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MEMORANDUM
March 7, 2008

TO: Members, Board of Trustees

FROM: George A. Pruitt

SUBJ: President's Report to the Board

Serving Students with Academic Programs to Meet Their Needs

School of Applied Science and Technology

Partnership Development

Modifications were made to the joint University of Medicine and Dentistry of New Jersey (UMDNJ) and Thomas Edison State College program to create a single point of contact for information on learner services, transfer process, graduation process, diploma dates, dental hygiene restrictions, and potential program additions. The dean participated on the UMDNJ – Dental Advisory Committee, which is attempting to align mathematical, English, and Test of English as a Foreign Language testing, among the college and community college partners in the program. In work with other partners, there was a restructuring of the Gas Distribution Certificate proposed to EPCE-CAEL based on workforce development needs. The final certificate will be presented at the next EPCE-CAEL conference.

A grant proposal in collaboration with three community colleges and a corporation within NJ Energy Utility Consortium was submitted to the National Science Foundation, and a ten-day visit by Dr Leslie Nickola, University of South Africa (UNISA), was hosted at the College for the purpose of partnership and curriculum design planning. A

result of the visit was a proposed sharing of Applied Science and Technology courses between UNISA and the College.

The dean participated in the New Jersey Energy Summit, sponsored by the New Jersey State Commerce Commission, highlighting energy needs, workforce needs, alternative energy sources, and energy master planning. The dean also attended the Department of Labor Eve Award ceremonies in Washington, DC, which recognized the PSEG and New Jersey Energy Utility Consortium program for attraction of workers from diverse populations. The program is linked to the College's BSAST in Energy Utility Technology.

Curriculum Development

Initial analysis of Thomas Edison State College professional license reviews indicated a need for updates to ensure academic integrity, especially for licenses related to FAA, health-related professions, and nuclear power. A long-term review will be coordinated with the offices of Corporate-Higher Education and Military Education during the next quarter.

In collaboration with the Office of Military Education, the Navy Power School curriculum will be reviewed in accordance with Accreditation Board for Engineering and Technology (ABET) criteria to identify needed modifications. College staff are working on attaining ABET accreditation for our Applied Science and Technology programs.

Marketing Development

A targeted marketing strategy was established for the School of Applied Science and Technology. The strategy aims to present our typical military areas of study to specific traditional and commercial market sectors through direct contacts, job fairs, and an alumni ambassador program. We will also investigate other commercial sectors needing science and technology education through researching workforce development needs and networking.

In other work to establish new curricula, the dean solicited and received National Kitchen and Bath Association certification exams, which will undergo academic review in collaboration with the Office of Corporate-Higher Education Programs. The National Kitchen and Bath Association requested the creation of associate's and bachelor's degrees with a kitchen-and-bath interior design Area of Study for its 40,000 members.

Heavin School of Arts and Sciences

Curriculum Development

Enrollment has continued to grow in the new Master of Arts in Educational Leadership degree program. Two additional courses were also approved for the program by the Heavin School curriculum committee and will be offered beginning in April.

In addition, the Bachelor of Science degree program with an Area of Study in Homeland Security and Emergency Preparedness was approved by the Heavin School curriculum committee in December. Four new courses will be offered while we await Academic Council and state approval for the new degree program. The Coast Guard has expressed interest in an articulation agreement with the college once the new curriculum is open to enrollments.

Quality Assurance

Learning Outcomes statements for all degree programs in the Heavin School were approved by the curriculum committee and the Academic Council during the past quarter. In addition, the programmatic and institutional objectives were linked to the ETS Measure of Academic Proficiency and Progress (MAPP) test. This standardized test will be used to establish accurate benchmarks for academic achievement for our Bachelor of Arts and Bachelor of Science in Human Services programs. September graduates of the Heavin School were invited to take the test in October. Thirty-two of the 240 (13%) graduates completed the assessment. December graduates will be invited to participate in the assessment in January.

Work continued on the Bachelor of Arts Degree Review. Three subcommittees for the areas of (natural science/math, humanities, and social science) are currently establishing Area-of-Study outcomes.

Heavin School staff also participated in the TEAC (Teacher Education Accreditation Council) Inquiry Brief Workshop in Newark, Delaware to prepare for the submission of our pre-candidacy application for TEAC accreditation of the Master of Arts in Educational Leadership degree program. We plan to have our self-study visit early in the fall of 2008.

Targeted Marketing

The marketing campaign continued, targeting Law enforcement personnel in an effort to increase undergraduate enrollment. Ads are now running in local and national law enforcement publications. Staff also attended the New Jersey Emergency Management Conference, as well as the New Jersey Law College Fair. In addition, we are launching a new, one-year pilot initiative aimed at law enforcement personnel and potential law enforcement students from five targeted community colleges. These students will be eligible to take courses at a per-credit rate with an 18-credit residency requirement.

Targeted marketing continued for graduate programs as well. Staff attended the NJEA convention in Atlantic City in November to promote both the MALS and MAEdL programs. Ads for both programs are now running in NJEA publications. In addition, we are working with the Foundation for Educational Administration to discuss partnership opportunities and the possibility of all students in their NJEXCEL program taking Thomas Edison State College courses to fulfill certificate requirements.

Mentor Activities

Between November 12 and 14, an asynchronous online meeting was held for Heavin School mentors. There were discussion forums for each general area of study, and a forum discussing outcomes assessment and use of rubrics. Over 60 mentors participated enthusiastically and had good suggestions for future directions. As a result of the meeting, we will be instituting a quarterly Heavin School newsletter for mentors. Five new mentors were appointed for the Heavin School during the quarter; two mentors were released.

School of Business and Management

Partnership Development

The dean participated in the fall meeting of the New Jersey Collegiate Business Administration Association (NJCBAA) held at Brookdale Community College. Thomas Edison State College will host the annual spring meeting. The dean also attended the release ceremony for the Latino Perspectives Labor Roundtable Report to determine possible needs assessment and relationship building. Finally, the dean made a site visit and participated in an initial Academic Program Review discussion at South Jersey Career Center in Hammonton, New Jersey, and participated in a Corporate Community Services (CCS) recruitment session held at PSE&G Training Center, Edison, New Jersey.

Curriculum Development

Development of the new Bachelor of Science in Organizational Leadership degree program continued during the quarter. Recommendations for revision of the Master of Science in Management degree program were approved by Academic Council.

The following graduate courses are in development: Marketing Management; Vision, Leadership, and Strategic Planning; Project Management (3 additional courses in Project Management will be developed to give graduate students a 12-credit concentration in Project Management). The following undergraduate courses have been developed and are available to students: Foundations of Leadership; Leaders in History; Leadership Practicum; Nonprofit Leadership; Advanced Organizational Management, and Creating and Implementing the Electronic Enterprise. Undergraduate course Leadership in Global Environment is currently in development.

For the Curriculum project, a Diversity Committee composed of two mentors and one student, held its first meeting. The committee will develop a survey to collect data and to make recommendations for the inclusion of diversity into the curriculum.

Quality Assurance

The Five-Year Program Review for the Bachelor of Science in Business Administration degree was completed. Dr. Barbara Tedesco, Associate Dean, New Jersey Institute of

Technology, served as the evaluator. On December 13, 2007, Dr. Tedesco conducted her review on site and presented findings to members of the Five-Year Program Review Committee.

Mentor Activities

Staff reviewed the undergraduate and graduate mentor pool, load balance, and assignments. New mentors have been added at both the undergraduate, (three mentors) and graduate level (four mentors). Three mentors hold PhDs, and one holds an MBA and is a well-respected practitioner in the field. All newly appointed mentors maintain professional currency in their respective fields of expertise. The School continues to increase the diversity of graduate school mentors. As the MSM and MSHRM programs continue to grow, additional mentors will be recruited.

School of Nursing

During the second quarter, the School of Nursing focused on preparing for Commencement and honor society activities, preparing final print and Web publications, preparing an application for initial accreditation through the Commission on Collegiate Nursing Education (CCNE), writing a HRSA grant proposal, in-state and out-of–state recruitment events, planning for the Second Annual Distinguished Lectureship to be held in October at the College, hosting the statewide "BSN in 10" Summit, and preparing the remaining courses of the Graduate Nursing program.

Partnership Development

Of the ongoing partnerships, enrolled students from Capital Health System now number 95. Three Capital Health System students graduated. There are 25 students enrolled from St. Francis Medical Center. There are 30 students from Virtua. During the second quarter, there has been focused outreach at Virtua, including visits with staff and executives and mailings.

Curriculum Development

The transition process has been finalized for the Bachelor-of-Science to Master-of-Science in Nursing degree program. Three graduate courses were approved by the School of Nursing Committee, and have been opened to student enrollment. They are also as follows: Nursing Education Seminar and Online Practicum; History of American Nursing; and Independent Study in Instructional Technology.

The practicum packet and process has been implemented with four students. Revisions to the packet have begun, based on student experience, course assignment change for the Nursing Education Seminar, and addition of criminal history background check information.

The CCNE has accepted our application for accreditation. The application will be acted upon in November. The timeline for the CCNE self-study production has been developed.

Marketing

School of Nursing staff made 10 recruitment trips; one to national events, eight to local events, and two to Health Resources and Services Administration (HRSA) project-related events, one national and one regional. In addition to the recruitment visits, a total of 11 ads were placed, two in professional nursing membership journals for the first time. Recruitment ads were continued in nursing convention programs, in regional issues of *Advance for Nurses* and *Nursing Spectrum*, and in booklets distributed at selected nursing awards programs. Plans were further developed for spring 2008 marketing and recruitment including online advertising at allnursingschools.com, event sponsorship at the American Organization of Nurse Executives (AONE), and inclusion in the 2008 AONE Source Book. Additional marketing strategies, including a partnering ad, an MSN brochure, and a new marketing theme based on 25 years of experience in providing distance learning education programs for RNs are also being considered. Plans for follow-up of nursing inquirers who do not enroll are underway. Telephone follow-up with new enrollees was also begun.

HRSA Grant Activities

To date, 39 nurse educators from year one and year two of the HRSA program have completed the 32-week Certificate in Distance Education Program (CDEP). Thirteen successfully passed all components of the program, and their names will be included in the directory and database of minority nurse educators certified in the distance education program. Six grantees are currently teaching in the January term, and 20 will be scheduled for their mentored online teaching throughout the year. Participants for year three, group one, are currently finishing the CDEP. The last cohort of grant participants for year three, group two, started the CDEP course in November.

The Lectureship program, held in conjunction with the HRSA grant in October, was attended by approximately 70 nurse educators and leaders. Contact hours provided by New Jersey State Nurses' Association were awarded to Lectureship attendees. Positive program evaluations were shared by attendees from across the country. Finally, the application for three more years of continued funding for the Minority Nurse Educator Grant Program was submitted to the federal Human Resource Services administration.

Thomas Edison State College Honor Society

The Thomas Edison State College Honor Society of Nursing was approved as a chapter of the Honor Society of Nursing, Sigma Theta Tau International (STTI) in November. The new chapter was assigned the name of Upsilon Rho. The Chapter Charter ceremony will be held on April 16, 2008, with Dr. Anna Alt-White as chartering officer from STTI.

John S. Watson School of Public Service

The John S. Watson School of Public Service will accept its first cohort of students in January 2009. In preparation for that event, College staff have worked on various initiatives as described below.

Partnerships and Curriculum

The School has entered formal relationships with the New Jersey Urban Mayors' Association, the New Jersey League of Municipalities, and the New Jersey Conference of Mayors. Plans for other partnerships, including one that will lead to an international public service agreement with the University of South Africa, are also underway.

A new degree program, the Executive Master's Degree in Public Service Administration and Leadership, is in development, facilitated by our work with the Urban Mayors' Association, the League of Municipalities, and the Conference of Mayors. Program design, establishment of a curriculum committee, identification of courses, and selection of mentors are all in progress.

Marketing and Endowment

A print advertisement for the Watson School was placed in the *NJ Biz Magazine,* and the School is finalizing the development of its first marketing brochure. School staff are also working with the Marketing and Communications offices to identify target marketing strategies for the School.

Staff are also working with the Office of Development to create an endowment for the Watson School. Development activities include fundraising efforts for course development, scholarships, and operations for the School. Individual donor support, philanthropic, and corporate support are being pursued as a part of the overall strategy to meet the financial needs of the School.

School of Professional and Continuing Studies (SPCS)

New Program Initiatives

The new 50-hour, online Linux Self-Study course, which helps students prepare for LPIC certifications, has been reviewed and approved by the Linux Professional Institute. LPIC certification is considered the industry standard worldwide for Linux technicians. We also began to invite visitors to our Web site to "test drive" the course. They are able to view two modules before registering; in order to do so, however, they must input their email addresses to receive a password. We are thereby able to capture their addresses for follow-up, helping us to identify potential students for the course.

The School of Professional and Continuing Studies (SPCS) introduced four new certificates in the fitness, health, and wellness area. They are *Nutrition for Optimal Health, Wellness, and Sports; Fitness Management; Women's Exercise Training and Wellness;* and *Personal*

Training for Older Adults. A new brochure describing the programs was printed and mailed to fitness and health centers in New Jersey, the greater New York City area, and Philadelphia to promote the courses.

Outreach

On the basis of an analysis of where SPCS students are coming from, we have focused outreach efforts on the military and our alumni. We are in regular communication with military counselors, who have asked for information so that they can accurately advise potential students. The SPCS prepared a briefing booklet that outlines all of its 60+ programs and addresses the commonly asked questions on fees, timelines, military discounts, and course schedules. Copies were distributed to all of our military counselors and have been extremely well-received.

Working with the Communications Office, the SPCS also prepared an e-blast to alumni, telling them about our programs and introducing the idea that even though they have graduated from the College we can continue to help them grow professionally. The results were excellent. The message was received by 6,100 alumni and we know that 1,978 opened it. Beyond 184 alumni clicking onto the main SPCS site, many clicked onto specific programs.

Developing opportunities for obtaining contracts for training and certificate programs for corporations and organizations was another SPCS focus during the quarter. College staff visited Datatel in Virginia to explore creating certificate programs for Datatel clients, and a visit to the Bucks County Police Training Facility was also undertaken. The dean also met with executives of PSE&G to explore providing certificate programming for this group.

The dean gave a presentation to the New Jersey Education Association and explored ways in which the NJEA/TESC program Web site can be made national. Conversations are also underway with NJEA about starting projects with several New Jersey school districts to provide Thomas Edison State College programs for their employees.

Finally, staff met with officials from the National Center for Training, Support, and Technical Assistance, who have solicited our advice on training for managers who direct national AIDS prevention education initiatives. This work will be conducted with grant assistance from the Center for Disease Control.

Center for Directed Independent Adult Learning (DIAL)

Office for Learning Assessment

A project was completed to convert 12 final examinations for online courses in math and science to objective format to circumvent the need to use cumbersome equation-editing

software during testing. Test items are now pool-based, allowing flexibility to create individualized exams that meet the content blueprints.

Instructional Design

Thirteen new courses were developed, and 9 were revised during the quarter. The transition of all 100 undergraduate Guided Study courses to online format was completed. Work also continued on assessing institutional outcomes in courses. Finally, DIAL staff worked with each of the College's schools to develop efficient, effective course development processes.

Learning Outcomes Assessment

The Learning Outcomes Committee (LOC) began the task of devising programmatic and institutional learning outcomes assessment plans for College schools. Plans will be drafted for measuring undergraduate programmatic learning outcomes, as well as the undergraduate institutional outcomes. (The School of Nursing has an already existing plan which at this time they are fine tuning).

Additionally the LOC reviewed WeaveOnline, Taskstream, and Waypoint software to be used for management of the learning outcomes assessment data and for developing rubrics for embedded assessment data, and retrieval of that data. The LOC determined that Taskstream and Waypoint would be the best fit for our needs and are moving forward on acquiring each next quarter.

Providing Students with Services

In addition to the activities outlined below, the Office of Learner Services continued the integration of the Admissions Office/Information Center and reassign the Transfer Credit Evaluation Section to the Office of the Registrar. These efforts form the basis for an ongoing project to develop a strategic reorganization plan for the Department.

The memorandum of understanding for the College's participation with "Graduate! Philadelphia" was signed during December. Learner Services is coordinating all aspects of the College's participation in this initiative to re-engage individuals who have previously dropped-out/stopped-out of college. The College has agreed to waive application fees for prospective students referred through this program and to assist in staffing (8 hours per month) an outreach center in Center City Philadelphia.

Office of the Registrar

Registration

The office processed registrations for the twelve traditional undergraduate terms, the eleven undergraduate eArmyU terms, the twelve undergraduate NCPACE terms, the four graduate terms, and the four Certificate in Distance Education graduate terms. We are successfully handling an increase in course extensions, withdrawals, course transfers, and final course grades. Course registrations for graduate, undergraduate, eArmyU, and Navy College PACE for this quarter totaled 7,266. Twenty three course registrations were received this quarter for non-credit course options offered through the School of Professional and Continuing Studies.

Transfer Credit Evaluation

As part of the reorganization of Learner Services, the Evaluation section was reassigned to the Office of the Registrar. The section Director was re-designated as the Associate Registrar and Director of Transfer Credit Evaluation. The responsibilities for this position were expanded to include supervision of the records management area of the Office of the Registrar.

First-time evaluations for the quarter numbered 1,880, and there were 1,783 update evaluations. During this quarter the wait time for first-time and update evaluations averaged 4.5 weeks. In the first quarter, the average wait time had risen as high as 7.5 weeks.

Graduates

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. During this quarter 605 students were awarded de-

grees. Twenty-four percent of these were associate's degrees, 72.5 percent were baccalaureate degrees, and 3.5 percent were master's degrees. Forty-eight percent of the graduates were enrolled for two years, or fewer, before being awarded a degree. Thomas Edison State College is also the certifying agent for the New Jersey State Professional Librarian Certificates. During this quarter, 56 such certificates were issued.

Commencement Activities

The College held its Thirty-Fifth Annual Commencement ceremony on October 6, 2007, at the Patriots' Theatre in the War Memorial Building. Over three hundred graduates attended the ceremony. The College has secured the Patriots' Theatre for the 2008 ceremony, as well.

Ongoing Initiatives

The Office of the Registrar staff started building the transcript templates to be used in the Transcript Reader Software. It is expected that the Transcript Reader software will go live during the third quarter. In other activities, NJ Business Systems has completed the imaging of half of our active student records. The remaining active student records will be imaged by the end of the third quarter. Singularity archival training was also provided for the offices of military education, advisement, financial aid, admissions, and nursing. Staff from these areas now have access to the imaged student records.

Academic Advisement

During the second quarter, the advisement team responded to 4,885 e-mail inquiries, a decrease of 17 percent when compared to the second quarter of FY 2007. The average response time was fewer than 2 days. The number of phone inquiries to the advisement phone center for the quarter was 12 percent less than the previous year's second quarter. However, also during the quarter we received 997 calls to our student appointment phone line. These calls would have previously been answered by the advisement phone line. When added to calls to advisement phone center, the number of calls received by the advisement office actually increased by 14 percent.

On average, students waited a little less than 2 days for an appointment with an advisor. During the quarter, we completed 1,117 appointments, 31 percent more than in the second quarter of FY 2007. Moreover, in our continuing effort to become more student centered, beginning in the final month of the quarter, advisors were assigned to call students back on the same day that they called the student appointment line. This service provided an additional 48 students with an immediate phone appointment with an advisor. Finally, 141 ADA students contacted us for assistance, 19 percent more than in the second quarter of FY 2007.

Financial Aid and Veterans Affairs

The number of students who used financial aid to pay for their tuition and fees continued to grow (1,131 paid FA registrants in December 2007 versus 1,042 in December 2006; an 8.5% increase).

The Financial Aid Office was involved in matters relating to a new Preferred Lender Policy and the proposed Attorney General's Code of Conduct. The College is well prepared to be in compliance with the new federal regulations while still effectively administering the student loan program.

Office of Admissions

The Office of Admissions/Information Center's total call volume for FY 2008 is running 13 percent ahead of last year's. Information Center calls have totaled 43,723 for this year, compared to 39,200 for last year. The abandoned-call rate for the quarter was 3.8 percent; a slight improvement over the same period last year.

The Information Center continued to call new applicants and to e-mail currently enrolled students coming to the end of their tuition year. The new applicant calls are made to welcome these applicants to the College and to guide them through the enrollment process. The e-mails to enrolled students motivate them to continue their enrollment by paying their second-year enrollment tuition and fees. There was one on-site Information Session held during the second quarter. A total of 54 prospective students were in attendance, and 8 of them applied to the College.

During the second quarter, the Information Center received 5,465 requests for materials via e-mail, the College's Web site, e-learner, telephone calls, voice mail, and postal mail. Of that total, 2,593 were for copies of the *Undergraduate Prospectus*, and 601 were for the *Graduate Prospectus*. This is down significantly from the first quarter, when there were 7,948 requests for materials.

Supporting Students and Clients via Constituent Partnerships

Office of Military Education

Military student enrollments declined during the second quarter of FY 2008 when compared to the second quarter of FY 2007. The largest sector showing decline continued to be College's Navy College Program Distance Learning Partnership. When compared to the first quarter of FY 2008, however, our second-quarter numbers were up in all areas but applications. Statistics are presented in the section "Assuring Quality through Planning and Research." We expect this positive trend to continue.

In an effort to understand and address the drop in overall numbers year-to-date, the Office of Military Education contacted potential applicants and found that many are reluctant to enroll to due to certain policy changes. As a result of these changes, the Navy now ends its tuition assistance when a service member is in his or her last year of military service. This, along with concerns related to deployments and extended rotations, has caused many potential and current military students to re-consider decisions to enroll or re-enroll. The Office of Military Education is working to clarify this policy so that it does not have a continued adverse effect on military enrollments.

Strategic Partnerships

An evaluation of the Corporate Choice Program has been completed and recommendations have been formulated for a recalibrated strategy. Outreach efforts have also been conducted with UPS and with other Corporate choice partners. College staff supported UPS in the rollout of the partnership through local and national activities. They conducted information sessions at the Edison, New Jersey, facility; assisted UPS in the development of their Employee Satisfaction Survey; and followed up on applications from 59 UPS employees and enrolled 23 employees during the quarter.

Staff participated in outreach activities representing the College as a vendor at the following venues: Wal-Mart Education Fair, Bentonville, Arkansas; Chanel Education Fair, Piscataway, New Jersey; New York Times, Edison, New Jersey; Corporate University Week, Lake Buena Vista, Florida; Curves annual convention, Orlando, Florida; Everything Jersey Business conference, Somerset, New Jersey

College staff also worked with our partners in government agencies and other organizations. Presentations on the College were made to the New Jersey Department of Transportation and to the Governor's Council on Alcohol and Drug Abuse convention. The College was represented as a vendor at the Environmental Protection Agency, Disaster

Management Conference; the International Public Management Association – Human Resources (IPMA-HR) NJ chapter; the International Association of Chiefs of Police Annual Conference; and the Society of Human Resource Professionals (SHRM) Conference. Staff also presented information as part of a Prior Learning Assessment panel at JPMorgan Chase, New York, New York, and conducted three information sessions at Camden County College. Finally, staff represented the College at Transfer Fairs at Burlington County College, Middlesex County College, and Stockton State College Graduate Fair.

Corporate-Higher Education Programs (CHEP)

Second-quarter activities for Corporate-Higher Education Programs included one-on-one meetings with New Jersey ACE organizations regarding the ACE centralization; ACE Prep workshops for apprenticeship programs; planning for the official rollout of the College's new Academic Program Review (APR) service; meetings with potential and current Academic Program Review clients; further development of APR materials (PowerPoint presentations, "Academic Program Review Step-By-Step Guide," APR Procedural Guidelines); and the first APR review under the College's restructured process.

As a result of the ACE transition process, the CHEP office now addresses only ACE organizational and student inquiries and problems related to ACE transcript or records. The ACE office in Washington has centralized all other ACE review operations there. The CHEP Director has been meeting with New Jersey ACE participating organizations to inform them of the ACE centralization, and some organizations have expressed an interest in pursuing an APR with Thomas Edison State College rather than with ACE. However, we are encouraging New Jersey ACE organizations that have recently had an ACE evaluation to continue their ACE/CREDIT affiliation until they are due for re-evaluation.

With regard to the apprenticeship programs under the auspices of the Department of Labor and Workforce Development, the Director met with the New Jersey Regional Council of Carpenters to discuss the possible ACE evaluation of the Millwright Apprenticeship program. In addition, the office also conducted ACE Prep workshops for the following apprenticeships: International Union of Bricklayers and Allied Craftworkers Administrative District Council, New Jersey Locals No. 2, 4, & 5, Laborers AGC, Finishing Trades Institute of New Jersey (International Union of Painters and Allied Trades).

At the request of the New Jersey Department of Labor and Workforce Development, College staff met with Henry Plotkin, Executive Director, to discuss: the ACE centralization, options for using the College's APR, using Credit Banking Services, and cost comparisons between ACE and APR evaluations.

The John S. Watson Institute for Public Policy

The Center for the Positive Development of Urban Children

During this quarter the Institute staff assisted the New Jersey Child Care Economic Impact Council by participating in a national learning community sponsored by the California-based National Economic Development and Law Center. In addition, Institute staff negotiated on behalf of the Council with the New Jersey League of Municipalities to hold a special session titled, "Child Care Industry - An Economic Driver in New Jersey," and gave a presentation at 92nd Annual League of Municipalities Conference in November in Atlantic City, New Jersey. Institute staff also received an acceptance letter from the National Venture Grant Fund in collaboration with Smart Start in North Carolina and the Kellogg Foundation for $5,000 to continue the Council's work.

Also during the quarter, the Institute received a $25,000 planning grant from the Schumann Fund for New Jersey to convene a group of experts to advise Institute staff on strengthening the current New Jersey Cultural Competency and English Language Learners Summer Institute model. The Institute hired a consultant from Washington, DC, to meet with the working group and share two national models. The Institute also hired a program evaluator to measure the impact of the 2007 pilot project and develop a draft policy brief that will be used to garner further support for the project. In related work, Institute staff participated in the New Jersey Teachers of English to Speakers of English of other Languages and the New Jersey Bilingual Educators' Fall Institute. Both of these organizations are linked to their national counterparts, TESOL Affiliate and the National Association for Bilingual Education. The benefits of attending this institute included the opportunity to connect with trainers in the field, and to examine evidence-based research/models used in New Jersey public schools.

The Center for Health Policy Development

During this quarter Institute staff assisted the state Department of Banking and Insurance in research and document development for a federally funded $164,000 contract award. This was an extension of the contract initially awarded by Research Triangle Institute in conjunction with the National Governors' Association on behalf of the US Department of Health and Human Services. Staff also assisted in developing HIPAA privacy and security education materials for consumers and providers. A pilot educational presentation and health information exchange was conducted at Our Lady of Lourdes Medical Center in Camden in December 2007.

The Center for the Urban Environment

Institute staff made presentations on aspects of environmental justice to an environmental justice to a class at Columbia University, an Irvington Township (New Jersey) Forum, the Black Issues Convention's annual conference, the Association of New Jersey Environmental Commission annual conference, and the South Jersey Environmental Justice Alliance's annual conference.

Institute staff also testified on two occasions before the New Jersey state legislature on global warming, wrote a short article on global warming that was published by the ANJEC report, and helped organize and host a meeting of environmental justice lawyers from New Jersey and New York City.

Lastly, the Institute staff hosted a meeting of the Central Jersey Environmental Justice Alliance, and received notice that the Schuman Fund, the Dodge Foundation, and the Fund for New Jersey will award grants to the New Jersey Environmental Justice Alliance. The College will act as the fiscal agent for the three grants.

The Center for Leadership Development

The Leadership Trenton Class of 2008 Fellows engaged in several team-building exercises and reviewed readings from *Bowling Alone* during the October, November, and December 2007 seminars. The October seminar, "PROJECT TACT: Trenton Action Through Creative Tension," focused on trust and community involvement. The November seminar, "Race, Diversity and Societal Divides" was designed to help define race, diversity, gender, and discrimination. (The seminar will be underwritten by a generous grant from Janssen, LP/Ortho McNeill in the October 2008 series.) The "Technology and Social Change" seminar in December was facilitated by Dr. Ann Orth, a Leadership Trenton Class of 2008 Fellow, and Dr. Paul Allenza, Director of Biotechnology Research and Education Program at the University of Maryland-College Park. Ray Ingram of Trenton-based Dathil, Inc., also made a presentation on information technology.

The Leadership Trenton Board of Advisors met in November to discuss new recruitment strategies for board members and Fellows. The Board created a new Selection and Recruitment of Board Members.

Marketing and Positioning the College

Advertising

The College continued its work with its new Web site. To facilitate and track updates and content changes, the College established a help desk available to all employees through our Blackboard portal. As part of the Web redesign project, the College also implemented a content management system (Red Dot) that allows for automating, tracking, and real-time editing and updates to the site. With this system, updates are quickly posted, and the system can manage all work requests, from simple edits to the creation of entirely new pages. A Web site oversight committee will review, analyze, and continuously improve the content, design, navigation, and features of the site. Research will be conducted among both our prospective and current student audiences to examine their usage and impressions of the new site and to make adjustments accordingly.

The College also continued its Search Engine Marketing for the identification of prospective students such that we increase the number of qualified inquirers and improve conversion rates from inquirer to applicant. We have refined and tuned keyword buys as part of an ongoing strategy to best represent the College and its programs to all potential students. The College continued to attract potential students through organic searches and paid search marketing with Google, Yahoo, Ask, MSN, and MIVA.

Through a related online-lead-generation initiative, the College continued to attract those who are searching the Internet via both eLearners and allcriminaljusticeschools.com, and has added allnursingschools.com to the mix to reach prospects in specific professional fields. The College is tracking this population's application and enrollment activity to determine which programs are most attractive to them and to determine the most cost-effective approaches for this marketing strategy.

In addition to the ongoing institutional marketing and advertising strategies, the College continued to develop "vertical" marketing strategies for specific programs in each of the schools in order to accelerate enrollment growth. The College developed a new advertising campaign for the military, with targeted messages to both the various branches of service and the military spouse population.

New ads were also developed for both the MALS and MAEdL degree programs, specifically directed to the New Jersey Education Association membership. Media and placement strategies for military, School of Nursing, the Heavin School of Arts and Sciences, the School of Business and Management, the School of Applied Science and Technology, and the School for Continuing and Professional Studies were developed and implemented. Advertising venues were chosen based on the best reach and frequency within

the targeted markets, and include print-based advertising, electronic lead generation, Web-based advertising, search-engine marketing, and direct mail.

Public and Media Relations

The Office of Communications assisted the John S. Watson Institute for Public Policy in the unveiling of the New Jersey Urban Mayors' Association's Seven-Point Legislative Strategy at the 2007 N.J. League of Municipalities convention in November. In other activity, the Office coordinated the updates and edits to the College's new Web site, and will continue to play this role, making edits and changes to the site. The Office of Communications also continued to play an important role in planning the 2008 National Institute for Experiential Learning. Outreach for the event has increased dramatically, and ads for the event ran in the *Chronicle of Higher Education*, as well as an expanded area on the College Web site devoted to the National Institute.

During this quarter, the Office of Communications initiated the following publicity: "Vice Provost Featured at International Distance Learning Conference;" "College Named Best Buy: BA Programs Ranked Second Best Buy in Country;" "College Sponsors 2nd Annual Distinguished Lectureship on Diversity;" and "New Jersey Urban Mayors Release 7-Point Legislative Strategy to Strengthen the State's Cities and Families." Media-relations activity during this quarter resulted in several media placements for Thomas Edison State College. Highlights of this activity include the following:

- National coverage in the *New York Times* and statewide coverage in the *Star-Ledger* of the College's blended programs offered at McGuire Air Force Base designed to help U.S. forces better understand the places to which they are being deployed.
- Coverage of the 35th annual Commencement in both of Trenton's daily newspapers, the *Trentonian* and *Trenton Times*, as well as stories on 2007 graduates in regional publications throughout the state.
- National coverage of the College's professional certificate programs in fitness training and health in *Fitness*, a national trade publication.
- Statewide coverage of the New Jersey Urban Mayors' Association's Seven-Point Legislative Strategy, which was featured in the *Courier-Post* and other Gannett dailies as well as on New Jersey 101.5 News.

Publications

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

- Thomas Edison State College: *2008 Undergraduate Prospectus*
- Thomas Edison State College: *2008 Graduate Prospectus*

- Thomas Edison State College: *Campus with a History* booklet
- Thomas Edison State College: *Invention, Fall 2007* issue
- Thomas Edison State College Foundation: *Gala Ad Journal*
- Thomas Edison State College: *35th Annual Commencement Program*
- Office of Strategic Partnerships: *2007 Curves User Manual*
- School of Nursing: *2007 Nursing Diversity Event Poster & Event Materials*
- Office of Strategic Partnerships: *UPS tri-fold brochure*
- Thomas Edison State College Foundation: *2007 Year-End Appeal* postcard
- School of Professional and Continuing Studies: *Fitness, Health and Wellness Certificate Programs* brochure
- National Institute on the Assessment of Experiential Learning: Save-the-Date postcard, registration form, sponsorship form and Call for Papers ad
- Office of Strategic Partnerships: *Invention – UPS* reprint
- Office of Admissions/Information Center: *Getting Started Flyer* (reprint)
- Thomas Edison State College: *Signals, Fall 2007* issue

Targeted Outreach

During this quarter, the Office of Communications worked with staff in the College's schools programs to develop and execute detailed, program-specific communications plans. In support of programs in Criminal Justice offered by the Heavin School, a targeted mailing to 17,000 members of the State F.O.P Lodge was completed. Materials included a brochure focusing on law enforcement programs, as well as information on a tuition pilot program. A brochure on the School of Business and Management's Accounting program was created and is being sent to some 2000 contacts on the Future CPAs mailing list of the Illinois Society of CPAs. A new brochure for the Bachelor of Science in Organizational Leadership program was developed, and a targeted list of nonprofit service agencies will be used to reach approximately 6,600 contacts. The Office of Communications also worked with the Director of Paralegal Programs to coordinate an information session on our school of Professional and Continuing Studies in Newark to promote our Law Office Technology certificate and the general Paralegal Studies program. Additional outreach for the Law Office Technology program is being planned for legal firms and paralegal organizations in the tri-state area. Finally, a new brochure describing all of the College's professional certificates in fitness training, health, and wellness was sent to some 6,000 contacts including health clubs, registered dieticians, physical therapists, and community health centers.

Electronic outreach to enrolled and prospective students also continued during the second quarter. During this quarter, View (Open) rates averaged 29.7 percent for outreach to students, up nearly one percent from the previous quarter. The Office of Communications also continued to work with the Office of Admissions to use the e-mail program to invite prospective students to Information Day events. Some 32,796 messages were sent to targeted geographic sections of the database.

Alumni Affairs

Alumni Service

The Office of Alumni Affairs has identified, cultivated, and trained 212 alumni ambassadors in various professional fields to promote the College to prospective students. This is a 43-percent increase over the previous quarter. In coordination with targeted marketing for College schools, our alumni outreach for this quarter concentrated on human resource managers, nurses, and those in the nuclear energy, law enforcement, and accounting fields.

Since the College launched on LinkedIn, a student and alumni group on a business-oriented online network site, 1188 students and alumni have become registered users. This is an increase of 27 percent over the previous quarter. The College also established a presence on Facebook, an online social network site. To date, 904 students and alumni are registered users on Facebook. We anticipate that these online groups will foster increased connections among alumni and students through personal and professional networking opportunities.

Alumni Advocacy

The quarterly publication *Invention* is a primary way in which we communicate with alumni and other friends of the College, and the Office of Alumni Affairs focused on improving the content of *Invention* by strengthening the "Applause, Applause!" section as a means to promote new enrollments by identifying alumni who have recently achieved distinction in their respective fields. The Office of Alumni Affairs and the Office of Development also continued to reach out to potential major donors and ambassadors for the College. A total of 26 individual alumni visits were made in New Jersey, Pennsylvania, New York, Maryland, and California during the second quarter.

Development

The Thomas Edison State College Foundation

As of December 31, 2007, the Foundation realized 98 percent, or $331,765, in revenues against a budget of $337,500. The Foundation expended 107 percent, or $198,125, against the operating and events budget of $184,500. These revenue and expense totals for the Foundation represent budgeted lines and do not include other revenues or disbursements.

The Foundation's combined fund balance totaled $5,697,947 as of the fourth quarter of its fiscal year, which ended on December 31, 2007. Last year's balance was $5,302,744 for the same quarter. The Foundation's operating fund totaled $892,787. The Endowment fund balance totaled $3,732,607, and the Quasi-endowment fund balance was

$961,221. The Charitable Gift Annuity reserve fund totaled $111,332. Current investments totaled $5,384,887 at book value, compared to $5,016,978 in FY 2006 at book value.

Major and Planned Gifts

College staff met with several major donor prospects during the quarter. A stewardship report was provided to a key donor and a follow-up visit is planned for the early spring. A visit was made to the Los Angeles offices of the alumnus who was the speaker on behalf of the graduating class at the 2007 Commencement. He was interviewed for a future feature article in *Invention* magazine. Finally, a gift of $10,000 was received from an alumnus to fund the establishment of an endowment that will provide income to support the School of Business and Management. This donor has also indicated an interest in increasing his level of support in the future.

Corporate and Foundation Giving

A grant requesting $150,000 to support the Energy Utility Technology consortium known as PIPELINES was submitted to the National Science Foundation in October. This consortium comprises Thomas Edison State College, PSE&G, four New Jersey community colleges, and several vocational-technical schools. The partnership has as its goal the education and training of young people for careers in the energy utility industry. We expect to learn of the status of our proposal soon.

The John S. Watson Institute for Public Policy received grants of $12,500 from the Schuman Foundation, $40,000 from the Dodge Foundation, and $20,000 for the Fund for New Jersey to benefit the Center for the Urban Environment. Also during this quarter $10,000 was received from Janssen LP/Ortho Pharmaceutical in support of the Leadership Trenton program.

Annual Fund

The Annual Fund appeal for 2007 yielded a lower total for unrestricted giving than in 2006. The unaudited total unrestricted annual fund giving received by the Foundation for 2007 was $88,924 as of December 31, 2007. This compares to $101,709 for 2006. However, total restricted giving was significantly higher for 2007 compared to the previous year. A total of $157,353 was received by the Foundation, including $96,654 for endowment, $700 for student assistance, and $60,000 from the Martinson Foundation.

Special Events

The 2007 Grande Ball Gala was held October 27, 2007, at the Hyatt Princeton Hotel. There were 272 paid attendees, up significantly from the prior year. Gross revenues totaled $113,999, while expenses totaled $63,282, resulting in a net income for the event of $50,717.

The Spirit of Edison Community Leader Award recipient was Senator Peter Inverso, CEO of Roma Savings bank. Our Spirit of Edison Distinguished Alumna Award recipient was Ida Hammond. The co-chairpersons of the gala this year were Maria Imbalzano

and Margaret Hoisington. Our honorary chairperson was Anthony Dixon of New Jersey Manufacturers Insurance Company, last year's Spirit of Edison Community Leader Award winner. Next year's gala will be held on October 25, 2008.

Assuring Quality through Planning and Research

Strategic Planning and Organizational Culture

The last two in a series of eight Professional Development Workshops were held this quarter. Developed by Keeling and Associates, the workshop series was designed to build the professional capacity of the College's managers and leaders in specified areas pertinent to the implementation of the Strategic Vision Plan. A workshop entitled "Strategy and Innovation," took place in October 2007. The focus of this workshop was on key attributes of strategy, including balancing creativity and rigor; skills necessary for strategic action; diffusion of innovations for higher education; and methods to accelerate and sustain the rate of strategy adoption. The final workshop, "Entrepreneurship," held in December, focused on what it takes to define and support entrepreneurial thinking and action in higher education.

The final assessment survey of all eight Professional Development Workshops was completed by more than one-third of the participants. The survey responses indicated that both participation and engagement grew with each successive session and, further, that the sessions, while not meeting all participants' needs, were a valuable experience.

Quality Assurance

Various weekly and monthly reports were prepared during this quarter as follows: Month-to-Date counts, Monthly Enrollment Report, School Enrollment Reports, and Employer Reports. In addition, a draft of a document describing our quality assurance reporting structure entitled "Quality Assurance Vital Signs - Strengthening the Student Experience through Institutional Effectiveness" is in its final stage of review. This approach uses more than forty indicators grouped under five major headings: Strategic Enrollment Growth, Financial Indicators, Other Revenue Sources, Internal Operations, and Measures of Quality.

The Adult Learner Inventory

An examination of the findings from the first two administrations of the Adult Learner Inventory (ALI) is currently underway. This online survey provides a wealth of demographic information on enrolled students, thereby allowing College staff to examine issues of importance to students as well as students' ratings of satisfaction with their college experience. Because the survey focuses on students' ratings of importance of certain items (e.g., flexible learning options) as well as satisfaction, it is possible to identify items that have high ratings of both importance and satisfaction (indicators of the College's strengths) as well as those that have high ratings of importance but low ratings of satisfaction (indicators of the College's potential challenges). A summary of the initial findings follows.

Several items were identified as strengths. Students indicated that the processes for enrolling in the College were convenient and that their studies were closely related to their life and work goals. The students also indicated that flexibility was important and that the College's methods of earning credit are helping them to earn a degree quickly. They also indicated that they were able to choose the course delivery method that fits into their life circumstances, that the College was providing them with a high quality education, and that they understood what was needed to complete a degree. And they also indicated that the College was portrayed accurately on the Web, media, and in publications.

On the other hand, there were several items on the survey that were rated high in terms of importance but relatively low in terms of student satisfaction. Most of these involved customer service. For instance, the student ratings suggest that students want to know whom to contact about services needed, receive timely responses to requests for information and timely feedback about their academic progress, and have staff available to help solve unique problems encountered.

In response to the question, "how would you rate your overall satisfaction with the program," at least three-fourths of the students indicated that they were satisfied or very satisfied with the College's programs. Almost nine out of ten students indicated that they would recommend the College to others. These initial findings about the College's strengths and potential challenges are similar to findings from the Graduate Survey.

Application and Enrollment Counts

Undergraduate

As of the end of December 2007, the YTD undergraduate count for applicants was 3,669. This is an 11-percent decrease from the YTD count at the end of December 2006. The YTD undergraduate applicant counts were higher in FY 2008 than in FY 2007 at the end of December for the traditional population (an increase of 10 percent). Counts for the contract populations, however, decreased by 38 percent.

Compared to last year, the YTD undergraduate new enrollment count was lower. At the end of December 2007, the overall YTD new enrollment count was 3,534 a 9-percent decrease in new enrollments compared to last year. Among the traditional students, there was a 5-percent increase in the YTD new enrollments when compared to last year (from 1,553 in FY 2007 to 1,631 in FY 2008). Among contract populations, there was a 19-percent decrease in the YTD new enrollments when compared to last year's YTD count (from 2,346 in FY 2007 to 1,903 in FY 2008).

There was an increase in the YTD undergraduate continuing enrollment count when compared to last year. The YTD undergraduate continuing enrollment count at the end

of December 2007 was 3,097, compared to last year's YTD count of 2,777. This is a 12 percent increase. Among the traditional students, there was a 7-percent decrease in the YTD continuing enrollments when compared to last year (from 1,241 in FY 2007 to 1,154 in FY 2008). Among contract populations, there was a 26-percent increase in the YTD continuing enrollments when compared to last year's YTD count (from 1,536 in FY 2007 to 1,943 in FY 2008). Within the contract populations, most of the growth was due to an increase in E-Army, and Military Degree Completion Program continuing enrollments.

Graduate

Year-to-Date, at the end of December 2007, there were 173 applications received, 140 new enrollments, and 168 continuing enrollments. These YTD counts are all higher than the YTD graduate counts at the end of December 2006.

Resignations

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

Ms. Juanita Milon	-	Watson Institute for Public Policy
Mr. Terrance Stokes	-	Watson Institute for Public Policy
Ms. Mona Spera	-	Registrar's Office
Ms. Anna Toth	-	Office of the Assoc. Vice President and Treasurer
Ms. Ann Klopp	-	Office of Management Information Systems
Dr. Sonja Eveslage	-	Division of Academic Affairs