessment Institute, Indianapolis, Indiana

Middle States Annual Conference, Philadelphia, Pennsylvania

New Jersey American Council on Education Office of Women in Higher Education Conference, Lincroft, New Jersey

**Cynthia Prisco**, Development Associate

Annual Conference, Association for Professional Researchers for Advancement

APRA Webinar, Habits of Highly Effective Researchers

Prospect Research Online Webinar, Finding Funding Opportunities

**Dawn Propst**, Graduation Auditor

Association of Collegiate Registrars and Admissions Officers Fall Conference  
New Jersey – New York, Raritan Valley Community College

**Catharine A. Punchello-Cobos**, Associate Registrar

Council of College and Military Educators, San Francisco, California

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning Princeton, New Jersey

Leadership Trenton, Trenton, New Jersey

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

YWCA's of Trenton and Princeton Racial Justice Institute's "Stand Against Racism," Trenton, New Jersey

**Louise Riley**, Assistant Dean, School of Nursing

Commission on Collegiate Nursing Education, Accreditation Self-Study Reports Review

CoursEval Webinar, "Reporting"

CoursEval Users Conference

Delaware Valley Nursing Computer Network Program

Health Resources and Services Administration's Bureau of Health Professions  
All Programs Meeting, Washington, DC

Second Annual Distinguished Lectureship on Diversity in Nursing, Trenton,  
New Jersey

**Sharon Rock**, Principal Clerk Typist

"Intercultural Communications: Understanding Our Differences," Thomas  
Edison State College, Trenton, New Jersey

"Moral Panic," documentary presented by The John S. Watson Institute for  
Public Policy, the Mercer County Ex-Offender Re-Entry Partnership, and the  
Capital Corridor Community Development Corporation, Trenton, New Jersey

**Linda Rosner**, Learner Support Representative

Advanced Excel, Human Resource Development Institute (HRDI), Trenton, New  
Jersey,

Intermediate Excel, Human Resource Development Institute (HRDI), Trenton,  
New Jersey

"Intercultural Communications: Understanding Our Differences," Thomas  
Edison State College, Trenton, New Jersey

Mental Health Awareness Training for Safe Campuses, Thomas Edison State  
College, Trenton, New Jersey

"Moral Panic," documentary presented by The John S. Watson Institute for  
Public Policy, the Mercer County Ex-Offender Re-Entry Partnership, and the  
Capital Corridor Community Development Corporation, Trenton, New Jersey,  
July 2008

"Racism Hurts Everyone," Young Women's Christian Association (YWCA),  
Trenton and Princeton, New Jersey

**Kelly Saccomanno**, Program Assistant

Streaming Media Conference – East, New York, New York

**Philip Sanders**, Administrator, Student Fees and Revenues

Datatel Users Group National Conference, Washington, DC

**Elaine Scheff**, Secretary Office of the Registrar

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

YWCA's of Trenton and Princeton Racial Justice Institute's "Stand Against Racism," Trenton, New Jersey

**Michael J. Scheiring**, Vice President and Treasurer

Eastern Association for College and University Business Officers Conference, Philadelphia, Pennsylvania

Human Capital Institute Conference, Phoenix, Arizona

New Jersey League of Municipalities, Atlantic City, New Jersey

Higher Education Capital Construction Conference, Trenton, New Jersey

**Ashley Schneider**, Clerk Typist

"Effective Writing Workshop" Human Resource Development Institute Training, Trenton, New Jersey

**Randy Schwartz**, Systems Coordinator

Singularity Training, Sante Fe Springs, California

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

American Association of State Colleges and Universities Academic Affairs Winter Meeting, Tempe, Arizona

American Association of State Colleges and Universities Higher Education Delegation, Beijing, China

Middle States Annual Conference, Philadelphia, Pennsylvania

National University Telecommunication Network Executive Committee Meeting and Conference, Park City, Utah

**Ann Marie Senior**, Director, Office of Institutional Research and Outcomes Assessment

“IPEDS Senior Public Colleges and Universities Professional Development Workshop,” sponsored by the New Jersey Commission on Higher Education, New Brunswick, New Jersey

“New Ideas, New Energy,” NEAIR 34<sup>th</sup> Annual Conference, Northeast Association of Institutional Research, New Brunswick, New Jersey

“In Plain Sight: Making the Higher Education Story Clear,” 2007 Annual Conference of the Middle States Commission on Higher Education, Philadelphia, Pennsylvania

“Service Adult Learners: Advancing the Nation’s Competitive Edge,” President’s Forum of Excelsior College, Washington, DC

“Research on Schools, Neighborhoods, and Communities: Toward Civic Responsibility,” 2008 Annual Meeting of the American Education Research Association, New York, New York

“Managing Your Life: Creating A Healthy Balance,” The American Council on Education, Office of Women in Higher Education, Lincroft, New Jersey

National Summer Data Policy Institute, sponsored by the Association of Institutional Research, National Center for Educational Statistics and the National Science Foundation, Potomac, Maryland

**Todd Siben**, Academic Program Advisor

“E-Z Pass to Success: Streamlining the Advisement Process,” Sixteenth Annual New Jersey Advisors Conference, William Paterson University, Wayne, New Jersey

National Academic Advising Association Northeast Regional Conference, Pittsburgh, Pennsylvania

**Doris Simmons**, Academic Program Advisor

“E-Z Pass to Success: Streamlining the Advisement Process,” Sixteenth Annual New Jersey Advisors Conference, William Paterson University, Wayne, New Jersey

**Mindi Shalita**, Director, Human Resources

Society for Human Resource Management Annual Conference, Chicago, Illinois

Report Writing Training Seminar for Ceridian Payroll System, Philadelphia, Pennsylvania

New Jersey Public Employee Relations Commission Public Sector Labor Relations Law Conference, East Brunswick, New Jersey

Society for Human Resource Management Conference, Long Branch, New Jersey

**Hope Smith**, Educational Technology Specialist

Datatel Regional Users Group Conference, Lincroft, New Jersey

Datatel Users Group Annual Conference, Washington, DC

**Sharon C. Smith**, Registrar

ACENET – Women of Color in Higher Education Conference, Rider College

American Association of Collegiate Registrars and Admissions Officers Technology Conference, Minneapolis, Minnesota

Association of Collegiate Registrars and Admissions Officers Fall Conference New Jersey-New York, Raritan Valley Community College

Association of Collegiate Registrars and Admissions Officers National Convention, Orlando, Florida

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

Hershey Systems EDU Conference 2007, Adelphi, Maryland

YWCA's of Trenton and Princeton Racial Justice Institute's "Stand Against Racism," Trenton, New Jersey

**Jovita Solomon-Duarte**, Diversity Coordinator, School of Nursing

Assembly of Men in Nursing National Conference, Philadelphia, Pennsylvania

“Building the Business Case for Live Chat in Higher Education: Minimal Costs, Maximum Results,” Webinar

“Building Global Alliances,” Commission on Graduates of Foreign Nursing Schools, Philadelphia, Pennsylvania

“Effective E-learning Practices in Higher Education,” Webinar

Health Resources and Services Administration’s Bureau of Health Professions All Programs Meeting, Washington, DC

“Student Engagement and Coaching,” Webinar

“The Nursing Shortage: How It Will Impact Your Company’s Bottom Line,” New Jersey State Chamber of Commerce/Robert Wood Johnson Foundation, Monroe, New Jersey

**J. Marian Stone**, Assistant Dean, School of Nursing

House of Delegates Session, Biennial Convention of the Honor Society of Nursing, Baltimore, Maryland

“The Nursing Shortage: How It Will Impact Your Company’s Bottom Line,” New Jersey State Chamber of Commerce/Robert Wood Johnson Foundation in Monroe, New Jersey

**Cynthia A. Strain**, Assistant Dean, Heavin School of Arts and Sciences

New Jersey American Council on Education Office of Women in Higher Education Conference, Lincroft, New Jersey

New Jersey National Council of Professors of Educational Administration Spring Conference, Kean University, Union, New Jersey

**Christopher Stringer**, Controller

Datatel Users Group, Washington, DC

New Jersey Association of Student Financial Aid Administrators Annual Financial Aid Conference, Atlantic City, New Jersey

Professional Development Group National College and University Bursars,  
Business Offices, Student Financial Services, Cashiers and Treasury Managers  
Conference, Miami, Florida

**Terri Tallon-Hammill**, Assistant Director of Military Education

“Globalization of Military Education,” Council of College and Military  
Educators, San Francisco, California

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

HRDI Training, Excel XP Advanced

League of Municipalities, Atlantic City, New Jersey

**Terry Thornton**, Supervisor of Mail Operations

Mailcom 2008, 28<sup>th</sup> Annual Global Conference and Exhibition, Atlantic City, New  
Jersey

**John P. Thurber**, Vice President for Public Affairs

American Marketing Association – Symposium on Higher Education

Council of College and Military Educators Annual Symposium

Curves Annual Convention

Federal Reserve Bank of Philadelphia, 2008 Community Affairs Conference on  
Reinventing Older Communities

New Jersey Chamber of Commerce, Annual Congressional Dinner and  
Conference

New Jersey Hospital Association, Annual Meeting, “Building a Brighter Future”

**Caroline Tompkins**, Admissions Counselor

“Intercultural Communications: Understanding Our Differences,” Thomas  
Edison State College, Trenton, New Jersey

“Moral Panic,” documentary presented by The John S. Watson Institute for Public Policy, the Mercer County Ex-Offender Re-Entry Partnership, and the Capital Corridor Community Development Corporation, Trenton, New Jersey

**Theresa Tosti**, Assistant Director, Administrative Services

Minority Women and Business Entities Seminar, Mercerville, New Jersey

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

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

National University Telecommunications Network 2008 Conference, “2020 Vision: A Look at Higher Education through Techno-Colored Glasses,” Park City, Utah

Second International Forum on Online Education, Michigan State University, East Lansing, Michigan

Partnership Meetings, University of South Africa, Pretoria, South Africa

**Linda M. Vasbinder**, Assistant to the President

American Council on Education Annual Meeting, National Association of Presidential Assistants Conference, San Diego, California

2008 Governor's Conference for Women, Atlantic City, New Jersey

Skillpath Business Writing and Grammar Skills Made Easy and Fun, Edison, New Jersey

**Cynthia Ventura**, Academic Program Advisor

Sixteenth Annual New Jersey Advisors Conference, “E-Z Pass to Success: Streamlining the Advisement Process,” William Paterson University, Wayne, New Jersey

**Danae Wallace**, Learner Support Representative

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

“Moral Panic,” documentary presented by The John S. Watson Institute for Public Policy, the Mercer County Ex-Offender Re-Entry Partnership, and the Capital Corridor Community Development Corporation, Trenton, New Jersey

**Robin A. Walton**, Director of Government Relations and Community Affairs

2008 Higher Education Resources Services Management Institute, Wellesley College, Wellesley, Massachusetts

2008 Governor's Conference for Women, Atlantic City, New Jersey

New Jersey Higher Education Government Relations Conference, Miami, Florida

**Weimin Wang**, Instructional Designer

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Deborah Ware**, Learner Services Representative

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

**Donna Watson**, Associate Registrar/Director of Evaluations

American Association of Collegiate Registrars and Admissions Officers National Convention, Orlando, Florida

Critical Issues in Transfer Credit Conference, Washington, DC

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Denise Weber**, Secretarial Assistant III

“Intercultural Communications: Understanding Our Differences,” Thomas Edison State College, Trenton, New Jersey

**Maureen Woodruff**, Director

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

“Questionmark 2008” Users Conference, San Antonio, Texas

**Gillian Wyckoff**, Acting Account Executive

Forum on Assessing Adult Learning at a Distance, Thomas Edison State College  
National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

**Celeste Wynn**, Academic Program Advisor

“E-Z Pass to Success: Streamlining the Advisement Process,” Sixteenth Annual  
New Jersey Advisors Conference, William Paterson University, Wayne, New Jersey

**Pamela Yarsinsky**, Fiscal Administrator

Professional Development Group National College and University Bursars,  
Business Offices, Student Financial Services, Cashiers and Treasury Managers  
Conference, Miami, Florida

Educational Accounts Receivable Management Association Spring Conference,  
Burlington County College, Pemberton, New Jersey

**Ray Young**, Vice Provost for Learner Services

American Association of Collegiate Registrars and Admissions Officers National  
Convention, Orlando, Florida

Twenty-ninth Annual National Conference on Law and Higher Education,  
Clearwater Beach, Florida

## External Committees and Associations

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

Member, New Jersey Chapter of the American Society for Training and Development

**Anna Benitz**, Assistant Controller

Hillsborough Women's Club, First Vice President

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

Adjunct Instructor, Mercer County Community College

Vice President, Board of Directors, Children's Future, Trenton, NJ

Chair, Latino Vision Council, United Way of Greater Mercer County

Board Member, United Way of Greater Mercer County

Member, Professional Impact New Jersey Policy Advisory Board (formerly New Jersey Professional Development Center for Early Care and Education)

Member, New Jersey Early Care and Education Coalition under the Association for Children of New Jersey

Member, Coalition for Infant/Toddler Educators

Member, New Jersey Early Childhood Teacher Educators

Reviewer, American Council on Education

Member, Governor Corzine's Early Childhood Strategic Policy Team "Ready Set GROW" and Co-Chair of Data Committee

Chair, The New Jersey Child Care Advisory Council, Research and Planning Committee

**Nancy Broglie**, Assistant Administrator, Student Fees and Revenues

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, International Personnel Management Association, New Jersey Chapter

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

**Mary Ellen Caro**, Executive Vice Provost

Member, American Association of Higher Education and Accreditation

Member, American Society for Training and Development

Member, College of Saint Elizabeth Sociology Advisory Board

Member, Council of Graduate Schools

Member, Society of Human Resource Management

**Emily Carone**, Assistant Director

Member, National College Testing Association

Treasurer, Lambertville Free Public Library

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

Member, American Nurses Association

Member, National League for Nursing

Member, Oncology Nursing Society, South Jersey Chapter

Member, National Academic Advising Association

Member, Governance Committee, Upsilon Rho Chapter, Sigma Theta Tau International

Member, Sigma Theta Tau International Honor Society of Nursing, Upsilon Rho Chapter

Member, New Jersey Consortium of Chapters of Sigma Theta Tau International

Member, Save the Environment of Moorestown

**Carla Colburn**, Academic Program Advisor

Member, American Association of University Women

Member, American Technical Education Association

Member, Middle States Association of Collegiate Registrars and Officers of Admissions

Member, National Academic Advising Association (NACADA)

Member, 2007 Proposal Review Committee, NACADA

Member, 2007 Conference Registration Committee, NACADA

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

Adjunct Faculty, Department of Criminology and Justice, The College of New Jersey, Ewing, New Jersey

Member, New York State Bar

Member, Connecticut State Bar

Member, Association of Fundraising Professionals

Member, Women in Development

Interviewer, Georgetown University Alumni Admissions Program

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

Member, Association of American Colleges and Universities

Member, Council of Colleges of Arts and Sciences

Member, Teacher Education Accreditation Council

Member, University Continuing Education Association

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

Member, American Society of Training Development

Member, Center for Energy Workforce Development, Advisory Committee Member

Member, Mercer County Community College Advisory Board

Member, Passaic County Community College Advisory Board

Member, UMDNJ Dental Advisory Committee

Member, Green Jobs for New Jersey Advisory Committee

**Elisabeth Dey**, Director of Special Events and the Annual Fund

Mercer Regional Chamber of Commerce Renaissance Ball Planning Committee

Council for the Advancement and Support of Education

Women in Development of Mercer County

**Janet Eickhoff**, Account Executive

Member, American Marketing Association

Member, Council of College and Marketing Educators

Member, New Jersey Communications, Advertising, and Marketing Association

**Michele Evanchik**, Assistant 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

**Arlene Futey**, Learner Services Representative

Member, New Jersey Association of Student Financial Aid Administrators

**Edward Gall**, SOC Coordinator

Council of College and Military Educators

**M. Scheryl Gant**, Associate Fellow/Manager, the Technical Assistance and Support Service Center

Board Member, Prince and Associates Home for the Developmentally Disabled, Edgewater Park, New Jersey

Council Member, St. Luke's Lutheran Church, Willingboro, New Jersey

Member, Service and Outreach Ministry, St. Luke's Lutheran Church, Willingboro, New Jersey

Member, Toastmasters – State Street Speakers, Trenton, New Jersey

**Roxanne Globis**, Director of Alumni Affairs

Member, American Marketing Association

Member, Council of Advancement and Support of Education

Member, Princeton Regional Chamber of Commerce

Member, Mercer County Chamber of Commerce

**Mark S. Gordon**, Senior Fellow/Director of The Center for Health Policy Development,  
The 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

Member, Workgroup for Electronic Data Interchange

Steering Committee Member, New Jersey Department of Banking and Insurance  
Health Information Portability and Accountability Act/Healthcare Information  
Networks and Technologies EHR Task Force

Chairperson, New Jersey Health Information Security and Privacy Collaboration  
Project

Steering Committee Member, New Jersey Hospital/Horizon PReHIO Project

Member, North Carolina Healthcare Information and Communications Alliance

Steering Committee Member, New Jersey Strategic HIPAA/Healthcare  
Organization and Regional Effort (NJSHORE)

Member, Association of Government Accountants/American Society for Public  
Administration Joint Symposium Planning Committee

Trustee, Princeton Public Library Board of Trustees

**Kathleen Griffis**, Distance Learning Education Specialist, School of Nursing

Member, Sigma Theta Tau International Honor Society of Nursing, Delta Nu and Upsilon Rho Chapters

Member, National League for Nursing

Member, American Nurses Association

Member, New Jersey State Nurses Association

**David Grossman**, Vice Provost and Dean, School of Professional and Continuing Studies

Member, New York Regional Cabinet, Washington University, Alumni Association

Member, Olin Library National Council, Washington University

Member, Philadelphia Workforce 2.0

Member, University Continuing Education Association

**Joseph Guzzardo**, Director of Communications

President, Church of the Assumption Parish Council

President, William P. Sullivan Memorial Foundation

Member, Board of Directors, Ocean County Library

**Mary Hack**, Director, Office of Administrative Services

Board Member, New Jersey College Risk Management Committee

Board Member, New Jersey Chapter of the American Society for Public Administration

**Sylvia G. Hamilton**, Vice Provost for Strategic Partnerships

Member, New Jersey Pathways Leading Apprentices to a College Education Advisory Committee

Member, New Jersey Society of Certified Public Accountants Educators Committee

**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

**Drew Hopkins**, Chief Information Officer

Member, Touchnet Customer Advisory Board

Member, Hershey SUMit Membership Board

Member, Datatel Regional Users Group

**Karen Hume**, Director of Publications

Member, Council for Adult and Experiential Learning

Past President, New Jersey Communications and Marketing Association

Member, Council for the Advancement and Support of Education

Member, International Association of Business Communications

**Misty N. Isak**, Assistant Director of Military Education

Member, Adjunct Generals Association of the United States

Member, Council on Military Education in South Carolina

Member, Council on Military Education for Texas and the South

Member, Enlisted Association of the National Guard of the United States

Member, Florida Advisory Council on Military Education

Member, National Association of Student Personnel Administrators

Member, National Guard Association of the United States

Program Chair and Site Selection Chair, Council of College and Military Educators

Treasurer, National Association of Institutions for Military Education Service

**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

**Donna Keebler**, Academic Program Advisor

Member, American Geographical Society

Member, National Academic Advising Association

**Catherine N. Kotecki**, Associate Dean, School of Nursing

Member, American Nurses Association

Member, New Jersey State Nurses Association

Member, Sigma Theta Tau International Honor Society of Nursing President Elect, Upsilon Rho chapter

**Mary Beth Lynch**, Senior Evaluator

Member, National Academic Advising Association

**Louis F. Martini**, Director of Military Education

Member, Adjunct Generals Association of the United States

Member, Council of Military Education for Texas and the South

Member, Council on Military Education in South Carolina

Member, Department of Defense Centralized Tuitions Assistance Working Group

Member, Enlisted Association of the National Guard of the United States

Member, Florida Association of College and Military Educators

Member, GoArmyEd Advisory Group for Institutions

Member, GoArmyEd Advisory Group for Soldiers

Member, National Association of Institutions for Military Education Service

Member, National Guard Association of the United States

President, Council of College and Military Educators

**Charlene Martucci**, Fiscal Administrator

Member, Educational Accounts Receivable Management Association

Member, Omicron Delta Kappa, The National Leadership Honor Society

Member, New Jersey Brain Injury Association

Member, National Alliance on Mental Illness (NAMI)

Delegate, Mercer County Central Labor Council

Representative, Mercer County Democratic Committee

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

Member, Atlantic/Cape May County Public Safety Advisory Board

Member, New Jersey Association of Criminal Justice Educators

Member Atlantic Cape Community College Business and Government Advisory Board

**Kathleen Melilli**, Executive Assistant to the Provost

Member, Beta Gamma Sigma, International Honor Society of Business Programs

Past President and Member, Alpha Sigma Lambda, Beta Zeta Chapter, National Honor Society

**David Miller**, Associate Vice President, Development

Board of Directors, Abington Township Police Athletic League, Abington, Pennsylvania

Chairman, Abington Township Youth Aid Panels, Abington, Pennsylvania

Member, Council for the Advancement and Support of Education

Member, Association of Fundraising Professionals

**Christopher Miller**, Art Director, Office of Communications

Member, University and College Designers' Association

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

Member, New Jersey Higher Education Purchasing Association

Member, Friends of the Library Company of Burlington

Vice President, Samuel Smith School PTA

Member, City of Burlington Board of Education

**Virginia Morrar**, Assistant Administrator, Student Fees and Revenues

Steering Committee Member, Educational Accounts Receivable Management Association

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

Member, New Jersey Chapter of the American Society for Training and Development

Member, New Jersey State Employment and Training Commission's New Jersey PLACE Advisory Committee

**Ray O'Brien**, Acting Assistant Dean, School of Applied Science and Technology

Member, Montgomery County Community College Medical Laboratory Technicians Advisory Committee

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

Member, Alumni Association, University of Pennsylvania

Member, Alumni Association, Roger Williams General Hospital School of Nursing

Member, American Nurses Association

Member, American Organization of Nurse Executives

Member, National League for Nursing

Member, New Jersey Association of Baccalaureate and Higher Degree Programs in Nursing

Member, New Jersey State Nurses Association

Member, Sigma Theta Tau International Honor Society, Kappa Delta Chapter

**Daniel T. O'Connor**, Associate Administrator, Student Fees and Revenues

Member, Educational Accounts Receivable Management Association

**James Owens**, Director of Financial Aid and Veterans Affairs

Member, National Association of Student Financial Aid Administrators

Member, New Jersey Association of Student Financial Aid Administrators

**Esther H. Paist**, Executive Assistant to the President

Member, American Council on Education

Member, Association of Presidential Assistants in Higher Education

Member, International Conference on Open and Distance Education

Member, University Continuing Education Association

**Alisha Pendleton**, Assistant Director of Financial Aid and Veterans Affairs

Member, New Jersey Association of Student Financial Aid Administrators

**Thomas Phillips**, Manager, Human Resources

Member, College and University Professional Association for Human Resources,  
New Jersey

Member, Executive Board, New Jersey Higher Education Recruitment  
Consortium

Alternate, Executive Board, National 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, Public Relations Society of America

Member, Society for College and University Planning

Member, Council for Adult and Experiential 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

**Ann Prime-Monaghan**, Assistant Vice Provost, General Education and Learning Outcomes

Member, Association of American Colleges and Universities

Member, University Continuing Education Association

**Cynthia Prisco**, Development Associate

Member, Mercer County Chapter of Women in Development

Member, Association for Professional Researchers for Advancement

**Dawn Propst**, Graduation Auditor

Member, American Association of Collegiate Registrars and Officers of Admissions

**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

**Juliette Punchello**, Account Executive

Fellow, Leadership Trenton, Class of 2008

**Linda Rosner**, Learner Support Representative

Fellow, Leadership Trenton, Class of 2008

**Louise Riley**, Assistant Dean, School of Nursing

Member, Nursing Informatics Curriculum Advisory Board, Excelsior College

Member, Sigma Theta Tau, Alpha Kappa Chapter-at-Large, Upsilon Rho

Member, Delaware Valley Health Information Management Systems Society

Member, National League for Nursing

Member, Capital Area Roundtable on Informatics in Nursing

**Philip Sanders**, Administrator, Student Fees and Revenues

President, New Jersey Bursars' Association

Representative for the New Jersey Bursars' Association, New Jersey Advisory Committee on Student Aid

**Barbara Sandstrom**, Personal Computer Systems Coordinator

Board Member, Planned Lifetime Assistance Network of New Jersey

**Joseph C. Santora**, Dean, School of Business and Management

Member, Academy of Management

Member, Association of Leadership Educators

Member, International Leadership Association

Member, *Journal of Applied Management and Entrepreneurship*, Editorial Review Board

Member, *Journal of International Academy for Case Studies*, Editorial Review Board

Member, *Journal of Leadership and Organizational Studies* Editorial Review Board

Member, Society for the Advancement of Management

Member, Society of Nonprofit Organization

Member, World Association for Case Method Research and Application

**Elaine Scheff**, Secretary, Office of the Registrar

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, Inc. 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

Member, Finance and Personnel Committee, Robert Wood Johnson University  
Hospital at Hamilton

Member, Advisory Council, National Center for Public Productivity, Newark,  
New Jersey

Ex Officio Council Member, New Jersey Chapter of the American Society for  
Public Administration

Member, New Jersey Association of State Colleges and Universities' Advisory  
Commission on "Investing in State Colleges"

Member, Leadership New Jersey, Class of 1992

Chair, Board of Trustees, Lakeview Child Center, Inc.

**David Schwager**, Assessment Technology Specialist

Member, Executive Board, Hamilton Girls Softball Association

Member, National College Testing Association

**Randy Schwartz**, Systems Coordinator

Lieutenant Colonel, United States Army Reserve

**Ryanne Screws**, Program Assistant, School of Applied Science and Technology

Board Member, Next Level Youth

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

Chair, New Jersey State Council of Academic Vice Presidents and Provosts

Member, American Association of State Colleges and Universities

Member, American Sociological Association

Member, Association of American Colleges and Universities

Member, Council for Adult and Experiential Learning

Member, Executive Board, National University Telecommunication Network

Member, University Continuing Education Association

**Ann Marie Senior**, Director, Office of Institutional Research and Outcomes Assessment

Member, American Educational Research Association

Member, National Association for Institutional Research

Member, North East Association for Institutional Research

Member, New Jersey Association for Institutional Research

Member, Consortium of Colleges that Serve Adult Students (with Charter Oak College, Excelsior College, and Empire State College)

Member, Higher Education Data Advisory Group, New Jersey Commission on Higher Education

**Mindi Shalita**, Director, Human Resources

Member, International Personnel Management Association, New Jersey Chapter

Member, Pension and Health Benefits Review Commission

Member, Society for Human Resource Management

Member, Human Resources Management Association of Princeton

Member, College and University Professional Association for Human Resources,  
New Jersey

**Nicky Sheats**, Senior Fellow/Director, The Center for the Urban Environment, The  
Watson Institute for Public Policy.

Board Member, GreenFaith.

Board Member, Legal Outreach, Inc.

Member, New Jersey Bar

Member, District of Columbia Bar

Member, Coalition on Healthy Ports

Member, Environmental Justice Forum on Climate Change

Member, New Jersey Environmental Justice Alliance

Chair, New Jersey Environmental Justice Alliance Diesel Committee

Member, League of Municipalities' Committee on Civil Engagement and Equity

**Todd Siben**, Academic Program Advisor

Secretary, Ramapo College Alumni Ice Hockey

**Doris Simmons**, Academic Program Advisor

Member, National Academic Advising Association

Member, State Street Speakers Toastmasters Club

Member, Delta Sigma Theta Sorority, Inc.

Member, Corpus Christi Church Bell Choir

**Pamela Sims Jones**, Fellow/Director, The Center for Leadership Development, Leadership Trenton Program, The John S. Watson Institute for Public Policy

Member, Allegheny College, Volunteers in Support of Admissions.

Mentor, Allegheny College, Office of Diversity Affairs' Multicultural Alumni Mentoring Program

Secretary, Board of Trustees, Trenton Area Soup Kitchen

Chair, Board of Trustees, Beyond Diversity Resource Center

Vice President, Bellevue Restoration, Inc.

Member, Bellevue Area Civic Association

Member, Editorial Board, Fourth Estate Newspaper

Member, Board of Advisors, Daughters of Zion, Inc.

**Sharon C. Smith**, Registrar

Member, American Association of Collegiate Registrars and Admissions Officers

Member, Association of College Administrative Professionals

Member, Middle States Association of Registrars and Officers of Admissions

Member, National Reporting Officer, Transfer Credit Practices Committee

**Jovita Solomon-Duarte**, Diversity Coordinator, School of Nursing

Member, Corresponding Secretary and Chairman, Education and Practice committee, Philippine Nurses Association of New Jersey

Member, Philippine Nurses Association of America

Member, National Coalition of Ethnic Minority Nurses Association

Member, American Nurses Association

Member, Ambassador, National League for Nursing

Member, Ambassador, American Association of Critical Care Nurses

Member, Sigma Theta Tau International Honor Society of Nursing, Alpha Tau Chapter

Vice President of Communications, New Jersey Nurses Association, Region 4

**Linda Soltis**, College Relations Specialist, Office of Communications

Member, New Jersey Communications, Advertising and Marketing Association

Member, Foundation Board of Directors, Bucks County Community College

Past President, Bucks County Community College Alumni Association

**J. Marian Stone**, Assistant Dean, School of Nursing

Chair and Presenter, Awards Committee, 120<sup>th</sup> Anniversary Reunion, School of Nursing of the Hospital of the University of Pennsylvania

Member, Alumni Association, Hospital of University of Pennsylvania School of Nursing

Member, Alumni Association, University of Pennsylvania

Member, National League for Nursing

Member, Sigma Theta Tau International Honor Society of Nursing, Delta Nu Chapter

**Cynthia A. Strain**, Assistant Dean, Heavin School of Arts and Sciences

Member, New Jersey Affiliate of National Council of Professors of Educational Administration

Member, New Jersey National Council of Professors of Educational Administration

Member, Teacher Education Accreditation Council

**Christopher Stringer**, Controller

Member, National Association for College and University Business Officers

Member, Eastern Association for College and University Business Officers

**Terri Tallon-Hammill**, Assistant Director of Military Education

Committeewoman, Mansfield Township, Burlington County, New Jersey

Member, Council of College and Military Educators

Member, Enlisted Association of the National Guard of the United States

Member, Institute for Operations Research and Management Sciences

Member, National Association of Student Personnel Administrators

Member, National Guard Association of the United States

Member, New Jersey Employer Support of the Guard and Reserves

Member, New Jersey League of Municipalities

Member, Veterans of Foreign Wars Auxiliary

Trustee, Crafts Creek/Spring Hill Brook Watershed Association, Inc

**Terry Thornton**, Supervisor of Mail Operations

Project Director, Executive Board, New Jersey Postal Customer Council

Member, Mail Systems Management Association

**John P. Thurber**, Vice President for Public Affairs

Immediate Past President, Board of Directors, Trenton Downtown Association

Vice Chairman, Board of Commissioners, Mercer County Improvement Authority

Member, Trenton Downtown Master Plan Steering Committee

Member, Board of Managers, American Cancer Society – Mercer Unit

Member, Steering Committee, Trenton Crusade Against Cancer

Member, Board of Directors, Capital Health System

Chairman, Informatics Committee

Chairman, By-Laws Committee

Member, Finance Committee

Member, Audit Committee

Member, Community Relations Committee

Member, Rotary Club of Princeton

Member, Board of Directors, Rotary Club of Princeton Foundation, Inc.

Member, Mercer Regional Chamber of Commerce

Member, Princeton Regional Chamber of Commerce

Member, Leadership New Jersey Graduate Organization

Member, Advisory Board, Leadership Trenton

Member, Board of Trustees, Lawrence Township Community Foundation

Member, Bar of New York and New Jersey

**Caroline Tompkins**, Admissions Counselor

Trustee/Board Secretary, National Alliance on Mental Illness Mercer New Jersey

Trustee/Program Chair, The National Society of The Colonial Dames of America in the State of New Jersey

Fellow, Leadership Trenton, Class of 2008

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

Member, Board of Consortium for Distance Education

Member, Board of Directors, National University Telecommunications Network

Member, International Conference on Open and Distance Education

Member, University Continuing Education Association

**Linda M. Vasbinder**, Assistant to the President

Member, National Association of Presidential Assistants in Higher Education

**Robin A. Walton**, Director of Government Relations and Community Affairs

Member, Board of Trustees, Children's Specialized Hospital Strategic Planning Committee, Children's Specialized Hospital Strategic Planning Committee, Children's Specialized Hospital Nominating Committee Voting

Voting Member, Governor's Advisory Council on Adolescent Pregnancy Prevention

Board of Trustees Secretary, Trenton Public Education Foundation

Member, Future Business Leaders Council, Mercer Regional Chamber of Commerce

**Weimin Wang**, Instructional Designer

Member, Association for Educational Communications and Technology

Member, Association for the Advancement of Computing in Education

**Deborah Ware**, Learner Services Representative

Member, New Jersey Association of Student Financial Aid Administrators

Member, New Jersey Association of Veterans Program Administrators

**Donna Watson**, Associate Registrar/Director of Evaluations

Member, American Association of Collegiate Registrars and Admissions Officers

**Pamela Yarsinsky**, Fiscal Administrator

Member, Educational Accounts Receivable Management Association

**Ray Young**, Vice Provost for Learner Services

Institutional Delegate, The College Board National Assembly on Guidance and Admissions

Member, American Association of Collegiate Registrars and Admissions Officers

Member, Adult Higher Education Alliance

Member, United States Naval Institute

**Joseph Youngblood II**, Associate Vice President for Public Affairs, Dean, The John S. Watson School of Public Service, Director, The Watson Institute for Public Policy

Member, Board of Trustees, St. Francis Medical Center, Trenton, New Jersey

Member, Policy Committee, New Jersey State League of Municipalities

Member, Housing and Economic Development Committee, Housing and Community Development Network of New Jersey

Member, Northeast Region Policy Advisory Board, Child Welfare League of America

Member, National Board of Directors, The Urban Education Fund, Philadelphia, Pennsylvania

Member, National Advisory Board, Florida A&M University College of Education, Doctoral Program in Administration, Planning and Policy, Tallahassee, Florida

## Honors

**Patricia Certo**, Admissions Counselor

Degree Conferred: Master of Business Administration, Rosemont College

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

Degree Conferred: PhD, Duquesne University, Dissertation: *“Social Presence, Satisfaction, and Perceived Learning of RN-to-BSN Students in Web-Based Nursing Programs”*

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

Degree Conferred: Ed.D, Capella University

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

Judge for the 46<sup>th</sup> Annual Municipal Public Information Contest, sponsored by the Center for Government Services, Rutgers, The State University of New Jersey; The New Jersey State League of Municipalities; and the New Jersey Municipal Management Association

**Susan M. O’Brien**, Dean, School of Nursing

Recipient of the C.A.R.E.S. award for Excellence in Education by the New Jersey State Nurses Association

**Ryanne Screws**, Program Assistant, School of Applied Science and Technology

Degree Conferred: Master of Science, Administration of Justice and Security, University of Phoenix

**Ann Marie Senior**, Director, Office of Institutional Research and Outcomes Assessment

Fellow, National Summer Data Policy Institute, sponsored by the Association of Institutional Research, National Center for Educational Statistics and the National Science Foundation, Potomac, Maryland

**Caroline Tompkins**, Admissions Counselor

Certificate earned: Nonprofit Management, Mercer County Community College

**Linda M. Vasbinder**, Assistant to the President

Degree Conferred: Associate in Arts, Thomas Edison State College

**Cynthia Ventura**, Academic Program Advisor

Degree Conferred: Master of Science, Christian Counseling, Philadelphia Biblical University

**Ray Young**, Vice Provost for Learner Services

Degree Conferred: Doctorate of Education in Higher Education Leadership, East Carolina University

## Publications

**Mary Ellen Caro**, Executive Vice Provost

Co-author with J.C. Santora, "Succession in Nonprofit Organizations: An Insider/Outsider Perspective," *SAM Advanced Management Journal*, 72(4): 26-31

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

Co-author with Louise Riley and Jovita Solomon-Duarte, "Innovative Thinking: School of Nursing at Thomas Edison State College Uses Distance Learning to Expose Students to Accomplished Minority Faculty," *Advance for Nurses*

Co-author with Richard Ridge and Theresa Wurmser, "Confronting a Dilemma: International Recruitment of Registered Nurses," Proceedings of the American Organization of Nurse Executives Annual Meeting and Exposition, Seattle, Washington

**Louise Riley**, Assistant Dean, School of Nursing

Co-author with Susan O'Brien and Jovita Solomon-Duarte, "Innovative Thinking: School of Nursing at Thomas Edison State College Uses Distance Learning to Expose Students to Accomplished Minority Faculty," *Advance for Nurses*

**Joseph C. Santora**, Dean, School of Business and Management

"Assertiveness and Effective Leadership: Is There a Tipping Point?" *Academy of Management Perspectives* (August): 84-86

Co-author with M.E. Caro, "Succession in Nonprofit Organizations: An Insider/Outsider Perspective," *SAM Advanced Management Journal*, 72(4): 26-31

Co-author with S. Sarros, "Defining and Measuring Servant Leadership Behavior in Organizations," *Journal of Management Studies*, 45 (2): 402-424

Co-author with S. Sarros, "Do Leaders Learn from Near Death Experiences? Ten Years After...," *Development and Learning Organizations: An International Journal*, 21 (5), 14-17

Co-author with S. Sarros, "Founders, Leaders, and Organizational Life Cycles: The Choice is Easy — Learn or Fail!," *Development and Learning Organizations: An International Journal*, 22 (3), 12-15

Co-author with W. J. Seaton, "Age Discrimination: Alive and Well in the Workplace?," *Academy of Management Perspectives*, (May): 103-104

Co-author with W. J. Seaton, "The Weakest Link: Can Inferior Members Raise the Bar in Work Group?," *Academy of Management Perspectives*, (May): 104-106

"Managing 'Open' Employees: Do Resources and Leadership Style Matter?" *Academy of Management Perspectives* (August): 83-84

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

Co-author with J.C. Santora, "Age Discrimination: Alive and Well in the Workplace?," *Academy of Management Perspectives*, (May): 103-104

Co-author with J.C. Santora, "The Weakest Link: Can Inferior Members Raise the Bar in Work Group?," *Academy of Management Perspectives*, (May): 104-106

**Todd Siben**, Academic Program Advisor

"An Advisor Takes His Own Advice," *The Journal of Continuing Higher Education*, Fall 2007

"Advising Special Populations," Contributor, National Academic Advising Association (NACADA) Monograph

**Jovita Solomon-Duarte**, Diversity Coordinator, School of Nursing

"Thomas Edison School of Nursing Hosts Diversity Program," *New Jersey Nurse* December 2007

Co-author with Susan O'Brien and Louise Riley, "Innovative Thinking: School of Nursing at Thomas Edison State College Uses Distance Learning to Expose Students to Accomplished Minority Faculty," *Advance for Nurses*

