

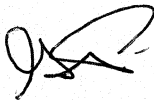
101 W. State St.  
Trenton, NJ 08608-1176  
www.tesc.edu

Office of the President  
(609) 984-1105  
Fax: (609) 989-9321  
gpruitt@tesc.edu

## MEMORANDUM

March 9, 2007

TO: Members, Board of Trustees

FROM: George A. Pruitt 

SUBJ: President's Report to the Board

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

In this section you will find individual reports on the activities of each of the College's Schools. Related to our Strategic Plan, these activities involve the development of partnerships to increase enrollments, development of curricula to meet stated demand, and the work we have done to provide academic services and ensure that our mentors are of the highest quality. Information on enrollment counts is also provided school-by-school. However, that information is presented in the section headed "Assuring Quality through Planning and Research."

#### **School of Arts and Sciences**

Programmatic learning outcomes assessment, strategic planning, and structuring of General Education requirements were all important activities during the quarter. Work was also undertaken on enrollment-growth strategies, partnership agreements, and acquisition of new mentors.

#### *Assessment*

The School of Arts and Sciences is on target with the Programmatic Outcomes Assessment Plan. The Dean, in consultation with the Acting Dean of the Heavin School, proposed usage of a "seminar course" as a tool to measure learning outcomes at the undergraduate level. A rubric has been developed and the concept has been approved by the Assessment Committee. It should not be as difficult to measure the programmatic outcomes for the Master of Arts in Liberal Studies (MALS) degree since the structure of that program is such that all students are tak-

ing the same core courses. Embedded assessment tools may be used to measure outcomes for the MALS degree.

### *Partnership Development*

The partnership with Union County College for the completion of the American Sign Language-English Interpreting Program degree was finalized. The proposal has been signed by Thomas Edison State College, and we are awaiting a response from Union County College. This partnership may be a model for other two-year institutions around the country since a four-year degree will be required for certification in all Sign Language Interpreting Programs. Thomas Edison State College is the first four-year institution to offer such a degree.

### *Curriculum Development*

School of Arts and Sciences staff worked with the BA Advisors to review and revise the current curriculum Guide Sheets for the School. The new "user friendly" Guide Sheets are now ready for posting on the Web.

The Curriculum Committee for the School of Arts and Sciences held its fall meeting during the quarter. The Committee reviewed curricula for the English degree, recommended a change of level (from 108 to 208) for the level of the Biology (Science of Nutrition) course, considered curriculum and course development for the Master's degree program for Math/Science teachers and for the dual degree program in Environment with the University of South Africa, and reviewed the General Education Curriculum. The Committee also welcomed Dr. Linda Holt, as a new member.

At its December 2006 meeting, the Academic Council approved the change in level of the Science of Nutrition, Biology from 108 to 208, agreeing that this change in level is consistent with the content of the course. This change does not affect any other degree programs and will be effective with the April 2007 semester.

In other activity, a shell for the first course in the Master's degree program for Math/Science Teachers was designed by a content expert. The course, Science 504, is the first of four courses for this major. The program announcement for the new Master's degree is in the process of being reviewed. The final version will be presented to the Academic Council at its next meeting.

The first draft of the new General Education curriculum was presented to the members of the Goal II Strategic Plan Team. Although a work-in-progress, the framework for the model is consistent with the thinking of the committee and with the identified outcomes-assessment goals of the College. The curriculum will be presented to the Academic Council in due course.

### *Mentor Activity*

Eight mentors were hired for the School of Arts and Sciences during the quarter. There are 119 mentors in the School currently. With the expected growth in enrollment, this number will increase.

## **School of Applied Science and Technology**

During the past quarter, there were initiatives in two key areas: (1) partnerships and outreach; and (2) program and curriculum development. Also completed was the recruitment and hiring process for an Assistant Dean (Thomas Devine) for the School of Applied Science and Technology.

### ***Partnership Development***

The Dean made a presentation on the College's Energy Utility Technology degree program at the First Annual Energy Workforce Summit sponsored by the Center for Energy Workforce Development. The conference brought together representatives from electric, natural gas, and nuclear utilities; educators; workforce boards; and workforce development experts to focus on solutions to the aging of the workforce in the energy industry. In similar activity, the School of Applied Science and Technology was represented by the Assistant Dean at a recent discussion sponsored jointly by the New Jersey Utilities Association and the New Jersey Alliance for Action. The discussion centered on the need to establish initiatives to support education and workforce development. And the Dean hosted a webinar with Human Resources representatives from Energy Providers Coalition for Education (EPCE) member organizations. The webinar focused on providing information on how to register for classes and get learners engaged in the College's Energy Utility Technology degree program. The College has also secured the support of the Chief of the Electrical Systems Branch, Engineering Logistics Center, Coast Guard, who has agreed to serve on the Applied Science and Technology advisory board and to represent the College at several Coast Guard locations.

The School of Applied Science and Technology and the Office of Corporate-Higher Education Programs established a template to facilitate the articulation of the apprenticeship program of the International Association of Bridge, Structural, Ornamental, and Reinforcing Ironworkers with the College's AAS, ASAST, and BSAST degrees in Construction. And the Dean led a workshop for Leadership Trenton Fellows on technology and social change and continued work with the College's Watson Institute to establish a funded study of the impact of the motorsports industry on the New Jersey economy, a national conference addressing technology and social change, and a leadership institute for the National Funeral Directors' Association.

## **School of Business and Management**

The Associate Provost and Dean continued to pursue outreach efforts with the business community and lead the development of new programs and courses to grow enrollment in the school. She also coordinated the curricular review for the BSBA degree program, and continued to implement the Five Year Plan for the School of Business and Management. Enrollment marketing plans have also been developed and implemented.

In addition to these responsibilities, the Associate Provost and Dean coordinated the transition of the Graduate School to the Office of Graduate Studies and provided leadership to the Office of Corporate-Higher Education Programs.

### *Partnership Development*

The Dean was involved in the Corporate Choice outreach program as a member of the advisory team and as a representative to assigned corporations. Working with the Vice Provost for Strategic Partnerships, the Dean is leading the implementation of a partnership agreement with McDonalds Corp. College staff developed an article on College programs, at McDonalds' request, that will be featured in employee newsletters. A press release and joint publication of the agreement is expected in the next quarter. The College is McDonalds' sole academic partner, and their ACE-evaluated courses have already been mapped to the BSBA program.

Partnership activities have also progressed with UPS. UPS and the School of Business and Management have jointly approved an Operations Management certificate to be offered to UPS employees shortly. The credit-bearing certificate comprises courses that will transfer into the ASBA and BSBA programs. The courses are defined and in development. Other partnership agreements with the County College of Morris and COPE Institute have also been developed, and formal signing ceremonies are planned for the next quarter.

The Dean and the Vice Provost for Strategic Partnerships continued outreach activities with the New Jersey Society of Certified Public Accountants (NJSCPA). As a result, the College has been given the opportunity to develop an article for the NJSCPA magazine, has been invited to join the education committee of the organization, and has been asked to consider a credit evaluation for their leadership courses. So far, the CPA uniform exam has been recommended for 6 graduate credits.

Finally, the School of Business and Management hosted the Young Business Leaders' Council of the Mercer Regional County Chamber of Commerce at a one-day seminar on leadership. College mentors led sessions on leadership development and business case analysis, and the seminar was very well received.

### *Curriculum Development*

In conjunction with the College's Strategic Plan, the School of Business and Management is targeting new course-development efforts to allow for more undergraduate degree-completion entirely through Thomas Edison State College methods. As a result, the BSBA, Accounting, degree can now be completed entirely with the online courses offered by the College. Efforts to develop undergraduate and graduate learning outcomes also were emphasized during the quarter.

Work continued on the development of the Bachelor of Science in Leadership degree program. The completed program plan has been reviewed by the curriculum committee, and a final recommendation statement is scheduled for consideration by the Academic Council at its March meeting.



## **Heavin School of Social and Behavioral Sciences**

The second quarter of FY 2007 was a time of transition for the Heavin School. With the upcoming retirement of the dean, the school began preparation for the induction of a new dean, Dr. Susan Davenport, previously the College's Vice Provost for Learner Services. Partnership development, marketing, and curriculum development rounded out activities during the past quarter.

### ***Partnership Development***

College staff made presentations at the AAFPE (American Association for Paralegal Educators) conference in New Orleans and at the IACP (International Association of Chiefs of Police) Annual Conference in Boston. The dean also served as an evaluator for the New England Association of Schools and Colleges for a re-accreditation visit to a college in New Hampshire.

### ***Targeted Marketing***

A targeted marketing campaign was implemented for the Heavin School. Since law enforcement personnel are a primary target for increased enrollment, the outreach strategy includes a Thomas Edison State College presence at conferences of this group. Ads are now running in law enforcement publications, and are being tracked through a dedicated mailbox ([justiceinfo@tesc.edu](mailto:justiceinfo@tesc.edu)) to calculate a return on investment for this initiative.

### ***Curriculum Development***

The development process of the Psychology of Personality and Positive Psychology courses is in the design stage. Course developers have been identified, and once a course syllabus is completed, the courses will go through the approval process with the Heavin School Curriculum Committee.

Four of the courses originally produced by the Federal Emergency Management Agency (FEMA) were reviewed by the Curriculum Committee, which determined that some improvements could be made in course selection. Further review will take place with a content expert to identify and adapt relevant FEMA courses for the College use. We are considering the use of existing College undergraduate courses in Administration of Justice, our four graduate courses in Homeland Security, and four FEMA courses to construct an undergraduate degree in Homeland Security. Course content experts were also selected and have begun work on the curriculum design of two new degree areas, ASPSS and BSHS, Homeland Security. We hope to launch the degree in the first quarter of FY 2008.

### ***Academic Services***

The development of learning outcomes for the institution, all academic programs, and courses offered by the institution continued. This quarter's emphasis was on outcomes assessment at the programmatic level. Outcomes were identified for all degree programs in the Heavin School.

## **School of Nursing**

During the second quarter, the School of Nursing focused on student recruitment events, revision of the undergraduate BSN program, and implementation of the RN-BSN/MSN program and a post-master's Nurse Educator Certificate program. Additionally, the School of Nursing held the First Annual Distinguished Lectureship, "Stewardship and Diversity in Nursing Through Online Education," in October at the College. The staff also continued to be involved in the College-wide Strategic Planning initiative and outcomes assessment planning.

### ***Partnership Development***

A Web page was designed for our Corporate Choice partner Virtua Health System, and one for Capital Health System is in process. Other ongoing projects included work with Trenton Psychiatric Hospital, Robert Wood Johnson Hospitals in New Brunswick and Hamilton, and Capital Health System and St. Francis Medical Center in Trenton.

Enrolled students from Capital Health System now number eighty six; two Capital Health System students have graduated. There are eighteen students enrolled from St. Francis Medical Center, and 17 students from Virtua Health System. School of Nursing staff are also participating on the Capital Health System Nursing Research Committee.

Recruitment efforts also continued with partners and future partners. School of Nursing staff undertook outreach to the Helen Fuld School of Nursing, Blackwood Campus; Mercer County Community College; the Neonatal Nurses' national organization; the Native Alaskan Native American Indian Nurses' Association; and the Military Educations Liaisons' group.

### ***HRSA Grant Activity***

In 2006, the College's School of Nursing was awarded a federal Health Resources and Services Administration (HRSA) grant to recruit and equip minority nurse educators with online pedagogical skills. The past quarter saw much activity in conjunction with the grant: members of "group one" of the grant-sponsored students completed work on Certificate in Distance Education (CDEP) course modules offered by the College; a "lectureship" on stewardship and diversity in nursing was held; and applications were taken from a new group ("group 2") of minority nurse educators for participation in the HRSA-funded program.

Fifteen participants in group one completed the 32-week didactic portion of the CDEP, and all but two participants in group one have completed the second module of the CDEP. The First Annual Distinguished Lectureship, sponsored by the HRSA grant and Thomas Edison State College, was held and received coverage in print and broadcast media. The event was a great success for all who attended. The School of Nursing is now planning for the Second Annual Lectureship, which will emphasize mentoring.

Increased publicity had a significant effect on recruitment for a second group of HRSA participants. Some 45 minority nurse educators applied for admission to the program and participation in the CDEP. School of Nursing staff selected 19 of these applicants, all of whom bring a wealth of experience and education to the program.

Finally, a Web site link dedicated to the HRSA Minority Nurse Educators' program is under development, as is a directory and database for minority nurse educators.

### *Curriculum Development*

One new graduate-level course was offered in the October term, for a total of seven such courses. Twelve, graduate courses are planned for eventual offer. Likewise, plans for implementation of the RN-BSN/MSN program and the Nurse Educator Certificate program continued, along with revision of the current RN-BSN courses and finalization of the MSN courses.

## **The School of Professional and Continuing Studies**

The School of Professional and Continuing Studies continued to expand its program portfolio and develop markets for its offerings. Program brochures, journal copy, corporate and organizational links, and Web pages directing potential students to the School were all under development. The dean made presentations to the New Jersey Education Association at the Association's convention in November, and to the New Jersey Department of Personnel in an effort to create a stream of enrollments from those agencies. The School is also commissioning a second generation of paralegal certificate programs—paralegal technologist, advanced paralegal studies, and paralegal educator—to complement the basic paralegal program that will open for enrollment in the Spring.

The dean began to explore the Philadelphia market by joining Philadelphia Workforce 2.0, a group comprising major higher-education institutions and major employers in Eastern Pennsylvania. The dean also met with the New Jersey Business and Industry Association to explore the possibilities of partnership and to gain access to New Jersey employers to describe the College and its programs to those who are responsible for employee development, training, and succession planning.

Enrollment continues to trend upward. There were 18 new enrollments in the second quarter, bringing the total enrollments in the School to 81.

## Providing Students with Services

Workflow processes were designed for all areas of the Office of the Registrar and the Evaluation unit in preparation for the scanning project implementation. The second quarter also saw the successful implementation of the evaluation-upon-application initiative. The establishment and implementation of an 888 toll-free student number now allows students to navigate the College landscape more easily while allowing staff to concentrate on specific advisement-related activities. There was also an 11-percent increase in the numbers of students using financial aid to pay for enrollment and course registrations. All of these developments are described below.

### Registrar's Office

The Registrar's Office successfully processed registration for the twelve traditional undergraduate terms, the eleven undergraduate eArmyU terms, the twelve undergraduate NCPACE terms, the four graduate terms, and the four Certificate in Distance Education graduate terms. Students also continued to register for noncredit options through the School of Professional and Continuing Studies. The Office also continued to work with the New Jersey State Library and the Department of Education to establish procedures for the issuance of the New Jersey Professional Librarian Certificates. During this quarter, 36 certificates were issued.

### *Graduates*

Diplomas are sent to all graduates within one week of conferral of by the Board of Trustees at the quarterly meetings. During this quarter 547 were degrees awarded; 16.1 percent of these were associate's degrees, 79.9 percent were baccalaureate degrees, and 4 percent were master's degrees. Just over 47 percent of the graduates were enrolled in the College for two years or fewer before being awarded a degree.

The College held its Thirty-Fourth Annual Commencement ceremony on October 7, 2006, at the Patriot's Theatre in the War Memorial Building. A record number of graduates (333) attended the ceremony this year.

### *New Initiatives*

The Registrar's staff continued to work with Hershey Systems to prepare for the scanning of all student records. Needed workflow processes for all areas of the Office of the Registrar and the Evaluation Staff were designed. The Associate Registrar and MIS staff attended the Hershey System Users' group convention in California to network and obtain additional insight on the workflow processes implemented by other colleges and universities. The project will "go live" in January 2007, when all records will be available in an electronic database.

A College-wide GPA (grade-point-average) Implementation Committee designed transcript revisions in preparation for the implementation of the suite of GPA policies that will be effective July 2007. The Registrar serves as chairperson of this committee.



The Office of the Registrar is now receiving periodic reports from the Office of Institutional Research and Outcomes Assessment and MIS to be used for student-system demographic data verification. The office uses these reports to ensure that the data is accurate and complete in addition to identifying key areas where staff may need more training in the accurate entry of student records data.

## **Evaluation**

More first-time evaluations and update evaluations than ever before were completed during the past quarter. Although this is an increase in productivity over the previous quarter, the number of files remaining to be evaluated also increased. This is a direct result of the new evaluation-upon-application initiative, which was begun in the Fall. All students and applicants with completed academic program evaluations can now view their evaluations online. This empowers the applicant to make a decision to enroll and allows for immediate feedback for both applicants and enrolled students.

Evaluation performance standards were all met for first-time evaluations. Students are receiving first-time evaluations on average within ten working days. However, performance standards for update evaluations are below the established benchmark. A plan to decrease this update backlog has now been put in place to ensure that the performance standard will be met in the future.

The evaluation team has also played an integral role in the Registrar's Office scanning project for student records. The result of this project, as it relates to the evaluation area, is that evaluators can view all evaluation documents online and will no longer have to depend on paper files. Data entry by the evaluation staff will ultimately be eliminated, increasing productivity, efficiency, and accuracy.

## **Academic Advisement**

During the second quarter, the advisement team responded to 38 percent more e-mail inquiries than in the second quarter of last year. During the quarter, on average, the staff responded to e-mail inquiries in fewer than two days. The number of phone inquiries for the quarter was not significantly higher than in the previous year's second quarter. The average wait time for students to have an appointment with an advisor was also fewer than two days. During the quarter there was a relatively small increase (3 percent) in appointments.

The implementation of an 888 toll-free student number allowed students to get general information more easily while freeing advisement staff to concentrate on specific advisement-related activities. This was particularly important as the advisement team lost two experienced staff members due to retirement. Additionally, the creation of a Learner Services' functional direc-



tory made it easier for students to get immediate and accurate information at their initial point of contact (the advisement center student hotline) with the College.

### **Financial Aid and Veterans' Affairs**

The number of students using financial aid continued to grow. In the second quarter there was an 11-percent increase when compared to last year's second quarter, and preliminary figures for January project an increase of at least 15 percent. Some of this growth can be attributed to the additional automation the College has implemented with the assistance of the Evans Consulting Group, as well as the decision to award four semesters of financial aid instead of three, as we had done in the past. The Evans Consulting Group also assisted in the automation of the required Satisfactory Academic Progress review for financial aid students. This project should be completed in the third quarter. Still other projects are ongoing, including an assessment of our ability to ensure compatibility of systems associated with the National Clearinghouse for SSCR and the College's own Clearinghouse module in Datatel. Likewise, we have successfully tested bringing federal financial aid applications into Datatel for students who have indicated that the College is their institution even before they have otherwise been entered into our Datatel database. We can now write to such students to encourage them to apply to the College.

## **Offering Students Flexible Education Options**

### **Military Education**

The Office of Military Education had a very strong first half of fiscal year 2007 with record increases in military student populations. There were 1,386 new applicants, 2,274 new enrollments and 1,497 continuing enrollments from all branches of the military. There were 398 military graduates so far this fiscal year.

The College continues to see strong participation in the Navy College Program Distance Learning Partnership, with 772 applicants, 945 new enrollments, and 676 continuing enrollments so far this fiscal year. The Military Degree Completion Program also is having a good fiscal year so far, with 616 applicants, 516 new enrollments and 383 continuing enrollments. Likewise, the eArmyU program had 831 new enrollments and 463 continuing enrollments this quarter.

Many new educational providers are entering the military market, and the College is working to stay ahead of the competition by moving resources into new areas. We have placed a regional military base counselor in the state of Texas to capitalize on the large number of military bases located there. And we will establish a new Memorandum of Understanding with the Naval Weapons Station in Charleston, South Carolina, to open another National Testing Center there. In still other work with Charleston's Naval Weapons Station, the College is planning to provide Blended Learning Courses to its Sailors. The College currently receives more tuition-assistance funding at the Naval Weapons Station than any other educational provider.

The College has also started a new military marketing campaign targeted at enlisted Servicemembers and involving print advertisements in military-base newspapers. These free newspapers are the ones that most enlisted Servicemembers read. The advertisements have already increased traffic to the College's Regional Military Base Counselors.

### **Directed Independent Adult Learning (DIAL)**

A total of 10 new courses were completed in conjunction with various curricular updates and revisions in the College's schools. In DIAL activity during the quarter, 66 courses were revised; four course conversions were completed; 17 new exams and answer keys were created; three exam revisions were completed; one ePack course was revised; a new TECEP examination, Introduction to Psychology was created; and one TECEP revision was completed.

## **Supporting Students and Clients via Constituent Partnerships**

### **Office of Corporate-Higher Education Programs (CHEP)**

During the second quarter, the Office of Corporate-Higher Education Programs hosted a recognition and awards event for New Jersey participating organizations, held a CHEP Advisory Council session, conducted two ACE evaluations for Curves International and for the HoHoKus School, initiated a strategic plan to promote the ACE program, and hosted an ACE Washington visit for an awards presentation at the College.

The New Jersey ACE Participating Organizations Recognition Awards ceremony was held in recognition of the following New Jersey ACE organizations' years of participation and their commitment to providing educational opportunities for adult learners: Kepner-Tregoe (25 years); NJ Department of Personnel-HRDI (20 years); Commerce Bank (10 years); and Holtz Learning Centers (5 years). Special awards of recognition were also presented to, among others, JoAnn Robinson, former Director of the ACE/CREDIT program, for her outstanding service and commitment to adult learners.

To attract new business, two initiatives were developed for organizations who expressed interest in having an ACE evaluation: (1) a cost reduction to organizations who had previously received evaluation cost estimates; and (2) a special, risk-free ACE evaluation to help organizations build confidence in the evaluation process by having one course evaluated at a reduced, flat rate. This fee can then be applied toward a subsequent ACE evaluation of additional courses conducted within 120 days of the trial evaluation. If the course is not recommended for college credit the organization pays nothing.

Work continued with the NJ Department of Labor and Workforce Development and NJ PLACE. A College staff member serves on the NJ PLACE Advisory Committee. This quarter, a NJ PLACE meeting was held with New Jersey's community college representatives to obtain updates on the logistics of apprentices applying to colleges under the NJ PLACE program. Also during this quarter, the ACE Office in Washington, DC, selected Dan Negrón, Director of the College's Office of Corporate-Higher Education Programs, as the 2006 national recipient of the "Al Swinerton Distinguished Service Award" for outstanding contributions to the American Council on Education (ACE) College Credit Recommendation Service program.

## **Outreach to Corporate Choice Partners**

College staff continued to support the launch of the Corporate Choice UPS partnership. In response to requests from UPS, an 18-credit certificate in Operations Management will be developed. The certificate program will have courses that will transfer into College degree programs. A formal announcement of the partnership to UPS employees will occur in February, and public-relations activities are planned for March.

College representatives traveled to Las Vegas, Nevada, for the annual convention of another Corporate Choice partner, Curves International. Staff spoke with hundreds of Curves franchise owners and managers about our certificate program in Fitness and Wellness Services. During the quarter, six Curves franchisees applied, and 11 enrolled in the College. In addition, the College received \$32,500 from the testing program administered by Curves University.

College staff attended Wal-Mart's education fair at its headquarters in Bentonville, Arkansas. The College was one of five education providers in attendance and was the only one offering degree programs at the associate, baccalaureate, and graduate levels. College staff also attended education fairs at Virtua Health's Memorial Campus in Mount Holly, and at the Barry D. Brown Health Education Center in Voorhees. Information on the College's nursing undergraduate, and graduate programs was shared.

## **Outreach to other Corporations**

The College participated in education fairs at the L. A. Dreyfus Company, in Edison, New Jersey, and at the Philadelphia Children's Hospital. In other outreach efforts, staff visited Con Edison Company, one of the largest energy providers for New York City and northern New Jersey. Con Edison representatives were interested in learning more about the College's tuition structure so that they can assist employees who are interested in enrolling. Likewise, College staff met with the Senior Director of Field Learning and Development for Coldwell Banker Real Estate Corporation in Parsippany, New Jersey. The Senior Director is responsible for training in Coldwell Banker's 3,700 branch offices nationwide. An overview of the College was presented and discussions were held regarding the possibility of evaluating Coldwell Banker's training courses for college credit and developing a College certificate program targeted at real estate professionals. Finally, College staff met with representatives from Corporate College Services (CCS) to discuss a new agreement and CCS's promotion of the MSM degree to their students.



## **Outreach to Police and Corrections Market**

College staff attended the International Association of Chiefs of Police annual convention in Boston, Massachusetts, where there were more than 14,000 members in attendance. Information on our Bachelor's degree in Administration of Justice, as well as on our graduate certificate in Homeland Security was distributed. College staff also attended and distributed information at the New Jersey Emergency Management conference in Atlantic City, New Jersey, and at the United States Environmental Protection Agency's regional conference in King of Prussia, Pennsylvania.

## **Outreach to Government Agencies**

The Mercer County Board of Social Services hosted staff from the College at their offices in Trenton, New Jersey. A College representative distributed undergraduate and graduate prospectuses at this meeting. College staff also participated in the Governor's Council on Alcohol and Drug Abuse's convention held in Princeton, New Jersey. Thomas Edison State College was the only education provider in attendance.

## **Outreach to New Jersey Educational Institutions**

In support of our membership in a consortium of education providers called the New Jersey Coastal Communiversity, College staff attended an information session for prospective students at the Wall, New Jersey, location of the Communiversity.

College staff also attended the quarterly meeting of the New Jersey Coalition of Community Colleges in Edison, New Jersey. The meeting focused on education options to prepare students for work in the energy utility field. Thomas Edison State College is the only member of the Coalition that offers a four-year energy utility degree program. As a result, the College is in a unique position to address the needs of students who wish to continue their education in the field of energy utility.

## **Outreach to Organizations and Associations**

College staff attended the New Jersey Educators' Association (NJEA) in Atlantic City, New Jersey, and spoke with more than 100 inquirers who were interested in the College's undergraduate and graduate degree programs. Staff also participated in the Society of Human Resource Managers' convention in Long Branch, New Jersey. Information was distributed on our Master of Science in Human Resources Management degree program to inquirers, alumni, and faculty mentors at the conference.

Representatives of the College met with the president and staff of the New Jersey Business and Industry Association (NJBIA) in Trenton. The discussion focused on ways in which the College



can provide education and training for NJBIA members and on partnership opportunities between the College and the association.

Finally, College staff met with the Executive Director of the New Jersey Society of Certified Professional Accountants (NJSCPA). As a result of the meeting, the College was asked to provide a representative to the NJSCPA's Education Committee and advised to develop a relationship with the New Jersey State Board of Accountancy. NJSCPA also asked the College to assist in the evaluation of their training courses for college credit.

## **Community Outreach**

The College made two presentations to the employees of Volunteers of America in Collingswood, New Jersey. The employees were interested in our undergraduate programs and agreed to advocate for the College with their clients.

## **The John S. Watson Institute for Public Policy**

### *The Center for the Positive Development of Urban Children*

An article about the Institute's recently completed study documenting the economic impact impact of New Jersey's child care industry was prepared by Institute staff for release. The article appeared in the January issue of the *Mercer Business Magazine*, which focused on employment and education. This article has also been submitted for consideration to other publications.

Institute staff delivered a professional development workshop to early childhood directors in Camden, New Jersey. Staff worked with early childhood teachers on issues of employment, obtaining credentials, and climbing the career ladder of the early childhood system through the Abbott Teacher Support Program. Ten teachers were served this quarter. Institute staff also examined policy and collaborated to inform contracted child care centers' staff of scholarship funds available for non-Abbott teachers; reviewed and tracked the new regulations for the physical plan for all new child care centers to safeguard children from environmental hazards; and met with the New Jersey Secretary of Commerce and members of the New Jersey Child Care Economic Impact Council.

Finally, Institute staff joined a policy team established by Governor Corzine to support gubernatorial leadership for building a comprehensive, coordinated system for children from birth to age five. An Institute staff member was also appointed by the Department of Community Affairs, Division on Women, to serve on the New Jersey Child Care Advisory Council.

### *Health Information Network and Technologies (HINT)*

Institute staff continued to assist the Department of Health and Senior Services (DHSS) through a contract with APG for the gap analysis, risk assessment, awareness, and education for compliance activities related to the federal Health Insurance Portability and Accountability Act of 1996

(HIPAA). The second-quarter payment of \$40,800 was issued by the DHSS on December 21, 2006.

Institute staff also continued working with the New Jersey Department of Banking and Insurance (DOBI) to assist in preparing material in response to a federally funded \$349,242 contract awarded in May 2006. This project will identify barriers to health information exchange, develop solutions to overcome these barriers, and ultimately develop an implementation plan to create new industry standards for security and privacy of electronic health records and systems. The College continues to comply with P.L. 2005, Chapter 352, which authorizes it to expand an administrative simplification study to include electronic health records in the implementation of efficient healthcare delivery using technology. An important aspect of the federal HIPAA law is the requirement that all healthcare providers acquire a National Providers' Identifier (NPI) number by May 23, 2007. Since there has been a low participation rate, the College, in conjunction with DOBI, held a statewide NPI conference in September. Workgroups of payers and providers were established to resolve as many issues as possible for this new NPI system to work smoothly in New Jersey. Written recommendations were sent to DOBI in late December.

### *The Center for the Urban Environment (CUE)*

The Institute is coordinating the NJ Environmental Justice Alliance's (NJEJA) efforts to obtain funding through the Dodge Foundation for a full-time staff person to be housed at the Institute under the supervision of the director. The staff person will work on joint projects of the NJEJA and the CUE, as well as on projects that are solely the NJEJA's.

Institute staff made public presentations on environmental justice issues in general, and fine-particulate-matter air pollution in particular, at the Black Issues Conference in New Brunswick, the Coalition of Black Trade Unionists in Rahway, an interfaith environmental justice breakfast at the First Hopewell Baptist Church in Essex County, and the South Jersey Environmental Justice Alliance Regional Conference. In addition, Institute staff provided oral and written testimony to the Regulatory Oversight Committee of the state legislature.

### *The Center for Leadership Development*

#### **Leadership Trenton**

The 2007 class of Fellows engaged in several team-building exercises and discussed readings from *Difficult Conversations* and *Bowling Alone* during the October, November, and December 2006 seminars. The October seminar, *PROJECT TACT: Trenton Action through Creative Tension*, focused on trust, gang awareness and prevention, and community involvement via team-building exercises; a review of recent news articles; and a community simulation. The November seminar (funded by a \$10,000 grant from Janssen, LP/Ortho McNeil), entitled *Race, Diversity, and Societal Divides*, included role-plays, group discussions, and team-building exercises centering on race, diversity, gender, and discrimination. The *Technology and Social Change* seminar in December included a site visit to the Princeton Institute for the Sciences and Technology of Materials (PRISM) at Princeton University. Dr. Fred Allen, Principal of RADii in Princeton Junction, facilitated sessions on nanotechnology and its effectiveness in various disciplines.

The Leadership Trenton Board of Advisors, along with the Leadership Trenton graduates and 2007 Fellows, actively recruited prospective candidates for the class of 2008. The revised application was printed in December and mailed to constituents, including alumni and board members.

#### **The Leadership Development through Sports Program**

Institute staff were involved in several collaborations with Mercer County organizations to improve the health, primary education, and opportunities for student-athletes attending Trenton Central High School. Institute staff also helped the Trenton Public School District realize a decrease in its dropout rate and an increase in standardized test scores. Participants in the Play It Smart programs score an average of 90 points higher on the SAT exam than non-participants.

#### **The Technical Assistance and Support Services Center**

Institute staff continued to provide technical assistance to the 23 grantees assigned to them by the state's Office of Faith Based Initiative (OFBI) for calendar year 2006. Three board trainings were conducted, a strategic fundraising plan was completed, nine executive directors were coached, and four organizations met with staff to plan for grant submissions for additional funding from OFBI. Additionally, six agencies in Urban Mayors' Association cities have benefited from technical assistance services related to capacity building offered by the Institute.

## **Marketing and Positioning the College**

### **Advertising**

In accord with the College's Strategic Vision Plan, the College issued a Request for Proposal for search-engine-marketing service vendors for assistance in identifying prospective students, increasing the number of qualified inquirers, and improving conversion rates from inquirer to applicant through search-term and lead-generation campaigns. A vendor will be identified following the review process.

During the second quarter, the College entered the second phase, Design and Application, of redesigning the institutional Web site with Lipman Hearne. During the initial phase, Lipman Hearne conducted quantitative and qualitative research with mentors, staff, and, students. This included discussion with College staff, an online survey, a review of trends in Web-based online education, peer Web site comparisons, and assessments of the College's current Web site. Testing was also conducted to ensure that the design and navigation are effective and user-friendly. The next step in the redesign will be the implementation of a Content Management System to help the College create and maintain pages on the Web site.

The College continued to attract potential students who are searching the Internet via eLearners, an online lead-generation program. All leads are contacted by telephone or e-mail by College admissions counselors. The College is tracking this population's application and enrollment activity to determine which programs are most attractive to them. The College also continued to attract potential students through organic searches and paid search marketing with Google and Overture.

During the past quarter, the College continued to develop marketing strategies for specific programs. Media and placement strategies for the Office of Military Education, the Heavin School of Social and Behavioral Sciences, and the School of Business and Management have been finalized and implemented. Additional plans for other programs are currently being developed in collaboration with the deans of the schools.

In more generalized marketing efforts, the College continued to work with Princeton Partners, Inc. All marketing communications articulate the message that the College offers high-quality, client-centered, and flexible educational opportunities to self-directed adults, while meeting the expectations of the College's constituency.

There have been more than 2,232 requests for the fulfillment piece, "Going Back to Get Your Degree," which is available to inquirers via the print advertising campaign. The purpose of this piece is to familiarize individuals with the concept of going back to college. The piece was developed using research results from past campaigns and publications. Two new radio spots also aired during the Thanksgiving and New Year's periods, and were themed accordingly.



## Information Center

The Office of Admissions/Information Center's incoming call volume continued to run some 8 percent ahead of last year's call volume. In November 2006 we reconfigured the phone system to simplify the inquiry process for prospects, applicants, and enrolled students. Outgoing calls were also made from the Information Center to new applicants and continuing enrolled students. The new-applicant calls welcome these applicants to the College and guide them through the enrollment process. The calls to continuing students involve motivating enrolled students to pay their second-year enrollment tuition. This type of call volume also increased by 8 percent when compared to last year.

In another Information Center activity, prospective students are guided to the College Web site and come to a landing page where they can request a telephone call or mailed information. Through this initiative, a total of 696 prospective students were contacted this quarter, compared with the first quarter's reporting of 505, for a 38-percent increase.

There were two Information Sessions held during the second quarter, one in October and one in November. A total of 64 prospective students attended, and 14 applications and two enrollments were received.

Numbers of inquirers, applicants, and enrollments all increased over those for the second quarter of FY 2006. Specifics on applicant and enrollment counts are presented later in this report, in the section "Assuring Quality through Planning and Research."

## Public and Media Relations

The College continued to implement its strategic communications plan during the second quarter. This includes targeted outreach to media and external audiences, including prospective students, as well as to such internal audiences as current students and staff. Also in the second quarter of FY 2007, the College's Communications Office created targeted print publications and a variety of electronic media, including mirror Web pages for such College partners as Capital Health System, UPS, Correctional Corporation of America, the Energy Providers' Coalition for Education, and McDonald's Corp.

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

- Thomas Edison State College Expecting Record Attendance at 34<sup>th</sup> Annual Commencement on Oct. 7 (*plus seven storylines distributed to regional media*)
- Thomas Edison State College School of Nursing to Sponsor First Annual Distinguished Lectureship on Diversity in Nursing on October 11
- Thomas Edison State College Foundation Hosts Crystal Anniversary Grande Ball
- Thomas Edison State College to Offer Tours of Prudence Townsend Kelsey Memorial Room



- New Leadership Comes to New Jersey Urban Mayors' Association

Media relations activity during this quarter resulted in placements as follows:

- Regional and statewide coverage of the 34<sup>th</sup> Annual Commencement, including a statewide advance that ran on the Associated Press wire service; day-of-event coverage by Trenton's two daily newspapers; and post-event coverage in the *Philadelphia Inquirer*, *Newark Star-Ledger*, and *Morristown Daily Record*
- Regional, statewide, and national coverage of the Nursing Diversity Lectureship, including coverage by the *Trenton Times*, *Nursing Spectrum* magazine, News 12 New Jersey, *Advance for Nurses* magazine, and *Minority Nurse* magazine
- Statewide coverage of the New Jersey Urban Mayors' Association annual meeting, including coverage in the *Newark Star-Ledger*, *Philadelphia Inquirer* and *New Brunswick Home News and Tribune*
- An appearance on Comcast's *Newsmakers* in December 2006, which was broadcast throughout the Northeast during *Headline News*, in which the unique role Thomas Edison State College plays in developing programs for members of the United States military was featured

During the quarter, the Office of Communications updated the following directories and guides:

- Mercer Regional Chamber of Commerce *Membership and Web directory*
- Fitzgerald's *New Jersey Legislative Manual*, the directory of state government, politics, and public affairs
- National PONSIS's *College Credit Recommendations (CCR) Online guide*
- GetEducated.com *Web directory*
- GBA *Sourcebook 2007*
- Princeton Regional Chamber of Commerce *2007 Business Resources Guide and Membership Directory*

## Publications

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

- Undergraduate Prospectus and application
- *Invention* – Fall 2006 issue
- *Capital Campus* – November 2006 issue
- *Signals* – Fall 2006 issue
- School of Professional and Continuing Studies: *MBA Essentials* tri-fold, *Personal Fitness Training* tri-fold, and *corporate outreach* booklet
- School of Business and Management: *Accounting program* tri-fold

- School of Applied Science and Technology: *invitation/brochure mailing* (Clinical Trials Management event)
- Office of Alumni Affairs: *Alumni Ambassador Program* tri-fold
- School of Nursing signage and materials for *Diversity Lectureship*
- The Grande Ball Crystal Anniversary invitation packet and Ad Journal
- The 34th annual Commencement Program
- Thomas Edison State College Foundation End-of-Year Appeal Postcard
- Financial Aid Handbook
- Credit Banking Booklet
- National Institute Brochure
- Wal-Mart Corporate Choice Tuition and Fees Flyer
- Prospective Student Inquiry Card
- Curves User Manual
- *Corporate Choice* Tuition and Fees Flyer

Other publication projects during the quarter included the following:

- Office of Corporate-Higher Education Programs: *ACE Credit Recommendation Service* tri-fold
- School of Professional and Continuing Studies: *Paralegal Studies* brochure
- Office of Military Affairs: *2007 Military Degree Completion Program* brochure and *2007 Navy College Distance Learning Partnership* brochure
- Office of Alumni Affairs: *Alumni Tool Kit*
- *Signals* – Winter 2007 issue
- *Invention* – Winter 2007 issue

## Targeted Outreach

During this quarter, the Office of Communications worked with the Academic Affairs division to develop detailed, program-specific communications plans for the School of Applied Science and Technology, the School of Arts and Sciences, the School of Business and Management, and the School of Professional and Continuing Studies. Production of marketing materials, marketing research, and the acquisition of mailing lists to reach potential students were completed for all of these Schools.

Coordination and distribution of targeted marketing materials related to degree programs in Clinical Trials Management and Accounting and to noncredit programs in Personal Fitness and Paralegal Studies were also completed. Likewise, planning of open house events for the program in Clinical Trials Management was undertaken with the Dean of the School of Applied Science and Technology and mentor leaders. And draft marketing materials and plans for Web-based events to promote flexible credit transfer were completed for the School of Arts and Sciences.

Future plans of the Office of Communications include the development of targeted communications plans for the Heavin School of Social and Behavioral Sciences, focusing on the law en-

forcement community and programs in administration of justice, criminal justice, and homeland security. Also in the planning stages is a corporate outreach campaign aimed at employers in the region and promoting programs for business professionals. This effort will involve staff from the School of Business and Management, the School of Professional and Continuing Studies, and the Office of Strategic Partnerships

## **E-mail Outreach**

The e-mail outreach campaign to prospective students continued to generate favorable response rates in the second quarter. View (Open) rates of 22.8 percent for prospects, 27.2 percent for Cost Calculator, and 51.2 percent for Applicants are all above last quarter's rates and above the industry average (21 percent). The average View (Open) rate for all three categories in the campaign is 33.7 percent, which indicates the College's messages are welcome. The Office of Communications also used the e-mail program to invite prospective students to Information Sessions held at the College and elsewhere.

Finally, the Office of Communications worked with the Office of Development to send an electronic Annual Fund appeal to some 8,100 enrolled students and alumni. The View (Open) rate for these messages was 44.8 percent. The response was positive in terms of donations to the Annual Fund and, specifically, for the scholarship fund for severely wounded military students, which was the focus for the enrolled-student outreach.

## **The Office of Alumni Affairs**

The College continued to focus on advocacy, support, and service as central themes for alumni assistance. These include efforts to identify potential advocates, alumni ambassadors, and donors, as well as to mobilize alumni who are willing to serve the College in various other ways. The College also launched a student and alumni group on the business-oriented online social network site *LinkedIn*. We hope that this group will foster lifelong connections among alumni and students through personal and professional networking opportunities.

The College continued to use its quarterly publication *Invention* to communicate with alumni and other friends of the College. The Office of Alumni Affairs has focused on adding to the content of recent editions of *Invention* in an effort to promote new enrollments and enhance the image of the College by identifying alumni who have recently achieved job-related distinctions.

The College launched its Alumni Ambassador Program with a recruitment mailing sent to 2,014 graduates in the Class of 2006. To date, 62 Alumni Ambassadors have been identified and have received an initial screening and information. College staff continued to contact and cultivate alumni donor prospects as well. Finally, during the past quarter, a record number of new graduates were sent packets from the College, recognizing their accomplishment, and pointing out the importance of their support.

## Developing Ourselves to Serve Our Students

### The Thomas Edison State College Foundation

As of December 31, 2006, the end of its fiscal year, the Foundation realized 78 percent, or \$269,167, in revenues against a budget of \$344,500. The Foundation expended 70 percent, or \$139,430 against the operating and events budget of \$199,000

The Foundation's combined fund balance totaled \$5,302,744 as of the fourth quarter, compared to \$4,862,212 for the same quarter last year. The Foundation's operating fund totaled \$789,131. The Endowment fund balance totaled \$3,511,099, and the Quasi-endowment fund balance was \$897,038. The Charitable Gift Annuity reserve fund totals \$105,476. Current investments total \$5,016,978 at book value, compared to \$4,639,857 in 2005 at book value.

### Development Activities

#### *Major and Planned Gifts*

College staff met with 12 high-net-worth donor prospects during this quarter. They are all being cultivated for gifts and endowments. One such prospect lives and works in northern California and has engaged well with the College. This individual is interested in entrepreneurial and leadership programs and, more broadly, the College's business-related degree programs. Two other prospects have expressed an interest in supporting the BSAST program, and three more have agreed verbally to fund endowments.

Our Foundation Board Directors also continued to increase their commitment to the fundraising effort. To date, 12 directors have pledged or created 13 endowments. The Foundation Board has re-activated its Development Committee and is exploring ways to strengthen its effectiveness in supporting fundraising.

#### *Corporate and Foundation Giving*

During the past quarter, seven grant applications were drafted and submitted to external funding sources. The College also received a total of \$55,000 in grant funding from the Mercer County Workforce Investment Board, the Mercer County Department of Human Services, and Janssen LP, Inc. The funds received will support the Play It Smart and Leadership Trenton initiatives of the John S. Watson Institute for Public Policy.

#### *Annual Fund*

The Annual Appeal for 2006 yielded approximately \$101,709 from 1,263 annual gifts. The restricted gift total for 2006 was \$111,325. The yield per donor was up from an average of \$73.29 per gift in 2005 to \$80.50 per gift in 2006. Gifts to restricted funds increased in 2006 by 8 percent over 2005 as a result of new gifts to existing endowments and to newly created endowments.



### *Special Events*

The 2006 Grande Ball was held in November at the Trenton Country Club and was a great success. The yield for the event was \$80,000, and there were 208 guests in attendance. Capital health Systems was a Gold Sponsor, and other key sponsors were Merrill Lynch, Princeton Partners, Inc., Mercer County Community College, New Jersey Manufacturers' Insurance Company, and Roma Bank.

The Spirit of Edison Community Leader Award recipient this year was Anthony Dixon, CEO of New Jersey Manufacturers' Insurance Company. Our Spirit of Edison Distinguished Alumnus Award recipient was U.S. Army Lieutenant Eric J. Petrevich. The Chairperson of the gala this year was Maria Imbalzano. Our honorary Chairperson was Helene Garcia of Merrill Lynch, last year's Spirit of Edison Community Leader Award winner.

The 2007 Gala Committee had its first meeting in December, and special plans are being discussed for a celebration of the College's 35<sup>th</sup> Anniversary.



## **Assuring Quality through Planning and Research**

During the second quarter, the Division of Planning and Research remained 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 enrollment growth.

### **Strategic Planning and Organizational Culture**

In October, a day-long retreat for the managers of the College focused on building an organizational culture that is aligned with the College's fundamental goals for growth and competitiveness. A team of consultants from Keeling & Associates facilitated discussions and group activities and provided summaries of outcomes. Discussions were related to areas such as the competitive environment in adult learning, decreasing dependence on state support, supporting and sustaining an entrepreneurial culture, ensuring enrollment growth, and topics related to work process. The response to the retreat was overwhelmingly positive. Managers noted that the structured opportunity to engage in topical discussions and develop solutions to specific problems was very useful.

The consultants recommended a series of strategies for building capacity and strengthening management at the College. Working with College representatives, Keeling & Associates developed a Professional Development curriculum comprising a series of workshops for College managers. The inaugural workshop, "Adult Learning Theory as it Pertains to Student Development" was held in December. The curriculum is delivered on-site and is also posted on Blackboard.

### **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. The Month-to-Date and Monthly Enrollment reports are now being sent to all managers. Revisions to the Vital Signs Report are progressing to retool and update the indicators related to the Vital Signs reports so that they are closely aligned with the Strategic Vision Plan.

An initiative focused on learning more about how graduates pursue degrees is also underway. This database-development project involves an examination of behaviors of FY 2005 graduates. It will provide information on how students progress through the College, the extent to which they use the College's courses and exams, how they perform on the College's courses and exams, and their enrollment patterns.

## External and Consortial Activities

During the quarter, division staff completed federal IPEDS surveys pertaining to enrollment, finance, and human resources and responded to 17 College Guide Surveys and 21 requests for data. In addition to submitting the FY 2006 IPEDS Human Resources Survey, the previous year's HR survey was revised such that the executive/administrative/managerial count includes only those College employees who have a classification of "D." This is consistent with the College's definition of this category and consistent with how other institutions across the nation report such counts.

The Director of Institutional Research and Outcomes Assessment and the Vice Provost for Learner Services attended a biannual meeting of representatives from Excelsior College, Empire State College, Charter Oak College, and Thomas Edison State College in October. The purpose of these periodic meetings is to discuss issues of importance to institutions that serve adult students. During the October meeting, issues related to potential peer benchmarking indicators were considered. A follow-up phone meeting with representatives from the Noel Levitz group was held in November to discuss using a common instrument to examine issues related to comparing and benchmarking institutional effectiveness for our various institutions.

## 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 in each school. School counts are further broken down into traditional student and contract student populations (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 second quarter, and the difference between FY 2007 and FY 2006 counts at the end of the second quarter. Counts in all categories increased when compared to last year's counts at the end of the second quarter.

### *Applicants*

During the second quarter there were 1,637 applicants. This number represents a decrease from that reported during the first quarter and follows a normal trend for the time of the year. All schools and student populations experienced a decrease in numbers of undergraduate applicants when the second quarter is compared to the first.

Year-to-date (i.e., as of December 31, 2006), there were 3,709 applicants at the end of the second quarter. This represents a significant increase in the number of undergraduate applicants when compared to last year, when the YTD applicant count was 2,864. All but one school had an increase in the YTD count of applicants in both the traditional and contract populations when compared to last year. The schools with the largest YTD increase in the number of traditional applications received when compared to last year were the School of Applied Science and Technology and the School of Arts and Science (increases of 143 and 149, respectively). The

School of Applied Science and Technology had the greatest increase in the YTD count of contract population applicants (926 applicants in FY 2007 vs. 660 applicants in FY 2006). Compared to last year, the Heavin School of Social and Behavioral Sciences had a decrease in contract population applications (133 in FY 2006 vs. 94 in FY 2007). This school also had a slight increase in the number of traditional applications during the period (440 in FY 2007 vs. 403 in FY 2006).

### ***New Enrollments***

New enrollment counts have been exceptionally high this year. During the second quarter, there were 1,940 new enrollments. Compared to the first quarter there was a small decrease (34) in the new enrollment count. Among traditional students, the new enrollment counts decreased between the first and second quarter. However, among contract populations, the new enrollment count increased between the first and second quarter. This pattern was followed by all schools.

At the end of the second quarter, the YTD count of new enrollments was 3,914, an increase of 1,689 over last year's YTD count. The increase 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 509 and 359, respectively). The School of Arts and Sciences and the Heavin School of Social and Behavioral Sciences had the two largest increases (176 and 153, respectively) in the number of traditional new enrollments when compared to last year.

### ***Continuing Enrollments***

The continuing-enrollment count during the second quarter was 1,468, an increase of 266 when compared to the first quarter. For most schools, this was due to an increase in contract populations; there was a decrease in the traditional-student continuing-enrollment counts between the first and second quarter for all schools. (The increase in numbers for the School of Nursing was due to a revision to the data that took place in November 2006.)

As of the end of the second quarter, the YTD count was 2,670. This represents an increase of 448 continuing enrollments over last year's YTD count of 2,222. The most notable increase (321) in the continuing enrollment counts was among the contract population in the School of Applied Science and Technology. The School of Arts and Sciences and the Heavin School of Social and Behavioral Sciences both experienced small decreases in YTD continuing enrollments among traditional populations (by 36 and 18, respectively) when compared to last year.

### ***Degrees Awarded***

During the second quarter, 527 degrees were awarded, 7 more than were awarded during the first quarter. Three schools had an increase in the number of degrees awarded during the second quarter among both the traditional and contract populations: the School of Applied Science and Technology, the School of Arts and Sciences, and the School of Nursing (traditional population, only). The School of Business and Management awarded 58 degrees to traditional students during the second quarter, one fewer than in the first quarter, and two degrees to contract

populations, two fewer than in the first quarter. The Heavin School of Social and Behavioral Sciences awarded fewer degrees to traditional students during the second quarter when compared to the first quarter (85 vs. 105) four more degrees to the contract population students during the second quarter.

There were 1,047 degrees awarded YTD, 127 more than were awarded when compared to last year during the same period. With the exception of Nursing, all 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 greatest increase among the contract population (an increase of 40 compared to last year), while the Heavin School of Applied Science and Technology had the greatest increase among the traditional populations (an increase of 41 when compared to last year). Compared to last year, there was no change in the YTD number of degrees (27) awarded by the Nursing School at the end of the second quarter.



## Graduate Counts

The table at the end of this section provides summary counts (program-by-program) of the graduate applicant, new, and continuing enrollments. It also provides information on numbers of degrees awarded for each program. Program counts are further broken down into traditional student and contract student populations (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 second quarter, and the difference between FY 2007 and FY 2006 counts at the end of the second quarter. Counts in all categories increased when compared to last year's counts at the end of the second quarter.

### *Applicants*

During the second quarter, the applicant count was 46, or 5 more than the first quarter's count of 41. The second-quarter applicant counts in the Master of Arts in Liberal Studies/Master of Arts in Professional Studies (MALS/MAPS), Master of Science in Human Resources Management (MSHRM), and Master of Science in Management (MSM) degree programs were higher than those in their respective first-quarter counts, (by 2, 6, and 2, respectively). When compared to the first quarter, there was a decrease (from 13 to 8) in numbers of Master of Science in Nursing (MSN) applications received during the second quarter.

Year-To-Date, there were 87 applications received at the end of the second quarter, 14 more than last year's YTD count at the end of December 2006. All applications received were from traditional students, as opposed to contract students. The new Master in Science in Nursing program accounted for 21 of the applications. This is notable since this is the first year in which the MSN degree program has been offered. There was also an increase in the Master of Science in Management applicant counts when compared to last year (up by 4). Compared to last year, there was a decrease in applications for the MALS/MAPS and MSHRM degree programs (by 9 and 2, respectively).

### *New Enrollments*

There were 43 new enrollments during the second quarter, seven more than in the first quarter. Among traditional students, new enrollments increased over the second quarter in all programs except the Master of Science in Nursing degree program, which had nine fewer new enrollments during the second quarter. The MAPS/MALS program increased by two contract students, while the MSM program decreased by two contract when compared to the first quarter.

At the end of the second quarter, there were 79 new enrollments YTD. This was 17 more than in the previous YTD count at the end of the second quarter. Among traditional students, the majority of the YTD increase in new enrollments was due to the 25 new enrollments in the MSN degree program. Compared to last year the YTD count of new enrollments in the MSM degree program also increased by 4. For the MALS/MAPS and MSHRM degree programs, there was a decrease (by 4 and 10, respectively) in the number of traditional new enrollments when compared to the YTD counts at the end of the second quarter last year. Among contract students,

there were increases of two students in the YTD counts for the MALS/MAPS and MSM programs.

### *Continuing Enrollments*

There were 134 continuing enrollments during the second quarter, which represents a significant increase from the first quarter's count. All degree programs experienced an increase in the number of continuing enrollments. However, this increase is largely explained by a data correction made in November to more accurately present the data from prior months.

Year-To-Date, at the end of the second quarter there were 172 continuing enrollments in the graduate program, up by 14 when compared to last year's YTD count. Among traditional students, the YTD counts for all degree programs increased when compared to last year. Among contract students, the counts for the MALS/MAPS degree program each decreased by three when compared to last year's YTD. The counts for the MSM program increased by two when compared to last year.

### *Degrees Awarded*

There were 22 degrees awarded during the second quarter; two fewer than were awarded during the first quarter. One more degree was awarded in the MALS/MAPS program; one fewer degree was awarded in the MSHRM program; and two fewer were awarded in the MSM program. There were no degrees awarded in the MSN program, since this program has been running only a short time.

At the end of the second quarter, the YTD number of degrees awarded was 46, eight more than were awarded YTD at the end of the second quarter last year. All degree programs had an increase in the number of degrees awarded when compared to last year.

## Resignations

The following staff resigned from the College:

Craig Wilson	-	Office of Admissions
Janice Toliver	-	Office of ADA & Employee Relations
Lucille Bielawski	-	Office of Learner Services
Paula Witcher	-	Office of Military Affairs
Paulina Goldman	-	John S. Watson Institute for Public Policy
Steven Outten	-	Mailroom Operations Center
Jean Kelsey	-	Office of Admissions
Judith Krom	-	Heavin School of Social and Behavioral Sciences
Lois Richardson	-	School of Arts & Sciences

The following staff resigned from the New Jersey State Library:

Bonnie Kunzel	-	NJ State Library
Frances Radosti	-	NJ State Library
Karen Zucker	-	Library for the Blind and Handicapped