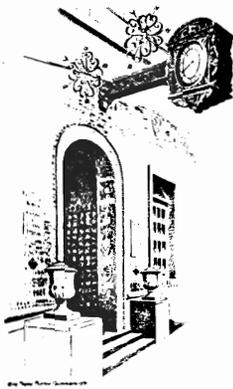


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M E M O R A N D U M  
August 13, 1984

TO: Members, Board of Trustees  
FROM: George A. Pruitt, President  
SUBJ: A Mid-Summer Briefing

I hope this finds each of you well and enjoying a restful and pleasant summer. I thought you might wish to spice up your summer leisure reading with an update on several events affecting the College since our last meeting.

I - Supplemental Appropriation

As you may recall, at the time of our June meeting we were awaiting passage of a request by the state colleges for restoration of \$4.5 million to our budgets as requested by the Board of Higher Education. Unfortunately, in the midst of complicated and sometimes confusing treatment of the budget resolutions, the request of the state colleges, Rutgers, UMDNJ, and NJIT were all omitted from the Joint Appropriations Committee's passage of the Governor's Budget. Funding for the community colleges and the independent sector was approved.

Following these circumstances, the remainder of the public sector, along with some other areas of state government, worked with the legislative leadership, the Department of Higher Education, and the Governor's Office in having introduced a supplemental appropriations bill to "fix" the omissions in the budget as recommended by the Joint Appropriations Committee. The state's budget was passed by both houses and signed by the Governor prior to July 1. The supplemental appropriations bill was recommended by the Joint Appropriations Committee and passed by both houses prior to July 1 and currently awaits the Governor's signature.

In that the Governor approved the increases by the community colleges and the independent colleges at 75% of the requested amount, the rest of higher education is optimistic and hopeful that the Governor will likewise sign the supplemental budget at at least the 75% level. The feedback we have gotten from the Department of Higher Education as well as the Governor's office directly suggests that the Governor will sign the supplemental appropriation

bill. We are, therefore, assuming in our current budget, an increased appropriation of either \$156,000 (100% funding) or \$117,000 (75% funding). In either case, these funds represent a much needed infusion of resources which will allow us to continue the initiatives of last year.

Edison State College played a prominent advocacy role in getting the supplemental bill through the legislature and, hopefully, positive consideration by the Governor.

## II - Report of the Commission on the Future of the State Colleges

In June, the Council of State Colleges adopted and forwarded to the Chancellor a response and suggested alternatives to the Report of the Commission on the Future of the State Colleges. This alternative maintains the autonomy of the nine institutions, but strengthens the coordination and sectorwide advocacy for the state colleges. It also calls for increasing the autonomy and independence of the colleges from the state bureaucracy. A copy of the full text of the Council's document is attached for your review.

## III - Year-end Operating Results

While the state has not formally reported on its official year-end closing, we have sufficient data on which to draw conclusions about our year-end operating results.

Our official enrollment for the year ending June 30, 1984 was 4,231. This represents an increase of approximately 3% over the previous year. There are several ingredients that make this result gratifying. First, we have turned around a gradual decline in enrollment and shown a modest increase. Of greater significance, however, is the "trend line" evidenced in the makeup of this figure. As you will recall, the formula for calculating our enrollment is as follows:

$$\begin{array}{rcl} \text{July 1st Base} & + & \text{New Enrollment} \\ \text{Enrollment} & & \text{Thru June 30} \\ & = & \text{Total Enrollment} \\ & & \text{for the Year} \end{array}$$

The July 1, 1983 base was 3,186. The July 1, 1984 base is 3,677, or approximately a 25% increase. If the rate of new students for the current year holds steady with the same figure from last year, we could very well exceed 5,000 students by this time next year. That would be a dramatic and unprecedented increase in enrollment, not only for Edison but for any institution in the state.

It is particularly significant in the face of declining enrollments throughout the rest of higher education in New Jersey. This growth has shown up in increased work loads in the Registrar's Office and Advising Center. Hopefully, we will bring on line sometime this year the automation of the transcript evaluation process which should considerably ease the volume crunch hitting these two offices. Much of our current work is to develop the personpower requirements and increase productivity to manage this growth. It is a problem, but it is the kind of problem we like having.

The fiscal results for the year are mixed, but generally very favorable. The only negative aspect is that we did not achieve the June revenue results that we had hoped for. As you recall, a good deal of our income comes from this one month. Our target was approximately \$200,000 and our actual was slightly over \$100,000. The under-attainment dropped our total year-end results from the desired 100% to somewhere in the mid-80's. It is not what we wanted, but it is consistent with the rest of the state colleges' performance, and a slight improvement over last year. In dollars, we achieved significantly more revenues this year than last year. I will be more precise in our report to the Finance Committee preceding our October Board meeting.

On the expenditure side, we were well within budget; and in the 440 account we not only made up last year's shortfall, but increased our carry-forward into the current year far beyond what it was in 1983. In short, enrollment is up, revenues are up, while expenditures were held down. The result is a positive carry-forward into the current fiscal year. All in all, a very good year.

#### IV - Fee Increase

At the July meeting of the Board of Higher Education, the College's new fees were approved effective August 1, 1984. The new fee schedule is currently in effect.

#### V - Personnel Changes - The Baby Boom

The College's staff is doing its part to increase future school-age enrollment. Rose Breining, Dr. Hansen's secretary; and Marissa Cason, secretary in the Registrar's Office, have recently given birth. Sharon Smith in the Registrar's Office; and Joan Fernandez, Testing and Assessment, are expecting shortly. The administration is doing its part in that Dr. Hansen and Dr. Ice have also had recent additions to the family. While the Edison "family" is experiencing a population boom, the loss of so many people at the same time is an added burden to the remaining staff. All of our new parents are doing well and are expected to return at the end of their respective maternity leaves.

Diane Gruenberg, our B.A. Degree Coordinator in Academic Affairs, was granted a one year's career development leave, and is teaching in the Peoples Republic of China.

In June you approved the appointment of Don Busch as our Personnel Director. In the Personnel Actions for the October Board meeting, you will note that Don has resigned. Don came to us from the Department of Health where he held a similar position. They recruited him back as Chief of Administrative Services and offered him a three-range increase in salary. The only comfort I take in this is the validation of how well our search process did in attracting a highly competent administrator. I am sorry we couldn't hold Don, but he was offered a significant increase in administrative

responsibility and salary that made it appropriate for him to accept. A search for his replacement is underway, and I hope his successor will be identified and on board prior to the October meeting.

VI - Commencement

As you know, commencement will be held October 14, 1984. Our speaker for the occasion will be Dr. John R. Coleman, President of the Edna McConnell-Clark Foundation. Dr. Coleman has had an extremely interesting career. He was formerly President of Haverford College and achieved much prominence when he decided to go on sabbatical where he became a truck driver, maintenance man, and engaged in other assorted worldly positions to add balance and gain perspective from the world of academia. A movie was made of his life and experiences several years ago. You will be receiving additional information about Dr. Coleman and the commencement day festivities as the details are finalized.

VII - The Rosenfeld Case

The PERC proceedings concluded in July, and I expect to have the hearing officer's judgment around the end of August or first of September. I remain optimistic, but I am cautioned by the unpredictable nature of these kinds of proceedings.

You may recall that we received an arbitrator's ruling in one of the Rosenfeld grievances which we viewed as problematical. In his award, the arbitrator essentially threw out Susan Simosko's evaluation as well as any review of Mr. Rosenfeld's performance after July 1, 1983. For these reasons, the College, the Department of Higher Education, and the Attorney General's Office decided to go to court to have the arbitrator's award set aside. In the meantime, however, in a second and different case, the arbitrator went back and modified his original award wherein he allowed Simosko's evaluation and input back into the file for consideration in Rosenfeld's retention. Just as we had come to court to have the first opinion set aside, the Union had come into court to have the first opinion affirmed. We view the arbitrator's second opinion, which modified the first opinion, as very favorable. The Union is now in a quandary because they are not sure as to whether they want this opinion affirmed or not. Therefore, the Union has requested that the court hearing be postponed until the end of September. By then, all parties should have the results of the PERC hearing and much of this confusion will be resolved. I know all of this sounds confusing, because it is.

Rosenfeld went off the payroll on June 30 and is currently working for Lacatena in the State Council Office. We have filled the position with a temporary person until we have some hard indication as to which way the case is going to go.

VIII - Nomad Trustees

Ellie is back, and Alan is back and forth!

When last I spoke with Alan, I indicated that I as well as several Trustees were interested in having a send-off for him. He indicated that he would be back and forth between Michigan and New Jersey for several months and that he would contact me when his life became settled and predictable enough for us to get together with him for some suitable expression of the wonderful presence he has given the College and its Board. When I hear from him I will let you know.

Ellie has returned, but not to her home. When she left the country she leased her home, and it's still occupied by her tenants. Until she can get back into her house, she is floating around the state visiting with friends. I do not know how to contact her at this time, but I'm sure she will be at the October Board meeting.

IX - Annual Report

Sometime in September you will receive the President's Annual Report to the Board. It is a rather voluminous document with a much more comprehensive treatment of numbers and figures than contained in my report last year. It is a thorough retrospective of a year of historic activity and generally positive outcomes. We hope you will find it informative and useful.

Delores, Shayla, and I will be taking off for a few days of R & R. I hope the remainder of your summer is pleasant, and I look forward to seeing you all again soon.

Thank you.

GAP:acr  
Attachment



STATE OF NEW JERSEY  
COUNCIL OF STATE COLLEGES

STATEMENT BY THE  
NEW JERSEY COUNCIL OF STATE COLLEGES  
ON THE  
COMMISSION'S REPORT ON THE FUTURE OF STATE COLLEGES

The Council of State Colleges wishes to commend the Commission on the Future of State Colleges for its most thoughtful and comprehensive report. The Commission has done an excellent job in its identification of the future problems and challenges confronting the state colleges. The Council supports strongly the Commission's recommendations as enumerated in the sections on Mission and Finance and believes their adoption would enhance the ability of the colleges to deliver quality education to New Jersey's citizenry.

In the area of Governance, the Council applauds the Commission's conclusion that fundamental to the fulfillment of the intent of the Higher Education Act of 1966 is a transfer of power from the State's bureaucracy to the state colleges. Accordingly, the state colleges should no longer be categorized as "State Agencies" or treated in common with the "State Agencies". While the members of Council are in agreement on many of the goals for the state colleges enumerated in the sections on Governance, they are not in agreement on the recommendation that these

should be achieved through the establishment of a University of New Jersey. Therefore, we offer the following suggestings on governance which we believe would result in these institutions having better programs, stronger administrations and heightened prestige.

#### A Unified System of Autonomous Colleges

Factors which require attention relevant to the issue of governance are:

- The fact that state colleges do not enjoy the fiscal autonomy accorded the rest of higher education in the State;
- The fact that state colleges have not been permitted the same control over the collective bargaining processes as do the administrations of other State public colleges;
- The need for control over personnel with regard to recruitment, selection, development and compensation; and
- The need for a stronger common effort on issues of common interest and on statewide advocacy.

The educational missions of the institutions can more easily be attained if they have flexibility to improve academic quality, plan for program diversity and enhancement.

The Council concurs that these issues require appropriate attention and offers the following proposal for a system of colleges designed to respond to the needs expressed by the Commission for greater institutional autonomy, enhanced sectorwide coordination, and improved advocacy.

### Providing for Institutional Autonomy

To insure the state colleges enjoy the same fiscal autonomy exercised by the other public colleges and universities in New Jersey, it is essential that authority over such matters as cash management, purchasing, personnel and related fiscal operational matters be transferred from the State's bureaucracy to the nine individual state college trustee boards.

College presidents should be appointed by and serve at the pleasure of local boards of trustees.

### Providing for Sector-Wide Coordination

While each state college implements its own locally determined approach to educational initiatives, the state college sector operates within the broad mission established for it by prevailing statutes and the Board of Higher Education. Nevertheless, coordination is required to insure that sectorwide planning goals and interinstitutional issues are adequately resolved. Thus, we propose a modification in the role and composition of the Council of State Colleges. We further propose the establishment of a State College Presidents Council.

Under this model, the Council of State Colleges would be comprised of one representative from each of the nine state college boards of trustees as well as several public members. The Chancellor of Higher Education would be an ex-officio, non-voting member as would the chair of the Presidents' Council.

The new Council would have appropriate coordinating responsibilities for the state college sector. It would deliberate on matters of

sectorwide policy, establish appropriate guidelines for purchasing, payroll and personnel systems in addition to preparing and periodically updating the sector's master plan.

It would have as one of its foremost priorities the responsibility for state college advocacy before all appropriate governmental bodies and for promotion of the state colleges to the citizens of New Jersey. The Council would be supported by an Executive Director and small staff.

This proposal addresses the need to preserve the distinction between overall coordination of the state college system and the governance and administration of its constituent institutions. It gives appropriate attention to the most vital elements of sectorwide advocacy and coordination and supports the Commission's recommendation to grant a more significant degree of local autonomy to the nine institutions. Council's proposal attempts to provide an appropriate balance between the requirement for improved advocacy and coordination at the statewide level and the preservation of local autonomy and initiative.