

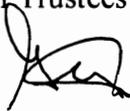


**THOMAS
EDISON
STATE COLLEGE**

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**MEMORANDUM
March 8, 1996**

TO: Members, Board of Trustees
FROM: George A. Pruitt 
SUBJ: President's Report to the Board of Trustees

FY 1997 Governor's Budget/Fringe Benefit Reduction

Attached for your information are the Governor's budget recommendations for the College for FY 1997. The budget provides for a state appropriation of \$4.9 million for the College. This is an adjusted appropriation which includes \$238,000 to fund the College's salary program for FY 1996. The FY 1996 salary program is underfunded by \$37,000.

- The FY 1997 budget recommends no salary program funding for FY 1997 - \$305,000.
- It calls for the College to contribute to its fringe benefit costs - \$140,000.
- It includes language that provides an additional \$2 million to the Department of Health to support the funding of the HINT recommendations and provides continued funding of \$250,000 to the College and NJIT.
- Funding for New Jersey Intercampus Network which was requested to be included in the College's budget is not recommended.
- None of the College's priority requests totaling \$1,222,000 for its integrated student financial information system, course development, and Institute of Public Policy are recommended.

The effect of the Governor's budget recommendation is a reduction in state appropriations of \$445,000, or approximately 9%.

Contract Negotiations Update

The state has reached tentative agreement with the American Federation of Teachers statewide unit representing selected members of the College's academic staff. The good news is that this agreement averts a threatened strike and the attendant disruptive consequences. The bad news is that the contract commits the College to continued mandatory salary increases based on longevity and not performance. There is a consensus among the colleges that if the state is going to continue to mandate practices that inflate our costs, it is obligated to fund these increases.

Postreporting: Prospectus

At the September 1995 Board of Trustees meeting, the College was granted a bid waiver to:

- Write and design the *Prospectus* at a cost of \$19,000. I am pleased to report that the actual cost for this fiscal year was \$11,085.67. Because of the long-term nature of the project, which was started in April 1995, some of the cost was borne by the previous fiscal year's budget. The total cost was \$16,194 (both fiscal years). The job was awarded to the lowest-bidding vendor who met our specifications: The Gillespie Organization.
- Print the *Prospectus* at a cost of \$70,000. Due to minor reconfigurations to enhance the potential student services and marketing aspects of the piece, the final cost was \$73,280 for 60,000 pieces. The additional cost was covered by the savings incurred in the design portion. Delivery of the books was completed in January 1996. The job was awarded to the lowest-bidding vendor who met our specifications: Parker-Polychrome.

Test Description Book (TDB)

Revision of the 1996-97 edition of the Test Description Book is under way. Textbook listings for all TECEP examinations are being verified and updated. The redesign of the book into a two-volume format, with separate subbooks for TECEP and DANTES, has been completed. This change, based upon student replies to a questionnaire program as well as to spontaneous communications, has opened the way for an expansion of the practice questions associated with the TECEP tests. Work has begun on the expansion of material for an additional ten TECEP examinations in the next edition. The size for sample materials is about 25% of the full-length test, allowing the student to form a successful understanding of that test. The sample materials are parallel in content and style to the actual test.

The shift from normal paper to newsprint in the last edition, in an effort to minimize the costs of the expanded version, has proven to be an acceptable accommodation and will be continued. Discussion of the possibility of a test preparation book, essentially as a companion offering to the present TECEP and DANTES books, continues.

TECEP Revision/Development

Revisions on the core BSBA examination *Business in Society* have been completed, and the new examination has been introduced. *Managerial Accounting II* revisions will be finalized shortly. Revision activity on *Public Relations Thought and Practice* has resulted in two new draft forms for this test, which are being prepared for appropriate faculty review. Work on *Alcohol Abuse: Fundamental Facts* and *Substance Abuse: Fundamental Facts* has slowed down due to the competing assignments confronting the primary consultant. If these problems cannot be resolved, an alternate source of professional input will be explored.

Computer Administration of Tests

The College's program which offers students the opportunity to take essay tests via word processing has continued. A small-scale study was conducted which compared the essay grades accorded to materials when they were given to graders in handwritten and in typewritten format. Prior research by external experts indicated that handwritten materials, though not as neatly presented, nonetheless are evaluated fairly by the graders. The internal study showed a similar absence of prejudice concerning handwriting, and, in fact, in the limited cases studied, a tendency to give the typewritten product a slightly lower grade.

College Forum

On November 16, the all-college Forum featured Dr. Barry Sheckley on the topic "Update on the Adaptive Style Inventory." Dr. Sheckley is associate professor at the University of Connecticut in the Adult and Vocational Education program, and a world-renowned researcher and author in experiential learning theory. He is also on the faculty of the National Institute on the Assessment of Experiential Learning. In preparation for his Forum presentation, Dr. Sheckley sent interested participants a copy of the learning styles survey to fill out. He then evaluated each of the completed inventories and returned them prior to the start of his presentation to give participants greater insight into their own learning styles. Approximately 70 staff attended the forum, which is one of four sponsored each year.

Master of Science in Management Degree (MSM)

A search is underway for the Director's position for the Master of Science in Management degree program. Response to the College's recent advertisement has been positive. A search committee will begin the review of candidates by March 1, 1996. The quality of the candidates that have responded to date are excellent, and indicators point to a successful conclusion for this search.

The Master of Science in Management program has admitted its first class which successfully launched the program. In partnership with AT&T, the College admitted a cohort of eleven students who serve as a Beta Test group. These students applied with the understanding that they would be important participants in testing the program. Student Bruce Hall reported that he is excited about helping make the program as "robust" as possible.

The first student orientation was held January 26-28, 1996 at the AT&T Learning Center in Basking Ridge, NJ. The students participated in a weekend packed with activities. In addition to meeting each other and key faculty and staff, they were welcomed by Dr. Jerry Ice and by Linda Villa, AT&T Vice President for Human Resources; AT&T is co-sponsor of the program. Ms. Villa also serves as member of the Thomas Edison State College Foundation Board. Students were introduced to standards that will be used to assess their work: teamwork principles and clear written and spoken communication. They learned about themselves as adult learners and participated in exercises to help make the cohort a cohesive group. The students also began the first 6-semester hour course, *Organization Theory and Behavior*. Additional courses are underway, with three elective courses slated to be offered over the upcoming summer, and additional courses for the first cohort to be available in the fall.

Students will continue their interaction electronically. AT&T has created a WEB site on its network to serve the needs of these students and to provide additional information about Thomas Edison to other AT&T employees. The AT&T WEB site links to the Thomas Edison home page. The College unveiled the Internet version of CALL for this first cohort of MSM students.

The demographic profile of the first class looks similar to the undergraduate profile. There are five women and six men. Nine are Caucasian, two African-American. Eight students are from New Jersey, and three are out-of-state. Their average age is 42. The students' undergraduate preparation is predominately in business with seven BSBA degrees and four various other degrees. This first class has a special connection to Thomas Edison State College, with seven holding the Thomas Edison baccalaureate. Other undergraduate degrees were earned at Fairleigh Dickinson University, Sonoma State University, Susquehanna University, and St. Thomas Aquinas College.

An Assessment Committee will be implemented. Managerial education traditionally has used assessment forms, such as the inbasket test, that require extensive preparation and a capacity to evaluate complex behaviors. A number of external centers of advice, information, and prototype assessment materials have been identified.

DIAL Courses

DIAL course enrollments for fall 1995 totaled 1633, with total enrollments for winter 1996 coming in at 1629. This is an average increase of approximately 13% over fall 1994 and winter 1995 enrollments respectively.

Five additional new Guided Study courses were offered in the winter, 1996 semester: *Major Philosophers: From Socrates to Sartre*; *Modern American Poetry*; *Myth and Culture*; *Small Business Management*; and *Worlds of Childhood*. The new Contract Learning program that was offered for the first time in fall 1995, produced more than 160 enrollments over the fall and winter semesters.

New DIAL Faculty

Six new faculty joined DIAL as mentors: Dr. Thomas Millard, Fairleigh Dickinson University, Sociology; Mr. Attila (Art) Nehez, Stevens Institute of Technology, Mathematics; Dr. Francis Saikey, Rutgers, the State University of NJ, Accounting; Dr. Penelope Schott, City University of New York, Literature; Dr. Wayne Smeltz, University of Houston, Business; and Dr. Kanako Shiokawa, University of Pennsylvania, Asian Studies.

National Registry Radiation Protection Technologists Guided Study Courses

The original NRRPT grant outlined three guided study courses that together would enable all degree requirements for the BS/AST in Radiation Protection to be met outside of the traditional college classroom. The development of only one of these was to be included in the first grant. This course, *Radiation Biophysics*, has been offered since January 1995. Plans are underway for the development of the second and third guided study courses, *Radiation Interactions* and *Radiation Dosimetry*. While the review of the budget is not complete at this time, it appears that we may be able to complete one, or possibly both, of these courses with the remaining funds in the grant, since the development of the first course was not as costly as expected. Additional funds for the development of the third course may be needed. The College is researching using teams to develop the new courses, involving Ohio University for editing and administration and either the main writer or one of the reviewers and Thomas Edison consulting faculty for the main course writer and/or reviewers, with College staff overseeing the process. The plan is to have *Radiation Interactions* ready to offer sometime in 1997 and *Radiation Dosimetry* shortly thereafter.

NRRPT Grant - Enrollment and Graduation Trends

Enrollment in the BS/AST in Radiation Protection degree program has increased to over one hundred students and there have been 116 graduates as of November 1995. Of these 116 graduates, 102 received credit for NRRPT certification, 86 for nuclear power school, and 38 for course work in radiation protection. A federal study showed Thomas Edison State College to be the leading producer of baccalaureate graduates in Radiation Protection/Health Physics.

Bell Atlantic Project

Courses in this project utilizing electronic video classroom technology to deliver courses at a distance were offered beginning with winter 1996. Thomas Edison State College successfully coordinated the centralized registration of 21 students from Stevens Institute of Technology and 22 students from Rutgers University. Thomas Edison also centrally organized textbook sales with MBS Textbook Exchange for all courses offered for all participating institutions. While a total of five students also registered for the two courses offered by Thomas Edison, these courses were canceled due to insufficient enrollment.

American Association of Collegiate Independent Study (AACIS)

Director Bill Seaton has been elected to the position of secretary/treasurer of AACIS for a two year term. In November 1995, Bill made a presentation entitled "Research Update on Computer-Mediated Conferencing" with colleague Bruce Heasley at the AACIS annual national conference in Colorado. At this same conference, Charlene Glascock, Associate Director, made a presentation entitled "Evolving Roles of Faculty in Distance and Independent Study." Both presentations were well-received by conference attendees.

Associate Dean for Human Services Search

In November 1995, the search committee for the Associate Dean for Human Services concluded its search with a recommendation for appointment. The candidate was processed and verbally accepted the position, but later decided not to accept the position. As a result, the search has been reopened. The advertisement for the position was re-written to give a more focused view of the position; responses are now being received. A search committee has been identified, and we are hopeful for a successful outcome. Meanwhile, Dr. Barbara Losty continues to serve as Associate Dean.

The New Jersey Baccalaureate Degree Completion Program

Activity in the New Jersey Baccalaureate Degree Completion Program since December 1995 includes the following.

- The county/community colleges have been solicited for potential faculty mentors for selected DIAL course offerings, including Contract Learning. Letters were sent out to county/community college contacts requesting that appropriate faculty consultants be invited to submit resumes and supporting materials to Thomas Edison State College's Academic Dean. Several new faculty consultants have now been appointed as a result of this effort.
- A survey is in progress to all county/community college telecourse coordinators to determine whether or not the colleges could be potential broadcasters of Thomas Edison State College telecourse materials.
- Plans have begun for production of a 5-minute "video roll-in" describing the New Jersey Baccalaureate Degree Completion Program for a PBS/College Board video conference to be aired nationally on March 6, 1996.
- Passaic County Community College is now ready to sign the New Jersey Baccalaureate Degree Completion Program agreement.
- The New Jersey Baccalaureate Degree Completion Program agreement document for Sussex County Community College has been redrafted and resubmitted for review and approval.
- A statement of criteria to govern the development of specific degree-completion arrangements between Thomas Edison State College and the county/community colleges is in the final review and approval stage with Academic Programs staff and selected county-college representatives.

The Americans with Disabilities Program

Recent activity on behalf of the Americans with Disabilities Program has included maintaining files and providing information on "reasonable accommodation" for 127 students with disabilities; 69 are currently enrolled. This population has more than tripled in the past year. An average of four students with disabilities per week contact the College and request "reasonable accommodation" or information about services.

Ongoing formal and ad hoc consultation and training in ADA services are provided to Academic Programs, MSM, Registrar, Admissions, DIAL, Portfolio, and Testing staff to discuss and/or arrange individual accommodations.

Staff Activities

Dr. Debbi Dagavarian, Director of Testing and Assessment, has had a paper accepted for the National Dissemination Conference on Education for Leadership and Social Responsibility at Monmouth University in March. The title of her paper is "Ethical Issues and Knotty Problems Encountered in Administering Educational Programs for Adult Students."

Esther Paist, Assistant Dean in the Office of Academic Programs; Maureen O'Dowd, Testing Administrator; Celeste Wynn, Senior Portfolio Advisor; and Dr. Debbi Dagavarian, Director of Testing and Assessment, presented a session at the New Jersey Association for Developmental Education Conference on December 8 in Somerset. The title of their session was "Support Services for Adults in Basic Skills Courses."

Esther Taitsman successfully defended her dissertation for her doctorate degree at Teachers College of Columbia University. In addition, she has participated in the American Council on Education's National Identification Program, and continues as secretary/treasurer of the New Jersey Collegiate Business Administration Association.

Admissions Services

For FY '96 to January 26, 1996, applicants totaled 2,406, and new enrollments totaled 1,533. This compared with 2,657 applicants and 1,619 new enrollments for the same period last fiscal year. While this represents a decline in both groups, the ratio of applicants to new enrollments increased from 61% last fiscal year to 64% this fiscal year.

As of January 26, 1996, the percentage of African-American and Latino applicants totaled 14% of all applicants, while new enrollments for these ethnic groups totaled 13%. In comparison, African-American and Latino applicants and new enrollments for FY '95 to January 27, 1995, were 13% and 12%, respectively.

The Admissions Services Office is beginning to experience the results of the College's use of new technology. From December 13, 1995 to January 30, 1996, the Admissions Office received 123 messages from inquirers and applicants via the World Wide Web. Included within this number were 23 applications. Because payment can neither be sent nor accepted by the College over the Web at this time, these applications were without the payments necessary to complete the process. The College has, however, received payment of the application fee from ten of these prospective students. Many military personnel are now using this format to request specific information about the College.

In conjunction with the Office of Corporate Services, on-site admissions activities were provided to employees of Omaha Power Plant District and AT&T. Technology has been actively used in these activities, as well. For example, a recent admissions session at AT&T in Bedminster, New Jersey was transmitted to prospective students in Denver, Atlanta, and Kansas City and to another New Jersey site in Flemington.

The Admissions Services office has experienced a marked increase in inquiries from Army Education Service Officers (ESOs) as a result of the outreach efforts conducted with the military. This can be attributed to the recent advertisement in the Army Times education supplement and the direct mail initiative to army ESO's which highlights and refers individuals to the College's Web site. In addition, the Enrollment Services office has arranged for all soldiers and airmen leaving the military through McGuire Air Force Base, NJ, and Fort Dix, NJ, to receive an introduction to Thomas Edison State College. It is expected that this initiative should have an increasingly positive impact on the College's applications and enrollments.

Enrollment Services

The Enrollment Services Office has been active over the past quarter in developing new applicant streams for the College. From November through January, information about the College was distributed to 4,636 individuals through several targeted mailings. These included mailings to 93 military sites throughout the United States; Army bases in Korea, Japan, and the Pacific; alumni in four degree categories; and to members of organizations targeted as having enrollment growth potential.

Work with the top 25 corporations in New Jersey is underway to encourage their employees to consider higher education options through the College. Strategies have been developed and are being implemented to establish relationships with these corporations that will assist their employees in learning more about the College and, hopefully, in assisting them with any available tuition reimbursement opportunities. Meetings have been held with executives from AT&T, Educational Testing Service, PSE&G, Showboat, American Re-Insurance, and Nabisco to discuss the advantage of using Thomas Edison services within their respective corporations.

In addition to working with large corporations, the enrollment growth initiative seeks partnership opportunities with smaller corporations, as well as with professional associations. Meetings have been held with Hohokus School (a PONSI sponsor); Atlantic City Board of Education; Burlington County Employment Services; Salem County Vocational Technical Schools; Technical Training Project (a PONSI sponsor); New Jersey Hospital Association; Tewksbury Police Department; and Middlesex County Vocational Technical School.

In addition, Dr. Iris Saltiel, Director of Enrollment Services, recently gave presentations at two Bristol-Myers Squibb facilities, and with Dr. Ice, spoke to the American Nuclear Society's North Jersey chapter about the opportunities available through Thomas Edison.

Communications and College Relations

Media Relations and Advertising

The College's World Wide Web site was the focus of significant media attention during the past quarter. *The Trenton Times* featured the site, which was unveiled at the last Board of Trustees meeting, in the lead business article on Dec. 25. John Fisher, the technology columnist for *The Bucks County Courier Times*, wrote an article on the College and its Web site in January. A news release announcing the enhanced and completed site was distributed not only through fax and mail to U.S. media, but also electronically abroad. Publicity was reinforced by ads in *The Star-Ledger's* special Internet and Technology supplements early this year.

Technology also is delivering the names and vitae of college leaders to news media internationally via the Profnet Global Experts Database. Communications and College Relations staff prepared bios of six TESC experts who now will be available to journalists seeking authorities in adult and distance education, public policy, and other topics.

As a result of C&CR outreach, Janice Toliver, Admissions Services Director, was interviewed on WTHH radio, Atlantic City, for broadcast in early February. Other media outreach included Business Progress Edition reports to *The Trenton Times* and *Trentonian*, and an advisory and news release on the MSM program, which led to a major *Times* business story. Regular C&CR releases on appointments, DIAL courses, and Admissions Services programs were provided to and carried by various news media. News media also covered the College's memorial service for the late Dr. Natale S. Caliendo, who passed away January 14.

Commercials on WABC in New York were carried for four weeks in January and February, resulting in significant increases in the inquiry pool during that time. Ads also were placed in *The Trentonian* and *Star-Ledger* technology supplements in late January and early February.

Awards

The Office of Communications and College Relations was notified in February that it had won two Astra "Addy" Awards from the New Jersey Communications, Advertising, and Marketing Association (NJ-CAMA) for special events and marketing. The awards were presented Feb. 23.

Corporate Higher Education

The past several months have seen the schedule for PONSI site evaluations get back into full swing after a slower period last summer and fall. Since November, the Corporate-Higher Education Programs Office has been averaging two site evaluations per month. The sponsor organizations include: The New Jersey Council for the Humanities, University Affiliated Programs, The AT&T School of Business, Kepner Tregoe, AT&T Training Solutions, and the Institute for Certified Travel Agents.

The Office continues to monitor developments that are taking place in various organizations with corporate clients, especially at AT&T which has been such an important part of the Office's activity.

From the PONSI perspective, the reorganization at AT&T taking place during calendar year 1996 will mean a very heavy amount of administrative adjustment to keep current with changes which will affect hundreds of courses. In some cases there will be slight adjustments; in other cases, major changes. In particular, it may be a very challenging effort for the office to keep AT&T credit recommendations accurate in this period of very extensive internal changes within the corporation. To anticipate some of the potential challenges, the Office has already begun a series of on-going discussions with various AT&T program managers. With these changes, it is difficult to anticipate whether or not a year from now AT&T will have a net increase or decrease in its education and training offerings.

From the Corporate Services perspective, the new contract for services to AT&T Network Education Services has been delayed for a period of three months, until matters clarify sufficiently so that they know who their "students" will be this year.

Meanwhile, services continue to be provided at PSE&G (Salem, N.J.), at Omaha Public Power District (Ft. Calhoun, Neb.), as well as at the Degrees of Success Workshop for the AT&T School of Business and affiliated units. The Office is also exploring possible new relationships with several other organizations which have approached the College recently.

Development and Alumni Affairs

Development Activities

The development activities revenue for FY 1995 reached a total of \$211, 282, which represents a 28% increase over FY 1994. This income, along with the earned interest income estimated to be approximately \$10,000, brings the anticipated total to nearly \$222,000. This total exceeds the goal set for FY 1995 of \$216,500.

All areas of giving from among our constituent groups was up for the past year. The Alumni Annual Fund concluded at \$57,020 plus \$11,710 in matching gifts for a total of \$68,730. The Trustee and Foundation Board gifts, including matching gifts received by December 31, 1995, totaled \$32,700. The net results for special events and promotional sales also increased over last year.

FY 1995 REVENUE SUMMARY:

Unrestricted gifts:	\$89,888
Restricted gifts :	\$26,069
Other revenue :	\$95,325

Total 1995 Revenue: \$211,282

A development calendar for FY 1996 has been finalized, and the donor recognition program was implemented for January 1996. A letter to launch the 1996 corporate campaign has been drafted and will be mailed shortly.

Alumni Affairs

Regional Meetings: As a result of the successful two rounds of regional meetings in New Jersey, the Alumni Association will implement a North Jersey chapter in March 1996. This regional chapter will be the prototype to launch other chapters.

Alumni Directory: Plans are underway to begin an alumni survey and to produce the first Thomas Edison Alumni Directory. The alumni data base that will be updated and corrected during this process will greatly assist the College and the Foundation with fundraising efforts. Plans are to publish the directory in conjunction with the College's 25th Anniversary celebration during 1997.

Financial Aid and Veterans Affairs

The Office of Financial Aid and Veterans' Services continues to provide information to empower students to apply for federal, state, private sources of aid and veterans' benefits.

As of this quarter, 2,092 financial aid information packets were requested, and 366 financial aid applications were received. Two hundred fifty-four awards were made to 144 students totaling over \$300,000. Forty students were certified for veterans' benefits.

As mandated by the United State Department of Education, the financial aid office is preparing to move from a manual reporting mode to an electronic data exchange system.

Institute for Public Policy

The Institute for Public Policy had a productive quarter. In December, we received word that the Institute had been awarded a second year of support in the amount of \$100,000 from the Fund for New Jersey. This continuation of the Institute's seed funding clearly demonstrates the Fund's continued confidence in the Institute. The Institute also received a grant of \$30,000 from the Geraldine R. Dodge Foundation for the Center for the Urban Environment. In awarding this grant, the Dodge foundation not only stressed the importance of urban environmental issues, but endorsed the Institute's innovative model.

The Institute's partnership with the Urban Mayors Association has made significant progress recently. The Institute continued to provide up-to-date policy information and analysis on topics including education finance, state budget issues, Medicare, Medicaid, welfare reform, and block grants to the UMA.

Perhaps most significantly, the Institute facilitated the building of internal capacity by suggesting that individual Mayors with an interest in a particular policy area become "in-house experts" and use UMA as the vehicle for sharing their expertise with others. Whereas it is clearly impossible for each Mayor to develop expertise in every area, it is quite possible for the Mayors as a team to develop a broad literacy in important policy areas. The Institute has begun working with one mayor in the area of education and another in the area of fiscal policy.

In February, the UMA, with significant IPP support, organized a very well attended forum for the Mayors and Superintendents of the thirty special-needs school districts throughout New Jersey to discuss the ramifications of the State's education funding reform proposal.

The Institute has also assisted the UMA in developing stronger relationships with organizations whose goals may at times be related to UMA's. As a result, the UMA participated in the New Jersey League of Municipalities' annual meeting by making a formal presentation on the topic of urban revitalization.

The Trenton Enterprise Initiative partnership focused its efforts in the past months on building both its internal capacity and the capacity of the target neighborhood to support a sustained revitalization effort. In the community, the TEI has reached out to the Neighborhood Leadership Fellows, a group of Trenton residents trained in community leadership under a program of the Community Foundation of New Jersey. An action plan has been developed for identifying and building upon or, where necessary, creating multi-issue resident organizations in each neighborhood within the Canal Banks area. A set of questions designed to assess the state of current organizations such as crime watches or block associations is being developed.

The TEI also made progress in the important process of re-organizing itself. As its function changed from an ad-hoc planning body to a community institution, it became clear that a smaller and more nimble Board was needed. In the fall, the 56-member Coordinating Committee formally approved the new Board structure.

The Co-chairs and the Mayor recruited the new board and invited them to a full-day retreat on February 22, 1996. The purpose of the retreat was to reach consensus on the most appropriate and effective role for the Board itself, to set priorities among the plan elements, and to develop specific action plans and timetables for the next year.

The Institute also moved to create entirely new funding mechanisms for the TEI. With the help of the Fund for New Jersey, plans are underway to create a multi-funder resource collaborative for Trenton similar to the Camden project which involves the Ford, Pew, and Penn Foundations and the Campbell's Corporation. The Institute and TEI have been working over the past months to lay the groundwork for this funding consortium which will rely on both public and private funders to play the leadership role. This funder board could be instrumental in expanding dramatically the resources available to implement the TEI's strategic revitalization plan, beginning with the Canal Banks neighborhood area.

Progress has also been made through the TEI partnership in the priority area of education. The TEI has convened a series of meetings to bring together the School Board, the Superintendent, the Mayor, the City Council President, leaders of the Trenton Council of Civic Associations, officers of the Trenton Education Association and the Trenton Association of Supervisors and Administrators (as well as other local unions), leaders of the Trenton PTA/PTO Liaison Committee, representatives of the NJEA and the state-wide Principals and Supervisors Association, representatives of the business community, and other local leaders to plan a major change process for the schools.

This represents the first time that all of these stakeholders have come together in a cooperative process to improve the schools. This group met with Patrick Dolan, a consultant who specializes in systemic reform and school restructuring using a labor-management approach. Despite the tensions and problems inherent in such a difficult change process, the labor-management approach to this education reform effort has enabled all of the participants to focus on restructuring the schools in a way that will empower those that actually do the work of education to be most effective in the teaching and learning process. The Group has also begun discussions with the Juran Institute to determine whether or not its assistance may be useful in this process.

Resignations

The following people have resigned from the College:

- Kiera Forester - Office of Admissions
- Kerry Pendergast - Office of Directed Independent Adult Learning
- Eryne Feggins - Office of Enrollment Services

Nat Caliendo

I could not end this report without reflecting for the record the tremendous loss we feel from ²² the untimely death of Nat Caliendo. The memorial service held in his honor on January ~~14~~ gave fitting testimony to the high regard and deep affection in which he was held by this community. We miss him greatly - we will go on.