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## MEMORANDUM

June 9, 2006

TO: Members, Board of Trustees

FROM: George A. Pruitt 

SUBJECT: President's Report to the Board

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

In this section you will find individual reports on the activities of each of the College's Schools relative to the development of partnerships and curricula. Other activities undertaken by each School during the last quarter are also described here School-by-School. 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 Applied Science and Technology**

The Dean of the School of Applied Science and Technology worked on initiatives related to partnership development, curriculum development, mentor development, outcomes assessment, strategic planning, and representation of the College to external audiences in conjunction with the Corporate Choice Program.

The Dean participated in the development of the Strategic Vision Plan for the College and provided leadership for the following strategies: assessing the feasibility and as appropriate development programs including the Bachelor of Applied Science; expanding BSAST Areas of Study to include energy utility technology, information technology and motorsports technology; targeting new course development efforts to allow for more undergraduate degree completion entirely through College methods and

offerings; establishing programmatic learning outcomes; developing and implementing school-level outcomes assessment plans; developing and implementing capstone experiences in baccalaureate degree programs; and obtaining Accreditation Board for Engineering and Technology (ABET) accreditation.

### *Partnership Development*

The Dean worked with New Jersey-based Public Service Electric & Gas to establish the first Bachelor of Science experience in Energy Utility Technology. The program was launched with a successful press conference at Thomas Edison State College. The press conference was covered by all major media and generated several newspaper articles across the state. Several key initiatives include an evaluation of company training for credit and a DACUM workshop and have provided a unique platform for Thomas Edison State College in the utility industry. We are also working with the Utility Business Education Coalition and the Energy Providers Coalition for Education (EPCE)/Council for Adult Experiential Learning (CAEL) in planning to provide a baccalaureate degree program to EPCE/CAEL industrial partners. After making a presentation to the CAEL College staff were informed that the College has been chosen by EPCE, which represents over 278,000 employees, as its education partner. In other work with the energy utility community, College staff participated in discussions at Heldrich Center for Workforce Development, Rutgers University, and spoke to representatives from business and industry, education, and government about the workforce needs of the energy utility industry in New Jersey. The Dean met with the newly elected president of the New Jersey Utilities Association (to position the) College as a partner in the professional development of NJUA members and affiliates.

The Dean has continued participation on the National Diversity Council for NASCAR and worked to establish full support for the development of a concentration in Motorsports Technology in the Bachelor of Science in Applied Science and Technology degree. An academic review of NASCAR Technical Institute/UTI training will be undertaken by the College.

The Dean worked with the John S. Watson Institute for Public Policy to establish several key initiatives including a funded study of the impact of the motorsports industry on the New Jersey economy, a national conference addressing technology and social change, and development of a database to increase government efficiency. He also served on the faculty of Leadership Trenton and delivered a workshop for the current class.

College staff coordinated the administration of the joint Bachelor's degree in Health Sciences with The University of Medicine and Dentistry of New Jersey, ensuring that more students take advantage of the 12-credit residency. Additionally, staff evaluated our collaboration as leverage for leadership in the health sciences in New Jersey. These efforts have resulted in planning for a joint certificate in dental assisting and a joint associate's degree in dental hygiene. A partnership with the School of Radiation

Therapy and the School of Imaging at Muhlenberg Regional Hospital was also established to support our BSAST concentration in Radiation Therapy and our Bachelor of Science in Health Science concentration in Medical Imaging.

Partnership development for BSAST programs was pursued with the following institutions: Youngstown State University (Energy Utility Technology); New Mexico State University (online and distance delivery to support degree completion for agriculture workers in remote areas); North Carolina Agricultural and Technical State University (online and distance delivery to support degree completion for agriculture workers in remote areas) and; University of North Carolina at Charlotte (the study of the impact of the motorsports industry on the New Jersey state economy).

Partnership development also continued with the following community colleges: Community Colleges of Appalachia (Energy Utility Technology); Essex County College (Energy Utility Technology, Information Technology, and Technical Studies); Mercer County College (Energy Utility Technology and Information Technology); and Middlesex County College (Energy Utility Technology, Motorsports Technology, and Information Technology)

The Dean was also active with a number of organizations and companies in general academic outreach activities, as well as in conjunction with the College's Corporate Choice Program. Companies with which he worked during the past quarter include Phillip Morris, Talecris Pharmaceutical, Johnson and Johnson, and Pfizer. He also worked with the National Guard at McGuire Air Force Base and with Bucks County (PA) Law Enforcement.

#### *Curriculum Development*

The Dean has worked to implement the curriculum initiatives that were identified through the strategic planning process. Support for course development will be acquired through industry partnerships. Additionally, staff developed a curricula for the Area of Study in Energy Utility Technology under the Bachelor of Science in Applied Science and Technology which was approved at the March 10, 2006 Board of Trustees meeting.

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

#### *Partnership Development*

College staff discussed formalizing the College's longstanding relationship with the Zaidner Institute in Israel. It was agreed that the relationship with Zaidner should be formalized and a partnership agreement should be established and submitted. Both institutions are looking forward to this.

As a former member of the State ACE Board, the Dean was invited to a meeting on Women of Color in Higher Education at Douglas College. In other ACE-related activity,

the Dean attended the annual ACE Conference, Los Angeles, California, where she discussed initiatives underway at the College and joined in a national initiative to promote higher education. This national media campaign is moving forward and it is hoped that ours will be one of the Colleges at its forefront.

As a trustee on the Cunningham Foundation Board, the Dean was involved with the mentoring project for high school students and parents, and she has provided much information about the College during these efforts. She also made a presentation about the College to the FBI, Newark Branch. The FBI would like to have more education choices for their employees. We anticipate that this will be a great opportunity for the college.

### *Curriculum Development*

The Dean met with other colleagues to discuss academic curriculum, policy, and other proposed changes to the College's catalog. The Dean also joined colleagues in a meeting with representatives from the College Level Examination Program (CLEP) to discuss changes in the CLEP Pre Calculus examinations. Beginning July 1, 2006, there will be one rather than two CLEP Pre Calculus examinations.

Staff also began a much needed review of courses in the School of Arts and Sciences. The first courses to be reviewed were Mathematics courses, since it is those which generate the majority of student appeals. Mentors, academic advisors, and DIAL conducted the review, which was coordinated by the Dean. At the end of the review process, several recommendations were made, including the following: (a) retire Math 104 and/or assign it a higher level; (b) develop an introductory college-level math course consistent with the basic Math CLEP examination (Math 102). In accordance with item "b," Math 121 will replace Math 128 and be renamed Pre Calculus I, and Math 129 will be renamed Pre Calculus II. The new Introductory Math 102 course will be ready for the September 2006 semester.

Development of a new masters degree program for Math/Science teachers also continued. The curriculum team is in place and has begun to frame the structure for the degree. There will be a core set of courses accompanied by separate sub-areas, one for Math, the other for Science. All students will take the capstone course that is specific to the particular area of study. Topics have been suggested, and the team will begin writing the courses within the next two months.

The Dean and a faculty member from Bergen County Community College reviewed a course in Mandarin Chinese for possible use. The course was originally developed by the University of South Africa and will be adapted by instructional designers at Thomas Edison State College. The Dean was also involved with work on learning outcomes assessment for the institution, and for the BA degree specifically, and with writing outcomes and finding assessment tools to measure the outcomes.

The Dean met with representatives of Academic Study and Travel, based in Oxford, England. She and other colleagues discussed the possibility of a virtual exchange experience for Master of Arts in Liberal Studies students. The proposal involves Oxford-based faculty mentoring Thomas Edison State College courses for our students. The hope is to expand the program to include a face-to-face exchange. The Dean is working closely with the Dean of the Graduate School and a Master of Arts in Liberal Studies mentor to find ways to make the international experience a part of the Master of Arts in Liberal Studies curriculum. The Dean also began discussions with representatives from Union County Community College about creating and offering a degree program in Deaf Language Interpretation: English. This appears to be an area that is emerging and generating interest with the changing of the standards to qualify as an interpreter for the deaf. Union County College would like to be in the forefront of this emerging field and is interested in establishing a partnership agreement with Thomas Edison State College to offer a BA degree in the area.

The committee working on development of our new Bachelor of Environment degree (a joint program with Unisa) gathered data about other programs and contacted colleagues at Unisa so that work can begin on the curriculum. The core courses have been identified. The proposed structure of the degree is being worked out. There will be "learner designed areas of study," as students will take a core set of courses and design their own area of concentration.

#### *Mentor Activity*

The Dean met with College mentors who live and work on the West Coast while attending the ACE Annual Meeting in Los Angeles. The meeting was productive, and the Dean got a better perspective on the kinds of issues that affect mentors in the School of Arts and Sciences.

During the last quarter, mentors have expressed concern about the policy that has students failing the entire course if they fail the final exam, regardless of their grades on other assessment items, like course assignments. This policy is currently under review. There were also concerns regarding extensions and the confusion related to the length of time for the extension and the semester in which the student should be doing the work. The Dean also reduced the course load of some mentors in the School of Arts and Sciences. Nine new mentors were hired during the third quarter: five in the School of Arts and Sciences and two each in the Schools of Business and the Heavin School.

#### **School of Business and Management**

The Dean began the implementation the Strategic Plan for the School of Business and Management. The plan was developed with external market input from key business leaders, the School of Business and Management Curriculum Committee, and a cross-functional team of College staff.

### *Partnership Development*

The Dean was actively involved in the Corporate Choice outreach program as a member of the advisory team and as a representative for assigned corporations including Lucent, Wal-Mart, AT&T, and MBNA. During the past quarter, the College successfully completed a partnership agreement with Wal-Mart as a preferred partner for the provision of education to Wal-Mart employees and their families. The program was launched in January, 2006. A videotape on the College was created and will be part of Wal-Mart's internal communications introducing the program. With support from Marketing, the Dean has contacted the community-college preferred Wal-Mart partners and is working on partnership agreements with each of them. These community colleges are receptive to establishing transfer agreements with Thomas Edison State College.

The Dean also led the development of a new partnership with McDonalds. An ACE review of several courses which map into the BSBA program was also conducted. In addition, the Dean presented a preliminary proposal to UPS executives regarding a BSBA program in operations management. Continuing discussions are underway.

College staff began to develop a partnership with USDA Grad School. A team of mentors is in the process of completing a credit evaluation of Human Resources courses offered by the USDA. A partnership will be created to facilitate the completion of associate and baccalaureate degrees in Business and Management.

Partnership activities with the County College of Morris and with Essex County College continued. Staff worked with the County College of Morris to create a seamless pathway to the BSBA for adult students attending at the Morristown location and the Essex County College graduate cohort in the Master of Science in Management program is progressing. In addition, through the Essex partnership, the Dean has initiated discussions with the Yeshiva at IDT and Essex County College to build a curriculum pathway to Thomas Edison State College BSBA programs for students currently enrolled in the joint IDT/Essex associate degree program.

### *Curriculum Development*

The Dean coordinated an assessment related to development of a baccalaureate degree program in Leadership, began work on reviewing and revising core areas of study in the BSBA, and launched a revision of the MSM. She has also undertaken work on course-development efforts to allow for more undergraduate degree-completion entirely through College methods and creating a comprehensive learning outcomes foundation

Staff worked with DIAL to introduce new courses into the BSBA curriculum. These courses, acquired from Mind Edge, are upper level in the areas of marketing, accounting and finance. The Dean led a review of external licenses and certifications and

undergraduate and graduate certificates offered by the College for which students may receive transfer credit in the BSBA program. Development of learning outcomes for the School of Business and Management was also part of the Dean's activities during the last quarter. Initial program-level outcomes have been developed for the BSBA program, MSM and MSHRM.

#### *Mentor Activities*

As part of the implementation of the strategic plan, staff worked on the development of a comprehensive mentor quality assurance program. A review of the mentor hiring process was also undertaken with an eye to streamline the current process.

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

#### *Partnership Development*

The Dean of the Heavin School of Social and Behavioral Sciences and the Dean of the Business and Management School worked with Essex County College (ECC) as described above. Members of the College community also met with the New Jersey State Police to encourage enrollments in the Administration of Justice degrees. Enrollment in the Bachelor of Arts area of study in Criminal Justice has steadily increased. As a part of the recruitment effort with the police, we have begun a review of the credit awards currently offered for police training in New Jersey. Two mentors in the area of Administration of Justice are reviewing the New Jersey State Police and the Municipal Police awards of credit for basic training.

As a result of the FEMA Higher Education Conference, contact was made with Western Iowa Technical College. The Dean developed a template which shows the good match which exists with the College's bachelor's degree in Emergency Services. The College has also been invited to participate in a panel presentation on nontraditional higher education opportunities in Emergency Disaster Services and Homeland Security at FEMA's next national conference.

#### *Curriculum Development*

Three of the four courses comprising the Graduate Certificate in Homeland Security were offered during the first half of FY2006. Marketing this certificate to appropriate audiences will be a next step. Learning Outcomes statements were also written for this certificate.

Planning for the Master of Arts in Educational Leadership degree program continued. Skylight Pearson began development of the courses, and the Graduate School established the structure for state and national certification.

We plan to adopt and adapt four of the Federal Emergency Management Agency (FEMA) college courses for Thomas Edison State College students' usage. These courses

have been developed by the Higher Education Project of FEMA and are well thought of by the academic community in these fields. We are also exploring the possibility of combining these courses with others to construct an undergraduate degree in Homeland Security.

A major thrust of the entire year is the development of learning outcomes for the institution, all academic programs, and courses offered by the institution. This quarter's emphasis was on outcomes at the programmatic level. These outcomes were established for the Heavin School for the areas of Human Services and Social and Behavioral Sciences.

Staff worked on the project to digitize the BSHS Practicum. When the project is complete, Human Services students will be able to register for and complete their practica online, with mentor involvement early in the process. We also expect to have current practicum mentors trained in the new format and venue. This should lead to greater convenience for students and better quality practica. Much of the work of developing master courses, new forms, and information for students and mentors has been completed.

## **School of Nursing**

### *Partnership Development*

Ongoing projects included work with Trenton Psychiatric Hospital, Robert Wood Johnson Hospital in New Brunswick, Capital Health System, and St. Francis Medical Center in Trenton. Final agreements were made for Nursing and Corporate Choice for Virtua Health System in Vineland. Of the ongoing partnerships, CHS enrolled students now number 77. One Capital Health System student was graduated. There are 18 students enrolled from St. Francis Medical Center.

Plans are in process for a partnership agreement with Meridian Health System and other new partnerships in varying stages of progress include: Robert Wood Johnson in Hamilton, Saint Barnabas in Union, AtlantiCare Mainland and City campuses, and the New Jersey Workforce Project of Atlantic County, which includes Shore Memorial Hospital, Cape May Hospital, and Burdette-Tomlin Memorial Hospital.

School of Nursing staff participated in the Magnet re-certification process for Capital Health System in January. A presentation was also made at Capital Health System to describe the educational partnership between Capital Health System and Thomas Edison State College.

### *Curriculum Development and Course Enrollments*

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. Policies, applications, brochures, and Web announcements have been finalized. Enrollment materials are being developed. The School of Nursing Philosophy, Objectives, and Program Outcomes statements were also reviewed and revised.

Eleven new nurse educators were enrolled in the CDEP in anticipation of the increased need for mentors once the MSN program is implemented. Student registrations for nursing courses in the January term totaled 213. This is the largest number of course enrollments to date. Additionally, 122 registered in the January, February and March terms in Directed Independent Adult Learning (DIAL) health-related courses for a total of 335. Course attrition rate was less than 1 percent. This is a 65 percent increase over the same quarter last year.

#### *Mentor and Grant Activity*

The School of Nursing continued to recruit mentors. The School currently has 52 mentors, approximately 85 percent of whom have doctoral preparation.

In conjunction with the newly awarded HRSA grant, interviews were conducted for the position of a Diversity Coordinator who will support the activities of the grant. A suitable candidate has now been hired. Advertisement for the grant's Distance Education Specialist was completed and candidates were selected, but salary issues were a stumbling block to filling the position.

The first CDEP course for those participating in the newly acquired HRSA grant began on February 20, with 19 minority participants from across the United States. Two were dismissed from the program after demonstrating poor work, leaving 17, two more than the total required by the grant.

#### **Academic Partnerships and Outreach**

The most significant achievement during the quarter for the Office of Academic Partnerships and Outreach was the College's being selected by the Energy Providers Coalition for Education (EPEC) as one of three preferred education providers. EPEC is an organization that represents over 25 utility companies throughout the United States that is dedicated to providing associate and baccalaureate degrees to energy providers. The Vice Provost for Academic Partnerships and Outreach and the Dean for the School of Applied Science and Technology are working with EPEC to finalize the contract. The program is scheduled to begin in fall 2006.

#### *Office of Corporate-Higher Education Programs*

Third-quarter activities for the Office of Corporate-Higher Education Programs included the following: three ACE evaluations conducted; six pre-evaluation meetings with potential sponsors; three meetings with current sponsor organizations; re-evaluation packages for eligible ACE sponsors prepared and mailed; and a new workshop for ACE

sponsors developed. Staff also attended New Jersey Governor Corzine's press conference announcing the Apprenticeship to College Initiative for apprenticeship training in the building trades and NJ PLACE, met with the NJ Place Coordinator, and attended and made presentations at the ACE Task Force meeting on the Evaluation of On-the-Job Training.

#### *Office of Military Education*

The College saw a strong increase in its military student populations. The Military Degree Completion Program had a 26 percent increase in applicants, a 35 percent increase in new enrollments, and a 25 percent increase in continuing enrollments for the third quarter when compared to the third quarter of 2005.

The College also continued to see a steady increase in the Navy College Program Distance Learning Partnership, with increases of 43 percent increase in applicants, 284 percent in new enrollments, and 70 percent increase in continuing enrollments in the third quarter when compared to the third quarter of 2005. The Navy College Program Distance Learning Partnership accounted for 50 percent of the applicants, 68 percent of the new enrollments, and 43 percent of the continuing enrollments in third-quarter enrollments of the School of Applied Science and Technology.

The College completed the launch of the new "Go Army Ed" education portal, which will now require all Army Soldiers wanting up-front tuition assistance to go through this new portal in order to enroll in courses. Our College was one of approximately 60 schools that met the Army's aggressive April 1, 2006, deadline to participate in this program. This should provide the State College with an advantage over other institutions, since students will not need to pay anything out-of-pocket to take Thomas Edison State College courses.

Office of Military Education staff made over 480 site visits to military bases to provide counseling and information sessions to Service members. The Office of Military Education also worked with the United States Navy to secure Regional Military Base Counselor positions at three Navy locations in Japan. The Office hopes to have the Japan representative in place early in the fourth quarter of this fiscal year.

#### *Graduate School*

The most significant achievement of the third quarter was the NJ Council of Presidents approval of the College's newly developed Master of Arts in Educational Leadership degree program. In addition, a significant administrative change was instituted – the addition of a fourth semester for graduate programs.

### **Partnership Development**

The primary partnership activity during the first quarter involved moving forward the complex relationships surrounding course development for the Master of Arts in Educational Leadership (MA EdL).

To implement the memorandum of agreement with the New Jersey Principals and Supervisors Association (NJPSA), an advisory committee was constituted. It includes a staff person from NJPSA, the education policy director from the NJ Chamber of Commerce, an administrator from the Trenton Public Schools, and three principals, each of whom had received the Principal of the Year award at the 2005 NJPSA state convention.

### **Curriculum Development**

Planning for the new four-semester schedule was completed, and registrations were taken for an April semester. Most implementation issues went smoothly. The financial aid office took the extra step of investigating ways to make financial-aid acquisition easier for graduate students enrolling for four terms. Student behavior will be monitored to see how this change affects their enrollments. An apparent immediate impact is that registrations for the April semester were at 632, down from 676 for the prior year. The second course for the new graduate Homeland Security certificate was also launched.

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

The School of Professional and Continuing Studies made good progress in preparing a full array of program offerings for Fall 2006. In addition to the programs currently offered by the School in conjunction with Gatlin Educational Services, the School will offer programs of its own and in partnership with other higher-education institutions and course providers. In the Fall, the School's Web site and publications will describe programs such as Gerontology, Project Management, Entrepreneurship, MBA essentials, and Paralegal Studies.

Enrollments in the currently existing programs are strong, particularly considering that the School has been functioning for less than a year. The School has now issued several certificates to students who have completed programs. The program in Gerontology: Senior Health and Fitness will soon be opening for registrations, and the Paralegal program courses will be available to the public in late August.

As the School develops a portfolio of program offerings and fine tunes the administrative mechanisms necessary for student registration and services, focus will turn to developing a strategy and marketing campaign to advance the College as a provider of corporate education and training programs. The School will also seek to develop partnerships with industry, governmental agencies, and the independent sector to create and offer on-site or Web-based programs to improve employee productivity and performance.

Discussions with UPS have been ongoing and may be about to bear significant fruit. We anticipate that the MOU with UPS will be signed by the end of May, and that the number of enrollments will be very substantial.

## **Learner Services**

### *Registrar's Office*

The Registrar's Office successfully handled the increasing enrollments for each of the programs we offer to students. The office is processing registration for the twelve traditional undergraduate terms, the eleven undergraduate eArmyU terms, the twelve undergraduate NCPACE terms, the three graduate terms and the four certificates in Distance Education graduate terms. The Office also successfully handled the corresponding increase in course extensions, withdrawals, course transfers, and final course grades. Course registrations for graduate, undergraduate and eArmyU and Navy Pace for this quarter totaled 5740. Students also registered for noncredit options through the School of Professional and Continuing Studies. Sixteen course registrations were received for this quarter.

The College confers degrees four times a year. The Office of the Registrar reviews student academic records on a daily basis and sends degree certification letters upon a student's certification for graduation. This allows students to have timely notification of their graduation status and provides the pending graduate with official documentation they can use for graduate school entry or for a prospective employer. Diplomas are sent to all graduates within one week of the degrees being conferred by the Board of Trustees at their quarterly meetings. During this quarter there were 447 degrees awarded; 12.5 percent of the degrees awarded were associate's degrees, 83.5 percent were baccalaureate degrees, and 4 percent were master's degrees. Some 44.5 percent of the graduates were enrolled at Thomas Edison State College for two years or fewer before being awarded a degree.

Thomas Edison State College is the certifying agent for the New Jersey State Professional Librarian Certificates. The Office of the Registrar continues to partner with the New Jersey State Library and the Department of Education to establish procedures for the issuance of the certificates. During this quarter, ninety-one certificates were issued by the office.

The Assistant Registrar completed the development of a workflow study of the Applications and Records Management section. A plan is presently in development for document preparation of all current student academic records for the imaging project initiative.

The Office of the Registrar worked with the Office of Admissions in the testing of the on-line undergraduate application. Implementation of this Web application will reduce manual data entry completed by the Registrar's staff, as most fields will automatically populate into Colleague.

During the quarter, we conducted and completed the interview process to hire a new program advisor who will begin work in the early part of the fourth quarter. Also during the quarter, the staff participated in various staff development activities. A number of staff attended and presented at the NACADA regional conference in Lancaster, Pennsylvania, and the Assistant Director attended the DATATEL conference in Washington, DC. During the quarter, the Assistant Director developed a workshop specifically for College support staff to focus on effective communication skills, time management, and taking the initiative. The program will begin during the early part of the fourth quarter. During the quarter we also hosted representatives from the Office of Testing and the office of Military Affairs as part of our recently established formal liaison program with other College departments. Representatives of these departments attended one of our staff meetings and agreed to have one of our staff permanently attend their respective staff meetings. Finally, during the quarter, guidelines and a timeline for reviewing and awarding financial aid scholarships was established.

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

During the third quarter, the Evans Consulting Group was retained by the College to review operating procedures and policies. They began implementation of the Datatel Communications Management module that will automate the process of determining what additional documentation is required and automatically create letters to the students notifying them to forward them to the Financial Aid Office for 2006-7 federal financial aid applicants. They are also working on streamlining our awarding and student award budgeting processes. There was also an improvement in the KPMG audits from this time last year. Findings were reduced from 5 to 2, and the error rates of those findings were decreased.

#### *Students with Disabilities*

The testing format of several online courses was changed in January 2006 to include a proctored midterm examination and an unproctored, online final examination. Since the final examination is timed, a new procedure was developed by the Office for Students with Disabilities to accommodate students who need extended testing time. Mentors will receive an e-mail "Accommodation Notice" giving the student permission for extended testing time without penalty.

Student contacts totaled 183, which is a 17 percent increase over the same period last year. Compared with last fiscal year, there was a 20 percent decrease in the number of initial requests for the ADA package (28 compared to 35), accommodations requests

processed decreased by 5 percent (40 compared 42), and the number of new ADA-eligible students decreased 50 percent (4 compared to 8).

The College was represented at an April 21 meeting of higher education disability support professionals and the southern New Jersey office of the Commission for the Blind and Visually Impaired.

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

The following activities took place during the quarter: three new courses completed; 31 courses revised; seven course conversions completed; 10 exams and answer keys edited; two ePack exam revisions completed; one TECEP examination revision completed; three NCPACE course quizzes revised; and nine NCPACE test versions revised (3 per course).

A total of 153 invoices/vouchers processed, as well as 22,423 contacts with faculty mentors; 44,523 student contacts; 1,607 proctor contacts; 4,464 mentor payment vouchers processed; 1,112 videotapes duplicated; 240 audiotapes duplicated; 4,051 exams posted; 3,803 DIAL exams sent to mentors; 406 TECEP examination registrations processed; 492 TECEP examinations scored; 5,797 DIAL course examination administrations; 721 Trenton DIAL course examination administrations; 4,505 Proctor verification letters mailed; 160 ePack examinations graded; 399 prior learning assessment course registrations; 53 Curves exams scored, entered and mailed; and 44 NCPACE finals graded.

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

### **Outreach to Corporate Partners**

Corporate Choice agreements were signed with Wal-Mart Stores, Inc., UAW-Ford National Programs Center, and PSE&G during the quarter. During this period, 19 Corporate Choice students applied to the College, and 17 enrolled in the College. As of February 28, the program generated \$19,800 in revenue for FY 2006. Web pages were also developed to support and describe the Wal-Mart and Sun Bank agreements. Additionally, a 30-second commercial about the College was produced for use by Wal-Mart. Negotiations of Corporate Choice agreements are underway with UPS, Virtua Healthcare, and the Corrections Corporation of America.

### **Outreach to Community College Partners**

College staff met with staff from the transfer offices of various community colleges and attended a variety of community college events, including community college education fairs at Atlantic Cape County, Bergen County, Burlington County, Camden County,

Cumberland County, Hudson County, Raritan Valley County, Warren County, and in Pennsylvania, Bucks County and Lehigh Carbon county colleges. An articulation agreement was signed with Coffeyville Community College in Kansas, and staff discussed an articulation with Northwest Arkansas Community College in Arkansas. Both of these community colleges are partners in Wal-Mart's *My Education Connection* program.

### **Outreach to Government Agencies and other Organizations**

In January, College staff made presentations to the Department of Transportation at the Mt. Arlington, New Jersey, site. The presentations were made in conjunction with the Corporate Choice agreement, which is designed to complement the organization's tuition reimbursement program. College staff also met with representatives of the New Jersey State Police, with which we are exploring a formal partnership.

College staff also made presentations to the following groups during the past quarter: the Union chapter of the International Association of Administrative Professionals; the Hillsborough Women's Group, a community service group in Hillsborough, New Jersey; and the AmeriCorps annual convention held in East Windsor, New Jersey.

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

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

Institute staff conducted a "carrying the torch" training for more than 40 members of the Economic Impact Council regarding the messages of the study, "Benefits for All: The Economic Impact of the New Jersey Child Care Industry Infant/ Toddler, Preschool, and Out-of-School-Time Programs." Approximately 200 stakeholders from throughout the state attended the initial presentation of this study, and the media coverage was favorable. The Institute staff is organizing regional roll-outs of the study in north and south Jersey. The Council has indicated that they want the John S. Watson Institute for Public Policy to continue as the lead agency for Phase II of the study project.

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

The College continued to expand its health care consulting contracts and services to support the implementation of the HINT legislation and to generate additional funds for health contractual services, while continuing to facilitate HINT/HIPAA implementation efforts in the state. Institute staff administered the QuadraMed Contract and contacted the DHSS to provide guidance in issuing the 30-day contractual notice to QuadraMed Corporation for the upcoming eighth and final, one-year contract ending in May 2007. The DHSS administrative staff indicated they fully support the College's actions, and are awaiting their fiscal staff's approval before the contract extension is issued.

Senate Bill 2824, "Health Claims Authorization, Processing and Payment Act" was unanimously passed by the Assembly on January 9, 2006, and signed by the Governor

on January 12, 2006. This legislation, P.L. 2005, Chapter 352, allows the College to expand its administrative streamlining to include electronic health records in its continuing efforts to facilitate the implementation of efficient healthcare delivery through health information technology.

During February, the Institute staff assisted the NJ Department of Banking and Insurance (DOBI) in researching and preparing material for a federal RFP (issued by RTI in conjunction with the National Governors' Association on behalf of the US Department of Health and Human Services. Governor Corzine's office authorized the DOBI to submit a proposal in response to this RFP by March 1, 2006. This project involves conducting studies of the current state laws and practices regarding privacy and security in relation to electronic health records. This federal study will also help to identify best practices and will likely involve a comparative study of federal privacy and security law versus state privacy and security law.

#### *The Center for the Urban Environment*

Institute staff spent the quarter planning and contacting current and future partners for a variety of projects. The institutions and organizations already contacted include the South Jersey Environmental Justice Alliance, the State Department of Environmental Protection, the State Department of Environmental Protection Environmental Justice Advisory Council, Environmentors, the Center for Clean Air Policy, the Clean Air Task Force, Columbia University, The College of New Jersey, and the Georgia Institute of Technology. The U.S. Environmental Protection Agency, Princeton University, and Harvard University will be contacted in the near future.

#### *The Center for Leadership Development*

##### **Leadership Trenton**

Institute staff held several seminars for the 2006 Class of Leadership Trenton Fellows. January's seminar, "The Role of the Media," featured an evening roundtable discussion with Richard Bilotti, publisher of The Times of Trenton. The "Local Government and Politics" seminar in February featured a session facilitated by NJ Assemblywoman Bonnie Watson-Coleman and William Watson of Trent Towne Group. Visits to the Trenton Mayor's office and roundtable discussions with members of his cabinet rounded off the day. March's seminar focused on "Public Safety and Criminal Justice." Participants included members of the Trenton Police Department, Department of Recreation, Culture, and Natural Resources, the NJ Department of Corrections, and Mercer County Prosecutor's Office. The Fellows visited the Mercer County Juvenile Detention Center in the afternoon.

A Board of Advisors meeting was held on February 10, 2006. Board members have been encouraged to recruit at least three prospective candidates to apply for the 2006-07 seminar year.



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

Institute staff administering the "Play-it-Smart" program continued to offer academic support through tutoring, study halls, and SAT preparation for approximately 150 student-athletes at Trenton Central High School. There are currently 45 student-athletes participating in the SAT prep programs. There are 11 student-athletes participating in the "Let's Get Ready" Program at Princeton University, sponsored by St. Paul's AME Zion Church of Trenton.

There are 34 student-athletes participating in the Princeton Review Program, sponsored by the College Sports TV's Field of Dreams Program, a new partner. This partner is interested in providing ongoing, year-round SAT preparatory classes for our student-athletes. The Institute has also partnered with the Love Thy Neighbor Community Development Corporation to have our student-athletes serve as mentors for fifth through eighth grade students at the Hedgepath-Williams School.

### ***The Center for Evidence Based Education***

Institute staff completed systemic visits to Trenton schools/divisions of the central office for the Strategic Inquiry Initiative were completed between January and March. Institute staff also began preparations for the return visit of the principals and central services administrators from Southwark, London.

Institute staff and the Center for Evidence Based Education (CEBE) are participating in a team-based process on the Leadership Assessment and Development Initiative (LADI) which began in March 2006. The work centers on shaping, supporting, and sustaining learning in schools in challenging circumstances, especially those in the Abbott Districts. Staff and CEBE also continued the work on the Student Leadership Initiative with Trenton Central High School – West, Trenton Central High School – Main Campus, and Cadwalader Elementary School. All three schools are working on their involvement with the Global Classroom Project.

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

Through its state funding opportunity, the New Jersey Department of State's Office of Faith Based Initiatives (OFBI) is funding approximately 20 faith-based organizations to provide services to youth, elderly, and ex-offenders in the areas of health, transportation, and job training/retention. The OFBI has also funded three consultants to provide training and technical assistance designed to enhance the capacity of the funded agencies. The Institute and its partner, the Concerned Pastors EDC, received a \$90,000 grant to deliver technical assistance to 20 agencies. Finally, Institute staff, with the assistance of the Concerned Pastors EDC staff, began meeting in March with the executive directors and boards of each agency to begin to formulate their individual technical assistance action plans.

### ***Policy***

The Institute staff researched e-government alternatives for a white paper on the role of technology and its impact on government efficiency. An action plan was prepared for conducting a survey on the data needs of the legislature, state departments, and municipalities, and a business plan was developed for the creation of the Watson Institute's public policy journal.

## **Marketing and Positioning the College**

### **Web Redesign**

The College launched a three-phase Web Redesign project: Phase I, Planning, and Phase II, Building, will be completed by the end of the 2006 calendar year. Phase III, Publishing, which includes the implementation of a Content Management System (CMS), will be addressed for the following year.

The College continued to work with Princeton Partners, Inc. During this quarter one new print ad has been added to the rotation, and two new 60-second radio spots have been produced. All communications articulate the message that Thomas Edison State College offers high-quality, client-centered, and flexible educational opportunities to self-directed adults, while meeting the expectations of the College's constituency. The campaign follows the solid foundation of an advertising strategy.

There have been approximately 1,000 requests for the new fulfillment piece, "Going Back to Get Your Degree," which is available to inquirers via the print advertising campaign. The piece familiarizes a prospect with the concept of going back to college, answers questions regarding the choices available, and presents photos and testimonials. Tracking and data will be available to report on the efficacy of this piece and the advertising campaign, overall.

### **Information Center**

The Office of Admissions/Information Center's call volume continued to run ahead (by 17 percent) of last year's pace. Outgoing calls were also made to new applicants and continuing enrolled students. The new applicant calls are made to welcome these applicants and guide them through the enrollment process. The calls to continuing students involve motivating enrolled students to continue their enrollment by paying their second-year enrollment tuition.

The Search Engine Marketing campaigns are proving to work well. Prospective students are guided to the College Web site and come to a special landing page where they can request a telephone call or mailed information. In general, all requests for materials increased by 35 percent, when compared to the previous quarter.

There were two College Days held during the quarter, in January and in March. College staff from the offices of Admissions, Academic Advising, Academic Affairs, and Financial Aid worked together to provide the prospective students with an information session to motivate these individuals to apply and enroll.

Specific information on numbers of applicants and enrollments is included in the chart presented in the section of this report headed "Assuring Quality through Planning and Research."

### **Public and Media Relations**

Work continued with the implementation of the College's new Communications Plan. The Office of Communications commenced work on a video project to promote the Corporate Choice program; this project is scheduled to be completed by June 30, 2006.

The Office also completed work on a video project to foster the College's relationship with the motorsports industry.

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

- Thomas Edison State College/McGuire Air Force Base test center partnership
- NACQUI and NJ Higher Ed Advisory Group appointments of College staff
- Graduate Certificate in Homeland Security launch
- Wachovia Scholarship recipients
- Nursing Honor Society announcement
- NJ Child Care Economic Impact Study Released
- PSE&G Partnership on Energy Utility Technology program
- Degrees Awarded announcements
- Editorial Boards on FY 2007 Budget

The above activity resulted in several media placements for Thomas Edison State College. Highlights of this activity include the following:

- Statewide and regional coverage of the New Jersey Child Care Economic Impact Study release, which included a statewide advance placement by the Associated Press and day-of coverage via seven different media outlets
- Statewide coverage of the College's partnership with PSE&G on the new Energy Utility Technology program, which included a state-wide advance brief by the Associated Press and day-of coverage via three media outlets
- Four placements throughout the state on Wachovia scholarship recipients
- As part of a statewide campaign among higher education institutions, editorial boards were scheduled and conducted with the *Trentonian* and *Trenton Times*. These efforts have resulted in a front-page story on the consequences of the

proposed cuts to higher education and an editorial on the issue that ran in the *Trentonian*.

## **Publications**

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

- School of Nursing information for *www.AllNursingSchools.com*
- Mercer County Office on Aging directory
- Graduate School Guide and *www.GraduateGuide.com*.
- Info Line of Central Jersey (*www.info-line.org*).
- Princeton Review 2005-2006 survey.
- Chronicle Guidance survey information (requested by the Office of the Institutional Research and Outcomes Assessment).
- Accomplished alumni in TV and film information
- Governing Boards Association *SourceBook*.

Other publication projects initiated during this quarter include the following:

- Inaugural issue of *Capital Campus*, the College's in-house newsletter
- Veteran's Affairs Benefits Handbook
- *Signals* – Winter 2006 issue
- Golf Outing Postcard
- Financial Aid Handbook
- *Invention* – Winter 2006 issue
- Prior Learning Assessment (PLA) brochure
- Nursing Prospectus 2006-2007 and new School of Nursing application
- 2006-2007 Registration Bulletin (expanded to include Graduate programs)
- 2006-2007 College Catalog (expanded to include Graduate programs)
- 2006-2007 Graduate Prospectus and revised Graduate Program application
- School of Professional and Continuing Studies – Gerontology tri-fold
- *Signals* – Spring 2006 issue
- *Invention* – Spring 2006 issue
- MAEdL Application

## **E-mail Outreach**

The message series targeting enrolled students continued to return good numbers. During the third quarter of Fiscal Year 2006, View (Open) rates averaged 38 percent, a decrease of approximately one percent over the second quarter of the Fiscal Year 2006. According to tracking data the College keeps on its electronic communications, View (Open) rates are higher for messages sent to enrolled students, who appear more likely to click on links that contain stories directly related to their experience at the College. Based on this trend, content for the *Insights* e-newsletter for enrolled students was modified to focus on College-specific stories in the third quarter. The Office of

Communications launched two additional electronic newsletters: *Perspective*, which is aimed at prospective students; and *Achieve*, which is aimed at applicants who have not yet enrolled. The newsletters contain stories related to taking the next step to enroll and they feature interviews and stories with key College staff, mentors, alumni, and students. Currently, View (Open) rates for *Perspective* averaged 23.2 percent, while the View (Open) rates for *Achieve* averaged 47.8 percent.

The Admissions Marketing e-mail outreach campaign also continued to generate favorable response rates. View (Open) rates of 25.8 percent for prospects, 31.5 percent for Cost Calculator, and 48.7 percent for Applicants are above industry average (21 percent). This average of 35.3 percent View (Open) rate for all three categories in the campaign indicates the College's messages continue to be welcome.

### **Alumni Affairs**

College staff identified several new alumni donor prospects, and cultivation efforts are continuing. The College has been named beneficiary for an estimated one million dollars by a recent graduate. The particulars of this proposal are ongoing.

Cultivation of alumni ambassadors has produced measurable outcomes; 60 positive responses have been received from notable and influential alumni last quarter, both nationally and internationally. Specific examples of ways alumni can continue to promote their alma mater through the ambassador program at their jobs, within family circles, in various communities, and community organizations have been provided to individuals volunteering to act as ambassadors.

## **Developing Ourselves to Serve Our Students**

### **The Thomas Edison State College Foundation**

The Foundation's combined fund balance totals \$5,001,211 as of the first quarter, compared to \$4,452,275 for the same quarter last year. Please note that the Foundation's Fiscal year begins on January 1. The Foundation's operating fund totaled \$657,872. The Endowment fund balance totaled \$3,397,288, and the quasi endowment fund balance was \$843,986. The charitable gift annuity reserve fund totals \$102,065. Current investments total \$4,778,146 at book value, compared to \$4,328,359 in FY 2005 at book value.

## **Development Activities**

### ***Major and Planned Gifts***

The College has identified a significant list of prospects who have major gift capability. For the last two quarters the process of contacting and engaging these people has been a major focus.

Development staff worked on creating proposals and concept papers for the funding of programs both the School of Business and Management and the School of Applied Science and Technology. Two prospects will be the focal points for proposals in these areas. Staff visited a past donor and member of the Heritage Circle in Florida, and she has agreed to work with us in creating an event in her region for Thomas Edison State College graduates. We have also recently sent a mailer about planned giving to about 200 major gift prospects.

The effort to contact all Foundation Board members to discuss the concept of individual endowments is well underway. We expect to have visited with all members by the end of this summer. To date 18 have been contacted by the Associate Vice President for Development.

### ***Corporate and Foundation Giving***

On April 19, 2006, the College appointed its new Director of Corporate and Foundation Relations, DeAnna Minus-Vincent. Ms. Minus-Vincent has significant experience in fund raising in both the public and private sectors. Under her leadership, the College is actively pursuing a plan of action for funding new and existing programs, as well as researching funding sources for new initiatives.

### ***Annual Fund***

The Annual Appeal for 2006 was mailed in early April to over 17,000 alumni. We have received several donations as a direct result of that mailing, and we will begin our phonathon follow-up during this quarter. Pledge reminders will be mailed in early fall for those who pledged a gift by year end.

### ***Special Events***

Plans are well underway for both the Thomas C. Streckewald Golf Classic and the 2006 Gala. The event will be held on June 19, 2006 at Jericho National Golf Club in New Hope, PA. We are also still taking donations for two levels of corporate sponsorship and tee sponsors. The 2006 Grande Ball will be held on November 11, 2006, at the Trenton Country Club. Save-the-date announcements will be mailed for the Gala the week of May 8, 2006. The chairperson for the event this year is Foundation Board member Maria Imbalzano.

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

During the third quarter, the Division of Planning and Research continued to focus on implementing the College's Strategic Vision Plan, developing and articulating the comprehensive quality assurance approach across the institution, and undertaking external and consortial efforts related to data and assessment initiatives.

### **Strategic Planning**

The "kick-off" meeting of goal and strategy leaders for the College's Strategic Vision Plan occurred in the first week in March. This session was focused on the implementation of the Plan in the mode of matrix management. Goal and strategy leaders were charged with developing work plans to articulate actions, roles and responsibilities, timelines, resources, expected results, and assessment strategies. The work plans for each of the goals are now under review by a Steering Committee comprising the Vice Presidents, the Executive Assistant to the President, and the goal leaders.

### **Quality Assurance**

The division continued to prepare the following reports: Month to Date counts, Monthly Enrollment Report, School Enrollment Reports, Employer Reports, and Performance Standards and Vital Signs reports. As part of the development of a more comprehensive approach to assessing quality, the division staff met with managers throughout the College to revise and update indicators for the Vital Signs reports and to identify operational and institutional benchmarks.

In addition, the division has worked on identifying additional data for institutional surveys of our students, particularly in the first year and five years post-graduate. As a result of an initiative undertaken by the divisions of Planning and Research and Academic Affairs, the current Graduate Survey will be complemented by a survey measuring both the satisfaction and experience of first-year students. The survey will be conducted electronically beginning in late May.

Analysis of the FY 2004 Graduate Survey Report was completed. Designed to examine recent graduates' perceptions of and satisfaction with the services and programs at the College, it is one of several measures used by the College to assess the effectiveness of its programs, products, and services. Results from the Graduate Survey provide valuable information, used to improve the way that the College serves its students.

Findings from the FY 2004 survey revealed that our graduates continue to be satisfied with the College's programs, products, and services. FY 2004 graduates indicated that their College experience helped them meet their educational goals and objectives and

enhance their intellectual and personal growth. The findings also revealed that the majority of the FY 2004 graduates who applied to a graduate school program were accepted. Overall, the majority of the FY 2004 graduates rated their experiences with the College and the College's courses as "Good" or "Excellent." Almost all of the graduates indicated that they would recommend the College to others. These findings are consistent with findings from previous years.

### **External and Consortial Initiatives**

During the third quarter, division staff completed several NJ IPEDS surveys (on Enrollment, Finance, and Human Resources) and responded to 27 College Guide Surveys and 10 other requests for data. In addition, division staff attended the 12<sup>th</sup> Annual NJ Association of Institutional Research conference held at New Jersey City University. The conference included presentations on tracking students who stop out and who are not first-time, full-time freshman, updates from the NJ Commission on Higher Education, and information on how to use existing data to meet Middle States standards for research and reporting.

The Director of Institutional Research and Outcomes Assessment and the Provost hosted a meeting for representatives of Excelsior, Empire State College, Charter Oak, and Thomas Edison State College. This consortium of "competitors" has met periodically to discuss issues of importance to institutions that serve adult students. During the most recent meeting, issues related to credits (transfer credit earned through non-regionally accredited courses, acceptance of ACE credits, community college credits); retention (in degree programs and courses), FTE, and potential peer benchmarking indicators were discussed.

### **Enrollment Counts**

#### *Methodology*

The table on the last page of this section cites summary counts of applicants, new and continuing enrollments, and degrees awarded for the College overall as well as School-by-School. It includes first-second-and third-quarter counts, the year-to-date counts as of the end of the third quarter, and the difference between FY 2006 and FY 2005 counts as of the end of the third quarter. This summary report does not yet reflect the new enrollment-counts methodology reviewed at the December 2, 2005, Board of Trustees meeting. However, FY 2006 year-end data will be calculated using the new formula.

#### *Analysis and Interpretation*

Overall, with the exception of the number of degrees awarded, the third-quarter counts were higher than those in the second quarter. This is a typical finding for the third-quarter counts. Compared to last year, the overall year-to-date counts for applicants, new, and continuing enrollments were higher when compared to the same period last



year. However, the degrees-awarded counts were lower than the counts from last year during the same period.

At the end of the third quarter, the overall applicant count was 4,854; an increase of 95 applicants when compared to the end of the third quarter of FY 2005. In contrast to last year, the School of Business and Management and the Heavin School of Social and Behavioral Science applicant counts were down, by 73 and 27 applicants, respectively. All other schools experienced increases in their applicant counts when compared to last year's counts at the end of the third quarter.

Overall, the new enrollment count at the end of the third quarter was 3,051, an increase of 617 new enrollments when compared to the end of the third quarter of FY 2005. With one exception, the third-quarter new enrollment counts for all the schools were above last year's counts during the same period. The School of Applied Science and Technology experienced the largest increase when compared to the same period last year, an increase of 347 students. Compared to the same period last year, there were 37 fewer new enrollments in the Heavin School of Social and Behavioral Sciences.

There were 2,366 continuing students at the end of the third quarter, an increase of 282 in the overall continuing enrollment counts when compared to the third quarter of FY 2005. All schools experienced an increase in continuing enrollments.

At the end of the third quarter, there were 1,344 degrees awarded; a decrease of 195 when compared to the third quarter of FY 2005. This may be due to the fact that the degrees awarded last year represented the highest number of degrees awarded in the College's history. In general, most of the schools experienced a decrease in the number of degrees awarded. There were two exceptions, the Nursing School and the Graduate School: both of these schools experienced a slight increase in the number of degrees awarded at the end of the third quarter when compared to last year.

### ***Resignations***

The following staff resigned from the College:

Patricia Burch Byers                      -                      Development

The following staff resigned from the New Jersey State Library:

Roshni Govan                                      -                      Access Services