1989 STATE-OF-THE-COLLEGE ADDRESS

In the spring of this year, the College was faced with an ominous threat which posed potentially grave consequences for the institution and the students we serve. This threat was in the form of a sudden and rapidly deteriorating loss of predicted revenues to fund state-supported programs, including higher education.

During the budget deliberations and debate that followed the Governor's budget recommendations, several proposals were discussed that, if implemented, would have severely threatened the progress we have made over the last several years. For example, one scenario would have eliminated over $400,000 in the continuation of our Challenge Grant funding and would have brought that vital initiative to a screeching standstill.

In response to the revenue shortfall, the Governor recommended a budget for the College for the fiscal year beginning July 1, 1989 which reduced our funding by $78,000 from last year's appropriated level. As state revenues continued to atrophy, the state was forced to make massive cuts in the proposed FY '90 budget. With the assistance of the Governor and the legislative leadership of both houses and of both parties, we were able to survive this crisis reasonably intact.

Although we begin this year with state appropriations of $158,000 less than we had last year, this cut is manageable and does not threaten any of the programmatic activities of the College. More importantly, $466,000 in Challenge Grant continuation funding was added to our base budget, thereby ensuring the permanence of this vital institutional initiative.

We are coming to the end of the first quarter of the fiscal year with record-breaking application levels and first-time enrollments. Guided Study has concluded its fall semester registration with a 27% increase in enrollment over the previous year. By January of 1990 we should be well along the way in filling the vacancies needed to staff our enrollment growth, and those vacancies created by the state-imposed hiring freeze. Therefore, it is with a sense of relief that I am pleased to report that the state-of-the-college is excellent.

This time last year I speculated that fiscal '89 would be a time of consolidation for the College following a period of enormous growth in enrollment, staff, and programs. I expressed a view that it was practical to turn inward so as to strengthen and consolidate the results of previous initiatives towards establishing a strong foundation for the next stages in the College's evolution.

During the past year we increased our staff by approximately 20% and, in my view, are positioned for an enrollment expansion to the 10,000 student level over the next several years. I suggested at the end of fiscal year 1988 that fiscal '89 presented five distinct challenges. I would like to review them with you briefly and our status in addressing them.

1 - The Challenge Grant - We remain on schedule as we approach the final year of this initiative. The principal concern for this program was and is securing sufficient funds in the base budget so as to continue this initiative beyond the expiration of the grant. The FY 1990 budget has $466,000 for this purpose. By the end of the year, we will have accomplished both the programmatic and fiscal objectives of the program.

2 - Facilities - Last year we were greatly concerned that the lack of adequate facilities for the College would inhibit and frustrate our expansion in programs and enrollment. I am pleased to report that with the acquisition of the structures adjacent to the Kelsey Building, in addition to acquiring the building on Hanover Street, we will in the next two years be tripling the square footage currently available to the College. The "Kelsey Center" is being reconstructed to our specifications as is the "Academic Services Center" on Hanover Street. We are having discussions with the General Services Administration about relocating our East Orange Office into better facilities in the City of Newark. We have had preliminary discussions with Glassboro State College and Camden County College about constructing a shared facility educational park in the City of Camden to support our South Jersey outreach efforts. Not only will these facilities allow us to expand but, because they are being designed according to our specifications, will greatly enhance the operating environment of the College and its programs.

3 - Operationalizing Automated Systems - We made great progress in bringing "on-line" automated systems to support the College's work and to increase our effectiveness, efficiency, and productivity. The student evaluation and advising processes have now been automated, and we have finished building the student records data base. As promised, we have returned the fourth floor lounge for its original purpose and use by members of the College. The Dynalogic systems have been installed to support our accounting functions, and the core of our automated systems are now in place. And finally, the successful assumption of our payroll functions was completed on July 1, 1989.

4 - Final Deployment of the Nursing Program Components - During the past year the Nursing Program established its final test site and is now completely deployed and operational. With all of the components in place, we are now in a position to proceed with our application for accreditation by the National League of Nursing. The program this year was reaccredited for four years by the New Jersey Board of Nursing.

5 - Implementation of Consultants' Recommendations in Public Relations and Development - All of the recommendations from our consultants in terms of staffing, organization, and office support have been implemented. Our public relations function, which was formerly supported by one professional and a part-time support position, now have three full-time professionals and a full-time secretary. We have recruited outstanding leadership for this office. The development function has taken distinct and clear new direction as evidenced by the dramatic increase in giving to the Foundation. Our College video, "Opening Doors," has recently received a national award from the Council for the Advancement and Support of Education for excellence in college videos.

In summary, I am pleased to report that the five major challenges I outlined for you last year have all been successfully addressed. I should caution, however, that the current fiscal crisis and the on-going budget negotiations for the FY 1991 budget could potentially threaten some of these things, especially as they relate to the expansion of Challenge Grant activities and the funding for our facility expansion. It is my view that the budget the Governor signed on July 1 did not resolve the lingering fiscal crisis in which the state finds itself. In my opinion, the revenue assumptions contained in this budget are unduly optimistic and probably not achievable. At the same time, many one-shot revenue sources were brought to bear to theoretically balance this budget that will not be available for the next fiscal year.

It is my speculation that state government postponed a lasting resolution of this problem until after the November gubernatorial and legislative elections. If my understanding of the state budget is correct, a tax increase is inevitable and necessary for the state to keep its commitment to its fundamental obligations to the people of New Jersey. There is simply not enough that can be cut from the state budget without inducing absolute disaster for our state. Additional revenues will have to be found, and that means a tax increase. I am hopeful that in the session of the legislature following the election, our elected officials will find the political courage and statesmanship to bite the bullet and face the fundamental necessities of being faithful to the public compact to which we are all a part.

Plans for our expansion to the adjacent facilities as well as our Hanover Street site continue to go forward. However, both projects have come in over budget and will be delayed until some resolution is found for this problem. At this moment I am cautiously optimistic that our progress in these areas will be sustained and survive intact. However, the situation is extremely fluid.

I warned you last year that the kinds of things I would be discussing with you this year were not the grand and exciting educational initiatives which are the source of the personal reward provided by this kind of enterprise. The five major issues identified last year, and which I have just briefly reviewed, all deal with the mechanics and administration of the College much less than our programs, our principles, and the education of our students. However, it is on these unexciting but vitally important things that our health, well-being, and future depend. This is not to suggest that we have not had a vigorous year in the intellectual work of the College; our progress continues:

* In July we initiated and conducted the National Institute on the Assessment of Experiential Learning, bringing leading educators from across the nation to study under our direction.
* Guided Study enrollment increased 30% from 837 to 1,089.
* The Statewide Testing and Assessment Center has grown to 37 New Jersey Colleges and Universities.
* Six new articulation agreements were signed with other institutions.
* Portfolio assessment applications are up 31%.
* The number of graduates during the year increased 19% (this is the second consecutive year with a 19% increase).
* The Center for Corporate and Public Partnerships' membership is up to 63 corporations and major organizations.

* For the first time in its history, the Veterans Administration has approved Edison's Guided Study Program for benefits.
* Contributions to the Foundation increased by 114% ($208,281 - up from $85,000 in 1988).
* A new student fee model was implemented, and the College has again achieved its projected revenue targets.
* With the installation of our satellite downlink, we have established ourselves as the only permanent teleconferencing site in the state capital complex.

In retrospect, in reviewing those things we set out to do in the past year, as well as building on the momentum of the past several years, I am pleased to report that all of our major objectives were achieved.

I have always used this opportunity to share with you my view of the challenges the College faces in the coming year. I doubt if we have ever faced a period of greater challenge than that awaiting us in fiscal 1990. The state's fiscal crisis will set the context for the next several years. The current events will have great and long-lasting impact on the College for the next several years. In November of 1989, the state will elect a new Governor who will take office in January of 1990. Change in leadership means new policies, new priorities, new people, and new relationships.

State government is not the only arena in which a major transition is occurring. I have a profound sense of a "changing era" here at the College as well. Assuming we survive the current budget crunch reasonably in tact, the nature of our objectives in the coming years will be profoundly different than they have been in the past.

The days of institution-building are over in that the infrastructure necessary to support our intellectual work is firmly in place. The emphasis shifts now to developing and building the intellectual and programmatic work of the College. This change in era is sure to be accompanied by changes in faces as well. As you know, Rich Hansen has taken a well-deserved leave to accept new responsibilities in Vermont. There were 160 candidates for the position Vice President for Public Affairs, and the Search Committee, chaired by Gerri Collins and composed of Samone Jolly, Idalie Munoz, Dave Puddington, and Phil Sanders, has reduced the field to 14 semi-finalists. We hope to have selected the successful candidate for this important position by the first of December. Personally, I remain committed to the yet undone tasks at this very fine institution.

In the next few days each of you will receive a copy of my Annual Report to the Board of Trustees for the fiscal year ended June 30, 1989. While the responsibility for reporting to the Board is mine, the report itself is a litany of leadership, progress, and achievement that is yours. I hope you will find time to read the

document not only because I'd like you to be informed as to the good work being performed by your colleagues, but also so that you might maintain your perspective as to how your commitment to a program or an office fits in and contributes to the progress and vigor of the College. I think you will be pleased and rightfully proud to share in the collective achievement described in the report. I think it is useful to apply Churchill's words that Thomas A. Edison State College is at the "end of the beginning." We have built a solid foundation from which to launch our next phase.

A bright future for this College won't just happen; it must be planned for, it must be worked for, it must be won by the collective efforts of the entire college community. The first step in creating the future is planning for it now. Within the next days and weeks many of you will be receiving a copy of the College's Five Year Long-Range Plan. The major direction for the institution, as described in this document, should not be surprising to any of you, for most of you were involved in designing and conceptualizing its contents.

We will be sharing and discussing the document in detail over the coming months, for I intend to present it to the Board of Trustees in December as the formal agenda for the College's future direction. It calls for among other things: the initiation of graduate programs; structured contract learning opportunities to supplement portfolio assessment, and as a stand-alone independent

study option. In addition, we will offer greatly expanded learning opportunities directly by the College and supported by various learning technologies. It is an agenda that is bold, adventuresome, and, moreover, reinforces our leadership within the community of adult higher education. It challenges us to be faithful to the imperative in our mission for innovation. My challenge to you as this plan becomes translated into tangible action and achievement is not just to meet standards, but to set them, for the unique attribute of leadership is not to follow the standards set by others, but to create the standards for others to follow.

While clearly there is uncertainty ahead, there is also great opportunity. What we do in the next year will be greatly influenced by the fiscal crisis and the new state leadership following the November election. I do not view the uncertainty with trepidation or foreboding. We have great people at this college - the administration, the staff, consulting faculty, alumni, and friends. The high regard with which this institution is held has never been a consideration of partisan political issues. We stand prepared to assist the new governor and the new legislature, and will be attempting to make our presence known as the state's political leadership changes.

Many of you are new, having come to the College within the last year. I hope you know and appreciate that you have the privilege of serving a very special institution. To be sure, it is unique in its mission and its approach, but more importantly it is special because its people are special. We are united around a common purpose; we respect and support each other as colleagues; we are invested in our collective welfare; and we enjoy each other's company. We also have very high expectations of each other to work hard and to work well, and we're not adverse to having a lot of fun in the process.

I invite you to know and love this place, its people, and its important work as I do; and from that knowledge commit yourself totally to this institution's high and noble purposes.

Thank you and keep up the good work.

THOMAS A. EDISON STATE COLLEGE
NEW EMPLOYEES HIRED SINCE SEPT. 1988

NAME	TITLE	OFFICE	HIRED
Danita Johnson	Clerk Transcriber	Admissions	09/26/88
Alma Johnson	Administrative Asst.	Nursing Program	10/11/88
Eunice Lewis	Assistant Administrator, Student Fees & Revenues	Office of the Controller	10/11/88
Donald Trucksess	Administrative Assistant	Center for Directed Indep. Adult Learning	10/11/88
Cheri Friend	Senior Clerk Typist	Office of the Registrar	11/07/88
Kerry Gilbert	Senior Clerk Typist	Office of the Registrar	11/07/88
Shelia Taylor	Senior Clerk Typist	Office of the Registrar	11/07/88
Mitchell Bondi	Evaluator	Office of the Registrar	11/21/88
Belinda Dalton	Evaluator	Office of the Registrar	11/28/88
Brenda Baylor	Senior Clerk Transcriber	Office of Personnel Services	12/05/88
Muriel Jones	Evaluator	Office of the Registrar	12/05/88
Todd Siben	Evaluator	Office of the Registrar	12/19/88
Idalie Munoz	Director of Communications & College Relations	Communications & College Relations	01/03/89
Rita Kolbert	Assistant to the Controller Payroll Functions	Office of the Controller	04/17/89
Francine Taylor	Secretarial Assistant III	Office of Administrative Services	05/15/89
Cynthia Warrick	Principal Clerk Stenographer	Communications & College Relations	05/22/89
RICHIE Lynda Ricci	Evaluator	Office of the Registrar	07/03/89
Donna Watson	Evaluator	Office of the Registrar	07/03/89
Linda Wiesner	Marketing Assistant-Hourly	Corporate Programs	07/03/89
Rekha Sharma	Clerk Transcriber	Office of the Registrar	07/10/89
~~Peggy Fisher~~	Assistant Director of Corporate Programs	Corporate Programs	07/11/89
Thomas Donlon	Director, Test Development & Research	Office of Test Development & Research	08/14/89
Chā Thompson	Senior Clerk Typist	Office of the Registrar	08/28/89