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M E M O R A N D U M  
June 9, 1989

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

Budget Crisis

The growing shortfall in anticipated state revenues has created a crisis which is dominating all other considerations. What was projected in the spring to be a \$250 million problem is now anticipated to be a \$500-700 million problem. Virtually all scenarios under consideration by the various parties controlling public policy anticipate major reductions in the current level of state support next year. As of this date, there is great uncertainty as to the level of state support that the College can anticipate next year. However, I think it reasonable to anticipate that we will be subject to further reductions than those contained in the Governor's requested budget for FY '90. While we have been playing with various "what if" scenarios, it is virtually impossible to prepare meaningful responses until we have more definitive numbers on which to plan.

You will recall that I had anticipated presenting you with a long-range planning document at this meeting of the Board. However, because of the uncertainty and potentially serious consequences occasioned by a cut in state support, I am deferring this presentation until the annual meeting in September. It is simply impossible to think long-term within the context of a fiscal environment that is this unstable.

Our funding requirements are well-known to the leadership of the Legislative and Executive branches, and, in my view, there is both support and sympathy for our position. However, I think it unlikely that we will get through this crisis without further reduction. Any further reduction would be hurtful; significant reductions could be quite serious.

I do not believe that there will be meaningful progress in assembling a budget until after the primary on June 7. A great many decisions and issues will have to be resolved between then and the end of the month when the Constitution requires the approval of a balanced state budget. My speculation is that there will be a combination of increased taxes and rather severe cuts to meet the shortfall. The situation is fluid. We are attempting to monitor it on an almost daily basis.

### Bid Waiver Updates

1. In March, 1989, the Board authorized a bid waiver for the College to purchase and contract for payroll and consulting services to implement Phase III of autonomy transition.

After careful review and screening of proposals, Control Data Business Management Services was selected as the most qualified firm to perform this service at an estimated cost of \$30,000 for the first year.

In addition, the College requested that Peat Marwick Main's Consultant Division assist in implementing the payroll project planning; in identifying functional requirements, conversion, training, policies, and procedures documentation; and in testing and certifying to the Board the College's readiness to assume full responsibility for payroll management by July 1, 1989. The estimated cost for this service is \$18,000.

2. The Board approved a bid waiver for production of the College's viewbook. A firm has been selected to print 50,000 copies for approximately \$22,628.

### FY 1991 Budget

The College's FY 1991 Budget Request to the Department of Higher Education totals \$7.5 million and includes \$1.4 million in program priority initiatives and \$505,000 for continuation of the CALL project.

### Satellite Downlink

Supports for the satellite downlink dish have been fabricated and installed. The dish antenna and supporting equipment will be installed and linked to operating stations in June. The total cost is approximately \$54,000.

### Space

We continue to be on schedule with space renovation and new facility efforts. The Kelsey Building exterior restoration and repair will go to bid in three to four weeks following final review. The cost of this project is estimated at \$602,210. Preliminary drawings and specifications for the brownstones (105-115 West State Street) are currently in the review and comment stage. The preliminary cost estimates are still being developed, but the budget projection is approximately \$1.2 million. The Historical Commission will review for approval in July, and the Treasurer has requested a presentation in July. A full scale model of the 105-115 project will be available after July 20, 1989. The Hanover Street facilities are still pending. A preliminary estimate of \$800,000 for renovations and \$400,000 for data processing equipment has been developed.

### Credit Line

The College's line of credit from The National State Bank has been increased from \$250,000 to \$500,000 based on the College's financial results and audit. The College is authorized to borrow up to \$100,000 unsecured.

### Management Information Systems

The College's MIS department received approval from OTIS for data networking installation at 105-115 West State, and developed methodology to distribute signals over FASTLAN.

### Book Store

The College's book store vendor, Specialty Books, has provided required publications, video, and supporting materials to approximately 1,100 students at a value of \$100,000.

### Nursing

The Bachelor of Science in Nursing program was reaccredited for an additional four years by the New Jersey Board of Nursing. The Clinical Performance in Nursing Examination is scheduled for Mercer Medical Center on June 5-11, 1989. This will conclude the implementation plan for bringing the test sites to New Jersey.

### Name Changes

Periodically, the College has reviewed, revised, and/or reorganized specific office functions effected by growth and expansion. You may recall one such major change in 1983 when prior learning assessment functions were separated from academic advisement functions; hence, the new Office of Prior Learning Assessment.

More recently, changes were made within the Public Relations and Publications Office to accommodate the expanded focus.

Three offices have just completed a review and/or reorganization resulting in name changes, and in one case, changes in functions.

Center for Corporate and Public Partnerships. The Center's name has been changed to better reflect the types of organizations that join with the College to serve adult learners. Because many government agencies--particularly state agencies--are counted among the Center's clients, the word "public" has been added, and the new name is now the Center for Corporate and Public Partnerships.

The Center for Directed Independent Adult Learning (DIAL). Formerly the Center for Learning through Telecommunications, this name change clearly reflects the broader services available through this office. Learning through telecommunications is only one of the learning options offered through the Center which includes print-based Guided Study, print and video Guided Study, and Guided Study on CALL.

The Office of Testing and Assessment. Formerly the office of Prior Learning Assessment, this office has assumed all testing and assessment functions including TECEP and CLEP administrations. Test Development and Research remains a separate office.

#### The Office of Testing and Assessment

Portfolio Registrations. The number of portfolio registrations has continued to increase (31% increase) throughout FY 1989. To date, the office has processed 273 registrations as compared to 208 for all of FY 1988.

National Institute. Plans for The National Institute on the Assessment of Experiential Learning are progressing. Edison has recommended five of its faculty consultants to receive scholarships for the July 16-20 Institute.

Appointment to Accreditation Team. Dr. Debra Dagavarian has been appointed by the Commission on Institutions of Higher Education, New England Association of Schools and Colleges, to serve on an evaluation team for Springfield College this coming October.

#### Center For Directed Independent Adult Learning

Guided Study. The summer semester of the Guided Study Program began on May 8, 1989 with a course-equivalent enrollment of 259 (as of 4/30) in twenty courses. Courses offered included six humanities, nine social science, three business and management, and two science/mathematics courses.

The joint Middle East course development project between Princeton University's Dr. Carl Brown, Chair of the Middle East Studies Program; the Open Learning Institute, British Columbia, Canada; and the International University Consortium is continuing. The core curriculum is being written by Dr. Brown, and Dr. Cleveland of the Open Learning Institute, while an Edison consultant, Dr. David Sconyers, has been selected to write the major part of the curriculum. It is anticipated that the curriculum will be completed by the end of the summer and that the course will be available for the spring, 1990 semester.

Guided Study on CALL. The Center continued to work with the MIS staff on the refinement of the telecommunications software. It is anticipated that the conferencing system will be completed by early summer so that training of faculty mentors can begin. With the completion of their training, the mentors will begin to develop and adapt courses for the fall semester. During this semester, the last of the pilot phases should be completed. Enrollment for the general student body is anticipated for the spring, 1990 semester.

The Center is now connected to MIX (McGraw Information Exchange) which is an international computer conferencing system for educators. By connecting with such a group, the Center is able to explore telecommunication-based education with other educators as well as to have an electronic communication system for informing telecommunicators about CALL. Initial response has been positive; MIX is a user-friendly system with a large number of conferences dealing with "electronic education."

#### Office of Test Development and Research

TECEP Volume. From July, 1988 through April of this year, 1,159 TECEP's were taken, compared to 1,006 for the same period the previous year. This is an increase of 15%.

TECEP Revisions. Revisions on 27 exams were initiated during this period, and one completely new exam, Introduction to Human Services, is under development.

Challenge Grant: Computer Adaptive Exams. Draft adaptive examinations for five new examinations have been placed online along with BASIC (TECEP). The exams are: Introduction to Data Processing (TECEP), Introduction to Statistics (TECEP), The Management Process (TECEP), Principles of Finance (TECEP), and Business Mathematics (DANTES). Validation data for exam revisions are being collected.

A draft adaptive exam for Introduction to Operations Management has been developed and is being input into the system. Arrangements have been made for the adaptive exams to be available on diskettes for data gathering, in addition to online connection to NJECN. Data on the draft adaptive exams are being collected at monthly TECEP administrations and by special arrangement.

#### Registrar's Office

Computerization of the Evaluation Process. During the year all first time evaluations were completed on the computer. To date, approximately 3,000 first time evaluations are in the electronic evaluation file and another 3,000 continuing students (and recent graduates) are available through the computer evaluation data base.

All outgoing Edison transcripts are computer generated. Exceptions are "old" transcripts for graduates prior to the current system.

Graduation Totals. The number of graduates for FY 1989 totaled 539. This was an increase of 19% over last year's total of 454. Three year totals are: FY 1989 - 539; FY 1988 - 454; FY 1987 - 380.

### Academic Programs

Appointments to External Councils. Theresa Bowman, Senior Program Advisor, has been appointed to serve on the National Advisory Council for the Development of Professional Standards for Emergency Managers. This Council reports to the National Coordinating Council on Emergency Management. The Council recently met at FEMA Training Institute, Emmitsburg, Maryland.

Pat Jackson, Senior Program Advisor, was appointed to serve on the Advisory Committee for the Radiation Therapy Technology Program at Gwynedd-Mercy College in Gwynedd Valley, Pennsylvania.

Dottie Sconyers, Senior Program Advisor, is a workshop leader for the CAEL program on Returning to Learning. Ms. Sconyers recently presented a workshop to employees of Bell Telephone of Pennsylvania.

Dr. Ruth McKeefery, Dean of Academic Programs, has been reappointed to represent Edison State College on the Board of Trustees for the Southern New Jersey Technology Consortium. Dr. McKeefery will continue to chair the Education Committee. The June issue of the Consortium news bulletin, "The Consortium Uplink," will be a special education issue. Articles from the 13 participating colleges will highlight what each is doing for business and corporations in the eight southern counties of New Jersey.

Advisement Phone Center. The Advisement Center has installed an extended telephone system that provides four phone lines with a total of 16 contact hours for student access. The system can be extended from the present complex with 4 phones to 5 complexes, each with 6 phones. This will allow for expansion of the Center in the future. The system also provides for computer analysis of incoming calls: number of calls received, lost calls, total number of calls on "hold" before getting access, percentage of time each phone line was in use, and average length of calls.

Program Planning Video. Thomas Eklund is working with the AETNA Corporation on the development of a program planning video for newly enrolled students. The video will emphasize using the Program Planning Handbook, working with an Edison Advisor, and completing a Program Plan.

### Office of Development

Workshops. Recent highlights of the Development Office include follow-up activities to the development program assessment made in 1988 by the Donald A. Campbell & Company, Inc.

The first of a series of Board Development Workshops was held on March 28, 1989, for Foundation Directors. This three and one-half hour session was followed by a second session on May 23rd. Each workshop in the series includes a "Know the College" presentation by leaders of campus programs. The March meeting featured the "Electronic College" concept. The May meeting featured a look at the Center for Corporate Partnerships.

The Workshop outline includes topics such as: Board of Directors' Qualifications and Responsibilities; Working Effectively Together as Staff and Board; Donor Cultivation and Solicitation—The Role as a Volunteer; Ways of Structuring a Charitable Gift; and Prospecting and Rating Donors (Identifying Strategies).

**Grants.** The Hyde and Watson Foundation has recommended a two-year grant of \$25,000 be awarded to the College for the development of a downlink satellite at the College. This first gift on this special project will serve as leverage for approval from other sources to help us in this electronic ground-breaking project. Norma Horton, Alumni Association President, played a key role in our receiving this important grant. She developed the contact with the Foundation, and she represented the College every step of the way.

An on-going grant of \$1,250 has been received recently from New Jersey Bell for continuance of their restricted scholarship fund here at the College. New Jersey Bell has made this grant for six consecutive years.

#### Office of Veterans' Affairs

The recently established Veterans' Affairs Office had its first visitation from the Veterans' Administration. The representative approved the Edison certification procedure that would enable veterans enrolled in Guided Study courses to receive benefits. In addition to the certifying process, the Office of Veterans' Affairs is responsible for monitoring the academic progress of enrolled veterans.

#### Office of Financial Aid

As of May 1, 1989, 1,290 financial aid applications were mailed to prospective and enrolled students; 804 students received financial aid advisement by telephone. Thirty-two (32) students were awarded \$9,251 in aid.

#### Office of Admissions

The Admissions Office is cooperating with representatives from the Department of the Treasury in planning the Second Annual Treasury Department Educational Fair to be held June 7, 1989. The first event of this type was held last year, and it was quite successful with over 1,500 state employees attending. We have again been asked to assist due to our experience with this type of event.

### Center for Corporate and Public Partnerships

Major activities mark the expansion of Center activities beyond New Jersey boundaries. A proposal to Omaha Public Power was accepted, and the College will begin working with the company to help their employees complete college degrees. This activity extends the Center's partnership with the utility industry. A proposal to orient employees to Edison State College services was presented to Ameritech, Inc, the Detroit-based publisher of the yellow pages. The Center is proceeding with caution on out-of-state activities to assure that appropriate quality can be maintained.

I wish to recognize Dr. Donald Trotter, manager of AT&T's Executive Development Program. Dr. Trotter, a long-time advocate for Center services, has been appointed to the American Council on Education's Commission on Educational Credit and Credentials. The Commission advises ACE on ways to "foster and operate programs to establish credit equivalencies among educational alternatives." Dr. Trotter has also been selected to participate on a task force of the American Assembly of Collegiate Schools of Business (AACSB), the organization that accredits business schools.

### Office of Communications and College Relations

"Opening Doors" Video. We have had an overwhelmingly favorable response to the video, "Opening Doors." The video was awarded a silver medal in the "Video Features for Recruitment" category in the prestigious Council for the Advancement and Support of Education (CASE) Recognition Program awards.

Community Outreach. The Office continues to expand its outreach efforts to various groups. This quarter included meetings with local and out-of-state veterans and Hispanic groups. Idalie Munoz recently attended the Seventh Annual National Hispanic Media Conference held in San Juan, Puerto Rico during which she was reelected to a third term as co-chair of the National Federation of Hispanics in Communications. While in San Juan, she also held meetings with representatives of several Vietnam veterans groups to acquaint them with Edison's services for veterans.

### Office of Alumni Affairs

Alumni Phonathon. One-hundred six (106) alumni, students, and staff joined together to surpass the 1989 Alumni Phonathon goal of \$55,000. As of this writing, the total is \$55,600 and counting. Under the leadership of Alumni Association President Norma Horton, the Alumni Leadership Circle (comprised of the 21 members of the Board of Directors) launched the Phonathon with 100% in pledges totalling more than 10% of the goal. With more alumni involved on the Board, more are taking an active interest in providing leadership for this major fund-raising event.



Edison Weekend. Building on the success of the two previous Edison weekends, the Alumni Association decided to plan a full weekend away instead of the usual one-day event. Sixty-two (62) alumni, students, staff, and guests spent the April 28-30 weekend at Kutsher's Country Club in Monticello, New York. By lunchtime on Sunday, April 30, they were experiencing what happened in 1986 and 1988: a reluctance to leave! Sample comment: Edison people are so friendly!

#### Outcomes Assessment Update

The Outcomes Assessment program has continued to build on the findings, recommendations, and new objectives identified in the annual outcomes assessment report last September. Two activities of note are the student empowerment survey project contracted to The Gallup Organization through FY 1988 carry forward funds and the work of the Curriculum and Student Learning Outcomes work group related to learning outcomes objectives for Edison students.

The Gallup study involves surveys of five categories of students and prospective students and tests the extent to which the standard printed communications identified last year are meeting their objectives. The project has a completion date of June 15, 1989. All of the questionnaire design and surveying was completed in April, and four of the five reports have been received in draft form as of this writing.

Initial analysis indicates that the project is very successful. The results allow the College to discriminate between publications that work well, those that need minor corrections, and those in need of revision. Potential changes in institutional practices can also be inferred from the results received.

Two committees comprised of Edison staff and consulting faculty have been working on the identification of desired learning outcomes, on criteria for measuring their attainment, and on the development of instruments to test the appropriateness of the curriculum to the outcomes. Both committees, reviewing general education and the specialization or concentration respectively, are near the completion of identifying criteria and will soon begin work on developing instruments. One high enrollment concentration or specialization from each of Edison's four largest baccalaureate degree programs was selected for review this year.

Detailed accounts of both of these projects as well as of the work of the other work groups involved in outcomes assessment will be contained in the annual outcomes assessment report in September, 1989.

#### Resignations

There has been one resignation during this quarter:

Kevin Onderdonk - Personnel Office