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MEMORANDUM

June 6, 2008

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

School of Applied Science and Technology

Curriculum

The School initiated a review of the BSAST Nuclear Engineering Technology degree program in preparation for accreditation by the Accreditation Board for Engineering and Technology (ABET). Modifications were also made to the BSAST Energy Utility Technology area of study to (1) align this curriculum with New Jersey's energy master plan by adding courses on alternative energy sources and energy efficiency; and (2) increase transferability for EPCE – CAEL partners. The School collaborated with the offices of Military Education and Corporate-Higher Education to create an academic review process in Respiratory Care for the Department of Defense at Fort Sam Houston. As a result of an agreement established under the aegis of the Office of Corporate-Higher Education, curricula were developed for an ASAST Kitchen and Bath Design degree and a BSAST Kitchen and Bath Design degree. Collaboration with the Office of Strategic Partnerships has resulted in the National Kitchen and Bath Association signing a Corporate Choice agreement such that the association's members may enroll in either of these degree programs.

Partnerships

The School updated its joint-degree agreement with the University of Medicine and Dentistry to establish a single point of contact within Learner Services for such services as transfer, graduation, program additions, and payment. Also undertaken was the extension of an agreement with the Energy Providers Coalition for Educators and the Council for Adult Experiential Learning.

Marketing

Marketing events for the Energy Utility Technology degree were held at PSE&G's Moorestown sub-headquarters, at the Technical Training Center, and in the Lawrenceville office. Other marketing events were held for the Aviation program at Mercer County Community College; for Allied Health programs at Ho-Ho-Kus Technical Schools; and for the Radiation Therapy program at Hartford Hospital and Capital Health Systems.

Heavin School of Arts and Sciences

Curriculum

Enrollment continued to grow in the new Master of Arts in Educational Leadership degree program. Two more courses for this degree program will be offered for the first time in July. School staff also participated in the Teacher Education Accreditation Council (TEAC) Inquiry Brief Workshop in Newark, Delaware, to prepare for the submission of our pre-candidacy application for accreditation of this program. The self-study report is scheduled for completion in November of 2008, with a site visit in the spring of 2009. Another new degree program, the Bachelor of Science with an area of study in Homeland Security and Emergency Preparedness was approved by the Academic Council in February. The next steps in the approval process are now underway.

An undergraduate liberal arts capstone course was approved by the Heavin curriculum committee. The course allows students to pursue a liberal arts topic in depth while interacting with other Heavin School students across disciplines and thereby demonstrate achievement of competencies articulated in the learning outcomes for a liberal arts degree. Work also continued on the Bachelor of Arts Degree Review. Three subcommittees focusing on natural science/math, humanities, and social science, respectively, are working to establish area-of-study learning outcomes.

In efforts to establish an objective assessment of the achievement of programmatic and institutional objectives we have adopted the ETS Measure of Academic Proficiency and Progress test for use with students. This standardized test will be used to establish accurate benchmarks of achievement for our Bachelor of Arts and Bachelor of Science in Human Services programs. Over 50 Heavin School graduates have completed this assessment so far this year.

Partnerships

Working with the Office of Strategic Partnerships, the Heavin School reestablished an agreement with the American Montessori Society. Under the agreement, students completing Montessori Society courses will be able to transfer them to fulfill requirements for a Bachelor of Arts Program in Liberal Studies.

Marketing

The targeted marketing campaign continued through the third quarter and focused on law enforcement personnel. Ads are now running in local and national law enforcement publications. School staff attended the New Jersey Fraternal Order of Police Conference and launched a pilot initiative aimed at law enforcement personnel and potential law enforcement students from five selected community colleges.

Targeted marketing continued for the Heavin School graduate programs, as well. The School hosted three Master of Arts in Educational Leadership information sessions for teachers in Morris, Mercer, and Burlington counties. An additional information session is scheduled at the New Jersey Principals' and Supervisors' Association later this year. School staff also attended the Association for Supervision and Curriculum Development's national conference in March in New Orleans, Louisiana.

School of Business and Management

Curriculum

The School of Business and Management was accepted for membership in the Association of Collegiate Business Schools and Programs, an accreditation organization for business schools. Membership in this organization is the first step toward gaining accreditation for the School of Business and Management. The School has also joined the Northeastern Association of Graduate Schools.

The School is now offering its new Bachelor of Science in Organizational Leadership degree program, and 14 students enrolled in the Foundations of Leadership course during the quarter. The Master of Science in Human Resources Management program revision was also approved by the Academic Council. The number of core credits has been increased to strengthen the academic integrity of the program. New courses have been developed or are in development for other graduate programs: Vision, Leadership and Strategy will be offered in the July 2008 term; Leading Change in Complex Organizations will be offered in the July 2008 term; Project Leadership and Communication will be offered in the July 2008 term; and Project Management was first offered in April 2008.

The Diversity in the Curriculum Committee developed a survey for both undergraduate and graduate mentors and students in all Business and Management course sections offered in April

2008. Once data are collected, the Committee will prepare a report to determine the degree of diversity in the undergraduate and graduate business and management courses.

Partnerships

A pilot project was put in place to facilitate transfer to Thomas Edison State College from five community colleges: Burlington, Camden, Mercer, Middlesex, and Ocean. Staff also met to discuss partnership agreements with representatives from the following organizations: Center for Financial Training, Cranford, New Jersey; WithumSmith+Brown, a Professional Corporation, Certified Public Accountants and Consultants; and the Hispanic Policy, Research, and Development unit of New Jersey Department of Community Affairs, Trenton, New Jersey.

Marketing

A presentation was made at Essex County College in Newark to recruit students for the Master of Science in Management and Human Resources Management programs. Staff also met with Princeton Partners advertising firm to discuss marketing efforts for the School of Business and Management. New marketing tri-folds were developed for the BS in Organizational Leadership and for the MSM/MSHRM degree programs.

Publications

The dean was appointed to the editorial board of the *Journal of Applied Management and Entrepreneurship*. Dean Santora also co-authored a paper, "Defining and measuring servant leadership behavior in organizations," that was published in the March 2008 issue of *Journal of Management Studies*, one of the leading management journals in the world. In other activity as a co-author, the dean had a paper "Executive Succession in Nonprofit Organization," accepted for presentation with James C. Sarros (Monash University, Australia) and Brian Cooper (Monash University, Australia) at the conference of the International Society for Third-Sector Research and the EMES European Research Network, in Barcelona, Spain.

School of Nursing

Curriculum

Monthly curriculum sub-committee meetings were held to review the congruence of BSN and MSN outcomes with course objectives, assignments, books and discussion questions. Work-groups for each CCNE standard were also established and are proceeding in preparation for the CCNE accreditation of the MSN program.

Partnerships

Enrolled students from Capital Health System now number 95, and three Capital Health System students graduated during the quarter. There are 30 students enrolled from St. Francis Medical Center, compared to 25 last quarter. There are 50 students from Virtua. The third quarter saw focused outreach at Virtua, including visits with staff and executives. Discussions also were

held with the dean at Helene Fuld School of Nursing regarding compatibility of the College's RN-to-BSN curriculum with their new curriculum.

Marketing

School of Nursing staff made 13 individual recruitment trips, as well as trips to two national events. A total of 14 ads were placed in publications for nurses. Four recruitment ads appeared in nursing convention programs and four ads in regional issues of *Advance for Nurses and Nursing Spectrum*. Ads also appeared in program booklets distributed at the NJSNA Nursing Convention, *New Jersey Nurse Magazine*, and in two editions of the *Voice of Nursing Leadership*, published by the American Organization of Nurse Executives. Arrangements were also made for two literature distributions at the Kentucky Nurses' Association, and the Vermont Organization of Nurse Leaders. Finally, the School of Nursing was listed on www.allnursingschools.com in January with plans to continue that listing through June.

Honors and Publications

Dean Susan O'Brien was awarded the C.A.R.E.S. Award for Excellence in Education by the New Jersey State Nurses' Association. And an article entitled, "Innovative Thinking: School of Nursing at Thomas Edison State College Uses Distance Learning to Expose Students to Accomplished Minority Faculty," by Susan O'Brien, Louise Riley, and Jovita Solomon-Duarte was published by *Advance for Nurses*, as its leading feature.

Grants

To date, forty-eight minority nurse educators have completed the 32-week Certificate in Distance Education Program as part of the Health Resources and Services Administration grant. Thirteen minority nurse educators have now successfully completed all components of the program, and their names will be included in the directory and database of those certified in the distance education program. An additional six completed their mentored teaching in March and are awaiting student and mentor evaluations. Six more are teaching for the March 2008 term.

The third Annual Lectureship, "Thomas Edison State College School of Nursing's Minority Nurse Educator Program: Meeting Challenges, Celebrating Success," is scheduled for October 2008. Speakers have been invited and contracts are being finalized.

John S. Watson School of Public Service

Curriculum

The Watson School collaborated with DIAL to develop courses for an Executive Master's degree program in Public Service. Other development activities included programmatic design, identification of curriculum committee members, developing partnership agreements, and developing plans for an International Public Service program agreement with the University of South

Africa (UNISA). The latter is being developed in collaboration with colleagues at UNISA. A delegation from UNISA will be at the College in July to engage in further planning.

Partnerships

The Watson School formalized its partnerships with the New Jersey Urban Mayors' Association, the New Jersey League of Municipalities, and the New Jersey Conference of Mayors to facilitate the offering of an Executive Master's degree program in Public Service Administration and Leadership. The Watson School also continued work with the Office of Development to create an endowment for the Watson School. Development activities include fundraising for course development, scholarships, and direct operational funds for the School. Individual donor support, philanthropic support, and corporate support are being pursued as a part of the overall strategy to meet the financial needs of the Watson School. Watson School staff also worked with the Offices of Marketing and Communications to develop marketing materials and vending platforms for the New Jersey League of Municipalities Annual Conference.

School of Professional and Continuing Studies

Contract training has now been launched for Linux certification. A 50-hour, online Linux Self-Study course has been reviewed and approved by the Linux Professional Institute. LPIC certification is considered the industry standard worldwide for Linux technicians. The LPIC certification contract training project with Fort Meade, in Maryland, was offered and was successful.

Center for Directed Independent Adult Learning (DIAL)

Instructional Design

A total of nine new courses were completed during the past quarter. Sixteen courses have been revised, one exam was revised, and four new exams were completed. In other development and revision activity, the Office of Learning Assessment converted 13 math/science online exams to a pool-based objective format. The Office also began building final exam assessments for online delivery.

A new student-satisfaction survey was administered to all students in general population, centralized tuition assistance management (CTAM), and eArmyU courses this quarter. Quality control checks and remediation as a result of survey findings have been effective. A report based on the September 2007 semester was completed and submitted to the Director of Instructional Design and the Vice Provost, and copies were requested by the deans. Between 1,100 and 1,500 surveys have been delivered every month through December 2007, with response rates ranging from about 35 percent to 45 percent overall, an improvement over the previous 20-percent response.

Work continued on providing for the assessment of institutional outcomes in courses and on assessing programmatic outcomes with the School of Business and Management. A LCO (Learning Contract Option) model was developed, and a pilot begun with School of Applied Science and Technology. Work also continued with deans and others to develop a mentor-training course to be completed by July 1, 2008. A second module has been added to this course and consists of Blackboard tasks and tutorials in Captivate.

The National Institute on the Assessment of Experiential Learning

The 20th National Institute on the Assessment of Experiential Learning will be held at the Nassau Inn in Princeton on June 19-20, 2008. A pre-Institute Forum, "Assessing Learning at a Distance: Lessons Learned," is also planned for June 18, 2008. Announcements, calls for papers, registration information, and program information for both events have been disseminated and posted on the College Web site. The College's Marketing Department is coordinating many of the tasks with respect to logistics and promotion of the events.

Learning Outcomes Assessment

The Learning Outcomes Committee purchased an institutional Waypoint software license and had preliminary training. Waypoint is an integrative software system that allows for embedded item analysis to measure achievement of learning outcomes in the College's online courses. English Composition (ENC-102) has been designated the pilot course for the assessment of the "Communications" learning outcome. A content expert has been hired to create the assessment rubric.

In addition, the ETS e-rater software, Criterion, has been assessed by a content expert for equivalency between its measurable outcomes and the College's institutional outcomes. The review concluded that Criterion does measure two institutional "communications" learning outcomes. A retrospective analysis of these two outcomes will be pilot tested in six of the College's online courses

Providing Students with Services

Significant events for the Office of Learner Services this quarter were the establishment of the Office of Learner Support and the creation of a stand-alone office for the coordination of compliance with the Americans with Disabilities Act (ADA). The Assistant Vice Provost of Learner Support will assume oversight of the Office of Learner Support which will include the Admissions/Information Center, Academic Advising office, and Financial Aid/Veterans' Affairs office.

Office of Learner Support

Admissions/Information Center

The Office of Admissions/Information Center's total call volume for FY 2008 is running five percent ahead of last year's. To date, the Information Center calls have totaled 67,104 for this fiscal year compared to 64,199 for last year.

The Information Center also received 7,544 requests for materials via e-mail, the College's Web site, e-learner, telephone calls, voice mail, and United States mail. Of that total, 3,505 were for copies of the *Undergraduate Prospectus* and 742 were for the *Graduate Prospectus*. This is up significantly from the previous quarter, when there were 5,465 requests for materials

There were five Information Sessions (formerly called College Days) held during the quarter. Two were held at the College, and three at other locations in New Jersey. A total of 281 prospective students were in attendance for these events. Of the attendees, 50 applied to the College, and 14 have enrolled.

Academic Advisement

During the third quarter Advisement Center staff made a transition to the new Parature student communication system; fully implemented the e-mail distribution project, saving the college thousands of dollars and person hours; began a phone-appointment process for applicants; and developed a new Advisement Center hotline schedule that allows us to extend the hours of access through 6:00 pm, Monday through Thursday.

The number of student appointments completed for the quarter (1,151) was 10 percent higher than that for the third quarter of FY 2007. Furthermore, on average, a student needed to wait fewer than two days to meet with an advisor, five days fewer than the College's established benchmark of a seven-day wait period.

Financial Aid and Veterans' Affairs

Strong increases continued in the number of students using financial aid to pay for tuition and fees (1,643 paid registrants as of March 2008 versus 1,466 in March 2007, a 12- percent increase).

There was an even larger percentage increase in the amount of funds disbursed (\$6.1 million as of March 2008, compared to \$4.5 million in March of 2007, a 36 percent increase).

Office of the Registrar

During this quarter 512 graduates were awarded degrees. A total of 16.6 percent of the degrees awarded were associate's degrees, 80.5 percent were baccalaureate degrees, and 2.9 percent were master's degrees. A total of 31.6 percent of the graduates were enrolled at Thomas Edison State College for two years or fewer before being awarded a degree.

First-time transcript evaluations for the third quarter of FY 2008 numbered 2,694. This is a significant increase over last quarter's total of 1,880. Update evaluations completed numbered 1,778. Thomas Edison State College is also the certifying agent for the New Jersey State Professional Librarian Certificates. During this quarter, 34 certificates were issued by the office.

The Registrar's staff completed the first 120 transcript templates to be used with the new Transcript Reader software. A gradual implementation of Transcript Reader will take place over the next quarter. Finally, Datatel completed the modifications to the new custom transcript designed to accommodate the new suite of grade- point-average policies.

Supporting Students and Clients via Constituent Partnerships

Center for Academic Program Review

The transition to a new relationship with ACE has been completed, and the College's responsibility for managing that relationship has been moved to the Office of Strategic Partnerships, and placed in a sub-unit, the Center for Academic Program Review. Throughout the third quarter, the Center has had contact with 46 organizations to discuss ACE issues or Academic Program Reviews (APR) partnerships with the College.

An APR for the National Kitchen and Bath Association (NKBA) was completed, and internal presentations to introduce APR to relevant College staff were conducted. The results of the NKBA review yielded 99 college credits recommended for NKBA's six certifications/exams. This review presented an opportunity for the College to formulate an articulation agreement with NKBA and the School of Applied Science and Technology, resulting in a new area of study, Kitchen and Bath Design.

Meetings with the New Jersey Department of Labor and Workforce Development were also held to discuss developing plans to have various apprenticeship programs reviewed by the College. Center for Academic Program Review staff also worked with the deans to create a priority list of licenses, certificates, and courses for academic review.

Office of Military Education

There was an overall increase in new applications from the military personnel for the third quarter, compared to the second quarter of FY 2008. Although the application status fluctuates across the different branches of the military, this quarter's 21-percent overall increase has been driven by the Army and Navy. For the Navy, these figures may reflect a recent change in Navy policy. In 2007, the Navy denied tuition assistance to sailors in their last year of service. However, that policy was recently reversed, and Navy enrollments are once again increasing. Specific information on numbers of military enrollments for all branches of service is presented at the end of the section of this report headed "Assuring Quality through Planning and Research."

The Office of Military Education is currently reviewing its practices related to student recruitment, services, and quality of interactions. Identified gaps in service will be addressed with the appropriate offices and College staff.

Office of Strategic Partnerships

The enrollment management program for United Parcel Service (UPS) employees continued. E-mail outreach was made to 250 UPS employees, and a conference call was held with the Human Resource managers at UPS offices in Nashville, Tennessee, and in Secaucus, New Jersey. The

program is designed to ensure that UPS students enroll in the College's courses and have a positive experience with College services. The College also provided input into the development of UPS's first-ever survey of employee satisfaction with the schools with which it has academic partnerships. During the quarter, representatives from UPS and the CFI Group met with College administrators to share the survey results. The College received the highest satisfaction scores among all participating institutions (including the University of Phoenix).

Discussions were held with the Leadership Development Director at JC Penney. He is in the process of creating a corporate university for the company. The company plans to have training courses offered by the corporate university evaluated for college credit. The College has offered to assist JC Penney with course development and evaluation of the courses for academic credit. Other meetings were held with potential corporate partners, including L'Oreal and WithumSmith+Brown (a CPA firm). Finally, a meeting was held with the Corporate College Services (CCS) team to discuss the College's new Academic Program Review process. The meeting included conversations about the possibility of working with CCS to meet with staff from their clients' organizations (BMW, Prudential, Subaru) to discuss the College's Corporate Choice Program.

In other activity during the quarter, the College was represented at two PSE&G Wellness Fairs held in Lawrenceville and Moorestown, New Jersey; staff met with the Director of Training, New Jersey Motor Vehicle Commission and other interested employees to answer questions about the College; a presentation was made to employees at the New Jersey Department of Treasury; the College was represented at the Curves Regional Conference held in Minneapolis, Minnesota; a meeting was held with the Executive Director of the New Jersey Society of Certified Public Accountants to discuss the upcoming National Association of Black Accountants (NABA) conference; and College staff participated in Merrill Lynch's Education Fair in Howell, New Jersey and the Horizon Blue Cross Blue Shield Education Fair in Wall, New Jersey.

The John S. Watson Institute for Public Policy

The Center for the Positive Development of Urban Children

Institute staff conducted final site visits at the ten centers participating in the New Jersey Cultural Competency and English Language Learners Summer Institute and wrote a report, *Threads of Cultures: The New Jersey Cultural Competency and English Language Learners Summer Institute* that evaluated the efficacy of the model. In other developments during the quarter, staff worked with the New Jersey Child Care Economic Impact Council and the New Jersey League of Municipalities to initiate an online conversation with mayors and municipal leaders about the link between economic development and the child care industry. And the Institute was recognized for supporting and the New Jersey Infant/Toddler Credential, launched at the annual state conference of the New Jersey Coalition for Infant/Toddler Educators in March.

The Center for Health Policy Development

New Jersey Health Information Security and Privacy Collaboration

During this quarter Institute staff continued to assist the state Department of Banking and Insurance (DOBI) in research and document development for implementation of Phase III of a federally funded \$403,959 contract award for the period of January 1, 2008 – March 31, 2008. This is an extension of the \$349,242 federal contract initially awarded in May 2006. Phase III involves the Health Information Security and Privacy Collaboration (HISPC). The HISPC Inter-Organizational Agreements Collaborative will develop model cross-state agreements, including memoranda of understanding and data share agreements to permit participating states and territories, related departments and entities, and the providers within those states and territories to conduct information exchanges leading to inter-organizational agreements that can be replicated nationally and used to facilitate intra- and interstate communication. The project will involve Alaska, Guam, Iowa, New Jersey, North Carolina, Puerto Rico, and South Dakota.

New Jersey Health Information Technology Promotion Act

Institute staff contributed language for amendments to State Assembly Bill A-4044, known as the "New Jersey Health Information Technology Promotion Act," which was approved by the full State Senate and Assembly prior to the end of the legislative session on January 8, 2008. This bill was sent to the Governor, who signed it into law on January 13, 2008.

The law requires that the state support the establishment of an infrastructure for sharing electronic health information and records among healthcare facilities, healthcare professionals, public and private payers, and patients. The legislation's goals are to improve health care quality, and patient safety, streamline access to patient information, improve disease management, increase patient and provider satisfaction, reduce clinical and administrative costs, improve detection of fraud and abuse, and enhance public health emergency preparedness. This legislation is a major public policy initiative for New Jersey. For the first time it provides for the development of a statewide health information technology plan through a state commission and creates a new Office for the Development, Implementation, and Deployment of Electronic Health Information Technology in the state, which will be known as the Office for e-HIT.

The Center for Leadership Development

Leadership Trenton

The 2008 Fellows selected four issues as sustainable initiatives and formed working groups accordingly on (1) volunteerism, (2) education, (3) media, and (4) alumni affairs. The working groups will meet to lay the ground work for graduate Fellows and incoming Fellows to select a sustainable initiative on which to concentrate.

The January seminar focused on the role of the media, with a tour of the NJN Studios in Trenton, as well as on economic and community development. February's seminar focused on public safety, local government, and politics. The day included a discussion with Trenton Police officers, a site visit to Trenton City Hall and the State House, and a roundtable discussion with

Mercer County Executive, Brian Hughes. Criminal Justice was the focus of the March seminar, which included a site visit to the Mercer County Youth Detention Center and two afternoon panels on re-entry and immigration issues.

The Leadership Trenton application for the 2008-2009 program was mailed to graduate Fellows, current Fellows, board members, funders, and a targeted mailing list. The Board of Advisors Recruitment and Selection Committee will meet with staff in May to select the 2008-2009 Fellows. A grant request for \$50,000 was also submitted to the Princeton Area Community Foundation to support the 2008-2009 program year.

The Technical Assistance and Support Services Center

The Institute received a \$60,000 award from the NJ Department of State – Office of Faith Based Initiatives to provide technical assistance to 10 faith- and community-based organizations for the program period of March 1, 2008, to February 28, 2009.

The Center for the Urban Environment

Institute staff completed a first draft of a position paper for the Center and the New Jersey Environmental Justice Alliance (NJEJA) that presents an Environmental Justice Climate Change Policy for New Jersey. The draft was sent to environmental justice (EJ) advocates nationwide for comments. Staff also attended a meeting in California of national EJ advocates to begin the process of developing a national EJ climate change policy. Work continued on the establishment of an EJ lawyers' strategy group as well.

Institute staff made presentations at the Institute of Medicine of the National Academy of Sciences; an EJ class at the Harvard University Extension School; a Black History Celebration at the state Department of Environmental Protection (DEP); and the DEP EJ advisory Council. In addition, staff participated in a panel discussion at Harvard Law School and hosted a statewide meeting of NJEJA at the College.

Marketing and Positioning the College

Advertising

The College continued its work with the new Web site. Overall, site traffic increased more than 100 percent, from 1.1 to 2.2 million visits, when compared last year (pre site launch). This is due largely to the site redesign, and related marketing efforts. Landing pages were also developed to help drive Web site visitor conversions (i.e., visitors who submit requests for information forms) from search engines.

In late April, the College tested the new Web site at the headquarters of User Insight in Atlanta, Georgia. Testing consisted of one-on-one interviews with participants who matched those in the College's demographic profiles. Participants interacted with the site and then answered questions on ease of navigation and use, nomenclature and content, visual appeal, and graphic preferences. Information from this research will be used to improve the Web site.

The College continued its Search Engine Marketing for the identification of prospective students such that we increase the number of qualified inquirers and improve conversion rates from inquirer to applicant. Working with TMP Directional Marketing, the College refined its keyword buys as part of an ongoing strategy to best represent the College and its programmatic marketing initiatives to all potential students via the Internet.

In addition to the ongoing institutional marketing and advertising strategies, the College continued to develop "vertical" marketing strategies for specific programs in each of the schools in order to accelerate enrollment growth. Marketing plans were developed for the School of Business in the areas of Organizational Leadership and Human Resources Management during the quarter.

Public and Media Relations

The Office of Communications continued the implementation of the College's Communications Plan during the third quarter. Activities included targeted outreach to media and key external audiences; prospective students; and such key internal audiences as current students, alumni, supporters, and staff. The Office of Communications also worked with the Office of Development to redesign messaging for the Annual Fund that focuses on common factors that resonate with graduates.

During this quarter, the Office of Communications initiated the following publicity: "NJ Senate Honors College For Service to US Military"; "Thomas Edison State College Delivers for UPS"; "School of Business and Management Dean is Published Nationally"; "College Launches New Nurse Paralegal Certificate"; "2007 Graduate Named Adult Learner of the Year"; and "College President Nominated to the AASCU Board of Directors."

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

- Statewide television coverage on News 12 New Jersey and Comcast Newsmakers of the College's blended programs offered at McGuire Air Force Base, and designed to help U.S. forces better understand the places they are being deployed, and the people in those places.
- National and regional coverage of 2007 graduate Rolando Gorostiza's selection as the 2007 Adult Learner of the Year by the American Council on Education. The story was placed in the national trade magazine, *Happi*, as well as among features in the *Burlington County Times* and *Courier-Post*.
- National coverage of the College's new professional certificate program in Nurse Paralegal Studies on the industry Web site, Nursing.com, in *Nursing Spectrum*, and through a statewide brief picked up by Gannett New Jersey.
- Regional television coverage on Action News (WPVI-TV/6ABC) and newspaper coverage in the *Trenton Times* of the New Jersey Senate's resolution recognizing Thomas Edison State College for its service to the U.S. military.

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

- School Guide's annual publication and Web site (www.schoolguides.com)
- Princeton Review *RDS survey information*
- Peterson's *Graduate & Professional Programs Guide*
- GetEducated.com's *features for graduate/undergraduate programs*
- Chronicle of Higher Education's *Guidance Data Book*

Publications

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

- Thomas Edison State College: *Invention*, Winter 2008 issue
- Office of Strategic Partnerships: UPS tri-fold brochure
- School of Professional and Continuing Studies: *Law Office Technology* brochure and flier
- Thomas Edison State College: *Signals* (Winter 2008 issue)
- Thomas Edison State College: *Capital Campus staff newsletter* (February 2008 edition)
- National Institute on the Assessment of Experiential Learning: 2008 brochure and invitation
- School of Professional and Continuing Studies: *SmartDraw Legal Certificate Program* flier
- School of Professional and Continuing Studies: *Nurse Paralegal Certificate Program* brochure
- School of Professional and Continuing Studies: *CCME* flier
- School of Applied Science and Technology: *Kitchen and Bath Design* flier

- Thomas Edison State College Foundation: 2008 *Annual Fund* mailer
- Thomas Edison State College Foundation: 2008 *Golf Event* save-the-date postcard

Targeted Outreach

During this quarter, the Office of Communications worked with the staff in the College's schools to develop and execute detailed, program-specific communications plans.

In support of the Clinical Trials Management and Aviation programs offered by the School of Applied Science and Technology, the Office of Communications created materials and developed outreach campaigns for specific interest groups and professional-development conferences. The Office of Communications also assisted the Heavin School, completing a targeted mailing to the New Jersey State F.O.P. advertising the School's law enforcement programs, and coordinating information sessions on the Master of Arts in Educational Leadership program at several New Jersey community colleges. In assisting the School of Business and Management, brochures were created and sent to professional groups representing both CPAs and those working in nonprofit service agencies for the Accounting and the Organizational Leadership programs, respectively. And the Office worked with the School of Professional and Continuing Studies to promote its offerings in "Law Office Technology," "Nurse Paralegal Studies," and "Fitness, Health, and Wellness." Finally, in College-wide efforts, materials and mailing lists were developed and/or revised for the Corporate Choice program and for the campaign "Going Back to College."

E-mail Outreach

During this quarter, View (Open) rates for the College's electronic outreach vehicles for enrolled students averaged 26 percent, down approximately four percent from the previous quarter. Outreach included *Insights*, the e-newsletter for students; advisories concerning the network infrastructure upgrade completed during the third quarter; and information about expanded hours in the Advisement Center.

For the Admissions Marketing e-mail outreach campaign, View (Open) rates for Prospects were 15 percent, up one percent from the previous quarter; the View (Open) rate for Applicants was 31 percent, down five percent from the previous quarter. The average View (Open) rate for both categories in the campaign for the third quarter was 23 percent. While this rate is down two percent from the previous quarter, View (Open) rates in this campaign remained above the industry average (21 percent), indicating that the College's messages continue to be welcomed. Additional outreach to prospective students included *Perspective*, our e-newsletter for prospective students.

In addition to the Admissions Marketing e-mail campaign, the Offices of Communications and Admissions used the e-mail program to invite prospective students to five Information Sessions held at the College and elsewhere in New Jersey. The average View (Open) rate for these messages was approximately 10 percent, the same rate as in the previous quarter.

Alumni Affairs

Alumni Service

The Office of Alumni Affairs identified, cultivated, and trained 212 alumni ambassadors in various professional fields to promote the College to prospective students. This is an 11-percent increase over the previous quarter. In coordination with targeted marketing outreach, alumni outreach for this quarter concentrated on human resource managers, nurses, and those in the fields of nuclear energy, allied health, law enforcement, and accounting.

Since the College launched on *LinkedIn*, a student and alumni group on a business-oriented online network site, 1698 students and alumni have become registered users. Since the College established a presence on *Facebook*, 956 students and alumni have become registered users. We anticipate that these groups will foster lifelong connections among alumni and students through personal and professional networking opportunities.

Alumni Advocacy

The Office of Alumni Affairs, in conjunction with the Office of Development, continued to contact potential major donors and ambassadors for the College. Visits are made in geographic areas with the highest concentration of alumni throughout the country. During the third quarter, 21 face-to-face visits were conducted with alumni in New Jersey, Pennsylvania, New York, Maryland, Washington, DC, Puerto Rico, North Carolina, and California.

Development

The Thomas Edison State College Foundation

As of March 31, 2008, the end of its first quarter, the Foundation realized 10 percent, or \$34,163, in revenues against a budget of \$332,500. The Foundation expended 9 percent, or \$15,954, against the operating and events budget of \$188,500. These revenue and expense totals for the Foundation represent budgeted lines and do not include other revenues or disbursements.

The Foundation's combined fund balance totaled \$5,516,219 as of its first quarter, compared to \$5,401,940 for the same quarter last year. The Foundation's operating fund totaled \$455,026. The Endowment fund balance totaled \$3,644,073, and the Quasi-endowment fund balance was \$1,304,146. The Charitable Gift Annuity reserve fund totaled \$112,974. Current investments totaled \$5,427,640 at book value, compared to \$5,072,601 in FY 2007 at book value.

Major and Planned Gifts

During the past quarter two major donor prospects were visited, and the Development Office continued to identify potential major gift prospects. More names have been added to our tiered prospect list for cultivation and solicitation through 2010 and into 2011.

The Office of Development also continued to work with the Sam Schmidt Foundation for Spinal Cord Injuries in an effort to create scholarships to benefit spinal-cord injured individuals. The

Thomas Edison State College Foundation received an initial donation of \$10,000 towards the effort. Those dollars will be added to two \$1,000 donations committed to scholarships for severely wounded soldiers donated by Foundation Board members. The Military Education staff of the College has been notified of these funds and will identify those who are qualified to apply for the scholarships.

Corporate and Foundation Giving

The Office of Development submitted three grant proposals to the PSEG Foundation. The grant requests were for funds to support a Master's Degree program in Energy Utility Technology (\$275,000); to support the PIPELINES Energy Utility educational initiative involving PSE&G, Thomas Edison State College, four New Jersey community colleges, and two high school vocational technical schools (\$399,500); and to support scholarship students pursuing a degree in Energy Utility Technology and related fields (\$100,000).

Wendy Connuck was hired as the College's new Director of Corporate and Foundation Relations. She has begun research to expand the number of corporations and foundations targeted for grant support by identifying those that fund higher education and public service. Research is being conducted on the Allstate Foundation, Verizon Foundation, JP Morgan Chase, Staples Foundation, Prudential Foundation, and the Bank of New York. We seek funding for all of the academic disciplines, the Watson Institute for Public Policy, military program development, and scholarship support for students enrolled in the UNISA/ Thomas Edison State College partnership program.

Annual Fund

During this quarter the direct mail announcement for the 2009 Annual Fund appeal was redesigned in an effort to improve the message sent to our constituents. The new announcement will be sent out in late May. The Office of Development also began a bid procedure to review the cost and effectiveness of the phonathon. With an eye to selecting a vendor to manage the phonathon, College staff interviewed four companies, including the one that we have used for the past three years. A selection will be made in the next quarter.

Special Events

The 2009 Golf Outing will be held on June 16, 2008, at Olde York Country Club. The golf committee met several times in the last quarter, and solicitations for support and participants has begun. A save-the-date postcard went out in this quarter as well.

The 2009 Grande Ball will be held October 25, 2008, at the Hyatt Princeton Hotel. The Gala committee has been meeting since January of this year. Co-Chairs for the event are Foundation Board members Maria Imbalzano and Peggy Hoisington. The Spirit of Edison Community Leader Award nominee for this year is Joan Verplank, President of the New Jersey Chamber of Commerce. The Spirit of Edison Distinguished Alumnus Award nominee is former NFL stand-out Troy Vincent. Mr. Vincent is the co-founder and president of the Love Thy Neighbor Foundation, which is committed to comprehensive community development and creating opportuni-

ties for positive social and economic change. The Spirit of Edison Family Award nominee is Foundation Board member Eric Lear.

Assuring Quality through Planning and Research

Strategic Planning

The Goal Leaders and Vice Presidents met in January to address issues related to the College's Strategic Vision Plan. The agenda comprised such topics as resource allocation, return on investment strategies, feasibility of entering international markets, and a review of the professional development series. This meeting also affirmed the process of using Carry Forward monies primarily for supporting activities articulated in the Strategic Vision Plan and for other non-recurring expenditures. Further, the group decided to continue the discussion of predictors associated with student satisfaction and academic integrity. Participants also agreed that the best way for the College to participate in the international market is to continue our work with our current partners in South Africa and Europe.

Quality Assurance

Various weekly and monthly reports were prepared during this quarter as follows: Month-to-Date counts, Monthly Enrollment Report, School Enrollment Reports, and Employer Reports. In addition, two reports on the College's military students were prepared: *"Military Report: FY 2003 thru FY 2007 Enrollment Trends,"* and *"Military Report: FY 2003 thru FY 2007 Graduation Trends."* Both reports include overall military counts as well as counts summarized by military status and category, residence, military contracts, and branch of service. Each report also includes FY 2007 degree and area-of-study information for the active-duty military.

Meetings were held with the Director of the Alumni Office and the Associate Vice President of Development to finalize the indicators for the Quality Assurance plan. A draft of the overall plan, *Quality Assurance Vital Signs - Strengthening the Student Experience through Institutional Effectiveness*, was distributed to the Vice Presidents and the Provost's cabinet for their review and comment.

Graduate Survey

The Graduate Survey was revised and formatted for Web-based administration. The revised survey includes additional questions related to outcomes assessment, as well as students' "stop-out" behavior, methods of earning credit, and choice of tuition plans. Staff from Learner Services and the deans assessed the Web-based survey and provided feedback. The survey will be administered to the FY 2007 graduates in May 2008 and is one of several that the College administers to assess students' experiences and satisfaction with the College's programs, products, and services. Another survey, the Adult Learner Inventory, was also administered this year. That survey is administered to new enrolled students and gathers information on their demographics, issues of importance, and satisfaction level.

External and Consortial Initiatives

The Vice President of Planning and Research attended the Middle States Commission on Higher Education Conference, "Addressing Public Needs," held in February. She also attended

the 2008 Mid-Atlantic Regional Conference of the Society for College and University Planning, in Pittsburgh, Pennsylvania, in March. The Director of Institutional Research and Outcomes Assessment attended the Presidents' Forum of Excelsior College, "Serving Adult Learners: Advancing the Competitive Edge," held in Washington, DC, in January. The forum focused on issues related to "State Reciprocity: The Recognition and Creditability Conundrum" and "The Media Perspective on Online Learning." In March, she attended the American Education Research Association 2008 Annual Meeting in New York City.

Dashboard Indicator Project

A new tool was developed to present the applicant, new enrollment, continuing enrollment, and graduate counts in a summary format. An electronic dashboard available on Blackboard provides staff with information on counts for each month, along with last year's count and the five-year average count for the selected month.

Application and Enrollment Counts

Undergraduate Counts

As of the end of March 2008, the YTD undergraduate count for applicants was 5,835. This is an 11-percent decrease from the YTD count at the end of March 2007. The YTD undergraduate applicant count was 7-percent higher in FY 2008 than it was in FY 2007 at the end of March for the traditional population. Counts for the contract populations, however, decreased by 35 percent.

Compared to last year, the YTD undergraduate new enrollment count was lower. At the end of March 2008, the overall YTD new enrollment count was 5,214, a 7-percent decrease in new enrollments compared to last year. Among the traditional students, there was a 7-percent increase in the YTD new enrollments when compared to last year (from 2,191 in FY 2007 to 2,338 in FY 2008). Among contract populations, there was a 15-percent decrease in the YTD new enrollments when compared to last year's YTD count (from 3,395 in FY 2007 to 2,876 in FY 2008).

There was an increase in the YTD undergraduate continuing enrollment count when compared to last year. The YTD undergraduate continuing enrollment count at the end of March 2008 was 4,064, compared to last year's YTD count of 3,555. This is a 14-percent increase. Among the traditional students, there was a 6-percent decrease in the YTD continuing enrollments when compared to last year (from 1,703 in FY 2007 to 1,604 in FY 2008). Among contract populations, there was a 33-percent increase in the YTD continuing enrollments when compared to last year's YTD count (from 1,852 in FY 2007 to 2,460 in FY 2008). Most of this growth was due to an increase in E-Army continuing enrollments.

Graduate

Year-to-Date, at the end of March 2008, there were 263 graduate applications received, 217 graduate new enrollments, and 182 graduate continuing enrollments. These YTD graduate counts are all higher than the YTD graduate counts at the end of March 2007.

Resignations

The following Thomas Edison State College employees resigned from their positions during the last quarter:

Mr. Robert Herbster	-	Office of Learner Services
Mr. Thomas Callahan	-	Office of Admissions

The following New Jersey State Library employee resigned from his position during the last quarter:

Mr. Mark Amorosi	-	Marketing
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