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MEMORANDUM

June 8, 2007

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

**Serving Students with Academic Programs
to Meet Their Needs**

School of Applied Science and Technology

The School of Applied Science and Technology has continued to move forward on a number of key initiatives in three key areas: 1) partnerships and outreach, 2) program and curriculum development, and 3) research and grant development.

Partnership Development

Work continued with the New Jersey Community College Consortium (Mercer, Essex, Middlesex and Passaic) on content alignment, joint marketing, grant research, and establishing a course and training mapping matrix for academic and industry courses for the College's Energy Utility Technology degree program. Likewise efforts by College staff and EPCE-CAEL were made to market the Energy Utility Technology degree program and research potential future revenue opportunities for the College. The dean also represented the School of Applied Science and Technology at the New Jersey Alliance for Action meetings and forums, including those related to the pharma/biotechnology and construction industries.

The new Clinical Trials graduate certificate program was launched with an open house at the New Jersey Hospital Association, and recruiting for this program and for our Aviation programs was begun with individual learners and groups at Mercer County Community College.

Curriculum Development

During the past quarter, the dean coordinated the evaluation and modification of a joint AAS degree in Dental Hygiene and a certificate program in Dental Assisting Program with the University of Medicine and Dentistry. Launch of the pilot program is scheduled for first quarter FY 2008. We have also established four AAS areas of study to align more efficiently with military and civilian occupations as follows: Aviation Support; Construction and Facility Support; Electrical/Mechanical Systems and Maintenance; and Environmental, Safety and Security Technologies. A bachelor's degree program in Health Service Technology was also established and will be offered in early FY 2008. Finally, the following courses for the School of Applied Science and Technology have been identified for development: DC Circuits (ELE-211); Dynamics (EGM-212); Statics (EGM-211); and Strength of Materials (EGM-213). Updating of the following courses for the School of Applied Science and Technology has been initiated: Clinical Trials Management (CTM-510); Electronic Instrumentation and Control (CTR-211); and Radiation Biophysics (NUC-412).

Research and Grant Development

The dean served as principal investigator and coordinated the submission and preparation of a State of New Jersey grant request for establishment of a Bio-Technology/Pharmaceutical Innovation Partnership. Efforts focused on development of a master's degree in Clinical Trials Research and Drug Development. Also, a second proposal to the National Science Foundation under Advanced Technological Education: Project to Increase Power and Energy Learning Incorporating Networked Educational Systems (PIPELINES) is in preparation.

Mentor Activity

As part of mentor quality review, a mentor development process was created that focuses on establishing standards for mentor recruitment, selection, and quality.

School of Business and Management

School of Business and Management staff pursued outreach efforts with the business community and led the development of new programs and courses to grow enrollment in the school. In addition, a program review for the BSBA has begun and enrollment marketing plans have been implemented. The Graduate School has also been restructured such that it is an Office of Graduate Studies and is housed in the School of Business and Management.

Partnership Development

Corporate Choice Partnership activities progressed with UPS. UPS and the School of Business and Management jointly approved content for an Operations Management certificate, and courses and are being offered to UPS employees. The certificate is credit bearing, and its courses will transfer into the ASBA and BSBA programs. Corporate

Choice Partnership activities also continued with McDonalds and the dean has engaged in initial partnership discussions with McGraw-Hill and Corporate College Services.

Partnership agreements with the County College of Morris and COPE Institute have been signed and outreach activities continued with the NJSCPA organization. As a result, the College developed an article on distance education for the NJSCPA magazine and has begun to participate on the education committee of the organization. Finally, the Dean has been participating in New Jersey Collegiate Business Administration Association. The College will host the annual spring meeting in May, 2007.

Curriculum Development

The dean is the goal leader for Goal 1 of the Strategic Vision Plan: "selectively develop degree programs and noncredit programs based on defined and demonstrated market demand," and her Goal team has created detailed implementation plans to accomplish this. School staff have also developed a baccalaureate degree program in Leadership. The program has been approved by Academic Council and is scheduled for implementation in FY 2008. Staff have also restructured the BSBA Areas of Study, revised the Degree Program Guide Sheets, added a new course, Quantitative Business Analysis, to meet the Mathematics requirement, and developed courses to enable BSBA-Accounting to be offered online.

MSM transformation recommendations were approved by Academic Council and are underway as follows: restructuring of the MSM program to include more electives to meet student needs; addition of a course option to meet the current Thesis/Applied Project requirement; and addition of Project Management courses. The first of these is completed and the second and third are in development. Finally, staff are developing undergraduate and graduate learning outcomes. Programmatic outcomes and assessment plans have been developed at the undergraduate and graduate levels.

Mentor Activity

The deans are continuing a review of the mentor hiring process and are conducting working sessions with the extended Dean Team to streamline the current process. The Dean is conducting an ongoing monthly meeting to review the business mentor load balance and assignments, and new mentors have been added.

Heavin School of Arts and Sciences

The third quarter was a time of transition for the school. Former dean Judy Krom, retired on January 31, 2007, and Susan Davenport was named Dean of the Heavin School of Social and Behavioral Sciences. Lois Richardson, Dean of the School of Arts and Sciences also resigned, and in March, the School of Arts and Sciences was merged with the Heavin School of Social and Behavioral Sciences forming the Heavin School of Arts and Sciences. This merger allows for complementary and coordinated academic initiatives

as well as consistent oversight of the learning outcomes activities as applied to Bachelor of Arts degrees. Susan Davenport and assistant deans, Cynthia Strain and James McCarty have worked to ensure a smooth transition in their new roles.

Partnership Development

The dean implemented a targeted marketing campaign for the School. Law enforcement personnel are the primary target for increased enrollment and the outreach strategy includes a presence at New Jersey and other local conferences. Ads are now running in local and national law enforcement publications. Leads are being tracked through a dedicated e-mailbox to calculate a return on investment for this initiative. A brochure and pop-up display for police officers are in development. In addition, a brochure focusing on the College's flexibility in transferring credits and the multiple methods of earning credit will soon be distributed.

In addition to outreach by the Office of Strategic Partnerships on behalf of the Heavin School, staff have also attended meetings of the Association of Criminal Justice Educators and the New Jersey College Professors of Educational Administration and have recruited students at the New Jersey DARE Conference (at their request) and Mercer County Community College.

Curriculum Development

Four new courses targeted to law enforcement personnel are in development with a July 2007 targeted start date. Two educational leadership courses are also in development. These are the first two courses required for the Master of Arts in Educational Leadership degree. Two more new courses will be developed each quarter as the degree is rolled out in the second quarter of FY 2008.

BS Degree in Homeland Security

A subcommittee, including mentors Marilyn Peterson and Lori Hannon-Bell, has begun work on the curriculum design of a new baccalaureate degree area in Homeland Security as funded by the Department of Justice public safety grant. This work will continue through the fiscal year with a plan to launch the degree in the second quarter of FY 2008.

Mentor Activities

The Heavin School engaged 11 new mentors during the third quarter.

Learning Outcomes

A major effort during the entire year is the development of learning outcomes. This quarter's emphasis continued on outcomes at the programmatic level. The outcomes have been written for the Heavin School's Human Services degrees and for the Bachelor of Arts degrees. The Heavin School continues to develop a comprehensive learning outcomes strategy for each of its degree programs, and subcommittees are in place to determine appropriate assessment strategies, timelines, and benchmarks.

School of Nursing

During the third quarter of 2007, the School of Nursing focused on recruitment events, updating of program materials, implementation of the plans for revision of the undergraduate courses and for the RN-BSN/MSN program and post-master's Nurse Educator Certificate, as well as plans for the Second Annual Distinguished Lectureship.

Partnership Development

Web pages have been designed for our Corporate Choice partner, Virtua Health System, and for the Capital Health System partnership. A partnership is currently being developed with Robert Wood Johnson University Hospital-Hamilton.

Other outreach activities have occurred with the following: Robert Wood Johnson University Hospital Hamilton; New Jersey Emergency Nurses' Association; Philippine Nurses' Association of New Jersey; Association of Operating Room Nurses; New Jersey Nursing Convention; Bucks County Community College; National Coalition of Ethnic Minority Nurses Association; St. Francis Medical Center; and Abington Hospital

Enrolled students from Capital Health System now number ninety-two. Five Capital Health System students graduated. There are eighteen students enrolled from St. Francis Medical Center and 17 students from Virtua Health System.

HRSA Grant Activity

Seven HRSA grant participants from year one completed their 12-week online teaching experience in March. Eight grant participants in year two are currently taking the last CDEP course. Participants in year two are currently taking CDEP 502. A HRSA postcard to be used to inform the public about the presence of experienced Online Minority Nurse Educators at the School of Nursing was developed and will be distributed as soon as the Web site is updated with the Directory of Experienced Minority Nurse Educators.

The theme for the Second Annual Distinguished Lectureship scheduled for October 12, 2007, is "mentoring." Having the lectureship offered via Web cast as an option for those who cannot physically attend is also being considered.

Curriculum Development

Two new graduate-level courses were offered in the January term. Finalization of the MSN courses and programmatic learning outcomes for graduate-level learning continued. A School of Nursing Formal Complaint Policy was developed in accord with accreditation guidelines, and a Provisional Admissions policy is being developed to allow for admission of graduate nursing students awaiting award of their BSN degree.

Mentor Activity

The School of Nursing continued in the recruitment of mentors; current number is 63 active mentors, approximately 73 percent of whom have doctoral preparation.

School of Professional and Continuing Studies

During the past quarter, the School has opened "MBA Essentials," a certificate program introducing business concepts for non-degree-seeking students. Joint Web sites, one with the New Jersey Education Association and one with the Mercer County Chamber of Commerce, have been launched to provide information on the School's programs. The School has entered into negotiations with ProTrain LLC for to provide business organizations and governmental units with online training programs.

Work with SmartPros, a continuing legal and accountancy provider, have begun to explore collaboration and partnership for the offering of continuing legal education programs. The Paralegal program continues to build, and we expect an initial cohort of over 10 students. For the third quarter, there were 88 new enrollments, bringing the total enrollments to 169.

Directed Independent Adult Learning

During the past quarter, a total of five new courses were developed for the School of Professional and Continuing Education's Paralegal program. Our activity during the quarter included the following: 11 courses revised; 23 courses revised for graduate programs; three e-Pack courses revised; three TECEP revisions completed; 10 assessments revised for online courses and seven NCPACE courses revised.

Providing Students with Services

Learner Services

During the third quarter, Raymond Young took up his duties as Vice Provost for Learner Services. Ray succeeds Susan Davenport, who is now Dean of the Heavin School of Arts and Sciences.

Office of the Registrar

During this quarter, fifty-eight New Jersey State Professional Librarian Certificates were issued by the office. Statistics on numbers of degrees awarded are presented at the end of the section headed "Assuring Quality through Planning and Research."

Staff successfully implemented the first phase of the scanning project using Singularity from Hershey Systems. They also worked with the Evaluation Section to improve work-flows and identify areas that can be further automated and refined. The plan for NJ Business System to image all our active student records also proceeded.

A college-wide GPA Implementation Committee identified an implementation plan for a suite of GPA-related policies and formalized the new transcript format. The Office of the Registrar, the Office of Institutional Research and Outcomes Assessment, and MIS are running reports to verify student system demographic and academic program data. We use these reports to identify key areas where staff may need more training in the accurate entry of student records data.

Transcript Evaluation

First-time evaluations for the third quarter of FY 2007 numbered 1,997 and update evaluations numbered 2,324. This represents a small decrease in completed first time evaluations and an increase in update evaluations. A back-log of files waiting to be processed was identified and is believed to be a result of the simultaneous implementation of the document imaging and "evaluation-upon-application" initiatives. The latter has resulted in a change in performance standards: the benchmark of first-time evaluations being completed within 2 weeks of enrollment was revised to a benchmark of first-time evaluations being completed within 4 weeks from receipt of application. Even with this adjustment, the benchmarks were not yet being met, and work on this is a major priority.

Academic Advisement

During the third quarter, the Advisement Team handled a significantly greater volume of student interactions when compared to the third quarter of FY 2006, with a 45-percent increase in e-mails and telephone contacts and a 25%percent increase in appointments. Timeliness of Call Center responses also improved over the previous year. Staff could answer calls more efficiently due to the full implementation of the new routing of the

888 number. We also continued to maintain an average wait time for appointments with an advisor of less than two days.

Some 170 ADA-eligible students received services (slightly fewer than the 183 for last year) during the third quarter. These ADA contacts resulted in the sending of 136 accommodation packets.

Financial Aid and Veterans' Affairs

The growth in numbers of students who used financial aid to pay for their registration continued. There were 1,183 financial aid students for the third quarter of FY 2006, compared to 1,365 students for the third quarter of FY 2007. This is a 15-percent increase. Efforts to improve Satisfactory Academic Progress tracking also continued. We are working with MIS and the Evans Group to automate of the SAP review process. We have also moved forward with incorporating the National Clearinghouse in our financial aid awarding process. All programming requirements have been completed and are now active in the Datatel live account.

A new admission outreach initiative for financial aid applicants was instituted, and we are now sending them an e-mail encouraging them to apply to the College. We have also put the 2007-2008 Thomas Edison State College Financial Aid Handbook on our Web site

Supporting Students and Clients via Constituent Partnerships

Strategic Partnerships

Corporate Choice Program and Corporate Outreach

A new Corporate Choice agreement was signed with Chanel, Inc., and a College representative presented information to employees at Chanel's corporate headquarters in Piscataway, New Jersey. During January and February, the College received 61 applications and enrolled 28 students from other Corporate Choice organizations, as well.

To support the Corporate Choice partnership with the New Jersey Department of Treasury, the College staff visited the New Jersey Lottery Commission and made a presentation to its employees in January. Staff also made presentations as part of a Lunch and Learn series for other agency employees in Trenton, New Jersey: presentations were made to more than 45 New Jersey Motor Vehicle Commission employees in February, and an article about the College was featured in the agency's newsletter. Similarly, an article highlighting the College's partnership with Corrections Corporation of America was included in their internal employee newsletter and posted on their Web site.

College staff participated in the first Public Service Electric and Gas (PSE&G) Wellness Fair held at PSE&G corporate headquarters in Newark, New Jersey. The College was the only education provider invited to the event. During February and March, a College representative visited all PSE&G southern New Jersey sites. College staff also attended the first Wellness Fairs hosted at the Lawrenceville and Burlington locations. And staff participated in the Energy Utility Technology Degree program quarterly meeting in Edison, New Jersey.

College representatives traveled to Philadelphia, Dallas, Atlanta, and Chicago for Curves, Inc., regional conventions. This year is the first time the College was asked to attend regional conventions. The College served as a vendor with collective exposure to over 5,000 Curves franchise owners and managers. In addition, the College received \$65,000 from the testing program administered by Curves University during the quarter.

The College continue its successful relationship with Sun National Bank. In addition to various sessions at their headquarters, individual meetings were held with various administrative officials. Likewise, College staff attended education fairs at Virtua Health campuses. Information on our nursing programs as well as on other undergraduate and graduate programs was distributed.

College staff continued the cultivation of the Corporate Choice partnership with McDonald's and have been invited to exhibit at McDonald's national sales meeting to be

held in July. Sixteen thousand restaurant managers are expected to attend the event. College staff also continued to manage the Corporate Choice UPS partnership. An 18-credit certificate in Operations Management was developed for UPS employees. The College received a total of 38 applications from UPS employees during the months of January and February.

The College was represented at education fairs at L'Oreal in Cranbury, New Jersey and Merrill Lynch in Hopewell, New Jersey, and progress was made in efforts to sign a Corporate Choice agreement with McGraw-Hill.

Outreach to Community College Partners

A new Accelerated Transfer Program is under development to replace the Degree Pathways program. The program will be piloted at the County College of Morris during the fall of 2007. And the College has signed an articulation agreement with County College of Morris to offer a Bachelor of Science in Business degree at their Headquarters Plaza campus. The College plans to offer this degree program in the fall of 2007.

College staff met with staff from various community colleges and attended events at Atlantic Cape County, Bergen County, Burlington County, Camden County, County College of Morris, Mercer County, Ocean County, Raritan Valley, and Union County and in Pennsylvania, Bucks County and Lehigh Carbon community colleges.

Outreach to Police and Corrections Market

College staff continued discussions with staff in the Professional Development Unit of the New Jersey State Police, and the signing of a formal partnership agreement is anticipated by the end of the fiscal year. The College was also represented at the Police Exposition in Harrisburg, Pennsylvania, where 350 members of Pennsylvania police and emergency service departments attended.

Outreach to Professional Organizations

The College continued relationship building with the New Jersey Society of Certified Public Accountants. The Vice Provost represented the College as a member of the organization's Educator's Committee.

Office of Corporate-Higher Education Programs (CHEP)

The third-quarter activities for the Office of Corporate-Higher Education Programs included ACE evaluations for five organizations; meetings with potential and current clients; a meeting with NJ PLACE coordinator; meetings with the ACE/CREDIT director of program evaluations; a CHEP Advisory planning session; and ACE Prep Workshops.

The following organizations had an ACE evaluation conducted for their programs during this quarter: HoHoKus School of Business and Medical Sciences; Corporate College Services, Inc.; and Newark School of Theology.

The third quarter of FY 2007 saw a very positive development in our relationship with the national ACE office in Washington, DC. The College was offered an opportunity to expand the New Jersey area to include New York and Pennsylvania as part of our responsibility in administering the ACE/CREDIT program. While expanding to New York and Pennsylvania is a great opportunity for the College, providing adequate customer service to these two very large states will require additional human resources.

In the area of partnerships, we are proud that one of our newer clients, COPE Institute has become a College partner, as a result of the ACE evaluation conducted in September 2005. A partnership agreement was signed in February with COPE Institute.

The John S. Watson Institute for Public Policy

The Center for the Positive Development of Urban Children

Through the leadership of the Institute's staff, the New Jersey Child Care Economic Impact Council is progressing in its second year of policy implementation. Through the Council, the Institute has built partnerships with the State League of Municipalities, the Cherry Hill Regional Chamber of Commerce, the Center for Strategic Urban Community Leadership at Rutgers University-Camden, and the New Jersey Association for Resources and Referral Agencies. The Institute also infused best practices through membership in such organizations as Children's Futures, Professional Impact New Jersey (formerly the New Jersey Professional Development Center for Early Care and Education), the New Jersey Child Care Advisory Council, and the Governor's Strategic Policy Team "Ready, Set, Grow."

Health Information Network and Technologies (HINT)

The Institute assisted the Department of Health and Senior Services (DHSS) through a contract with APG for the implementation phase of the gap analysis, risk assessment, and awareness and education for compliance activities related to the federal Health Insurance Portability and Accountability Act of 1996 (HIPAA). The contract ended on January 31, 2007.

The Institute also continued to work with the State Department of Banking and Insurance (DOBI) in response to a federally funded \$349,242 contract award issued by Research Triangle Institute (RTI) and in conjunction with the National Governors' Association on behalf of the US Department of Health and Human Services in May 2006. During this quarter a contract was negotiated with Fox Rothschild to proceed with their legal review of the HIPAA privacy preemption analysis on New Jersey laws and regulations which will be part of this New Jersey HISPC contract. In addition, an interim report was submitted to RTI pursuant to this federal contract.

Institute staff assisted in the planning and logistics for the conference of the Association of Government Accountants, Trenton Chapter (AGA), and American Society for Public Administration, New Jersey Chapter (ASPA). The conference, entitled "Government Efficiencies: Retooling for Tomorrow," was held at the Trenton Marriott at Lafayette Yard. State Treasurer Bradley Abelow, who gave the keynote presentation, discussed the proposed state budget and the state of the state's finances.

An Institute staff member was invited to serve on a steering committee organized by the New Jersey Hospital Association and Horizon Blue/Blue Shield of New Jersey to determine if there is sufficient interest in creating New Jersey Regional Health Information Organizations. These organizations would use electronic health record systems connecting to various health facilities to move patient information across different systems using national healthcare standards and would form the backbone of the national health information network being promoted by the federal government.

Finally, the College began serving as the lead agency in a collaboration of healthcare entities in New Jersey, including Healthcare Quality Strategies, to respond to a federal RFP regarding the Ambulatory Safety and Quality Program on Improving Quality through Clinician Use of Health IT. Healthcare Quality Strategies is the federally designated quality improvement organization for New Jersey. The grant submission is titled "Improving Quality of Care for Asthma Patients through Health Information Technology."

The Center for the Urban Environment

The Institute developed a funding proposal for a second monitoring project involving high school students in measuring airborne particulate matter concentrations in northern, central, and southern New Jersey. The Institute also performed a calibration of a monitoring machine used in the first monitoring project by analyzing data gathered by participants in the initial program. Institute staff made presentations at several New Jersey high schools and at Harvard University, and helped plan an environmental justice tour for foundations interested in providing funding for the New Jersey Environmental Justice Alliance.

The Institute also held a press conference to release a diesel and fine particulate matter reduction platform developed by the New Jersey Environmental Justice Alliance, the Center for the Urban Environment, and New Jersey Environmental Federation. And Institute staff wrote a resolution for the State Conference of the NAACP enabling that group to call for the United States Environmental Protection Agency to lower the federal fine particulate matter standard from 15.0 $\mu\text{g}/\text{m}^3$ to 12.0 $\mu\text{g}/\text{m}^3$.

The Center for Leadership Development

Leadership Trenton

The Institute designed the January seminar for Leadership Trenton to incorporate two themes: the role of the media; and economic and community development. The seminar day included a visit to New Jersey Network Studios and an afternoon panel discussion involving key city and county housing and community development directors and planners. The February seminar was entitled "Public Safety, Local Government and Politics" and included a visit to Trenton City Hall and discussions with Mayor Palmer and several of his key directors. The Fellows also met with Mercer County Executive Brian Hughes and discussed public safety issues with members of the Trenton Police Department. March's "Criminal Justice" seminar included a visit to the New Jersey State Prison and discussions with inmates, administrators, and staff. The afternoon panels included presentations on gang awareness and prevention, re-entry programs for ex-offenders, and an overview of the criminal justice system.

The Leadership Trenton Board of Advisors, along with several classes of Leadership Trenton Fellows actively recruited prospective candidates for the class of 2008.

The Leadership Development through Sports Program

The Institute continued to offer tutorials, study halls, and SAT preparation for approximately 250 student-athletes at Trenton Central High School. During this quarter of them earned Honor Roll Recognition during the first semester, and 90 percent of the senior student-athletes registered with the NCAA Clearinghouse. In addition 28 more student-athletes registered for the SAT exam. The Institute also worked with Mercer County Community College's Youth College Program to provide online SAT Prep for student-athletes.

The Technical Assistance and Support Services Center

The Office of Faith Based Initiatives grant concluded and the Institute filed the final report. The Institute received a new grant award in the amount of \$45,000 as a result of the state budget cuts which reduced each intermediary's funding level. This year the Institute will serve 12 agencies that are current OFBI grantees continuing to receive capacity building assistance. In other activity, the Institute provided research and technical support to a group collaborating on the formation of a Community Foundation for the City of Trenton.

Marketing and Positioning the College

Advertising

The College engaged a Web site technology firm to incorporate a content management system into its redesigned Web site. This firm, Red Dot, will work with the College and its other Web site design partner, Lipman Hearne, to complete a major overhaul of the College's Web site. The College expects to complete the project before the end of the fiscal year. We have also engaged the services of a Search Engine Marketing firm to identify prospective students, increase the number of qualified inquirers, and improve conversion rates from inquirer to applicant through search term and lead generation campaigns. The College also uses eLearners, an online lead generation program. From the December launch to the end of March, there have been 1,030 qualified leads generated through the eLearners Web site.

The College continued to develop marketing strategies for specific programs to support enrollment growth initiatives per the Strategic Vision Plan. Media and placement strategies for Military, the Heavin School of Arts and Sciences, the School of Business and Management, the School of Applied Science and Technology, and the School of Continuing and Professional Studies were implemented.

Information Center

The Office of Admissions/Information Center's call volume continues to run ahead of last year's call volume. To date, for this fiscal year, the call volume to the Information Center has been five-percent greater than that for last fiscal year.

Four Information Sessions were held during the third quarter, two on-site events in January and February, and two off-site event in March. A total of 159 prospective students were in attendance at these events, and a total of 32 applications and three enrollments were received.

During the third quarter, the Information Center received 6,120 requests for materials via e-mail, the College's Web site, Google Web searches, Overture Web searches, telephone calls, voice mail, and United States mail. Of that total, 5,199 were for copies of the *Undergraduate Prospectus* and 921 were for the *Graduate Prospectus*. During the previously reported quarter, there were 4,270 total requests. Numbers of inquiries submitted to the College's Web continued to grow, indicating that more students turn to the Web for information rather than requesting a hard copy of the *Prospectus*.

Public and Media Relations

The College continued to implement its Strategic Communications Plan, conducting targeted outreach to media and external audiences. This outreach focused on prospective students and other key constituencies, such as current students, alumni, supporters and

staff. Also in the third quarter, the Office of Communications, working with the Office of Human Resources, produced a new DVD designed to enhance on the orientation process for new employees; facilitated a meeting between the New Jersey State Library and the leadership of the Division of Academic Affairs to discuss the methods of building a partnership with libraries throughout the state; and completed new content for the re-designed Web site, scheduled to launch in June 2007.

During this quarter, the Office of Communications initiated the following publicity:

- Dan Negrón / Al Swinerton Distinguished Service Award
- Jovita Solomon-Duarte appointed Diversity Coordinator in the School of Nursing
- Thomas Edison State College offers New Professional Certificate in MBA Essentials
- Thomas Edison State College appoints Kathy Griffis as Distance Learning Education Specialist in the School of Nursing
- Thomas Devine appointed assistant dean in the School of School of Applied Science and Technology
- Thomas Edison State College appoints Raymond Young as Vice Provost for Learner Services
- Thomas Edison State College partners with Energy Providers Coalition for Education to Offer Nation's First Bachelor Degree in Energy Utility Technology to Utility Workers Nationwide
- Thomas Edison State College Named "Best Buy" in Higher Education by GetEducated.com
- Golf Classic Community Calendar Listing
- Thomas Edison State College offers New Professional Certificate in Personal Fitness Training
- Thomas Edison State College offers New Professional Certificate in Paralegal Studies
- Thomas Edison State College to offer Tours of Prudence Townsend Kelsey Memorial Room

Media relations activity during this quarter resulted in several media placements for Thomas Edison State College. Highlights of this activity include the following:

- The appearance of Dr. Marcus Tillery, dean of the School of Applied Science and Technology; Dr. Susan O'Brien, dean of the School of Nursing; and Dr. Mary Ellen Caro, dean of the School of Business and Management, on Comcast/CN8 during a program focusing on how Thomas Edison State College is helping the accounting, nursing, and energy industries meet labor shortages.
- National and regional coverage the College's partnership with the Energy Providers Coalition for Education to offer the Bachelor of Science in Applied Science and Technology in Energy Utility Technology to workers nationwide, featuring coverage in the trade publication, *Utility Automation & Engineering T&D*, and in the *Trenton Times*.

- Coverage of College's leading role as a provider of high-quality collegiate programs for working adults in *NJBiz*.
- Coverage of the School of Nursing and its role in developing nurse educators in the *Philadelphia Inquirer*.

Publications

During this quarter, the Office of Communications completed production of the following publications:

- School of Business & Management: *Accounting Degree Program* brochure
- School of Professional and Continuing Studies: *Paralegal Studies* brochure
- Office of Military Affairs: *2007 Military Degree Completion Program* brochure
- Office of Military Affairs: *2007 Navy College Distance Learning Partnership* brochure
- School of Professional & Continuing Studies: *MBA Essentials* brochure
- School of Professional & Continuing Studies: *Paralegal Studies* brochure
- School of Nursing: *Minority Nurse Educator program* postcard
- School of Applied Science & Technology: *EPCE/Energy Utility Technology* tri-fold
- School of Applied Science & Technology: *Energy Utility Technology and Nuclear Engineering Technology* program fliers
- Division of Academic Affairs: *National Institute* brochure/invitation
- Office of Development: *Thomas C. Streckewald Annual Golf Outing Save-the-Date* Postcard
- Office of Financial Aid: *Financial Aid Handbook*
- *Invention* – Winter 2007 issue
- *Signals* – Winter 2007 issue
- Journal ads as needed
- Office of Marketing: *Going Back to College* brochure – reprint
- Division of Academic Affairs: *Non-Degree Services Application* booklet - reprint

Targeted Outreach

During this quarter, the Office of Communications worked with the the Academic Affairs Division to execute detailed, program-specific communications plans for the College's academic enterprise. This work included outreach related to the following: flexible credit transfer; employers seeking business degree programs for their employees; school-specific programs in Applied Science and Technology (Clinical Trials), Arts and Sciences (Criminal Justice and Homeland Security), Business and Management (Accounting); and graduate degree programs in Educational Leadership and Liberal Arts.

E-mail Outreach

The message series targeting enrolled and prospective students continued to be successful. During the third quarter, View (Open) rates averaged 37.7 percent for *Insights*, the College's e-newsletter for students—up approximately 2 percent from the second quar-

ter. View (Open) rates averaged 17 percent for *Perspective*, the College's e-newsletter for prospective students—up approximately one percent from the second quarter. The Admissions Marketing e-mail outreach also campaign generated favorable response rates. The average View rate for all three categories in the campaign is 33.8 percent, approximately the same as previous quarter, indicating that the College's messages continue to be welcomed.

In addition to the Admissions Marketing e-mail campaign, the Office of Communications worked with the Office of Admissions to use the e-mail program to invite prospective students to Information Sessions. E-mail outreach was used to promote four events, including sessions held at the Ocean County Library (Toms River branch), the Cumberland County Library (Vineland branch), and at the College. The average View rate for these messages was 21.2 percent.

Alumni Affairs

The Offices of Alumni Affairs Development continued to reach out to potential major donors and advocates for the College. Thirty-seven alumni visits were conducted in New Jersey, Pennsylvania, Washington DC, and Virginia during the past quarter.

The online student and alumni community facilitated by *LinkedIn* has been growing rapidly since its introduction. This community promotes close associations with both our alumni and students through personal and professional networking opportunities. Currently, we have 658 students and alumni as registered users in this community. The Office of Alumni Affairs also initiated a data integrity protocol to enhance our ability to locate and communicate with our 25,000 alumni.

The Office of Alumni Affairs has now identified, cultivated, and trained 99 alumni ambassadors in various professional fields to promote the College to prospective students. Recruitment material for the Alumni Ambassador Program was sent to the 2005 class of 2,093 graduates. And College was pleased to welcome our latest graduating class of 519 new members to the alumni body in March. These new alumni were sent packets from the College recognizing their accomplishments and requesting their continued support.

The Thomas Edison State College Foundation

As of March 31, 2007, the Foundation realized 5 percent, or \$15,309, in revenues against a budget of \$337,500. On the expenditure side, the Foundation expended 9 percent, or \$17,067 against the operating and events budget of \$184,500. The Foundation's combined fund balance totaled \$5,401,940 as of the first quarter, compared to \$5,001,211 for the same quarter last year. The Foundation's operating fund totaled \$757,389. The Endowment fund balance totaled \$3,624,600, and the quasi-endowment fund balance was \$913,032. The Charitable Gift Annuity reserve fund totals \$106,919. Current investments total \$5,072,601 at book value, compared to \$4,778,146 in FY 2006 at book value.

Major and Planned Gifts

The Associate Vice President for Development met with 16 major donor prospects and corporate representatives during the past quarter. Four of the College's deans are also working with the Development Office staff to formulate specific funding needs and the case for support. During this quarter four more major prospects were identified and targeted for future contact, and we have identified annual fund donors who significantly increased their annual gift in 2006 and included them in a group for further contact.

Corporate and Foundation Giving

From January 2007 through March 2007 a total of four grants were drafted and submitted to external funding sources. One of these, a proposal to the NJ Commission on Higher Education/NJ Department of Labor for support for the development of a master's degree in Clinical Trials, was rejected. However, another, a proposal to the Schumann Foundation of New Jersey to support Abbott Preschool Initiatives, has resulted in a request for a site visit, and we are hopeful that there will be a successful outcome. Two other proposals for funding of Abbott Preschool Initiatives have been made (one to the UPS Foundation and the other to PNC Bank) but have not yet received responses.

Development Office staff also established partnerships with the energy utility and environmental justice communities, to develop proposals to the National Science Foundation and the US Environmental Protection Agency. Finally, staff worked with the Watson Institute and the Leadership Trenton Advisory Board to develop the Leadership Trenton Charitable Campaign, an initiative that targets Advisory Board Members, Leadership Trenton Alumni, and local corporations. This effort seeks to raise \$25,000 to be used to expand the offerings of the Leadership Trenton Program.

Annual Fund

Two annual fund letters, specifically targeted to donors and non-donors, respectively, were mailed in mid March. The letters present statistics on the amount raised last year (\$80,000) and our goal for this year (\$100,000). This was done to let donors know how they helped us last year and that we are looking ahead to even better success this year. The mail solicitation will be followed by the annual phonathon next quarter.

Special Events

Foundation Gala

This year's gala will be held on Saturday, October 27, 2007, at the Hyatt Regency Princeton. This will be the Foundation's 16th annual gala and the College's 35th anniversary. This year's event will be co-chaired by Maria Imbalzano and Peggy Hoisington. Donna Gillespie has accepted the role of Silent Auction chairperson. The committee is continuing to move forward with outreach efforts for sponsorships and auction items.

Foundation Golf Outing

The Golf Committee met on March 6, 2007. Foundation Board member Eric Lear has, once again, agreed to serve as chair and emcee of this year's event. The Thirteenth Annual Thomas C. Streckewald Golf Classic will be held at Jericho National Golf Club in New Hope, Pa., on Monday, June 18, 2007.

Bank of America is the lead sponsor for this year's event, having purchased the Eagle Sponsorship for \$5,000. Other sponsorships received this quarter include Lear & Panepacker, Capital Health, Rider University, Nexus Properties, St. Francis Medical Center, Princeton Partners, Hoisington Engineers, Princeton Packet, Roma Bank, Times of Trenton, Colonial Cadillac, and S.J. Marketing.

Assuring Quality through Planning and Research

During the third quarter, the Division of Planning and Research focused on the implementation of the College's Strategic Vision Plan, management enhancement initiatives, further refinement of the quality assurance program, external and consortial efforts, and tracking key indicators in enrollments. Members of the Division of Planning and Research continue to be involved with various committees and teams throughout the College related to the Strategic Vision Plan, Periodic Review Report, Learning Outcomes Assessment, and data issues.

Strategic Planning and Organizational Culture

Goal and strategy leaders continued to implement the Strategic Vision Plan. Marking the first full year of plan initiatives, in late March goal leaders prepared year-one status reports describing progress, accomplishments and completion of strategies; recommendations for recalibration at the strategy; and various changes in assignments of goal and strategy leaders. Discussion focused on synergies among goals, resource needs for the new fiscal year, and cross-cut issues in the plan.

Keeling and Associates has been engaged to work with the leadership of the College to strengthen and develop an organizational culture that promotes excellence in management. Three workshops were facilitated by Keeling during the last quarter. The workshops focused on Leadership in Business and Academic Contexts, Student Centeredness, and Performance Appraisal and Communication on Feedback.

Quality Assurance

The Division continued to prepare various weekly and monthly reports as follows: Month-to-Date counts, Monthly Enrollment Report, School Enrollment Reports, and Employer Reports. Revisions to the Vital Signs Report are still ongoing to ensure that indicators are aligned with the Strategic Vision Plan. A framework for Phase II of the Quality Assurance Plan has been drafted and will be made operational in FY 2008.

The first phase of the Enrollment Data Analysis Project, focusing on how graduates pursue degrees, was completed. The analysis was conducted by Knowledge Solutions consulting firm with the assistance of appropriate College staff. This project allows the College to examine the demographic, enrollment, and course-engagement profile of FY 2005 graduates. The FY 2005 graduate data provided, for the first time, comprehensive information related to the extent to which the graduates used the College's courses and exams, number of credits they earned using College offerings, and their performance on the College's courses and exams. Plans are underway to replicate the database structure and examine the engagement of students who are new to the College.

External and Consortial Initiatives

Division staff met with the NJ Commission on Higher Education to discuss the new SURE Enrollment file structure, revised the FY 2006 SURE enrollment file to separate new transfers from continuing students, responded to NJ Commission on Higher Education's data requests related to budget hearings, and responded to College Guide Surveys and recorded requests for data. Division staff also completed and submitted the Annual Institutional Profile Report to the Middle States Commission on Higher Education.

The College is entering into its second year supporting the Mercer County Chamber of Commerce's initiative, the Future Business Leaders Council, on which it serves as one of four Educational Partners (the other three are The College of New Jersey, Mercer County Community College and Rider University). The Vice President for Planning and Research met with the Council's co-chairs to craft a curriculum to support this effort. The Partners developed a bibliography sheet and a questionnaire on "topics of interest" that were distributed to the Council members and participants. Thomas Edison State College will host a seminar in mid-September 2007 for the Future Business Leaders Council on "Marketing and Public Relations."

Undergraduate Counts

The table at the end of this section provides summary counts (school-by-school) of the undergraduate applicant, new, and continuing enrollments. It also provides information on numbers of degrees awarded by each school. Although the Heavin School for Social and Behavioral Sciences and the School of Liberal Arts have now been merged into one school, the Heavin School for Arts and Sciences, this report continues to break out counts for each of the two for purposes of reference and comparison. Counts are also broken out by traditional student population and our contract student population (e.g., Navy College, E-Army, Corporate Choice, University of Medicine and Dentistry of New Jersey, and Military Degree Completion Program). The table includes quarterly counts for the year, the Year-To-Date (YTD) counts at the end of the third quarter, and the difference between FY 2007 and FY 2006 counts at the end of the third quarter. Overall, all of the counts increased when compared to last year's counts at the end of the third quarter.

Applicants

During the third quarter there were 2,279 applicants. This is an increase over the second quarter and follows a normal trend for this time of the year. All schools and student populations experienced an increase in undergraduate applicants during the third quarter when the third quarter is compared to the second quarter.

Year-to-Date (i.e., as of March 31, 2007), there were 6,219 applicants. This is a significant increase (by 1,494) in the number of applicants when compared to last year. All but one school had an increase in the YTD count of applicants in both traditional and contract populations when compared to last year. The schools with the greatest YTD increase in

the number of traditional applications when compared to last year were the School of Applied Science and Technology, School of Arts and Science, and the School of Business and Management (increases of 257, 199, and 127, respectively). The School of Applied Science and Technology had the greatest increase in the YTD count of contract population applicants (1,709 applicants in FY 2007 vs. 1,088 applicants in FY 2006). Compared to last year, the Heavin School of Social and Behavioral Sciences experienced a slight decrease in contract population applications (203 in FY 2006 vs. 184 in FY 2007). However, this school also had a slight increase in the number of traditional applications during the same period (658 in FY 2006 vs. 732 in FY 2007).

New Enrollments

During the third quarter, there were 1,695 new enrollments, a decrease of 259 when compared to the second quarter. Among traditional students, the undergraduate new enrollment counts increased slightly between the second and third quarter for most of the schools; the exception was the School of Social and Behavioral Sciences, where there were 14 fewer new enrollments. However, among contract populations, the new enrollment count decreased for all schools between the second and third quarter.

At the end of the third quarter, the YTD count of new enrollments was 5,625; an increase of 2,015 over last year's YTD count. This increase in the YTD new enrollment counts occurred in all schools and for both populations (traditional and contract). The schools with the largest increase in YTD new enrollment counts among contract populations when compared to last year were the School of Applied Science and Technology and the School of Arts and Sciences (an increase of 670 and 417, respectively). The School of Arts and Sciences and the Heavin School of Social and Behavioral Sciences had the two largest increases in the number of traditional undergraduate new enrollments when compared to last year (an increase of 163 and 130, respectively).

Continuing Enrollments

The continuing enrollment count during the third quarter was 754, a decrease of 767 when compared to the second quarter. For most of the schools, there was an increase in the traditional continuing enrollment count and a decrease in the contract population's continuing enrollment counts between the second and third quarter. The exception to this pattern was the Nursing School's traditional continuing enrollments which were lower in the third quarter than in the second quarter. However, it is important to interpret the difference between the second and third quarter continuing enrollment counts with caution since the second quarter reflected a correction factor which made the second quarter counts unusually high.

The YTD continuing enrollment count was 3,486: this is an increase of 490 undergraduate continuing enrollments over last year's YTD count of 2,996. The most notable increase in the YTD continuing enrollment counts was in the contract population in the School of Applied Science and Technology, an increase of 311 continuing students when

compared to last year. The Schools of Business and Management and Nursing also experienced an increase in continuing enrollments. The School of Arts and Sciences and the Heavin School of Social and Behavioral Sciences both experienced small decreases in YTD continuing enrollments in contract populations (by 27 and 18, respectively) when compared to last year.

Degrees Awarded

During the third quarter, there were 493 undergraduate degrees awarded; there were 527 degrees awarded in the second quarter. The number of degrees awarded decreased between the second and third quarter for all schools with two exceptions. The degrees awarded among traditional students in the School of Applied Science and Technology and in the contract population in the School of Business and Management increased (by 20 and 6, respectively).

There were 1,540 undergraduate degrees awarded YTD. This is an increase of 188 degrees awarded when compared to last year during the same period. Most schools experienced an increase in the YTD count of degrees awarded among the traditional and contract populations. The School of Applied Science and Technology had the highest increase among the contract population (an increase of 50 compared to last year), while the Heavin School of Applied Science and Technology had the highest increase among the traditional population (an increase of 61 when compared to last year). Compared to last year, there was no change in the YTD number of degrees awarded by the School of Business and Management and the School of Nursing at the end of the third quarter: there were 172 and 39 degrees awarded, respectively by the third quarter for both years.

Graduate Counts

The at the end of this section provides summary counts of the graduate applicants, new and continuing enrollments, and degrees awarded for the College overall as well as in each graduate degree program. The overall counts include the graduate degrees and certificates. A summary of the graduate certificate counts is also included in this section.

Applicants

During the third quarter, there were 54 applicants, 6 more than the second quarter's count of 48. With the exception of the Master of Science in Nursing (MSN), all of the master's degree program applicant counts were down by 1 or 2 when compared to the second quarter; the Master of Science in Nursing count was up by one when compared to the second quarter. All of the applicants were traditional students. The Master of Science in Management (MSM) had the most applications during the third quarter (22); all other degree programs received fewer than 10 applications during this period.

Year-To-Date, 149 applications were received at the end of the third quarter, up by 50 when compared to last year's YTD count. All applicants were traditional students. The

School of Nursing's MSN degree had the largest increase in YTD applications (from 0 in FY 2006 to 30 in FY 2007); this is particularly noteworthy since the degree program is relatively new. There was also an increase in the Master of Science in Management and Master of Science in Human Resource Management applicant counts when compared to last year (up by 12 and 1, respectively). Compared to last year, there was a decrease in applications for the Master of Arts in Liberal Studies (MALS)/Master of Arts in Professional Studies (MAPS) degree program (down by 8).

New Enrollments

There were 33 new enrollments during the third quarter, down by 10 from the second quarter. Compared to the second quarter, the third quarter new enrollments were down for most graduate degree programs (by 5 or fewer). However, there was an increase in the number of Master of Science in Human Resource Management new enrollments when compared to the second quarter (up by 4), and the number of new enrollments into the MAPS/MALS remained the same among contract students (2 new enrollments in each quarter).

At the end of the third quarter, there were 115 graduate new enrollments YTD, an increase of 26 when compared to last year's YTD count. The increase was primarily due to the new enrollments in the MSN degree program. Year to date, there have been 32 graduate new enrollments in the MSN degree program. For the MALS/MAPS and MSHRM degree programs, there was a decrease in the number of traditional new enrollments when compared to the YTD counts at the end of the third quarter last year (by 1 and 8, respectively).

Continuing Enrollments

There were 19 continuing enrollments in the graduate program during the third quarter, which is a significant decrease from the second quarter's count. All graduate degree programs had a decrease in the number of graduate continuing enrollments during the third quarter when compared to the second quarter. However, this difference should be interpreted with caution since there was a correction in November which made the second quarter counts unusually high.

Year-To-Date, at the end of the third quarter there were 186 continuing enrollments in the graduate program, up by 10 when compared to last year's YTD count. With two exceptions, the YTD traditional counts for all degree programs increased when compared to last year. In the MALS/MAPS and Master of Science in Management programs, there was a decrease in the number of continuing enrollments among contract students (by 5 each).

Degrees Awarded

There were 25 degrees awarded during the third quarter, three more than were awarded during the second quarter. Compared to the second quarter, the number of graduate de-

degrees went up for all degree programs with one exception: there was a decrease in the number of degrees awarded to traditional students in the MALS/MAPS degree programs (by 4). There were no degrees awarded in the School of Nursing since this is a new program.

At the end of the third quarter, the YTD number of degrees awarded was 70, an increase of 8 when compared to the YTD number of degrees awarded at the end of the third quarter last year. All degree programs experienced an increase in the number of degrees awarded when compared to last year.

Graduate Certificates

During the third quarter there were no applications received or new or continuing enrollments in the certificate programs. Year to Date, there have been 9 certificate program applications, this represents a small increase over last year. Applicants were most likely to apply for a Certificate in Online Learning and Teaching as well as Homeland Security. As of the end of the third quarter, there were 4 new enrollments in the graduate certificate programs (1 Homeland Security Certificate and 3 Nurse Educator Certificate enrollments). There were also 7 continuing enrollments year to date (3 each in the Online Learning and Teaching and Human Resource Management certificate programs, and 1 in the Organizational Leadership certificate program). During FY 2007, there were 7 graduate certificates awarded (1 certificate each in Online Learning and Teaching, Organizational Leadership, and Public Service Leadership and 4 Human Resource Management certificates).

Resignations

The following staff resigned from the College:

Deborah Bryant	-	Human Resources
Donald Truckess	-	Military Education
J. Marian Stone	-	Nursing

The following staff resigned from the New Jersey State Library:

Philip Thi	-	NJ State Library
Jeffrey Kesper	-	NJ State Library
Robert Lau	-	NJ State Library