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MEMORANDUM

December 8, 2006

TO: Members, Board of Trustees

FROM: George A. Pruitt

SUBJ: President's Report to the Board

Serving Students with Academic Programs to Meet Their Needs

In this section you will find individual reports on the activities of each of the College's Schools. Related to our Strategic Plan, these activities involve the development of partnerships to increase enrollments, development of curricula to meet stated demand, and the work we've done to provide academic services and ensure that our mentors are of the highest quality.

School of Applied Science and Technology

The Dean of the School of Applied Science and Technology has continued to move forward on a number of key initiatives in two key areas: 1) partnerships and outreach and 2) program and curriculum development. Additionally, the Dean has developed a plan for the School which is designed to produce immediate enrollment growth.

Partnership Development

Now that the Bachelor of Science degree program in Energy Utility Technology has been launched, information sessions have been conducted at the PSE&G Edison Training and Development Center, with many employees in attendance. To date 22 students have applied to the program from PSE&G. The Dean is also working with PSE&G to provide

for a tuition-reimbursement program for qualified employees who apply for admission to the program.

During the quarter, the Dean participated in the planning of the First Annual Energy Workforce Summit sponsored by the Center for Energy Workforce Development. The resulting conference was the first of its kind to bring together electric, natural gas, and nuclear utilities with educators, workforce boards, and workforce development experts to focus on solutions to the problems brought about by the aging workforce in the energy industry.

The Dean also continued as an active participant in discussions with staff and others at the Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey. These discussions involved representatives from business and industry, education, and government about the workforce needs of the energy utility industry in New Jersey. Likewise, the Dean worked with the newly elected president of the New Jersey Utilities Association (NJUA) to promote Thomas Edison State College as a partner in the professional development of NJUA members and affiliates.

The Dean successfully negotiated a contract with Energy Providers Coalition for Education (EPCE) that will position the College as the higher-education partner of choice for EPCE, which represents the 25 largest power companies in the USA with over 278,000 employees. We are now waiting for final endorsement.

The Dean coordinated a major role for Thomas Edison State College in an Association for Diversity in Motorsports Celebration honoring pioneers in the motorsports field. This opportunity provided visibility for the College and a platform of introduction to a new audience. A promotional DVD was developed to be circulated throughout the industry, and it prominently features Thomas Edison State College.

The Dean continued to serve on the Education Workforce Committee of the New Jersey Technology Council, and he also worked with the Hewlett-Packard Company to address the digital divide and establish technology infrastructure in isolated communities. The Rural Technology Enterprise Group was formed out of this effort with the goal to establish a technology presence in many isolated rural communities which will feature Thomas Edison State College as part of the solution to problems of isolation.

The Dean worked with the College's Watson Institute to establish a leadership institute for the National Funeral Directors' Association. He also worked with UMDNJ to offer a joint certificate in dental assisting and a joint associate's degree in dental hygiene. And he established an agreement with the PC Age organization to support the College's AAS in Computer Studies.

The Dean participated in the Fall Conference of the Community Colleges of Appalachia and presented information on the College's baccalaureate in Energy Utility Technology to 14 community college presidents and corporate human-resources executives from the utility industry. In similar work, the Dean maintained contact with New Jersey community colleges in support of the College's offerings in Information Technology, Motorsports Technology, and Energy Utility Technology. He has also continued to work with Corporate Choice partners and potential partners, Pfizer, Johnson and Johnson, and Bristol Myers Squibb.

Curriculum Development

The Dean worked to implement curriculum initiatives that were identified through the strategic planning process. (Industry partnerships will provide funding for course development). Proposed areas of study in the Bachelor of Applied Science and Technology degree program include Motorsports Technology, Information Technology, and Energy Utility Technology.

Three new courses are under development for the Energy Utility Technology area: EUT 401 Regulatory Policy and Procedure; EUT 402 Applied Economic Analysis; and EUT 403 Safety Management. Areas of study in a proposed Master of Science in Technology degree program include Quality and Validation, Occupational Safety and Health, Biotechnology, Information Technology, Construction Management, and Technology Management. The degree program's development is still under discussion.

School of Arts and Sciences

The Dean welcomed a new Assistant Dean to the School of Arts and Sciences, Mr. James McCarty, to the School of Arts and Sciences. Mr. McCarty comes to Thomas Edison from the University of Phoenix, where he was a faculty/administrator, and Atlantic Cape Community College, where he was Adjunct Professor of Criminal Justice. His varied experiences in higher education teaching and administration will be a great asset. Partnership development, curriculum development, and oversight of mentors rounded out activities in the School of Arts and Sciences during the quarter.

Partnership Development

The final draft of a partnership agreement between Thomas Edison State College and Union County College that will allow for transfer of Union County students in the Deaf Interpreting Program to our College for baccalaureate-degree completion is in preparation. As soon as issues involving the status of Union County College students upon transfer have been resolved, the agreement will be put into place and students will begin enrolling in Thomas Edison State College.

Other partnership activities are in progress with the University of South Africa, where work is continuing on the development of a joint degree program, and with the Zaidner Institute, where an existing partnership is being updated. Likewise, the Dean has reached out to Verity University in order to begin work on partnership development.

Curriculum Development

The newly developed introductory math course, Math 105, Applied Math for the Liberal Arts, is going well. Enrollments are high and additional sections had to be opened. It was a much-needed offering for our students.

A number of the ideas and suggestions regarding curriculum have come out of the meetings between the School's staff and the College's BA Advisors. The Advisors presented two major concerns: the level of the Biology 108, Science of Nutrition, course and the number of 100-level courses in the degree program for Liberal Studies. The Dean and relevant mentors reviewed these concerns and, as a result the Dean will ask the Curriculum Committee at its October meeting to review the suggestion to change the level of Biology 108 to Biology 208. Pending approval of the Curriculum Committee, the changed level of the course will strengthen the Liberal Studies degree program. The Dean will also present a review of the requirements for the English area of study within the Bachelor of Arts degree program to the Committee. It is felt that the English area of study should require a British Literature course, consistent with practice at other institutions of higher education. This, too, supports an effort to strengthen the degree programs in the School of Arts and Sciences and to make sure that the curriculum is addressing the needs of our students.

The Curriculum Committee already approved the joint degree with the University of South Africa (UNISA) at its last meeting. Next, the team framing the degree program will present its findings to the Curriculum Committee at the October meeting. The Dean is awaiting a response from colleagues at UNISA regarding the framing of the joint degree's curriculum.

Development of the Master's degree program in math/science for secondary school teachers is on track and moving along to the implementation stage. The courses developed for this degree program can also be used in the existing Master of Arts in Liberal Studies degree program. The Dean is exploring the possibility of submitting a proposal for funding for further development of the math/science concept and has given the proposal to the College's grant writer in order to seek other funding sources.

Two cross-School initiatives have involved the School of Arts and Sciences in development and assessment of curricula. One is an attempt to identify courses in the General Education curriculum used by all Schools and create a matrix to be used for work with the Learning Outcomes Assessment team. The institutional outcomes are in place and the team is now working to identify instruments and methodologies to assess outcomes.

The other involves the Dean of the School of Arts and Sciences and the Dean of the Heavin School in writing programmatic objectives for the BA degree. Once approved by the curriculum committees of each School, the outcome objectives will be presented to the team and the next step will be to identify assessment tools.

Mentor Activity

The Dean worked with other College staff to reduce course loads for mentors such that they have fewer course sections. The Assistant Dean has been helpful in reviewing the files and identifying potential mentors for the courses. Mentor training and assessment of mentor performance are also being planned.

School of Business and Management

The Associate Provost and Dean continued to lead the implementation of the Five Year Plan for the School of Business and Management. Enrollment plans have been developed and accommodated through carry forward funding. Targeted marketing and advertising programs are scheduled for the beginning of the third quarter of FY 2007.

In addition to these responsibilities, the Dean has assumed a leadership role as the Associate Provost with oversight of the Office of Graduate Studies and the Office of Corporate-Higher Education Programs. Information on the quarterly activities of those offices is presented below.

Partnership Development

The Associate Provost and Dean was actively involved in the Corporate Choice outreach program as a member of the advisory team and as the College's representative to targeted corporations. Working with the Vice Provost for Strategic Partnerships, the Dean is leading the implementation of the Corporate Choice partnership agreement with McDonalds. She also participated in Corporate Choice partnership activities with UPS, including planning for the development of a customized Bachelor of Science Business Administration (BSBA) degree program in Operations Management. The development of the curriculum is underway.

In other partnership activities the Associate Provost and Dean worked with the County College of Morris and COPE Institute, and agreements have been developed and are awaiting formal approval. She and the Vice Provost for Strategic Partnerships also continued outreach activities with the New Jersey Certified Public Accountants (NJCPA) organization. Plans are underway to advertise the BSBA – Accounting degree program in the NJCPA publications and to continue to work with them to increase enrollment.

Curriculum Development

The second Business Advisory Council is planned for November 8, 2006. The Council has been expanded to include a leader from UPS. The Council will continue to meet twice a year to provide input to the School of Business and Management on curricula and related matters.

In conjunction with the College's Strategic Vision Plan, the initial assessment for the development of a baccalaureate degree program in Leadership has been completed and the new program is scheduled for review and approval by the Academic Council at its December meeting.

A team has reviewed the core and areas of student and developed recommendations, subsequently approved by the Academic Council, for the BSBA core courses. As a result, there have been revisions to the Areas of Study, an addition of a new course, Quantitative Business Analysis to meet the Mathematics requirement, and the development of courses to allow the Accounting Area of Study to be offered online. In other Plan-related developments, recommendations have been approved by the Curriculum Committee and Academic Council for the revision of the Master of Science in Management degree program. As a result, the program will include more electives to meet student needs, and there will be a course option offered as an alternative to the current "thesis/applied project" requirement. The residency session requirement has been eliminated, and the core courses have been updated.

There was also a review and updating of the current external licenses and certifications for which students may receive transfer credit in the BSBA program. Recommended changes will be reviewed by the Curriculum Committee in October, 2006.

Mentor Activity

All Deans are continuing a review of the mentor hiring process and are planning to streamline the current process. There is an ongoing effort to review the business mentor load balance and assignments, as well as to add new mentors to the pool. Efforts are underway to refresh the mentor pool.

Office of Graduate Studies

The Associate Provost and Dean led the implementation of the new organization structure and transition of the Graduate School to the Office of Graduate Studies. The transition is proceeding. Enrollment growth plans for graduate-level programs in all schools that offer them are scheduled for review in October.

Corporate-Higher Education Programs

This quarter has been very unusual in that no ACE evaluations were conducted. This allowed staff to work on such critical projects as initiating development of a strategic marketing plan for the office; completing a New Jersey ACE brochure; completing "The

Step By Step Guide to an ACE Evaluation"; the ACE Wall of Fame, the New Jersey ACE Sponsor Recognition Awards; and the restructure of the CHEP Advisory Council. Other activities included delivery of two ACE Prep Workshops, planning for the first Advisory Council meeting of the fiscal year, and two pre-evaluation meetings held with potential customers.

The Corporate Higher Education Office continued to be involved with the New Jersey State Employment and Training Commission in exploring the evaluation of programs other than union apprenticeship programs. College staff participated in several meetings with NJ PLACE to discuss ACE evaluations of apprenticeship programs and seeking options to evaluate an apprenticeship program offered by the Plumbing, Heating and Cooling Contractors' Association, which is affiliated with New Jersey County Vocational-Technical schools. Meetings were also held with the New Jersey Department of Corrections to discuss having their training courses evaluated. The Office also restructured the ACE Advisory Council, recruited new faculty and corporate representatives to join the Council, and established a Chair, Mr. Miguel Pulido from Eastern University, for the Council.

Staff planned a new event to recognize ACE-program participants. The event will be held on October 6th at Thomas Edison State College. The following recipients will receive recognition for their years of participation: Kepner-Tregoe, Inc. - 25 years; NJ Department of Personnel-HRDI - 20 years; Commerce Bank - 10 years; and Holtz Learning Centers, Ltd. - 5 years. The event honors their commitment to providing educational opportunities for the adult learners whom they employ.

Two publication goals were realized this quarter. After receiving feedback from several focus groups, Corporate-Higher Education Programs staff finalized the New Jersey ACE Brochure and completed final edits for "The Step By-Step Guide to an ACE Evaluation." The latter publication will be available electronically on the College's Web site.

Heavin School of Social and Behavioral Sciences

Partnership Development

Members of the College community have been meeting with representatives of the New Jersey State Police to encourage enrollments in the Administration of Justice Area of Study within the Bachelor of Science in Human Services (BSHS) degree program. The concentrated recruitment program with the larger administration-of-justice community is also beginning to show some success. Enrollment in the Bachelor of Arts Area of Study in Criminal Justice has also steadily increased.

As a part of the recruitment effort with the police, College staff completed an additional review of the credit awards currently offered for police training in New Jersey. Two

mentors in the curricular area of Administration of Justice have reviewed the New Jersey State Police and the Municipal Police awards of credit for in-service training at Sea Girt, and for the Statewide Corrections training program. All four reviews, which were completed over the past 12 months, have resulted in significant increases in credit awards for students who have completed the training.

Curriculum Development

Two new courses have been proposed for the Heavin School and are currently under development: a course in Psychology of Personality and a course in Positive Psychology. We also plan to adopt 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. Adaptation of these courses and combination with currently existing courses may enable us to construct an undergraduate degree program in Homeland Security.

Academic Services

A major effort during the entire year has been 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 have now been articulated for the Heavin School for the Human Services area and for the Social and Behavioral Sciences area.

The project to digitize the Human Services practicum format was completed during the past quarter. Students are now able to register for and complete practica online and have mentor involvement early in the process. Many mentors are already trained in the new format. By 2007, we expect that all students will use the digitized practicum.

School of Nursing

During the past quarter, the School of Nursing focused on its in-state and out-of-state recruitment planning, planning for revision of the undergraduate program, completion of a new RN-BSN/MSN program, and the development of a post-master's Nurse Educator Certificate program. Additionally, School of Nursing staff worked on the First Annual Distinguished Lectureship, "Stewardship and Diversity in Nursing Through Online Education," to be held at the College. Advertisement for the grant-supported position of Distance Education Specialist was also completed, candidates were selected, and the position was filled.

Partnership Development

Final agreements were signed for Nursing and Corporate Choice with Virtua Health System for a Web page that will describe the partnership between Virtua and Thomas

Edison State College. Other ongoing partnerships include those with Trenton Psychiatric Hospital, Robert Wood Johnson Hospital in New Brunswick and Hamilton, Capital Health System, and St. Francis Medical Center in Trenton. Of these ongoing partnerships, enrolled students from Capital Health System now number 85; two Capital Health System students graduated; and there are 18 students enrolled from St. Francis Medical Center and 17 students from Virtua Health System.

Curriculum Development

Plans progressed for implementation of the RN-BSN/MSN program and the Nurse Educator Certificate program. Revision of the current RN-BSN courses and finalization of the MSN courses also took place. Likewise, implementation of protocols for the new programs in DATATEL programming, coordination with the Offices of Admissions and Registrar, and updating current students on the new requirements was ongoing.

Mentor Activity

The School of Nursing continued in the recruitment of mentors. Currently we have 61 mentors, approximately 78 percent of whom have doctoral preparation.

Academic Services

Elizabeth Correnti, RN, CPAN, BSN, was selected to receive the Regina Sanchez-Porter Award at a Special Recognition Ceremony. The second annual Induction Ceremony for the Thomas Edison State College Honor Society of Nursing was held on July 22, 2006, in Prudence Hall. Thirty-two new members were inducted and more than 40 members, guests, mentors, and staff were in attendance.

School of Professional and Continuing Studies

The School of Professional and Continuing Studies continued to expand its program portfolio. Developing programs of its own, in partnership with other institutions of higher learning, and in conjunction with several online providers of online programs, the School has now assembled an impressive array of offerings. The Certificate Program in Gerontology: Senior Health and Fitness opened for enrollment in early July. Agreements with the University of California-Irvine to jointly offer two certificate programs, the Business Analyst Certificate and the Project Management Certificate, were finalized, and those two programs are now being promoted to our potential clientele. An agreement with Edfit has resulted in adding certificate programs in Physical Fitness Training, a program that will complement our initial Gerontology offering. Also added this quarter are several new courses offered under the rubric of "MBA Essentials." These non-credit courses will enable students to select a single course, or a combination of them, to improve their business skills and competence.

The School has recently signed an agreement with the New Jersey Education Association to offer certificate programs to the NJEA Education Support Personnel membership, which includes teacher aides, clericals, custodians, food service managers and workers, transportation specialists, and school security staff, many of whom have hitherto not had professional development opportunities. In addition to the agreement with NJEA, the College has reached an agreement with the Mercer Regional Chamber of Commerce whereby the School's landing page will be accessible from the MRCC's Web site, and a description of an array of Thomas Edison State College professional certificate and training programs will be made available. All of this has been part of the execution of a strategy to align the School with membership organizations or agencies responsible for human/professional development in large organizations, and to partner with them to reach individuals seeking professional certificates, non-credit learning opportunities, and training.

Enrollments in the School of Professional and Continuing Studies, though small, are building almost every month. As the School builds and expands its program portfolio, we expect enrollment to grow and reward the investment the College has made in taking this new path in continuing education.

Learner Services

Highlights

During the past quarter, there was much activity in the Learner Services area. Several things were especially noteworthy, and they are listed below and described in detail later in this section. Highlights are as follows:

- Implemented the evaluation-upon-application program for new traditional applicants to the College
- Rolled out a streamlined menu for the toll-free line directing callers more efficiently
- Increased use of financial aid such that 20 percent more students used financial aid to pay for their enrollment (598 as opposed to 498), when compared to FY 2006.

Registrar's Office

During this quarter, the Registrar's staff processed 3,185 student transcript requests and 465 requests for written degree and enrollment verifications. The College received 7824 transcripts from outside institutions. The Office reviewed and processed 21 enrollment fee refund requests. Students also continued to register for non-credit options offered through the School of Professional and Continuing Studies. Eleven such course registrations were received for this quarter.

The College confers degrees four times a year. During this quarter there were 544 degrees awarded; 15 percent of the degrees awarded were associate's degrees, 81 percent were baccalaureate degrees, and 4 percent were master's degrees. Forty-seven percent of the graduates were enrolled for two years or fewer before being awarded a degree.

The Registrar's staff began working with Hershey Systems to prepare for the student records-scanning project. Meetings were held to identify and design needed workflow processes for all areas of the Office of the Registrar and the Evaluation Staff. The Associate Registrar and MIS staff attended "train the trainer" sessions at the Hershey Systems training center in Charlotte, North Carolina, in preparation for implementation of the project which will be conducted in compliance with AACRAO recommendations and all Federal and State policies.

Academic Advisement

The advising team took a leadership role on a number of College-wide initiatives. Among them was an overhaul of the College's toll-free applicant and enrolled-student phone lines. Also during the quarter, staff from advising, evaluation, testing, MIS, and admissions began to develop and implement an "Orientation 101" course for new students. A beta test, of the course is scheduled for early in the third quarter.

Finally, in addition to continuing to meet and exceed service benchmarks and work with other College departments, a staff retreat was held in August where yearly goals were established for the Academic Advising department.

Evaluation

In accord with the College's Strategic Plan, transcript evaluations are now being completed for all applicants before they enroll. Letters and notes to students were re-written to ensure that students will be encouraged to enroll as quickly as possible. To accommodate an increased number of transcript evaluations, two learner services representatives were hired in August. The average response time for the completion of first-time evaluations was 5 business days and for updates was 18 business days. The evaluation unit continues to meet and exceed performance standards.

Financial Aid and Veterans' Affairs

A significant number of students were awarded financial aid this quarter. We have awarded 25 percent more students than at this time last year, and, more important, 20 percent more students have used financial aid to pay for their enrollment (598 as opposed to 498). It appears the enhancements the consultant Evans Group suggested and helped implement in both student outreach and batch processing are paying off.

We have also worked to improve the monthly financial aid certification process and continued to work with Evans to finalize the automation of review of Satisfactory Academic Progress for students on financial aid, in accord with federal mandates.

For the 2006 to 2007 academic year, the Military Certificate Programs offered by the College's School of Professional and Continuing Studies have been approved for Veterans' Benefits.

Military Education Office

The Office of Military Education had a very strong first quarter of fiscal year 2007 with record increases in military student enrollments. There is strong participation in the Navy College Program Distance Learning Partnership, and the Military Degree Completion Program also had a strong enrollment quarter. Another area that continues to perform well is the eArmyU program.

However, the Thomas Edison State College Military market continues to see strong competition from other colleges and universities, and more institutions have been approved as providers of education to the military. This increase in Service members' school options has caused our Office of Military Education to continue to look at new ways to provide services to deployed troops, as well as better ways to work with other College offices to ensure that appropriate services are provided to military students. The College is also looking at new methods to advertise at the local bases where Regional Military Base Counselors are located.

Directed Independent Adult Learning (DIAL)

Five new courses have been designed and developed and are now being offered: Intermediate Accounting I, Regulatory Policy and Procedure, Safety Management, Applied Liberal Arts Mathematics, and Research Methods in Social Science. In other activity, 69 courses were revised; 12 course conversions were completed; two new exams and answer keys were created; five exam revisions were completed; one ePack exam revision was completed; and two TECEP examination revisions were completed.

Supporting Students and Clients via Constituent Partnerships

Outreach to Corporate Partners and Corporations

During the past quarter, the College signed a Corporate Choice agreement with UPS. UPS has 350,000 employees and spent \$50 million on tuition assistance with various education providers in 2004. The potential exists for large numbers of UPS students to enroll in undergraduate programs at the College over the next 18 months, and an internal project team has been assembled to prepare for this eventuality.

During the past quarter, the College also signed Corporate Choice agreements with McDonald's USA and the Corrections Corporation of America. The College is McDonald's first educational partner. McDonald's is the leading global food service retailer, with more than 30,000 restaurants in the United States. Its Hamburger University has more than 275,000 graduates who have completed training that has been evaluated as eligible for college credit through ACE. Corrections Corporation of America (CCA) specializes in the design, building, and management of prisons, jails, and detention facilities and provides inmate, residential, and prisoner transportation services in partnership with government. The company is the sixth largest corrections system in the nation, behind only the federal government and four states. CCA is headquartered in Nashville, Tennessee, and employs 15,000 professionals nationwide. During the quarter, College staff met with employees at CCA on two separate occasions and responded to questions about degree offerings for CCA employees.

The College participated in an education fair for another Corporate Choice partner, the Department of Transportation, at their Mt. Arlington, New Jersey site. College staff also presented information on online learning and provided materials on the College at the annual education and wellness fair held by the New Jersey Motor Vehicle Commission in Trenton. Finally, College staff participated in a panel on Prior Learning Assessment at JP Morgan Chase. The event, held in Newark, New Jersey, focused on adults who expressed interest in returning to school.

Outreach to the Police, Public Safety, and Aviation Groups

College staff met with Lieutenants Kevin DiPatri and Trish Littles of the Professional Development Unit of the New Jersey State Police. The College is exploring a formal partnership agreement with the State Police. College staff also attended the Department of Law and Public Safety's College Fair at the Richard J. Hughes Justice Complex in Trenton.

In July, College staff made a presentation to the students at the Aviation Institute of Maintenance (AIM) in Philadelphia, Pennsylvania. These individuals will graduate from the Institute with a Federal Aviation Administration mechanic's certificate in airframe and power plant rating. The College has evaluated this certificate for up to 67 college credits.

Outreach to Community College Partners

College staff met with staff from the transfer offices of various community colleges and attended a variety of events at Camden County, Middlesex County, Raritan Valley, Sussex County, and Bucks County (Pennsylvania) community colleges. To highlight the new partnership the College has with the New Jersey Coastal Community College, College staff attended an information session for prospective students at the Wall, New Jersey, campus.

Community Outreach

The first Latino Outreach Breakfast was held at the College in September. Twenty leaders from the Latino community heard a presentation about the College and shared their ideas about how the College can improve its outreach to the Latino community. College staff also made a presentation to the Boys and Girls Club in Newark, New Jersey where a College representative met with 17 adults who work with children and various hours and require flexible methods of earning credit.

The John S. Watson Institute for Public Policy

The Center for the Positive Development of Urban Children

During the past quarter, the Institute's staff produced and delivered six professional development sessions to 210 childcare practitioners throughout New Jersey. The Institute's staff also provided support to 12 teachers on issues of employment, obtaining credentials, and career advancement within the early childhood system through the Abbott Teacher Support Program.

The Institute's staff worked with a Governor's Office planning group to submit a proposal to the National Governors' Association for a planning grant of \$50,000 to assess data collection and data sharing across early childhood systems. New Jersey was among the four states awarded a planning grant, and Institute staff will serve on the policy team to achieve the objectives of the grant.

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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 facilitate HINT/HIPAA implementation efforts in the state.

On behalf of the New Jersey Department of Health and Senior Services (DHSS) the Institute's staff issued its project administration closeout letter on July 28, 2006, for the QuadraMed contract. State contracting requirements have changed and the last year of this eight- year contract will be administered by DHSS. This project has been successful in creating an electronic hospital inpatient/outpatient reporting system to provide accurate and timely data to both acute-care hospitals and DHSS. The Institute assists DHSS through a contract with APG activities related to the federal Health Insurance Portability and Accountability Act of 1996 (HIPAA). In July, the College received an agreement from DHSS to extend the current agreement with APG in an amount not to exceed \$163,200. The first quarter of this additional State funding in the amount of \$40,875 was received on August 1, 2006. The contract will be extended through January 31, 2007.

Institute staff also worked with the New Jersey Department of Banking and Insurance (DOBI) to prepare material in response to a federally funded \$349,242 contract award. This contract was issued by Research Triangle Institute (RTI) in conjunction with the National Governors' Association on behalf of the US Department of Health and Human Services. This project involves awarding contracts to 34 states and territories to conduct studies of the current state laws and practices regarding privacy and security in relation to electronic health records. The work will also identify the barriers to health information exchange, develop solutions to overcome these barriers, and ultimately develop an implementation plan to create new industry standards for security and privacy of electronic health records and systems.

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 provides for the College to expand its administrative simplification study beyond electronic data interchange to include electronic health records to facilitate the implementation of efficient healthcare delivery through health information technology.

An important aspect of the federal HIPAA law is the implementation of the National Providers' Identifier (NPI). Since there has been a low participation rate, with only about 25 percent of providers nationally and in New Jersey obtaining an NPI, the College and the DOBI developed a statewide conference to educate providers on NPI. This conference attracted over 150 attendees who learned of the issues and steps necessary to obtain an NPI. Workgroups of payers and providers were established to resolve as many issues as possible for the new NPI system to work as smoothly as possible in New Jersey.

The Center for the Urban Environment

Watson Institute staff continued to support New Jersey citizens concerned about the environment by hosting meetings of the New Jersey Environmental Justice Alliance and by developing a joint funding proposal from the Institute and the Alliance. The proposal is to fund a staff position for the Alliance with the Institute's staff acting as the Alliance's fiscal agent and partner in several substantive projects. In September the Institute's staff hosted meetings for the Central Jersey Environmental Justice Alliance, which is a regional constituent organization of the statewide Alliance.

The Institute's staff also continued work on the study of airborne particulate matter by helping to organize a workshop on air pollution emitted by ports. The workshop was held in August in Newark and was well attended. The primary organizer of the workshop was the Washington, DC, based Center for Clean Air Policy. The Alliance and Institute staff will develop substantive air pollution reduction strategies based on information presented at the workshop. The Institute's staff also continued work to support scientific research on water and air pollution with scientists from Harvard University, the Georgia Institute of Technology, and Columbia University.

The Center for Leadership Development

Leadership Trenton

Thirty Leadership Trenton Fellows successfully completed the 2006 seminar year. June 15th was their final seminar day, which was titled *A Year in Review*. An evening reception and commencement ceremony were held at the Trenton Marriott at Lafayette Yard, where speeches were given by Trenton Mayor Douglas Palmer, and Trenton City Council president Paul Pintella. The 2006 Fellows dedicated their seminar year to their classmate, the late William E. Robinson.

The 2007 Fellows began their formal Leadership Trenton seminar year in late September with the Opening Orientation and Retreat, which included team-building exercises, simulations, and role-plays. In addition, a networking mixer was held to introduce the 2007 Fellows to alumni, board members, funders, and members of the community.

The Leadership Development through Sports Program

The Institute's staff worked with the Trenton Board of Education, the City of Trenton, and College Sports Television's Field of Dreams Program to offer academic support in the form of tutorials, study halls, and SAT preparation for approximately 150 student-athletes at Trenton Central High School. A SAT preparation class was formed for 30 student-athletes, and eight have also registered for the various subject-area tests offered by the Educational Testing Service.

The Institute's staff secured summer school slots for 35 returning student-athletes, with each one of them receiving a "passing" grade. In addition, five student-athletes partici-

pated in a summer enrichment program designed to improve their final grades in NCAA Clearinghouse Core Courses. And there are currently 40 freshmen student-athletes participating in Study Hall/Tutorial sessions twice each week. In addition, the Play It Smart initiative has been approved for a \$37,375 grant from the Mercer County One-Stop Career Center to offer additional resources for job readiness, continuing education, and leadership skill building.

The Technical Assistance and Support Services Center

The Institute's staff and the Concerned Pastors Economic Development Corporation continued to work together to provide technical assistance to 23 grantees assigned to them by the Office of Faith-Based Initiatives. Organizational assessments have been completed for 21 of these, three board training sessions have been conducted, five meetings to develop collaboratives have been held, eight executive directors have been individually coached, and grant writing training has been provided for two agency staff members who have been linked with the New Jersey State Library's Funding Information Center.

Additionally, 28 agencies from the Urban Mayors' Association cities have benefited from technical assistance services offered by Institute staff. These services are similar in nature to the aforementioned capacity building efforts.

Policy

The Institute's staff created a "Summer Intern Orientation Packet," and organized nine training seminars related to the work of the Institute for the five summer interns. The Institute's staff also designed and implemented an orientation program for the New Jersey Youth Ambassadors Initiative. The initiative was part of the Youth Assembly Conference held at the United Nations in August. The Institute's staff also completed a blueprint for the long-term evaluation of the fellowship and internship. Staff also recruited two new members to the Advisory Board – Tricia Russo, Associate Director of Government Relations for Novartis and Dr. Gloria Bonilla Santiago, Director of the Center for Strategic Urban Community Leadership.

Marketing and Positioning the College

Advertising

During the past quarter, the College has developed programmatic marketing strategies for specific programs in each College school to accelerate enrollment growth. Marketing staff worked individually with each dean to customize and develop media placement plans. To date, media and placement strategies have been completed for the Heavin School of Social and Behavioral Sciences and for the School of Business and Management.

To support the College's Strategic Vision Plan's objective to transform the College's Web site to support a customer-centric model, the College has hired Lipman Hearne to redesign the Web site. The project is on schedule and will be completed by the end of the fiscal year. The College has also launched a new Internet-based lead-generation program to attract potential students who are searching the Internet.

Work also continued with the advertising agency, Princeton Partners, Inc., to 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 advertising campaign seeks to do the following:

- increase awareness of the College's programs and capabilities;
- expand name recognition of the College;
- build the brand for Thomas Edison State College; and
- maximize each exposure while remaining within budgets.

Since its publication, there have been more than 2,000 requests for the College's brochure, "Going Back to Get Your Degree," which is available to inquirers via the print advertising campaign. The purpose of this piece is to familiarize an individual with the concept of going back to college, present questions and answers regarding the choices available, and provide photos and testimonials. The brochure was developed using market research results, and tracking systems are in place to provide data on the efficacy of this piece and the advertising campaign overall.

In another advertising effort, two new radio spots have been produced which will air during the Thanksgiving and New Year's periods, and are themed accordingly.

Information Center

During the quarter, the Office of Admissions/Information Center's call volume ran ahead of last year's pace by nine percent. Outgoing calls were also made to new applicants and continuing enrolled students. The new applicant calls are made to welcome these applicants to the College and to 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. There was an increase of eight percent over last quarter's same time period for these contacts. Contacts were also made in conjunction with our Google and Overture search engine marketing campaigns, where prospective students are guided to the College Web site and to a special landing page where they can request a telephone call or mailed information.

The first quarter's undergraduate applicant count shows a significant increase over the first quarter of FY 2006. This increase in applications come in both the traditional and contract student populations. Based on feedback from callers to the Information Center, we speculate that these increases may be due to the effectiveness of the College's new advertising campaign, the improvements to the College's online application process, and the impact of search engine marketing efforts.

Public and Media Relations

The College continued to implement its Communications Plan during the quarter. Activities included targeted media outreach, strategic external communications aimed at prospective and current students, and outreach related to The John S. Watson Institute for Public Policy. The Office of Communications also completed work on a DVD that explains and promotes the College's Corporate Choice program, developed a detailed, program-specific communications plan for the newly revised School of Business Accounting Program, and worked with several deans to develop similar plans for additional academic programs. The Office of Communications also initiated a new DVD project for the Office of Human Resources. The DVD, which will be completed by the end of the fiscal year, is designed to enhance staff recruitment and retention efforts.

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

- Thomas Edison State College's School of Professional and Continuing Studies Develops Certificate in Gerontology
- Roxanne L. Globis Appointed Director of Alumni Affairs at Thomas Edison State College
- Mindi Shalita Appointed Director of Human Resources at Thomas Edison State College
- Bruce Dansbury Appointed to Thomas Edison State College Foundation Board
- 2006 Commencement (various storylines)

Publications

Publication projects initiated during this quarter include the following:

- 2006-2007 TECEP® Test Registration Form brochure
- School of Nursing: *2006-2007 Nursing General tri-fold*

- 2006-2007 Guide to Tuition and Fees brochure
- Corporate Choice Tuition and Fees fliers
- *Invention* – Summer and Fall 2006 issues
- *Capital Campus* – August and November 2006 issues
- School of Professional and Continuing Studies: *Gerontology* tri-fold
- School of Applied Science and Technology: *Clinical Trials Management* graduate certificate tri-fold
- School of Professional and Continuing Studies: *corporate brochure*
- *Getting Started* flier (to accompany revised acceptance letters reflecting evaluations now being offered upon application)
- Various ads for Marketing and ad journals
- Undergraduate Prospectus & application
- *Signals* – Fall 2006 issue
- School of Professional and Continuing Studies: *MBA Essentials* tri-fold
- School of Professional and Continuing Studies: *Personal Fitness Training* tri-fold
- School of Business and Management: *Accounting program* tri-fold
- Office of Alumni Affairs: *Alumni Ambassador Program* tri-fold
- Office of Corporate-Higher Education Programs: *ACE Credit Recommendation Service* tri-fold
- The Grande Ball Crystal Anniversary invitation packet
- Prospective Student Inquiry Card
- The 34th annual Commencement Program

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

- Thomson/Peterson's *Graduate and Professional Programs, Nursing Programs, Four-Year Colleges, and Distance Learning Programs*
- Vantage Media Corporation's *College.us.com*
- Board of Certified Safety Professionals' (BCSP) Web site
- Universal Council for Educational Administration directory
- Updated School of Nursing information for the southern New Jersey Nursing Programs section of *Advance for Nurses* magazine
- School Guide Publications, Graduate School Guide and Web site
- National Court Reporters' Association Web site
- Updated Wikipedia, The Free Encyclopedia

E-mail Outreach

The message series targeting enrolled students continued to return good numbers during the quarter. During the first quarter, View (Open) rates averaged 35.5 percent, an increase of approximately 1.5 percent from the previous quarter.

The Office of Communications continued to produce and distribute two additional electronic newsletters during the first quarter: *Perspective*, which is aimed at prospective students; and *Achieve*, which is aimed at applicants who have not yet enrolled. This quarter, View (Open) rates for *Perspective* averaged 16 percent, while View (Open) rates for *Achieve* averaged 41 percent.

The Admissions Marketing e-mail outreach campaign continued to generate favorable response rates in the first quarter. View (Open) rates of 21 percent for prospects, 27 percent for Cost Calculator, and 43 percent for Applicants are at or above the industry average (21 percent). The average View (Open) rate for all three categories in the campaign is 30 percent, which indicates the College's messages continue to be welcome. In addition to the Admissions Marketing e-mail campaign, the Office of Communications continued to work with the Office of Admissions in the first quarter to use the e-mail program to invite prospective students to College Day events. In a similar effort, the Office of Communications also worked with the Office of Alumni Affairs in the first quarter to send a welcome message from the College's new director of Alumni Affairs.

Alumni Affairs

The College continued to focus on advocacy, support, and service as central themes for alumni assistance to the College. Efforts continued to identify potential advocates, ambassadors, and donors, as well as to mobilize alumni who are willing to serve the College in various other ways. The quarterly publication *Invention* is a primary way in which we communicate with alumni and other friends of the College. The Office of Alumni Affairs has focused on upgrading the content of *Invention* by strengthening the *Applause, Applause!* section as a means to promote new enrollments and enhance the image of the College by identifying alumni and their respective job fields who have recently achieved distinction.

The College has also launched its Alumni Ambassador Program to support the College's Strategic Vision Plan of increasing enrollment to 15,000 degree-seeking students. Specifically, the Alumni Ambassador Program will be the channel through which our alumni will be mobilized into serving as effective admissions advocates on behalf of the College. Ambassadors will reach out to those in their industry, company and/or geographic location to explain the benefits of attending Thomas Edison State College. To date, 33 Alumni Ambassadors have been identified and have been provided with relevant information. College staff contacted and cultivated alumni donor prospects for this program, as well.

September's group of graduates numbered 545. The new graduates were sent letters from the College, recognizing their accomplishment, and emphasizing the importance of their roles in financial support and student recruitment.

Developing Ourselves to Serve Our Students

The Thomas Edison State College Foundation

As of September 30, 2006, the Foundation had realized 49 percent, or \$166,986, in revenues against a budget of \$344,500. The Foundation expended 40 percent, or \$78,810, against the operating and events budget of \$199,000. 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 is \$5,101,456 as of its third quarter, compared to \$4,716,888 for the same quarter last year. The Foundation's operating fund is \$747,569. The Endowment fund balance is \$3,384,922, and the Quasi-Endowment fund balance is \$864,776. The charitable gift annuity reserve fund is \$104,189. Current investments total \$4,961,210 at book value, compared to \$4,475,359 at book value for the previous year.

Development Activities

Major and Planned Gifts

During the past quarter, staff in the Office of Development focused efforts on a list of thirty high-net-worth donor prospects, several of whom have already designated the College as a recipient of a planned gift. The Deans of the Schools of Business, Applied Science and Technology and the Dean-elect of the Heavin School for Behavioral and Social Sciences were also involved in the cultivation of donor prospects.

In the past quarter, three more Foundation Board Directors established endowments, bringing the total to 12 individuals who have funded 14 endowments. With the assistance of two Foundation Board Directors, major donor prospects were visited in South Carolina, including one on our top 30 list.

Corporate and Foundation Giving

There were five proposals to other foundations outstanding as of the end of the quarter. The National Science Foundation was asked for \$999,828 for course design support. The Dodge Foundation was approached for \$66,667 to support a project to be undertaken by the Urban Environment Center of the College's John S. Watson Institute for Public Policy. Other grant proposals made by the Watson Institute include the following: the New Jersey Council on Developmental Disabilities was approached for \$50,000 to expand outreach to African American parents of children with special needs; and the Borden Foundation was asked for a grant in the amount of \$20,000 to implement a Cultural Competency Summer Institute.

During the quarter, a grant of \$50,000 was received the Mercer County Workforce Investment Board to support the Watson Institute's Play It Smart sports program at Trenton Central High School.

Annual Fund

The 2006 Annual Appeal was completed in late August. The effort netted more than \$75,000 in gifts and pledges. This is the second consecutive year that we used the same outside vendor to conduct the telephone portion of the annual appeal to update our database of contacts, and we have experienced some improvement in results. The mailing and contact lists were carefully selected from lists of past donors and our most recent graduates. Overall, we are encouraged by our annual fund results.

Assuring Quality through Planning and Research

During the first quarter, the Division of Planning and Research continued its focus on implementing the College's Strategic Vision Plan, the development and articulation of a comprehensive quality assurance program, organizational culture initiatives, external and consortial efforts related to data and assessment initiatives, and tracking enrollment activity within schools and at the program level.

Strategic Planning and Organizational Culture

At its September meeting the Strategic Plan Steering Committee and Goal Leaders participated in a Web cast, "Integrating Higher Education Planning and Assessment: A Practical Guide," from the Society for College and University Planning (SCUP). The program presented the perspective from an accrediting body, Middle States, as well as a discussion of what constitutes good planning and a case study based on the University of Delaware.

In mid-September the College initiated its efforts with consultants from Keeling and Associates to assist in management-enhancement initiatives, including the development and facilitation of the Strategic Vision Plan management retreat scheduled for October 20th. Over the course of the next six months, the consultants will be working with the leadership team to ensure that the College's management and organizational culture are aligned with the College's mission and the goals of the Strategic Vision.

Quality Assurance

The division continued to prepare various weekly and monthly reports: Month to Date counts, Monthly Enrollment Report, School Enrollment Reports, and Employer Reports. The division also continued its efforts to retool the Vital Signs reports and to identify operational and institutional benchmarks and comparative indicators.

Efforts made over the summer also contributed to the development of a meaningful quality assurance program for the College. The first of these efforts was the development of a database design using characteristics and activity of our FY 2005 graduates. Consultants from Knowledge Solutions reviewed our data structures and interviewed key staff to determine the factors to be analyzed. When operational, the new database design will allow us to better understand how our graduates engaged with the institution in areas such as product usage, time taken to complete degrees, and credits brought in. This analysis will complement the qualitative data gathered through our annual survey of graduates.

In addition, the Division of Planning and Research engaged Keeling and Associates to analyze the College's current and historical approaches to quality improvement initia-

tives and measures. This review resulted in recommendations that will provide guidance in both the refinement and the development of a quality assurance approach that goes beyond simple reporting to understanding factors that will lead to constructive change.

In August 2006, the Adult Learner Inventory was administered electronically to 1,210 first-year students who had been enrolled in the College for at least 6, but no fewer than 12 months. There were 276 respondents, for approximately a 24-percent response rate. This survey, developed and administered by Noel-Levitz, asks students to indicate both the level of importance they place on an item as well as their level of satisfaction that their expectations have been met. This enables the College to review satisfaction levels within the context of what is most important for the student.

Preliminary findings from the Adult Learner Inventory indicate that items related to flexibility and convenience were among those that were rated as having high importance and high levels of satisfaction among the first-year students. These students also indicated that they believe that they were getting a quality education, were challenged to learn beyond what they already know, and had a clear understanding of what was needed to learn in their courses and/or complete a degree program. Results from the survey also suggest that items related to timely responses and feedback and getting help were among those that could be improved by the College. Overall, students gave high ratings to items related to their general satisfaction with the College and their willingness to recommend the program to other adult learners. Findings from this survey, which will be administered annually, provide the College with useful information for ensuring that it is providing students with a quality education in an efficient and effective manner.

Through the efforts of a summer intern, Casey Holmes, the division was able to analyze two federal databases (Economic Census and National Center for Education Statistics (NCES)) for job-outlook projections and career options to assess the marketability of each of the areas of study in our baccalaureate degree programs. This information will be used for enrollment growth planning.

External and Consortial Initiatives

During the first quarter, division staff completed and submitted the Institutional Accountability Report, two New Jersey IPEDS surveys, and two data files (the Enrollment and Degrees Completed data files) to the New Jersey Commission on Higher Education. Three federal IPEDS surveys were also submitted (the Institutional Characteristics Survey, Campus Crime and Security Survey, and Completions Survey). Nine college guide surveys were also completed.

The Director of Institutional Research and Outcomes Assessment and the Vice Provost for Learner Services attended a meeting at Empire State College that also included rep-

representatives of Excelsior, Empire State College, and Charter Oak College. This consortium of "competitors," consisting primarily of provosts and institutional researchers from each college, meets twice a year to discuss issues of importance to institutions that serve primarily adult students. During the October meeting, the group discussed topics related to benchmarking (e.g., identifying key outcomes that can be shared among the institutions), outcomes assessments, course evaluations, and policies related to satisfactory academic progress.

During the first quarter, the Controller, Director of Human Resources, MIS program assistant, and the Director of Institutional Research and Outcomes Assessment, attended a workshop entitled "IPEDS 2006 – Connecting Data Collection with Higher Education Policy Making." This day-long workshop was sponsored by the New Jersey Commission on Higher Education and attended by representatives from all New Jersey colleges. The focus of this workshop was to improve the quality and consistency of the IPEDS data. The training featured interactive sessions specifically geared to answering questions about IPEDS definitions for Human Resources, Finance, and the other surveys in the annual federal and New Jersey IPEDS data collections. Staff members from the national Association of Institutional Research, National Center on Educational Statistics, and New Jersey Commission on Higher Education facilitated the sessions.

Enrollment Counts

The process of counting using the new enrollment counts methodology is still being developed. Until the process has been fully implemented, the enrollment counts for several groups may change through the year (e.g., Nursing, Graduate Students, and students in the joint degree program with UMDNJ). This report will provide a brief overview of the counts from the first quarter. It is anticipated that the full implementation of the new methodology will be completed by the end of December.

Overall, the first-quarter enrollment counts were higher than those for the first quarter last year. At the end of the first quarter, the undergraduate applicant count was 2,069, an increase of 434 when compared to the end of the first quarter last year. Compared to last year, all schools experienced an increase in applicants. The undergraduate new enrollment count at the end of the first quarter was 1,954 an increase of 645 new enrollments when compared to the same period last year. All schools experienced an increase in their new enrollment counts. At the end of September, there were 521 degrees awarded, an increase of 92 degrees awarded when compared to the number of degrees awarded during September 2005. With the exception of Nursing, all schools experienced an increase in the number of degrees awarded in September.