

Fiscal Year 2009

The President's Annual Report to the Board of Trustees



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Message from the President

We have had a remarkable year—one that saw the steepest decline in state funding in our history, but also one that was marked by a host of impressive accomplishments of which I am very proud. These are described in my Report, and I invite you read it all. However, I would like to outline some highlights from FY 2009 below, as well as look ahead to what will be important to us in FY 2010.

Highlights of the Year in Review

This past fiscal year was a turbulent one in New Jersey. The economy, both here and in the country as a whole, was a dominating, yet unpredictable, force. Difficult economic times challenged us to deal with state budget cuts, including a mid-year cut, while serving steadily growing numbers of students. That we were able to meet these challenges and end the year in a very strong financial position without having cut programming or student services is a great tribute to careful fiscal management and creative and effective use of resources on the part of our staff.

We built new academic offerings in our Heavin School and in our Schools of Applied Science and Technology, Nursing, and Business and Management. And, after much diligent work, our School of Nursing was granted accreditation by the Commission on Collegiate Nursing Education, making Thomas Edison State College one of the first non-bricks-and-mortar institutions to earn such accreditation. In another first, we created a unique new course-delivery system, Flash Track, which brings our programs to students by creating a transparent online course experience offline. Our military students in remote areas are already benefiting from Flash Track, which involves mobile learning technologies and will soon be available to all our students, wherever they are.

We undertook an important College-wide initiative to provide the best possible services to our students. As a result of reorganization, training, and technological advancements, our Learner Services unit now boasts greatly improved connectivity with students and better-prepared staff than ever before. To acquire backing for such things as further development of Flash Track technology, creation of new degree programs, and improved student services, we entered into an agreement with a lobbying firm to provide Thomas Edison State College with sophisticated advocacy at the federal level, as well as with information on significant grant funding for which we can compete.

We also made major improvements to our Web site, the main source of information for current students and for those who are considering enrollment, and we established carefully constructed marketing plans to reach specific populations with information on academic offerings tailored just for them. The databases and vital research services that

we must have if we are to plan and build for the future were also enhanced this year. And we now own our historic Kuser Mansion and have staff working in the beautifully refurbished Kelsey Building.

Like the College, the New Jersey State Library was adversely affected by the difficult economic times and cuts in state funding. However, this did not stop our colleagues there from doing an exceptional job in outreach and service to New Jersey citizens though its newly established "Get Help!" Web site, which links residents to sites that connect to agencies assisting with finances, housing, and health. The Library also launched an award-winning digital marketing campaign, "Tell Us Your Story," to inform New Jerseyans of the ways in which local libraries can make a difference in the lives of ordinary people.

And Looking Ahead . . .

The coming year will continue to present significant problems in terms of state funding for higher education, and we will need to adjust the fiscal assumptions driving our strategic planning. We will also face unfunded mandates and other requirements from the state. Therefore, we must take charge of our own future through continued enrollment growth and continued excellence in serving our students and carrying out our mission.

We will begin preparations for our next Middle States accreditation self-study and site visit. We will complete the accreditation process for our Master of Arts in Educational Leadership degree program from the Teacher Education Accreditation Council. We will launch the first degree program to be offered by our Watson School of Public Service. And our work with outcomes assessment, which has made great progress in the past year, will continue as we acquire the data needed to ensure that our students achieve their academic goals.

Other things that we are looking forward to accomplishing in the new year include increased major-donor work, driven by a much improved alumni/donor database; continued enrollment growth in all of our populations; and expansion of our initiatives with Flash Track. And, now that we are the proud owners of the Kuser Mansion, we will make physical plant improvements there.

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

Academic Affairs Divisional Update

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

School of Applied Science and Technology

Curriculum

The Academic Program Review process was initiated to review the Associate in Applied Science (AAS) degree program and the Bachelor of Applied Science and Technology (BSAST) degree programs in Medical Imaging, Radiation Therapy, and Nuclear Medicine. School staff also collaborated with the Center for Academic Program Review and with mentors in the assessment for college credit of the Polysomnography training program at Capital Health.

Partnerships and Outreach

Our current memorandum of understanding with the University of Medicine and Dentistry of New Jersey (UMDNJ) was expanded to include offering a joint BSAST degree in Health Information Management. UMDNJ also expanded the current agreement to include articulation of its Certificate in Dental Hygiene to our College’s AAS in Dental Hygiene and its AAS in Dental Hygiene to our BSAST in Dental Hygiene.

In other partnership activity, an agreement was reached on course equivalencies for *PC Age’s* students to enroll in the AAS—Computer Studies, BSAST—Information Technology, or the BSAST—Technical Studies degree programs. And work was

completed with Muhlenberg Snyder School to develop a BSAST area of study in Diagnostic Medical Sonography.

The School supported the New Jersey Energy Master Plan by facilitating the transfer of the community college course "Alternative Energy Sources" to various Thomas Edison State College degree programs. Outreach also began to community colleges regarding transfer to our modified BSAST degree program with an Area of Study in Energy Utility Technology and our new BSAST in Technical Studies. An articulation agreement was signed with Duke Energy/Spartanburg Community College (North Carolina). And staff had discussions with Salem County Community College (SCCC) and PSEG Nuclear Energy staff on establishing an articulation agreement for SCCC's Nuclear Energy Program with the College's BSAST program. The School also participated in the Green Jobs and Beyond for New Jersey, sponsored by PSEG at Rutgers Heldrich Center, with the State Department of Labor, Board of Public Utilities, union leaders, and other stakeholders to identify future employment development needs.

In international partnership activity, the School's dean and other College staff traveled to South Africa, where they met with faculty from Witwatersrand University to introduce them to the College and discuss ways to integrate e-learning and identify other areas for collaboration.

Enrollment Trends and Initiatives

Enrollment in the School of Applied Science and Technology increased overall during FY 2009. Our ability to identify new opportunities and develop new programs quickly has offset enrollment drops in certain programs. Our programs continue to be popular with military personnel and members of the corporate community, especially since we can convert training and certifications into credit toward degree completion.

Heavin School of Arts and Sciences

Curriculum

The new Master of Arts in Educational Leadership degree program generated much curricular activity. The final two new courses in the program, "Field Based Practicum," and "Professional and Portfolio Development," were offered for the first time in January, and the program had its first graduates in June. A new certificate program in "Educational Leadership" was also approved by the School's Curriculum Committee. This certificate program groups together appropriate courses for students who are pursuing the New Jersey Supervisor's endorsement. The new Bachelor of Science in Homeland Security and Emergency Preparedness degree program was launched in November. The program has already generated significant interest and had more than 70 students enrolled within the first six months of the launch.

Two new Areas of Study, Bachelor of Science–Learner Designed, and Bachelor of Arts–Learner Designed, were approved by Academic Council. The purpose of the Learner Designed Area of Study is to permit learners to combine multiple and/or emerging academic disciplines into a single degree program. Students select areas of interest by submitting a proposal that draws on disciplines not offered currently as Areas of Study by the College.

As a result of the Bachelor of Arts Degree Review, a new liberal arts capstone course was created. The course is not currently required, but can be used as an elective and is designed to measure all of the Bachelor of Arts programmatic outcomes. A study is underway to determine if students who elect to take this course score higher on the Measure of Academic Proficiency and Progress (MAPP) test than students who do not take the course. The results of this study will inform the Heavin School Curriculum Committee as to whether to require the course of all Heavin students.

Reviews of the Master of Arts in Liberal Studies degree program and the Bachelor of Science in Human Services degree program were also conducted this year. The program description, outcomes statements, and individual coursework are being reviewed and aligned, and an assessment strategy is being developed.

As part of our programmatic review, a study was conducted to create a profile of Heavin School baccalaureate-degree graduates. Preliminary conclusions include the following:

- Almost 30% of Heavin students are transferring in all of their credits to earn their degree, reinforcing our reputation in the market as a degree-completion institution.
- There is great diversity in how students are completing degrees, with most students using multiple methods of earning credit.
- Additional changes to the curricula may be warranted to ensure depth and breath within Areas of Study while maintaining flexibility.

Partnerships and Outreach

Although the College has worked informally with Maalot/Zaidner Institute for 25 years, a formal partnership agreement was signed during the year, opening new possibilities for evaluating courses, developing examinations, and assessing prior learning. In addition, Maalot students will take courses offered by the College. In other partnership activity, an agreement was established with the Newark School of Theology, whose students can now complete either undergraduate or graduate course work evaluated by ACE and have it transfer to the College. And the College signed a formal partnership agreement with Verity Institute, an alternative higher education provider for home-educating families, providing Verity Institute students a pathway to the baccalaureate degree programs at the College.

A targeted marketing campaign was begun to reach law enforcement personnel to inform them of the College's undergraduate programs in Criminal Justice and Homeland Security. Targeted marketing continued for the Heavin graduate programs, as well. A new ad was created that described the Master of Arts in Liberal Studies (MALS) and Master of Arts in Educational Leadership (MAEdL) programs for the New Jersey Education Association (NJEA) conference.

As part of our joint degree program with the University of South Africa, and through the College's Foundation support, four students applied and one student has begun work on a Bachelor of Arts degree in Environmental Studies. She will complete 30 Thomas Edison State College credits, six of which must be at the graduate level. In her words, the degree from Thomas Edison State College "will provide me with the necessary credentials to serve organizations and committees dedicated to a sustainable balance between the human and biophysical environments. Information sharing and collaboration between all parties involved in the environmental field is critical to ensure an effective and concrete change in building a sustainable environment."

Enrollment Trends and Initiatives

Led by enrollments in the law enforcement and educational leadership areas, the Heavin School continued to grow. There was more than a 20-percent growth among traditional students, in general, and our new degree in Homeland Security had immediate enrollment from both the traditional and military markets. In addition, graduate enrollments were strong, with the Educational Leadership program showing steady growth among students seeking both degrees and certificates.

Diversity Initiatives

The Heavin School undertook several initiatives this year to ensure that our students and curricula were diverse and in step with the institutional outcome that states that graduates will demonstrate an understanding of globally diverse perspectives, cultures, values, events, trends, and issues. To achieve and maintain TEAC accreditation, we must demonstrate that we are making an effort to admit diverse students and retain diverse graduates who show potential as school leaders. Therefore, we undertook outreach and teachers working in urban areas throughout the state. In addition, we broadened our outreach to the law enforcement community to include a national audience of military, public and private constituent groups. Appreciating diversity was added as a learning outcome to all of our capstone courses, and we created a new Area of Study in International Studies. Courses are in development to support this new Area of Study and broaden the general education offerings for all students.

School of Business and Management

Curriculum

A variety of new undergraduate curricula and courses were developed and offered during the year. A Learner-Designed Area of Study is now being offered at the undergraduate level, as are six new or newly revised courses: "Fundraising in the Nonprofit Sector," "Advanced Accounting I and II," "Auditing and Assurance Services," "Introduction to Business," and "Business Law."

At the Graduate level, the Master of Science in Management degree program was revised, and a twelve-credit Area of Study in Project Management was developed and added to the program. New graduate-level courses offered this year include "Project Risk Management," "Social Entrepreneurship," "Global Management," and "Nonprofit Management."

Partnerships and Outreach

An articulation agreement was signed with American College, Bryn Mawr, Pennsylvania, for our Bachelor of Science in Business Administration (BSBA) degree Areas of Study in "General Management" and "Financial Institution Management." Under the agreement, American College students can transfer credits to the BSBA degree. There was also much partnership activity with various military entities. The Bachelor of Science in Organizational Leadership degree program was awarded military SOCAD Degree Network System membership, allowing the College to offer the program to SOCAD's constituents. Army approval was also granted to offer service members the Associate in Science in Business Administration and the Bachelor of Science degrees online. And School staff met with representatives from McGuire Air Force Base to develop a relationship to offer additional undergraduate courses and recruit prospective mentors.

Enrollment Trends and Initiatives

General Management and Accounting continued to be the most pursued areas of study within the BSBA degree. The Bachelor of Science in Organizational Leadership has also been growing since it was launched in 2007. Similarly, there have been noticeable increases in graduate enrollments in both the Master of Science in Management and the Master of Science in Human Resource Management degree programs. We expect these trends to continue in 2010.

Honors and Publications

The dean was appointed to the editorial board of *Journal of Sustainable Leadership* (<http://www.sustainableleaders.org>) and to the organizing committee for the Innovation 2008 Scientific and Academic Conference. He also served as the founding editor of the *International Leadership Journal*. The dean and his co-author received the "Outstanding Paper" award from the Literati Network as part of its Awards for Excellence 2009.

School of Nursing

Curriculum

The curriculum subcommittee completed a comprehensive review and revision of current courses, developed guidelines for review of courses, finalized a plan for systematic course review, and evaluated the impact of newly published Essentials of Baccalaureate Education mandates on our curriculum. Implementation of a project to strengthen writing across the undergraduate and graduate curricula was also completed.

Curriculum plans were proposed for new Areas of Study and certificates in Nursing Informatics and Nursing Administration. We also completed the re-design of the Online Practicum for nurse educators in clinical and academic settings.

Partnerships and Outreach

Largely due to our work with partnerships and outreach, the College's School of Nursing is now the largest in the State of New Jersey, and one of the largest in the nation, in terms of numbers of enrolled students. Meridian Health System finalized an agreement and became an official College partner. Discussions regarding the transfer of courses from students at Camden County College, Helene Fuld School of Nursing, and Our Lady of Lourdes School of Nursing were also conducted with deans and academic administrators of each institution.

This year, outreach involved 61 recruitment activities, including in-person events as well as the sending of materials for distribution at additional recruitment venues. A new marketing campaign whose theme is based on the College's 25 years of experience in providing education programs for RNs at a distance was also launched.

Enrollment Trends and Initiatives

In FY 2009, the School of Nursing had a 41 percent increase in enrollment over FY 2008. Approximately 23 percent of our students come from minority backgrounds. Students surveyed indicated they were very satisfied with their courses, mentors, and College services.

Honors and Publications

The School of Nursing achieved a five-year accreditation by the Commission on Collegiate Nursing Education. School of Nursing staff presented the paper, "Equipping Minority Nurse Educators with Online Pedagogical Skills" at the Nineteenth International Research Congress of Sigma Theta Tau, the international nursing honor society, and the paper "Bridging the Gap in Online Education through Social Presence" was presented at the International Nursing Technology Conference.

HRSA Grant Activity

The Human Resource Services Administration (HRSA) provided continued funding for the Minority Nurse Educator grant program in the amount of \$711,046 for Phase Two of the project for an additional three-year cycle. Under Phase One, six of the seven stated objectives were fully met, 52 minority nurse educators completed the 32-week Certificate in Distance Education Program, and 46 completed the mentored online teaching component with a passing rate of nearly 90 percent. The Directory and Database of Minority Nurse Educators is currently in its final phase of development.

Other activity focused on the 3rd Annual Distinguished Lectureship, "Thomas Edison State College School of Nursing's Minority Nurse Educator Program: Meeting Challenges, Celebrating Success," which was held at the College. In order to better serve our constituents, a 4th Annual Distinguished Lectureship, was also held in May.

Watson School of Public Service

Curriculum

Watson School staff continued development of the curriculum for the Master of Science in Management in Public Service Administration and Leadership degree program, to be offered in Winter 2009. A curriculum committee comprising leaders from local, county, and state agencies; academicians; and health and social service administrators continued its development of courses for the various degree strands. Ongoing activities included course identification and development, targeted marketing and public relations, and mentor recruitment.

Partnerships and Outreach

A mailer describing the School and its programs was sent to municipal leaders and participants at the New Jersey State League of Municipalities Conference, where there was also a display with College staff on hand to answer questions and disseminate information to potential students and representatives of municipal organizations. The Watson School also collaborated with the College's Office of Development to create an endowment for the Watson School and worked with the College's Director of Governmental Relations to identify federal funding streams. School staff also hosted a delegation from UNISA to further develop the ongoing partnership in international public service.

School of Professional and Continuing Studies

Curriculum

A newly developed Workforce Career Coach Facilitator professional certificate program was approved by the Center for Credentialing and Education (CCE) to satisfy the training component for earning the Global Career Development Facilitator credential. Thomas Edison State College is the only institution offering the training online, and students were accepted beginning in October. Three additional courses were also developed in the Paralegal studies area and are now open for registration as follows: "Bankruptcy Law and Procedure," "Understanding Debtor/Creditor Law and Procedure," and "Contemporary Law Office Technology."

Partnerships and Outreach

October 13, 2008, was the start date for both the Paralegal and the Nurse Paralegal certificate programs on the *New York Times* Knowledge Network. This provides the College exposure through the *Times* marketing efforts and allows for the courses to be updated using resources available through the *Times*.

Honors and Publications

The School's contract training program with: the National Center for Training, Support and Technical Assistance earned a University Continuing Education Association award for new program excellence. The program provides HR skills to directors of capacity-building agencies that provide AIDS prevention education and other social services.

Mentors

The Office of Mentor Support Services worked with various College offices to streamline the mentor approval process and to maintain the mentor database such that data are current and accurate for production of reports on mentor demographics, degrees, and course load. The active mentor pool was increased by 88 individuals: in the School of Business and Management, 24 new mentors were added; 62 mentors were added in the Heavin School; and seven were added in the School of Nursing, which has brought its percentage of minority nurse educators to 17 percent of the total mentor contingent.

Offering Students Flexible Education Options

Trends and New Developments

The College continued to offer students a wide array of flexible, independent learning options that respond to a variety of learning styles. Course-delivery modes include highly structured Online Courses, with interactive features and streaming media; Guided Study courses, with limited interaction opportunities; challenge exams presented as TECEPs and e-Packs; Prior Learning Assessment courses; and Mobile Learning, a newly developed course delivery system that is described in detail below. The College is adept at offering learning opportunities tailored for certain populations (e.g., the military) by redesigning existing courses to meet particular needs without sacrificing academic rigor.

New Course-delivery Systems

The Mobile Learning Initiative, a new approach to delivering courses to students who increasingly rely on mobile devices, was begun in FY 2009 and will be implemented in 2010. The centerpiece of the initiative is a course-delivery method called Flash Track. Flash Track involves loading course materials, assessments, and a full suite of computer applications, including a self-contained operating system, onto a USB memory stick that students can use anywhere they have access to a computer with a USB port. FlashTrack courses, previously prepared for NCPACE students only, will now be offered to the general public as well as to the military.

Online Courses

With 16 new courses produced in FY 2009, the College now offers 183 online courses to undergraduate students. Online course delivery continues to be a very attractive option for the majority of course enrollees, attracting 74 percent of all course enrollments.

Guided Study Courses

With 90 Guided Study courses now available in an online format, there was a modest increase in the number of course enrollments for this option, to 14 percent of the total. With a few rare exceptions, all Guided Study courses now also offer online final exams, while midterms remain in the pen-and-paper format. With final exams now offered online, turnaround time for reporting final grades has been greatly improved.

Prior Learning Assessment

Students are now able to choose from among 84 Prior Learning Assessment courses. There have been modest gains in the number of enrollments in these courses, to 4 percent of the total. New quality control measures are being developed, including adding a second reviewer.

Examination Programs

A revision schedule was developed for TECEP and e-Pack exams. The e-Pack enrollments have remained steady at 2 percent of the total, with 21 e-Packs now being offered. Test detective software is now in use in the Office of Learning Assessment to help detect statistical anomalies in testing data that can often indicate security problems.

Course Development, Review, and Revision

DIAL continued working with the College's schools to develop efficient, effective course development processes. In other course design work, the Vice Provost chaired the Kryterion/WebAssessor project and developed an implementation plan, and a new "reverse design" model for instructional designers. This provides for rich multimedia in courses and reduces course development time, and cuts subject-matter-expert cost.

Course Evaluation

The online independent learning course evaluation system (CoursEval) was expanded to take into account the new online format of Guided Study courses. Access to the system has been expanded and is now available to deans and their staffs, who are now capable of mining data independently to meet their specific needs, and to develop custom surveys for specific purposes.

Providing Students with Services

Learner Services

Major accomplishments this fiscal year include the completion of an operational review (conducted by the Lucas Group), a telecommuting pilot program for transcript evaluators, and the reorganization of advising and administration responsibilities for graduate students. Each of these initiatives has resulted in major changes to organizational structure, staffing, and operational procedures.

The operational review resulted in the development and approval of a plan to improve service to our students. Implementation involved additional staffing for the Office of the Registrar, organizational adjustments to the Office of Learner Support, and commitments to fund increased training and professional development activities for staff. A telecommuting pilot program for the Evaluations Section in the Office of the Registrar convincingly demonstrated increases in production, quality, and worker morale. And during the spring of 2009, the Office of Graduate Studies was merged into Learner Services. Subordinate sections (Registrar, Admission, Academic Advising, etc.) coordinated with each of the schools to develop procedures for sharing information, routing routine requests, and coordinating administrative requirements.

Learner Support

The Office of Learner Support, led by the Assistant Vice Provost, comprises Admissions, Office of Student Special Services, Advisement, and Financial Aid areas. The Assistant Vice Provost spearheaded several projects during the year, as follows: 1) presentation of a Lunch-and-Learn session for College staff that described the Office of Learner Support, its subordinate organizations, and their functions; 2) initiation of expansion of the 24/7 automated online and phone appointment system for the Advisement Office; and 3) the use of the Datatel Admissions and Communications Management modules to support admissions and communication activities with prospects, applicants, and students. The Office also contracted for after-hours technical support for students. A College Scholarship Committee and a Student Appeals Committee were established, and a procedural manual for the former was completed.

Staff members met with consultants hired to determine ways to improve customer service. The consultants made recommendations, and a plan to implement these was put in place. In conjunction with this plan, new staff members were hired, and some part-time staff were hired as full-time staff in the Office of the Registrar, and process

improvements for routine procedures were adopted by Admissions and Academic Advising.

Admissions

The Admissions Office sponsored College Information Sessions throughout the year, two of which were delivered as Webinars, a first for the College. With the support of the company WebEx, sessions staffed by Admissions and Advising were conducted in the College's Computer Training Lab. More than 100 prospective students attended each event electronically by logging in to the session. While a PowerPoint presentation was being narrated, attendees submitted "chat" questions that were answered by staff.

A new telephone system was installed, providing the Admissions Office with a method to gather contact information from inquirers and assisting the Planning and Institutional Research Division and the Office of Marketing as they track the number and type of callers to the College. Development of a new online Admissions application was also begun for placement on the College Web site. There appears to be a general preference among prospects, applicants, and enrolled students for online over printed materials. Data on numbers of applicants and enrollments are presented in the section "Assuring Quality through Planning and Research."

Advisement

During the year, a number of steps were taken to improve electronic access for students. For example, a new automated online-and-telephone system, AppointmentDesk, was initiated that allows for online and voice-activated scheduling of advisement appointments, and students were also able to use the Parature Helpdesk feature of MyEdison to submit requests for assistance and information.

As part of the overall transition of graduate-student responsibilities, the Office of Academic Advisement began serving the advising needs of all graduate students. The procedures implemented were similar to those used for undergraduate students, with specific advisors being responsible for graduate students.

Financial Aid and Veterans' Affairs

The Office of Financial Aid and Veterans' Affairs experienced a 15-percent increase in the number of students receiving awards, when compared to last year. The number of students who registered using aid and the amount of aid disbursed also dramatically increased. These increases may be attributed to a combination of an increase in loan limits for this year, an increase in numbers of students who need aid, and our "FA reminder to register" e-mails.

In anticipation of the new "Post 9/11 GI Bill," the "Veterans' Educational Assistance Act of 2008," the Office notified those who had declared themselves as veterans on their Admissions applications of their eligibility. The College also revamped its VA Web site and increased outreach to veterans, offering them assistance in taking advantage of this new benefit and aid in registration. Although the Office of Financial Aid continued to process veterans' course certifications, a newly named Office of Military and Veterans' Education assumed responsibility for providing student services to veterans.

Office of Student Special Services

The Office of Students with Disabilities was renamed the Office of Student Special Services. Along with serving students with disabilities, the Student Special Services Office now also works with incarcerated students. The office managed 647 contacts with students with disabilities. The office distributed 66 ADA packets, processed 177 accommodation requests, and validated 42 new ADA students for accommodations. Staff also served 19 incarcerated students and/or their authorized family member representatives.

Registrar's Office

In order to better serve students, the Registrar's Office underwent a reorganization that has already yielded good results. The Office processed registration throughout the year for the twelve traditional undergraduate terms, the eleven undergraduate eArmyU terms, the twelve undergraduate NCPACE terms, the four graduate terms, and the four Certificate in Distance Education graduate terms.

Evaluation of Prior Credit

The pilot program allowing certain evaluators to telecommute as long as their work productivity is above standard was very successful. Total weekly numbers of credit hours evaluated by each telecommuting participant continued to surpass the required benchmark of 1,500 credits. Morale remains high, and participants have a positive attitude toward the program. "Productivity" and "flexibility" are the two words that participants mentioned when asked to provide feedback on the program.

Student Records

The Office of the Registrar's staff, with the assistance of MIS and Datatel, resolved all outstanding issues with the new custom transcript format designed to accommodate the new suite of GPA policies. The new transcript implementation took place in September.

Graduation/Commencement

The College held its Thirty-Sixth Annual Commencement ceremony on October 11, 2008, at the Patriot's Theatre in Trenton's War Memorial Building. Approximately three-hundred graduates attended the ceremony.

Supporting Students and Clients through Constituent Partnerships

Working with Military Students

During the year, the Office of Military and Veterans' Education worked with Vantage Point Consulting in an ongoing effort to find ways to improve military students' experiences with the College. We believe the increases in Navy enrollment numbers can be attributed to these efforts. (Specifics on military enrollment and applicant numbers are provided in Appendix B.) For example, staff reached out to new students to encourage them to enroll in a course while waiting to receive their academic program plan. In addition staff contacted students registered for their first course to ensure that they know what to expect and to tell them whom to contact about problems. First-time enrollees are also contacted again during the first week of their courses, as well as toward the end of their courses to ensure they are having a successful experience and to encourage them to enroll in a second course.

A new Communication Resource Management System was also deployed to help manage the College's Regional Military Base Counselor staff. This system tracks students who contact the College and makes note of the issues they raise, allowing staff to work on solutions as soon as possible. The College will also be able to better measure the return on investment with regard to the Regional Military Base staff.

College staff were invited to serve on the Military Outreach Committee for New Jersey's Employer Support of the Guard and Reserve Program to make presentations to the active duty military during mobilizations briefings at Fort Dix and McGuire Air Force Base. The appointment to the Military Outreach Committee provides networking and marketing opportunities to both active-duty members and veterans' organizations.

Working with Strategic Partners

Corporate Choice Program

The Office of Strategic Partnerships signed new Corporate Choice agreements with G4S Wackenhut, Public Services Enterprise Group, the Prudential Insurance Company of America, and Robert Wood Johnson Hospital-Hamilton. A Corporate Choice agreement with Sun National Bank was renewed, as was an articulation agreement with Edison County College in Florida.

Our most active Corporate Choice agreement is the one we have with UPS. We conducted ongoing e-mail outreach to all UPS employees who applied to the College,

encouraging them to enroll, and more than 400 have enrolled since the start of the partnership in 2006. The College was also evaluated again this year in UPS's Customer Satisfaction survey. Not only did we improve over last year's survey results in our ratings for student satisfaction, but we also were found to have been rated higher in this category than the University of Phoenix, another supplier of courses and degree programs to UPS employees. We are also proud that our partnership with UPS was selected for an award for Exemplary Practice in the "Corporate-Collegiate Partnerships" category by Corporate University Xchange.

Work with Agencies, Organizations, and Corporations

Major outreach activities included staff attendance at the Curves National Convention in Orlando, Florida; U.S. EPA Emergency Preparedness and Prevention Conference, Richmond, Virginia; International Public Management Association for Human Resources, Las Vegas, Nevada; New Jersey Education Association, Atlantic City, New Jersey; New Jersey League of Municipalities, Atlantic City, New Jersey; National Alliance of Black School Educators, Atlanta, Georgia; Wal-Mart Benefits Fair, Bentonville, Arkansas; National Organization of Black Law Enforcement Executives, New York, New York; American Society for Training and Development, Washington, DC; Society of Human Resource Managers, New Orleans, Louisiana; and at UPS locations in Philadelphia, Pennsylvania; Willow Grove, Pennsylvania; Secaucus, New Jersey; Salt Lake City, Utah; San Antonio, Texas; Hudson, New Hampshire; and Chelmsford, Massachusetts.

Center for Academic Program Review

The Center for Academic Program Review contacted reviews for three organizations. Staff conducted an APR Prep workshop for potential client organizations; hosted a roundtable discussion with Career School representatives; and held an Advisory Council meeting to focus on new directions.

A total of 41 organizations were contacted with regard to having an APR review, or follow-up to an APR review to establish a partnership with the College, and a meeting was held with the Registrar's Office on a benchmark project to develop data reports to provide information on enrolled students and graduates who have used credit from licenses, certificates, and courses reviewed by the College.

National Institute on the Assessment of Experiential Learning

The *National Institute on the Assessment of Learning 2009: The Next Generation*, held in Princeton, NJ in June, had more registrants than at any time in the Institute's 21-year history. This year Stephen Brookfield, Distinguished Professor, School of Education,

University of St. Thomas, and internationally renowned adult-education scholar, was the plenary keynote speaker. Other keynote speakers included Kurt Landgraf, President and CEO, Educational Testing Service, Inc. (ETS), and Jerry Ice, President and CEO, GS Graduate School, Washington, DC. National Institute speakers covered a wide selection of topics in the field of assessment of adult learning. This was the first year the National Institute presented a Lifetime Achievement Award. The award was presented to Morris Keeton, the “Father of Prior Learning Assessment” and founder of CAEL. Gary Keeton, Morris Keeton’s son, accepted the award on behalf of his father.

The John S. Watson Institute

Center for the Urban Environment

A primary activity of the Institute staff during the early part of the year was writing comments and providing oral testimony on New Jersey’s Draft Energy Master Plan, New Jersey’s Fine Particulate Matter State Implementation Plan, and the State’s proposed rules on the Regional Greenhouse Gas Initiative. Staff also managed the hiring process for a statewide coordinator for the New Jersey Environmental Justice Alliance (NJEJA) and coordinated a press conference at which recommendations were presented to the Governor and the DEP.

Staff made presentations at the National Latino Briefing on Climate Change, in Philadelphia; the Black Issues Convention; an environmental justice tour of Newark organized by GreenFaith; a monitoring project in Newark at the Ironbound Community Corporation; and the Diversity Issues in Higher Education Conference at Drew University. Part of the Institute’s presentation on GreenFaith’s environmental justice tour was included in a television special aired by CBS in December. Staff also participated in meetings with the Special Assistant to the President on green jobs and with staff on the Council on Environmental Quality and the U.S. EPA and DOL.

A presentation was also made at a Climate Justice Conference organized by WE ACT, one of the preeminent environmental justice organizations in the country. Participants included panelists and speakers from all over the nation, as well as the newly appointed Administrator of the U. S. Environmental Protection Agency, Lisa Jackson. Other presentations were made in Chicago at the annual National Conference of the American Association for the Advancement of Science (AAAS), to an undergraduate class at Harvard College, to an extension school class at Harvard University, and to volunteers from the Green Faith organization.

A member of the Institute’s staff who is also Statewide Coordinator for the New Jersey Environmental Justice Alliance organized a Black History Month event in Newark that was co-sponsored by the North Jersey Environmental Justice Alliance, Quest, Inc., and the People’s Organization for Progress. Institute staff also prepared written comments

on the Draft Global Warming Response Act Recommendation Report issued by the New Jersey Department of Environmental Protection.

Center for Leadership Development

The Class of 2009, comprising 31 Fellows, began their Leadership Trenton seminar year in September. Working with Big Brothers Big Sisters of Mercer County, the Princeton Center for Leadership Training, and Princeton-Blairstown Center, Leadership Trenton held an orientation for adult mentors participating in the Intergenerational Achievement Mentoring program that began at Trenton Central High School in November.

Seminars throughout the rest of the year focused on trust and community involvement, race and societal divides, technology and social change, economic and community development, local government and politics, criminal justice, and healthcare and social services.

Center for the Positive Development of Urban Children

Institute staff released a report on the 2007 pilot Summer Institute/Mentoring Program titled, *Threads of Cultures: The New Jersey Cultural Competency and English Language Learners Summer Institute/Mentoring Program*. Building on the success of the pilot program, Institute staff were involved in the recruitment of 10 early childhood centers and mentors to participate in the second New Jersey Cultural Competency and English Language Learners' Summer Institute/Mentoring Program. Staff also recruited participants for the upcoming third Summer Institute.

In October, Institute staff, under the auspices of the New Jersey Child Care Economic Impact Council and in conjunction with the New Jersey League of Municipalities, hosted a Webinar for municipal leaders entitled, "Children are Community: Creating Family-Friendly Cities." The Institute's staff also participated in a working group convened by the New Jersey Department of Education's Division of Early Childhood and charged with examining the federal Head Start Act for the New Jersey Early Learning Council and creating a framework for the new Council. And Institute staff attended the Coalition for Infant/Toddler Educators Conference and contributed to the technical assistance manual for the New Jersey Infant/Toddler Credential.

Institute staff attended a "Day of Learning with Dr. Bruce Perry" that emphasized the importance of understanding brain development in children and how stress can alter this development. This is an important concept to understand and consider when working with others to craft policy that impact early childhood education/learning. Finally, Institute staff held a workshop at the New Jersey Child Health Conference entitled *Strengthening Families Using Cultural Lenses*. The audience was composed of early childhood nurses, family workers, administrators and teachers.

Center for Health Policy Development

The Center's staff assisted the NJ Department of Banking and Insurance in research and implementation of a federally funded \$403,959 contract award (Phase III) for the New Jersey Health Information Security and Privacy Collaboration (NJ HISPC) Inter-organizational Agreement (IOA) project. The HISPC-IOA Collaboration involves six states and territories: Alaska, Guam, Iowa, New Jersey, North Carolina, and South Dakota. The HISPC-IOA Collaboration developed a public-to-public model agreement; and a private-to-private model agreement. Guam, Iowa, South Dakota, and New Jersey signed the public-to-public model agreement, implemented the technical requirements, and then exchanged immunization data among these four entities. This agreement was subsequently endorsed by both the American Immunization Registry Association and the National Public Health Data Standards Consortium. Institute staff made a presentation on this during the national 2009 HISPC Seminar Webinar Series session. This presentation will be posted on the Federal Department of Health and Human Services Web

Site for future reference and education.

The six HISPC-IOA collaboration states were notified in March 2009 that they had received an extension of funding from the federal Department of Health and Human Services. New Jersey, with assistance from Center staff secured a \$68,867 contract during this funding period and worked with the other states to analyze immunization registry data which had previously been exchanged.

Efforts also continued to initiate the exchange of information with other state public health registries. It is anticipated the next exchange of immunization data will occur between New Jersey and the Commonwealth of Pennsylvania, including the City of Philadelphia.

Technical Assistance and Support Services Center

The Institute staff continued to work with the Secretary of State's Office of Faith Based Initiatives through an agreement with Generations CDC to provide technical assistance and capacity-building support to community organizations.

Fostering Our Relations with the Public and Alumni

Marketing and Positioning the College

Web Site

The College's Web site is one of its most important marketing tools in that it is a comprehensive information source for those who are considering applying and enrolling. It also provides current students with access to all College services. During the year, much effort has gone into expanding and improving the site. Usability testing took place in April 2008, and the College implemented most of the resultant recommendations. These included a move from illustrations to photography, modification of selected terminology related to the College's tuition plans, and changing language on the site to make it easier to understand. During first quarter of FY 2009, production was completed on nine brief video testimonials from graduates that are being shown on the College Web site.

Customized landing pages direct users to specific areas within the Web site where they can complete a form to request information or browse through information already there. Staff also implemented a new cost calculator with updated content and interface design; implemented a new tool, "Is TESC Right for Me?," which provides potential students with information to help them make an informed decision regarding furthering their education with the College; placed a callout section on the homepage which provides quick links to information and tools for prospective and current students; posted internal banners throughout the site to help promote the new videos featuring our graduates; and initiated a project with Caxy Consulting to provide redesign services for the College's online application and enrollment forms.

These improvements seem to have made a difference. For example, visits to the page reached a record high of 1,158,054 for the quarter ending March 2009, which represents a 53-percent increase over the previous quarter. Page views increased 66 percent and the average visit length was 11 minutes.

Targeted Outreach

Given the current economic climate, the College expanded its messaging to address concerns prospective students are facing regarding their employment and economic future. The College also continued to develop "vertical" marketing strategies for specific programs in each of the schools. In addition, a new ad was developed to announce the launch of the John S. Watson School of Public Service, and a print ad was created to promote the College as an education partner through our Corporate Choice

program. In similar efforts, Office of Communications staff worked with staff in the College's schools to develop and deliver detailed, program-specific communications plans. There was activity in behalf of the School of Applied Science and Technology, the School of Business and Management, the Heavin School of Arts and Sciences, and the School of Professional and Continuing Studies. Two "e-mail blasts" were sent to law-enforcement professionals in Pennsylvania to let them know about the College's Criminal Justice offerings. And materials were created and distributed in support of noncredit offerings in the areas of Paralegal Studies, Nurse Paralegal Studies, Workforce Career Coach Facilitator, and Human Resources Management.

In other areas of marketing, the College and its advertising firm, Princeton Partners, developed the next stage of an advertising campaign that seeks to differentiate the College among its competitors. Advertising methods were based on the best reach and frequency within the targeted markets, and include print-based advertising, electronic lead generation, Web-based advertising, search engine marketing, and direct mail to geographically targeted national subscriber lists.

Radio spots were retooled to emphasize that the College is "exclusively for adults." And invitation and registration materials were completed and sent to higher-education colleagues in behalf of the College's National Institute on the Assessment of Adult Learning. Various ads and articles were placed in publications relevant to the opportunities the College offers to military service members and their families. A marketing plan for the Veterans' Education program was also developed. For the Heavin School, print advertising and a new radio spot titled "Homecoming" was produced to promote the Criminal Justice degree program and the veterans' benefits program. Mailing materials were also developed for the Heavin School's Master of Arts in Educational Leadership degree program. For the School of Business and Management, the focus was on the College's Accounting and graduate-degree offerings: a radio spot entitled "Tax Season" began airing in April; advertising was placed in *New Accountant Magazine* and *Mercer Business Magazine*; and materials were produced and distributed to contacts from the Society of Human Resources Management in behalf of the MSM and Master of Science in Human Resource Management degree programs. For the School of Nursing, a new radio spot titled "Teaching News" was produced. Advertising was also placed in materials of the New Jersey League of Municipalities to inform them of upcoming offerings of the College's Watson School.

Online Marketing and E-mail Outreach

The College continued its Search Engine Marketing (SEM) with Google, Yahoo, and MSN to increase the number of qualified inquirers and improve conversion rates from inquirer to applicant. Working with TMP Directional Marketing, the College refined its keyword buys. Currently, keywords that are driving the highest number of leads and conversions are "branded" keywords, and keywords such as *transfer college credit*,

bachelor's degree online, and distance learning education. Lead volume rose by 15 percent when compared to last year, and a new tracking system was developed to allow us to calculate return-on-investment from our SEM efforts. The College also continued to use online lead generation providers such as eLearners.com, Allcriminaljusticeschools.com, and Allnursingschools.com

Electronic outreach vehicles included *Insights*, the e-newsletter for enrolled students, and *Perspective*, our e-newsletter for prospective students. An Admissions marketing e-mail outreach campaign had the Offices of Communications and Admissions using the e-mail program to invite prospective students to Information Sessions held at the College and elsewhere in New Jersey. The Office of Communications also supported the work of the Office of Alumni Affairs, providing electronic outreach to alumni on a variety of new initiatives, including advocacy efforts, social networking, and new continuing education programs offered by the College.

Marketing Research and Analysis

Because the College's Web site is the primary marketing tool and outreach vehicle for prospects, students, and other stakeholders, we must continuously upgrade, refresh, and test the effectiveness of the site. The College conducted usability testing at User Insight in Atlanta, Georgia, with prospective students who matched our students' demographic profile. We also analyzed Web metrics to determine what tactics are working and to identify areas for improvement. Based on the research findings, the College implemented design recommendations under the direction of the Web Oversight Committee. These are described above, in the section headed "Web Site."

Public and Media Relations

In FY 2009, the College's media relations activity resulted in several key media placements. Highlights of this activity include the following:

- Statewide coverage of the College's Mobile Learning Initiative, including a front-page placement in *The Star-Ledger*
- Statewide coverage of New Jersey Urban Mayors' Association fall conference on NJN News, News 12 New Jersey, New Jersey 101.5 FM News, *The Star-Ledger*, the *Times of Trenton*, Gannett's New Jersey dailies, Bloomberg News, and the Associated Press.
- National and regional coverage of the Online Minority Nurse Educator Program, featured on Nurse.com and covered by *Nursing Spectrum Magazine* and *Minority Nurse Magazine*.
- Day-of coverage of the College's 36th Commencement by the *Trentonian* and *Times of Trenton*; additional stories on commencement in publications throughout New Jersey.

Publications

In FY 2009, the College's Office of Communications conducted a student survey that focused on publications and communications. The results of this survey indicated that students favored the option of being able to access the College *Catalog* and *Registration Bulletin* online. Therefore, the Office of Communications completed production of these publications in a searchable, electronic format. The College expects to realize considerable savings in printing, fulfillment, and postage costs as a result. In addition, the Office of Communications created 18 new program-specific brochures and materials describing the College's academic programs and provided regular updating and maintenance to more than 20 existing College brochures and publications in FY 2009.

Alumni Affairs

Alumni Advocacy and Service

The College focused on building advocacy, support, and service among alumni. The Office of Alumni Affairs, in conjunction with the Office of Development, continued to contact potential major donors among our alumni in the geographic areas with the highest concentration of alumni. College staff visited alumni in New Jersey, California, Washington, DC, Texas, Florida, Mississippi, Louisiana, Pennsylvania, and New York.

In work on the Alumni Ambassador Program, the Office of Alumni Affairs identified, cultivated, and trained 278 alumni ambassadors, an 18-percent increase over last year. Using these ambassadors, alumni outreach was concentrated on human resource managers, nurses, and those working in the fields of nuclear energy, allied health, law enforcement, and accounting, in accord with our program-specific targeted marketing campaign. During FY 2009, 252 applicants were referred to the College by alumni ambassadors.

Working with the other state colleges and universities, the College also undertook a coordinated statewide advocacy campaign through New Jersey College Promise Action Network to build public support for higher education. In conjunction with this effort, the College sent electronically delivered action alerts to its online advocacy community to create an alumni network in support of the College and New Jersey higher education.

The Office of Alumni Affairs also made use of social networking groups to reach alumni. Since the College launched a student and alumni group on *LinkedIn*, the business-oriented online network site, over 3,000 students and alumni have become registered users. Likewise, the College continued its presence in a student and alumni group on *Facebook*. Both sites provide for continuing "community" among alumni and between alumni and the College.

Database Initiative

As part of a continuing effort to strengthen its engagement with alumni, donors, advocates, and friends, the College reviewed its current alumni and donor databases and determined that improvements were needed. Therefore, staff input new and more accurate data in preparation for a database conversion that will soon be in place. So far, we have reduced the percentage of the College's "lost" alumni from 23 percent to 3 percent.

The College selected Blackbaud's Raiser's Edge as the new alumni and donor database. Raiser's Edge is used by more than 14,000 foundations and organizations worldwide, including 1,600 higher education institutions. The new database system will improve our ability to identify prospects, assess their giving histories, and accurately identify prospects for future cultivation and solicitation efforts.

Community Affairs and Government Relations

Work with the Federal Government

The Office of Community Affairs and Government Relations contracted with MWW Group, a bi-partisan government relations firm in Washington, DC, that specializes in providing clients with a board base of Executive and Legislative branch liaison services, to tailor a program that will maximize our impact on Congress to secure direct federal appropriations for the College's most important projects. The Office of Community Affairs and MWW Group are also working together to identify grant funding opportunities through each of the federal agencies. This year, staff created the College's first federal agenda, which focused on policy and funding priorities for the College, and which provides a plan for advocacy and making the College more visible and well understood by members of the New Jersey Congressional Delegation.

The Office of Community Affairs and Government Relations also continued to work with the Office of Military and Veterans' Education to advocate for HR 950, which would amend, chapter 33 of title 38, United States Code (the Post 9/11 GI Bill), to increase educational assistance for veterans pursuing a program of education offered through distance learning modalities. We have asked the New Jersey Congressional Delegation to emphasize that cost and equity, and not educational delivery medium, should serve as determining factors in providing housing allowances. In other activity at the federal level, the Office of Community Affairs and Government Relations in concert with the State Librarian, managed outreach to the New Jersey Congressional Delegation on behalf of the New Jersey State Library.

Work with the State Government

We worked with the New Jersey State legislature and the higher education community to amend Senate Bill No.1609 sponsored by Senators Lesniak and Whelan, which would make various changes to the statutes governing higher education. The current version of the bill would implement a number of recommendations from the State Commission of Investigation (SCI) to make spending practices at public colleges and universities more transparent. The bill would also create a cabinet-level position, Secretary of Higher Education, to act as a statewide advocate for higher education; would require the governing board of each institution to establish an audit committee to oversee internal and outside financial audits and investigate claims of impropriety; would require the president and chief financial officer of each institution to certify the accuracy of financial statements; and would require that whistleblower protections be put into place for employees attempting to expose wrongdoing at each institution. This legislation passed the Senate on June 25, 2009. The Assembly companion, Bill No. 3245, was considered and favorably approved by the Assembly Higher Education Committee on January 15, 2009. The Assembly version is expected to be considered in the Fall of 2009. This bill makes significant changes to the current system of higher education governance. College staff are preparing to accommodate these changes.

The Office of Community Affairs and Government Relations, the Office of Communications, and the Office of Alumni Relations all worked with the New Jersey Association of State College and Universities and our eight sister institutions on The New Jersey College Promise Action Network project. The purpose of this network is to broaden higher-education access and affordability through advocacy by mobilizing alumni to express their concerns about college access and about the colleges' and universities' critical role in the economy, professional workforce and overall prosperity of New Jersey.

In other work at the state level, the Office of Community Affairs and Government Relations hosted a reception sponsored by the Black Caucus of the New Jersey State Legislature and arranged for College staff to make a presentation on our work with the military to Assemblyman Jack Connors, Chair of the Assembly Committee on Military and Veterans' Affairs.

Work with the Local Community

The Office of Community Affairs and Government Relations is a key part of groups that the City of Trenton has assembled to 1) implement a downtown master plan and 2) select a contractor to redevelop the former Glen Cairn Arms site, located next to the College's Kuser Mansion. In other work with the community, the Office of Community Affairs and Government Relations is the lead facilitator of Capital City Partnership, a registered 501 c3 organization set up to broker, foster, and leverage private, public, and community resources to revitalize the Canal Banks area of Trenton. College staff participated in this effort with representatives from Shiloh Baptist Church, the New

Jersey State Chamber of Commerce, Capital Health System, and other members of local business and residential communities. Capital City Partnership is currently working on identifying funding streams for streetscape improvement, plantings and lighting, and creation of a public safety plan. Finally, the Office of Community Affairs and Government Relations hosted forums, participated in the creation and execution of programs and provided resources to Trenton Public Education Foundation.

Developing Ourselves to Serve Our Students

The Thomas Edison State College Foundation

The Foundation's fiscal year is aligned on the calendar year. The data below present information on the financial health of the Foundation.

The Foundation ended its fiscal year (on December 31, 2008), with investments totaling \$4,705,546 at market value. This was a decrease of 17 percent compared to the prior year. Although the economic recession was the primary reason for this erosion in market values, the Foundation also disbursed a total of \$125,000 during 2008 to support the College's grant requests. The market value of the New Jersey State Library's investments through the Foundation had a market value of \$873,391, a decrease of 29 percent from last year. The Foundation's Investment Committee met several times during the past year to review portfolio results, establish the asset allocation, and rebalance holdings. The Foundation audit committee also met with Mercadieu to review the external audit of the Foundation's financial reports.

As of June 30, 2009, the Foundation realized 27 percent, or \$76,645, in revenues against a budget of \$284,500. On the expenditure side, the Foundation expended 24 percent, or \$47,544, against the operating and events budget of \$201,000. The Foundation's combined fund balance totaled \$4,745,372 as of the second quarter, compared to \$5,441,851 for the same quarter last year.

The market value of the Foundation's investments totaled \$4,733,701, an increase of \$286,127, or 6 percent over the same quarter of last quarter; and a decrease of \$681,114, or 13 percent when compared to the same quarter of last year. With the affiliation of the New Jersey State Library to the College, the Foundation began investing Library donations. As of June 30, 2009, the State Library investment fund's market value totaled \$866,258, an increase of \$34,350, or 4 percent above the last quarter; and a decrease of \$244,200 or 22 percent when compared to the same quarter of last year. The decrease in the Foundation's fund balance can be attributed to the decline in the financial markets and investment performance.

Development Activities

Major and Planned Giving

Visits were made by College staff throughout the year to cultivate major donors and encourage them to give to the College. Staff received a number of positive responses, including one from a prospect in the Austin, Texas, area, who made a pledge for a

significant new endowment. Visits were also made to Atlanta to support relationships with alumni and friends of the College, laying groundwork for future donations.

Corporate and Foundation Giving

The College continued its efforts to build relationships with, and seek funding from, potential corporate and foundation supporters. Working with the Foundation Board, the College initiated a program to identify key leaders in corporations and foundations and build relationships with them. Opportunities for grant funding and sponsorships were also vigorously identified and pursued.

Several significant grants were received by the College's Watson Institute. The Robert Wood Johnson Foundation awarded a grant of \$75,000 to the Watson Institute to fund research leading to the establishment of a State Program Office to direct that foundation's New Jersey Childhood Obesity Prevention Program. The Leadership Trenton program received a \$30,000 grant from the Princeton Area Community Foundation, a \$10,000 grant from the Bunbury Company, and a \$10,000 grant from Ortho-McNeil-Janssen Pharmaceuticals. The Center for the Positive Development of Urban Children received a \$24,000 grant from the Schumann Fund for New Jersey, and \$10,000 from the TD Charitable Foundation. And in support of work with the Urban Mayors' Association, the Watson Institute received a \$4,000 grant from CSC Holdings, a \$2,000 grant from the NJ Cable Telecommunications Association, and a \$200 grant from the NJ Economic Development Authority.

In other grants-related activity, the College was a member of the consortium of nine New Jersey State Colleges and Universities that received the ACE/Wal-Mart "Success for Veterans" Competitive Grant for \$100,000 to establish "Operation College Promise," an outreach program for veterans' and service members' programs in higher education.

Special Events

The 2008 Grande Ball was held on October 25, 2008, at the Hyatt Regency Princeton. More than 280 friends of the College attended the event, honoring our *Spirit of Edison* award recipients. Joan Verplanck, President of the New Jersey Chamber of Commerce, received the Community Leader Award; Troy Vincent, '07, former National Football League standout, past president of the NFL Players Association, and founder of Love Thy Neighbor Community Development and Opportunity Corporation, received the Distinguished Alumnus Award; and Eric R. Lear, Foundation Board member and managing partner at Lear and Pannepacker, received the Spirit of Edison Family Award. The event raised more than \$120,500, the most since the event's inception in 1992. Our net of \$46,117, represents the fifth highest net amount in the event's history.

The 15th Annual Thomas C. Streckewald Golf Classic was held on June 15, 2009, at Olde York Country Club in Chesterfield, NJ. More than 70 golfers participated. The event raised almost \$37,000, with a net of \$16,503, a slight increase over last year. The committee secured a \$5,000 premier sponsor for the event. In addition, Lear and Pannepacker supported the event as the Cart Sponsor; Capital Health, PSE&G, Sun National Bank, and Rider University as Corporate Sponsors; Roma Bank as the Beverage Cart Sponsor; TD Bank as the Boxed Lunch Sponsor; Stifel Nicolaus as the Reception Sponsor; Colonial Cadillac as the Hole in One Sponsor; and RWJ Hospital, Hoisington Engineers, Azmy Architects, The Princeton Packet, Princeton Partners, and Janssen as Tee Sponsors.

Alumni Giving and the Annual Fund

The 2008 Annual Fund closed its fiscal year on December 31, 2008, with \$89,461 collected in unrestricted gifts and \$238,953 in restricted gifts to endowed funds, or for student assistance or other College programs. The combined total of \$328,414 represents an increase of \$82,136 over the same period last year. Boosting year-end alumni giving was a major focus. A direct mail piece to all non-donors was sent, as well as a holiday e-mail greeting to all alumni. Reminder calls were also placed to all alumni with unpaid pledges. We had an 80-percent collection rate for the Phonathon, resulting in \$39,784 collected against total pledges of \$49,529. The Alumni Annual Fund totaled \$73,171 in gifts from 1,318 alumni.

The Development Office kicked off the 2009 Annual Fund campaign with an e-mail blast sent to approximately 13,200 alumni, including military graduates. The Pursuant Group, an agency specializing in fund-raising for non-profits, helped design e-mail messages attached to a video of Anthony DiNota, BSAST, '97, with tailored asks for non-donors, past donors, and current donors. This e-mail solicitation program has raised \$5,487 from 95 donors so far. The Development Office also sent out two direct mail pieces, one for donors and one for non-donors, to all alumni, and contributions continue to come in as a result.

Maintaining Our Infrastructure

Technology Initiatives

Infrastructure Initiatives

The new Cisco Phone System was installed, and accompanying changes to our automated answering system were initiated, as was a new program that allows students to schedule their own advisement appointments via the Web or by phone. This system has provided additional capacity to implement new call-center applications. The Bursar's office is now able to use the call-center application to improve response to student calls and add agents based on call volume. Future plans call for the implementation of a Web-based application to provide access to telephone voice mail from a user's desktop PC equipped with speakers for voice-mail playback. This, together with our planned upgrade of the e-mail system from Exchange 2003 to Exchange 2007, will lead the College into a truly merged, unified messaging system, thus preparing for the next generation of voice and data integration applications.

Several investments were made to improve our ability to recover from system outages due to events such as power failures. A gas-powered generator was installed, providing extended power to the College's main computer room in the Canal Banks Building. This unit has already proved its ability to keep all systems online, having provided reliable service during a 4-hour power outage due to an electrical storm in the spring of 2009. A new system backup application was installed to accommodate the increase in supported applications. New anti-virus software was installed on all College desktop PCs, resulting in a stable, secure network, and redundant Internet firewalls were also installed to assure continuity in the event of a hardware failure due to hacking attempts.

In other infrastructure initiatives, more than 25 servers were consolidated such that they are now housed on five servers, greatly reducing cost in terms of both time and money. This required increased network disk space, which was provided by the acquisition and implementation of a new online Storage Area Network capable of storing over 10 terabytes of data.

In April, the College invited 2,000 active students to test our new WebAdvisor service as we prepare to replace our aging online student services application. Feedback from students was very favorable, and their suggestions have already been incorporated. Student Financial Aid modules are currently being installed in WebAdvisor to better inform students of their FA status. WebAdvisor will be included as part of the new College portal, ActiveCampus, set to be released in the fall.

System Upgrades

During the year, the College made investments in the technology that supports our Learning Management System. The servers that support the online testing application were reconfigured for better reliability. Access to the NJ Virtual Academic Library Environment (VALE) was greatly enhanced by installing a proxy server, eliminating the need for users to login separately to the VALE server. And work on the College's existing data warehouse continued with the installation of a new application from Datatel that greatly improves our ability to extract data elements from the student records database, Colleague.

Several new Datatel communication codes were developed in support of the Office of Admissions, the Advisement Center, the Registrar's office, Corporate Programs, and the Office of Testing and Assessment. These automated communication codes improve our ability to monitor students' progress throughout their academic experience at the College. Some codes eliminate the need to generate lists and merge them with letters for printing and mailing. Instead, e-mails are automatically generated by communication codes based on pre-defined events. Upgrades were also made to our integrated registration system for military students. The upgrades streamline both course enrollment and receipt-of-payment processes. A significant change to our billing system was also implemented as part of this change.

In other activity, new processes were developed to manage student transcripts and e-check payments for mentors. Finally, the College's existing helpdesk application was upgraded to accommodate the use of improved custom reporting and to provide an improved toolset to develop tracking reports to monitor helpdesk tickets from students, staff, and mentors.

Physical Plant and Facility Development

The acquisition of Kuser Mansion was completed, the closing was conducted on July 29, 2008, and renovations are planned. This was a major step toward bringing more of our campus under our control by owning rather than renting our facilities. In other renovation activity, a major refurbishment was completed in our Kelsey Building, resulting in a beautiful setting for administrative and academic staff.

Administrative Improvements

Commerce Applications and Initiatives

During the year, the College initiated Bank of America's PayMode for making payments to mentors and others who work as contractors with the College. A successful

conversion of 67 percent of the targeted payments to electronic processing resulted in improved efficiency and tracking of such payments. According to our records, the first year's savings from this conversion, offsetting the \$5,000 implementation fees, was \$1,400. Other improvements were made in the area of student accounts receivable. We are now sending billing notices of past-due balances on a quarterly basis, and all delinquent accounts greater than three years old have been put on hold. And sponsored billing registration for Navy students went live in October 2008, allowing those using tuition assistance vouchers to register and pay for courses online. In a related initiative, the College acquired and implemented Touchnet's Upay product. This allows the College to build applications and take payment via the College's electronic payment gateway application. Finally, as a result of meetings with the deans and other managers to review monthly financial information, the College's Administration and Finance Division created monthly reports in a new cost-center format that allows for tracking of financial results across the College.

Smart Buy Program and 800 Phone Lines

The College undertook several initiatives that resulted in significant savings. Continued participation in the Smart Buy Program and a renegotiation of the contract for toll-free telephone lines both produced savings.

Smart Buy savings for FY 2009 totaled \$256,740. Savings for FY 2008 totaled \$339,923. Savings for FY 2007 totaled \$288,326. FY 2006 savings generated were \$467,637. Smart Buy savings for FY 2001 through FY 2005 totaled \$823,692, which brings a grand total of savings from FY 2001 through FY 2009 to \$2,176,320. In addition, the College renegotiated the AT&T contract for our existing 800 telephone lines. As a result, the College will realize annual savings of \$350,000 based on the new tariffs.

Human Resources

Staff Training and Development

During the year, the Office of Human Resources (OHR) installed the evaluation module of PeopleAdmin, our Web-based recruitment and evaluation system, and managers began using that system for their yearly evaluations of employees. One major advantage of this automated system is that staff can review and revisit their performance goals and objectives at any time. An upgraded payroll system is now also in use. The system has a Web-tool (called "Self-service") that allows an employee to view his/her employee profile, update his/her address, add/change emergency contacts, update information on marital status, view paychecks online, change Federal tax withholding information, view benefit information, and complete online hourly timesheets. Another significant benefit of Self-service is that hourly timesheets are now completed and approved by the supervisor online.

The OHR also coordinated Customer Relationship Management training that was presented by consultants from Knowledge Solutions. Once the first phase (assessment) of the project was completed, the consultants reported their findings to College staff as an introduction to the training sessions, themselves. Staff then attended two half-day workshops focused on improving skills in working with students. When new employees are hired, they, too, will be provided with the training, which will be conducted by selected staff who have been identified as “coaches.”

An employee recognition committee was established and has made several “Brightest Lights” awards to selected staff during the year. The committee meets bi-monthly to review and assess all nominations. The winner is presented with festive balloons, candy, a “Brightest Lights” mug and a \$50 gift card. The winner is also featured in “Capital Campus,” the College’s staff newsletter.

Finally, a partnership was formed with Robert Wood Johnson Health and Wellness to design and carry out an Employee Health and Wellness Program. This is a relatively low-cost activity intended to provide useful information while boosting employee morale. A recent health and wellness fair was well attended by staff.

Recruitment, Retirements, and Resignations

During the year, the College hired 36 new full-time employees. Seventeen employees left the College for other employment opportunities, and six staff members retired.

Fiscal Resources

FY 2009 was a year where the unexpected became the expected. A global recession not seen since the great depression; steep declines in State, federal, and private resources; and an intensely competitive market place all made for challenges to our fiscal management. For example, the College’s State support of \$5.3 million is now at the same level it was 13 years ago, when our enrollment was roughly half of what it is today.

To offset State funding reductions, the College undertook a hiring freeze and steeply curtailed overall spending, providing for budget increases only in its non-salary accounts for security, postage, and IT maintenance. To keep tuition affordable for our students, the College relied on investments from reserves to support the improvements in programs, technology, and service imperative to maintaining competitiveness. For FY 2008 through FY 2009, the College held tuition to modest increases of five and six percent, respectively.

Although the College has been continually underfunded to meet the costs mandated by State-negotiated contractual salary obligations, we did receive \$170,250 of the \$827,000 in salary program costs in FY 2009 from the State. During FY 2009, the College increased

its operating budget by \$2.24 million. The budget included \$827,000 to support anticipated salary program costs, \$275,000 for new positions, \$600,000 to address State funding reductions, \$75,000 to meet National Guard tuition waiver costs, \$312,000 to meet mentor costs, and \$151,000 to meet postage, security, IT maintenance audit services, graduation, and recruitment costs.

Despite the difficulties and challenges presented by external forces, actions targeted to grow enrollments and revenues coupled with cost controls enabled the College to end FY 2009 with a surplus of \$3.4 million in a budget totaling \$41.1 million. This surplus is 5.8 percent higher than that for FY 2008.

Assuring Quality

Strengthening the Organizational Culture

As mentioned in the section of this Report devoted to Human Resources, College staff worked with consultants on two initiatives related to student service: a comprehensive operations review of Learner Services; and a Customer Relationship Management training program. Consultants from the Lucas Group and Knowledge Solutions shared qualitative data gathered through the operations review, surveys, secret shopping, observations, and other research. The consultants also worked with the Vice Provost and Dean of Learner Services, the Director of Human Resources, and the Vice President of Planning and Research to develop and deliver a training program on Customer Service. Focused on Learner Services, this program included deliberations that informed and defined key questions related to the general question: “What Does Excellent Customer Service Look Like at Thomas Edison State College?” The initiatives supported our investment in staff and our commitment to strengthening our organizational culture.

Assessment of Learning Outcomes

Institutional Outcomes

Various assessment tools were researched and implemented as a next step following the definition of institutional outcomes. The Standardized Assessment of Information Literacy Skills (SAILS), a Kent State University test that evaluates information literacy skills based on the Association of College and Research Libraries’ Information Literacy Competency Standards for Higher Education, was selected to assess Thomas Edison State College’s Institutional Information Literacy Outcomes. SAILS was embedded as a course requirement in “Living in the Information Age,” and “Nursing Informatics.” Preliminary data indicate that undergraduates in all College schools are demonstrating above-average ability in information literacy. Positive results have also been noted in the assessed areas of communication, quantitative reasoning, and critical thinking.

Programmatic Outcomes

Heavin School students nearing graduation were invited to volunteer to take the online Measure of Academic Proficiency and Progress (MAPP) assessment reading, critical thinking, and mathematics skills. However, since the voluntary participation did not yield a statistically valid sample, MAPP was embedded into the course “Liberal Arts

Capstone,” as well as into the revised Human Services Practicum course. The courses were offered free of charge to fifty qualified students in order to encourage continued enrollments and provide learning outcomes assessment data for the Heavin school.

In the School of Nursing, extensive work was completed by the curriculum subcommittee on the mapping of BSN and MSN programmatic outcomes with professional nursing and education standards. The e-portfolio site was re-evaluated and made congruent with the MSN program outcomes and Nurse Educator Track Competencies. Mentors and students were informed about the programmatic outcomes via BlackBoard, curriculum subcommittee meetings, and a mailing. All Nursing courses now have an outcomes button in BlackBoard, which directs users to the BSN and MSN outcomes statements and the course back map.

A Programmatic Learning Outcomes survey for the School of Applied Science and Technology provided data from 25 second-quarter graduates as well as from 32 learners with more than 100 credits. Information gathered will be used to move ahead with a learning outcomes assessment for programs offered by the School.

Activity on outcomes assessment in the School of Business and Management focused on programs at the graduate level. Outcomes statements were developed, and a rubric was created for a Graduate Capstone course. Two mentors conducted a pilot study using random samples of this past year’s graduate theses to which the rubric will be applied, allowing for the collection of more detailed data.

Course Outcomes

The course design process was successfully revised so that both Institutional and Programmatic Outcomes are identified early in the development cycle. Instructional designers, working with subject matter experts, guide the course creation process to ensure that targeted learning outcomes are incorporated into course content and assessed at the appropriate level. The instructional designers were trained in rubric development and worked with deans and mentors to develop standardized rubrics for evaluating assignments in selected, high enrollment courses. The rubrics were also made available to students, and data will be collected and analyzed using the results of the students’ performance on these course assignments.

The School of Business and Management outcomes committee developed rubrics for use in assessing student assignments in certain courses, as well. There was a review and assessment of the “Business Policy” and “Business Law” courses for this purpose. An academic consultant also began work on establishing measurable data for the “Principles of Management” course, and another academic consultant is working on the data for the “Managerial Communication” course. In other assessment activity at the course level in the School of Business and Management, MAPP assessment was

integrated into two courses, "Business Policy" and "Managerial Communication." Students in the Bachelor of Science degree program will be assessed through the required "Managerial Communication" course ("Business Policy" is an optional course).

The Nursing School curriculum subcommittee recommended that the BSN outcome measure for lifelong learning occur in the course "Seminar in Clinical Competence." The SAILS assessment test was placed in all five sections of "Nursing Informatics" for the April term, and the MAPP assessment test will be piloted in the July courses

Accreditation

Institutional Accreditation

In the second quarter, planning for the Middle States institutional self-study was begun. A steering committee was formed and sub-committee leaders named. A separate group was also charged with framing a response to the recommendations made regarding our 2007 Periodic Review Report. The institutional self-study site visit is scheduled for 2012.

School-specific Accreditation

The School of Nursing and the Heavin School were both involved in seeking accreditation for specific programs. During the second quarter, the School of Nursing hosted the site visit for initial accreditation through the Commission on Collegiate Nursing Education (CCNE). The evaluators issued a preliminary report, which stated the School of Nursing was in compliance with all of the Commission's standards and key elements and made no recommendations for program improvement. The final accreditation decision was made by the CCNE board in the Spring of 2009, and the School was granted an initial 5-year accreditation. The School now has accreditation from both CCNE and NLN (National League for Nursing).

Work also continued on the self-study for the accreditation of the Master of Arts in Educational Leadership degree program offered by the Heavin School. The School is seeking Teacher Education Accreditation Council (TEAC) accreditation, and a self-study and site visit were completed in May. The self-study was declared auditable, and the TEAC team made very positive comments during the time they spent at the College. A final accreditation decision is forthcoming.

Quality Assurance Activities

The College issued a formal RFP to solicit an auditing firm which to outsource its internal audit function. The RFP Evaluation Committee unanimously recommended

awarding the contract to Grant Thornton, a firm that will provide comprehensive and thorough internal audit services.

In September, an Environmental Scanning Committee was established to monitor external and internal factors that could have an impact on the applicant and enrollment counts (e.g., college closings, the economy, news coverage of the College, marketing initiatives, staffing issues, community and political developments, internal system and technology issues, competitors, positive activities and initiatives, and issues related to the weather). The committee, comprising individuals selected from all College divisions, meets monthly and produces a report that is available on MyEdison.

Surveys and Institutional Reports

Surveys

Two surveys were issued by the Division of Planning and Research: the Graduate Survey and the Adult Learner Survey. Division staff also assisted with surveys administered by the Office of Communications and the Schools of Applied Science and Technology and Business and Management. All provided valuable information that assisted, and will continue to assist, the College in its planning for continuous improvement.

The Web-based Graduate Survey focused on graduates' experiences with the College; graduates' perceptions of the impact of these experiences on their educational, personal, and career goals, as well as on their skills and abilities; and graduates' ratings of the College's programs, products, and services. Three-hundred- and-forty-three FY 2007 graduates participated in the survey. Over three-quarters of the graduates indicated that their objectives of personal enrichment, achievement of a life-long goal, and general self-improvement were met. Over 90 percent of the graduates gave ratings of "good" or "excellent" on survey items related to their overall satisfaction with the College's degree programs and requirements and with the overall academic quality of courses. Almost all of the graduates (98%) rated their overall experience with the College as "good" or "excellent." Eighty-eight percent of the graduates indicated that they would enroll in the College again, and 98 percent indicated that they had or would recommend the College to others. The survey was also administered to the FY 2008 graduates, with similar results. To date, 3,186 of the College's baccalaureate-degree graduates have participated in this survey.

The Adult Learner Inventory was administered to two cohorts of students who were newly enrolled in FY 2008. This online survey provides demographic information on enrolled students and provides an opportunity to examine issues of importance to students as well as students' ratings of satisfaction with their College experience while they are still enrolled. Thirteen items from the survey were identified as being among

the College's strengths: many of these items are related to the quality, flexibility, and convenience of the College. The students also indicated that the College was portrayed accurately by its Web site, publications, and staff, and that they understood what they needed to do to complete a degree. Eight items were identified as areas needing improvement: students indicated that they would like to receive more timely responses and get more assistance from the College to complete their studies. Seventy-seven percent of the students who responded to the survey were "satisfied" or "very satisfied" with their College experience, and 82 percent of the first cohort indicated that they would "probably" or "definitely" recommend the College to others. Again the results gathered from the two cohorts were similar, although 87 percent of the second cohort indicated they would recommend the College to others.

Database Development

With the installment of a patch from Datatel, the College is now able to enter race/ethnicity information into the student records database using the new federal race/ethnicity format. The new format is being phased into the College's student applications based on the publication revision schedule. Throughout the year, the Division of Planning and Research staff initiated and participated on various committees that identified and/or discussed issues related to data integrity. Staff also assisted with refining several College data entry processes to ensure data quality.

In December the Vice President of Planning and Research, the Senior Research Analyst, the CIO, and the Associate Director of MIS participated in a demonstration session of iStrategy, a reporting tool that works directly with Datatel. The College will be purchasing iStrategy in the near future. This product's "HigherEd Analytics Suite," together with Datatel's "Orchestrator Data Store," can deliver a packaged warehouse and reporting application, coordinating and integrating the College-wide information system via Datatel.

Reporting

Weekly and monthly reports were prepared as follows: Month-to-Date Count Reports, Monthly Enrollment Reports, School Enrollment Reports, Employer Reports, and the Application and Enrollment Dashboard. The Application and Enrollment Dashboard, which provides a graphics-based summary of the applicant, enrollment, and graduation counts, was revised to include such new features as information on counts for traditional and contract populations, year-to-date comparisons to the 3-year and 5-year averages, and comparisons to the current fiscal year budget target.

In other work, three federal databases, U.S. Bureau of Labor Statistics, U.S. Census Bureau, and the National Center for Education Statistics, were assessed for job outlook projections and career options to better inform the marketability of each of the Areas of Study in our degree programs. The *Career Projection and Statistics Report 2008* was made available to staff through MyEdison. Likewise, Division staff completed nine Federal

IPEDS Surveys and 11 other surveys, databases, and/or special data requests for the NJ Commission on Higher Education. There were also 56 College Guide Surveys, two OPRA requests, and 81 data requests completed during FY 2009.

External and Consortial Initiatives

The College was selected to participate in a Prior Learning Assessment study coordinated by CAEL and designed to examine the relationship between individual student outcomes (e.g., degree earning, time to degree, and persistence) and use of prior learning assessment credits. The study will examine students' progress in the College from FY 2002 through the end of December 2008. The results of the study will provide valuable benchmarking information for the College as well as the other CAEL member institutions.

The Director of Institutional Research and Outcomes Assessment participated in a conference call with institutional research representatives from Excelsior College, Empire State College, and Charter Oak State College. The purpose of the meeting was to discuss the Transparency by Design initiative and assess indicators to use as benchmarks from each campus.

Applicant and Enrollment Counts

Appendix B: Key Numbers provides a summary of the applicant, enrollment, and degrees awarded counts for FY 2009. Overall, the College has had a successful year in terms of its applicant and enrollment growth.

Total Enrollments

The total enrollment count for FY 2009 is 18,206, an increase of 5 percent over last year's count. During FY 2009, there were 17,320 undergraduates and 886 graduate students enrolled at the College.

Applicants

The FY 2009 total applicant count is 8,990, an increase of 11 percent when compared to last year. Among the applicants, there were 8,620 undergraduate and 370 graduate-level applicants. This represents increases of 11 percent and 6 percent, respectively, when compared to the FY 2008 applicant count.

New Enrollments

During FY 2009, there were 7,428 total new enrollments, an increase of 11 percent when compared to FY 2008. There were 6,964 undergraduate and 464 graduate level new enrollments in FY 2009.

Degrees Awarded

There were 2,501 degrees conferred upon 2,480 graduates during FY 2009; 21 students earned two degrees from the College. Overall, there was a 1 percent increase in numbers of degrees conferred. Compared to FY 2009, this was a decrease in the number of associate's and master's degrees awarded (by 8% and 4%, respectively) and an increase in the number of baccalaureate degrees awarded (by 3%).

Progress Report: Strategic Vision Plan (2006–2012)

With the end of FY 2009, the College concluded its third year of the “Strategic Vision Plan.” Over the past year, Goal and Strategy Leaders focused on initiatives associated with the academic enterprise, quality assurance, asset base development, and public stewardship. This year, the Plan also addressed the intense competition in the adult-learner marketplace, ways of calculating considered return-on-investment for our degree programs and marketing, and strategy related to international markets.

Goal Leaders and Vice Presidents also discussed Learner Services initiatives and outcomes, noting that providing strong customer services should be the business model across the College. Also discussed was the status of the Middle States Periodic Review Report responses regarding two issues: learning outcomes and enrollment management. With 48 staff engaged in leadership of goals and strategies, we were on track for another ambitious and productive year with this transformational plan.

Key to the successful implementation of the Strategic Vision Plan were efforts to create a sustainable and appropriate organizational culture. Given the College’s significant growth in enrollment we needed to become more student-focused on multiple fronts. Two consultative initiatives were focused on student service: a comprehensive operations review of Learner Services, and the development of a Customer Relationship Management training program for all staff. Consultants from The Lucas Group and Knowledge Solutions shared qualitative data gathered through surveys, secret shopping, observations, and other approaches and used that data to work with appropriate College staff to deliver a two-part program entitled Excellence in Customer Service. Such initiatives support the ongoing investment in College employees and represent our efforts to strengthen a student-focused organizational culture.

Significant Challenges

There are some strategies whose accomplishment will require additional funding, typically drawn from the College’s Carryforward Budget, and others whose accomplishment will require additional resources in terms of human capital, facilities, and improved data. For example, during the year, Goal Leaders reported that accomplishing Goal Area 1 (“Transforming the Academic Enterprise”) will require additional data and recalibration, as well as stable leadership. And the Leaders for Goal Area 2 (“Assuring Quality”) reported that our work with learning outcomes will require additional resources to determine what will work best to arrive at the type of assessment

we must have if we are to know that we are providing students with the education they need.

Other challenges include meeting the need for increased and improved market research to identify what it is that students are looking for in terms of higher education; meeting the need for increased and improved ability to track the effect of new academic offerings on student enrollment; and meeting the need for increased and improved ability to maintain currency and accuracy on our vitally important Web site. We must also ensure that we maintain our focus on student services and continue to do everything possible to increase enrollment without sacrificing quality in these very difficult economic times.

Goal Area Accomplishments

The Strategic Vision Plan is structured around four areas that best represent the direction and intent of the College. The Goal Area accomplishments listed below are representative of the work of the Plan as we move toward its completion in FY 2012.

Goal Area 1 - Transforming the Academic Enterprise

- Developed four learner-defined Areas of Study in undergraduate programs available in July 2009. They are the Bachelor of Science in Applied Science and Technology – Learner Designed, Bachelor of Science – Learner Designed, Bachelor of Arts – Learner Designed, and Bachelor of Science in Business Administration – Learner Designed (Strategy 1.1)
- In coordination with school deans, developed a master schedule to evaluate licenses, certificates, and other external training. Work has progressed on the reviews, and on-going analysis is underway to determine how many students have been awarded credit for licenses, certificates, and courses reviewed by the College (Strategy 1.8)
- Created Areas of Study in Information Technology and Automotive Performance Technology under the Bachelor of Science in Applied Science and Technology (Strategy 2.8)
- Continued evolution of the course development model. Funded by the Thomas Edison State College Foundation, the mobile learning initiative, Flash Track, brings courseware to hand-held devices. In addition, revisions of TECEP and other curricular improvements are evident (Strategy 3.4)

Goal Area 2–Assuring Quality

- Established institutional programmatic learning outcomes objectives (Strategy 4.1)
- Developed or refined capstone courses in the baccalaureate degrees (Strategy 4.5)

- Revised the College's quality assurance program for PLA (Strategy 5.2)
- Earned accreditation from the Commission on Collegiate Nursing Education (CCNE) (Strategy 5.6)
- Completed the operations review for Learner Services (Strategy 5.99)

Goal Area 3—Securing and Developing the Asset Base

- Signed on three additional Corporate Choice partners (Strategy 6.1)
- Used research-based institutional advertising campaign to effectively target potential traditional students (Strategy 6.7)
- Identified and engaged 281 Alumni Ambassadors to support the College's efforts to grow enrollment, build partnerships, and expand development initiatives (Strategy 6.9)
- Presented findings and delivered training College-wide based on an in-depth analysis focused on customer relationship management involving College staff, and consultants (Strategy 7.4)
- Implemented a content management system for the Web site that allows for automating, tracking, and real-time updates to the site (Strategy 8.1)
- Accomplished network upgrades associated with academic and infrastructure modalities (Strategy 8.2)
- Completed renovation and refurbishment of the Kelsey Building (Strategy 8.4)
- Acquired the Kuser Mansion (Strategy 8.5)
- Achieved financial growth in the 2008 Annual Fund representing a 75% increase over the same period last year largely due to significant grant support for College programs (Strategy 9.1)
- Developed a comprehensive approach to address grant opportunities in various federal and state agencies (Strategy 9.3)

Goal Area 4—Providing Stewardship for the Public

- Developed new media for communicating the College's key messages to constituencies (Strategy 10.1)
- Expanded the National Institute on the Assessment of Experiential Learning through an aggressive outreach plan which resulted in a significant increase in proposals to present at the event (Strategy 10.1a)
- Played an important role in the renewal and economic development efforts of the City of Trenton (Strategy 11.2)
- Defined the College's legislative agenda and priorities, built relationships with state and federal delegations, and advocated for funding for of the College's key programs and funding priorities (Strategy 11.3)
- Continued the Watson Institute's work with constituents, expanded its focus areas, and identified new areas for development (Strategies 11.5 and 11.6)

Recalibration

As new developments warrant, we have made changes at the strategy level throughout the life of the Plan: the appointment of new strategy leaders, adjustments in stated timelines, and shifts in such external factors as state support and the economy have all effected changes to Plan strategies. For example, toward the end of FY 2009, the School of Professional and Continuing Studies was placed within the College's Watson School of Public Service. (Strategy 1.5) This was done because the Professional and Continuing Studies offerings were expanding greatly in the area of Paralegal Studies and because we had to move away from a model that caused us to be overly dependent on outside sources for courseware. Further, Strategy 1.6 was recalibrated to focus on the development of a master's degree program to be offered in FY 2010 by the Watson School. In its initial offering, that program will draw upon courses in the existing Master of Science in Management degree program and then add courses tailored to public service.

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 revenue yield based on increased enrollments;
- Significant efficiencies and effectiveness in all aspects of Learner Services;
- Continued growth in course development and enrollments in College methods of earning credit, most notably in Online courses;
- Considerable growth in numbers of graduate students;
- New and restructured degree programs;
- Implementation of Web Advisor;
- Accreditation of the School of Nursing by the Commission on Collegiate Nursing Education;
- Three new Corporate Choice partners;
- An advertising campaign that targets potential traditional students and is based on solid research;
- A customer relationship training program delivered to all College staff;
- Continuous improvements and new tools added to the Web site.

Shaping Year 4

As we look ahead to FY 2010, it is clear that the Plan must be focused on strategies that do the following: involve use of metrics to drive decision making; ensure that the

College improves its market share; and make our relationships with the state as efficient and effective as possible. Strategy 9.4 (“Systematically reduce the College’s dependence on state appropriations”) will become increasingly important, given the difficult economic times: we must continue to develop new, market-driven degree programs, expand course delivery options, and strengthen our ability to do outcomes assessment.

Now that we have surpassed our original, FY 2007, enrollment growth goal of 15,000 students, we need to set a new goal using market data and metrics associated with both traditional and contract populations. We will also need to continue to monitor the performance of our staff to ensure that our students receive the best and most efficient service, and we must support the acquisition and maintenance of technologies that are vital to our functioning and our communication with our constituents. Finally, we must diversify our revenue sources, emphasizing federal and private grants and donations, and we must ensure that the Watson Institute for Public Policy continues to be the vital resource it has come to be in recent years.

New Jersey State Library

Highlights

During FY 2009, New Jersey libraries were busier than ever. With the economic downturn, customers went to libraries for help with resumes, filling out job applications online, using e-government services, and learning new computer skills. State Library staff partnered with the New Jersey Library Association (NJLA) to create an event entitled “SnapShot: One Day in the Life of New Jersey Libraries.” On the day selected, 161,367 people visited over 250 New Jersey libraries. Close to 28,000 computer-use sessions were held, and statistics reflected the increasing use of the libraries for help with job seeking and resume development. The State Library again partnered with NJLA and the Department of Labor to train librarians to help customers file for unemployment. The State Library also created a “Get Help” Web site to point people to free e-government services and information on topics such as health, parenting, finances, housing, and legal aid. A “Get Help with Housing Fair” was also held.

Library Development

The 6th annual Library Trustee Institute was held in May, with over 200 library trustees in attendance. Workshops on conservation and preservation, disaster planning, and fund-raising for preservation were held, along with virtual and in-person training sessions for users of JerseyCat, the statewide interlibrary loan system, and the RefUSA database.

The 2008 statewide Summer Reading Program was very successful again this year, with 153,639 children reading 3,205,958 books, a new high. The State Library partnered with NJLA on National Reading Group Month Activities, the 18th Annual Youth Services Forum, and the annual Childrens’ and Teen Authors’ Conference. A contest on *Best Practices in Early Childhood Literacy* was held, with four library winners and the State Library receiving a Resolution and Recognition from the New Jersey Senate. The State Library also partnered with the Theater Alliance to bring productions statewide to teens and tweens.

A statewide Safe Communities Forum was held in partnership with law enforcement, government, and nonprofits to emphasize the role of libraries as solutions to New Jersey’s growing gang problem. In a related effort, the Libraries Transform Lives Task force, convened by the State Library, helped stop the attempt to cut municipal library funding in half.

Libraries statewide participated in the Pennies for Peace Campaign, the State Library's project for the Lincoln Bicentennial. Over \$14,000 in pennies were collected. The money raised will fund the building of schools in Pakistan and Afghanistan.

Grants

As a result of the Prime Time Family Literacy Grant, there were 352 bilingual English/Spanish participants at story time sessions, with 130 families attending. Other grants received by the State Library included one from the PSE&G Foundation to fund a second year of Homework Help NJ for the state's libraries.

The State Library was also a grantor, having awarded \$25,000 to Infolink Regional Library Cooperative for a diversity initiative workshop series and \$50,000 to Long Branch Public Library for statewide access to their virtual career center. Tischler grants were also offered to small and needy libraries for the development of graphic novel collections. Finally, the State Library partnered with the New Jersey State Archives, the State Museum, Rutgers University, and Newark Museum on the Institute of Museum and Library Services *Connecting to Collections* \$40,000 grant and issued a statewide preservation survey.

Library Construction

The State Library continued to monitor opportunities for library construction funding. In response to the American Reinvestment and Recovery Act, a list was compiled of 53 libraries that have shovel-ready projects. And a Green Libraries program featuring information on how to go green when constructing libraries was held with over 40 librarians attending.

The New Jersey Knowledge Initiative

The State Library sustained a \$390,000 cut to this very successful program this past year. Therefore, decisions had to be made regarding which databases to retain and which to drop. The State Library will continue to advocate for the restoration of funding to this important initiative.

New Jersey Library for the Blind and Handicapped (NJLBH)

The New Jersey Library for the Blind and Handicapped 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. Much of this year was spent planning for the transition from audiocassette format to digital books. Staff and customers were trained on using the new digital players and on how to download digital books from the Internet.

In other work, NJLBH's Deaf and Hard of Hearing Awareness Program hosted a training session for staff in 20 public libraries that are Regional Resource Centers. The Centers offer customers various assistive listening technologies for loan or for in-house use. NJLBH also continued its partnership with the New Jersey Department of Human Services Commission for the Blind and Visually Impaired to manage an assistive technology loan program, the Regional Technology Assistance Center located at NJLBH, and the National Federation of the Blind Newline service, providing eligible residents with audio access to over 250 newspapers and magazines. And the Library worked with NJN, the National Federation of the Blind, and community volunteers to offer Audiovision, a radio reading service for the blind. NJLBH prepared Audiovision for the national transition from analog to digital TV broadcasting, which allows Audiovision to reach a large audience statewide.

Outreach and Programs

The NJLBH participated in several outreach events, including the annual meeting of the New Jersey Council for the Blind and the National Federation of the Blind; the New Jersey Governor's Conference on Employees; a Veterans' Job Fair; and the New Jersey Association of Nursing Home Administrators. Staff also made presentations at the NJLA Conference in a program on recruiting and mentoring a diverse workforce.

In partnership with state agencies and local organizations, NJLBH hosted and sponsored ten American Sign Language Children's Story Hours. Highlights of the Story Hours included a Braille reader who demonstrated the use of the Perkins Braille and talked about her guide dog. Another dog owner, who appeared on an ALA "Read to Your Hero" poster, talked about her rescue dog. And the "Fireman of the Year," who is deaf, read a story using American Sign Language. NJLBH also hosted a WorkSkills Program that connected high school students with visual impairments to on-site job training. Finally, NJLBH and CBVI co-sponsored Blind and Visually Impaired Awareness Night at the Trenton Thunder.

Grants/Fundraising

Using grant funding from the New Jersey Department of Human Services Division for the Deaf and Hard of Hearing Awareness Program, NJLBH lent assistive devices and maintained a collection of books and videos on Deaf culture, American Sign Language, addiction and recovery, and other topics of interest to residents who are deaf, hard of hearing, deaf-blind, or late-deafened.

In fundraising efforts, the Library began its second annual giving campaign in FY 2009 under a new Director for Development. An electronic database of donors was also created for fundraising purposes.

New Jersey State Library Information Center (SLIC)

Outreach

Information from SLIC was sent monthly to state employees. *The Link* newsletter, the *Selected New Books List*, information about Midday Training Sessions, and fliers highlighting SLIC services, subscriptions, e-books, and downloadable audio books were all sent to employees throughout the year. A blog, "Discover New Jersey Books, Bytes and Beyond," was also developed and launched in June.

Margaret Buchholz, author of several New-Jersey-based nonfiction books, presented a noontime program on shipwrecks off the New Jersey shore during National Library week. Midday Trainings for over 250 state agency employees were held on State Library products and services. Staff developed three Web-based tutorials for customers on how to get a library card; requesting a book online; and renewing a book online.

SLIC staff made presentations at the Mercer County Chamber Career Connections Expo; at Monmouth County Archives Day; and at a College Lunch and Learn session. Presentations were also made to staff in the Office of Administrative Law, Office of Management and Budget, and the Office of Legislative Services. Brochures describing SLIC services were distributed to 45,000 state employees, and an article on the Rare Books Collection appeared in the April edition of *NJ Monthly Magazine*.

Resources

The moving of the Jerseyana, NJ Periodicals, General Reference, Genealogy, and US Documents collections was completed. In other accomplishments during the year, SLIC initiated a subscription to *Oxford Reference Online Premium*, which provides remote access to 175 reference titles. SLIC also has licensed 16 electronic reference titles in the *Gale Virtual Reference Library* for remote access.

SLIC received a rating of "outstanding" from the Government Printing Office Assessment Team for maintaining and providing access to government documents. For example, SLIC scanned many legislative histories for previous years and began a project to scan legislative histories from 1974 to 1997. Two-hundred and fifteen chapters of 1997 have been scanned so far

A staff Development Day was held and an internationally known speaker who had been featured in *Time Magazine* and *O!* magazine presented information on the topic of micro inequities. In other staff development activity, employees were trained in the use of new technologies and social networking tools.

Marketing/ Communication /Innovation

The statewide *Tell Us Your Story* campaign was launched in September. The campaign concentrated on helping librarians learn how to tell stories about ways in which their libraries are transforming the lives of their customers through workshops, author appearances, and webinars. A Web site and Facebook page for the campaign were created; promotional materials were distributed to libraries; and signs promoting the campaign were displayed at toll booths on the Garden State Parkway and the New Jersey Turnpike. There was also a digital storytelling contest for libraries in connection with the campaign.

The *Tell Us Your Story* campaign received two major awards. A video from the campaign was awarded the 2009 Best of Show for videos from the American Library Association. The campaign placed second in the Special Programs category of the Public Relations Society of America in its annual Pyramid Awards. Information on the campaign has also been sought after by other libraries across the country: the Maryland and Wisconsin State Libraries and the Fresno and Pittsburgh public libraries have all expressed interest in replicating the campaign.

In other work, the Marketing Department created three commercials focusing on how libraries are helping people find jobs and stretch their budgets. The commercials were aired on NJN Public Television and on all public cable stations throughout the state. The Department also created a mobile marketing pilot program and sponsored a statewide seminar featuring the librarians from the DOK library in the Netherlands. The aim of the seminar was to teach American librarians the skills to create the story of their own libraries through video and digital story formats. Workshops on writing press releases, on the art of telling a strategic story, and on word-of-mouth marketing were also held. The State Library also brought staff from Voicescapes (the presentation trainers for the CEO of Starbucks) to hold sessions on making presentations for librarians.

Marketing partnered with NJLA and the National Women's Reading Group to conduct a statewide campaign promoting National Reading Group Month, sponsored a special event for libraries and conducted contests for those libraries that sponsored a reading group activity, and created the New Jersey Library Marketing Blog, which received over 17,000 visits and provides an interactive news platform for the State Library. Finally, a presentation on future library trends was made at several state library conferences, and the State Librarian spoke on socioeconomic trends affecting libraries at a conference in Germany.

Information Technology

The New Jersey State Library technology team installed several new servers to support critical internal library systems. In addition, the State Library training lab was refurbished with new computers and a new classroom management system. The technology team also successfully transitioned the JerseyConnect operating environment to a blade server and Storage Area Network (SAN) infrastructure. All JerseyConnect servers were migrated to the new infrastructure. In addition, a new e-mail platform for New Jersey's public libraries was implemented. JerseyConnect continued to outperform its Service Level Agreement, achieving close to 100 percent uptime for core systems. The State Library's technology team has also been playing a key role in developing strategies to help public libraries to increase broadband connectivity under the American Recovery and Reinvestment Act.

Appendix A

FY 2009

Preliminary Statement of Revenues and Expenses (Un-audited)

Thomas Edison State College

Unrestricted Revenue and Expenses for the Fourth Quarter, Ending June 30, 2009

Revenues

The College ended the fourth quarter of FY 2009, with positive revenue results. The College realized a \$3,034,780 increase, or 9 percent, over last year's revenues. The College achieved \$37,320,352, or 91 percent, of its combined revised revenue budget of \$41,168,385, excluding investment income. In the previous fiscal year, 88 percent, or \$34,285,572, was realized in the fourth-quarter budget of \$39,109,651.

The College received 103 percent, or \$5,527,250, of its state appropriation budget of \$5,357,000, which included \$170,250 in salary program funding. This result is higher than the same period of last year, when 100 percent, or \$5,951,750, was received against a budget of 5,951,750. The College appropriation was reduced by \$594,750 from the prior year. In addition, the salary program had a mid-year cut of \$56,750, or 25 percent.

Undergraduate student revenues collected totaled \$19,522,337, or 86 percent of the College's FY 2009 annual budget of \$22,608,508, which is higher than that for the same period last year, when 80 percent, or \$18,009,406, was earned against a budget of \$22,594,515. This represents an increase of 8 percent, or \$1,512,931, when compared to last year's revenue. However, student revenues are under fourth-quarter budget targets, at 86 percent.

Revolving fund revenue, including that from the graduate programs, for the fiscal year accounted for 118 percent, or \$5,011,646, against a budget of \$4,241,449. This revenue result is higher than that for the same quarter of last fiscal year, when 89 percent, or \$3,746,111, was earned against a budget of \$4,219,755. This represents an increase of 34 percent, or \$1,265,535, when compared to last year's revenue. Revolving student revenues are over fourth-quarter budget targets, at 155 percent.

Contract revenues collected totaled \$7,259,119, or 81 percent of the budget of \$8,961,428. This revenue result is lower than that for the same quarter of last fiscal year when 104 percent, or \$6,578,305, was earned against a budget of \$6,343,631. This represents an increase of 10 percent, or \$680,814, when compared to last year's revenue. Contract revenues are at 93 percent of fourth-quarter budget targets.

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

- Application Fee – 105 percent
- First Year Annual Enrollment – 89 percent

- Continuing Annual Enrollment – 70 percent
- Technology Fees – 84 percent
- Military Tuition and Fees – 125 percent
- TECEP/Portfolio/Practicum Tuition – 75 percent
- Course Tuition and Registration Fee – 96 percent
- Graduate Programs Tuition – 189 percent
- Nursing Tuition and Fees – 128 percent
- Contract Tuition – 93 percent

Investment Income

The College earned \$435,953 in investment income, which represents a decrease of 63 percent, or \$746,895, compared to the same period last fiscal year, when \$1,182,848 was earned. This was due to lower interest rates. The New Jersey Cash Management average interest rate decreased from 2.45 percent to .67 percent. In addition, the College earned an average interest rate .29 percent on excess balances maintained at the bank compared to 2.54 percent in the prior year.

The College purchased two \$5,000,000 certificates of deposits during the third quarter. The 6-month, \$5,000,000 CD at Roma Bank matures on 9/9/09 and earns an interest rate of 2.40 percent. The 6 month, \$5,000,000 CD at TD Bank matures on 9/21/09 and earns an interest rate of 1.27 percent.

The College purchased an additional two \$5,000,000 certificates of deposits during the fourth quarter. The 6-month, \$5,000,000 CD at Roma Bank matures on 11/13/09 and earns an interest rate of 1.80 percent. The 6-month, \$5,000,000 CD at TD Bank matures on 11/14/09 and earns an interest rate of .71 percent.

Expenditures

The College has expended and committed 93 percent, or \$33,900,978, of its \$36,390,799 revised combined unrestricted, revolving, and contract funds budget. This result is higher than that for last fiscal year, when 90 percent, or \$31,052,794, was spent against last fiscal year's budget of \$34,493,072.

Operating budget expenditures accounted for 94 percent, or \$25,586,700 against the revised expenditure budget of \$27,324,454. This result is higher than that for last fiscal year, when 90 percent, or \$23,351,924, was spent against a budget of \$26,064,535.

Revolving fund expenditures accounted for 87 percent, or \$2,635,177, of the revised expenditure budget of \$3,022,792, which is higher than that for the same period of last fiscal year, when 74 percent, or \$2,089,163 was spent against a budget of \$2,823,736.

The revolving fund balance at the end of the fourth quarter is \$7,250,542, compared with \$5,274,837 for the same quarter last fiscal year.

Program	#	Beginning Balance	YTD Revenue*	YTD Expenses	Fund Balance
Corp. Partnerships	100	238,262	50,485	5,157	283,590
National Institute	200	0	27,950	54,313	(26,363)
Nursing Program	500	1,543,953	2,531,234	1,609,567	2,465,620
Graduate Programs	<u>700</u>	<u>3,091,858</u>	<u>2,401,977</u>	<u>966,140</u>	<u>4,527,695</u>
Total Revolving		<u>4,874,073</u>	<u>5,011,646</u>	<u>2,635,177</u>	<u>7,250,542</u>

*Revenue reflects only cash received.

Contract expenditures accounted for 94 percent, or \$5,679,101 of the revised expenditure budget of \$6,043,553, which is lower than that for the same period of last fiscal year, when 100 percent, or \$5,611,707 was spent against last fiscal year's budget of 5,604,801.

The contract fund balance at the end of the fourth quarter is \$7,653,680 compared with \$5,393,204 for the same quarter of last fiscal year.

Program	#	Beginning Balance	YTD Revenue*	YTD Expenses	Fund Balance
Prof Cont Educ	1385100	(11,221)	350,458	506,557	(167,320)
Cor Choice-UPS	1386000	635,978	604,266	0	1,240,244
E-Army	1380000	1,334,915	2,694,959	3,274,487	755,387
Navy College	1380010	2,593,306	2,922,421	1,674,073	3,841,654
Navy Pace	1380020	1,802,561	663,255	153,252	2,312,564
Off Campus Ops	1380030	<u>(281,877)</u>	<u>23,760</u>	<u>70,732</u>	<u>(328,849)</u>
Total Contracts		<u>6,073,662</u>	<u>7,259,119</u>	<u>5,679,101</u>	<u>7,653,680</u>

*Revenue reflects only cash received.

Carry Forward Fund FY 2009

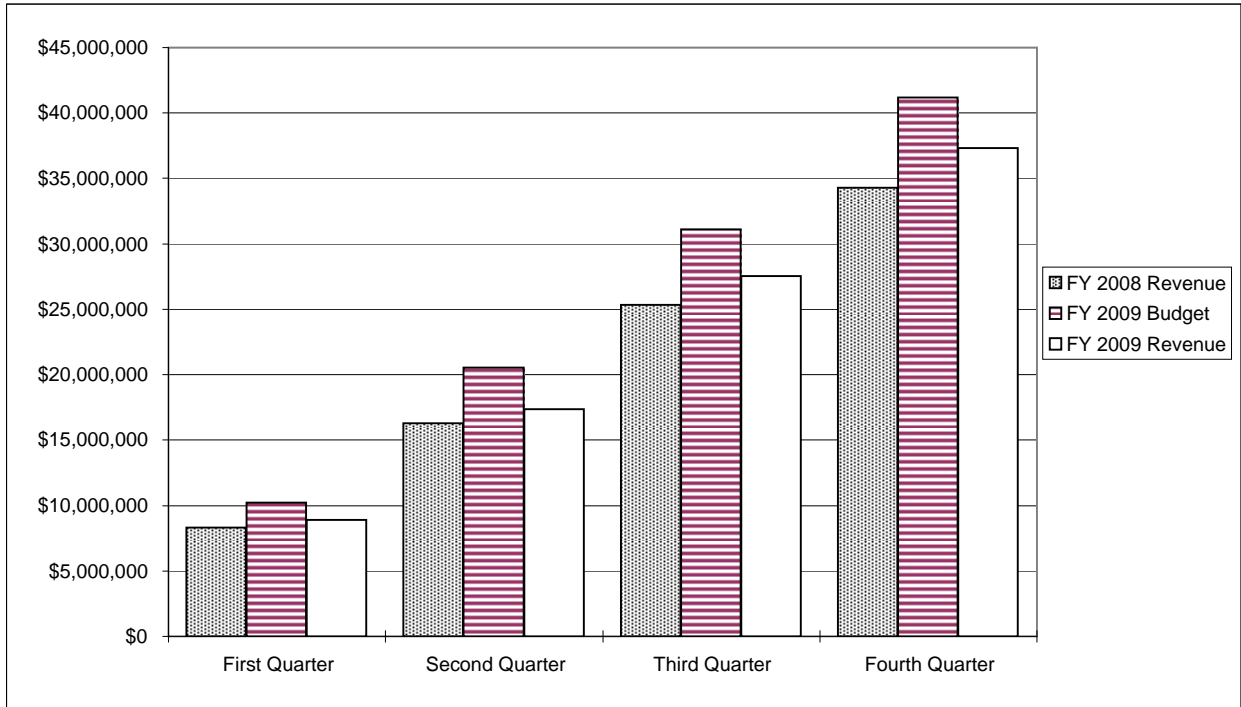
To continue the fulfillment of the Strategic Vision Plan, the College committed a revised budget of \$3,596,000 from its reserves to fund various projected expenses as outlined in the carry forward account. As of June 30, 2009, the College expended and committed 67 percent, or \$2,422,183, leaving a balance of \$1,173,817.

THOMAS EDISON STATE COLLEGE
Quarterly Financial Summary
Unrestricted Revenues and Expenses
Quarter Ending 6/30/09

	PERFORMANCE				COMPARATIVE				ACTUAL FY-08 Audited
	FY-2009 Budget	FY-2009 YTD (Cash)	Budget Variance	%	FY-2009 YTD (Cash)	FY-2008 YTD (Cash)	Change	%	
REVENUES									
Student Fees	22,608,508	19,522,337	3,086,171	86.3	19,522,337	18,009,406	1,512,931.00	8.4	19,099,681
State Approp.	5,357,000	5,527,250	(170,250)	103.2	5,527,250	5,951,750	(424,500.00)	(7.1)	5,951,750
State Paid Fringes			0	0.0	0	0	0.00	0.0	2,946,046
Revolving	4,241,449	5,011,646	(770,197)	118.2	5,011,646	3,746,111	1,265,535.00	33.8	3,913,020
Contracts	8,961,428	7,259,119	1,702,309	81.0	7,259,119	6,578,305	680,814.00	10.3	6,324,073
Total Budgeted Revenues	41,168,385	37,320,352	3,848,033	90.7	37,320,352	34,285,572	3,034,780.00	8.9	38,234,570
Investment Income					435,953	1,182,848	(746,895.00)	(63.1)	
Total Revenues	41,168,385	37,320,352	3,848,033	90.7	37,756,305	35,468,420	2,287,885.00	6.5	38,234,570
EXPENSES									
Operating									
Salaries	17,638,482	16,067,426	1,571,056	91.1	16,067,426	14,867,857	1,199,569.00	8.1	14,867,857
Fringes	175,528	224,018	(48,490)	127.6	224,018	458,903	(234,885.00)	(51.2)	3,990,747
Other Exp:									
Student waivers	475,000	567,307	(92,307)	119.4	567,307	534,352	32,955.00	6.2	565,146
Materials	622,663	517,147	105,516	83.1	517,147	556,983	(39,836.00)	(7.2)	565,147
Services other than salary	8,772,329	9,016,335	(244,006)	102.8	9,016,335	7,604,061	1,412,274.00	18.6	8,387,454
Maintenance	742,966	696,696	46,270	93.8	696,696	742,337	(45,641.00)	(6.1)	742,337
Total Other Exp.	10,612,958	10,797,485	(184,527)	101.7	10,797,485	9,437,733	1,359,752.00	14.4	9,694,938
Spec Purpose-Undesignated	513,039	0	513,039	0.0	0	0	0.00	0.0	0
Improvements/Additions	108,682	77,471	31,211	71.3	77,471	67,896	9,575.00	14.1	53,362
General Institution	(1,724,235)	(1,579,700)	(144,535)	91.6	(1,579,700)	(1,480,465)	(99,235.00)	0.0	(1,480,465)
Sub-Total Non-Salary Exp	9,685,972	9,519,274	166,698	98.3	9,519,274	8,484,067	1,035,207.00	12.2	12,258,581
Total Operating Expenses	27,324,454	25,586,700	1,737,754	93.6	25,586,700	23,351,924	2,234,776.00	9.6	27,126,439
Revolving									
Salaries	925,133	872,728	503,756	94.3	872,728	722,308	150,420.00	20.8	722,308
Non-Salaries	2,097,659	1,762,449	335,210	84.0	1,762,449	1,366,855	395,594.00	28.9	1,551,668
Total Revolving Expenses	3,022,792	2,635,177	387,615	87.2	2,635,177	2,089,163	546,014.00	26.1	2,273,976
Contracts									
Salaries	1,788,865	1,670,283	118,582	93.4	1,670,283	1,594,028	76,255.00	4.8	1,594,028
Non-Salaries	4,254,688	4,008,818	245,870	94.2	4,008,818	4,017,679	(8,861.00)	(0.2)	4,428,897
Total Contract Expenses	6,043,553	5,679,101	364,452	94.0	5,679,101	5,611,707	67,394.00	1.2	6,022,925
Total Oper, Rev and Con Exp	36,390,799	33,900,978	2,489,821	93.2	33,900,978	31,052,794	2,848,184.00	9.2	35,423,340
Net Increase (Decrease) In Fund Balance	4,777,586	3,419,374	1,358,212	71.6	3,419,374	3,232,778	186,596.00	5.8	2,811,230
Carry Forward	3,596,000	2,422,183	1,173,817	67.4	2,422,183	1,745,814	676,369.00	38.7	1,495,600

FY 2009 TOTAL REVENUE

Quarter Ending June 30, 2009

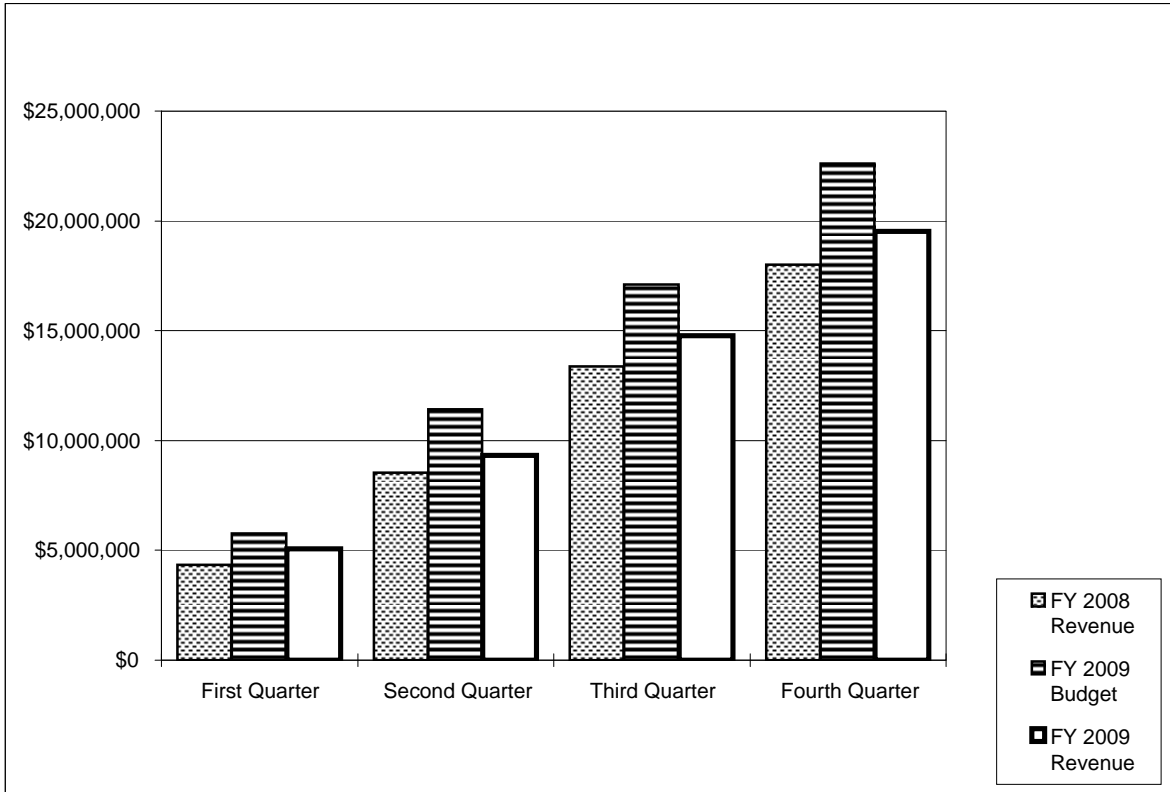


	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY 2008 Revenue	\$8,305,448	\$16,278,306	\$25,339,523	\$34,285,572
FY 2009 Budget	\$10,240,141	\$20,558,546	\$31,114,635	\$41,168,385
FY 2009 Revenue	\$8,923,039	\$17,385,826	\$27,562,080	\$37,320,352

FY 2008 Fourth Quarter Actual		FY 2009 Fourth Quarter Actual	Difference Between FY 2008 and FY 2009 Totals
\$5,951,750	State Appropriation	\$5,527,250	(\$424,500)
\$18,009,406	Undergraduate Student Revenue	\$19,522,337	\$1,512,931
\$58,353	Corp Partner	\$50,485	(\$7,868)
\$34,325	National Inst.	\$27,950	(\$6,375)
\$1,954,230	Nursing Program	\$2,531,234	\$577,004
\$1,699,203	Graduate Studies	\$2,401,977	\$702,774
\$6,578,305	Contracts	\$7,259,119	\$680,814
\$34,285,572	Total	\$37,320,352	\$3,034,780

FY 2009 UNDERGRADUATE STUDENT REVENUE

Quarter Ending June 30, 2009



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY 2008 Revenue	\$4,345,462	\$8,538,830	\$13,364,472	\$18,009,406
FY 2009 Budget	\$5,779,155	\$11,420,058	\$17,100,447	\$22,608,508
FY 2009 Revenue	\$5,078,709	\$9,329,441	\$14,780,494	\$19,522,337

Fund 11 Student Revenue

	Fourth Quarter		Percentage of			FY 2009 YTD		Percentage of		Comparison FY 2008 to FY 2009
	FY 2008 Revenue	FY 2008 YTD Revenue	Fourth Quarter FY 2009 Budget	Fourth Quarter FY 2009 Revenue	Revenue Received	Budget	Revenue	YTD Revenue Received		
Application fee	\$115,425	\$435,675	\$101,550	\$111,825	110%	\$406,200	\$447,928	110%	3%	
Tuition Only Application Fee	\$44,775	\$164,100	\$41,475	\$38,625	93%	\$165,900	\$171,225	103%	4%	
Application Fee Total	\$160,200	\$599,775	\$143,025	\$150,450	105%	\$572,100	\$619,153	108%	3%	
First Year Tuition										
<i>Annual Enrollment Tuition</i>										
In	\$369,152	\$1,330,216	\$538,272	\$414,240	77%	\$1,922,400	\$1,498,521	78%	13%	
Out	\$419,767	\$1,707,210	\$415,454	\$391,043	94%	\$1,731,060	\$1,607,295	93%	-6%	
International	\$31,600	\$78,380	\$16,701	\$3,780	23%	\$66,800	\$23,620	35%	-70%	
<i>Comprehensive Tuition</i>										
In	\$496,903	\$1,844,648	\$658,197	\$650,969	99%	\$2,632,790	\$2,647,255	101%	44%	
Out	\$307,040	\$1,200,509	\$498,389	\$432,566	87%	\$1,779,960	\$1,727,066	97%	44%	
First Year Enrollment Tuition Total	\$1,624,462	\$6,160,963	\$2,127,013	\$1,892,598	89%	\$8,133,010	\$7,503,757	92%	22%	
Continuing Years Tuition										
<i>Annual Enrollment Tuition</i>										
In	\$226,974	\$966,653	\$228,259	\$224,550	98%	\$951,080	\$958,474	101%	-1%	
Out	\$148,279	\$580,992	\$212,028	\$123,330	58%	\$848,115	\$608,085	72%	5%	
International	\$5,420	\$16,142	\$3,586	\$11,790	329%	\$14,350	\$23,270	162%	44%	
<i>Comprehensive Tuition</i>										
In	\$186,393	\$866,214	\$285,422	\$193,571	68%	\$1,240,965	\$960,185	77%	11%	
Out	\$66,968	\$347,828	\$200,831	\$96,354	48%	\$873,180	\$366,064	42%	5%	
Continuing Years Tuition Total	\$634,034	\$2,777,829	\$930,126	\$649,594	70%	\$3,927,690	\$2,916,077	74%	5%	
Technology Services Fee Total	\$69,188	\$280,661	\$84,100	\$70,227	84%	\$336,400	\$285,284	85%	2%	
MDCP Tuitions and Fees										
MDCP Evaluation	\$0	\$250	\$0	\$0			\$250		0%	
MDCP Tuition	\$689,097	\$2,362,400	\$321,832	\$402,255	125%	\$1,226,280	\$2,043,013	167%	-14%	
Military Tuitions and Fees Total	\$689,097	\$2,362,650	\$321,832	\$402,255	125%	\$1,226,280	\$2,043,263	167%	-14%	
TECEP/Portfolio/Practicum Tuition										
<i>TECEP</i>										
In	\$18,461	\$108,147	\$27,647	\$22,688	82%	\$138,240	\$108,672	79%	0%	
Out	\$25,790	\$140,017	\$34,742	\$29,535	85%	\$165,440	\$144,597	87%	3%	
Non-enrolled	\$58,254	\$203,570	\$33,792	\$36,125	107%	\$153,600	\$193,411	126%	-5%	
<i>Prior Learning Assessment</i>										
In	\$27,125	\$189,693	\$73,920	\$63,635	86%	\$264,000	\$202,787	77%	7%	
Out	\$26,624	\$147,451	\$85,050	\$40,733	48%	\$315,000	\$187,874	60%	27%	
Non-enrolled	\$15,999	\$33,855	\$10,050	\$4,020	40%	\$40,200	\$27,560	69%	-19%	
<i>Practicum</i>										
In	\$4,567	\$21,746	\$4,290	\$2,861	67%	\$17,160	\$17,658	103%	-19%	
Out	\$495	\$2,590	\$1,401	\$4,150	296%	\$5,600	\$9,885	177%	282%	
TECEP/Portfolio/Practicum Tuition Total	\$177,315	\$847,069	\$270,892	\$203,747	75%	\$1,099,240	\$892,444	81%	5%	
Course Tuition and Registration Fee										
In-state	\$739,820	\$3,473,906	\$775,629	\$725,434	94%	\$3,525,588	\$4,009,022	114%	15%	
Out-of-state	\$340,859	\$1,897,029	\$446,426	\$523,510	117%	\$2,232,125	\$2,437,075	109%	28%	
Non-enrolled	\$119,229	\$437,773	\$174,200	\$100,017	57%	\$670,000	\$438,897	66%	0%	
Registration fee	\$60,399	\$258,301	\$62,100	\$58,159	94%	\$270,000	\$297,989	110%	15%	
Course Tuition and Registration Total	\$1,260,307	\$6,067,009	\$1,458,355	\$1,407,119	96%	\$6,697,713	\$7,182,982	107%	18%	
Tuition Only Pilot	\$1,800	\$1,800	\$65,625	\$7,228		\$157,500	\$19,592	12%		
Other Fund 11 Fees	\$486,909	\$1,672,021	\$357,092	\$503,100	141%	\$1,458,575	\$1,728,635	119%	3%	
Comprehensive Tuition Offsets	(\$458,378)	(\$2,760,371)	(\$249,999)	(\$544,470)	218%	(\$1,000,000)	(\$3,668,850)	367%	33%	
Total Fund 11 Tuition and Fees	\$4,644,934	\$18,009,406	\$5,508,061	\$4,741,848	86%	\$22,608,508	\$19,522,337	86%	8%	

Fund 17 Revolving Revenue

	Fourth Quarter FY 2008 Revenue	FY 2008 YTD Revenue	Fourth Quarter FY 2009 Budget	Fourth Quarter FY 2009 Revenue	Percentage of	FY 2009 YTD Budget	FY 2009 YTD Revenue	Percentage of	Comparison FY 2008 to FY 2009
					Fourth Quarter Revenue Received			YTD Revenue Received	
Graduate Programs Tuition									
Graduate Applications	\$5,539	\$28,650	\$6,728	\$21,680	322%	\$25,875	\$46,746	181%	63%
MSM Tuition	\$261,264	\$926,573	\$247,804	\$228,861	92%	\$1,077,405	\$845,250	78%	-9%
MALS Tuition	\$48,004	\$213,091	\$66,522	\$197,608	297%	\$289,230	\$380,751	132%	79%
MSHRM Tuition	\$25,214	\$157,975	\$28,933	\$84,230	291%	\$170,190	\$376,989	222%	139%
Educational Leadership	\$106,765	\$187,170	\$21,423	\$215,116	1004%	\$126,015	\$589,429	468%	215%
Homeland Security	\$10,266	\$48,466	\$13,675	\$11,730	86%	\$80,445	\$46,788	58%	-3%
Management of Clinical Trial	\$7,920	\$55,440	\$14,229	\$1,270	9%	\$83,700	\$14,420	17%	-74%
Online Learning & Teaching	\$17,158	\$69,292	\$12,886	\$18,844	146%	\$75,795	\$84,339	111%	22%
Graduate Programs Tuition Total	\$482,130	\$1,686,657	\$412,200	\$779,339	189%	\$1,928,655	\$2,384,712	124%	41%
BSN Tuition and fees	\$459,111	\$1,954,230	\$492,503	\$629,415	128%	\$2,238,514	\$2,531,234	113%	30%
Corporate Partnerships	\$10,631	\$58,353	\$3,750	\$0	0%	\$15,000	\$50,485	337%	-13%
National Institute	\$24,950	\$34,325	\$11,250	\$21,850	194%	\$45,000	\$27,950	62%	
Other Fund 17 Fees	\$4,500	\$12,546	\$6,140	\$8,160	133%	\$14,280	\$17,265	121%	38%
Total Revolving Fund Tuition and Fees	\$981,322	\$3,746,111	\$925,843	\$1,438,764	155%	\$4,241,449	\$5,011,646	118%	34%

Contract Work

	Fourth Quarter		Fourth Quarter		Percentage of Fourth Quarter Revenue Received	FY 2009 YTD Budget	FY 2009 YTD Revenue	Percentage of YTD Revenue Received	Comparison FY 2008 to FY 2009
	FY 2008 Revenue	FY 2008 YTD Revenue	FY 2009 Budget	FY 2009 Revenue					
Professional Continuing Studies Tuition	\$119,725	\$259,614	\$91,248	\$60,851	67%	\$365,000	\$350,458	96%	35%
Corporate Choice	\$24,868	\$105,622	\$27,224	\$30,933	114%	\$123,749	\$108,609	88%	3%
Corporate Choice - UPS	\$84,550	\$241,932	\$55,872	\$145,723	261%	\$232,800	\$495,657	213%	105%
eAmry Tuition	\$527,142	\$2,401,119	\$867,895	\$769,096	89%	\$3,099,624	\$2,684,460	87%	12%
eAmry Tuition Masters	\$9,236	\$47,904	\$43,400	\$3,112	7%	\$166,920	\$10,499	6%	-78%
Navy College Program	\$884,451	\$2,621,080	\$971,763	\$832,662	86%	\$4,049,010	\$2,922,421	72%	11%
McGuire AFB Tuition/Nat'l Test Ctr	\$2,680	\$8,660	\$33,831	\$6,540	19%	\$135,320	\$23,760	18%	174%
Navy PACE	\$179,201	\$892,374	\$189,360	\$276,001	146%	\$789,005	\$663,255	84%	-26%
Total Contract Work	\$1,831,853	\$6,578,305	\$2,280,593	\$2,124,917	93%	\$8,961,428	\$7,259,118	81%	10%
Total Fund 11, 17 Revolving, Contract Work	\$7,458,109	\$28,333,822	\$8,714,497	\$8,305,529	95%	\$35,811,385	\$31,793,101	89%	12%

**THOMAS EDISON STATE COLLEGE
QUARTERLY INVESTMENT REPORT - FY 2009
QUARTER ENDING JUNE 30, 2009**

	AS OF 4/1/09 BEGINNING BALANCE	PRINCIPAL INVESTED	WITHDRAWALS	AS OF 6/30/09 ENDING BALANCE	INTEREST EARNED YTD
NEW JERSEY CASH MANAGEMENT	13,853,203	16,085	(13,000,000)	869,288	71,124
BANK OF AMERICA	4,619,489	48,650,458	(44,926,567)	8,343,380	280,007
CERTIFICATES OF DEPOSIT	10,000,000	10,000,000	0	20,000,000	69,558
OTHER	13,969	1,297	0	15,266	15,266
TOTAL	28,486,661	58,667,839	(57,926,567)	29,227,933	435,953

Outstanding Investment Instruments:

Quasi Endowment Fund Investments with Credit Suisse First Boston

	Book Value	Market Value	Gain/Loss
Fixed Income	\$1,920,876	\$2,161,061	\$240,185
Mid Cap Core-Rothschild	\$334,580	\$315,876	(\$18,704)
Large Cap Growth-Groesbeck	\$450,000	\$307,404	(\$142,596)
Shafer Cullen Investment	\$350,000	\$249,649	(\$100,351)
Mid Cap Core-NCM Capital	\$500,420	\$284,034	(\$216,386)
Total	\$3,555,876	\$3,318,024	(\$237,852)

Certificates of Deposit

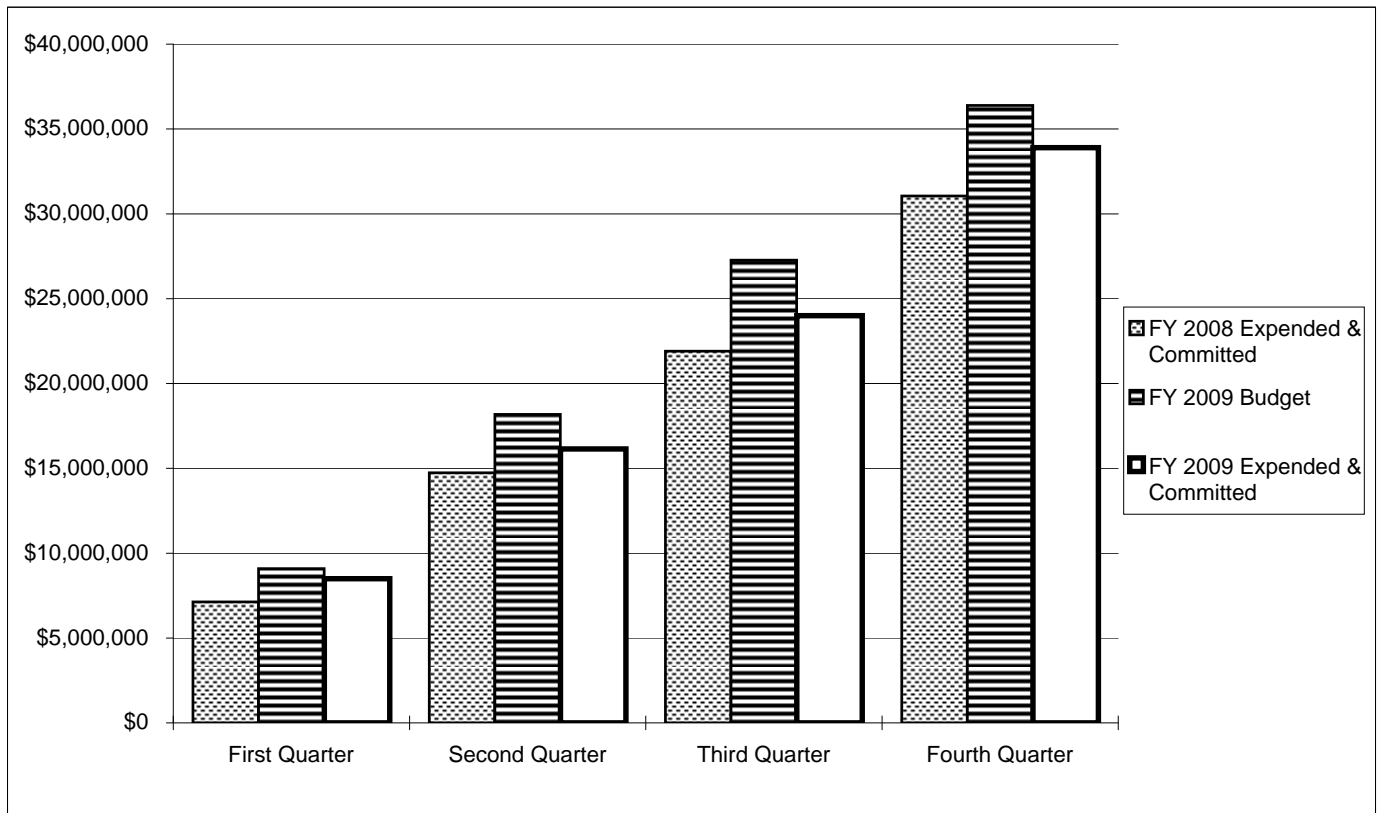
	Amount	Purchase Date	Due Date	Rate of Interest	Accrued Interest
Roma Bank	\$5,000,000	3/11/09	9/9/09	2.40%	\$11,500
Roma Bank	\$5,000,000	5/15/09	11/13/09	1.80%	\$37,000
TD Bank	\$5,000,000	3/25/09	9/21/09	1.27%	\$16,875
TD Bank	\$5,000,000	5/18/09	11/14/09	0.71%	\$4,182
Total	\$20,000,000				\$69,558

Interest Rate of Return:

	NJCM	Bank of America
APRIL	0.90%	0.37%
MAY	0.60%	0.27%
JUNE	0.51%	0.24%
Average Rate	0.67%	0.29%

FY 2009 EXPENDITURE AND OBLIGATION

Quarter Ending June 30, 2009



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY 2008 Expended & Committed	\$7,124,073	\$14,741,472	\$21,900,545	\$31,052,794
FY 2009 Budget	\$9,090,200	\$18,180,400	\$27,270,599	\$36,390,799
FY 2009 Expended & Committed	\$8,500,364	\$16,146,773	\$23,996,948	\$33,900,978

Bank of America Equipment Lease (March 2005)

In March 2005, the College entered into a capital lease agreement with the Bank of America through the New Jersey Educational Facilities Authority (NJEFA) in which the College can purchase \$1.8 million in furniture and equipment. The Bank of America is the lessor, NJEFA is the lessee and the College is the sub-lessee. The acquisitions were primarily for the new Canal Building on Hanover Street. The College has fully expended the College portion of this lease financing. The lease agreement is divided into two separate rental payment schedules.

Rental payment schedule number 1 is for \$840,000 to be used for data processing equipment and art capital purchases. Of the \$840,000, \$300,000 will be used to purchase data processing equipment at the New Jersey State Library. There are 20 lease payments of \$46,003 that are scheduled quarterly. The first lease payment was scheduled for June 2005 and the last payment is scheduled for March 2010. The interest rate on this schedule is 3.53 percent. The College met its obligation for debt service payment of \$46,003, which was due on June 8, 2009.

Rental payment schedule number 2 is for \$960,000 to be used for furniture, fixtures and equipment capital purchases. There are 27 lease payments of \$39,066 that are scheduled quarterly. The first lease payment was scheduled for June 2005 and the last payment is scheduled for December 2011. The interest rate on this schedule is 3.69 percent. The College met its obligation for debt service payment of \$39,066, which was due on June 8, 2009.

Bank of America Equipment Lease (September 2007)

On September 1, 2007, the College entered into a capital lease agreement with the Banc of America Public Capital Corp through the New Jersey Educational Facilities Authority (NJEFA) in which the College can purchase \$2.7 million in furniture, equipment, and capital improvements. The Bank of America is the lessor, NJEFA is the lessee and the College is the sub-lessee. The acquisitions are primarily for the renovation of the Kelsey building and security, equipment, data processing upgrades. The acquisition period for this lease is thirty-six months. The lease agreement is divided into three separate rental payment schedules.

Rental payment schedule number 1, with a 5-year term, is for \$1,430,325, for data processing equipment purchases. There are 10 lease payments of \$143,033 (principal portion) plus interest (interest portion @ 4.10%) that are scheduled every six months. The first lease payment was due in March 2008, and the last payment is scheduled for March 2012. The College met its obligation for debt service payment of \$166,490, which was due on March 28, 2009. The College has fully expended and drawn down the full amount of \$1,430,325 through June 30, 2009.

Rental payment schedule number 2, with a 7-year term, is for \$215,815, for artwork, security equipment, and payroll upgrades. There are 14 lease payments of \$15,415 (principal portion) plus interest (interest portion @ 4.38%) that are scheduled every six months. The first lease payment was due in March 2008, and the last payment is scheduled for September 2014. The College met its obligation for debt service payment of \$19,467, which was due on March 28, 2009. The College has fully expended and drawn down the full amount of \$215,815 through June 30, 2009.

Rental payment schedule number 3, with a 15-year term, is for \$1,053,860, for renovating the Kelsey building. There are 30 lease payments of \$35,129 (principal portion) plus interest (interest portion @ 4.57%) that are scheduled every six months. The first lease payment was due in March 2008, and the last payment is scheduled for September 2022. The College met its obligation for debt service payment of \$57,604, which was due on March 28, 2009. The College has fully expended and drawn down the full amount of \$1,053,860 through June 30, 2009.

Restricted Revenue and Expenses for the Fourth Quarter, Ending June 30, 2009

John S. Watson Institute for Public Policy

The John S. Watson Institute for Public Policy expended \$770,233 in the fourth quarter against a FY 2009 expense budget of \$1,304,119. The resulting fund balance is \$558,590, compared to \$542,914 for the same quarter of last year.

The Watson Institute received \$250,000 annually from FY 1996 to FY 2006 to support the implementation of the statewide health information network (HINT) and legislative recommendations that were signed into public law by the Governor on June 24, 1999. The College has designated \$250,000 in fund balance to continue the project in FY 2009. During the period ending June 30, 2009, the College incurred expenses related to HINT totaling \$165,553.

Through the period ending June 30, 2009, the College's Watson Institute received \$557,894 in funding and incurred expenses totaling \$770,233.

Number	Program	Beg. Bal.	YTD Rev.	YTD Exp.	End Bal.
18-1200708	HINT FY 09	250,000	18,837	165,553	103,284
18-1300100	Provost Dev Program	213,279	0	48,679	164,600
18-1320500	HRSA Grant-GY06	18,478	0	2,645	15,833
18-1320510	HRSA Grant-GY07	18,637	0	0	18,637
18-1320520	HRSA Grant-GY08	14,806	11,273	9,086	16,993
18-1320530	HRSA Grant-GY09	0	222,458	204,344	18,114
18-1375000	MS Educ Leadership	39,501	60,000	20,212	79,289
18-1701100	Leadership Trenton	42,564	63,144	143,457	(37,749)
18-1702000	Urban Mayors/CCBI	3,000	6,350	2,557	6,793
18-1706000	Center for Urban Envir	93,544	25,700	43,332	75,912
18-1707000	Ctr Dev Urban Child	17,182	82,632	33,082	66,732
18-1714000	NJ Faith Based Initiat.	59,938	0	56,802	3,136
18-1717000	Robert Wood Johnson	<u>0</u>	<u>67,500</u>	<u>40,484</u>	<u>27,016</u>
	Total Public Policy	<u>770,929</u>	<u>557,894</u>	<u>770,233</u>	<u>558,590</u>

THOMAS EDISON STATE COLLEGE
Quarterly Financial Summary
Restricted Revenues and Expenses
Quarter Ending 06/30/09

	PERFORMANCE				COMPARATIVE		Variance
	FY-2009 Budget	FY-2009 YTD	Budget Variance	%	FY-2009 YTD	FY-2008 YTD	
REVENUES							
HINT Grant	\$250,000	\$18,837	231,163	7.5%	18,837	0	18,837
Provost Dev Prog	\$118,279	\$0	118,279	0.0%	0	213,279	(213,279)
Provost Mobile Lear	\$42,500	\$0	42,500	0.0%	0	0	0
Provost UNISA	\$42,500	\$0	42,500	0.0%	0	0	0
Provost Business Sc	\$10,000	\$0	10,000	0.0%	0	0	0
HRSA Grant GY08	\$9,086	\$9,086	0	100.0%	9,086	185,079	(175,993)
HRSA Indirect GY08	\$727	\$2,187	(1,460)	300.8%	2,187	14,806	(12,619)
HRSA Grant GY09	\$219,066	\$204,406	14,660	93.3%	204,406	0	204,406
HRSA Indirect GY09	\$17,525	\$18,052	(527)	103.0%	18,052	0	18,052
MS Edu Leadership	\$60,000	\$60,000	0	100.0%	60,000	60,000	0
Leadership Trenton	\$140,000	\$63,144	76,856	45.1%	63,144	31,360	31,784
Urban Mayors/CCBI	\$2,200	\$6,350	(4,150)	288.6%	6,350	3,000	3,350
CUE Grants	\$116,000	\$25,700	90,300	22.2%	25,700	102,500	(76,800)
CTR Dev Urban Child	\$105,200	\$82,632	22,568	78.5%	82,632	19,030	63,602
RWJF Grant	\$75,000	\$67,500	7,500	0.0%	67,500	0	67,500
Total Revenues	\$1,208,083	\$557,894	650,189	46.2%	557,894	629,054	(71,160)
EXPENSES							
HINT Grant	\$250,000	\$165,553	84,447	66.2%	165,553	162,755	2,798
Provost Dev Prog	\$118,279	\$148	118,131	0.1%	148	0	148
Provost Mobile Lear	\$42,500	\$42,011	489	98.8%	42,011	0	42,011
Provost UNISA	\$42,500	\$6,520	35,980	15.3%	6,520	0	6,520
Provost Business Sc	\$10,000	\$0	10,000	0.0%	0	0	0
HRSA Grant GY 08	\$9,086	\$9,086	0	100.0%	9,086	185,079	(175,993)
HRSA Grant GY09	\$219,066	\$204,344	14,722	93.3%	204,344	0	204,344
HRSA Grant Indirect Cost	\$4,270	\$2,645	1,625	61.9%	2,645	0	2,645
MS Edu Leadership	\$99,501	\$20,212	79,289	20.3%	20,212	76,095	(55,883)
Leadership Trenton	\$140,000	\$143,457	(3,457)	102.5%	143,457	135,369	8,088
Urban Mayors/CCBI	\$2,200	\$2,557	(357)	116.2%	2,557	0	2,557
CUE Grants	\$116,000	\$43,332	72,668	37.4%	43,332	0	43,332
CTR Dev Urban Child	\$115,780	\$33,082	82,698	28.6%	33,082	12,932	20,150
NJ Faith Based Initiatives	\$59,938	\$56,802	3,136		56,802	15,157	41,645
RWJF	\$75,000	\$40,484	34,516		40,484	0	40,484
Total Expenses	\$1,304,119	\$770,233	\$533,886	59.1%	\$770,233	\$587,387	\$182,846
Net Increase(Decrease)	(96,036)	(212,339)	116,303	221.1%	(212,339)	41,667	(254,006)

New Jersey State Library

Summary of Revenue and Expenses for the Fourth Quarter, Ending June 30, 2009

Revenues

The State Library receives revenue from two primary sources, state appropriations and federal grants. For FY 2009 the total revised revenue budget is \$31,088,222, including \$7,893,270 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library received a mid year \$390,000 cut in state appropriations. The State Library realized \$25,433,542 in total revenue from all sources through the fourth quarter, or 82 percent of its total budget.

The revised revenue budget administered by the State Library for FY 2009 is \$23,194,952. The revenue budget consists of \$7,000,295, for State Library operations, \$6,489,830 in state aid grants, and \$9,704,827 in federal grants. The Library received its 2009 federal LSTA grant in the amount of \$4,365,156, exclusive of indirect costs. The Library received \$2,000,000 in Knowledge Initiative funding at the start of FY 2009, which is the same as the prior year. However a mid-year cut of \$390,000 reduced the Knowledge Initiative funding to \$1,610,000.

In the operating fund, revenue collections at the end of the fourth quarter were \$6,969,624, or 100 percent of budget. Revenue collections for state aid funds were \$6,320,663, or 97 percent of budget. In comparison, revenue collections for the prior fourth quarter were \$7,586,279 and \$6,459,000 for the operating fund and state aid, respectively.

The State Library currently has \$9,704,827 in federal library funds, exclusive of indirect costs. This amount comprises \$626,721 (from the FY 2007 grant year) and \$3,992,290 (from the FY 2008 grant year), and the recently awarded \$4,365,156 (from the FY 2009 grant year) for the Library Services and Technology Act (LSTA) grant appropriation, as well as \$720,660 for two recruitment awards from the Institute for Museum and Library Services (IMLS). The State Library was awarded a second three-year grant of \$999,861 from the IMLS for the Recruitment of Librarians of which \$632,452 was remaining and budgeted in FY 2009. There is \$88,208 in grant funds remaining from the initial recruitment three-year grant that was budgeted in FY 2009. Actual federal drawdowns at the end of the fourth quarter were \$4,249,985, or 44 percent of available funding, as compared to \$4,528,408 for the same period last year. The total federal drawdown represents \$3,953,959 in LSTA and \$296,026 in the recruitment grant.

The State Library received \$158,095 in federal indirect cost recovery in FY 2009. A portion of the indirect cost is utilized by the College to support the Library. Since its

affiliation with Thomas Edison State College on July 1, 1996, the State Library has recovered \$1,946,818 in indirect costs.

Total miscellaneous revenue at the end of the fourth quarter for photocopy, database search services, lost books and miscellaneous revenue was \$31,550, as compared with \$70,093 for the same quarter of last year. Fourth-quarter interest income totaled \$103,303, as compared with \$251,016 for the same quarter in FY 2008.

The State Library received \$52,977 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with \$24,292 in the same period last year. The Donation and Endowment Investment fund has a book value of \$971,500, as compared with \$1,109,321 for the same period last year, a decrease of 12 percent. The decrease is attributable to expenditures from the fund to cover costs associated with the Development Office.

In addition, the State Library continued to assist in the administration of a \$45 million bond issue for the construction of public library facilities. The bonds were issued by the Educational Facilities Authority, and the State Library approved the applications of 68 municipalities. All of the municipalities have submitted the required paperwork to EFA as they become eligible for a payment, and all have received funding. The municipalities received \$44,761,669 in payments. Sixty-five of the 68 municipalities have been paid in full.

Expenditures

The State Library expended from all sources \$24,419,697, or 79 percent, of its total revised budget of \$31,088,222. In comparison, \$25,310,368 was expended during the same period in FY 2008.

The State Library expended \$6,558,755, or 94 percent, of the Direct State Services revised budget of \$7,000,295. State aid expenditures were \$5,743,837, or 89 percent of the revised budget of \$6,489,830. In comparison, at the end of the fourth quarter of FY 2008, State Library expenditures equaled \$6,697,020 and \$5,513,619 for direct state services and state aid expenditures, respectively.

A total of \$7,893,270 in per capita grants was distributed to 350 qualifying counties and municipalities for the provision of local library services. These are formula-based grants. The amount appropriated for Per Capita Aid represents an 8-percent decrease, when compared to FY 2008.

Federal grant expenditures amounting to \$4,223,835, or 44 percent of the grant funds available, were expended of the revised federal budget of \$9,704,827, compared to \$4,521,7229 in FY 2008.

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

Quarter Ending June 30, 2009

	PERFORMANCE				COMPARATIVE		Change	%	Actual 6/30/2008
	FY-2009 Budget	FY-2009 YTD	Budget Variance	%	FY-2009 YTD	FY-2008 YTD			
REVENUES									
State Approp.	6,528,893	6,370,009	158,884	98	6,370,009	6,549,446	(179,437)	(2.7)	6,542,191
Other Revenue	471,402	496,312	(24,910)	105	496,312	785,817	(289,505)	(36.8)	2,025,673
Total Budgeted Revenue	7,000,295	6,866,321	133,974	98	6,866,321	7,335,263	(468,942)	(6.4)	8,567,864
Interest Income	0	103,303	(103,303)	100	103,303	251,016	(147,713)	(58.8)	251,016
Total Operating Revenue	7,000,295	6,969,624	30,671	100	6,969,624	7,586,279	(616,655)	(8.1)	8,818,880
State Grants									
State Aid	6,489,830	6,320,663	169,167	97	6,320,663	6,459,000	(138,337)	(2.1)	6,297,358
Total State Grants	6,489,830	6,320,663	169,167	97	6,320,663	6,459,000	(138,337)	(2.1)	6,297,358
Federal Grants									
LSTA	9,704,827	4,249,985	5,454,842	44	4,249,985	4,528,408	(278,423)	(6.1)	4,521,730
Total Federal Grants	9,704,827	4,249,985	5,454,842	44	4,249,985	4,528,408	(278,423)	(6.1)	4,521,730
Total NJSL Administered	23,194,952	17,540,272	5,654,680	76	17,540,272	18,573,687	(1,033,415)	(5.6)	19,637,968
State Grants/Treasury	7,893,270	7,893,270	0	100	7,893,270	8,578,000	(684,730)	(8.0)	8,578,350
Total Revenues	31,088,222	25,433,542	5,654,680	82	25,433,542	27,151,687	(1,718,145)	(6.3)	28,216,318

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

Quarter Ending June 30, 2009

	PERFORMANCE				COMPARATIVE				Actual 6/30/2008
	FY-2009 Budget	FY-2009 YTD	Budget Variance	%	FY-2009 YTD	FY-2008 YTD	Change	%	
EXPENSES									
Operating									
Salaries	3,891,068	3,658,208	232,860	94	3,658,208	3,262,126	396,082	12.1	3,262,126
Fringes	41,226	43,166	(1,940)	0	43,166	29,916	13,250	44.3	50,858
Materials	1,150,810	1,105,817	44,993	96	1,105,817	1,095,501	10,316	0.9	1,095,501
Service Other than sal	1,825,652	1,657,863	167,789	91	1,657,863	2,209,187	(551,324)	(25.0)	3,473,402
Maintenance	90,234	92,396	(2,162)	102	92,396	74,424	17,972	24.1	74,424
Total Other Exp.	3,066,696	2,856,076	210,620	93	2,856,076	3,379,112	(523,036)	(15.5)	4,643,327
Additions, Improvements	1,305	1,305	0	0	1,305	25,866	(24,561)	(95.0)	3,031
Total Operating Expenses	7,000,295	6,558,755	441,540	94	6,558,755	6,697,020	(138,265)	(2.1)	7,959,342
State Aid									
Salaries	928,825	837,246	91,579	90	837,246	685,384	151,862	22.2	685,384
Non-Salaries	5,561,005	4,906,591	654,414	88	4,906,591	4,828,235	78,356	1.6	4,680,111
Total State Expenses	6,489,830	5,743,837	745,993	89	5,743,837	5,513,619	230,218	4.2	5,365,495
Federal									
Salaries	4,665,765	2,302,396	2,363,369	49	2,302,396	1,666,275	636,121	38.2	1,666,275
Non-Salaries	5,039,062	1,921,439	3,117,623	38	1,921,439	2,855,454	(934,015)	(32.7)	2,851,486
Total Federal Expenses	9,704,827	4,223,835	5,480,992	44	4,223,835	4,521,729	(297,894)	(6.6)	4,517,761
Total NJSL Expenses	23,194,952	16,526,427	6,668,525	71	16,526,427	16,732,368	(205,941)	(1.2)	17,842,598
State Grants/Treasury	7,893,270	7,893,270	0	100	7,893,270	8,578,000	(684,730)	(8.0)	8,578,350
Total Expenses	31,088,222	24,419,697	6,668,525	79	24,419,697	25,310,368	(890,671)	(3.5)	26,420,948
Net Increase (Decrease) In Fund Balance	(0)	1,013,845	(1,013,845)	100	1,013,845	1,841,319	(827,474)	(44.9)	1,795,370
Operating Carryforward	259,663	239,241	20,422	0	239,241	94,434	144,807	153	94,434
State Aid Carryforward	1,472,788	625,620	847,168	42	625,620	782,504	(156,884)	(20)	456,825

Appendix B

Key Numbers

Table 1
Thomas Edison State College at a Glance
Key Numbers for Fiscal Years 2007, 2008, and 2009

	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>% Change (FY 2008 to FY 2009)</i>	<i>% Change (FY 2007 to FY 2009)</i>
<i>Total Enrollment*</i>	16,423	17,369	18,206	5%	11%
Undergraduate	15,963	16,797	17,320	3%	9%
Graduate	460	572	886	55%	93%
<i>Applications Received</i>	8,841	8,133	8,990	11%	2%
Undergraduate	8,655	7,783	8,620	11%	-0.4%
Graduate	186	350	370	6%	99%
<i>New Enrollments</i>	7,431	6,679	7,428	11%	0%
Undergraduate	7,248	6,395	6,964	9%	-4%
Graduate	183	284	464	63%	154%
<i>Degrees Conferred</i>	2,217	2,483	2,501	1%	13%
Associate	398	492	454	-8%	14%
Baccalaureate	1,734	1,911	1,970	3%	14%
Master	85	80	77	-4%	-9%
<i>Enrolled by Gender</i>					
Male	10,208	10,782	11,010	2%	8%
Female	6,215	6,587	7,196	9%	16%
<i>Enrolled by Military Status and Residence</i>					
<i>Nonmilitary</i>	7,889	8,168	9,307	14%	18%
New Jersey	4,767	4,889	5,532	13%	16%
Out of State	2,962	3,100	3,603	16%	22%
International	64	83	63	-24%	-2%
Unknown	96	96	109	14%	14%
<i>Active Duty Military</i>	8,534	9,201	8,899	-3%	4%
New Jersey	506	549	538	-2%	6%
Out of State	7,576	8,120	7,812	-4%	3%
International	4	6	2	-67%	-50%
Unknown	448	526	547	4%	22%
<i>Enrollment By Race/Ethnicity</i>					
African American	2,517	2,775	2,909	5%	16%
Asian American	386	459	509	11%	32%
Caucasian	9,719	10,392	10,609	2%	9%
Foreign National	246	294	232	-21%	-6%
Hawaiian Or Pacific Islander	-	-	86	-	-
Latino	1,196	1,366	1,486	9%	24%
Native American	169	167	161	-4%	-5%
Other	646	733	722	-2%	12%
Unknown	1,544	1,183	1,492	26%	-3%
<i>Average Age of Enrolled Students</i>	35	35	35		

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

* The total enrollment is an unduplicated count. There were 27 students in FY 2007, 62 students in FY 2008, and 79 students in FY 2009 who graduated from an undergraduate degree program and then enrolled in a graduate program during the same year; these students are included in the graduate student counts.

Table 2a
FY 2007 FY 2008 and FY 2009 Total Enrollment By School

	<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
School Of Applied Science And Technology						
Associate in Applied Science	1,474	26%	1,627	26%	1,726	27%
Associate in Science in Applied Science and Technology	780	14%	896	14%	860	13%
<i>Subtotal:</i>	2,254	40%	2,523	40%	2,586	40%
Bachelor of Science in Applied Science and Technology	3,306	58%	3,566	57%	3,577	56%
Bachelor of Science in Health Science/ (with UMDNJ)	131	2%	194	3%	228	4%
<i>Subtotal:</i>	3,437	60%	3,760	60%	3,805	60%
Total:	5,691	100%	6,283	100%	6,391	100%
Heavin School Of Arts And Sciences						
Associate in Arts	922	12%	1,034	13%	955	12%
Associate in Science in Natural Science and Math	29	0%	24	0%	40	0%
Associate in Science in Public and Social Services	108	1%	101	1%	112	1%
<i>Subtotal:</i>	1,059	14%	1,159	14%	1,107	13%
Bachelor of Arts	5,941	78%	6,355	79%	6,424	78%
Bachelor of Science in Homeland Security and Emergency Preparedness	-	-	-	-	89	1%
Bachelor of Science in Human Services	558	7%	453	6%	423	5%
<i>Subtotal:</i>	6,499	85%	6,808	84%	6,936	85%
Master of Arts in Liberal Studies	59	1%	75	1%	85	1%
Master of Arts in Professional Studies	29	0%	9	0%	7	0%
Master of Arts in Educational Leadership	--	--	20	0%	69	1%
<i>Subtotal:</i>	88	1%	104	1%	161	2%
Total:	7,646	100%	8,071	100%	8,204	100%
School Of Business And Management						
Associate in Science in Management	358	11%	246	7%	130	3%
Associate in Science in Business Administration	--	--	147	4%	331	9%
<i>Subtotal:</i>	358	11%	393	11%	461	12%
Bachelor of Science in Business Administration	2,545	79%	2,811	79%	2,924	75%
Bachelor of Science in Organizational Leadership	--	--	21	1%	104	3%
<i>Subtotal:</i>	2,545	79%	2,832	80%	3,028	78%
Master of Science in Human Resources Management	43	1%	44	1%	78	2%
Master of Science in Management	259	8%	269	8%	317	8%
<i>Subtotal:</i>	302	9%	313	9%	395	10%
Total:	3,205	100%	3,538	100%	3,884	100%
School Of Nursing						
Bachelor of Science in Nursing	731	92%	821	86%	952	81%
Master of Science in Nursing	61	8%	133	14%	219	19%
Total:	792	100%	954	100%	1,171	100%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

It is possible for students to be enrolled in more than one degree program (e.g. an Associates degree program and Bachelor's degree program). There were also 154 students pursuing pre-associate certificates and 134 students pursuing 137 post-baccalaureate certificates.

Table 2b
FY 2007, FY 2008, and FY 2009 Degrees Awarded By School

	<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
School Of Applied Science And Technology						
Associate in Applied Science	253	37%	325	41%	312	39%
Associate in Science in Applied Science and Technology	40	6%	37	5%	32	4%
<i>Subtotal:</i>	293	43%	362	46%	344	43%
Bachelor of Science in Applied Science and Technology	370	54%	408	52%	433	54%
Bachelor of Science in Health Science/ (with UMDNJ)	19	3%	21	3%	26	3%
<i>Subtotal:</i>	389	57%	429	54%	459	57%
Total:	682	100%	791	100%	803	100%
Heavin School Of Arts And Sciences						
Associate in Arts	86	7%	109	9%	82	7%
Associate in Science in Natural Science and Math	2	0%	0	0%	1	0%
Associate in Science in Public and Social Services	6	1%	1	0%	7	1%
<i>Subtotal:</i>	94	8%	110	9%	90	7%
Bachelor of Arts	998	84%	1,081	85%	1,093	87%
Bachelor of Science in Homeland Security and Emergency Preparedness	-	-	-	-	0	-
Bachelor of Science in Human Services	81	7%	58	5%	50	4%
<i>Subtotal:</i>	1,079	91%	1,139	90%	1,143	91%
Master of Arts in Liberal Studies	8	1%	18	1%	12	1%
Master of Arts in Educational Leadership	--	--	0	0%	4	0%
Master of Arts in Professional Studies	5	0%	2	0%	1	0%
<i>Subtotal:</i>	13	1%	20	2%	17	1%
Total:	1,186	100%	1,269	100%	1,250	100%
School Of Business And Management						
Associate in Science in Business Administration	--	--	1	0%	8	2%
Associate in Science in Management	11	4%	19	5%	12	3%
<i>Subtotal:</i>	11	4%	20	6%	20	6%
Bachelor of Science in Business Administration	210	72%	272	77%	274	79%
Bachelor of Science in Organizational Leadership	--	--	0	0%	0	0%
<i>Subtotal:</i>	210	72%	272	77%	274	79%
Master of Science in Human Resources Management	8	3%	8	2%	9	3%
Master of Science in Management	64	22%	52	15%	45	13%
<i>Subtotal:</i>	72	25%	60	17%	54	16%
Total:	293	100%	352	100%	348	100%
School Of Nursing						
Bachelor of Science in Nursing	56	100%	71	100%	94	94%
Master of Science in Nursing	0%	0%	0	0%	6	6%
Total:	56	100%	71	100%	100	100%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

Table 3a

Comparative Graduation Statistics FY 2005 - 2009: Degrees Awarded at Thomas Edison State College by Degree Program

<i>Degrees</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>Cumulative Total Degrees Awarded</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total Degrees Awarded</i>	2,134		1,942		2,217		2,483		2,501		34,545	
<i>Associate</i>												
Associate in Applied Science	111	5.2%	160	8.2%	253	11.4%	324	13.0%	312	12.5%	1,306	3.8%
Associate in Applied Science in Radiologic Technology	-	-	-	-	-	-	1	0.0%	-	-	65	0.2%
Associate in Arts	96	4.5%	78	4.0%	86	3.9%	109	4.4%	82	3.3%	4,141	12.0%
Associate in Science in Applied Science and Technology	30	1.4%	16	0.8%	40	1.8%	37	1.5%	32	1.3%	1,214	3.5%
Associate in Science in Business Administration	-	-	-	-	-	-	1	0.0%	8	0.3%	9	0.0%
Associate in Science in Management	18	0.8%	10	0.5%	11	0.5%	19	0.8%	12	0.5%	889	2.6%
Associate in Science in Natural Science and Math	1	0.0%	3	0.2%	2	0.1%	-	-	1	0.0%	94	0.3%
Associate in Science in Public and Social Services	5	0.2%	4	0.2%	6	0.3%	1	0.0%	7	0.3%	173	0.5%
	261	12.2%	271	14.0%	398	18.0%	492	19.8%	454	18.2%	7,891	22.8%
<i>Baccalaureate</i>												
Bachelor of Arts	1,037	48.6%	896	46.1%	998	45.0%	1,081	43.5%	1,093	43.7%	14,068	40.7%
Bachelor of Science in Applied Science and Technology	421	19.7%	374	19.3%	370	16.7%	408	16.4%	433	17.3%	5,848	16.9%
Bachelor of Science in Business Administration	232	10.9%	211	10.9%	210	9.5%	272	11.0%	274	11.0%	4,051	11.7%
Bachelor of Science in Health Sciences (with UMDNJ)	8	0.4%	22	1.1%	19	0.9%	21	0.8%	26	1.0%	117	0.3%
Bachelor of Science in Homeland Security and Emergency Preparedness	-	-	-	-	-	-	-	-	0	-	0	-
Bachelor of Science in Human Services	65	3.0%	44	2.3%	81	3.7%	58	2.3%	50	2.0%	1,296	3.8%
Bachelor of Science in Nursing	36	1.7%	55	2.8%	56	2.5%	71	2.9%	94	3.8%	657	1.9%
Bachelor of Science in Organizational Leadership	-	-	-	-	-	-	-	-	0	-	0	0.0%
	1,799	84.3%	1,602	82.5%	1,734	78.2%	1,911	77.0%	1,970	78.8%	26,037	75.4%
<i>Graduate</i>												
Master of Arts in Educational Leadership	-	-	-	-	-	-	0	0.0%	4	0.2%	4	0.0%
Master of Arts in Liberal Studies	-	-	3	0.2%	8	0.4%	18	0.7%	12	0.5%	41	0.1%
Master of Arts in Professional Studies	4	0.2%	9	0.5%	5	0.2%	2	0.1%	1	0.0%	28	0.1%
Master of Science in Human Resource Management	-	-	2	0.1%	8	0.4%	8	0.3%	9	0.4%	27	0.1%
Master of Science in Management	70	3.3%	55	2.8%	64	2.9%	52	2.1%	45	1.8%	511	1.5%
Master of Science in Nursing	-	-	-	-	-	-	-	-	6	0.2%	6	0.0%
	74	3.5%	69	3.6%	85	3.8%	80	3.2%	77	3.1%	617	1.8%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

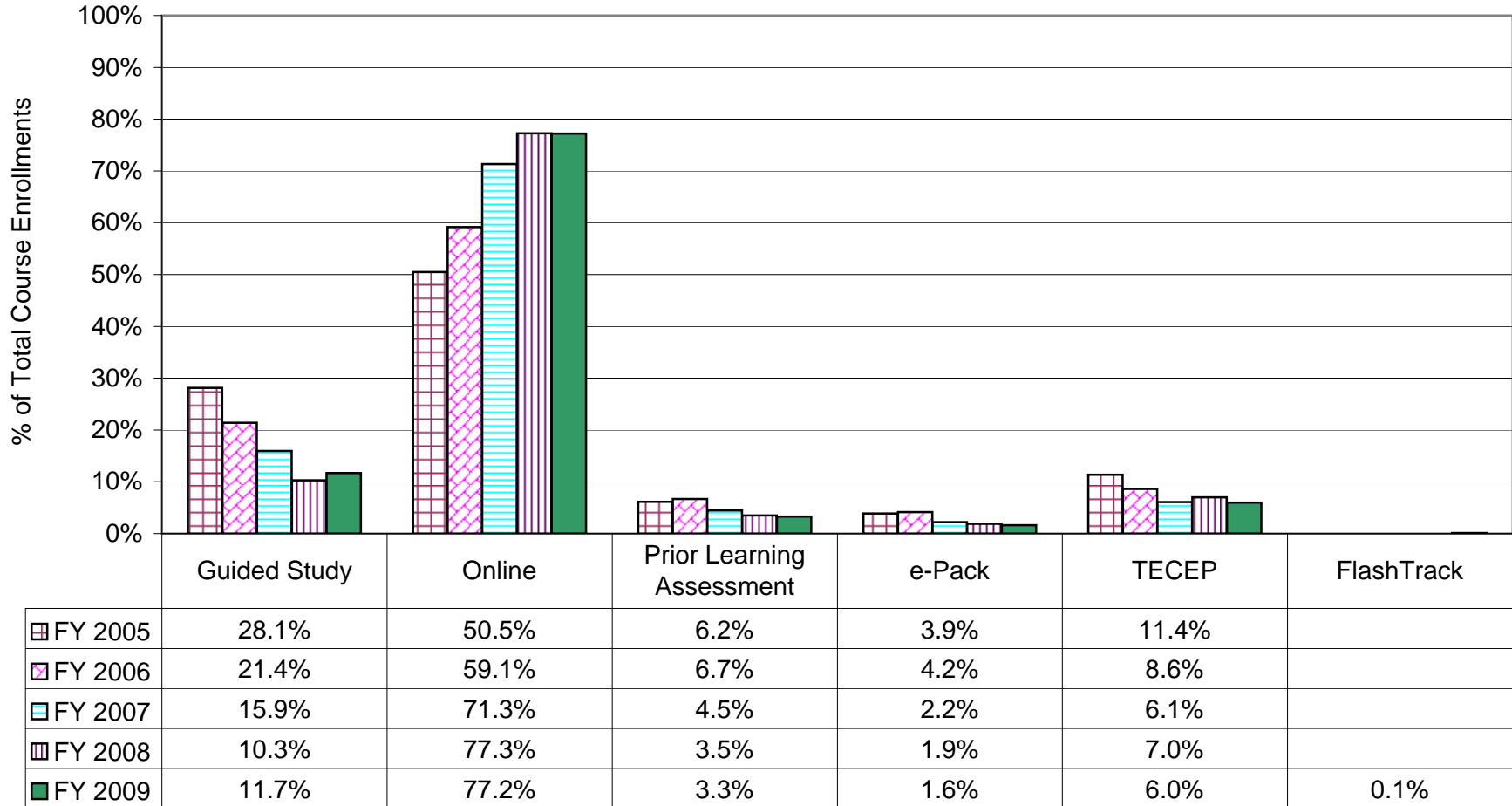
During FY 2009, there were 2,501 degrees awarded to 2,480 graduates; 21 students earned two degrees from the College.

**Table 3b
Comparative Graduation Statistics FY 2005 - 2009: Certificates Awarded at Thomas Edison State College by Certificate Program**

<i>Degrees</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>		<i>Cumulative Total Certificates Awarded</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total Certificates Awarded</i>	3		5		9		24		30		76	
<i>Pre-Associate</i>												
Accounting	-	-	-	-	-	-	-	--	2	6.7%	2	2.6%
Computer Information Systems	-	-	-	-	-	-	1	4.2%	1	3.3%	3	3.9%
Computer Science	-	-	-	-	-	-	-	-	-	-	0	0.0%
Computer-Aided Design	-	-	-	-	-	-	-	-	-	-	0	0.0%
Dental Assistant	-	-	-	-	-	-	-	-	-	-	0	0.0%
E-Commerce	1	33.3%	-	-	-	-	-	-	-	-	3	3.9%
Electronics	-	-	-	-	-	-	1	4.2%	1	3.3%	3	3.9%
Finance	1	33.3%	-	-	-	-	-	-	-	-	1	1.3%
Fitness and Wellness Services	1	33.3%	4	80.0%	1	11.1%	1	4.2%	-	-	7	9.2%
Human Resources Management	-	-	1	20.0%	-	-	-	-	-	-	1	1.3%
Labor Studies	-	-	-	-	-	-	-	-	-	-	0	0.0%
Marketing	-	-	-	-	-	-	-	-	1	3.3%	1	1.3%
Operations Management	-	-	-	-	-	-	-	-	-	-	0	0.0%
Public Administration	-	-	-	-	-	-	-	-	-	-	0	0.0%
	3	100.0%	5	100.0%	1	11.1%	3	12.5%	5	16.7%	21	27.6%
<i>Post-Baccalaureate</i>												
Clinical Trial Management	-	-	-	-	-	-	3	12.5%	7	23.3%	10	13.2%
Homeland Security	-	-	-	-	1	11.1%	5	20.8%	5	16.7%	11	14.5%
Human Resources Management	-	-	-	-	3	33.3%	4	16.7%	4	13.3%	11	14.5%
Online Learning and Teaching	-	-	-	-	1	11.1%	7	29.2%	7	23.3%	15	19.7%
Organizational Management and Leadership	-	-	-	-	2	22.2%	1	4.2%	2	6.7%	5	6.6%
Project Management	-	-	-	-	-	-	-	-	-	-	1	1.3%
Public Service Leadership	-	-	-	-	1	11.1%	-	-	-	-	1	1.3%
	0	0.0%	0	0.0%	8	88.9%	20	83.3%	25	83.3%	54	71.1%
<i>Post-Master's</i>												
Nurse Educator	-	-	-	-	-	-	1	11.1%	-	-	1	1.3%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

Chart 1
 Course Enrollment Trends by Method of Earning Credit (FY 2005 thru FY 2009)



Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2009.
 Source: Center for Directed Independent Adult Learning, Thomas Edison State College, August 2009.

Table 4
Top Areas of Study Among FY 2009 Enrolled Students at Thomas Edison State College (Based on Number of Enrollment Counts)

<i>Options/Areas of Study</i>	<i>Degree Program</i>	<i>N</i>	<i>Percentage of Enrollment Within Degree Level</i>
Associate Level (N=4,154)			
General Studies	AA	891	21%
Applied Electronic Studies	AAS	835	20%
Business Administration	ASBA	331	8%
Mechanics and Maintenance	AAS	238	6%
Applied Health Studies	AAS	187	5%
Computer Science Technology	ASAST	186	4%
Nuclear Engineering Technology	ASAST	126	3%
Respiratory Care	AAS	116	3%
Administrative Studies	AAS	114	3%
Electronics Engineering Technology	ASAST	104	3%
Baccalaureate Level (N=14,721)			
Liberal Studies	BA	1,912	13%
Nuclear Engineering Technology	BSAST	1,470	10%
General Management	BSBA	1,155	8%
*Nursing	BSN/BSNM	952	6%
Social Science	BA	808	5%
Psychology	BA	712	5%
Natural Science/Mathematics	BA	525	4%
Accounting	BSBA	494	3%
Criminal Justice	BA	455	3%
Electronics Engineering Technology	BSAST	405	3%
History	BA	334	2%
Humanities	BA	323	2%
Human Resource Management/Organizational Management	BSBA	302	2%
Communications	BA	282	2%
Computer Information Systems	BSBA	267	2%
Air Traffic Control	BSAST	219	1%
English	BA	218	1%
Clinical Laboratory Science	BSAST	192	1%
Computer Science	BA	158	1%
Operations Management	BSBA	155	1%
Music	BA	148	1%
Aviation Maintenance Technology	BSAST	143	1%
Marketing	BSBA	140	1%
Medical Imaging	BSAST	130	1%
Finance	BSBA	125	1%
Master's Level (N=775)			
Master of Science in Management	MSM	317	41%
Master of Science in Nursing	MSN	219	28%
Master of Arts in Liberal Studies	MALS	85	11%
Master of Science in Human Resource Management	MSHRM	78	10%
Master of Arts in Educational Leadership	MAEdL	69	9%
Master of Arts in Professional Studies	MAPS	7	1%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

* The Nursing count includes 326 BSNM enrollments.

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

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

Table 5**Top Areas of Study Among FY 2009 Graduates of Thomas Edison State College (Based On Number of Degrees Awarded)**

<i>Options/Areas of Study</i>	<i>Degree Program</i>	<i>N</i>	<i>Percentage of Degrees Awarded Within Degree Level</i>
<i>Associate Level (N=454)</i>			
Applied Electronic Studies	AAS	152	33%
General Studies	AA	76	17%
Respiratory Care	AAS	38	8%
Applied Health Studies	AAS	35	8%
Mechanics & Maintenance	AAS	31	7%
Nuclear Engineering Technology	ASAST	24	5%
Administrative Studies	AAS	17	4%
Applied Computer Studies	AAS	15	3%
Occupational Studies	AAS	10	2%
<i>Baccalaureate Level (N=1,970)</i>			
Liberal Studies	BA	410	21%
Nuclear Engineering Technology	BSAST	263	13%
Psychology	BA	119	6%
General Management	BSBA	116	6%
Social Science	BA	110	6%
Natural Science/Mathematics	BA	94	5%
*Nursing	BSN/BSNM	94	5%
Humanities	BA	78	4%
Accounting	BSBA	54	3%
Criminal Justice	BA	46	2%
History	BA	45	2%
Communications	BA	42	2%
English	BA	37	2%
Human Resource Management/Organizational Management	BSBA	35	2%
Music	BA	31	2%
Air Traffic Control	BSAST	29	1%
Computer Information Systems	BSBA	27	1%
<i>Master's Level (N=77)</i>			
Master of Science in Management	MSM	45	58%
Master of Arts in Liberal Studies	MALS	12	16%
Master of Science in Human Resource Management	MSHRM	9	12%
Master of Science in Nursing	MSN	6	8%
Master of Science in Educational Leadership	MAEdL	4	5%
Master of Science in Professional Studies	MAPS	1	1%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

* The Nursing count includes 24 BSNM graduates.

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

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

Table 6
FY 2005 - 2009: Undergraduate Applications Received

<i>Undergraduate Applicants</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	6,345		6,404		8,655		7,783		8,620	
<i>Gender</i>										
Male	3,721	58.7%	3,770	58.9%	5,469	63.2%	4,675	60.1%	5,122	59.4%
Female	2,620	41.3%	2,633	41.1%	3,186	36.8%	3,103	39.9%	3,496	40.6%
Unknown	4	-	1	-	-	-	5	-	2	-
<i>Residence</i>										
New Jersey	2,738	43.7%	2,629	41.7%	3,058	35.9%	3,147	41.1%	3,511	41.5%
Out of State	3,474	55.5%	3,628	57.6%	5,400	63.4%	4,444	58.1%	4,911	58.0%
International	49	0.8%	47	0.7%	54	0.6%	59	0.8%	43	0.5%
Unknown	84	-	100	-	143	-	133	-	155	-
<i>Race/Ethnicity</i>										
African American	923	15.2%	987	16.0%	1,246	15.1%	1,197	16.0%	1,209	15.6%
Asian American	157	2.6%	170	2.8%	246	3.0%	237	3.2%	254	3.3%
Caucasian	4,084	67.1%	4,091	66.5%	5,435	66.0%	4,809	64.1%	4,937	63.7%
Foreign National	114	1.9%	132	2.1%	157	1.9%	184	2.5%	201	2.6%
Hawaiian or Pacific Islander	-	-	-	-	-	-	-	-	34	0.4%
Latino	462	7.6%	436	7.1%	640	7.8%	641	8.5%	696	9.0%
Native American	67	1.1%	53	0.9%	87	1.1%	71	0.9%	85	1.1%
Other	281	4.6%	284	4.6%	421	5.1%	365	4.9%	338	4.4%
Unknown	257	-	251	-	423	-	279	-	866	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009. Percentages may not total 100% due to rounding.

Table 7
FY 2005 - 2009: Graduate Applications Received

<i>Graduate Program Applicants</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>										
	120		150		186		350		370	
<i>Gender</i>										
Male	55	45.8%	76	50.7%	85	45.7%	135	38.6%	154	41.6%
Female	65	54.2%	74	49.3%	101	54.3%	215	61.4%	216	58.4%
Unknown	-	-	-	-	-	-	-	-	-	-
<i>Residence</i>										
New Jersey	76	64.4%	79	53.0%	118	63.4%	236	67.8%	233	63.5%
Out of State	42	35.6%	69	46.3%	68	36.6%	110	31.6%	134	36.5%
International	-	-	1	0.7%	-	-	2	0.6%	-	-
Unknown	2	-	1	-	-	-	2	-	3	-
<i>Race/Ethnicity</i>										
African American	34	29.1%	34	23.1%	34	18.6%	59	17.0%	51	19.5%
Asian American	3	2.6%	3	2.0%	2	1.1%	12	3.5%	10	3.8%
Caucasian	66	56.4%	93	63.3%	131	71.6%	243	70.0%	176	67.4%
Foreign National	-	-	4	2.7%	5	2.7%	2	0.6%	5	1.9%
Hawaiian or Pacific Islander	-	-	-	-	-	-	-	-	1	0.4%
Latino	12	10.3%	10	6.8%	10	5.5%	21	6.1%	14	5.4%
Native American	2	1.7%	2	1.4%	-	-	3	0.9%	1	0.4%
Other	-	-	1	0.7%	1	0.5%	7	2.0%	3	1.1%
Unknown	3	-	3	-	3	-	3	-	109	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.
 Percentages may not total 100% due to rounding.

Table 8
FY 2005 - 2009: Undergraduate New Enrollments

<i>Undergraduate New Enrollments</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	3,579		4,931		7,248		6,395		6,964	
<i>Gender</i>										
Male	1,977	55.2%	3,127	63.4%	4,678	64.5%	4,034	63.1%	4,263	61.2%
Female	1,602	44.8%	1,804	36.6%	2,570	35.5%	2,361	36.9%	2,701	38.8%
Unknown	-	-	-	-	-	-	-	-	-	-
<i>Residence</i>										
New Jersey	1,560	44.1%	1,547	32.2%	1,900	27.0%	1,854	30.0%	2,305	34.0%
Out of State	1,938	54.8%	3,236	67.3%	5,110	72.6%	4,286	69.3%	4,459	65.7%
International	36	1.0%	27	0.6%	30	0.4%	43	0.7%	24	0.4%
Unknown	45	-	121	-	208	-	212	-	176	-
<i>Race/Ethnicity</i>										
African American	413	12.1%	709	15.2%	1,120	17.3%	1,014	16.9%	1,107	17.3%
Asian American	88	2.6%	142	3.1%	166	2.6%	191	3.2%	207	3.2%
Caucasian	2,369	69.5%	3,126	67.2%	4,111	63.5%	3,799	63.5%	3,979	62.2%
Foreign National	68	2.0%	69	1.5%	103	1.6%	120	2.0%	105	1.6%
Hawaiian or Pacific Islander	-	-	-	-	-	-	-	-	36	0.6%
Latino	236	6.9%	332	7.1%	582	9.0%	507	8.5%	627	9.8%
Native American	39	1.1%	48	1.0%	76	1.2%	64	1.1%	61	1.0%
Other	197	5.8%	226	4.9%	313	4.8%	289	4.8%	280	4.4%
Unknown	169	-	279	-	777	-	411	-	562	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009. Percentages may not total 100% due to rounding.

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

Table 9
FY 2005 - 2009: Graduate New Enrollments

<i>Graduate Program</i>	<i>FY 2004</i>		<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	87		109		107		183		284		464	
<i>Gender</i>												
Male	42	48.3%	54	49.5%	55	51.4%	82	44.8%	114	40.1%	178	38.4%
Female	45	51.7%	55	50.5%	52	48.6%	101	55.2%	170	59.9%	286	61.6%
<i>Residence</i>												
New Jersey	50	57.5%	67	62.0%	61	57.0%	108	59.0%	182	65.0%	284	61.7%
Out of State	37	42.5%	41	38.0%	45	42.1%	74	40.4%	96	34.3%	176	38.3%
International	-	-	-	-	1	0.9%	1	0.5%	2	0.7%	-	-
Unknown	-	-	1	-	-	-	-	-	4	-	4	-
<i>Race/Ethnicity</i>												
African American	15	17.2%	27	25.0%	25	23.6%	41	22.7%	53	18.9%	81	21.3%
Asian American	7	8.0%	4	3.7%	2	1.9%	4	2.2%	7	2.5%	12	3.2%
Caucasian	56	64.4%	64	59.3%	73	68.9%	120	66.3%	190	67.6%	251	66.1%
Foreign National	2	2.3%	1	0.9%	2	1.9%	2	1.1%	4	1.4%	5	1.3%
Hawaiian or Pacific Islander	-	-	-	-	-	-	-	-	-	-	2	0.5%
Latino	6	6.9%	10	9.3%	3	2.8%	14	7.7%	17	6.0%	23	6.1%
Native American	1	1.1%	2	1.9%	1	0.9%	-	-	2	0.7%	2	0.5%
Other	-	-	-	-	-	-	-	-	8	2.8%	4	1.1%
Unknown	-	-	1	-	1	-	2	-	3	-	84	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009. Percentages may not total 100% due to rounding.

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

Table 10
FY 2005 - 2009: Undergraduate Total Enrollments

<i>Undergraduate Enrollments</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	10,904		12,729		15,963		16,797		17,320	
<i>Gender</i>										
Male	6,110	56.0%	7,721	60.7%	9,974	62.5%	10,534	62.7%	10,662	61.6%
Female	4,794	44.0%	5,008	39.3%	5,989	37.5%	6,263	37.3%	6,658	38.4%
<i>Residence</i>										
New Jersey	4,748	44.9%	4,617	37.2%	5,020	32.5%	5,093	31.5%	5,526	33.1%
Out of State	5,726	54.1%	7,715	62.2%	10,340	67.0%	11,008	68.0%	11,091	66.5%
International	107	1.0%	72	0.6%	65	0.4%	83	0.5%	63	0.4%
Unknown	323	-	325	-	538	-	613	-	640	-
<i>Race/Ethnicity</i>										
African American	1,303	12.6%	1,803	15.1%	2,395	16.6%	2,655	17.0%	2,749	17.3%
Asian American	234	2.3%	305	2.5%	379	2.6%	447	2.9%	486	3.1%
Caucasian	7,349	71.0%	8,142	68.0%	9,434	65.4%	10,017	64.1%	10,077	63.3%
Foreign National	232	2.2%	203	1.7%	240	1.7%	287	1.8%	222	1.4%
Hawaiian or Pacific Islander	-	-	-	-	-	-	-	-	84	0.5%
Latino	609	5.9%	843	7.0%	1,169	8.1%	1,328	8.5%	1,434	9.0%
Native American	114	1.1%	145	1.2%	167	1.2%	163	1.0%	155	1.0%
Other	515	5.0%	538	4.5%	644	4.5%	723	4.6%	709	4.5%
Unknown	548	-	750	-	1,535	-	1,177	-	1,404	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

Percentages may not total 100% due to rounding.

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

Table 11
FY 2005 - 2009: Graduate Total Enrollments

<i>Graduate Program Enrollment</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total</i>	320		444		460		572		886	
<i>Gender</i>										
Male	157	49.1%	245	55.2%	234	50.9%	248	43.4%	348	39.3%
Female	163	50.9%	199	44.8%	226	49.1%	324	56.6%	538	60.7%
<i>Residence</i>										
New Jersey	196	61.4%	223	51.9%	253	55.7%	345	61.3%	544	62.5%
Out of State	123	38.6%	203	47.2%	198	43.6%	212	37.7%	324	37.2%
International	-	-	4	0.9%	3	0.7%	6	1.1%	2	0.2%
Unknown	1	-	14	-	6	-	9	-	16	-
<i>Race/Ethnicity</i>										
African American	64	20.1%	107	24.7%	122	27.1%	120	21.2%	160	20.1%
Asian American	13	4.1%	13	3.0%	7	1.6%	12	2.1%	23	2.9%
Caucasian	211	66.1%	271	62.6%	285	63.2%	375	66.3%	532	66.7%
Foreign National	2	0.6%	5	1.2%	6	1.3%	7	1.2%	10	1.3%
Hawaiian or Pacific Islander	-	-	-	-	-	-	-	-	2	0.3%
Latino	25	7.8%	30	6.9%	27	6.0%	38	6.7%	52	6.5%
Native American	3	0.9%	3	0.7%	2	0.4%	4	0.7%	6	0.8%
Other	1	0.3%	4	0.9%	2	0.4%	10	1.8%	13	1.6%
Unknown	1	-	11	-	9	-	6	-	88	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

Percentages may not total 100% due to rounding.

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

Table 12
FY 2005 - 2009 Degrees Awarded at Thomas Edison State College by Gender, Residence, and Race/Ethnicity

<i>Demographics</i>	<i>FY 2005</i>		<i>FY 2006</i>		<i>FY 2007</i>		<i>FY 2008</i>		<i>FY 2009</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
<i>Total Degrees Awarded</i>	2,134		1,942		2,217		2,483		2,501	
<i>Gender</i>										
Male	1,129	52.9%	1,073	55.3%	1,273	57.4%	1,424	57.3%	1,469	59%
Female	1,005	47.1%	869	44.7%	944	42.6%	1,059	42.7%	1,032	41%
Unknown	-	-	-	-	-	-	-	-	-	-
<i>Residence</i>										
New Jersey	719	34.0%	652	33.9%	687	31.0%	800	32.3%	798	32%
Out of State	1,348	63.7%	1,239	64.4%	1,508	68.1%	1,637	66.1%	1,653	67%
International	48	2.3%	33	1.7%	19	0.9%	41	1.7%	29	1%
Unknown	19	-	18	-	3	-	5	-	21	-
<i>Race/Ethnicity</i>										
African American	168	8.4%	193	10.5%	230	10.9%	272	11.7%	280	12%
Asian American	35	1.7%	38	2.1%	46	2.2%	52	2.2%	79	3%
Caucasian	1,487	74.2%	1,338	72.5%	1,521	72.2%	1,631	70.1%	1,678	71%
Foreign National	68	3.4%	47	2.5%	39	1.9%	59	2.5%	44	2%
Hawaiian Or Pacific Islander	-	-	-	-	-	-	-	-	5	0%
Latino	68	3.4%	102	5.5%	148	7.0%	168	7.2%	145	6%
Native American	29	1.4%	21	1.1%	21	1.0%	24	1.0%	16	1%
Other	148	7.4%	107	5.8%	103	4.9%	122	5.2%	127	5%
Unknown	131	-	96	-	109	-	155	-	127	-

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.
 Percentages may not total 100% due to rounding. During FY 2009, there were 2501 degrees awarded to 2480 graduates; 21 students earned two degrees from the College. In addition, there were also 30 certificates awarded: (5 pre-associate, 25 post-baccalaureate and no post-master's, as referenced in Table 3b). In FY 2009, approximately 55% of the Out-of-State residents were in the active duty military.

Table 13
FY 2009 Student Enrollment at Thomas Edison State College By State,
District and U.S. Territories

States			
New Jersey	6,070	Missouri	99
Virginia	931	Wisconsin	84
Texas	901	Kansas	83
California	850	Massachusetts	82
Pennsylvania	591	Mississippi	77
Georgia	575	Oregon	66
Hawaii	571	Minnesota	65
Florida	478	Alaska	55
Washington	474	Nevada	53
New York	465	Idaho	46
Maryland	452	New Mexico	46
North Carolina	444	Iowa	43
South Carolina	422	Arkansas	37
Tennessee	209	Maine	36
Connecticut	201	Utah	33
Illinois	180	Rhode Island	32
Colorado	179	Delaware	31
Kentucky	175	New Hampshire	28
Ohio	156	West Virginia	21
Alabama	149	South Dakota	18
Arizona	136	Montana	16
Oklahoma	111	Nebraska	16
Louisiana	109	Vermont	8
Indiana	100	Wyoming	8
Michigan	99	North Dakota	7
Districts, U.S. Territories and Military "States"			
Armed Forces	1,321	Puerto Rico	10
District of Columbia	18	Virgin Islands	2
Guam	14		

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research,
Thomas Edison State College, July 2009.

Table 14**Total Enrollment: FY 2005 - 2009 New Jersey Residents By County**

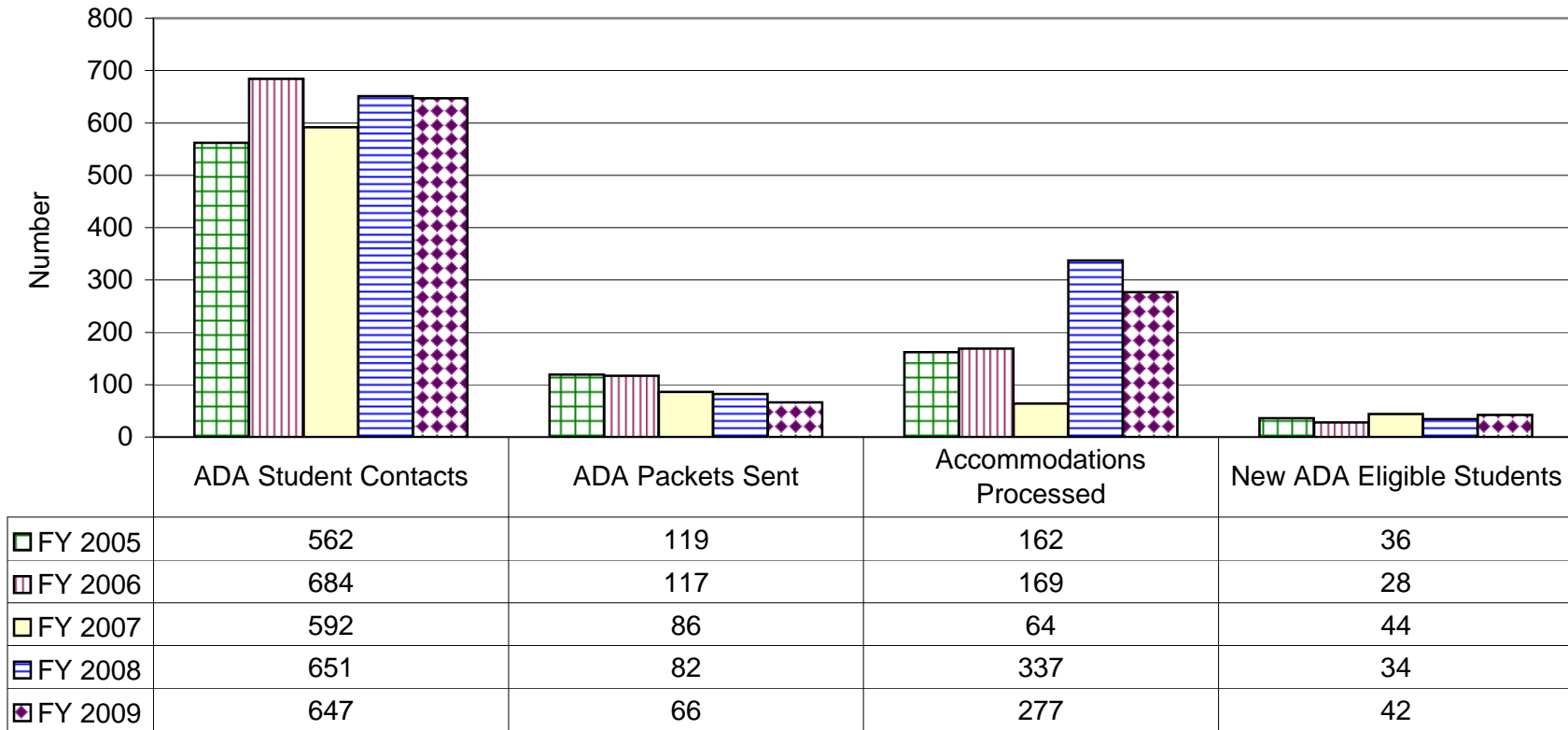
County	FY 2005		FY 2006		FY 2007		FY 2008		FY 2009	
	N	%	N	%	N	%	N	%	N	%
<i>Total</i>	4,939		4,839		5,272		5,437		6,070	
Atlantic	145	2.94%	164	3.39%	165	3.13%	172	3.16%	190	3.13%
Bergen	254	5.14%	226	4.67%	247	4.69%	272	5.00%	302	4.98%
Burlington	536	10.85%	583	12.05%	683	12.96%	727	13.37%	757	12.47%
Camden	249	5.04%	251	5.19%	308	5.84%	354	6.51%	406	6.69%
Cape May	64	1.30%	55	1.14%	78	1.48%	81	1.49%	76	1.25%
Cumberland	104	2.11%	108	2.23%	142	2.69%	131	2.41%	142	2.34%
Essex	269	5.45%	265	5.48%	300	5.69%	289	5.32%	361	5.95%
Gloucester	126	2.55%	128	2.65%	148	2.81%	187	3.44%	222	3.66%
Hudson	124	2.51%	116	2.40%	129	2.45%	100	1.84%	140	2.31%
Hunterdon	133	2.69%	123	2.54%	118	2.24%	119	2.19%	126	2.08%
Mercer	520	10.53%	568	11.74%	644	12.22%	632	11.62%	728	11.99%
Middlesex	511	10.35%	476	9.84%	491	9.31%	479	8.81%	527	8.68%
Monmouth	428	8.67%	391	8.08%	412	7.81%	428	7.87%	500	8.24%
Morris	221	4.47%	206	4.26%	199	3.77%	214	3.94%	242	3.99%
Ocean	490	9.92%	461	9.53%	469	8.90%	465	8.55%	495	8.15%
Passaic	126	2.55%	128	2.65%	134	2.54%	145	2.67%	150	2.47%
Salem	38	0.77%	30	0.62%	30	0.57%	31	0.57%	36	0.59%
Somerset	244	4.94%	229	4.73%	228	4.32%	235	4.32%	235	3.87%
Sussex	83	1.68%	69	1.43%	76	1.44%	94	1.73%	106	1.75%
Union	204	4.13%	197	4.07%	203	3.85%	205	3.77%	247	4.07%
Warren	70	1.42%	65	1.34%	68	1.29%	77	1.42%	82	1.35%

Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, July 2009. Percentages may not total 100% due to rounding.

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

Chart 3

American with Disabilities Act (ADA) Trends: Number of Student Contacts, Packets Sent, Accommodations Processed, and New Eligible Students (FY 2005 thru FY 2009)



Prepared By: The Office of Institutional Research and Outcomes Assessment, Division of Planning and Research, Thomas Edison State College, August 2009.

Appendix C

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

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

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

Member and Past Chairman, New Jersey Presidents' Council

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

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

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

Chairman, Board of Directors, Capital City Partnership, Inc.

Presentations

Peggy Allan, Program Assistant, Center for Academic Program Reviews

"Evaluating your Corporate Partners Courses for College Credit: Maximizing Resources and Minimizing Costs," Thomas Edison State College National Institute on the Assessment of Adult Learning, Princeton, New Jersey

Carleen Baily, Prior Learning Assessment Specialist

"Maximizing Student Potential in Prior Learning Assessment," Thomas Edison State College National Institute on the Assessment of Adult 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, NJ

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

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

Creating a Culturally Responsive Classroom, Learning Depot, Trenton, NJ

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

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

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

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

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

"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 (NJTESOL) and the New Jersey Bilingual Educators (NJBE), Somerset, NJ

Penelope S. Brouwer, Vice President for Planning and Research

"A Curricular Approach to Strategic Plan Implementation: The Thomas Edison State College Experience," Society for College and University Planning 43rd Annual International Conference and Idea Marketplace, Montreal, QC

Mary Ellen Caro, Executive Vice Provost

"Increasing the Value of Tuition Assistance through College Partnerships," co-presenter with Sylvia Hamilton, 2008 Council on Adult Experiential Learning Conference, Philadelphia, Pennsylvania

"Strategies for Successful Corporate/College Partnerships," co-presenter with Sylvia Hamilton, Fourteenth Sloan-C International Conference on Online Learning, Orlando, Florida

"Strengthen Your Enterprise-Wide Learning Organization Through Strategic Academic Partnerships," co-presenter with Sylvia Hamilton and Thomas Devine, Tenth Annual Corporate University Week, Orlando, Florida

Susan Cobb, Program Advisor, School of Nursing

"Bridging the Gap in Online Education through Social Presence," 27th Annual International Nursing Technology Conference sponsored by Rutgers University College of Nursing Center for Professional Development, Washington, D.C.

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

“Distance Learning: Issues of Faculty Development and Quality Control,” Annual Meeting of the Council of Colleges of Arts and Sciences, Portland, Oregon

Tom Devine, Associate Dean, School of Applied Science and Technology

“Assessing Technical and Theoretical Skills,” co-presented with Marcus Tillery, National Institute on the Assessment of Adult Learning, Princeton, New Jersey

“Quantifiable Outcomes from Corporate and Higher Education Learning Collaborations,” Center for Energy Workforce Development Northeast Regional Conference, Shelton, Connecticut

“Strengthen Your Enterprise-Wide Learning Organization through Strategic Academic Partnerships,” Corporate University Week, co-presented with Mary Ellen Caro and Sylvia Hamilton, Orlando, Florida

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

NJBIA Health Affairs Committee, “Health Information Security and Privacy Collaboration (HISPC) Consumer/Provider Education and Engagement,” Monroe Township, NJ

Delegation from the School of Social Work, University of South Africa “Center for Health Policy Development Overview and Major Accomplishments,” Trenton, NJ

John S. Watson Institute for Public Policy, Leadership Trenton, Class of 2009, “Healthcare Information Exchange and the Consumer: New Jersey’s Proactive HINT Law and HIPAA Implementation Efforts,” Trenton, NJ

The Association of Government Accountants – Trenton Chapter & The American Society for Public Administration New Jersey Chapter 2009 Symposium: A Financial Crisis is a Terrible Thing To Waste; Moderator “Everything You Need to Know About E-

Discovery in Government”: Record Management Track C,
Trenton, NJ

Co-presenter during national Webinar 2009 HISPC Seminar Series; Health Information Security and Privacy Collaboration (HISPC) Phase III – Multi-State Collaboration; Interorganizational Agreements (IOA) on June 30, 2009

Sylvia Hamilton, Vice Provost for Strategic Partnerships

“Assessing Learning and Leveraging Strategic Academic Partnerships,” Thomas Edison State College National Institute on the Assessment of Adult Learning, Princeton, New Jersey

“Increasing the Value of Tuition Assistance Through College Partnerships,” co-presenter with Mary Ellen Caro, 2008 Council on Adult Experiential Learning Conference, Philadelphia, Pennsylvania

“Strategies for Successful Corporate/College Partnerships,” co-presenter with Mary Ellen Caro, Fourteenth Sloan-C International Conference on Online Learning, Orlando, Florida

“Strengthen Your Enterprise-Wide Learning Organization Through Strategic Academic Partnerships,” co-presenter with Mary Ellen Caro and Thomas Devine, Tenth Annual Corporate University Week, Orlando, Florida

Kristin LoBasso, Senior Evaluator

“An Inside Look at High-Quality, High-Volume Transfer Credit Evaluation,” coauthored with Mary Beth Lynch, American Association of Collegiate Registrars and Admissions Officers Second Annual Transfer Conference, Tampa, Florida

Mary Beth Lynch, Senior Evaluator

“An Inside Look at High-Quality, High-Volume Transfer Credit Evaluation,” coauthored with Kristin LoBasso, American Association of Collegiate Registrars and Admissions Officers Second Annual Transfer Conference, Tampa, Florida

Louis F. Martini, Director of Military Education

“Future of Council of College and Military Educators (CCME) and Association of College and Military Educators (ACME),” Council of Military Education, South Carolina, Charleston, South Carolina

“What Should an ACME Look Like?” Colorado Association of Military Education, Colorado Springs, Colorado

James M. Mc Carty, Assistant Dean, Heavin School of Arts and Sciences

“Critical Thinking, Preparing Society’s Decision Makers,” Twelfth Annual All Hazards Higher Education Conference, Federal Emergency Management Administration, Emmitsburg, Maryland

“Educating Our Decision Makers,” Eleventh Annual New Jersey Emergency Preparedness Conference, Atlantic City, New Jersey

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

“Equipping Minority Nurse Educators with Online Pedagogical Skills: A Preliminary Report on Predictors of Success and Lessons Learned,” co-presented with Louise Riley, Sigma Theta Tau Nineteenth International Research Congress, Singapore and Fourth Annual Distinguished Lectureship, Trenton, New Jersey

Commencement Keynote Speaker, Helene Fuld School of Nursing, Blackwood, New Jersey

Esther H. Paist, Executive Assistant to the President

“How Do We Know Our Students Are Who They Say They Are?” co-presenter with Henry van Zyl, Association for the Advancement of Computing in Education/Ed-Media World Conference, Vienna, Austria

Juliette Punchello, Account Executive

“Thomas Edison State College and UPS, A Recipe for Success,” UPS Women’s Development Conference, Philadelphia, Pennsylvania

“Thomas Edison State College and UPS, Moving Forward,” UPS Managers Conference, Willow Grove, Pennsylvania

“Thomas Edison State College Works for You,” UPS Automotive Managers Conference, Western Region, United States

Louise Riley, Assistant Dean, School of Nursing

“Equipping Minority Nurse Educators with Online Pedagogical Skills: A Preliminary Report on Predictors of Success and Lessons Learned” co-presented with Susan O’Brien, Sigma Theta Tau Nineteenth International Research Congress, Singapore and Fourth Annual Distinguished Lectureship, Trenton, New Jersey

Joseph C. Santora, Dean, School of Business & Management

“Managing and Leading Business Organizations: Is There a Difference,” Trenton Small Business Week, Thomas Edison State College, Trenton, New Jersey

“Succession in Nonprofit and Public Sector Organizations: Findings from Case Study,” co-presented with J.C. Sarros and William J. Seaton, 8th Annual European Conference on Research Methodology for Business and Management Studies, University of Malta, Valetta, Malta

William J. Seaton, Vice President and Provost

“Succession in Nonprofit and Public Sector Organizations: Findings from Case Study,” co-presented with Joseph C. Santora and J. C. Sarros, 8th Annual European Conference on Research Methodology for Business and Management Studies, University of Malta, Valetta, Malta

Nicky Sheats, Esq., Ph.D., Senior Fellow/Director, The Center for the Urban Environment, The John S. Watson School of Public Service

“Particulate Matter Air Pollution and Environmental Justice,” interview by teacher and student participants in a journalism summer institute, College of New Jersey, Ewing, NJ

“Environmental Justice and Climate Change,” School of Environmental and Biological Sciences Office of Special Programs

Educational Opportunity Fund Summer Institute, Cook College, New Brunswick, NJ

“Environmental Justice in New Jersey and the Nation,” panel organized by the Association of New Jersey Environmental Commissions at the Clearwater Festival in Asbury Park, NJ

Testimony to the New Jersey Department of Environmental Protection on the Proposed New Jersey Fine Particulate Matter State Implementation Plan, New Jersey Department of Environmental Protection, Trenton, NJ

Testimony to the New Jersey Department of Environmental Protection on Proposed Rules for the Regional Greenhouse Gas Initiative, New Jersey Department of Environmental Protection, Trenton, NJ

Testimony to the New Jersey Board of Public Utilities on the New Jersey Draft Energy Master Plan, Rowan University, Glassboro, NJ

“Particulate Matter Air Pollution and Environmental Justice,” Association of New Jersey Environmental Commissions Leadership Program, Newark, NJ

“Environmental Justice and Climate Change,” New Jersey State Chapter of the NAACP Conference, New Hyatt Hotel, Morristown, NJ

“An Environmental Justice and Climate Change Policy,” National Latino Briefing on Climate Change, Philadelphia, PA

“Environmental Justice and Climate Change,” Black Issues Convention, Hilton Hotel, Parsippany, NJ

“Particulate Matter Air Pollution and Environmental Justice,” GreenFaith Health and Justice Tour, Newark, NJ

“Monitoring Particulate Matter Air Pollution,” class of high school students from the Ironbound community in Newark, Ironbound Community Corporation, Newark, NJ

“Environmental Justice Issues in New Jersey,” Diversity Issues in Higher Education Conference, Drew University, Morristown, NJ

“Environmental Justice and Climate Change,” Climate Justice conference organized by WE ACT, Inc., Fordham University Law School, New York, NY

Testimony to the New Jersey Department of Environmental Protection on the Draft Global Warming Response Act Recommendation Report, New Jersey Department of Environmental Protection, Trenton, NJ

“An Environmental Justice and Climate Change Policy,” American Association for the Advancement of Science Annual Conference, Chicago, Ill

“Environmental Justice in New Jersey,” undergraduate environmental justice class at Harvard University, Cambridge, MA

“Environmental Justice in New Jersey,” environmental justice class at Harvard University Extension School, Cambridge, MA

“Particulate Matter Air Pollution,” GreenFaith Lobby Day, Statehouse, Trenton NJ

Testimony to the New Jersey Department of Environmental Protection on the Renewal of an Air Pollution Permit for the Camden Incinerator, Camden County Sewage Plant, Camden, NJ

“Environmental Justice in New Jersey,” environmental justice class at St. Peter’s College, Jersey City, NJ

“New Jersey Environmental Justice Alliance’s Toxic Air Pollution Reduction Policy,” press conference organized by the New Jersey Environmental Justice Alliance, Statehouse steps, Trenton, NJ

“The Role of Experts in the Environmental Justice Movement,” undergraduate environmental justice class at the New School for Social Research, New York, NY

“Cumulative Risk and Impacts from an Environmental Justice Perspective,” New Jersey Environmental Federation Annual Conference, Rutgers University Law School, Newark, NJ

Testimony to the New Jersey Department of Environmental Protection on Proposed Global Warming Solutions Fund Rules, New Jersey Department of Environmental Protection, Trenton, NJ

“Legal Aspects of Efforts to Reduce Air Pollution and Improve the Lives of Truck Drivers Connected to the Port in Northern New Jersey,” to a group of law professors, law students and others, Port of Newark, Newark, NJ

“Particulate Matter Air Pollution,” second grade class at Peshine Avenue Elementary School, Newark, NJ

“Racism, Environmental Justice and Public Policy,” Unitarian Universalist Anti-Racism Conclave, Community Church of New York, New York, NY

“Environmental Justice in New Jersey,” interview on a radio show on the Seton Hall University radio station, Seton Hall University, South Orange, New Jersey

“Particulate Matter Air Pollution and Environmental Justice in New Jersey,” People’s Organization for Progress, Newark, NJ

“Climate Change, Co-Pollutants, Hot-Spots and Environmental Justice, meeting between the Environmental Justice Leadership Forum on Climate Change and the Green Group,” Lawyers Committee on Civil Rights, Washington, DC

“Climate Change, Co-Pollutants, Hot-Spots and Environmental Justice,” meeting between the Environmental Justice Leadership Forum on Climate Change and U.S. administrative agencies that included the White House Council on Environmental Quality, Environmental Protection Agency and Department of Labor, Washington, DC

“Introduction to the New Jersey Environmental Justice Alliance’s People’s Assembly, and Particulate Matter Air Pollution, Climate Change and Environmental Justice in New Jersey,” People’s Assembly Conference organized by the New Jersey Environmental Justice Alliance, Thomas Edison State College, Trenton, NJ

"Environmental Justice and New Jersey," Siloam-Hope Presbyterian Church, Elizabeth, NJ

Todd Siben, Academic Program Advisor

"Developing a Broad-Based Portfolio Assessment Program," Medgar Evers College CUNY, New York

"In Pursuit of a Bachelor's Degree," Workforce Investment Board of Cumberland County, Education Fair

"Serving the Non-Traditional Adult Collegian – Benefits to Student, Institution and Employer," NACADA Regional, Dover, Delaware and NACADA, Rutgers, The State University of New Jersey

Marcus Tillery, Dean, School of Applied Science and Technology

"Assessing Technical and Theoretical Skills," co-presented with Thomas Devine, National Institute on the Assessment of Adult Learning, Princeton, New Jersey

"Technology for Leadership Beyond the Campus," Keynote Address for the Residence Life Scholars Program, North Carolina Agricultural and Technical State University, Greensboro, North Carolina

"The Implications for Emerging Technologies for Education and Training," Technology and Social Change Workshop, John S. Watson Institute for Public Policy, Leadership Trenton Class 2009, Trenton, New Jersey

Henry van Zyl, Vice Provost, DIAL

"How Do We Know Our Students Are Who They Say They Are?" co-presenter with Esther H. Paist, Association for the Advancement of Computing in Education/Ed-Media World Conference, Vienna, Austria

"Academic Integrity and Student Authentication," 2008 League for Innovations Conference, Reno, Nevada

"Mobile Learning," Panelist at 2009 Society for Applied Learning Technology Conference, Orlando, Florida

"Student Authentication in Online Testing," 2009 National University Telecommunication Network online conference, Orlando, Florida

Weimin Wang, Instructional Designer

"Designing an Online Mentor Training Course: What Do We Learn" (co-authored with Cynthia MacMillan) E-Learn 2008 - World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education, Las Vegas, Nevada

Gillian B. Wyckoff, Acting Assistant Director of Admissions

"Thomas Edison State College and the NKBA- A Partnership," National Kitchen and Bath Association Northern New Jersey Chapter Meeting

Staff Development

Seth Aaronson, Assistant Director, Management Information Systems

Educause 2008 Conference, Orlando, Florida

Fifth Annual NJEDge Technology in Education Conference,
Plainsboro, New Jersey

Gartner Data Center Conference, Las Vegas, Nevada

Enterprise Virtualization Using Microsoft Hyper-V Training,
Morristown, New Jersey

Nia Abuwi, Academic Program Advisor

“Advising Locally, Thinking Globally,” Seventeenth Annual New
Jersey Advisors Conference, Rutgers University Busch Campus,
Piscataway, New Jersey

Barbara E. Aikins, ADA Coordinator

Coaching College Students with Disabilities, Rowan University,
Glassboro, New Jersey

“Motivation Breakthrough: Turning on the Tuned Out Student,”
Ocean County College, Toms River, New Jersey

“The Power of Mindset: Nurturing Creating Positive Classroom
Environments, Nurturing Motivation, Hope and Resilience in
College Students with Disabilities,” Rutgers, The State University,
New Brunswick, New Jersey

Third Annual Disability Symposium, University of Pennsylvania,
Philadelphia, Pennsylvania

“Translating Documentation into Practice,” Review of Referral
Process for Regional Assessments, Middlesex County College,
New Brunswick, New Jersey

Twenty-first Annual Postsecondary Disability Training Institute (PTI), Center on Post-secondary Education and Disability, University of Connecticut, Philadelphia, PA

“Wounded Warriors – Supporting Returning Veterans on New Jersey Campuses,” Montclair University, Montclair, New Jersey

Peggy Allan, Program Assistant, Center for Academic Program Reviews

“Doing More with Less and Adding Value in a Down Economy” American Society for Training and Development (ASTD) Workshop, Raritan Valley Community College, Somerville, New Jersey

New Jersey Governor’s Conference on Workforce and Economic Development, Atlantic City, New Jersey

Thomas Edison State College National Institute on the Assessment of Adult Learning, Princeton, New Jersey

Kevin Allen, Educational Technology Specialist

BBWorld 2008, Blackboard Annual Conference, Las Vegas, Nevada

Rhonda Beckett, Academic Program Advisor

“Advising Locally, Thinking Globally,” Seventeenth Annual New Jersey Advisors Conference, Rutgers University Busch Campus, Piscataway, New Jersey

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

“Employment Law,” six-week course, Rutgers Labor Center, Rutgers State University of New Jersey, New Brunswick, New Jersey

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

Women in Leadership Development Conference, Rutgers Labor Center, Rutgers State University of New Jersey, New Brunswick, 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

Society for Human Resource Management Annual Conference,
New Orleans, Louisiana

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

James T. Brossoie, Assistant Director, Management Information Systems

Fifth Annual NJEDGE Technology in Education Conference,
Plainsboro, New Jersey

Gartner IT Expo, Orlando, Florida

Educause Conference, Orlando, Florida

TouchNet COMTEC 2008, Kansas City, Missouri

Datatel Users' Group Annual Conference - National Harbor,
Maryland

Penelope S. Brouwer, Vice President for Planning and Research

"Discover! Global Perspectives – Local Strategies," Society for
College and University Planning 43rd Annual, International
Conference and Idea Marketplace, Montreal, QC

"Refresh, Renew, Reunite," Case Western EDM Alumni
Renewal Residency, Cleveland Ohio

"Sexual Harassment Moot Court," NJ American Council on
Education (ACE), Edison, New Jersey

"Target 2018: The Path to the Future," Middle States
Commission on Higher Education's Annual Conference,
Baltimore, Maryland

"Navigating the Future," Society for College and University Planning 2009 Mid-Atlantic Regional Conference, Long Branch, New Jersey

Thomas Edison State College National Institute on the Assessment of Experiential Learning, Princeton, New Jersey

"Non-traditional No More: Policy Solutions for Adult Learners," New Jersey's WICHE-facilitated Meeting, New Jersey Commission on Higher Education, Trenton, New Jersey

Robert Burton, Academic Program Advisor

"Advising Locally, Thinking Globally," Seventeenth Annual New Jersey Advisors Conference, Rutgers University Busch Campus, Piscataway, New Jersey

"Career Trak," The Princeton Management Conference, Princeton, New Jersey

Mary Ellen Caro, Executive Vice Provost

2009 Corporate University Global Leadership Congress, Corporate University Xchange (CUX) Awards, Philadelphia, Pennsylvania

Emily Carone, Assistant Director, Office for Learning Assessment

"Fifty Ways Students Cheat," Caveon Webinar

"Legal Defensibility of Data Forensics," Caveon Webinar

"Protecting Your Testing Program: The Answer is in the Data," Caveon Webinar

"Ten Test Security Lessons from ATP 2009," Caveon Webinar

Jared Carter, Systems Coordinator

Datatel Users' Group Annual Conference, National Harbor, Maryland

Datatel Regional Users' Group Conference, Lincroft, New Jersey

Datatel Active Campus Administrator Training, Thomas Edison State College

Datatel Advanced Communications Training, Thomas Edison State College

Patricia Certo, Admissions Counselor

“Laughter Fitness Therapy,” Intensive Family Support Services of Greater Trenton Behavioral Healthcare, Trenton, New Jersey

“Managing Multiple Projects, Objectives, and Deadlines,” Skillpath, Princeton, New Jersey

Susan Cobb, Program Advisor, School of Nursing

“Advanced Renal Cell Cancer and Torisel,” Dinner Meeting and Educational Program, Voorhees, New Jersey

“American Higher Education from 1960 – Present”, Thomas Edison State College, Trenton, New Jersey

Automatic External Defibrillator (AED) Training, American Red Cross, Trenton, New Jersey

“Camp Oasis”, Volunteer Group Leader, one-day camp for children with loved ones experiencing cancer, sponsored by South Jersey Chapter of the Oncology Nursing Society (SJCONS), Medford, New Jersey

“Cardiac Assessment” and meeting of SJCONS, Gibbsboro, New Jersey

“Care for the Caregiver,” SJCONS, Tavistock, New Jersey

“CathFlow for Central Venous Catheters” and meeting of SJCONS in Cherry Hill, New Jersey

“Clinical Update: Malignant Ascites and Pleural Effusions” and meeting of SJCONS, Cherry Hill, New Jersey

“Evaluating Age-Related Considerations and Treating OAB” and meeting of the New Jersey State Nurses Association District 5, Cherry Hill, New Jersey

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

“Journey to Magnet,” Webinar

National Academic Advising Association (NACADA) State Conference, New Brunswick, New Jersey

“New Management of Chemotherapy Induced Neutropenia” and meeting of SJCONS, Cherry Hill, New Jersey

“Nurses Work Environment: Evidence-Based Challenges and Opportunities,” Founders Day Program and meeting of the NJ Consortium of Sigma Theta Tau International Consortium, New Brunswick, New Jersey

“Organ Donor Transplantation,” Teleconference, Upsilon Rho Chapter, Trenton, New Jersey

“Osteoporosis,” New Jersey State Nurses Association (NJSNA) Region 5 Meeting, Cherry Hill, New Jersey

“Patient Management Considerations with Avastin” and meeting of SJCONS, Cherry Hill, New Jersey

“Raising the Bar on the Clinical Documentation Process by Implementing Computerized Plans of Care,” Webinar

“The Revised Essentials of Baccalaureate Education,” American Association of Collegiate Nursing (AACN) Teleconference, Trenton, New Jersey

“Seven Revolutions,” Webinar

“Understanding Clinical Lab Tests,” South Jersey Chapter of the Oncology, Nursing Society, Voorhees, New Jersey

Carla Colburn, Academic Program Advisor

“Advising Locally, Thinking Globally,” Seventeenth Annual New Jersey Advisors Conference, Rutgers University Busch Campus, Piscataway, New Jersey

American Council on Education (ACE) Military Workshop, Fairleigh Dickinson University, Teaneck, New Jersey

“On the Right Track with Advising!” National Academic Advising Association (NACADA) Region 2 Conference, Dover, Delaware

Tammy Conley, Human Resources Specialist

Ceridian Insights Conference, Baltimore, Maryland

Ceridian Training, Philadelphia, Pennsylvania

Health Benefits Open Enrollment Information Sessions, Conducted for Staff, Trenton, New Jersey

Wendy Connuck, Director of Corporate and Foundation Relations

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

Grant Training Center, Professional Grant Development Workshop, Rutgers University

Foundation Center, Grantseeking Basics Seminar, New York, NY

Foundation Center, Proposal Writing Basics, New York, NY

Tanisha Cox, Principal Clerk Typist

“Laughter Fitness Therapy,” Intensive Family Support Services of Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Ed Davenport, Assistant Director, Management Information Systems

Fifth Annual NJEDge Technology in Education Conference,
Plainsboro, New Jersey

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

Council of Colleges of Arts and Sciences Annual Meeting,
Portland, Oregon

Maritime Law Enforcement Voluntary Education Project Working
Group, Coast Guard Institute, Oklahoma City, Oklahoma

Teacher Education Accreditation Council Annual Meeting,
Chicago, Illinois

Jonathan Davis, Systems Coordinator

Datatel Regional Users' Group Conference, Lincroft, New Jersey

Tom Devine, Associate Dean, School of Applied Science and Technology

Center for Energy Workforce Development Annual Summit,
Orlando, Florida

Center for Energy Workforce Development Northeast Regional
Conference, Shelton, Connecticut

National Institute on the Assessment of Adult Learning,
Princeton, New Jersey

Jessica Dougherty, Administrative Assistant, School of Nursing

"American Higher Education from 1960 – Present," Thomas
Edison State College, Trenton, New Jersey

"Educating Nursing Students in Second Life," Webinar

Rosa Lee Eickhoff, Academic Program Advisor

"Advising Locally, Thinking Globally," Seventeenth Annual New
Jersey Advisors Conference, Rutgers University Busch Campus,
Piscataway, New Jersey

Barbara Eklund, Assistant Dean, School of Continuing and Professional Studies

University Continuing Education Association (UCEA) Mid-Atlantic Region Annual Conference, Wilmington, Delaware

Michele Evanchik, Assistant Controller

EACUBO Seminar, New Brunswick, New Jersey

KPMG FASB and GASB Seminars, Short Hills, New Jersey

Mercadien Seminar, Hamilton, New Jersey

Arlene Futey, Learner Services Representative

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

Edward Gall, SOC Coordinator, Office of Military Education

“Embracing our Heroes – Shaping our World” Council of College and Military Educators, Honolulu, Hawaii

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

Health Information Security & Privacy Collaboration (HISPC) National Conference – Bethesda, Maryland

HISPC IOA Collaborative Meeting, Seattle, Washington

Electronic Medical Record Exchange of Southern New Jersey, Galloway Twp., New Jersey

ASPA/AGA Symposium’s “Financial Crisis is a Terrible Thing to Waste”

5th Nationwide Health Information Network Forum, Washington, DC

93rd Annual New Jersey League of Municipalities Conference,
Atlantic City, New Jersey

HISPC IOA Meeting, Raleigh, North Carolina

HISPC IOA Meeting, Chicago, Illinois

Lou Green, Systems Coordinator

Datatel Users' Group Annual Conference, National Harbor,
Maryland

Datatel Regional Users' Group Conference, Lincroft, New Jersey

Datatel Web Advisor Administration Training, Fairfax Virginia

Datatel SharePoint Administrator Training, Hamilton, New Jersey

Datatel Active Campus Administrator Training, Thomas Edison
State College

Kathleen Griffis, Distance Learning Education Specialist, School of
Nursing

"American Higher Education from 1960 – Present," Thomas
Edison State College, Trenton, New Jersey

Automatic External Defibrillator (AED) Training, American Red
Cross, Trenton, New Jersey

Delaware Valley Nursing Computer Network (DVNCN),
Abington Memorial Hospital, Abington, Pennsylvania

"Educating Nursing Students in Second Life," Webinar

"Searching CINAHL (The Cumulative Index to Nursing and
Allied Health Literature)" New Jersey State Library, Trenton, New
Jersey

"Seven Revolutions," Webinar

Joseph Guld, Assistant Registrar

Datatel User's Group Conference, Fairfax, Virginia

Joseph Guzzardo, Director of Communications

Streaming Media Conference – East, New York City

Mary Hack, Director, Administrative Services

FBI Security Conference, Villanova University

Sylvia Hamilton, Vice Provost for Strategic Partnerships

2009 Corporate University Global Leadership Congress,
Corporate University Xchange Awards, Philadelphia,
Pennsylvania

Farouk A. Hassieb, Associate Vice President and Treasurer

ECAUBO Workshop at Weidner University, Chester,
Pennsylvania

Disaster Preparedness Summit, New York, New York

Fred Pryor Seminar, Voorhees, New Jersey

Credit Suisse Wealth Management Conference, New York, New
York

Marjorie Henderson, Clerk Typist

"Issues Confronting Adult Learners," Thomas Edison State
College, Trenton, New Jersey

"Laughter Fitness Therapy," Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Donna Higgins, Professional Service Specialist

"How Do We Stay Mentally Healthy in a Fast-Paced Professional
World?" Thomas Edison State College, Trenton, New Jersey

“Laughter Fitness Therapy,” Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

William Hobson, Procedural Design Specialist

Datatel Web Advisor Administrator Training, Fairfax, Virginia

Datatel SharePoint Administrator Training, Hamilton, New Jersey

Datatel Active Campus Administrator Training, Thomas Edison
State College

Datatel Users’ Group Annual Conference - National Harbor,
Maryland

David Hoftiezer, Director of Admissions

“Advanced Communications Management,” Datatel, Trenton,
New Jersey

American Association of Collegiate Registrars and Admissions
Officers, Eighteenth Annual Strategic Enrollment Management
Conference, Anaheim, California

American Association of Collegiate Registrars and Admissions
Officers, Ninety-Fifth Annual Meeting, Chicago, Illinois

“Laughter Fitness Therapy,” Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Drew W. Hopkins, Chief Information Officer

Fifth Annual NJEDge Technology in Education Conference,
Plainsboro, New Jersey

Gartner IT Expo, Orlando, Florida

Educause Conference, Orlando, Florida

TouchNet COMTEC 2008, Kansas City, Missouri

Datatel Users’ Group Annual Conference - National Harbor,
Maryland

Maisha Howard, Learner Support Representative

"How Do We Stay Mentally Healthy in a Fast-Paced Professional World?" Thomas Edison State College, Trenton, New Jersey

"Issues Confronting Adult Learners," Thomas Edison State College, Trenton, New Jersey

"Laughter Fitness Therapy," Intensive Family Support Services of Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Karen Hume, Director of Publications

2008 Symposium for the Marketing of Higher Education,
American Marketing Association, Chicago, IL

Misty Isak, Acting Director of Development

Council of College and Military Educators Annual Symposium

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

"2008 Drive In Workshop," North East Association of Institutional Research, Philadelphia, Pennsylvania

"Measuring Success: Making Assessment Data Work for Your Institution," Educational Testing Service, Princeton, New Jersey

"Assessing Institutional Effectiveness: The Role of Institutional Researchers," 15th Annual Spring Conference, New Jersey Association of Institutional Research, Trenton, New Jersey

Donna Keebler, Academic Program Advisor

"Advising Locally, Thinking Globally," Seventeenth Annual New Jersey Advisors Conference, Rutgers University Busch Campus, Piscataway, New Jersey

College Council of Military Educators Annual Symposium,
Honolulu, Hawaii

Garry M. Keel, Director of Academic Advisement

“Assessment of Academic Advisement,” National Academic Advising Association, Clearwater, Florida

“Effective Communication Skills for Managers,” Fred Pryor Training, New Brunswick, New Jersey

Catherine N. Kotecki, Associate Dean, School of Nursing

“American Higher Education from 1960–Present,” Thomas Edison State College, Trenton, New Jersey

Association of Nurse Executives Conference, San Antonio, Texas

“Educating Nursing Students in Second Life,” Webinar

“Issues Confronting Adult Learners,” Thomas Edison State College, Trenton, New Jersey,

“Nurses Work Environment: Evidence-Based Challenges and Opportunities,” Founders Day Program and New Jersey Consortium of Sigma Theta Tau International Consortium, New Brunswick, New Jersey

Nursing Management Congress, Las Vegas, Nevada

“Organ Donor Transplantation,” Teleconference, Upsilon Rho Chapter, Thomas Edison State College, Trenton, New Jersey

Sigma Theta Tau, The Honor Society of Nursing Teleconference Meetings

Sigma Theta Tau Teleconference Board Meetings

Diane Koye, Budget Director

New Jersey Chamber of Commerce Walk to Washington, Washington, DC

National Association of College and University Business Officers Integrated Planning and Budgeting, Denver, Colorado

Anna Krum, Graduation Specialist

2009 North American Association of Commencement Officers
Annual Conference, Nashville, Tennessee

Michelle Leonard, Program Assistant-Payroll

Ceridian Insights Conference, Baltimore, Maryland

Ceridian Training, Philadelphia, Pennsylvania

Iris Lewin, Admissions Counselor

"How Do We Stay Mentally Healthy in a Fast-Paced Professional
World?" Thomas Edison State College, Trenton, New Jersey

"Issues Confronting Adult Learners," Thomas Edison State
College, Trenton, New Jersey

Lorilyn Lewis, Learner Support Representative

"How Do We Stay Mentally Healthy in a Fast-Paced Professional
World?" Thomas Edison State College, Trenton, New Jersey

"Issues Confronting Adult Learners," Thomas Edison State
College, Trenton, New Jersey

"Laughter Fitness Therapy," Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

"Managing Multiple Projects, Objectives, and Deadlines,"
Skillpath, Princeton, New Jersey

Kristin LoBasso, Senior Evaluator

New York-New Jersey Association of Collegiate Registrars and
Admissions Officers Spring Conference, County College of
Morris, Randolph, New Jersey

Michael Lobecker, Systems Coordinator

BBWorld 2008, Blackboard Annual Conference, Las Vegas,
Nevada

Gartner Data Center Conference, Las Vegas, Nevada

Enterprise Virtualization Using Microsoft Hyper-V Training,
Morristown, New Jersey

Mary Beth Lynch, Senior Evaluator

American Council on Education Military Transcript Workshop,
Fairleigh Dickinson University, Teaneck, New Jersey

Jeff Lushbaugh, Director of Website and Multimedia Production

Mini-Masters Certificate, Human Computer Interaction/User
Experience Design, Rutgers, The State University of New Jersey,
New Brunswick, NJ

Alicia Malone, Academic Program Advisor

"Advising Locally, Thinking Globally," Seventeenth Annual New
Jersey Advisors Conference, Rutgers University Busch Campus,
Piscataway, New Jersey

"Career Trak," The Princeton Management Conference, Princeton,
New Jersey

Louis F. Martini, Director of Military Education

Adjunct Generals Association of the United States, Jackson Hole,
Wyoming

Colorado Association of Military Education, Colorado Springs,
Colorado

Council of Military Education in South Carolina, Charleston,
South Carolina

Council of Military Education in Texas and the South, Corpus
Christi, Texas

"Embracing our Heroes – Shaping Our World," Council of
College and Military Educators, Honolulu, Hawaii

Enlisted National Guard Association of the United States,
Savannah, Georgia

Florida Association of College and Military Educators

National Guard Association of the United States, Baltimore
Maryland

"Supporting Those Who Serve," Florida Association of College
and Military Educators, Key West, Florida

Charlene Martucci, Fiscal Administrator

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

Women in Leadership Development, New Jersey State AFL-CIO

Employment Law, Rutgers University Labor Center Course

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

Bryan S. Mazzilli, Learner Support Representative

"How Do We Stay Mentally Healthy in a Fast-Paced Professional
World?" Thomas Edison State College, Trenton, New Jersey

"Issues Confronting Adult Learners," Thomas Edison State
College, Trenton, New Jersey

"Laughter Fitness Therapy," Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

James M. Mc Carty, Assistant Dean, Heavin School of Arts and Sciences

Emergency Management Higher Education Conference,
Emmitsburg, Maryland

Deborah McCoy, Systems Coordinator

Datatel Regional Users' Group Conference, Lincroft, New Jersey

Kathleen Melilli, Executive Assistant to the Provost

New Jersey ACE-NET Fall Conference, Middlesex County
Community College, Edison, New Jersey

Andrea Mirsky, Academic Program Advisor

“Advising Locally, Thinking Globally,” Seventeenth Annual New
Jersey Advisors Conference, Rutgers University Busch Campus,
Piscataway, New Jersey

Jennifer M. Montone, Assistant Director/Purchasing

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

The Women’s Conference, Princeton, New Jersey

Meta-Leadership Summit for Preparedness, Princeton, New Jersey

Virginia Morrar, Assistant Administrator, Student Fees and Revenues

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

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

“Lifelong Learning: Building Pathways to Independence,” Council
for Adult and Experiential Learning, 2008 International
Conference, Philadelphia, Pennsylvania

New Jersey Governor’s Conference on Workforce and Economic
Development, Atlantic City, New Jersey

“Training on Trial,” American Society for Training and
Development Workshop, Raritan Valley Community College,
Somerville, New Jersey

National Institute on the Assessment of Adult Learning 2009,
Thomas Edison State College, Princeton, New Jersey

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

American Association of Colleges of Nursing Spring Meeting,
Washington, D.C.

"Educating Nursing Students in Second Life," Webinar

Fifth Annual Building Global Alliances Symposium and the
International Leadership Award Gala, Commission on Graduates
of Foreign Nursing Schools, Philadelphia, Pennsylvania

Governor's Conference on Workforce and Economic
Development, Atlantic City, New Jersey

"Mobile Technology in the Nursing Curriculum," Webinar

New Jersey Nursing Initiative Faculty Preparation Program,
Robert Wood Johnson Foundation Princeton, New Jersey

New Jersey State Nurses Association – Nurses in Trenton Day
2008, Thomas Edison State College, Trenton, New Jersey

New Jersey State Nurses Convention, Atlantic City, New Jersey

"Organ Donor Transplantation," Teleconference, Upsilon Rho
Chapter, Thomas Edison State College, Trenton, New Jersey

Portal Project - West Texas Nursing Education Consortium,
Princeton, New Jersey

"Seven Revolutions," Webinar

Greta O'Keefe, Program Assistant, School of Nursing

"American Higher Education from 1960 – Present," Thomas
Edison State College, Trenton, New Jersey

"Educating Nursing Students in Second Life," Webinar

"Seven Revolutions," Webinar

James Owens, Director of Financial Aid

National Association of Student Financial Aid Administrators
Conference, Orlando, Florida

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

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

Esther H. Paist, Executive Assistant to the President

Association for the Advancement of Computing in Education/Ed-
Media World Conference, Vienna Austria

Institute on the Assessment of Adult Learning, Thomas Edison
State College, Princeton, New Jersey

Alisha Pendleton, Assistant Director of Financial Aid and Veterans
Affairs

Datatel Users Group Conference, Longshore, Maryland

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

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

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

Loretta Perkins, Senior Learner Support Representative

"How Do We Stay Mentally Healthy in a Fast-Paced Professional
World?" Thomas Edison State College, Trenton, New Jersey

Thomas M. Phillips, Manager, Human Resources

Higher Education Recruitment Consortium Conference, New
York, New York

Ceridian Training, Philadelphia, Pennsylvania

Ann Prime Monaghan, Assistant Vice Provost for General Education

2009 General Education, Assessment, and the Learning Students Need, Association of American Colleges and Universities, Baltimore, Maryland

“Target 2018: The Path to the Future,” Middle States Commission on Higher Education Annual Conference, Baltimore, Maryland

Dawn Propst, Graduation Auditor

New York-New Jersey Association of Collegiate Registrars and Admissions Officers Spring Conference, County College of Morris, Randolph, New Jersey

Catharine A. Punchello-Cobos, Senior Associate Registrar

Delaware Valley Association of Collegiate Registrars and Officers of Admissions Spring Conference, Arcadia University, Glenside, Pennsylvania

“The Times They Are a-Changin,” Middle States Association of Collegiate Registrars and Officers of Admissions Annual Conference, Philadelphia Pennsylvania

Juliette Punchello, Account Executive

“Threads of Cultures: The New Jersey Cultural Competency and English Language Learners Summer Institute/Mentoring Program,” Thomas Edison State College, Trenton, New Jersey

Louise Riley, Assistant Dean, School of Nursing

“Educating Nursing Students in Second Life,” Webinar

“Getting Started: Adding Informatics to the Nursing Curriculum,” Webinar

Informatics Symposium, Children’s Hospital of Philadelphia, Philadelphia, Pennsylvania

"Mobile Technology in the Nursing Curriculum," Webinar

National League for Nursing Education Summit, San Antonio,
Texas

Portal Project - West Texas Nursing Education Consortium,
Princeton, New Jersey

"Searching CINAHL (The Cumulative Index to Nursing and
Allied Health Literature)," New Jersey State Library, Trenton,
New Jersey

"Training and Supporting Online Adjuncts: Practical Ideas,"
Webinar

Sharon Rock, Principal Clerk Typist

"Laughter Fitness Therapy," Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Linda Rosner, Learner Support Representative

"How Do We Stay Mentally Healthy in a Fast-Paced Professional
World?" Thomas Edison State College, Trenton, New Jersey

"Issues Confronting Adult Learners," Thomas Edison State
College, Trenton, New Jersey

"Laughter Fitness Therapy," Intensive Family Support Services of
Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Kelly Saccomanno, Program Assistant

Streaming Media Conference – East, New York City

2008 Integrated Marketing Conference: Adult Student Marketing,
San Antonio, Texas

Adobe Photoshop, Imaging R & R, Moorestown, New Jersey

Philip Sanders, Administrator, Student Fees and Revenues

COMTEC 2008, Kansas City, Missouri

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

2008 Governor's Conference on Workforce and Economic Development, Trump Plaza, Atlantic City, New Jersey

Sustainable Management Conference, Rowan University, Glassboro, New Jersey

Elaine Scheff, Secretarial Assistant

Women's History Month Presentation, Mercer County Community College, Trenton, New Jersey

Michael J. Scheiring, Vice President and Treasurer

Datatel Users' Group Annual Conference, National Harbor, Maryland

David Schwager, Assessment Technology Specialist, Office of Learning Assessment

"Protecting Your Testing Program: The Answer is in the Data,"
Caveon Webinar

Randolph Schwartz, Systems Coordinator

BBWorld 2008, Blackboard Annual Conference, Las Vegas, Nevada

William J. Seaton, Vice President and Provost

American Association of State Colleges and Universities
Academic Affairs Summer Meeting, Boston, Massachusetts

Council for Adult and Experiential Learning 2008 International
Conference, Philadelphia, Pennsylvania

Council of College and Military Educators 2009 Symposium,
Waikiki Beach, Hawaii

Middle States Commission on Higher Education Annual
Conference, Baltimore, Maryland

University Continuing Education Association Regional Meeting,
Wilmington, Delaware

Western Cooperative for Educational Telecommunications 20th
Annual Conference, Phoenix, Arizona

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

“2008 Drive In Workshop,” North East Association of
Institutional Research, Philadelphia, Pennsylvania

“Measuring Success: Making Assessment Data Work for Your
Institution,” Educational Testing Service, Princeton, New
Jersey

30th Anniversary Conference of the Association of Black Women in
Higher Education, Princeton, New Jersey

“A Culture of Evidence: IR Support, Initiative & Leadership,”
North East Association for Institutional Research 35th Annual
Conference, Providence, Rhode Island

“Sexual Harassment Moot Court,” NJ American Council on
Education, Edison, New Jersey

“Target 2018: The Path to the Future,” Middle States
Commission on Higher Education’s Annual Conference,
Baltimore, Maryland

“Assessing Institutional Effectiveness: The Role of Institutional
Researchers,” 15th Annual Spring Conference, New Jersey
Association of Institutional Research, Trenton, New Jersey

“A Basic Tool Box for Assessing Institutional Effectiveness,”
Middle States Association on Higher Education, Newark,
Delaware

National Institute on the Assessment of Experiential Learning,
Thomas Edison State College Princeton, New Jersey

Mindi Shalita, Director, Human Resources

Society for Human Resource Management Annual Conference,
New Orleans, Louisiana

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

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

Garden State Council Society for Human Resource Management
Conference, Long Branch, New Jersey

Todd Siben, Academic Program Advisor

“Advising Locally, Thinking Globally,” Seventeenth Annual New
Jersey Advisors Conference, Rutgers University Busch Campus,
Piscataway, New Jersey

Council for Adult and Experiential Learning (CAEL) National
Conference, Philadelphia, Pennsylvania

“On the Right Track with Advising!” National Academic
Advising Association Region 2 Conference, Dover, Delaware

Doris Simmons, Academic Program Advisor

“Advising Locally, Thinking Globally”, Seventeenth Annual New
Jersey Advisors Conference, Rutgers University Busch Campus,
Piscataway, New Jersey

Hope Smith, Educational Technology Specialist

Datatel Users’ Group Annual Conference, National Harbor,
Maryland

Datatel Regional Users’ Group Conference, Lincroft, New Jersey

Linda Soltis, College Relations Specialist, Office of Communications

Business Writing and Grammar Skills, National Seminars Group,
Princeton, New Jersey

Christopher Stringer, Controller

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

Terri Tallon-Hammill, Assistant Dean, School of Business and
Management

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

Middle States Commission on Higher Education Annual
Conference, Baltimore, Maryland

New Jersey College of Business Administrators Association,
Edison, New Jersey

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

Lorraine Thompson, Secretarial Assistant III

"Effective Writing and Speaking Skills," Fred Pryor Training,
Atlantic City, New Jersey

John P. Thurber, Vice President for Public Affairs

American Marketing Association, Symposium on Higher
Education

Curves Annual Convention

CASE Assembly for Advancement Leaders

CASE District II Conference

Stamats Conference on Adult Student Marketing

NJ League of Municipalities Conference

Marcus Tillery, Dean, School of Applied Science and Technology

"A New Generation of Learning: Diverse Students, Emerging Technologies and Sustainability," Middle States Commission on Higher Education 2008 Annual Conference, Baltimore, Maryland

"Charting Tomorrow," Accreditation Board for Engineering and Technology 2008 Annual Meeting and Commission Summit, Louisville, Kentucky

"Faculty Workshop on Assessing Program Outcomes," Accreditation Board for Engineering and Technology, Louisville, Kentucky

"Globalization of Technology," National Association of Industrial Technology 2008 Annual Conference, Nashville, Tennessee

Governor's Conference on Workforce and Economic Development, Atlantic City, New Jersey

"Innovation, Efficiency and Leadership," National Association of Regulatory Utility Commissioners 2008 Annual Convention, New Orleans, Louisiana

"Investing in a CleanTech Economy," The 2008 New Jersey Clean Energy Conference and Leadership Awards, Jersey City, New Jersey

Caroline Tompkins, Admissions Counselor

"How Do We Stay Mentally Healthy in a Fast-Paced Professional World?" Thomas Edison State College, Trenton, New Jersey

"Issues Confronting Adult Learners," Thomas Edison State College, Trenton, New Jersey

"Laughter Fitness Therapy," presented by Intensive Family Support Services of Greater Trenton Behavioral Healthcare, Trenton, New Jersey, November 2008

"New Advisor Training," Graduate! Philadelphia, Philadelphia University, Philadelphia, Pennsylvania

Theresa Tosti, Assistant Director, Administrative Services

The Women's Conference, Princeton, New Jersey

Team Building Workshop/Coaching Skills for Managers and Supervisors, Voorhees, New Jersey

Henry van Zyl, Vice Provost, DIAL

Collaboration Visit to University of South Africa, Johannesburg, South Africa

Collaboration Exploration Visit to University of Johannesburg, Johannesburg, South Africa

Collaboration Exploration Visit to University of Pretoria, Pretoria, South Africa

Executive Committee and Board Meeting, National University Telecommunications Network, Saratoga Springs, NY

Linda M. Vasbinder, Assistant to the President

2009 Governor's Conference for Women, Atlantic City, New Jersey

Cynthia Ventura, Academic Program Advisor

"Advising Locally, Thinking Globally," Seventeenth Annual New Jersey Advisors Conference, Rutgers University Busch Campus, Piscataway, 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, Somerset, New Jersey

Robin Walton, Director of Government Relations and Community Affairs

Higher Education Government Relations Conference, San Diego, California

American Council on Education Network, Spring 2009 Conference, Lincroft, New Jersey

American Council on Education, Women of Color Breakfast, Princeton, New Jersey

Denise Weber, Secretarial Assistant

"Laughter Fitness Therapy," Intensive Family Support Services of Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Maureen Woodruff, Director, Office of Test Administration

"Heist! Who is Selling Exams on the Internet?" Caveon Webinar

Gillian Wyckoff, Acting Assistant Director of Admissions

"Issues Confronting Adult Learners," Thomas Edison State College, Trenton, New Jersey

"Laughter Fitness Therapy," Intensive Family Support Services of Greater Trenton Behavioral Healthcare, Trenton, New Jersey

Celeste Wynn, Academic Program Advisor

"Advising Locally, Thinking Globally," Seventeenth Annual New Jersey Advisors Conference, Rutgers University Busch Campus, Piscataway, New Jersey

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

Millennium Protégé/Fellow of the American Association of State Colleges and Universities

External Committees and Associations

Nia Abuwi, Academic Program Advisor

Member, National Academic Advising Association

Member, State Street Speakers Toastmasters Club

Peggy Allan, Program Assistant, Center for Academic Program Reviews

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

Barbara Aikins, ADA Coordinator

Member, Executive Board, New Jersey Association for Higher Education and Disability

Member, National Academic Advising Association

Member, State Street Speakers Toastmasters Club

Dave Anderson, Assistant Vice Provost for Learner Support

Member, American Association of Collegiate Registrars and Admissions Officers

Member, New Jersey Association on Higher Education and Disability

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

Member, North East Association for Institutional Research

Member, New Jersey Association for Institutional Research

Rhonda Beckett, Academic Program Advisor

Member, National Academic Advising Association

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

Adjunct Instructor, Mercer County Community College

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

Chair, Latino Vision Council of 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, Association for Children of New Jersey

Member, Coalition for Infant/Toddler Educators

Member, New Jersey Early Childhood Teacher Educators

Reviewer, American Council of 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

Council Member, United Way Helping Children Succeed Vision Council

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

Delegate, Mercer County Central Labor Council

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

Robert Burton, Academic Program Advisor

Member, National Academic Advising Association

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, Washington, DC

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

Member, National Academic Advising Association

Member, National League for Nursing

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

Member, New Jersey State Nurses Association

Member, Oncology Nursing Society, South Jersey Chapter

Member, Save the Environment of Moorestown

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

Carla Colburn, Academic Program Advisor

Member, American Association of University Women

Member, American Technical Education Association

Member, National Academic Advising Association

Member, 2009 Conference Registration Committee, National Academic Advising Association

Member, 2009 Proposal Review Committee, National Academic Advising Association Region 2 Conference

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

Member, Association of American Colleges & Universities

Member, Council of Colleges of Arts & Sciences

Member, Teacher Education Accreditation Council

Member, University Continuing Education Association

Tom Devine, Associate Dean, School of Applied Science and Technology

Member, Center for Energy Workforce Development, Educational Advisory Committee

Member, Green Jobs for New Jersey Advisory Committee

Member, Mercer County Community College Advisory Board

Member, Passaic County Community College Advisory Board

Member, University of Medicine and Dentistry of New Jersey Dental Advisory Committee

Wendy Connuck, Director of Corporate and Foundation Relations

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

Member, New York State Bar

Member, Connecticut State Bar

Member, Association of Fundraising Professionals

Member, Women in Development

Elisabeth Dey, Director of Special Events and the Annual Fund

Women in Development of Mercer County

Janet Eickhoff, Account Manager

Member, New Jersey Communications, Advertising, and Marketing Association

Member, American Marketing Association

Member, Council of College and Marketing Educators

Rosa Lee Eickhoff, Academic Program Advisor

Member, National Academic Advising 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

Member, 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 Lutheran Church, Willingboro, New Jersey

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

Member, State Street Speakers Toastmasters Club

Barbara George Johnson, MPH, J.D., Acting Deputy Directory
The John S. Watson Institute for Public Policy

Advisory Board, Chair Legislative Committee, Black Infant Mortality Reduction Resource Center

Policy Committee, New Jersey State League of Municipalities

Board of Directors, Vice Chair, My Daughter's Keeper

Board of Directors, Healthy Mothers/Healthy Babies

Co-Chair Advocacy Committee, Social Equity in Birth Outcomes Coalition

Planning Committee, Center For Women in Government,
Eagleton Institute, *Ready to Run: Run Sister Sun Campaign Training*

Roxanne Globis, Director of Alumni Affairs

Member, American Marketing Association

Member, Council of Advancement and Support of Education

Member, Mercer Regional County Chamber of Commerce

Member, Princeton Regional Chamber of Commerce

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

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

Advisory Board Member, Electronic Medical Record Exchange of Southern New Jersey

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

Steering Committee Member, New Jersey Health Information Security and Privacy Collaboration Inter-Organizational Agreement Workgroup

Member, North Carolina Healthcare Information and Communications Alliance

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

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

Member, Princeton Public Library Board of Trustees

Kathleen Griffis, Distance Learning Education Specialist, School of Nursing

Member, American Nurses Association

Member, National League for Nursing

Member, New Jersey State Nurses

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

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

Joseph Guld, Assistant Registrar

Member, American Association of Collegiate Registrars and
Admissions Officers

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

Member, New Jersey College Risk Management Committee

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

Sylvia Hamilton, Vice Provost for Strategic Partnerships

Advisory Board Member, American Council on Education's
College Credit Recommendation Service

Member, Association of Black Women in Higher Education

Member, New Department of Labor and Workforce Development,
Apprenticeship Pathways 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

David Hoftiezer, Director of Admissions

Member, American Association of Collegiate Registrars and Admissions Officers

Drew Hopkins, Chief Information Officer

Board Member, Touchnet Customer Advisory Board

Board Member, Summit Board, Hershey Systems

Board Member, Datatel Thought Leaders Community

Karen Hume, Director of Publications

Member, Council for Adult and Experiential Learning

Member, Council for the Advancement and Support of Education

Member, International Association of Business Communications

Member, American Marketing Association

Member, International Association of Business Communicators

Member and Past President, New Jersey Communications and Marketing Association

Misty Isak, Assistant Directory of Military Education

Member, Adjunct Generals Association of the United States

Member, Council for the Advancement and Support of Education

Member, Council on Military Education in South Carolina

Member, Council of 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, 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

Michelle Leonard, Program Assistant-Payroll

Honorary Member, Good Will Fire Company #1, Pemberton
Borough, New Jersey

President, Good Will Fire Company #1 Ladies Auxiliary,
Pemberton Borough, New Jersey

Member, Lions Club International, Pemberton Chapter,
Pemberton, New Jersey

Mary Beth Lynch, Senior Evaluator

Member, National Academic Advising Association

Alicia Malone, Academic Program Advisor

Member, National Academic Advising Association

Louis F. Martini, Director of Military Education

Immediate Past President, Council of College and Military
Educators

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 Tuition 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

Charlene Martucci, Fiscal Administrator

Member, Brian Injury Association of New Jersey

Delegate, Mercer County Central Labor Council

Member, Mercer County Democratic Committee Representative (elected)

President, AFT Local 4277

New Jersey Board of Cosmetology, Licensed Professional

James M. Mc Carty, 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

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

Christopher J. Miller

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

Member, Elias Boudinot School Parent Teacher Association

Member, City of Burlington Board of Education

Virginia Morrar, Assistant Administrator, Student Fees and Revenues

Steering Committee Member, Educational Accounts Receivable Management Association

Mary Ann Morrone, Human Resources Assistant

College Representative, Employee Charitable Campaign, Trenton, New Jersey

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

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

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

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

Member, Alumni Association, University of Pennsylvania

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, Upsilon Rho Chapter

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, National Association of Presidential Assistants in Higher 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 M. Phillips, Manager, Human Resources

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

Member, Executive Board, New Jersey/Eastern Pennsylvania/Delaware Higher Education Recruitment Consortium

Chair, Marketing Committee, New Jersey/Eastern Pennsylvania/Delaware Higher Education Recruitment Consortium

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

Life Member, Past President, New Jersey Communications, Advertising and Marketing Association

Member, American Marketing Association

Member, Jersey Shore Public Relations and Advertising Association

Member, 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

Member, Education Committee, New Jersey Business and Industry Association

Adjunct Instructor, Department of Journalism and Communications, Rider University

Ann Prime Monaghan, Assistant Vice Provost for General Education

Member, Association of American Colleges and Universities

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

Louise Riley, Assistant Dean, School of Nursing

Member, Capital Area Roundtable on Informatics in Nursing

Member, Delaware Valley Health Information Management Systems Society

Member, National League for Nursing

Member, Nursing Informatics Curriculum Advisory Board,
Excelsior College

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

Philip Sanders, Administrator, Student Fees and Revenues

President, New Jersey Bursars' Association

Barbara A. Sandstrom, Systems Coordinator

Board member, PLAN/NJ (Planned Lifetime Assistance Network)

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, *Journal of Sustainable Leadership*, Editorial Review Board

Member, New Jersey CPA Society

Member, Project Management Institute

Member, Society for the Advancement of Management

Member, Society of Nonprofit Organization

Member, World Association for Case Method Research and Application

Reviewer, *Journal of Leadership and Organizational Studies*

Reviewer, *Journal of the American Academy for Business*

Elaine Scheff, Secretarial Assistant

Member, State Street Speakers Toastmasters Club

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

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

Member, Leadership New Jersey, Class of 1972

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

David Schwager, Assessment Technology Specialist

Member, Executive Board, Hamilton Girls Softball Association

Member, National College Testing Association

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 College 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

Board Member, Isles, Incorporated

Board Member, Liberated Word Community Development Corporation, Inc.

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)

Volunteer, Angel Wings

Mindi Shalita, Director, Human Resources

Member, International Personnel Management Association, New Jersey Chapter

Member, Pension and Health Benefits Review Commission

Board Member, New Jersey American Council on Education, Network Board

Member, Society for Human Resource Management

Member, Human Resources Management Association of Princeton

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

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.

Steering Committee Member, the Coalition On Healthy Ports

Chair, New Jersey Environmental Justice Alliance Diesel Committee

Planning Committee Member, climate justice conference organized by WE ACT, Inc.

Advisory Committee Member, Coal Conference organized by the Center for Health and Global Environment at Harvard Medical School

Co-Organizer, ongoing environmental justice attorneys meetings

Member, the New Jersey Bar

Member, the District of Columbia Bar

Member, the Environmental Justice Forum on Climate Change

Member, Policy Task Force for New Orleans and the Delta Region formed by the Deep South Center for Environmental Justice at Dillard University

Member, National Environmental Justice Advisory Council Subcommittee on Air Toxics, Schools and Community Involvement

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

Todd Siben, Academic Program Advisor

New Jersey State Representative, National Academic Advising Association

Secretary, Ramapo College Alumni Ice Hockey

Doris Simmons, Academic Program Advisor

Member, Corpus Christi Church Bell Choir

Member, Delta Sigma Theta Sorority, Inc.

Member, National Academic Advising Association

Member, State Street Speakers Toastmasters Club

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

Chair, Board of Trustees, Beyond Diversity Resource Center

Member, Bellevue Area Civic Association

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

Chair, New Jersey Coretta Scott King Humanitarian Group's
Executive Advisory Board

Co-chair, Trenton Counts Task Force, 2010 Census Complete
Count Committee

Member, The New Jersey Cultural Competency and English
Language Learners Summer Institute/Mentoring Program
Advisory Council

Ex-officio Member, Leadership Trenton Alumni Association,
Leadership Trenton Sustainable Initiative Steering Committee

Sharon C. Smith, Registrar

Member, American Association of Collegiate Registrars and
Admissions Officers

Member, Middle States Association of Registrars and Officers of
Admissions

National Reporting Officer, Reporting Transfer Credit Practice
Committee, American Association of Collegiate Registrars and
Admissions Officers

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

Member, Effective Communications Committee, Bucks County
Community College Foundation

J. Marian Stone, Assistant Dean, School of Nursing

Chair and Presenter, Awards Committee, 120th Anniversary Reunion, School of Nursing, University of Pennsylvania Hospital

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 Strain, Assistant Dean, Heavin School of Arts and Sciences

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

Member, Teacher 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 Dean, School of Business & Management

Committeewoman, Mansfield Township, Burlington County, New Jersey

Member, Academy of Management

Member, Institute for Operations Research and the Management Sciences

Member, International Leadership Association

Member, New Jersey Collegiate Business Administration Association

Member, New Jersey Employer Support of the Guard and Reserves

Member, New Jersey League of Municipalities

Member, Sigma Beta Delta, International Honor Society for Business, Management, and Administration

Member, Sociologists for Women in Society

Lorraine Thompson, Secretarial Assistant

Member, State Street Speakers Toastmasters Club

Terry Thornton, Supervisor of Mails

Project Director, Executive Board, New Jersey Postal Customer Council

Member, Mail Systems Management Association

John P. Thurber, Vice President for Public Affairs

Member and 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
Chairman, Informatics Committee
Chairman, By-Laws Committee
Member, Finance Committee

Member, Audit 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

Marcus Tillery, Dean, School of Applied Science and Technology

Member, Advisory Commission, Project Inside, Mercer
County Community College,

Member, Education and Training Committee, Utility Business
Education Coalition

Member, Education Workforce Committee, New Jersey
Technology Council

Member, Executive Board, Rural Technology Enterprise
Group

Member, Program Advisory Board, Medical Laboratory
Technology Program, Montgomery County College

Caroline Tompkins, Admissions Counselor

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

Member, Community Works, Princeton, New Jersey

Secretary, Board of Directors, National Alliance on Mental Illness,
Mercer, New Jersey

Melissa Van Aken, Clerk Typist, Human Resources

Team Leader, Cystic Fibrosis Foundation, Greater New Jersey
Chapter

Henry van Zyl, Vice Provost, DIAL

Chair, Finance Committee, National University Telecommu-
nications Network

Chair, Organizing Committee, National Institute on the
Assessment of Adult Learning, Princeton, New Jersey

Member, Board of Consortium for Distance Education

Member, CAEL Advisory Group

Member, Executive Committee and Board of Directors, National
University Telecommunications Network

Member, International Conference on Open and Distance
Education

Member, University Continuing Education Association

Linda Vasbinder, Assistant to the President

Member, National Association of Presidential Assistants in Higher
Education

Cynthia Ventura, Academic Program Advisor

Member, National Academic Advising Association

Member, Commission on Aging Advisory Commission, Mercer
County Community College

Robin Walton, Director, Office of Community Affairs and Government Relations

Board of Trustees, Children's Specialized Hospital

Quality Committee, Children's Specialized Hospital

Nominating Committee, Children's Specialized Hospital

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

Board of Trustees, Vice President, Trenton Public Education Foundation

Future Business Leaders Council 2007 Fellow, Mercer Regional Chamber of Commerce

I Am Trenton Community Foundation, Board Member

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

Estelle C. Wells, Administrative Assistant

Member, International Association of Administrative Professionals

Lisa Whitfield-Harris, Diversity Coordinator, School of Nursing

Member, Alumni Association, La Salle University

Member, American Public Health Association

Member, National Black Nurses Association

Member, National Coalition of Ethnic Minority Nurses Association

Member, National League for Nursing

Member, Philadelphia Public Health Association

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

Treasurer, Executive Board, University of Pennsylvania Sigma Theta Tau, Xi Chapter

Maureen Woodruff, Director, Office of Test Administration

Member, National College Testing Association

Member, New Jersey Test Administrators Special Interest Group

Gillian B. Wyckoff, Acting Assistant Director of Admissions

Board Member and Secretary, The Jackson Malia Fund for Children with Special Needs

Member, American Society for Training and Development

Member, Butler University Alumni Association

Member, Toastmasters International State Street Speakers

Celeste Wynn, Academic Program Advisor

Member, National Academic Advising Association

Li-yun Young, Program Assistant, Alumni Affairs

Member, Council of Advancement and Support of Education

Ray Young, Vice Provost and Dean for Learner Services

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

Member, Academic Advisory Board for Graduate! Philadelphia

Member, Adult Higher Education Alliance

Member, American Association of Collegiate Registrars and
Admissions Officers

Member, Marine Corps Association

Member, United States Naval Institute

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

Board of Trustees, St. Francis Medical Center, Trenton, NJ

Policy Committee, New Jersey State League of Municipalities

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

Northeast Region Policy Advisory Board, Child Welfare League of
America

National Board of Directors, The Urban Education Fund,
Philadelphia, PA

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

Honors

Susan Cobb, Program Advisor, School of Nursing

Mary Anne Rooney Essence of Nursing Leadership Award, New Jersey Consortium of Sigma Theta Tau International

Upsilon Rho Chapter of the Honor Society of Nursing, Sigma Theta Tau International received three Regional Showcase of Excellence Awards at the STTI Leadership Academy in Indianapolis, Indiana, Virtual Panel Presentation: Global Health Issues, Building a Virtual Chapter Community Site, and Founders Day Program (as part of the NJ Consortium of Chapters of STTI)

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

Judge for the 47th 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

Charlene Martucci, Fiscal Administrator

Master of Science in Management Degree, Thomas Edison State College (completed June 2009)

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

"Founders, Leaders, and Organizational Life Cycles: The Choice is Easy — Learn or Fail!" *Development and Learning Organizations: An International Journal* 22(3), (pp. 12-15), Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2009, Santora, J. C., and Sarros, J.C. 2008

"The Transformational-Transactional Leadership Model in Practice," *Leadership and Organization Development Journal*, 22(8), 383-393, Top 10 Downloaded Article in 30 Years History of Leadership and Organization Development Journal, Emerald Literati Network 2009: Sarros, James C., and Santora, J. C. (2001)

“How to Build a Framework for Strategic Analysis: It’s All About Trust,” Featured Article: Santora, J.C. 2008. *Nonprofit World* (November-December)

Linda M. Vasbinder, Assistant to the President

Degree Conferred: Bachelor of Arts in Psychology, Thomas Edison State College

Estelle C. Wells, Administrative Assistant

Degree Conferred: Bachelor of Arts in Psychology, Thomas Edison State College

Publications

Mary Ellen Caro, Executive Vice Provost

“Strengthen Your Enterprise Learning Through Strategic Academic Partnerships,” Human Resources IQ.com, April 2009, Authors: Mary Ellen Caro and Sylvia G. Hamilton

Susan Cobb, Program Advisor, School of Nursing

“Social Presence, Satisfaction and Perceived Learning of RN-to-BSN Students in Web-based Nursing Courses,” *Nursing Education Perspectives*

Sylvia Hamilton, Vice Provost for Strategic Partnerships

“Strengthen Your Enterprise Learning Through Strategic Academic Partnerships,” Human Resources IQ.com, Human Resources IQ.com, April 2009, Authors: Mary Ellen Caro and Sylvia G. Hamilton

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

“Increasing Access to Minority Nurse Educators” *Advance for Nurses*, co-author with Louise Riley, and Jovita Solomon-Duarte

Louise Riley, Assistant Dean, School of Nursing

“Increasing Access to Minority Nurse Educators” *Advance for Nurses*, co-author with Susan O'Brien and Jovita Solomon-Duarte

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

The Role of Culture as Driver of Quality Management and Performance: Infrastructure Versus Core Quality Practices. *Academy of Management Perspectives* (May)

How to Build a Framework for Strategic Analysis: It's all About trust. *Nonprofit World* (November-December)

Co-author with Sarros, J.C. "Succession Planning," In Sarros, J.C. (ed.) *Contemporary Perspectives in Leadership: Focus and Meaning in Ambiguous Times*. Tilde University Press, Victoria, AU

Co-author with Sarros, J.C., and Cooper, B.K. "Transformational Leadership and Climate for Organizational Innovation: The Mediating Role of Organizational Culture," *Journal of Organization & Studies* 15(2)

William J. Seaton, Vice President and Provost

Santora, J.C., Sarros, J.C. and Seaton, W.J. "Succession in Nonprofit and Public Sector Organizations: Findings from Case Study Research" (pp. 307-314) In J. Azzopardi (ed.), *Proceedings of the 8th European Conference on Research Methods in Business and Management, 2009*

Todd Siben, Academic Program Advisor

"Fear of Math," Thomas Edison State College Insights Newsletter, May 2009: Perspectives, June 2009

Appendix D

Organization Chart

THOMAS EDISON STATE COLLEGE
Overall College Organizational Chart

