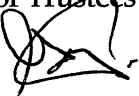


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MEMORANDUM

June 10, 2005

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

Serving Students with Academic Programs to Meet Their Needs

Graduate School

During the past quarter, the Graduate School undertook extensive activity in outreach, curriculum and course implementation, participation in academic affairs planning and change initiatives, and infrastructure management.

Outreach to Corporations, Organizations, and Individuals

A contract was signed with Pearson Skylight to acquire courseware for a Master of Arts in Educational Leadership degree. The degree will be developed in partnership with the New Jersey Principals and Supervisors Association and will be offered in January 2006.

Staff met with representatives from the New Jersey Certification Board and professional associations to discuss graduate programs for addictions counselors. The certification board and the professional associations want to establish a relationship with a college that will address educational needs at both the undergraduate and graduate levels. Conversations about the potential for developing a graduate degree in quality management were also held with The Sam Group, an established group that has provided consultation and training in quality for more than 30 years.

In collaboration with the Associate Provost for Academic Partnerships, the Graduate School supported development of a site-based Master of Science in Management cohort at Essex County Community College. The on-site introduction to the program included the first class meeting for the Organizational 500 course.

Curriculum/Courses

Work began on the next three courses in the Clinical Trials Administration graduate certificate. Work also continued on the Homeland Security graduate certificate. Both certificates will be offered in the fall of 2005.

Applications and Enrollments

A total of 46 applications came in during the third quarter. This brings the YTD total to 114, somewhat behind last year's YTD total of 123. The College Web site was changed to permit potential students to request both graduate and undergraduate materials at the same site, since recent research indicates that potential students are interested in planning their educational paths beyond the baccalaureate level.

Thirty-five new students enrolled in graduate degree programs during the past quarter, bringing the YTD total enrollments to 95, as opposed to 104 last year. Twenty students graduated, bringing the YTD total to 52, compared to 29 last year. Two-hundred and twenty-two students generated 382 course equivalencies. This compares to 246 students generating 246 course equivalencies in the third quarter of FY2004.

School of Applied Science and Technology

The third quarter saw activity in the areas of partnership development, curriculum, and strategic planning. This activity is described in detail below.

Partnership Development

During the past quarter, the Dean has been active in outreach to Public Service Electric and Gas, Becton Dickinson, Pfizer, Bayer, Johnson and Johnson, Philip Morris, Calhoun-MEBA, and the Muhlenberg Regional Hospital to establish academic partnerships between these entities and Thomas Edison State College. The development of a Bachelor of Science in Energy Utility Technology based on a curriculum that meets the needs of employees and managers at PSE&G is under consideration.

The Dean continued his active participation with NASCAR and the Association for Diversity in Motorsports, and he worked with the College's Watson Institute to coordinate a study of the impact of the motorsports industry on the New Jersey economy and to plan the sponsorship of a national conference for minority suppliers in the industry on "technology and social change." All of these efforts are directed toward support for the development of a Bachelor of Science in Motorsports Technology to be offered by Thomas Edison State College.

Curriculum

The Curriculum Committee for the School of Applied Science and Technology was established, and has broad representation from the academic and corporate community.

The first meeting was held during the third quarter, and significant curricular initiatives were identified, including the following:

1. A proposal to strengthen the Bachelor of Science in Applied Science and Technology with four new specializations: Energy Utility Technology, Motorsports Technology, Information Technology, and Technical Studies.
2. A Proposal to develop a Master of Science in Applied Science and Technology degree.

These are described in detail below.

The Committee identified an opportunity to build a specialization in the Bachelor of Science in Applied Science and Technology (BSAST) in Motorsports Technology. The Dean developed partnerships with the Universal Technical Institute and the NASCAR Technical Institute to support this initiative. Additionally, the Dean established a relationship with Middlesex County Community College Automotive Program as a core effort to involve more two-year programs in support of the initiative. Regarding the Energy Utility Technology specialization, the Dean conducted a focus group with 15 supervisors and managers of the Public Service Electric and Gas Company to identify and validate the job duties and tasks of the Energy Utility Technologist. Meetings have also been planned with other segments of the utility industry to provide a national platform of collaboration and support. To support the development of the Technical Studies specialization, the Dean coordinated a meeting with members of the Essex County College Department of Engineering Technology to identify a taskforce of representatives from two-year programs in Technical Studies. In anticipation of the development of a specialization in Information Technology in the BSAST, the Dean worked with Committee members to establish a taskforce comprising representatives from two-year programs in the state to support the initiative. Development of the curriculum proposal is underway. Finally, the Committee recommended the development of a taskforce to consolidate support for new Agricultural specializations (Forestry, Horticulture, and Lab Animal Science).

The Committee also identified an opportunity to develop a Master of Science in Applied Science and Technology degree. Graduate offerings under consideration include Environmental Science, Quality Management, and Management of Clinical Trials.

Academic Services and Mentor Activities

During the past quarter, the dean served as part of the team to administer the Blended Course Pilot at McGuire Air Force Base. He also worked with members of the Advising staff to establish clear standards for the Demonstration of Currency process and for program-review procedures to establish stronger partnerships via the Office of Corporate Programs.

The Dean coordinated the hiring and orientation of six members of the Curriculum Committee as mentors, thus allowing for the establishment of heightened levels of input from mentors in the curriculum development process. Additionally, the Dean is Chair of the Mentor Payment Committee, where work has been completed to consolidate the multiple payment schemes for mentors and consultants at the College.

Student Enrollments

A "snapshot" count of enrollment in the Associate in Applied Science degree, taken in March of 2005, revealed that there are 371 students enrolled, with the most popular options being Applied Electronic Studies and Applied Health Studies. There are 808 students enrolled in the Associate of Science in Applied Science and Technology degree, where the most popular option is Computer Science Technology, followed by Nuclear Engineering Technology.

A similar "snapshot" count was taken of enrollments in the baccalaureate degree programs. The Bachelor of Science in Applied Science and Technology has 2,066 enrollments, with more than half of these in Nuclear Engineering Technology. The Bachelor of Science in Health Science (a joint degree program with UMDNJ) has 175 students enrolled.

Strategic Planning

The Dean has been involved in the strategic planning process for the Division of Academic Affairs, heading up a Values Team in Diversity. During the past quarter, he also led the team that will guide the School of Applied Science and Technology in the College-wide five-year planning effort. The Dean structured a process to engage internal and external partners to facilitate this effort.

School of Arts and Sciences

The Dean's attention has been on the development of the following areas: strategic planning, the Corporate Choice program, curriculum committee, program review, outcomes assessment, mentor evaluation, academic policy review, partnerships, graduate programs, course development, and staffing.

Curriculum

There has been a proposed "change in nomenclature" from the "Master of Arts in Professional Studies (MAPS)" to "Master of Arts in Liberal Studies (MALS)." This action was accepted by the graduate policy committee and is awaiting acceptance by the Academic Council. The change is intended to increase enrollments in the graduate program, as the degree name is more marketable. Thomas Edison State College is currently the only higher education institution in the United States and Canada to offer a MALS degree completely online.

The Dean hosted the first meeting of the School of Arts and Sciences Curriculum Committee on March 18, 2005. Dr. Mary Slavin, Professor of Religion from Berkeley College was elected to chair the Curriculum Committee. The committee will proceed with a review of the programs in the School of Arts and Sciences, paying special attention to the general education curriculum. Dr. Isali Alsina, who chaired the general education revision at her home institution, has volunteered to lead Thomas Edison State College's revision initiatives. Curriculum Committee members also expressed ideas for new courses and degree programs. An effort to create degree programs that can be completed entirely through Thomas Edison State College will also be emphasized.

The Dean has been working with college staff and potential external partners in the development of a graduate degree in Substance Abuse Counseling. This interdisciplinary degree will be housed in the Heavin School of Social and Behavioral Sciences with assistance and collaboration from the School of Arts and Sciences.

The Dean has been in discussion with the Associate Vice Provost for DIAL regarding the development of three new courses in Music. These courses will be used to fulfill the Humanities requirement as well as for those seeking a BA in Music. The Dean is also in discussion with mentors and DIAL about changing the name of the School's "Photography 101" course to "Digital Photography 101" to better reflect the course's identity. The mentors will upgrade the content of the course and will suggest a new textbook.

In other developments, the Academic Advisors who work primarily with the Bachelor of Arts degrees have revised the guide sheets for the School of Arts and Sciences so that they are consistent with the guide sheets in the other Schools and are easier to read and understand. And the blended courses from the School of Arts and Sciences offered in the pilot program at McGuire Air Force Base have increasing participation, especially the photography course. The Dean has learned that the students are asking that the Religion course be offered in the next session at McGuire.

Outreach and Partnerships

In her role as a Relationship Executive for the Corporate Choice Program, the Dean contacted a number of companies. Presentations will be made at St. Barnabas Hospital, and Merck & Company has discussed its tuition reimbursement policy in anticipation of a possible relationship with the College. The Dean also continued dialogue with Defense Language Institute, California, to finalize the partnership and discuss the Learning Contract option as a viable means to satisfy the Language Literature requirement. The Dean also met with representatives from Bucks County Community College to plan a nationwide Web cast conference. Community colleges around the country will be targeted and invited to tune into the Web cast, where Thomas Edison State College will be presented as an option to be considered for degree completion.

The Dean established a working relationship with the State Superintendent of Schools in Jersey City. The superintendent will encourage teachers in his district to choose Thomas Edison State College for their graduate degrees. He will also inform staff and teacher aides about the undergraduate degrees at the College.

Strategic Plan

The Dean has been working to develop a new strategic plan for the School of Arts and Sciences, which will be integrated into the overall College five-year plan. Members of a planning team defined goals for the School, and the curriculum will be used as a vehicle to increase enrollments in the graduate programs. This increase will be accomplished through marketing, as well as redefining the name and structure of the Master of Arts in Liberal Studies degree. As the undergraduate degrees are reviewed, the Dean will be looking to restructure and retire various areas of study, as well as combine some of the offerings such that students will be able to earn degrees entirely through Thomas Edison State College offerings.

The planning team also considered developing a dual degree track, which will involve a track for students who are interested in going on to graduate and/or professional study, and a track for those who are earning a degree for personal satisfaction with no intention of furthering their studies.

Student Enrollments

A "snapshot" count of enrollment in the Associate in Arts degree program, taken on March 2, 2005, revealed that there are 1036 students enrolled. By far the most popular degree option is Liberal Arts, with 1009 enrollments. A "snapshot" count of enrollment in the Bachelor of Arts degree program, also taken on March 2, 2005, revealed that there are 2665 students enrolled. Liberal Studies was the most popular Area of Study (1640 enrollments), followed by Humanities (340) and Natural Science/Mathematics (193). It is important to note that all of the courses needed to satisfy the degree requirements in these most popular areas are offered through College methods (Guided Study, Online, TECEP, or ePack).

School of Business and Management

During the last quarter, the Dean established the School of Business and Management Curriculum committee comprising leaders from the academic and corporate communities. The Dean is also leading the development of the Five Year Plan for the School of Business and Management. Planning is underway and scheduled to be presented in early June, with a written report following by the end of June 2005. In other planning activity, the Dean is serving as Co-Chair of the Steering Committee for the development of the Five Year Plan for the College. And the Dean was actively involved in the Corporate Choice outreach program.

Curriculum

The Master of Science in Management course-updating process continued. Led by the Dean, the academic team is conducting the course reviews and developing the course-content changes. Additional business and management graduate programs are also under evaluation as part of the strategic planning activities. Undergraduate course review and updating also continued for FIN301 (Principles of Finance), led by DIAL with support by the Dean and mentors. Likewise, undergraduate course development and additional areas of focus are under evaluation as part of the strategic planning activities.

The Dean participated in the ongoing development of the Homeland Security certificate, particularly supporting the business continuity focus of the program. And blended courses were developed and implemented in January 2005 for McGuire Air Force Base. The eight-week course pilot included courses from the School of Business and Management.

Outreach and Partnerships

Partnership activities progressed with key corporations, academic institutions, and organizations. A formal partnership agreement was signed with the Center For Financial Training Atlantic States (CFTAS). Through this partnership, students taking CFTAS courses will be able to transfer 30-60 credits toward degrees at the associate and baccalaureate levels in Business Administration. Undergraduate business-degree road maps that articulate the transfer of the ACE-approved CFTAS courses have been completed. As part of the ongoing partnership, Thomas State College will participate on the CFTAS regional advisory boards.

Partnership activity with Essex County College is progressing. A graduate cohort of 17 students in the Master of Science in Management program has been launched. A blended on-site and online course delivery approach will be used with this cohort.

As part of the Corporate Choice Program, the Dean established ongoing contact with Lucent, AT&T, Wal-Mart, and MBNA. In addition, the Dean has supported outreach with Prudential, Tyco, and Commerce Bank. The Dean also was active in New Jersey Collegiate Business Administration Association, and she has fostered a close connection between that association and the College.

The Dean is also continuing outreach activities with other New Jersey collegiate administrators. The Dean has joined a curriculum committee at the College of Saint Elizabeth and attended the first meeting in the third quarter.

Student Enrollments

A "snapshot" count of enrollment in the Associate of Science in Management degree, taken in March of 2005, revealed that there are 388 students enrolled, with the most popular option being General Management. Likewise, a "snapshot" count was taken of the Bachelor of Science in Management degree, and this showed a total enrollment of 1718 students. Again, General Management was the most popular area of study, followed by Computer Information Systems and Accounting.

School of Nursing

Student Enrollment

Student enrollment continues to grow, with current enrollment at 386. Eight students were cleared for graduation during this quarter. Student registrations for nursing courses in the January term totaled 103, plus 99 registered in the January, February, and March terms in Directed Independent Adult Learning (DIAL) health-related courses for a total of 202. Course attrition rate was less than one percent. Currently there are 39 enrolled students from 17 states other than New Jersey.

Student Services

A mailing was sent to all enrolled students in February regarding the continuing enrollment policy, upcoming changes to the Bachelor of Science in Nursing curriculum, and course schedule. The number of potential inactive nursing students before the mailing (as of February 2005 snapshot) was 86; with the number decreasing after the mailing (as of the end of March) to 69.

Mentors

The School of Nursing continued to recruit mentors. There are currently 51 mentors, approximately 80 percent of whom have doctoral preparation.

Partnerships

In December, 25 Registered Nurses (RNs) enrolled from the Capitol Health Systems project, with an additional 14 enrolled in January for a total of 39. Two presentations were made at St Francis Medical Center, one for nurse managers and one for three groups of RNs, with a tentative date scheduled to enroll and register RNs from that hospital for the July term. Virtua Memorial Hospital initiated contact and a presentation was made in February.

Curriculum

Plans for implementation of the RN-BSN/MSN program and the Nurse Educator Certificate, along with revision of the current RN-BSN, continued. Ten courses were presented at Academic Council meeting on January 28, 2005. The Program Proposal for the RN-BSN/MSN was forwarded to the Academic Affairs Committee of the New Jersey

Commission on Higher Education for final approval. Work began on drafting policies, applications, brochures, and Web announcements for the planned curriculum changes.

Committee Meetings

The School of Nursing Committee met on January 28, 2005. Based on student response to a survey sent in November 2004, a Steering Committee for development of a Nursing Honor Society was formed with representation from students, alumni, mentors, the School of Nursing Committee, and School of Nursing staff. Candace Olsen, RN, BSN, and a 2005 graduate of the College, was nominated to serve as Chairperson of the Steering Committee. Draft bylaws have been developed and eligibility criteria set.

Outreach

Outreach activity included an exhibition at the New Jersey State Nurses' Association convention and the New Jersey Student Nurses' Association convention in Atlantic City. There was also an exhibit at the Association of Perioperative Nurses Annual Congress in New Orleans, Louisiana. Over 1000 information packets were distributed. An exhibit was also presented at the National Student Nurses' Convention in Salt Lake City. Our Google ads continued, and program ads were placed in selected issues of *Nursing Spectrum* and *Advance*. A total of 150 information packets were sent to the Vermont Workforce Leadership conference for distribution. And information was provided on the RN-BSN program at the St. Cloud Hospital in Minnesota Career Fair.

Heavin School of Social and Behavioral Sciences

Preparing mentors to participate in the course-development phase of the Bachelor of Arts degree in Criminal Justice has been accomplished. Finding, selecting, and orienting new mentors who will develop the courses for the Graduate Certificate in Homeland Security was also completed. The start of divisional planning for the five-year strategic plan has been another significant part of our activities this quarter.

Partnerships and External Activities

The Dean continues to present to the supervisor's training classes held at the New Jersey State Police Training facility. She also participated in planning for the offering of blended courses at Essex Community College, working with the Business School and the office of Academic Partnerships. The College will offer a graduate program and three undergraduate programs in a blended format at Essex. The Dean attended an open house at Essex and presented information about the Administration of Justice degrees and the Bachelor of Arts degree in Criminal Justice. The dean has also participated in outreach for the new Corporate College initiative.

Curriculum

Bachelor of Arts in Criminal Justice

The development of the five upper-division courses, which the College will offer to students enrolled in the Bachelor of Arts in Criminal Justice degree, is near completion. Mentors are working with members of the course-development team in DIAL to ensure that they meet our guidelines and can be fitted to Blackboard. One of the courses, Terrorism, was offered during the last quarter. The remaining courses will be offered beginning July 1, 2005. The degree has been entered on Datatel, and a guide sheet is being developed.

Graduate Certificate in Homeland Security

Academic experts in the area of Homeland Security who can develop courses for the certificate, advise us on recruitment of students, and mentor the courses have been identified. They will work to plan the curriculum and begin the development of four courses which comprise the certificate. This certificate will be offered beginning in July 2005.

Mentor Activities

Mentors have been located for the Graduate Certificate in Homeland Security, the Bachelor of Arts in Criminal Justice, and courses in History and Psychology. They will also serve as consultants for various PLA, test development activities, and such other academic projects as determining duplication of course materials, and strategic planning.

Student Enrollments

A "snapshot" count of enrollment in the Associate in Science in Public and Social Services degree, taken in March of 2005, revealed that there are 76 students enrolled, with the most popular option being Administration of Justice. Likewise, a "snapshot" count was taken of the Bachelor of Science in Human Services degree, and this showed a total enrollment of 418 students. Again, Administration of Justice was the most popular area of study, followed by Child Development and Public Administration.

Working with Mentors

The mentor database has been updated, making it much easier to navigate. The Dean Team also met with the staff to review and revise the mentor hiring process. After reviewing a flow chart of the hiring process, the Team made suggestions on a smoother process. There was also a focus on monitoring mentor compensation and course load with an eye to codifying these in written guidelines.

Mentors continue to express concern about out-of-date materials, and some are being challenged with the new grade-reporting procedure in Blackboard. Meetings have been

held with the Director of Course Development in DIAL to discuss these challenges and concerns. Finally, staff are looking to the most appropriate mechanism/form for evaluating mentors. The policy on the final exam as determining the final grade continues to be a major concern for mentors. The Deans will be meeting with DIAL to discuss the possibility of other methods of assessment.

Seven mentors have participated in the pilot program for blended courses at McGuire Air Force Base, and all have reported favorably on the experience.

A new process for handling applications for mentoring was put into place, designed to ensure that potential mentors understand the necessary qualifications before submitting resumes for review. Before approving a mentor, the Deans will be informed of the potential need for mentors in a particular field, which will improve the likelihood that approved mentors will eventually be assigned sections.

The system is now in place that allows the Assistant Dean to monitor enrollments and mentor activity for the purpose of anticipating overuse of individual mentors before it becomes a problem. More than a dozen mentors have had their activities curtailed, and the number of new undergraduate mentors reflects progress toward maintaining a reasonable level of activity for mentors in the most popular areas of study.

Office of Military Education

Some 253 site visits were conducted to military bases across the United States during the third quarter. The third successful semester of blended courses at McGuire Air Force Base was completed, and five courses were run for the March semester in the blended format. The College was informed that Rutgers University would no longer participate in the McGuire Air Force Base partnership, and Thomas Edison State College has now taken over the program. The College completed work on two new Servicemembers Opportunity College's Army Career Degree Network programs for Army Musicians. A total of 747 agreements were completed, which also included a major eArmyU project completed within schedule.

To date, the College has received over 800 enrollments in the Navy College Program Afloat College Education program. Overall military enrollment continues to increase, when compared to FY2004. The College has seen an 84-percent increase in military applications, a five-percent increase in new military enrollments and a 30-percent increase in continuing military enrollments. However, Navy College new enrollments and continuing enrollments experienced a decline during the past quarter. This appears to be a temporary issue due to the delay in processing of tuition assistance by the Navy. The continuing enrollment in the Military Degree Completion Program and traditional

military program rebounded from a second-quarter decline to show an increase for the third quarter.

Directed and Independent Adult Learning (DIAL)

A total of seven new courses were completed. Twenty-four courses have been revised, and four course conversions have been completed. Twenty-three new course examinations were created, six exams were revised, and 38 exams and answer keys were edited. One e-Pack was also revised.

Registrar's Office

Registration

The Registrar's Office successfully processed registration for the 12 traditional undergraduate terms, the six undergraduate eArmyU terms, the 12 undergraduate NCPACE terms, the three graduate terms, and the four certificates in Distance Education graduate terms. Course registrations for graduate, undergraduate and eArmyU and Navy Pace for this quarter totaled 7,489. The automated course refund process implemented in December now provides the Office of the Bursar the ability to process course refunds without manual calculations from the Office of the Registrar. This has decreased refund processing time from four weeks to one week.

Graduates

The College confers degrees four times a year. The Office of the Registrar reviews student academic records on a daily basis and sends degree-certification letters upon a student's certification for graduation. This allows students to have timely notification of their graduation status and provides them with official documentation they can use for graduate school entry or employment. During this quarter there were 482 degrees awarded: 10.5 percent were associate's degrees, 85 percent were baccalaureate degrees, and 4.5 percent were master's degrees. Fifty-four percent of the graduates were enrolled at Thomas Edison State College for two years or fewer before being awarded a degree.

New Jersey Professional Librarian Certificates

On April 26, 2004, Thomas Edison State College became the agent for certification of New Jersey State Professional Librarians. The Office of the Registrar has worked with the New Jersey State Library and the Department of Education to establish procedures for the issuance of the certificates. During this quarter, 68 certificates have been issued by the office.

Scanning Project

The Office of the Registrar continued to work with New Jersey Business Systems to scan all inactive student and Thomas Edison State College graduate academic records. Seventy-five percent of the project has been completed. These materials will be available for College staff via the Web when this phase is completed sometime during FY2005.

Evaluation

First-time evaluations completed for the third quarter of FY2005 numbered 1,483, and update evaluations numbered 1,733. First-time files waiting to be evaluated were 228, and updates waiting were 289. The number of first-time files completed increased for the third quarter and update-files completed slightly decreased. The staff complement is still down by one, and a search will be undertaken soon. To help maintain the performance standard, the evaluation staff volunteered to work the Saturdays in February and March and extra hours during the week. The academic advisors also helped out by doing updates.

Training in the BSAST degree program has continued for the staff. All of the major areas of study in the BSAST degree have been reviewed, and the remaining areas of study will soon be completed by the end of FY2005. The quality assurance plan put in place last quarter is fully operational. The initial review indicates no major mistakes, and workflow was minimally affected. This process will be monitored monthly as part of a continuous process improvement plan to increase efficiency and quality.

Academic Advisement

During the third quarter, the advisement team responded to 3484 e-mail inquiries, a nine-percent increase from FY2004's third quarter (3296). During the third quarter, staff answered 4,404 telephone calls, an 11-percent decrease as compared to the prior year fiscal year (4926). Also, 1,085 appointments were conducted during the third quarter. The advisement team continued to respond to e-mail within two days and the wait time to speak to or meet with an advisor continued to be fewer than two days.

During the quarter, the advising team worked on a number of other projects, including the new advisor training program. They also assisted with various recruitment activities. Another project that took shape during the quarter involved selecting a group of inactive BA students and encouraging them to reenroll. To date this project has transformed five former students into currently enrolled students. Advising staff also attended a number of professional-development activities, including the Datatel conference and a regional conference for Women in Higher Education.

Currently the advisement team has the following committees: Web Advising, New Staff Training, 2005 State Meeting, Staff Development, AVAYA Training, and Admission and Recruitment Liaison. Each one is headed by an advisor who has responsibility for ensuring that the committee moves forward.

Students with Disabilities

One student eligible to receive accommodations under the ADA completed the BA degree requirements and graduated in March. Student contacts continue to increase: there was a 38-percent increase compared with the same quarter last fiscal year (156 for January-April, 2005 and 122 for January-April, 2004).

Financial Aid and Veterans' Affairs

For the third quarter, there was a 19-percent increase over the third quarter of FY2004 in the number of students who used financial aid to pay for their enrollment. FY2004 ended with a 7-percent growth rate in this area.

Testing began for the National Student Clearinghouse process to complete the student status change request required by the federal government this quarter. We will know by the end of the next quarter if we can use this process here at the College to replace the manual process currently in place.

A mid-year audit review was completed for all students for Satisfactory Academic Progress, loan limits and verification. This was a result of findings in the current KPMG audit. These reviews will be carried out quarterly to ensure that the College is in compliance with all state and federal regulations and will limit future findings. Testing also continued on the Datatel process that calculates Satisfactory Academic Progress for financial aid recipients. The process will be finalized by the end of FY2005.

Supporting Students and Clients via Constituent Partnerships

Academic Partnerships and Outreach

Institute of Museum and Library Service (IMLS) Grant

The IMLS Grant program began on November 1, 2003. Ten grant recipients were selected, and the first Thomas Edison State College course registrations were received in July and August of 2004. Of the original 10 grant recipients, seven students are progressing well with their course work at the College. Three students have resigned from the grant due to personal and academic performance issues. Two replacements have been made, and the third replacement is in process. A process where students can earn credit in library courses via prior learning assessment was also developed. College staff is committed to working with the recipients to assure successful completion of their degree requirements by the end of the grant, October 31, 2006.

Office of Corporate-Higher Education Programs

The following organizations had evaluations of their courses/programs during this quarter:

Organizations	Dates	No. Courses	No. Credits
Home Depot*	January 3	2	6
NJ Council of Carpenters/Joint Apprenticeship Training Committee	January 5-6	17	19
Commerce University/Commerce Bank	January 14	4	17
NJ Department of Personnel/Human Resources Development Institute	January 20-21	9	25
International Association of Heat and Frost Insulators and Asbestos Workers	February 10-11	18	41
Corporate College Services, Inc.	February 23	1	3
New Jersey Office of Emergency Management, New Jersey State Police	March 10-11	12	12
International Assoc. of Bridge, Structural, Ornamental, and Reinforcing Ironworkers	March 31-April 1	<u>28</u>	<u>44</u>
Total Courses/Credits:		91	167

***Programmatic Review**

The ACE evaluations that were conducted of the New Jersey Apprenticeship Programs for the New Jersey Regional Council of Carpenters; the International Association of Heat and Frost Insulators and Asbestos Workers; and the International Association of Bridge, Structural, Ornamental, and Reinforcing Ironworkers were the result of work with the New Jersey State Department of Labor's State Employment & Training Commission to have the participating building trade unions' apprenticeship programs evaluated by the American Council on Education. The New Jersey Department of Labor will assume the cost of the initial ACE evaluation for all qualifying building construction unions.

In addition to the three unions that have already had an ACE evaluation, two building trades unions are in the process of preparing for an evaluation. They are the United Association of Journeyman & Apprentices of the Plumbing, Pipefitting, Sprinkler Fitting Industry and the International Union of Operating Engineers.

During the quarter, the Office hosted/coordinated a visit from representatives of the University of Massachusetts Amherst. The visitors were here to find out how the Thomas Edison State College model could work for their university. Fellow colleagues representing the offices of Academic Programs, DIAL, Test Development and Assessment, Learner Services, and the Bursar's Office were most cooperative in meeting with the University of Massachusetts visitors and helping them to understand how our system works.

Outreach to Corporate Partners

Working with a diverse team, the College successfully launched the new Corporate Choice Program. The program has a goal of "5 in 5": that is, to achieve five million dollars in new revenue in five years. The following key steps were taken during the quarter:

- Assignment of Corporate Relationship Executives (CREs) to target companies.
- Orientation sessions for the CREs and the Implementation Team.
- Ongoing training and support for the CREs.
- Resolution of issues critical to the success of the program (e.g., a new pricing model was developed).
- Development of marketing materials to support the program.

The program has generated enthusiasm and support from the entire College community.

As part of the College's relationship with the Greater Mercer County Chamber of Commerce, the College participated in a job fair held at Rider University. The College was also represented at two education fairs hosted by Merrill Lynch in Princeton and Hopewell, New Jersey. An alumnus assisted the College's promotion on site at the Hopewell location.

College staff made a presentation to firefighters at the Morristown Airport in Morristown, New Jersey and attended education fairs at the New Jersey State Police Headquarters in West Trenton, New Jersey. College staff also participated in State Police education fairs in Sea Girt, New Jersey, and Buena Vista, New Jersey.

As a result of a presentation made last quarter to the International Association of Administrative Professionals (IAAP), the College made yet another presentation to 26 individuals at Merck and Company in March. The College also made a presentation to 19 students of the Aviation Institute of Maintenance (AIM) in Philadelphia, Pennsylvania. Upon graduation from this institute, students have up to 67 credits that they may transfer to Thomas Edison State College. The staff at AIM is acting as an advocate for the College to its national sites in Virginia, Washington, D.C., and Missouri.

Outreach to Community College Partners

College staff attended a variety of community college transfer fairs and other events for prospective students. These were held at Bucks County Community College, Burlington County College, Gloucester County College, Cumberland County College, Camden County College, Essex County College, Raritan Valley Community College, Bergen County College, Atlantic Cape College, and Warren County College. College staff also

met with transfer staff to enhance their understanding of the College's degree offerings and services. During these meetings at the community colleges of Bucks County, Salem County, Gloucester County, Burlington County, Raritan Valley County, Atlantic Cape County, Ocean County, Warren County, Sussex County, Middlesex County, Ocean County, Brookdale County, Union County, Passaic County, Hudson County, and Essex County, copies of the *Undergraduate Prospectus*, *Graduate Prospectus*, and *Registration Bulletin* were distributed.

Marketing and Positioning the College

In January, the College launched Stage Two of its current advertising campaign. Four new ads were added to the institutional campaign. In addition, the new Master of Science in Human Resources Management (MSHRM) ad was launched. The Human Resources (HR) ad placements are highly targeted to HR professionals through the publications *T+D* and *HR Magazine*, the latter published by the Society of Human Resource Management (SHRM). The Information Center reports a 9.2-percent increase during this quarter for graduate inquiries. Concurrently, the College commissioned an outside firm to conduct market research to evaluate the effectiveness of the ads. The College is now looking at ways to improve communication through advertising based on specific feedback garnered through the research.

The College commissioned similar research to evaluate its major student publications: *Undergraduate Prospectus*, *Graduate Prospectus*, the *College Catalogue*, and the *Registration Bulletin*. Preliminary results indicate that the College's publications are meeting the needs of its prospects and students, and are well received by them. The research has identified specific content areas where students require greater depth of understanding and explanation; those areas are currently being addressed as the College completes its annual publication cycle.

The College has completed production of an informational CD to be used in institutional outreach. A collateral piece was also created to support the work of the Corporate Relationship Executives (CREs) in marketing the Corporate Choice Program. The piece features 11 prominent alumni employed by nationally recognized firms

In March, a new e-mail initiative was launched for enrolled students. The College's new monthly e-mail newsletter, *Insights*, is now sent to all enrolled students. Content focuses on resources, information, and features to aid adult students in achieving success while juggling the demands of life.

Information Center

The Center's call volume continues to run behind last year's pace. To date this current fiscal year, the call volume was 47,873. During the previous fiscal year, the call volume

for the same time period was 51,546. The difference between the two years represents a 7.2 percent decrease. In 2002-03, the call volume for this time period was 62,252.

Outgoing calls were made to new applicants and current students. The new-applicant calls welcome individuals to the College and guide them through the enrollment process. The calls to continuing students involve motivating these students to continue their enrollment by paying their second-year enrollment tuition. During the quarter, 753 contacts were made to the newly enrolled group, and 910 contacts were made to continuing enrollment students.

The Google and Overture search-engine marketing campaigns worked well. In these efforts, prospective students are guided to the College Web site and come to a special landing page where they can request a telephone call or mailed information. Through this initiative, 1,067 prospective students have been contacted during the quarter. Also during the quarter, the Information Center received 7,148 requests for materials via e-mail, the College's Web site, Google Web site, Overture Web site, telephone calls, voice mail, and U.S. mail. During the previously reported quarter, there were 6,027 requests. There were 8,448 requests for materials made at the same time in the previous fiscal year.

Two College Days were held during the quarter, in January and in March. A total of 64 people were in attendance. College staff from the offices of Admissions, Academic Advising, Academic Affairs, and Financial Aid worked together to provide the prospective students with information.

This quarter's undergraduate applicant count shows a decline when compared to the third quarter of FY2004. This quarter, there were 1,372 new applicants (not including those from the Navy College and eArmyU programs), compared to last year's third-quarter number of 1,464. This reflects a six-percent decrease from last year's third-quarter numbers. On the other hand, the year-to-date number for this fiscal year is 3,854, which is a two-percent increase over last year's.

The first-year enrollment total for the third quarter reflects a 10-percent decrease from the FY2004 third-quarter numbers. The third-quarter number totals 760 behind last year's 861. This year-to-date number represents a 2.5-percent decrease when compared to FY2004.

Several new initiatives were begun by the Admissions Office as follows:

- A revision of the College Day format.
- Letters sent from Admissions to all inquiry groups.
- Thank-you notes and e-mails sent to prospective students who visit the College.
- Outreach phone calls made to applicants according to their degree programs.

Public and Media Relations

During this quarter, College staff initiated the following publicity:

- Announcement of the appointment of a new Director of Admissions
- Announcement of College Degrees awarded to graduates
- Announcement of the 2004 Leadership Trenton graduation
- Announcement of the naming of the Heavin School of Social and Behavioral Sciences
- Announcement of the establishment of the Watson Institute's Technical Assistance and Support Services office
- Article on the Watson Institute and Technical Assistance Service Center (TASC)

During the quarter, College staff updated the following directories and guides:

- Peterson's/Thomson Learning *Nursing Program 2006*
- School Guide Publications' SCHOOL GUIDE and Web site
- Peterson's/Thomson Learning *Peterson's Guide to Four-Year Colleges 2006*
- Peterson's Nursing Profile 2006
- McDonald Communications Web: College Profiles; Adult, Continuing Education Directory; Graduate School Directory; and Distance Learning Profiles
- Peterson's/Thomson Learning *Guides to Graduate and Professional Programs 2006*
- The Virtual University Gazette Web site GetEducated.com's *Best Distance Learning Graduate Schools – Business and Management 2005*
- All Star Directories *All Nursing Schools* and *All Business Schools*
- Mercer Business Membership Directory
- County of Middlesex Board of Chosen Freeholders *Info Line of Middlesex County*
- *Chronicle Guidance Publications*
- Center For Family Services Information & Referral Services database
- Aldea Communications' UniGuide Guide to U.S. Universities
- School Guide Publications Web
- COLLEGE.US.COM Web
- AnyCollege.Net
- Hobsons CollegeView Web site
- U.S. College Search
- ACT Distance Degree Program
- National Program on Noncollegiate Sponsored Instruction *College Credit Recommendations (CCR) Online*
- *Guide to Distance and Online Learning Programs in the USA—2005 Edition*, The EI (Education International) Group Ventures Ltd
- *Peterson's Guide to Distance Learning Programs, In-Depth Description 2006* Peterson's/Thomson Learning
- Google's University Search site www.google.com/options/universities.html.

Publications

During the quarter, College staff completed production of the following publications:

- *Corporate Brochure*
- *Program Planning Handbooks*
- *Invention – Spring*
- *Signals – Spring*
- *National Institute pieces*
- *Golf Outing postcard and invitation*

Web Site and E-mail Outreach

- The College has responded to 26 requests for updates to the Web site.
- Avaya Admissions Live Chat and Students Advisement Live Chat content were provided for a cross-divisional project.
- College staff worked with Financial Aid to begin comprehensive review of the Financial Aid section of the Web site. New forms have been requested and put into process. New content areas have been identified.
- Review of the "About Us" Web section was updated.
- Updated information on the Web was completed for 2005 Commencement.

The new message series returned excellent numbers during the first month. View (Open) rates of 24 percent for prospects, 37 percent for Cost Calculator, and 38 percent for Applications are slightly above industry average (21 percent). This indicates the College's messages are welcome.

Alumni Affairs

Alumni Advocacy

Some 15 area alumni were recruited to attend an Open House that will be held at the College to provide information to prospective students. A call was also developed for alumni ambassadors. This contained specific examples of the ways in which alumni can promote their alma mater on the job, at home, and in their various communities. The monthly alumni newsletter has also resulted in several unsolicited requests to assist in events and to contribute testimonials.

The Office of Alumni Affairs was active in developing the content for the newly created corporate outreach publication designed to support the Corporate Choice Program. This publication features several notable alumni.

Alumni Support and Service

In concert with the Office of Development, the Director of Alumni Affairs met with several potential major donors. In other developments, as the College moves forward with its plans to revise and upgrade its Web site, alumni profiles that have been gathered over the last two years will be featured, along with features on select alumni.

Alumni Association

The leadership of the Alumni Association has asked the College for assistance in changing its structure from an incorporated organization to an unincorporated association. The new structure will result in the creation of an advisory council, which will more effectively support the mission of the College and more efficiently represent the global community of alumni. Planning is underway to complete this change.

Developing Ourselves to Serve Our Students

The Thomas Edison State College Foundation

The Foundation's combined fund balance as of December 31, 2004, totaled \$4,302,913, compared to \$2,027,859 for the same quarter last year. The work on the external audit by The Mercadien Group has been completed and is awaiting final review by the Executive Committee and the Board of Directors.

Development Activities

Major and Planned Giving

The Development Office staff continued to cultivate prospects through personal visits and phone calls. Initial personalized letters regarding annual giving are being prepared for all major prospects.

Corporate and Foundation Giving

The Office of Corporate and Foundation Relations continued to solicit funding in support of College activities. Development Office staff worked with the John S. Watson Institute for Public Policy to prepare grant proposals in support of the Abbott Preschool Initiative. Additional proposals are being prepared seeking support for the Leadership Trenton program and for general support of the Watson Institute. Meetings have also been held with the deans of the College's Schools to determine their needs and to identify grant funding opportunities.

The John S. Watson Institute for Public Policy

Abbott Preschool Activities

The staff of the John S. Watson Institute for Public Policy developed a conceptual plan to re-engineer the Abbott Preschool Initiatives into the *Center for the Positive Development of Urban Children*. The conceptual plan outlines the future mission of the Center.

The Abbott Preschool Advisory Council held its first meeting. The Council is composed of Thomas Edison State College staff from learner services, the registrar's office, test

administration, credit banking, and the deans of the schools. The Council will advise the College on how to remove barriers to new professional-development opportunities for Abbott teachers and paraprofessionals in meeting the educational mandates of the Abbott v. Burke and No Child Left Behind legislation.

Under the leadership of staff from the Watson Institute the newly named NJ Child Care Industry Economic Impact Council awarded a contract of \$75,000 to the National Economic Development & Law Center from California to conduct a study of the child care industry in New Jersey this year. The goal of the study is to measure the impact of the child care industry on the state's economy and to generate more support for the fields of early care and education.

Health Information Network and Technologies (HINT)

The Department of Health and Senior Services (DHSS) authorized Thomas Edison State College to extend the APG, Inc., contract to continue implementation of the HIPAA privacy and security requirements within the DHSS for \$142,750. The implementation requires the services of a database administrator and a re-engineering consultant. The College also executed Change Order #2 with APG and DHSS in an amount not to exceed \$261,500, and executed a memorandum of agreement in the amount of \$812,000 with the DHSS to assist in developing a RFP for HIPAA Development and Implementation of Detailed Policies and Procedures to meet HIPAA Electronic Data Interchange (EDI) Privacy and Security Regulations.

Center for the Urban Environment

The Watson Institute staff coordinated a two-day retreat for the New Jersey Environmental Justice Alliance in January. In March the Watson Institute staff conducted a youth workshop on diesel emissions in Camden and a youth forum on diesel air sampling techniques in Trenton. Additionally, the Watson Institute staff collaborated with Green Faith and the First Hopewell Multipurpose Community Center in sponsoring an environmental health and justice tour in Newark.

Center for Leadership Development

Leadership Trenton

The Board of Advisors met and reviewed the proposed 2005-06 Leadership Trenton seminar year, the January-June 2005 timeline, action items, board vacancies, succession planning, and creation of board committees. There was very good attendance and relationship formation at the networking mixer held in early March. Several Fellows have now launched a Leadership Trenton Alumni Association.

Leadership Development through Sports Program

The "Play-it-Smart" program at Trenton Central High School, which is the Watson Institute's partnership with the National Football Foundation, Trenton Board of Education, and the City of Trenton, is demonstrating positive, quantitative results. Nearly 70 percent of the freshmen student-athletes participating in the program are on course academically to meet the minimum eligibility requirements, which is a significant improvement over past experience. Additionally, in response to state test results that indicated math deficiencies, the Watson Institute's staff created a math tutorial program to further assist the freshmen student-athletes. The Watson Institute's staff also implemented individual counseling sessions with "at-risk" student-athletes and has observed a measurable reduction in the number of discipline referrals.

In a related initiative, the Watson Institute's staff collaborated with a local non-profit organization to provide free SAT Prep courses, transportation, and materials to student-athletes on Sundays in facilities at Princeton University. There are currently 10 participants in the program. The Watson Institute's staff and the non-profit agency also partnered to waive the SAT registration fees for 30 student-athletes recently.

Center for Evidence-Based Education

In conjunction with the John S. Watson Institute for Public Policy, the Center for Evidence-Based Education (CEBE) met with the New Jersey Urban Superintendents Group and Superintendents in various urban districts across the state regarding offering the Federal School Leadership Program on a fee-paying basis. CEBE also submitted an application to the U.S. Department of Education for a three-year grant to develop a new, three-year, intensive Federal School Leadership Program for newly appointed principals in low performing schools in Newark, Paterson, and Trenton.

In addition, planning on the Leadership for Learning program has proceeded with CEBE colleagues at the College of Education, Temple University and a start date has been agreed upon for the first cohort of 25 students. Colleagues at the University of California have asked CEBE to advise them on developing a parallel program in San Diego.

In collaboration with the John S. Watson Institute for Public Policy CEBE has begun preparing a major submission to a philanthropic foundation on an initiative to be entitled "The Leadership of Disadvantaged Youth." In addition, work has begun on a proposal on "Making Leadership Public" with the Trenton Public Schools, and Region One of the New York City Public Schools.

Technical Assistance and Support Services Center

Staff from the Watson Institute met with key personnel and board members of the 20 grantee agencies assigned to the Center by the state's Office of Faith Based Initiatives and reviewed their completion of the Elements of an Effectively Managed Organization.

and developed a work plan. The Center's staff continues to develop relationships to expand the diversity of its external consultant base.

Meetings with representatives from the state's Division of Youth and Family Services to participate as consultants in the development of strategies for providing technical assistance for the proposed Child Welfare Advisory Boards, and to prepare a New Jersey-specific version of the national publication, *A Family's Guide to the Child Welfare System*, are ongoing and very constructive.

Policy

Staff from the Watson Institute continued its work on completing a strategic plan for the public policy component of the Institute called *A New Plan for Policy Tools and Protocol*. This document outlines the creation of a comprehensive database and a statewide videoconferencing system. Three members have been recruited onto the advisory committee for this project: Dr. William Ball, from Trenton State College; Dr. Frank Ruscianno, from Rider University; and Dr. Edward Freeland, from Princeton University.

Development activity and the creation of a public relations and marketing structure that will allow the Institute to increase its visibility and prestige was also undertaken. This includes the creation of a public relations kit and a centralized database of all staff contacts for the purpose of sending newsletters and other communication in the future.

Resignations

The following staff have resigned from the College:

Carla Tisdale Walker	Development Office
Kevin Ralph	Development Office
Sandra Kelly	Controller's Office