

Fiscal Year 2016

The President's Annual Report to the Board of Trustees



THOMAS EDISON
STATE UNIVERSITY

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Message from the President

This was a transformational year for this institution, which graduated to university status while the higher education marketplace was shifting radically. Changes had hit the proprietaries first and then the community colleges, but this was the year adult-serving institutions felt their force.

What we've seen is behavioral change in our current and future clients. Increased competition, student debt avoidance and flat market performance combined to reduce our enrollment rates. Our total enrollment declined six percent, new and re-enrolled undergraduate enrollments were down four percent, and graduate enrollments flat. We found ourselves navigating turmoil to maintain stability.

There were, to be sure, bright spots as our enrollment mix continued rebalancing. Graduate revenue grew 10 percent year over year, led by Business, and Applied Science and Technology programs; the Accelerated Nursing Program revenue grew by 15 percent; and we saw 13 percent revenue growth in Veterans and nine percent in Corporate Choice Strategic Partnerships.

While I'm not sure we fully understand the changes, our challenge is to acknowledge them and re-engineer aspects of this institution to continue to produce efficiencies and maintain our financial stability. I'm happy to say that we have the healthiest debt to revenue ratio of any public college in New Jersey, and that while we didn't hit our surplus target, we again emerged with a surplus.

Achieving university status has been one of our long-term goals, but I admit to having been surprised by the enthusiasm with which the news was greeted in January. It generated national and statewide media coverage, and engagements on Facebook alone exceeded more than 2,000 in 24 hours. We've fulfilled more than 2,000 requests for University diplomas from post-1999 graduates, and another 300 from pre-1999 graduates.

This was also the year which saw Thomas Edison State University award its 50,000th degree. I'm delighted to be able to confer that degree in person September 24, as

Marcie C. Jannetti receives her MSN in Informatics at our 44th Annual Commencement. She was one of 3,059 students to earn a degree from the University this year, something she did with a 4.0 GPA, while employed as a nurse at Community Medical Center in Toms River.

Another of the year's highlights was the June 27 opening of Glen Cairn Hall, a major facilities expansion. The 35,000-square-foot building is now home to the W. Cary Edwards School of Nursing, with new, state-of-the-art nursing simulation laboratories, lecture halls, conference rooms and a testing center. The building also houses the Academic Advising staff, has a green roof that creates an outdoor space for students, staff and University events, and a two-level garage.

I take great pride in this handsome addition to the skyline, both as a symbol of our growth and of the investment we are making in our institution, students and Capital City. Occupancy of the building completes our facilities master plan.

The Media Creation Studio, another investment in capacity enhancement, became fully operational at mid-year. Designed by the Center for Learning and Technology (CLT) and funded by a three-year, \$450,000 grant from the Martinson Family Foundation, it offers a “no walls” approach to hardware and software. Located on the third floor of the CLT building, the studio is well-suited to staged performances and demonstrations but also allows the design team to go into the field and record elsewhere. That team has developed stronger relationships with both the New Jersey State Museum and the New Jersey State Library to generate content for our courses. The first fruits of the Studio are course trailer videos which enable both active and prospective students to preview courses before enrolling.

For the second year in a row, the Thomas Edison State University Foundation surpassed \$1 million in total giving, generating \$1.2 million in restricted and unrestricted donations. Record amounts in scholarship assistance were provided to students as a result.

Major academic grants received for scholarships, educational technology and course development included \$250,000 from the Helene Fuld Trust (the second installment of a three-year, \$650,000 scholarship/endowment grant for Accelerated Second Degree BSN students); \$150,000 from the Thomas Edison State University Foundation (for investments in educational technology and innovative support for

learning); \$25,000 in matched \$12,500 grants from the Roma Bank Community Foundation and Investors Bank Foundation (in support of virtual clinical simulation, with an additional \$10,000 from Roma Bank Community Foundation for a simulation lab for Nursing); and \$25,000 from JetBlue (for course development in Aviation Management).

The University again successfully led advocacy efforts on behalf of the senior public institutions of higher education to ensure that the executive branch maintained the legislative language restoring proposed funding cuts to the FY2016 budget. As a result of these efforts, the Governor's FY2017 proposed budget flat funded the senior public institutions.

Our reputation as a national leader in adult education was highlighted this year by the institution's selection for two high-profile initiatives, one directed by an independent, private foundation and the other by the federal government.

The Lumina Foundation invited the University to be one of five institutions to assist with the formation and development of a College Completion Consortium. Lumina, headquartered in Indianapolis, is committed to increasing the proportion of Americans with degrees, certificates and other high-quality credentials to 60 percent by 2025. The foundation will provide funding to coordinate the Consortium and a website to connect students with its member institutions, enabling the Consortium to provide a pathway to a college degree for students who have some college credits, as well as those who have skills that could be evaluated for college level credit.

The U.S. Department of Education named the University as one of eight sites for a pilot project, the Educational Quality through Innovation Partnerships (EQUIP). The experimental program will evaluate the effectiveness of granting Title IV student aid flexibility to partnerships between innovative post-secondary institutions and non-traditional providers. It leverages the previously established relationship between the University and Study.com, which offers more than 60 courses that can be accepted as credit and applied to our undergraduate degree programs.

The 28th National Institute on the Assessment of Adult Learning attracted a record attendance of 115 in June. This annual event, which addresses issues in adult learning and prior learning assessment for professionals in education, once again brought together experts from all over the world.

The first cohort to enroll in our first doctoral program, the Doctor of Nursing Practice, has exceeded expectations already. We had planned for eight students, but received so many highly qualified applicants that the program will start October 1 with 15 doctoral students.

Other new degrees approved in FY2016 included Master of Science in Information Technology; Bachelor of Science in Data Science and Analytics, and a certificate in Data Analytics, in partnership with Statistics.com; and a Bachelor of Science in Cybersecurity.

The University caught the attention of a growing number of national, regional and local media outlets this year, with 27 national media placements, almost double last year's total. Social media engagements increased by 104 percent, to 190,000 total engagements on the University's social channels. Viewership of blogs was up 208 percent; total visits to the website grew seven percent, to nearly 3.4 million visits; and unique visits grew six percent, to nearly 1.4 million.

The story that got the most play nationally was a new partnership for Corporate Choice, the launch of JetBlue Scholars, a proactive approach by the airline to helping its fulltime crewmembers earn a college degree. News coverage, particularly among business outlets, focused on the structuring of the plan beyond previous employer-paid tuition models and the bundling of credits from different sources. The first 25 JetBlue Scholars will celebrate their graduation at a ceremony in Orlando in September; as of June 30, there were 176 applicants for the program.

The UPS partnership continues to grow in size and scope, and we maintain our status as their top higher education provider. This year saw a first outreach to UPS freight operations. New Corporate Choice agreements signed included Republic Bank, Greater Philadelphia Chamber of Commerce and the Mercer County Sheriff's office.

Our Military and Veteran Student Portal was upgraded to read additional transcripts and offer expanded degree mapping options; its usage more than doubled over last year. We initiated a new Military and Veteran applicant outreach model and saw gains despite increasing regulatory constraints.

No annual report from a non-traditional institution is complete without reporting on the innovations that a year brought. A national conference hosted by the Watson Institute, “Urban Agriculture as an Economic Tool,” featured national experts and speakers in the fields of economics and agriculture. The conference attracted more than 250 statewide stakeholders. The Institute was contracted by D&R Greenway Land Trust to guide the development of the Capital City Farm project, which is looking at a cooperative model for urban farming.

The Center for Learning and Technology rolled out EdisonLive!, its live collaboration streaming tool, for use by students and mentors in a large number of graduate courses. Described as “the University’s live synchronous video tool of choice,” it can also be used asynchronously to capture on video a live session that the student is unable to participate in. Training was provided to staff, mentors and students, and support videos were created to supplement the experience. EdisonLive! will continue to be rolled into all undergraduate and graduate courses during the first two quarters of FY2017.

The CLT, best known for its work innovating the student learning experience, again increased its total of course projects completed, from 474 in FY2015 to 559. New courses developed went from 63 to 69; assessment modifications increased from eight to 10; new delivery modes completed increased from two to 14; while completed minor revisions went from 192 to 215, and completed corrective revisions from 179 to 232.

I started by describing market changes that affected the University this year. I want to conclude by elaborating on some of the changes the University effected in response.

We launched an integrated marketing, advertising, communications and enrollment plan in August, clarifying the institution’s primary messages, identifying key audiences and selecting target markets for outreach.

In September, a new advertising campaign called “Finish” was launched via digital channels and expanded to radio and outdoors in January. The campaign was created internally, as part of the marketing to promote university status and the transition from Thomas Edison State College to Thomas Edison State University. A second campaign, “Advance,” focused on promoting the University’s graduate programs.

We implemented our updated and extended five-year Strategic Plan, in line with the significant changes in conditions and assumptions. In March, a pilot program, New Student Engagement Team, was launched to deliver enhanced, single-point-of-contact support services for admitted students.

Our tuition model was revised as of April 1, after being streamlined to reduce complexity. Traditional students now have the choice of paying tuition by credit (PCTP) or on an annual tuition basis (comprehensive). In addition, a payment plan was added for comprehensive tuition, to make it more affordable. Most standard fees have been eliminated. Fourth quarter PCTP and comprehensive tuition revenue were significantly higher than the prior year.

The first of these actions, the integrated marketing, advertising, communications and enrollment plan, called for continued focus on: “Ensuring our messages and the Thomas Edison State University experience deliver what the marketplace wants, expects and needs.” While we can’t predict the future, that continued focus and all the work done this year to improve on our delivery of messages and experience alike, should stand us in good stead.

George A. Pruitt

President

Thomas Edison State University
Strategic Plan
Updated and Extended
2013-2018

“Building on Success”

Progress Report
to the Board of Trustees

16 September 2016

Building on Success

> **Grow Enrollment with increases in Traditional students and Graduate students**

- > Total enrollment: declined 6% for the University amidst increased competition, student debt avoidance and flat market performance.
- > Undergraduate: New and Re-enrolled students declined 4%, driven largely by Nursing and FA affected students.
- > Graduate: New and Re-enrolled students remained flat.
- > Some programs have experienced enrollment growth in FY2016 and the student enrollment mix continues to rebalance with increases in Veterans and Corporate Choice students.

> **Produce a 7.5 % margin annually**

- > The University FY2016 annual margin was 2%.

> **Achieve University Status**

- > University status approved – 21 December 2015.

> **Secure Control of our Facilities**

- > Glen Cairn Hall was occupied in June 2016 and the official Ribbon Cutting is September 16th 2016.
- > The University has reached a tentative lease/purchase agreement for the Canal Banks building.

> **Defend the Brand as a National Leader in Adult Education**

- > Lumina Foundation selected the University to participate in its College Completion initiative.
- > U.S. Dept. of Education selected the University for its pilot Educational Quality through Innovative Partnerships program.
- > The University's 28th National Institute for the Assessment of Adult Learning had record attendance.

> **Raise \$7.5 Million in Private Donations**

- > Donations to the University Foundation surpassed \$1 million for the 2nd year, reaching \$1.2 million.
- > \$2.9 million in private donations raised between 2013 and 2015, another \$800K raised from Federal and State sources.
- > Began preparations for a new Foundation fundraising campaign.

> **Establish The Center for Learning and Technology**

- > Center and Media Studio are fully operational.

Goal 1: Enhance Academic Program Excellence

- > 3,059 degrees were awarded by the University in FY2016.**
- > The Accelerated 2nd Degree BSN program's fourth class achieved a pass rate of 89.47 % on the nursing licensure exam. This exceeds both the average state and national pass rates for nursing licensure exams.**
- > New Degrees approved in FY2016 included;**
 - > Doctor of Nursing Practice**
 - > Master of Science in Information Technology**
 - > Bachelor of Science in Data Science and Analytics**
 - > Bachelor of Science in Cyber Security**
- > The Doctor of Nursing Practice program began admitting students for its first class. The number of qualified applicants exceeded expectations by more than 50%.**
- > RN to BSN dual enrollment program started with Our Lady of Lourdes & Camden County College**
- > Business School submitted for Special Accreditation from the Accreditation Council for Business Schools and Programs (ACBSP).**
- > Electronics Systems Engineering Technology degree was awarded initial accreditation by the Engineering Technology Accreditation Commission of ABET.**
- > The University launched its live collaboration streaming tool, EdisonLive, to a significant number of graduate courses, laying the framework for adoption into all courses.**
- > The University launched its new Media Creation Studio, which produces engaging and interactive video content to create a more engaging learning environment for students.**

Goal 2: Position the University for Continued Sustainability

- > Graduate revenue grew 10% year over year (led by Business and Applied Science & Technology programs).**
- > Accelerated Nursing Program revenue grew by 15%.**
- > The University continued to grow revenue in Corporate Choice Strategic Partnerships to \$2.38 million (9% increase) with improved margins.**
 - > JetBlue continued to generate market awareness as the program was initiated. First graduates expected in September 2016.
 - > The partnership with UPS continued to grow in size and scope, as we added UPS freight to the outreach efforts. The University maintains its status as UPS's top educational provider.
 - > Additional partners continue to be added, such as Philadelphia Chamber of Commerce, Republic Bank, Mercer County Sheriff's Office.
- > The College Plus partnership achieved over \$770K in revenue (9% growth).**
- > The Veterans Center of Excellence continues to support enrollment and revenue growth.**
 - > Veteran revenue grew to \$3.36 million in FY2016, up from \$2.98 million in FY2015 (13% increase).

Goal 2: Position the University for Continued Sustainability

- > The integrated marketing, advertising, communications and enrollment plan launched in August:**
 - > Clarified the institution's primary messages, identified key audiences and select target markets for outreach.
 - > Online RFI leads generated by the website increased by 56% in FY2016 (from 8,181 to 12,780).
 - > Outreach to targeted segments augmented enrollment.
- > The new, internally created advertising campaign called "Finish" was launched via digital channels in September and expanded to radio and outdoor in January, as part of the marketing to promote university status and the transition from Thomas Edison State College to Thomas Edison State University; a second campaign, called "Advance," focused on promoting the University's graduate programs.**
- > The newly created "Guide to Finishing Your Degree" generated more than 3,000 online RFI submissions.**

Goal 2: Position the University for Continued Sustainability

- > The University's partnership with Comcast resulted in two public service announcements (PSAs) being broadcast to Comcast subscribers across the country. The value of this air time was between \$2.5 and \$3 million. The PSAs were designed to help veterans learn how to earn credit for military training and encourage them to complete a college degree.**
- > The University was highlighted in growing numbers of national, regional and local media outlets. This included 27 national media placements, almost double the previous year.**
- > Social media engagements on the University's social channels increased by 104% in FY2016 to more than 190,000 total engagements, and the social media engagement rate increased from 7% to 26%. Views of University blogs increased by 208%. Visits to the University website continued to grow. Total visits grew 7% to nearly 3.4 million, and unique visits grew 6% to nearly 1.4 million.**

Goal 3: Improve the Financial Foundation of the University

- > The University FY2016 annual margin was 2%. The University has averaged a 9% annual margin over the first four years of the plan, including FY2016.**
- > Reorganized the University tuition and fee structure to reduce complexity.**
- > For the second year in a row, the Foundation surpassed \$1 million in total giving, generating a total of \$1.2 million in restricted and unrestricted giving.**
- > The 22nd Annual Thomas C. Streckewald Golf Classic generated a record high of \$100,675 in revenues, representing an increase of \$28,000 over the previous high.**
- > Preparations were begun for the Thomas Edison State University Foundation's fundraising campaign, with initial discussions held with prospective major donors and with campaign leadership.**
- > Major Academic Grants Received: Scholarships, Educational Technology and Course Development**
 - > Helene Fuld Health Trust, \$250,000**
 - > Thomas Edison State University Foundation, \$150,000**
 - > Jet Blue, \$25,000**

Goal 4: Leverage Infrastructure, Technology and Assets to Meet the Needs of our Students

- > Introduced New Student Engagement Team (NSET) pilot program delivering enhanced, single point of contact support services for admitted students.**
- > Implemented a two-tiered system for evaluations of transfer credit, to meet expedited intervals for certain segments while maintaining established service levels.**
- > On a monthly average, the Office of Student Special Services continued to support more than 80 students with ADA accommodations and approximately 70 incarcerated students.**
- > Developed new format for the Transfer Credit/Academic Evaluation, creating a clearer and more user friendly document.**

Goal 5: Enhance Institutional Quality and Information Based Decision Making

- > The Updated and Extended University Strategic Plan was implemented.**
- > The University completed a U.S. Department of Education Program Review with extremely positive comments from the on-site evaluation team.**
- > The University conducted an Applicant and Current Student Demand and Preferences Study which provided valuable feedback concerning applicant and enrolled student experiences with various divisions of the University.**
- > The University developed and implemented a Mentor survey that provided feedback concerning where academic programs are doing well and where improvements could be made.**
- > The University conducted a comprehensive End of Course Assessment review that improved the End of Course Assessment surveys and provided multi-year End of Course Assessment analysis.**
- > The University conducted multiple market research studies, environmental scans and tuition analysis reviews to inform decisions concerning the development of academic and student support service programs, to determine appropriate tuition and fee structures and to evaluate the adult higher education market.**

Goal 6: Support the University's Commitment to Public Policy and Service

- > University successfully led advocacy efforts on behalf of the senior public institutions to ensure that the executive branch maintained the legislative language which restored funding to the FY2016 budget. As a result of these efforts, Governor Christie's proposed budget flat funded the senior public institutions.**
- > Operation College Promise, a nationally recognized program, certified 70 professionals from 51 colleges and universities through its Certificate for Veterans' Service Providers (CVSP) training programs.**
- > Thomas Edison State University partnered with the Kellogg Foundation to host a congressional reception in honor of U.S. Representative Alma Adams, member of the U.S. House of Representatives Committee on Education and the Workforce.**
- > The Watson Institute staff continued to support the capacity needs of NJUMA members by conducting training and retreats for mayors and cabinet-level staff and municipal councils (*retreats were held for City of Trenton, Trenton City Council, and City of East Orange*).**
- > The Watson Institute held a Policy Breakfast on "*Using the Community Development Block Grant for Economic Development*" for NJUMA member mayors at the 100th Annual N.J. League of Municipalities Conference.**

Goal 6: Support the University's Commitment to Public Policy and Service

- > The Center for the Positive Development of Urban Children received a multi-year grant from the Nicholson Foundation to expand cultural competency training of early care providers to Passaic, Essex and surrounding counties.**
- > Watson Institute held a Conference “Urban Agriculture as an Economic Tool,” with national speakers and experts in the fields of both economics and agriculture. The conference attracted over 250 statewide stakeholders. The Institute was contracted by D&R Greenway Land Trust to guide the development of the Capital City Farm Project, which is looking at a cooperative model for urban farming.**
- > Phase 1 of the lighting enhancement for beautification and public safety in the City of Trenton’s Urban Enterprise Zone (UEZ), was completed. Phase 2 (nonUEZ) which includes Thomas Edison State University locations, many private stakeholders and the State House Complex, started late January 2016.**

Fiscal Year 2016

Key Numbers Table,
Statistics and Profiles

Thomas Edison State University at a Glance
Key Numbers for Fiscal Year 2015 through 2016

	<i>FY 2015</i>		<i>FY 2016</i>		<i>% Change (FY 2015 to FY 2016)</i>
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	
<i>Total Enrollment*</i>	18,683		17,511		-6%
Undergraduate	17,590	94%	16,506	94%	-6%
Graduate	1,093	6%	1,005	6%	-8%
<i>Applicants**</i>	12,423		11,308		-9%
Undergraduate	11,647	94%	10,521	93%	-10%
Graduate	776	6%	787	7%	1%
<i>New Enrollments (only New) ***</i>	5,477		5,199		-5%
Undergraduate	5,164	94%	4,896	94%	-5%
Graduate	313	6%	303	6%	-3%
<i>New Enrollments (New and Re-enrolled)</i>	7,716		7,391		-4%
Undergraduate	7,342	95%	7,016	95%	-4%
Graduate	374	5%	375	5%	0%
<i>Degrees Conferred</i>	3,258		3,059		-6%
Associate	587	18%	526	17%	-10%
Baccalaureate	2,445	75%	2,334	76%	-5%
Master's	226	7%	199	7%	-12%
<i>Enrolled by Gender</i>					
Male	9,952	53%	9,661	55%	-3%
Female	8,731	47%	7,850	45%	-10%
<i>Enrolled by Military Status and Residence</i>					
<i>Nonmilitary</i>	13,538		12,646		-7%
New Jersey	7,868	58%	7,045	56%	-10%
Out of State	5,454	40%	5,381	43%	-1%
International	111	1%	96	1%	-14%
Unknown	105	1%	124	1%	18%
<i>Active Duty Military</i>	5,145		4,865		-5%
New Jersey	270	5%	260	5%	-4%
Out of State	4,705	91%	4,423	91%	-6%
International	9	0%	7	0%	-22%
Unknown	161	3%	175	4%	9%
<i>Enrollment By Race/Ethnicity</i>					
American Indian/Alaska Native	107	1%	101	1%	-6%
Asian	678	4%	670	4%	-1%
Black/African American	2,754	15%	2,620	15%	-5%
Hispanic/Latino	1,735	9%	1,669	10%	-4%
Native Hawaiian/Other Pacific Islander	96	1%	92	1%	-4%
White	9,936	53%	9,039	52%	-9%
Non US Citizen	242	1%	204	1%	-16%
Two or More Races	364	2%	379	2%	4%
Unknown	2,771	15%	2,737	16%	-1%
<i>Average Age of Enrolled Students</i>	36		35		

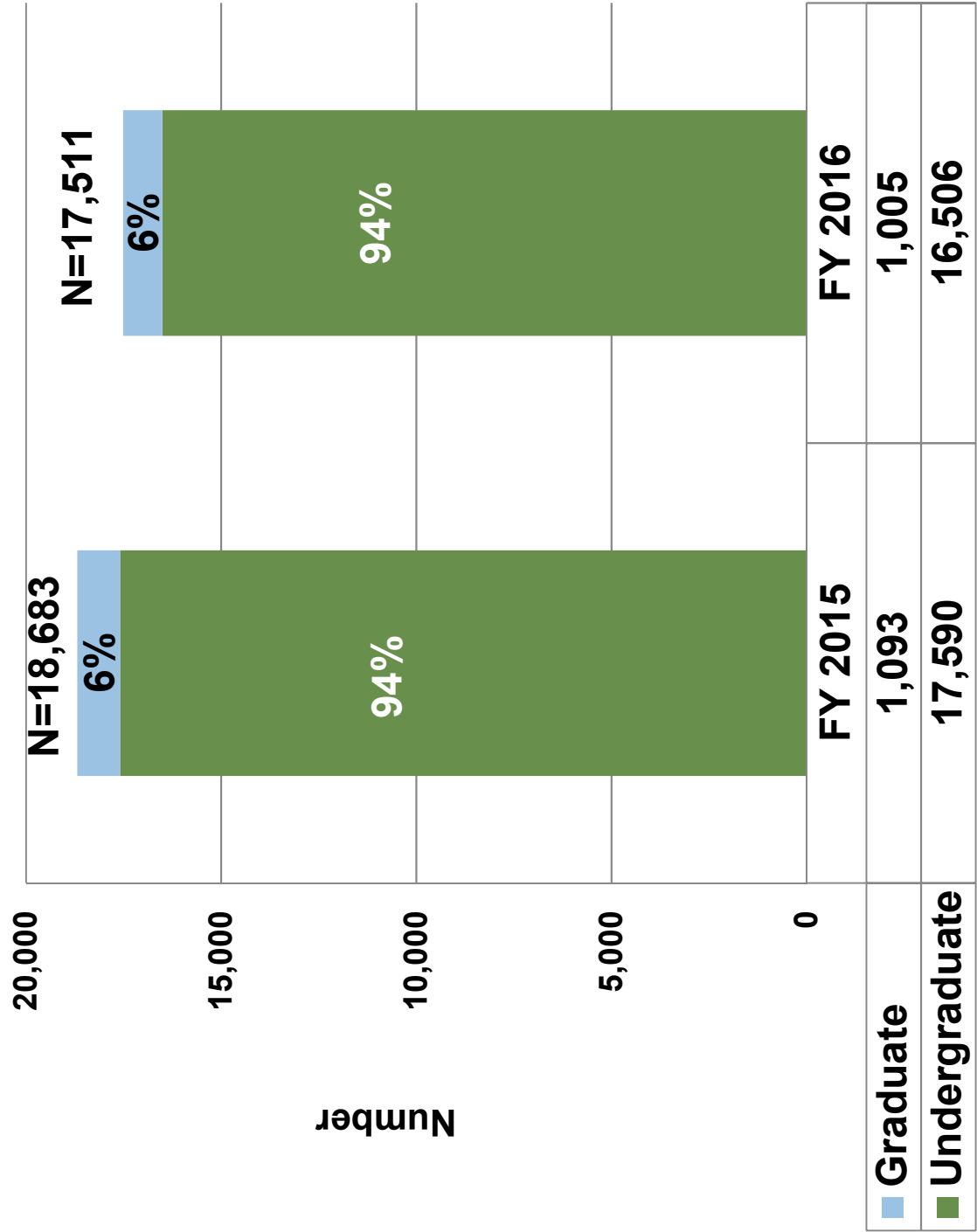
Prepared By: The Division of Institutional Planning and Research, Thomas Edison State University, August 2016.

* The total enrollment is an unduplicated count. There were 72 students in FY 2015 and 60 students in FY 2016 who graduated from an undergraduate degree and then enrolled in a graduate degree program during the same year; these students are included in the graduate counts.

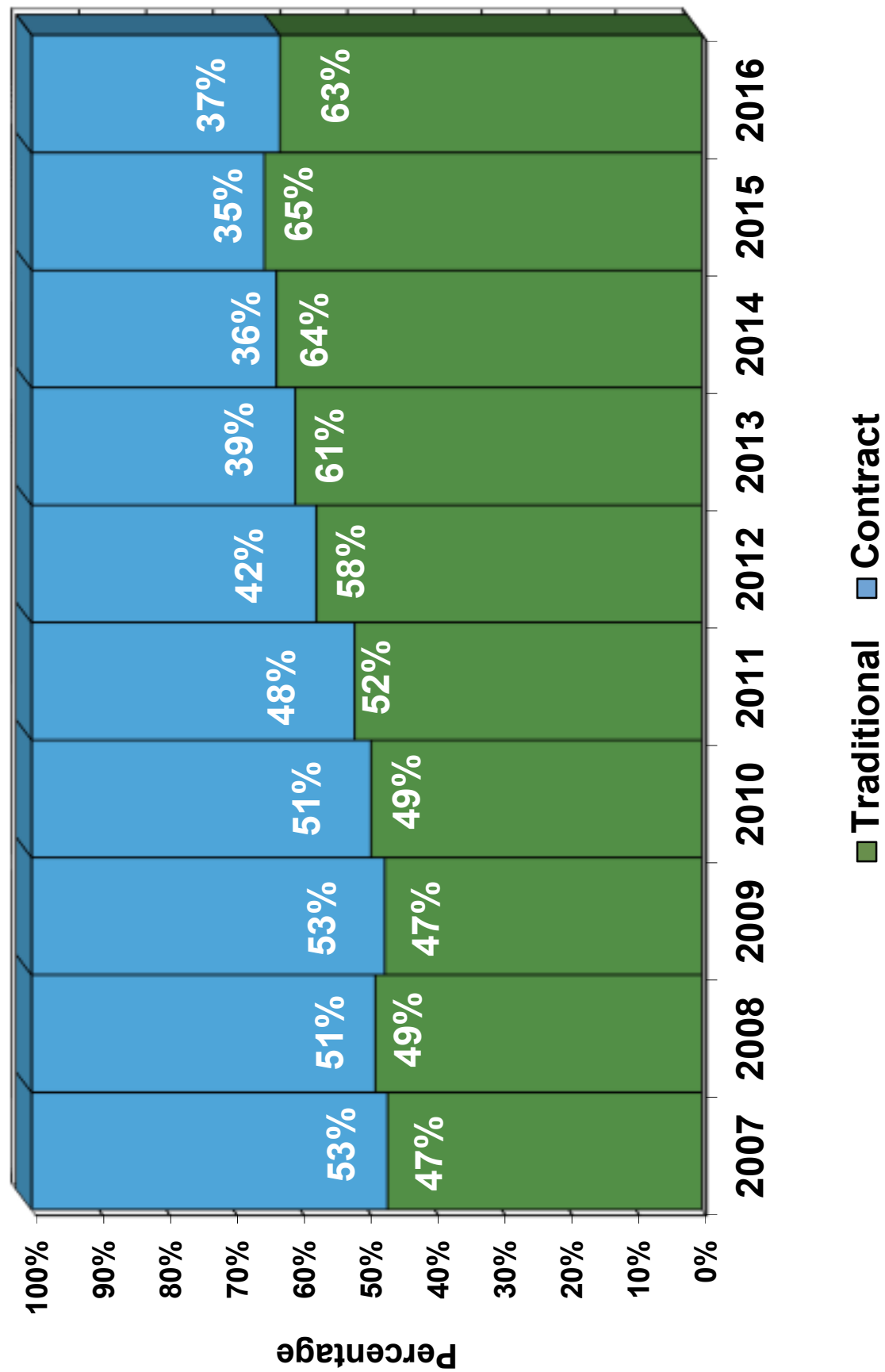
** Applicant counts exclude incomplete files at the undergraduate level and conditional admits at the graduate level.

***Beginning in FY 2015, "New Enrollments" refers to students who were new to the College and does not include re-enrolled students who returned to the College after stopping out for a while. This change was made to be consistent with the new Enrollment Reporting policy that was implemented in the Fall 2014.

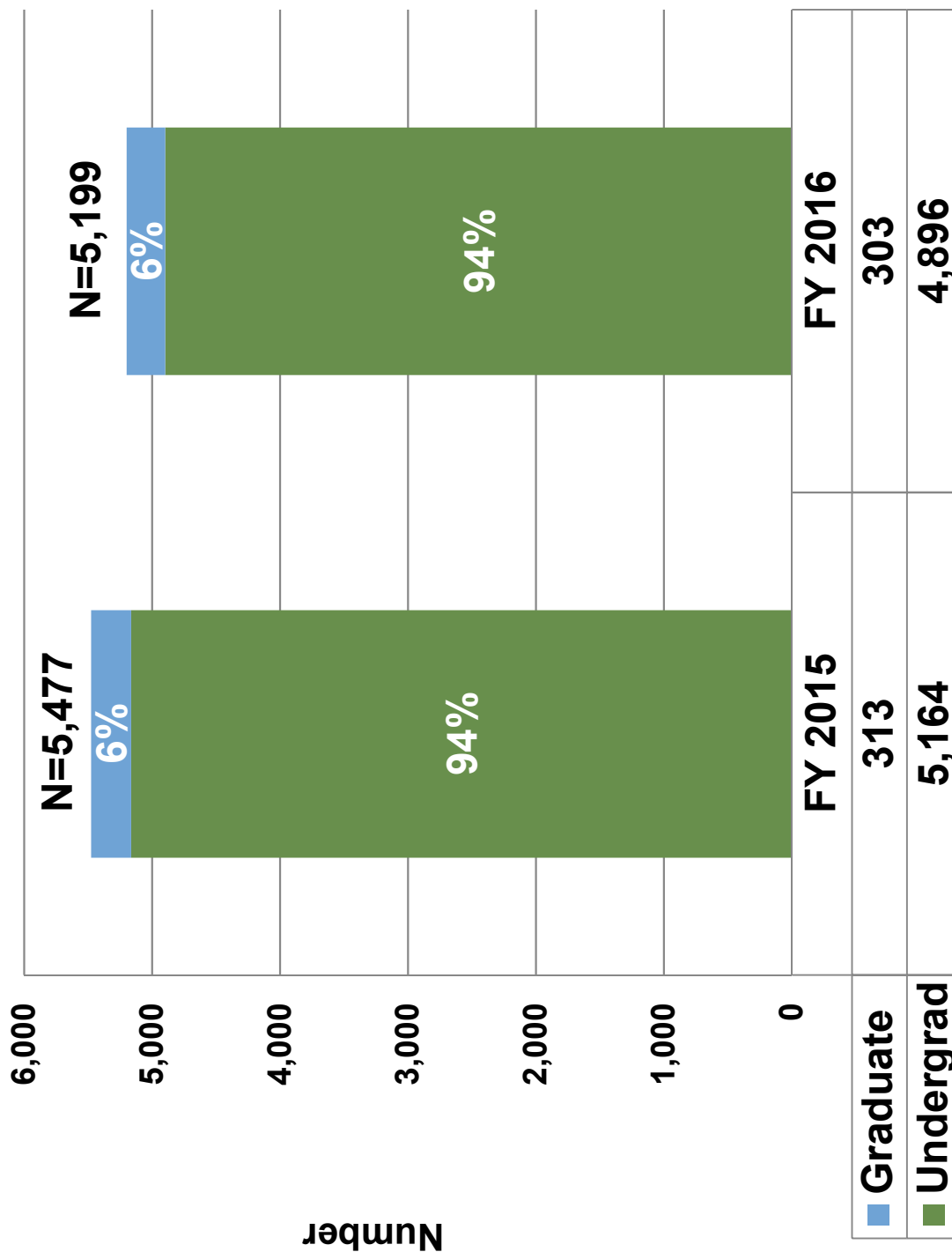
Total Enrollments by Level FY 2015 and FY 2016



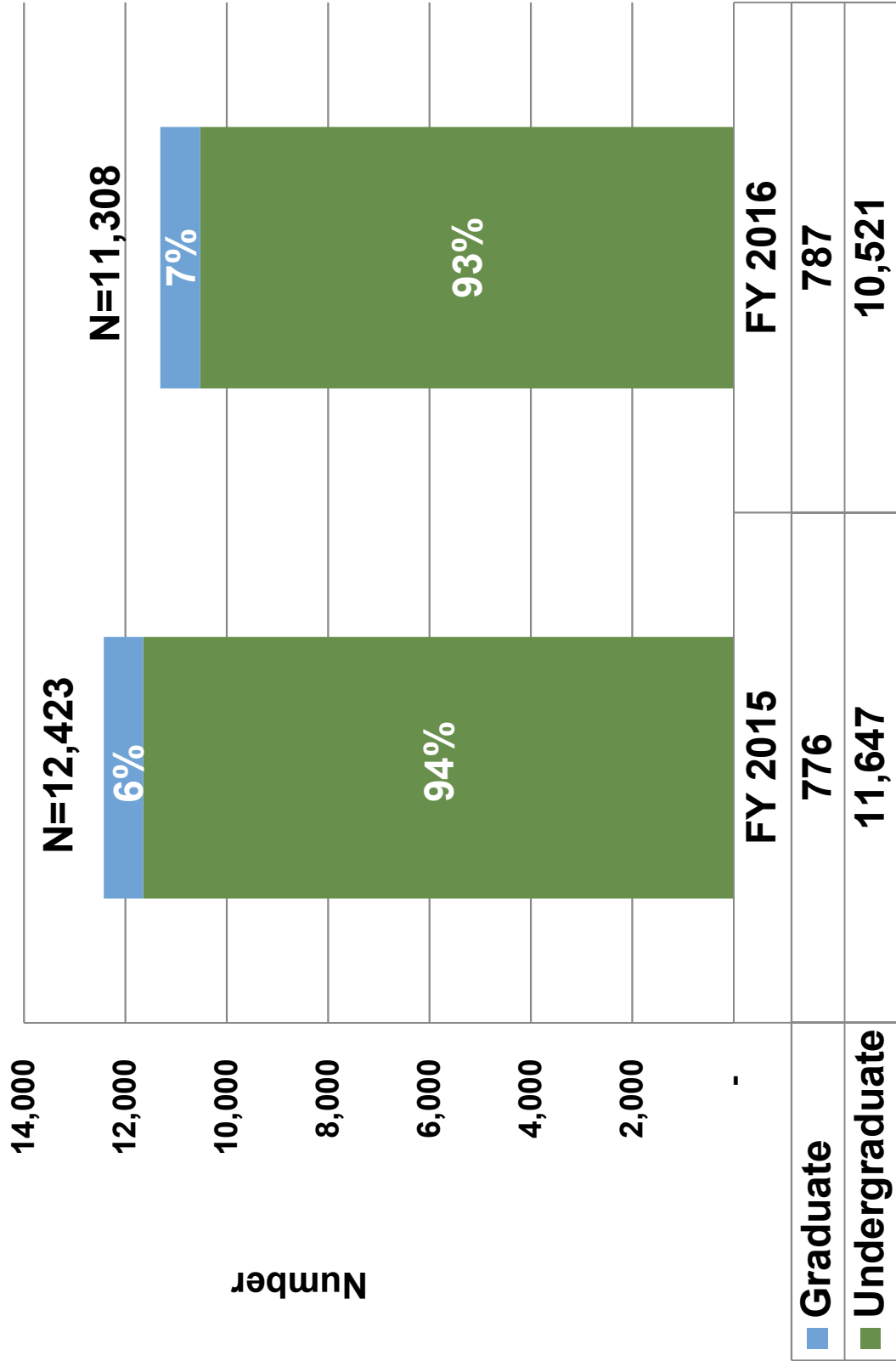
Enrollment Trends with Traditional and Contract Comparisons



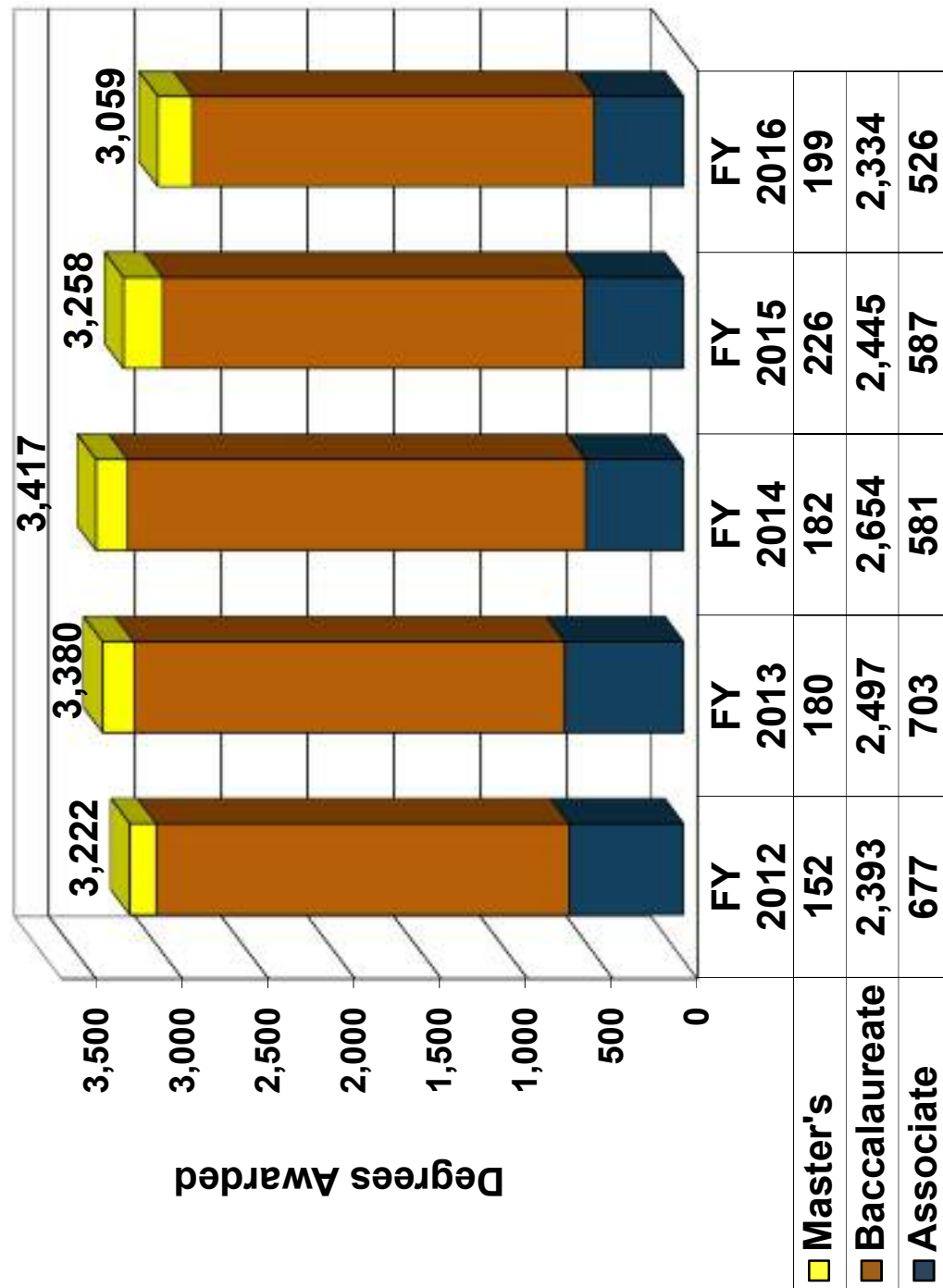
New Enrollments Only by Level FY 2015 and FY 2016



Applicants: FY 2015 and FY 2016

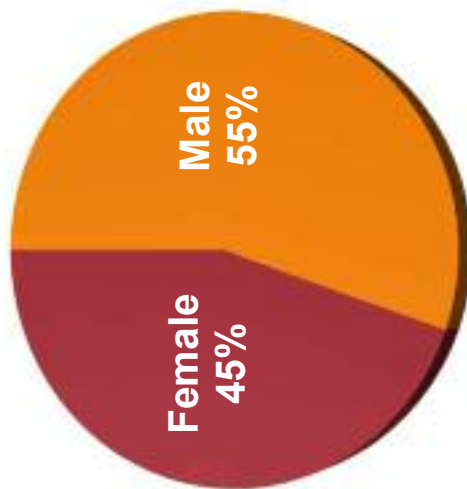


Degrees Conferred: FY 2012 - FY 2016 (Cumulative Degrees Awarded = 56,464)

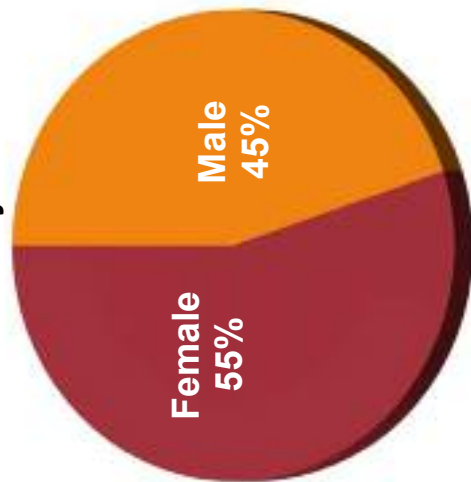


FY 2016 Enrollment by Gender by Military Status

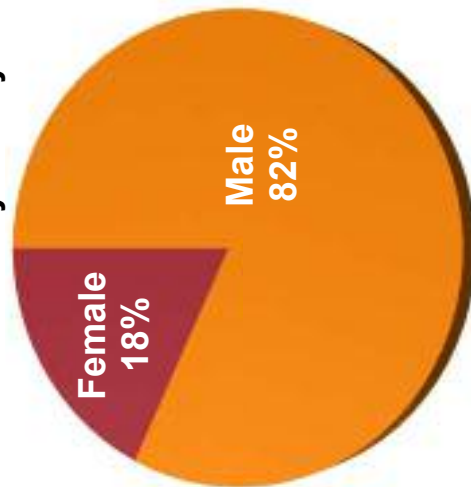
FY 2016 Enrollment by Gender: All Students



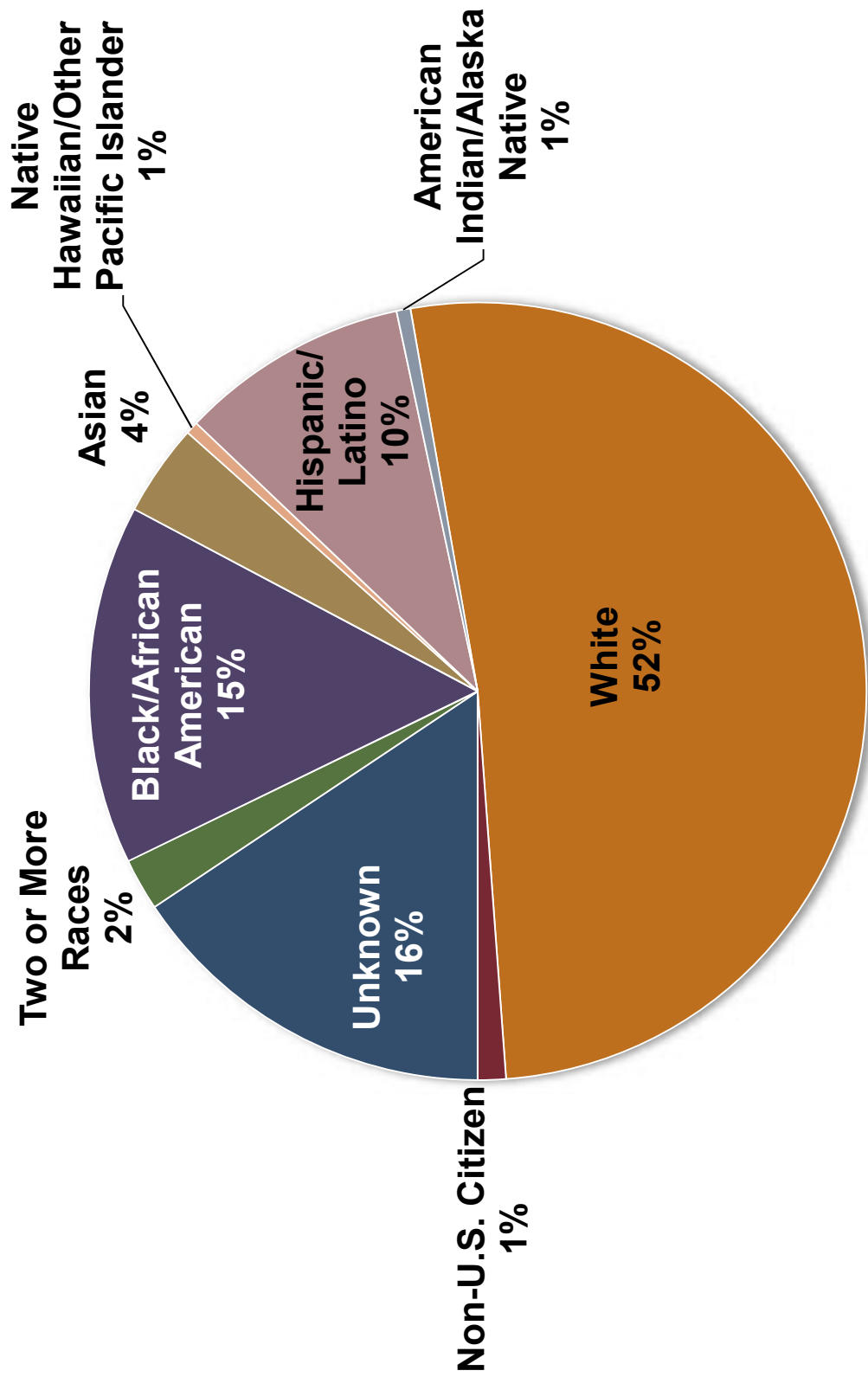
FY 2016 Enrollment by Gender:
Non-Military Students



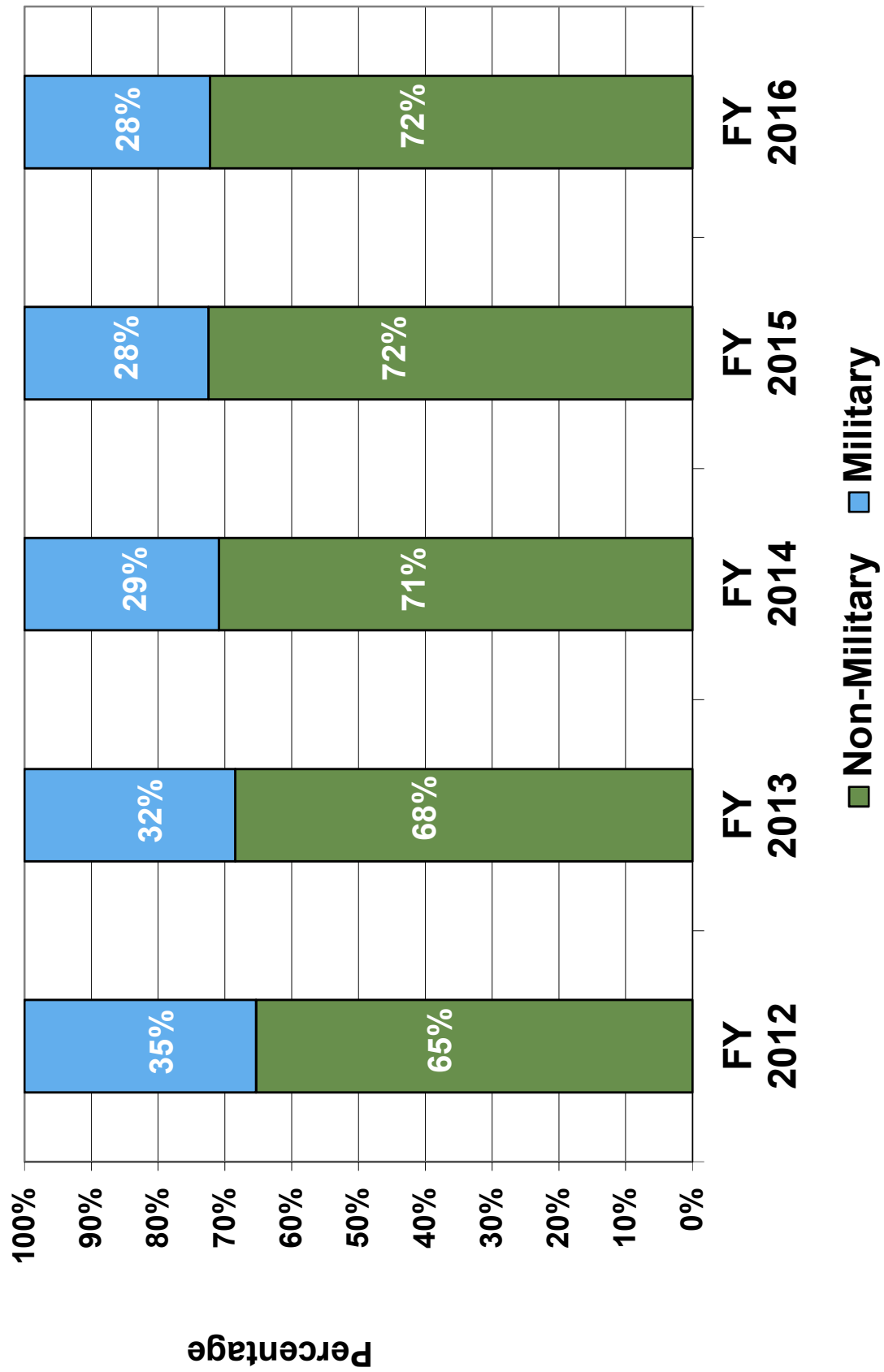
FY 2016 Enrollments by Gender:
Active Duty Military



FY 2016 Enrollment by Race/Ethnicity



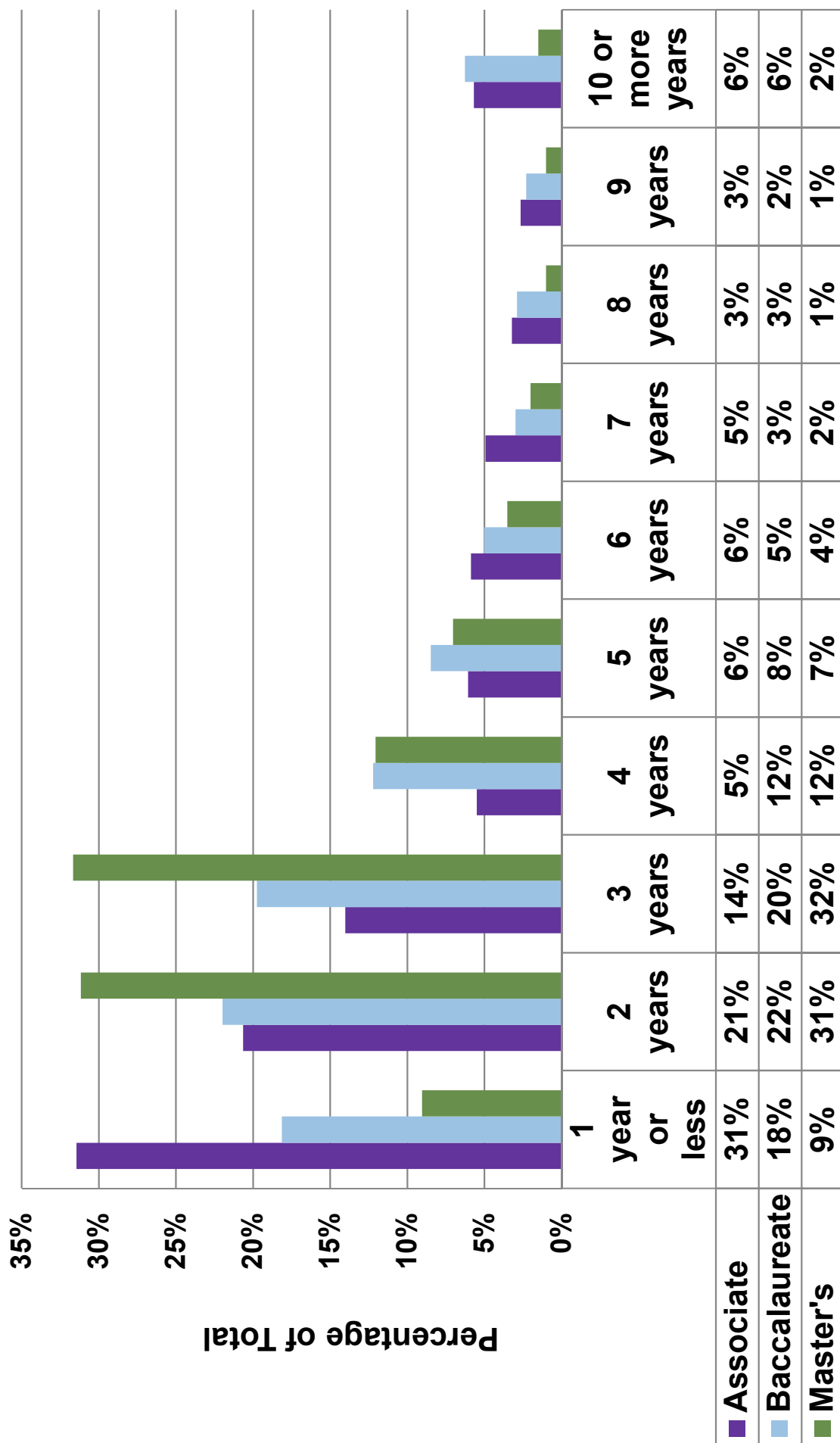
Enrollments by Military Status: FY 2012 thru FY 2016 Comparisons



FY 2016 Enrollments by Military Status and Residence

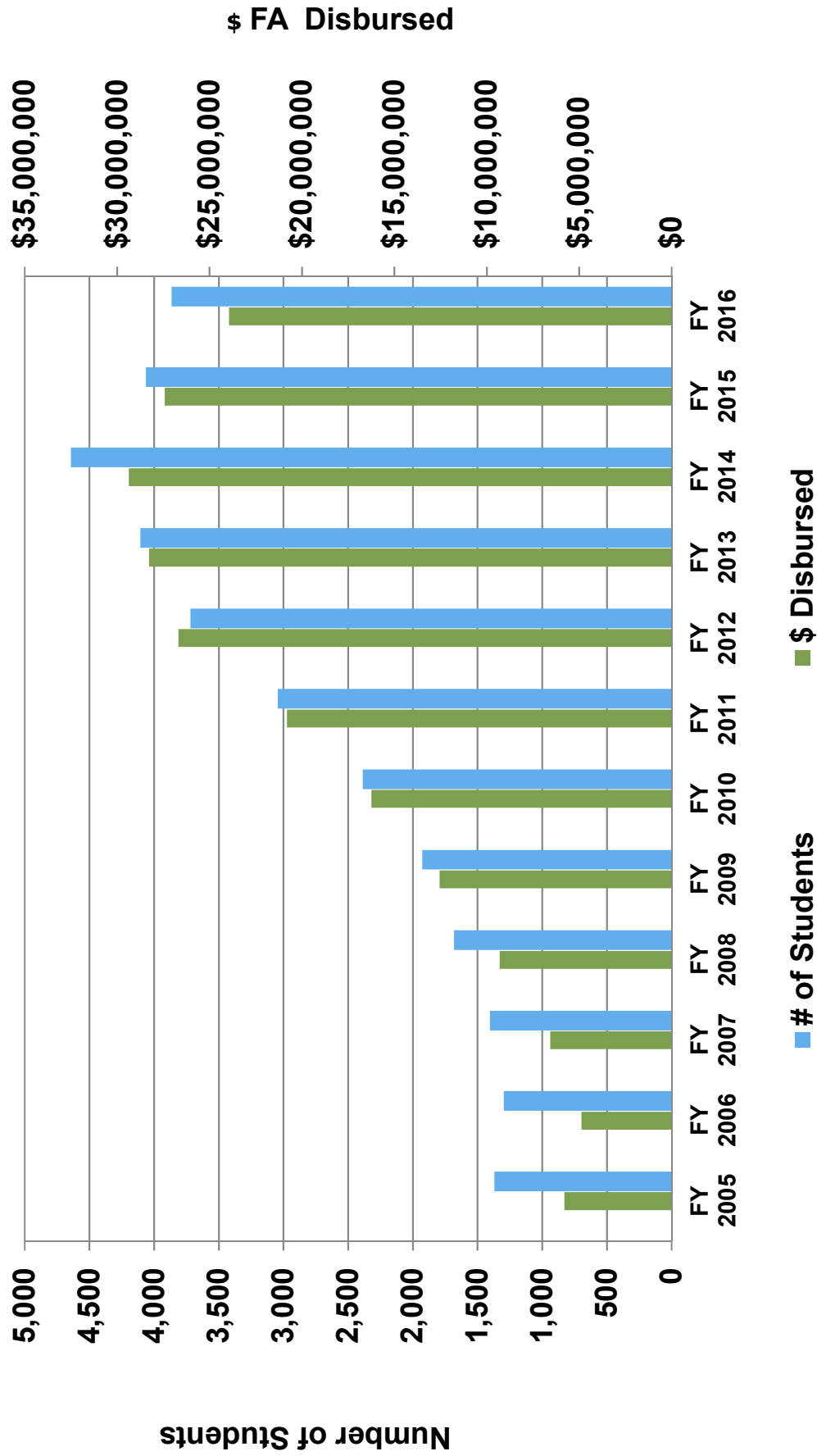


FY 2016 Graduates: Time to Degree Completion

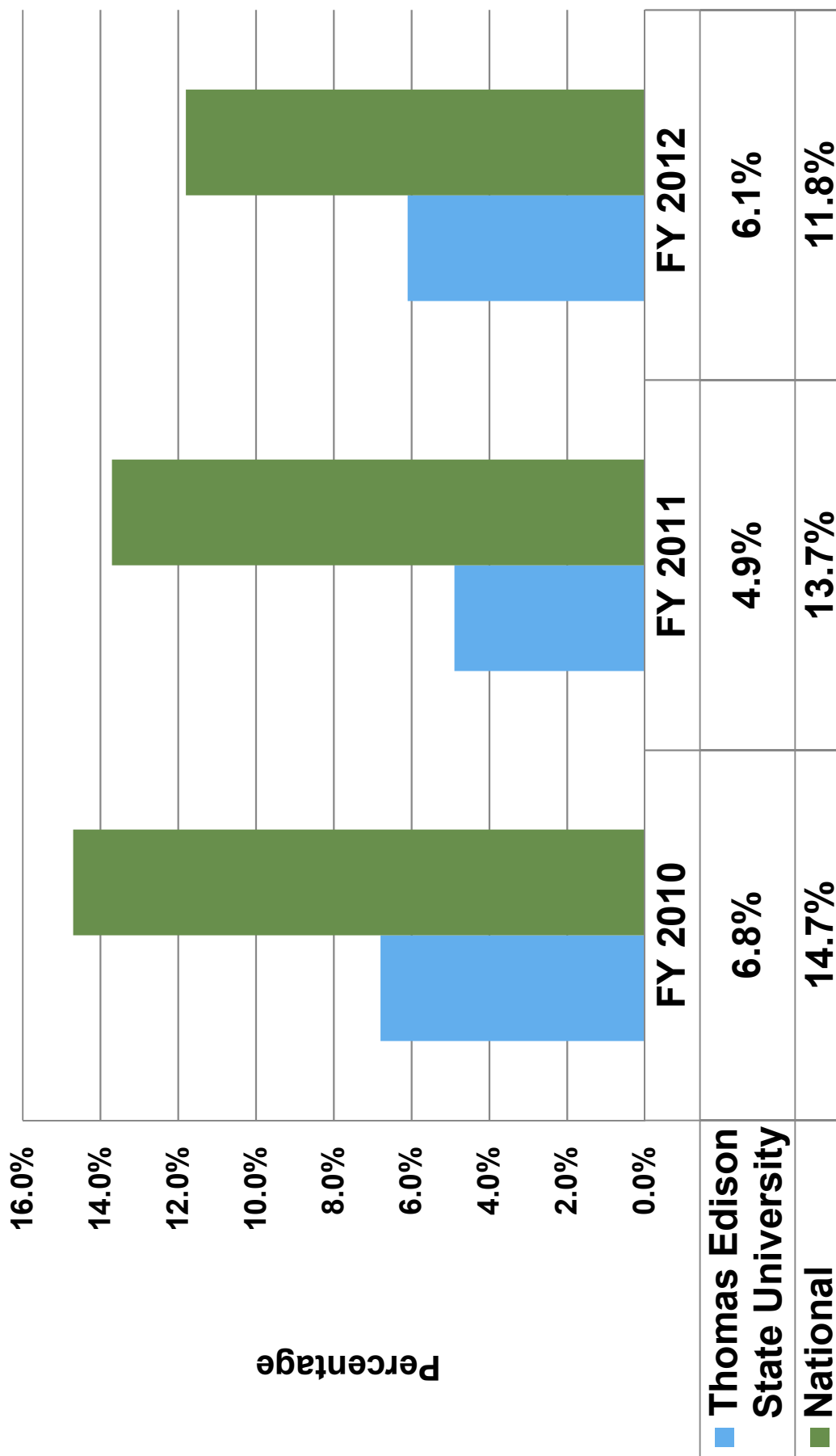


Mean Time to Degree: Associate = 3.5, Baccalaureate = 3.9, and Master's = 3.2.

Number of Students Awarded Financial Aid Each Year and the Amount of Financial Aid Awarded



The Three -Year Default Rate: Thomas Edison State University Compared to the National Data by Fiscal Year Cohorts



Source: <http://www.ifap.ed.gov/eannouncements/attachments/093015AttachOfficialFY20123YRCDRBriefing.pdf>

Appendix A

Fiscal Year 2016 Preliminary Statement of Revenues and Expenses (Unaudited)

FY 2016
FISCAL YEAR FINANCIAL RESULTS
FOR THE FOURTH QUARTER
ENDING JUNE 30, 2016

Thomas Edison State University

Unrestricted Revenue and Expenses for the Fourth Quarter, Ending June 30, 2016

Revenues

During the fourth quarter of FY 2016, the University realized a \$2,076,252 decrease, or 4%, under last year's revenues. This decrease is primarily due to a decrease in our student tuition revenue, especially within our Comprehensive, Annual Enrollment, nursing, and army populations. In addition, our State Appropriation decreased 7% when compared to FY 2015. With these decreases, the University achieved \$55,809,099, or 83%, of its combined revenue budget of \$66,867,256, excluding investment income, through the fourth quarter. In the previous fiscal year, 89%, or \$57,885,351, was realized through the fourth quarter of that year's combined revised budget of \$65,076,687.

The University received 100%, or \$3,292,000, of its state appropriation budget of \$3,292,000. This result is the same as that for the same period last year, when 100%, or \$3,551,000, was received against a budget of \$3,551,000.

Undergraduate student revenues totaled \$31,382,902 or 79%, of the University's FY 2016 annual budget of \$39,640,142. This percentage is lower than that for the same period last year, when 82%, or \$32,360,534, was earned against a budget of \$39,295,162. This represents a decrease of 3%, or \$977,632 when compared to last year's revenue amount.

Revolving fund revenue for the fourth quarter accounted for 85%, or \$12,648,042, against a budget of \$14,910,594. This revenue percentage is lower than that for the same period last fiscal year, when 98%, or \$13,246,899, was earned against a budget of \$13,520,041. This represents a decrease of 5% or \$598,857, when compared to last year's revenue amount.

Contract revenues for the fourth quarter totaled \$8,486,155, or 94%, of the budget of \$9,024,520. This revenue result is lower than that for the same period last fiscal year, when 100%, or \$8,726,918, was earned against a budget of \$8,710,484. This represents a decrease of 3%, or \$240,763, when compared to last year's revenue. The decrease was primarily due to a decrease of \$393,824 in Respiratory Program revenue which was eliminated at the end of fiscal year 2015.

Major student revenue statistics during the fourth quarter are as follows:

- Application Fee – 97%
- Locked-In FY 2016 Annual Enrollment – 118%
- Locked-In FY 2015 Annual Enrollment – 28%
- Per Credit Tuition Plan – 189%
- Technology Fees – 6%
- College Plus Tuition – 81%

- Military Tuition – 102%
- Course Tuition and Registration Fee – 49%
- Veteran’s Chapter 33 – 65%
- Graduate Programs Tuition – 82%
- BSN Nursing Tuition and Fees – 63%
- Contract Tuition – 102%

Investment Income

The University earned \$306,786 in operating investment income, which represents a decrease of 18%, or \$68,558, compared to the same period last fiscal year, when \$375,344 was earned. This was mainly due to reduced investment income across our operating and quasi funds. The University earned an average interest rate of .14% on excess balances maintained at the bank, which was the same as in the prior year.

The University purchased a \$7,162,555 certificate of deposit during June 2016. This 6-month CD at Investors Bank matures on 12/17/16 and earns an interest rate of .70%.

During the beginning of the fiscal year, Credit Suisse managed both a laddered portfolio of U.S. agency debt and quasi investments. However, the University was notified that Credit Suisse was exiting the government client market. Based on this, the University liquidated the investments and the proceeds were held in Bank of America money market funds. During February 2016, Bernstein was selected as the new investment manager. Consequently, the excess operating and quasi funds, \$4,000,000 and \$3,500,000, respectively, were transferred from Bank of America to Bernstein for investment purposes.

Expenditures

The University has expended and committed 88%, or \$54,787,388 of its \$62,441,898 revised combined unrestricted, revolving, and contract funds budget. This result is lower than last fiscal year, when 89%, or \$53,719,056, was spent against last fiscal year’s budget of \$60,293,789. Expenditures increased \$1,068,332, or 2%, over the last fiscal year.

Operating budget expenditures accounted for 89%, or \$47,304,243, against the revised expenditure budget of \$53,147,657. This result is lower than last fiscal year, when 91% or \$45,880,589 was spent against a budget of \$50,419,214. Operating expenditures, including debt payments, increased \$1,423,654, or 3%, over the last fiscal year.

Revolving fund expenditures accounted for 86%, or \$4,356,569, of the revised expenditure budget of \$5,079,023, which is lower than last fiscal year, when 87%, or \$4,678,629, was spent against a budget of \$5,404,413. This represents a decrease of \$322,061, or 7%, when compared to the same quarter of last fiscal year.

The revolving surplus at the end of the fourth quarter is \$8,291,473, compared with \$8,568,270 for the same quarter of last fiscal year.

Program	#	YTD Revenue	YTD Expenses	Surplus
OAPWL	100	41,185	54,024	(12,839)
National Institute	200	61,850	22,413	39,437
Nursing Program	500	7,741,078	3,618,162	4,122,916
Graduate Programs	<u>700</u>	<u>4,803,929</u>	<u>661,970</u>	<u>4,141,959</u>
Total Revolving		<u>12,648,042</u>	<u>4,356,569</u>	<u>8,291,473</u>

Contract expenditures accounted for 74%, or \$3,126,576 of the revised expenditure budget of \$4,215,218, which is higher than that for the same period of last fiscal year, when 71% or \$3,159,838 was spent against last fiscal year's budget of \$4,470,162. This represents a decrease of \$33,262, or 1%, when compared to the same quarter of last fiscal year.

The contract surplus at the end of the fourth quarter is \$5,359,579, compared with \$5,567,080 for the same quarter of last fiscal year.

Program	#	YTD Revenue	YTD Expenses	Surplus
Prof Cont Educ	1385100	68,905	169,434	(100,529)
Corp Choice & UPS	1386000	2,386,562	0	2,386,562
GoArmyU	1380000	2,663,995	1,240,407	1,423,588
Navy College	1380010	2,951,390	1,555,246	1,396,144
Navy Pace	1380020	361,157	82,411	278,746
Off Campus Ops	1380030	37,696	55,892	(18,196)
Oper College Promise	1380050	<u>16,450</u>	<u>23,186</u>	<u>(6,736)</u>
Total Contracts		<u>8,486,155</u>	<u>3,126,576</u>	<u>5,359,579</u>

Carry Forward Fund FY 2016

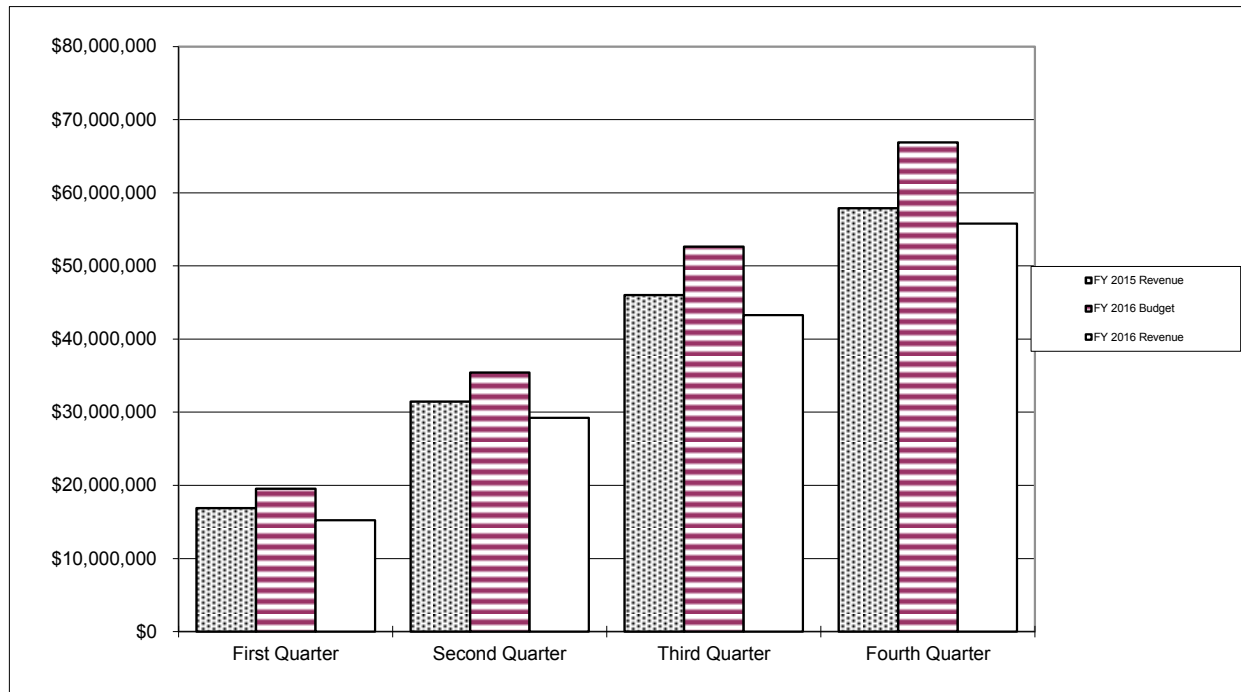
To continue the fulfillment of the Strategic Plan, the University committed a revised budget of \$4,512,370 from its reserves to fund various projected expenses as outlined in the carry forward account. As of June 30, 2016, the University expended and committed 72%, or \$3,243,961, leaving a balance of \$1,268,409.

Quarterly Financial Summary
Unrestricted Revenues and Expenses
Quarter Ending 06/30/16

	PERFORMANCE				COMPARATIVE			
	FY-2016 Budget	FY-2016 YTD	\$ Variance	%	FY-2016 YTD	FY-2015 YTD	\$ Change	% Change
REVENUES								
Student Fees	39,640,142	31,382,902	(8,257,240)	79	31,382,902	32,360,534	(977,632)	(3)
State Appropriation	3,292,000	3,292,000	-	100	3,292,000	3,551,000	(259,000)	(7)
Revolving	14,910,594	12,648,042	(2,262,552)	85	12,648,042	13,246,899	(598,857)	(5)
Contracts	9,024,520	8,486,155	(538,365)	94	8,486,155	8,726,918	(240,763)	(3)
Total Budgeted Revenues	66,867,256	55,809,099	(11,058,157)	83	55,809,099	57,885,351	(2,076,252)	(4)
Investment Income					306,786	375,344	(68,558)	(18)
Total Revenues	66,867,256	55,809,099	(11,058,157)	83	56,115,885	58,260,695	(2,144,810)	(4)
EXPENSES								
Operating								
Salaries	29,079,719	26,176,972	2,902,747	90	26,176,972	25,257,290	919,682	4
Fringes	2,389,915	2,189,605	200,310	92	2,189,605	1,704,863	484,742	28
Other Expenses:								
Student waivers	553,765	829,798	(276,033)	150	829,798	688,425	141,373	21
Materials	497,753	350,485	147,268	70	350,485	377,197	(26,712)	(7)
Services other than salary	16,182,035	13,594,310	2,587,725	84	13,594,310	13,667,369	(73,059)	(1)
Maintenance	3,011,068	2,841,110	169,958	94	2,841,110	2,917,678	(76,568)	(3)
Total Other Expenses	20,244,622	17,615,703	2,628,919	87	17,615,703	17,650,669	(34,966)	(0)
Improvements/Additions	258,385	84,936	173,449	33	84,936	223,378	(138,442)	(62)
General Institution	(509,796)	(451,321)	(58,475)	89	(451,321)	(431,091)	(20,230)	5
Sub-Total Non-Salary Exp	22,383,125	19,438,923	2,944,202	87	19,438,923	19,147,819	291,104	(29)
Debt Principal Payments	1,238,737	1,238,734	4	100	1,238,734	1,059,682	179,052	17
Debt Interest Payments	446,075	449,614	(3,539)	101	449,614	415,798	33,816	8
Total Debt Payments	1,684,813	1,688,348	(3,535)	100	1,688,348	1,475,480	212,868	14
Total Operating Expenses	53,147,657	47,304,243	5,843,414	89	47,304,243	45,880,589	1,423,654	3
Revolving								
Salaries	1,528,205	1,458,134	70,071	95	1,458,134	1,335,235	122,899	9
Non-Salaries	3,550,818	2,898,435	652,384	82	2,898,435	3,343,394	(444,960)	(13)
Total Revolving Expenses	5,079,023	4,356,569	722,455	86	4,356,569	4,678,629	(322,061)	(7)
Contracts								
Salaries	1,019,225	751,415	267,810	74	751,415	772,587	(21,172)	(3)
Non-Salaries	3,195,993	2,375,161	820,832	74	2,375,161	2,387,251	(12,090)	(1)
Total Contract Expenses	4,215,218	3,126,576	1,088,642	74	3,126,576	3,159,838	(33,262)	(1)
Total Operating, Revolving and Contract Expenses	62,441,898	54,787,388	7,654,510	88	54,787,388	53,719,056	1,068,332	2
Net Increase (Decrease) In Fund Balance	4,425,358	1,021,711			1,021,711	4,166,295	(3,144,584)	(75)
Carry Forward	4,512,370	3,243,961	1,268,409	72	3,243,961	2,947,631	296,330	10

FY 2016 TOTAL REVENUE

Quarter Ending June 30, 2016

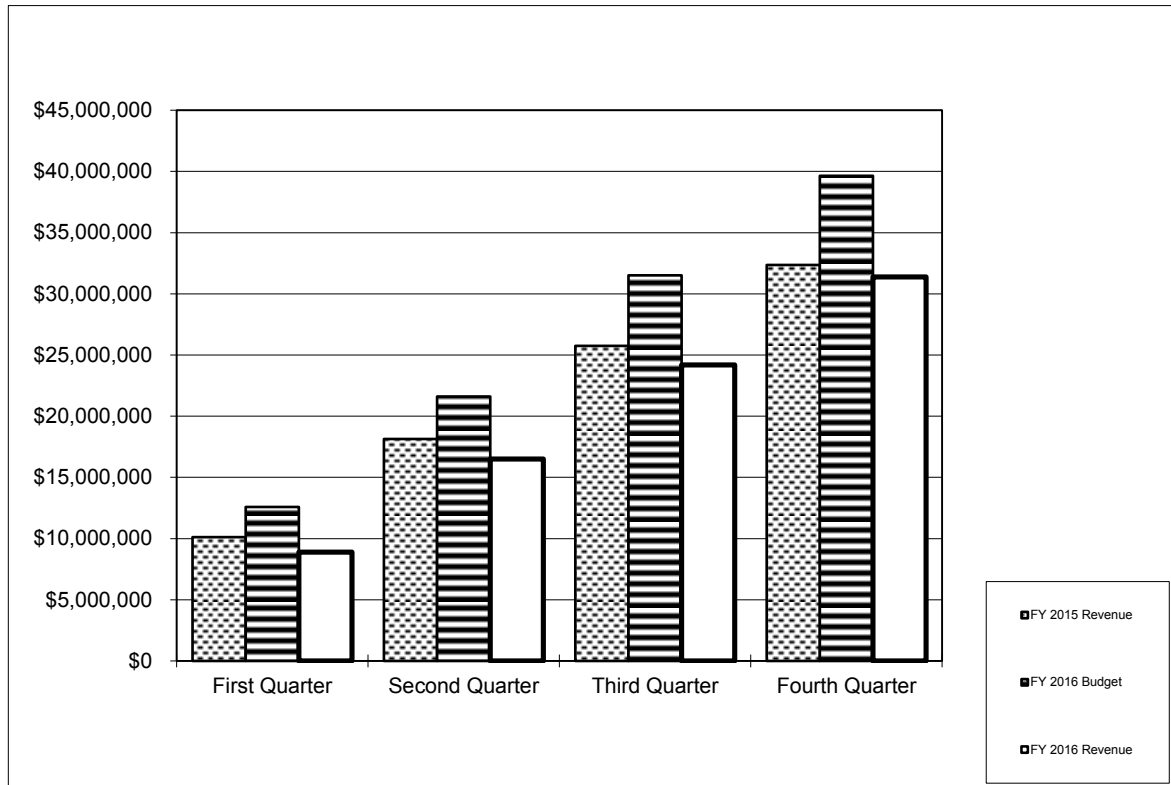


	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY 2015 Revenue	\$16,887,856	\$31,433,549	\$46,022,064	\$57,885,351
FY 2016 Budget	\$19,528,340	\$35,424,922	\$52,636,797	\$66,867,256
FY 2016 Revenue	\$15,220,070	\$29,230,348	\$43,287,811	\$55,809,099

FY 2015 Fourth Quarter Actual		FY 2016 Fourth Quarter Actual	Difference Between FY 2015 and FY 2016 Totals
\$3,551,000	State Appropriation	\$3,292,000	(\$259,000)
\$32,360,534	Undergraduate Student Revenue	\$31,382,902	(\$977,632)
\$38,264	OAPWL	\$41,185	\$2,921
\$63,715	National Institute	\$61,850	(\$1,865)
\$8,758,923	Nursing Program	\$7,741,078	(\$1,017,845)
\$4,385,997	Graduate Programs	\$4,803,929	\$417,932
\$8,726,918	Contracts	\$8,486,155	(\$240,763)
\$57,885,351	Total	\$55,809,099	(\$2,076,252)

FY 2016 UNDERGRADUATE STUDENT REVENUE

Quarter Ending June 30, 2016



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY 2015 Revenue	\$10,119,107	\$18,139,608	\$25,748,825	\$32,360,534
FY 2016 Budget	\$12,584,652	\$21,611,313	\$31,524,430	\$39,640,142
FY 2016 Revenue	\$8,901,591	\$16,508,115	\$24,202,653	\$31,382,902

Fund 11 Student Revenue

	Fourth Quarter FY 2016 Budget	Fourth Quarter FY 2016 Revenue	Percentage Fourth Quarter Revenue Receiv ed	FY 2016 YTD Budget	FY 2016 YTD Revenue	Percentage of YTD Revenue Receiv ed	Comparison FY 2016 t FY 2016 t
Application Fee Total	\$ 170,787	\$165,000	97%	\$652,500	\$637,200	98%	-5%
First Year Tuition							
Annual Enrollment Tuition LI16							
In	\$ 429,635	\$79,905	19%	\$2,065,625	\$1,376,877	67%	-21%
Out	\$ 371,356	(\$71,334)	-19%	\$1,638,112	\$968,888	59%	-21%
International Comprehensive Tuition LI16	\$ -	\$0		\$0	\$0		-100%
In	\$ 633,861	\$1,265,750	200%	\$5,110,457	\$4,091,285	80%	-10%
Out	\$ 317,700	\$795,671	250%	\$3,415,607	\$2,979,441	87%	13%
First Year Enrollment Tuition Total	\$ 1,762,552	\$2,069,992	118%	\$12,229,801	\$9,416,491	77%	-7%
Subsequent Years Tuition							
Annual Enrollment Tuition LI15							
In	\$ 182,808	(\$5,024)	-3%	\$1,225,975	\$566,667	46%	-37%
Out	\$ 104,349	(\$3,062)	-3%	\$561,412	\$224,093	40%	-46%
International Comprehensive Tuition LI15	\$ -	\$0		\$0	\$0		0%
In	\$ 84,560	\$70,815	84%	\$1,984,398	\$981,750	49%	-27%
Out	\$ (16,176)	\$35,229	-218%	\$752,290	\$372,778	50%	-54%
Subsequent Years Tuition Total	\$ 355,541	\$97,958	28%	\$4,524,075	\$2,145,288	47%	-38%
Per Credit Plan							
In	\$355,830	\$680,015	191%	\$1,700,000	\$1,867,417	110%	77%
Out	\$461,982	\$772,736	167%	\$1,887,080	\$2,014,805	107%	33%
Non-Matriculated	\$172,986	\$418,363	242%	\$691,944	\$1,140,127	165%	108%
Per Credit Tuition Plan Total	\$590,798	\$1,871,114	169%	\$4,279,024	\$6,022,349	117%	39%
Technology Services Fee Total							
In	\$ 72,196	\$4,252	6%	\$364,777	\$192,726	53%	-26%
College Plus Tuition	\$226,225	\$183,456	81%	\$1,039,583	\$771,680	74%	9%
Military Tuitions and Fees Total							
In	\$ 567,055	\$580,762	102%	\$2,527,751	\$2,544,695	101%	0%
TECEP/Portfolio/Practicum Tuition LI14/LI13							
TECEP							
In	\$ -	\$0		\$0	\$0		-100%
Out	\$ -	\$0		\$0	\$0		-100%
Matriculated	\$ 88,899	\$106,367	120%	\$331,148	\$403,738	122%	36%
Non-Matriculated	\$ 28,869	\$9,025	31%	\$111,899	\$40,210	36%	-60%
BSN Leadership Exam	\$ 678	\$0	0%	\$10,302	\$314	3%	-100%
Prior Learning Assessment	\$ -	\$0		\$0	\$0		-100%
In	\$ 90	\$5,531		\$0	\$0		-100%
Out	\$ 1,980	\$4,690		\$17,201	\$5,991	35%	-100%
Matriculated	\$ 943	\$0	0%	\$12,651	\$0	0%	0%
Non-Matriculated	\$ 3,038	\$0	0%	\$47,554	\$25,262	53%	45%
Credit Review	\$ 10,844	\$6,924	64%	\$530,765	\$476,515	90%	21%
TECEP/Portfolio/Practicum Tuition Total	\$133,271	\$122,316	92%				
Course Tuition and Registration Fee							
In-state	\$ 1,519,209	\$792,923	52%	\$7,214,380	\$5,243,270	73%	-12%
Out-of-state	\$ 964,141	\$472,469	49%	\$4,337,246	\$3,280,846	76%	-7%
Non-enrolled	\$ -	\$0		\$0	\$0		-18%
Registration Fee	\$ 139,071	\$99,701	21%	\$703,479	\$533,473	76%	-18%
Digital Resources Fee	\$ -	\$0		\$0	\$0		-11%
Course Tuition and Registration Total	\$ 2,622,421	\$1,295,093	49%	\$12,255,105	\$9,057,589	74%	-11%
Chapter 33 Tuition							
In	\$ 1,247,491	\$815,865	65%	\$4,191,827	\$3,361,741	80%	13%
Other Fund 11 Fees							
Comprehensive Tuition Offsets	\$ 540,734	\$544,228	101%	\$2,044,943	\$1,971,302	96%	0%
	(\$566,359)	(\$569,787)	101%	(\$4,999,999)	(\$4,213,674)	84%	-7%
Total Fund 11 Tuition and Fees	\$8,115,712	\$7,180,249	88%	\$39,640,142	\$31,382,902	79%	-3%

Fund 17 Revolving Revenue

	Fourth Quarter		Fourth Quarter		Percentage		Fourth Quarter		Percentage		Comparison
	FY 2016 Revenue	FY 2016 YTD Revenue	FY 2016 Budget	FY 2016 Revenue	Receiv ed	of YTD Revenue	FY 2016 Budget	FY 2016 Revenue	Receiv ed	of YTD Revenue	
Graduate Programs Tuition											
Graduate Applications	\$7,725	\$26,100	\$8,006	\$457,723	55%		\$31,875	\$23,775	75%		-9%
MSM Tuition	\$217,996	\$1,206,569	\$229,026	\$253,870	55%		\$1,443,507	\$1,137,781	78%		-6%
MS: Project Mgmt Per Credit	\$0	\$0	\$19,380	\$0	0%		\$38,700	\$0	0%		
MS: Accounting Per Credit	\$0	\$0	\$47,798	\$0	0%		\$184,800	\$7,740	5%		
MS: Hospitality Per Credit	\$0	\$0	\$47,798	\$0	0%		\$184,800	\$0	0%		
MS: International Business Per Credit	\$0	\$0	\$19,360	\$0	0%		\$38,700	\$0	0%		
MS: Healthcare Admin Per Credit	\$0	\$0	\$56,396	\$56,145	100%		\$267,030	\$236,854	89%		52%
MALS Tuition	\$29,616	\$185,484	\$56,396	\$96,054	93%		\$535,994	\$438,599	82%		4%
MSHM Tuition	\$86,904	\$421,380	\$103,053	\$172,344	93%		\$583,081	\$658,745	113%		13%
Educational Leadership	\$187,798	\$881,241	\$144,310	\$53,210	119%		\$183,180	\$219,620	120%		-9%
Home and Security	\$55,630	\$241,039	\$30,685	\$137,002	247%		\$297,989	\$348,718	124%		44%
Applied Science & Technology	\$35,632	\$265,901	\$56,437	\$17,117	95%		\$92,879	\$88,616	95%		-4%
Educational Technology & Online Learning	\$22,212	\$108,378	\$17,976	\$7,010	91%		\$286,360	\$309,680	108%		7%
Public Service	\$62,317	\$288,185	\$81,627	\$14,010	92%		\$1,128,149	\$1,285,271	111%		21%
MBA	\$242,020	\$1,039,191	\$352,838	\$348,100	92%		\$5,296,764	\$4,745,398	90%		10%
Graduate Programs Tuition Total	\$917,750	\$4,318,468	\$1,470,372	\$1,211,502	82%		\$7,069,705	\$5,740,389	81%		-14%
BSN Tuition and Fees	\$1,117,085	\$6,709,154	\$1,319,114	\$828,775	63%		\$1,596,376	\$1,226,165	77%		-11%
Graduate Nursing Tuition	\$223,693	\$1,375,321	\$276,315	\$201,955	73%		\$830,092	\$774,522	93%		15%
Accelerated BSN Program	\$155,497	\$674,448	\$170,895	\$158,543	93%		\$0	\$41,185	0%		0%
Corporate Partnerships	\$559	\$38,264	\$0	\$23,760	0%		\$0	\$61,850	103%		0%
National Institute	\$47,615	\$63,715	\$47,102	\$52,800	112%		\$60,000	\$58,533	100%		-13%
Other Fund 17 Fees	\$18,538	\$67,529	\$16,860	\$13,878	82%		\$58,657	\$58,533	100%		-13%
Total Revolving Fund Tuition and Fees	\$48,480,737	\$13,246,899	\$3,300,658	\$2,491,213	75%		\$14,910,594	\$12,648,042	85%		-5%

Contract Work

	Fourth Quarter		Fourth Quarter		Fourth Quarter		Fourth Quarter		Percentage of YTD Revenue		Comparison FY 2016	
	FY 2015 Revenue	FY 2015 YTD Revenue	FY 2016 Budget	FY 2016 Revenue	FY 2016 Budget	FY 2016 Revenue	FY 2016 Budget	FY 2016 Revenue	FY 2016 YTD Revenue	FY 2016 YTD Revenue	FY 2016	FY 2016
Professional Continuing Studies Tuition	\$11,710	\$59,000	\$24,999	\$19,555	\$19,555	\$19,555	\$24,999	78%	\$99,996	\$68,905	69%	17%
Corporate Choice	\$95,988	\$524,397	\$139,784	\$149,007	\$149,007	\$149,007	\$139,784	107%	\$605,807	\$605,807	104%	16%
Corporate Choice - UPS	\$378,180	\$1,631,185	\$395,964	\$432,240	\$432,240	\$432,240	\$395,964	109%	\$1,780,755	\$1,780,755	111%	9%
GoMarVU Tuition	\$593,491	\$2,882,318	\$654,134	\$657,824	\$657,824	\$657,824	\$654,134	87%	\$2,663,995	\$2,663,995	86%	-8%
Navy College Program	\$669,750	\$3,027,480	\$717,263	\$749,542	\$749,542	\$749,542	\$717,263	105%	\$2,951,390	\$2,951,390	94%	-3%
McGuire AFB Tuition/Net'l Test Ctr	\$8,145	\$30,260	\$0	\$13,286	\$13,286	\$13,286	\$0	244%	\$37,696	\$37,696	159%	25%
Navy PACE	\$41,990	\$178,454	\$38,058	\$92,869	\$92,869	\$92,869	\$38,058	244%	\$226,457	\$226,457	159%	102%
Respiratory	\$83,870	\$393,824	\$20,893	\$0	\$0	\$0	\$20,893	0%	\$294,323	\$0	0%	-100%
Operation College Smile	\$0	\$0	\$0	\$2,500	\$2,500	\$2,500	\$0	102%	\$9,024,520	\$16,450	94%	-3%
Total Contract Work	\$1,883,094	\$8,726,918	\$1,991,095	\$2,026,823	\$2,026,823	\$2,026,823	\$1,991,095	87%	\$63,575,256	\$62,517,099	83%	-3%
Total Fund 11, 17 Revolving Fund, Contract	\$1,975,540	\$8,726,918	\$1,975,540	\$2,026,823	\$2,026,823	\$2,026,823	\$1,975,540	87%	\$63,575,256	\$62,517,099	83%	-3%

THOMAS EDISON STATE UNIVERSITY
QUARTERLY INVESTMENT REPORT - FY 2016
QUARTER ENDING JUNE 30, 2016

	AS OF 3/31/16 BEGINNING BAL	DEPOSITS & PRINCIPLE INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/16 MARKET VALUE	AS OF 6/30/16 BOOK BALANCE	YTD INVESTMENT INCOME	REALIZED/UNREALIZED GAIN (LOSS)
NEW JERSEY CASH MANAGEMENT	\$323,681	\$0	\$320	\$0	\$324,001	\$324,001	\$787	\$0
BANK OF AMERICA	\$12,575,186	\$45,381,158	\$12,759	(\$40,689,102)	\$17,280,001	\$17,280,001	\$35,406	\$0
CERTIFICATES OF DEPOSIT	\$14,136,975	\$7,136,975	\$25,580	(\$14,136,975)	\$7,162,555	\$7,162,555	\$100,949	\$0
CREDIT SUISSE PORTFOLIO	\$0	\$0	\$0	\$0	\$0	\$0	\$69,038	(\$48,531)
BERNSTEIN PORTFOLIO	\$4,000,636	\$8,904,914	\$3,125	(\$8,905,037)	\$4,005,085	\$4,003,638	\$3,761	\$1,457
OTHER	\$928	\$0	\$287	\$0	\$1,315	\$1,315	\$1,315	\$0
TOTAL	\$31,037,406	\$61,423,047	\$42,171	(\$63,731,114)	\$28,772,957	\$28,771,510	\$211,256	(\$47,074)

Outstanding Investment Instruments:

	Quasi Endowment Fund Investments			YTD	
	Principle Invest	Mkt Value 12/29	WID to BOA	INVESTMENT INCOME	REALIZED/UNREALIZED GAIN (LOSS)
Credit Suisse Only					
Fixed Income-Credit Suisse	\$1,304,296	\$1,708,017	(\$1,708,017)	\$21,211	(\$3,927)
Shafter Cullen-Credit Suisse	\$315,000	\$314,195	(\$314,195)	\$5,288	(\$22,970)
Heartland Capital-Credit Suisse	\$294,580	\$548,257	(\$548,257)	\$6,224	(\$41,623)
Scott/Stringfellow-Credit Suisse	\$405,000	\$549,121	(\$549,121)	\$9,100	(\$41,156)
London Sm Cap-Credit Suisse	\$250,000	\$374,076	(\$374,076)	\$6,475	(\$65,528)
Nicholas Partners-Credit Suisse	\$200,000	\$304,712	(\$304,712)	\$1,021	(\$23,637)
Morris Cap-Credit Suisse	\$200,000	\$321,296	(\$321,296)	\$1,613	(\$2,662)
JA Givyn Enhanced-Credit Suisse	\$587,000	\$585,830	(\$585,830)	\$14,380	(\$8,796)
Total	\$3,555,876	\$4,705,504	(\$4,705,504)	\$65,312	(\$210,299)

	AS OF 3/31/16 BOOK BALANCE	DEPOSITS & PRINCIPLE INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/16 MARKET VALUE	AS OF 6/30/16 BOOK BALANCE	YTD INVESTMENT INCOME	REALIZED/UNREALIZED GAIN (LOSS)
Bernstein & BOA MMF Quasi	\$1,204,296	\$2,235	\$420	\$0	\$1,206,951	\$1,206,951	\$1,317	\$0
MMkt Quasi End-Bank of Amer	\$3,510,804	\$142,977	\$20,923	(\$135,921)	\$3,753,964	\$3,538,783	\$28,901	\$230,259
Quasi End Investments-Bernstein	\$4,715,100	\$145,212	\$21,343	(\$135,921)	\$4,960,915	\$4,745,734	\$30,218	\$230,259
Total								

Total Quasi Endowment Fund

Certificates of Deposit				YTD	
Amount	Purch Date	Due Date	Interest Rate	INVESTMENT INCOME	REALIZED/UNREALIZED GAIN (LOSS)
Investors Bank	\$7,162,555	6/16/16	12/17/16		
Total	\$7,162,555		0.70%	\$306,786	(\$27,114)

Interest Rate of Return:

	NJCM	Bank of Amer
Apr	0.39%	0.14%
May	0.41%	0.14%
Jun	0.40%	0.14%
Average Rate	0.40%	0.14%

Reconciliation & Detail:

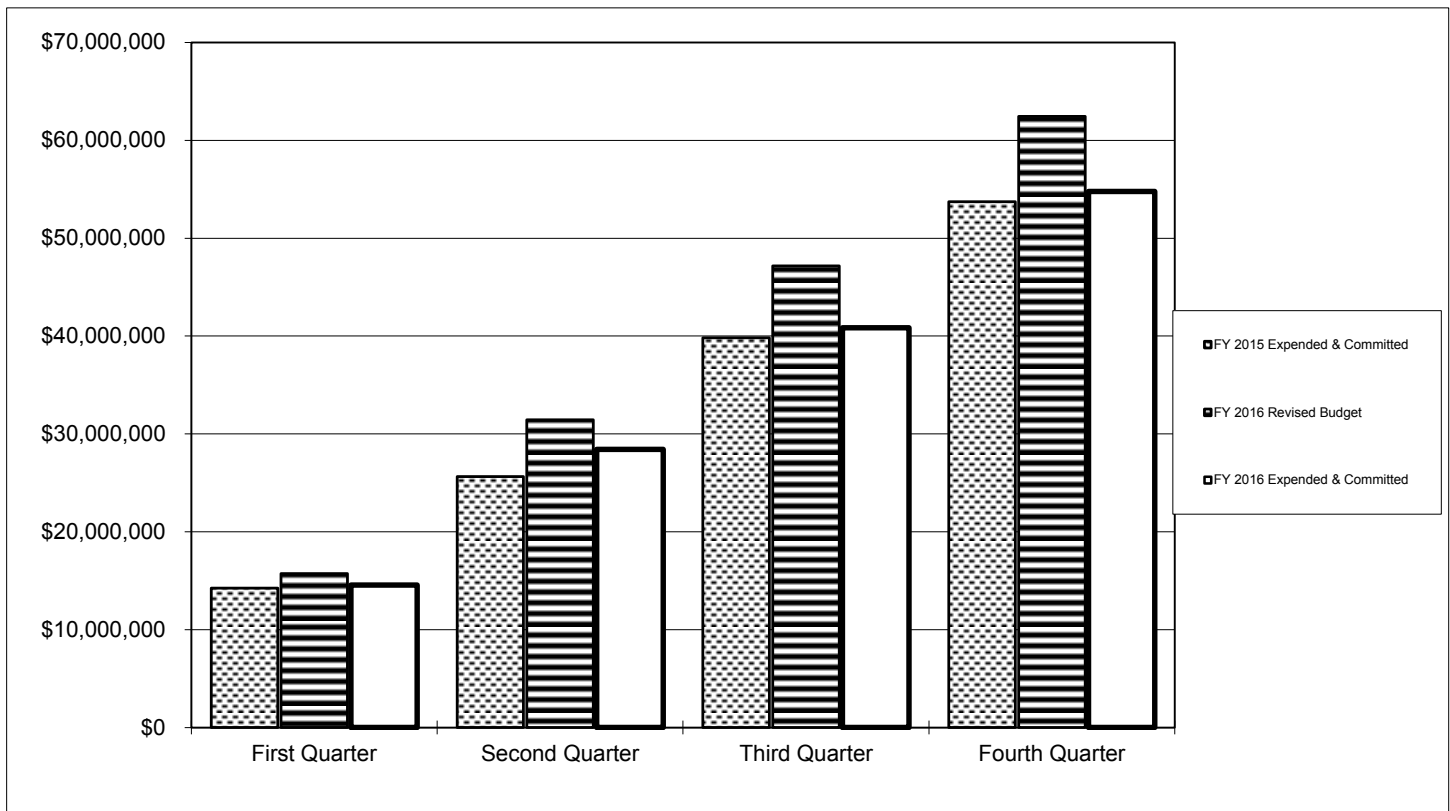
	Prior Quarter	Changes	Ending Balance	Interest Earned Per Detail
Actual Per Books: NJCM Operating	48,886.25	48.36	48,934.61	118.92
NJCM Grants	269,111.13	266.29	269,377.42	654.61
NJCM Hosp Disc Data	5,683.42	5.53	5,688.95	13.63
Bank of America	12,575,185.90	4,704,815.21	17,280,001.11	35,405.88
CD's	14,136,975.40	(6,974,420.59)	7,162,554.81	100,948.55
Credit Suisse Portfolio	0.00	0.00	0.00	69,038.44
Bernstein Portfolio	4,000,635.79	3,001.94	4,003,637.73	3,760.87
Custodial Acct	846.43	343.09	1,189.52	1,189.52
Misc.	0.00	0.00	0.00	0.00
Other-Pitney Bowes	81.27	44.26	125.53	125.53
	31,037,405.59	(2,265,895.91)	28,771,509.68	211,255.95

BOA activity for above figure:

	Apr	Prin Invested Per Checkbook	Withdrawals Per Checkbook	Prin Balance	Beginning Bal	Ending Bal
<u>Apr</u>	Oper	7,649,338.22	(7,659,662.88)	(10,324.66)	8,848,220.66	8,837,896.00
Payroll		1,307,786.08	(1,307,786.08)	0.00	0.00	0.00
Federal		2,589,457.83	(2,589,457.83)	0.00	0.00	0.00
State		920.00	(920.00)	0.00	0.00	0.00
Grants		4,800.00	(103,256.58)	(98,456.58)	725,717.14	627,260.56
Bank of Amer Investment		0.00	0.00	0.00	2,000,230.39	2,000,230.39
BOA MMF		114.87	0.00	114.87	1,001,017.71	1,001,132.58
<u>May</u>				12,575,185.90		
Oper		6,306,852.90	(7,435,630.64)	(1,128,777.74)	8,837,896.00	7,709,118.26
Payroll		1,273,702.65	(1,273,702.65)	0.00	0.00	0.00
Federal		2,126,909.73	(2,126,909.73)	0.00	0.00	0.00
State		0.00	0.00	0.00	0.00	0.00
Grants		82,793.03	(78,736.32)	4,056.71	627,260.56	631,317.27
Bank of Amer Investment		0.00	0.00	0.00	2,000,230.39	2,000,230.39
BOA MMF		118.80	0.00	118.80	1,001,132.58	1,001,251.38
<u>Jun</u>						
Oper		14,235,594.03	(15,417,860.03)	(1,182,266.00)	7,709,118.26	6,526,852.26
Payroll		1,280,887.65	(1,280,887.65)	0.00	0.00	0.00
Federal		1,345,281.60	(1,345,281.60)	0.00	0.00	0.00
State		1,306.00	(1,306.00)	0.00	0.00	0.00
Grants		58,736.00	(67,703.84)	(8,967.84)	631,317.27	622,349.43
Bank of Amer Investment		0.00	0.00	0.00	2,000,230.39	2,000,230.39
BOA MMF		7,129,317.65	0.00	7,129,317.65	1,001,251.38	8,130,569.03
		45,393,917.04	(40,689,101.83)	4,704,815.21		17,280,001.11

FY 2016 EXPENDITURE AND OBLIGATION

Quarter Ending June 30, 2016



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY 2015 Expended & Committed	\$14,223,943	\$25,621,731	\$39,800,614	\$53,719,056
FY 2016 Revised Budget	\$15,722,373	\$31,444,745	\$47,167,118	\$62,441,898
FY 2016 Expended & Committed	\$14,544,643	\$28,407,944	\$40,834,155	\$54,787,388

Bank of America Equipment Lease (September 2007)

On September 1, 2007, the College entered into a capital lease agreement with the Bank of America Public Capital Corp through the New Jersey Educational Facilities Authority (NJEFA) in which the College could purchase \$2.7 million in furniture, equipment, and capital improvements. The Bank of America is the lessor, NJEFA is the lessee, and the College is the sub-lessee. The lease agreement is divided into three separate rental payment schedules. Rental payment schedules number 1 and 2 have been paid in full.

Rental payment schedule number 3, with a 15-year term, is for \$1,053,860, to be used for renovating the Kelsey building. There are 30 lease payments of \$35,129 (Principal Portion) plus interest (Interest Portion @ 4.57%) that are scheduled every six months. The first lease payment was scheduled for March 2008, and the last payment is scheduled for September 2022. The University met its obligation for debt-service payment of \$46,366, which was due on March 28, 2016.

Bank of America Equipment Lease (September 2010)

On September 14, 2010, the College entered into a capital lease agreement with the Bank of America Public Capital Corp through the New Jersey Educational Facilities Authority (NJEFA) in which the College could purchase \$700,000 in furniture and data-processing equipment. The Bank of America is the lessor, NJEFA is the lessee, and the College is the sub-lessee.

The rental payment schedule has a 5-year term for \$700,000. There are 60 lease payments of \$12,383 (Rental Payment), which includes interest (Interest Portion @ 2.37%), that are scheduled every month. The first lease payment was scheduled for October 2010, and the last payment is scheduled for September 2015. The lease rental agreement was paid in full on September 14, 2015.

TD Bank Equipment Finance Lease (June 2011)

On June 1, 2011, the College entered into a capital lease agreement with TD Equipment Finance, Inc., through the New Jersey Educational Facilities Authority (NJEFA) in which the New Jersey State Library can replace its movable shelving system costing \$603,500, and the College can acquire and install a new Diverse Fiber in the Kuser facility costing \$344,500. TD Equipment Finance, Inc., is the lessor, NJEFA is the lessee, and the College is the sub-lessee.

The rental payment schedule has an 8-year term for \$948,000. There are 32 lease payments of \$32,646 (Rental Payment), which includes interest (Interest Portion @ 2.427%), that are scheduled quarterly. The first lease payment was scheduled for October 1, 2011, and the last payment is scheduled for July 1, 2019. The University met its obligation for the debt service payment of \$32,646, which was due on July 1, 2016.

TD Bank Kuser Building Renovations Debt (October 2011)

On October 26, 2011, the College entered into a debt agreement with TD Bank Finance, Inc., through the New Jersey Educational Facilities Authority (NJEFA) through which the College fully renovated the Kuser facility.

The original loan payment schedule has a 20-year term for \$8,000,000. There were four interest-only payments due the first year (1/1/2012 to 10/1/2012), totaling \$265,222. The remaining 76 loan payments of Principal (\$105,263), plus Interest (Interest Portion @ 3.50%) were scheduled quarterly. The College has drawn down expended funds of \$7,185,445 through June 30, 2014 and returned unspent funds of \$815,626 effective June 30, 2014. The balance of the loan after the principal reduction was \$6,552,795 and resulted in the elimination of seven quarterly payments. The first principal payment was scheduled for January 1, 2013, and the last payment is now scheduled for January 1, 2030. The University met its obligation for the loan payment of \$156,718, which was due on April 1, 2016.

PNC Bank Glen Cairn Hall Building Construction Debt (October 2014)

On October 31, 2014, the College entered into a debt agreement with PNC Bank to assist the College in covering costs associated with the construction of Glen Cairn Hall.

The loan payment schedule has a 10-year term for \$7,000,000. There are 121 loan payments of Principal plus Interest (Interest Portion @ 2.486%) which are scheduled monthly. The first payment was scheduled for December 1, 2014, and the last payment is scheduled for December 1, 2024. The University met its obligation for the loan payment of \$62,166, which was due on June 1, 2016.

New Jersey Higher Education Capital Facilities Grant (2013)

Project Name	Funded	Reimbursed - 6/30/16	Remaining
Nursing Education Center (GO Bonds)	12,726,000	12,726,000	0
Nursing Instructional Equipment (ELF)	585,000	97,132	487,868
Capital Improvements – 102-104 W. State (CIF)	1,397,000	1,397,000	0
Capital Improvements – Kelsey/Townhouses (CIF)	1,913,000	1,913,000	0

Restricted Revenue and Expenses for the Fourth Quarter, Ending June 30, 2016

The University, including the John S. Watson Institute for Public Policy, expended \$762,539 in restricted grants through the fourth quarter against a FY 2016 expense budget of \$1,681,859. The resulting fund balance is \$915,107 compared to \$742,986 for the same quarter of last year.

Through the period ending June 30, 2016, the University's Watson Institute and other recipients of restricted grants received \$1,317,187 in funding and incurred expenses totaling \$762,539.

Number	Program	Beginning Balance	YTD Revenues	YTD Expenses	Ending Balance
18-1300xxx	Provost Programs	38,069	3,432	0	41,501
18-1311001	TESCF MSIT	178,500	0	24,500	154,000
18-1311003	NRC - Scholarship	0	102,321	102,321	0
18-1320100	Nursing Sim Lab	0	114,232	28,083	86,149
18-1320101	AACN-NCIN Pre-Entry	0	1,544	1,163	381
18-1320102	Nursing Sim Lab II	0	94,000	0	94,000
18-1320103	TESCF – DNP Prog Dev	0	205,000	25,510	179,490
18-1340003	TESUF – Open Course	0	50,000	0	50,000
18-136050x	TESCF - CLT Grants	63,300	100,000	38,789	124,511
18-1360503	CLT – Martinson Grant	0	272,696	221,159	51,537
18-1375000	MS Educ Leadership	43,140	0	28,357	14,783
18-138513x	AA Prof Cont	26,941	12,720	3,240	36,421
18-1590001	Military STEM	0	19,694	19,694	0
18-1700000	Inst. Public Policy	1,286	0	132	1,154
18-17011xx	Leadership Trenton	10,856	3,413	13,045	1,224
18-1702000	Watson Public Service	0	45,000	0	45,000
18-1703000	Urban Mayors/CCBI	0	12,515	8,000	4,515
18-1706xxx	Center for Urban Envir	0	7,726	(805)	8,531
18-1707000	Ctr Dev Urban Child	0	66,149	30,345	35,804
18-1707005	CPDUC-Nicholson Grant	0	146,799	166,722	(19,923)
18-1708002	EDA Grant	0	59,946	53,917	6,029
18-1708003	EDA Grant Cost	(1,633)	0	(1,633)	0
Total Public Policy & Restricted Grants		<u>360,459</u>	<u>1,317,187</u>	<u>762,539</u>	<u>915,107</u>

Quarterly Financial Summary
Restricted Revenues and Expenses
Quarter Ending 06/30/16

	PERFORMANCE				COMPARATIVE		\$ Change
	FY-2016 Budget	FY-2016 YTD	\$ Variance	%	FY-2016 YTD	FY-2015 YTD	
Provost Grants	-	3,432	3,432	-	3,432	3,432	-
US Energy - Scholarship Grant	-	-	-	-	-	5,000	(5,000)
NRC - Scholarship Grant	-	102,321	102,321	-	102,321	46,474	55,847
Nursing Sim Lab	-	114,232	114,232	-	114,232	104,005	10,227
AACN-NCIN Pre-Entry	-	1,544	1,544	-	1,544	5,000	(3,456)
Nursing Sim Lab II	-	94,000	94,000	-	94,000	94,000	-
Health Resources and Services	-	-	-	-	-	1,002	(1,002)
TESCF - DNP Program Development	-	205,000	205,000	-	205,000	-	205,000
TESUF - Open Course Enrollment	50,000	50,000	-	-	50,000	-	50,000
CAL - NJ Plan	-	-	-	-	-	20,000	(20,000)
CLT - Martinson Grant	-	272,696	272,696	-	272,696	150,000	122,696
AA Prof Cont	-	-	-	-	-	31,680	(31,680)
CLT - Tech & Hardware	100,000	100,000	-	-	100,000	-	100,000
NJDOL - Skills4Jersey	-	-	-	-	-	-	-
BCRCC - Skills4Jersey	248,000	12,720	(235,280)	5	12,720	-	12,720
Military Ed - STEM Grant	-	19,694	19,694	-	19,694	80,150	(60,456)
Watson Public Service	-	45,000	45,000	-	45,000	-	45,000
Leadership Trenton	-	3,413	3,413	-	3,413	3,413	-
Urban Mayors/CCBI	8,000	12,515	4,515	-	12,515	6,884	5,631
CUE Grants	6,937	7,726	789	-	7,726	8,842	(1,116)
Ctr Dev Urban Child	52,049	66,149	14,100	127	66,149	64,683	1,466
Nicolson Grant	166,723	146,799	(19,924)	88	146,799	108,898	37,901
EDA Grants	73,444	59,946	(13,498)	82	59,946	166,152	(106,206)
Total Revenues	705,153	1,317,187	612,034	187	1,317,187	899,615	417,572
Provost Grants	31,501	-	31,501	-	-	21,754	(21,754)
TESCF MSIT Grant	178,500	24,500	154,000	14	24,500	6,500	18,000
US Energy - Scholarship Grant	-	-	-	-	-	5,000	(5,000)
NRC - Scholarship Grant	-	102,321	(102,321)	-	102,321	46,474	55,847
Nursing Sim Lab	69,742	28,083	41,659	40	28,083	5,973	22,110
AACN-NCIN Pre-Entry	1,544	1,163	381	75	1,163	3,456	-
Nursing Sim Lab II	94,000	-	94,000	-	-	-	-
Health Resources and Services	-	-	-	-	-	1,002	(1,002)
TESCF - Devel Degree Options	-	-	-	-	-	1,505	(1,505)
TESCF - DNP Program Development	205,000	25,510	179,490	12	25,510	-	25,510
TESUF - Open Course Enrollment	50,000	-	-	-	-	-	-
CAL - NJ Plan	-	-	-	-	-	20,000	(20,000)
TESCF - CLT Grants	163,300	38,789	124,511	24	38,789	-	38,789
CLT - Martinson Grant	272,696	221,159	51,537	81	221,159	27,304	193,855
AA Prof Cont	-	-	-	-	-	4,738	(4,738)
MS Educational Leadership	43,140	28,357	14,783	66	28,357	28,157	200
MBA Development	-	-	-	-	-	8,073	(8,073)
BCRCC - Skill4Jersey	248,000	3,240	244,760	1	3,240	-	3,240
Militar Ed - STEM Grant	-	19,694	(19,694)	-	19,694	60,456	(40,762)
Leadership Trenton	14,269	13,045	1,224	91	13,045	-	-
Inst't Public Policy	-	132	(132)	-	132	10,598	(10,466)
Urban Mayors/CCBI	11,015	8,000	3,015	-	8,000	3,869	4,131
CUE Grants	6,936	(805)	7,741	-	(805)	115	(920)
CTR Dev Urban Child	52,049	30,345	21,704	58	30,345	12,634	17,711
Nicolson Grant	166,723	166,722	1	100	166,722	131,975	34,747
EDA Grant	73,444	52,284	21,160	71	52,284	167,785	(115,501)
Total Expenses	1,681,859	762,539	919,320	45	762,539	567,368	195,171
Net Increase(Decrease)	(976,706)	554,648	1,531,354	(57)	554,648	332,247	222,401

New Jersey State Library

Summary of Revenue and Expenses for the Fourth quarter, Ending June 30, 2016

Revenues

The State Library receives revenue from two primary sources, state appropriations and federal grants. For FY 2016 the total revenue budget was \$21,542,153 including \$3,639,240 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library realized \$17,916,564 in total revenue from all sources through the fourth quarter, or 83% of its total budget.

The revenue budget administered by the State Library for FY 2016 was \$17,902,913. The revenue budget consists of \$5,783,545 for State Library operations, \$4,691,165 in state aid grants, and \$7,428,203 in federal grants.

In the operating fund, revenue collections at the end of the fourth quarter were \$5,949,288, or 103% of budget, excluding investment income. Revenue collections for state aid funds were \$4,668,228, or 100% of budget. In comparison, revenue collections for the same period last year were \$6,022,800 or 104% and \$4,565,598 or 99% for the operating fund and state aid, respectively.

The State Library currently has \$7,428,203 in budgeted federal library funds. This amount includes \$7,116,815 for the Library Services and Technology Act (LSTA) grant appropriation from the Institute for Museum and Library Services (IMLS). The State Library's budget for the LSTA grant includes \$115,835 from grant year 2014, \$3,118,050 from grant year 2015 and \$3,882,930 from grant year 2016. During FY 2013, IMLS awarded \$217,050 for the Connecting to Collections Statewide Implementation Grant program (C2C). The FY 2016 remaining budget was \$14,592. The State Library received a federal pass through grant by the NJ Department of Labor and Workforce Development of \$296,792 during the fourth quarter. The grant period is June 1, 2016 through May 31, 2017. The grant is for the State Library to provide training to library staff in how to provide career guidance and job search assistance to unemployed individuals. Actual federal revenue at the end of the fourth quarter was \$3,656,002 or 49% of available funding, as compared to \$3,742,610 or 54% for the same period last year. The total federal revenue represents \$3,642,037 in the IMLS grant and \$13,965 in other federal grants.

The State Library has \$193,285 in federal indirect cost recovery during FY 2016 from LSTA grants. A portion of all indirect cost is used by the University to support the

Library. Since its affiliation with Thomas Edison State University on July 1, 1996, the State Library has recovered \$3,503,098 in LSTA indirect costs.

Interest income at the end of the fourth quarter totaled \$3,806 as compared with \$3,669 for the same quarter in FY 2015. The State Library received \$62,751 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with \$48,703 in the same period last year. The Donation and Endowment Investment fund has an investment value of \$926,365, as compared with \$916,454 for the same period last year.

Expenditures

The State Library expended from all sources \$17,079,681, or 79%, of its total budget of \$21,542,153. In comparison, \$17,150,161, or 82%, was expended during the same period in FY 2015.

The State Library expended \$5,372,933, or 93%, of the Direct State Services budget of \$5,783,545. State-aid expenditures were \$4,411,506, or 94%, of the budget of \$4,691,165. In comparison, at the end of the fourth quarter of FY 2015, State Library expenditures equaled \$5,451,502, or 94%, and \$4,316,809, or 94%, for direct state services and state-aid expenditures, respectively.

A total of \$3,639,240 in per capita grants was distributed to 279 qualifying county and municipal libraries for the provision of local library services. These are formula-based grants.

Federal grant expenditures amounting to \$3,656,002, or 49%, of the grant funds available, were expended of the federal budget of \$7,428,203 compared to \$3,742,610, or 54%, in FY 2015.

N.J. State Library
Quarterly Financial Summary
REVENUES AND EXPENSES

Quarter Ending June 30, 2016

	PERFORMANCE				COMPARATIVE				
	FY-2016 Budget	FY-2016 YTD	\$ Variance	% Remain	FY-2016 YTD	FY-2015 YTD	\$ Change	% Change	Actual 6/30/15
REVENUES									
State Approp.	5,139,000	5,139,000	0	100	5,139,000	5,121,000	18,000	0	5,121,000
Other Revenue	644,545	810,288	165,743	126	810,288	901,800	(91,512)	(10)	901,800
Total Budgeted Revenue	5,783,545	5,949,288	165,743	103	5,949,288	6,022,800	(73,512)	(1)	6,022,800
Interest Income	0	3,806	3,806		3,806	3,669	137	4	3,669
Total Operating Revenue	5,783,545	5,953,094	169,549	103	5,953,094	6,026,469	(73,375)	(1)	6,026,469
State Grants									
State Aid	4,691,165	4,668,228	(22,937)	100	4,668,228	4,565,598	102,630	2	4,565,598
Total State Grants	4,691,165	4,668,228	(22,937)	100	4,668,228	4,565,598	102,630	2	4,565,598
Federal Grants									
IMLS	7,116,815	3,642,037	(3,474,778)	51	3,642,037	3,582,217	59,820	2	3,582,217
C2C Grant	14,592	13,965	(627)	96	13,965	18,704	(4,739)	100	18,704
Other Federal	296,796	0	(296,796)	0	0	141,689	(141,689)	0	141,689
Total Federal Grants	7,428,203	3,656,002	(3,772,201)	49	3,656,002	3,742,610	(86,608)	(2)	3,742,610
Total NJSL Administered	17,902,913	14,277,324	(3,625,589)	80	14,277,324	14,334,677	(57,353)	(0)	14,334,677
State Grants/Treasury	3,639,240	3,639,240	0	100	3,639,240	3,639,240	0	0	3,639,240
Total Revenues	21,542,153	17,916,564	(3,625,589)	83	17,916,564	17,973,917	(57,353)	(0)	17,973,917

N.J. State Library
Quarterly Financial Summary
REVENUES AND EXPENSES

Quarter Ending June 30, 2016

	PERFORMANCE				COMPARATIVE				
	FY-2016 Budget	FY-2016 YTD	\$ Variance	% Remain	FY-2016 YTD	FY-2015 YTD	\$ Change	% Change	Actual 6/30/15
EXPENSES									
Operating									
Salaries	4,289,657	3,954,836	334,821	92	3,954,836	4,034,315	(79,479)	(2)	4,034,315
Fringes	63,642	69,505	(5,863)	109	69,505	61,084	8,421	14	61,084
Materials	1,122,560	1,076,344	46,216	96	1,076,344	1,046,620	29,724	3	1,046,620
Service Other than salaries	238,411	213,471	24,940	90	213,471	244,985	(31,514)	(13)	244,985
Maintenance	68,100	58,103	9,997	85	58,103	62,646	(4,543)	(7)	62,646
Total Other Exp.	1,429,071	1,347,918	81,153	94	1,347,918	1,354,251	(6,333)	(0)	1,354,251
Additions, Improvements	1,175	674	501	57	674	1,852	(1,178)	0	1,852
Total Operating Expenses	5,783,545	5,372,933	410,612	93	5,372,933	5,451,502	(78,569)	(1)	5,451,502
State Aid									
Salaries	1,073,184	935,117	138,067	87	935,117	884,457	50,660	6	884,457
Non-Salaries	3,617,981	3,476,389	141,592	96	3,476,389	3,432,352	44,037	1	3,432,352
Total State Expenses	4,691,165	4,411,506	279,659	94	4,411,506	4,316,809	94,697	2	4,316,809
Federal									
Salaries	2,471,105	1,351,918	1,119,187	55	1,351,918	1,378,670	(26,752)	(2)	1,378,670
Non-Salaries	4,957,098	2,304,084	2,653,014	46	2,304,084	2,363,940	(59,856)	(3)	2,363,940
Total Federal Expenses	7,428,203	3,656,002	3,772,201	49	3,656,002	3,742,610	(86,608)	(2)	3,742,610
Total NJSL Expenses	17,902,913	13,440,441	4,462,472	75	13,440,441	13,510,921	(70,480)	(1)	13,510,921
State Grants/Treasury	3,639,240	3,639,240	0	100	3,639,240	3,639,240	0	0	3,639,240
Total Expenses	21,542,153	17,079,681	4,462,472	79	17,079,681	17,150,161	(70,480)	(0)	17,150,161
Net Increase (Decrease) In Fund Balance	(0)	836,883	836,883	100	836,883	823,756	(127,833)	16	823,756
Operating Carryforward	414,721	173,189	241,532	42	173,189	303,730	(130,541)	(43)	303,730
State Aid Carryforward	1,487,104	447,166	1,039,938	30	447,166	254,528	192,638	76	254,528

Appendix B

Fiscal Year 2016 Staff Activities

The President's External Committees and Memberships

Chairman, Middle States Commission on Higher Education

Member, Board of Directors, Council for Higher Education Accreditation

Member, Board of Directors, Choose New Jersey

Chairman, Board of Directors, Structured Employment Economic Development Corporation

Member, Board of Directors, New Jersey Association of State Colleges and Universities

Member and Past Chairman, New Jersey Presidents' Council

Member and Past Chairman, Board of Directors, MIDJersey Chamber of Commerce

Member, Board of Directors, Greater Trenton Initiative, Inc.

Member, Mayor's Economic Advisory Council, City of Trenton

Institutional Memberships

National Organizations

Accreditation Council for Business
American Association of Colleges of Nursing
American Association of State Colleges and Universities
American Association of University Women
American Council on Education
Association of American Colleges
Association of Governing Boards
College Board
Commission on Collegiate Nursing
Council for Adult and Experiential Learning
Council for Advancement and Support of Education
Council for Higher Education Accreditation
Council of College and Military Educators
EDUCAUSE
Middle States Association
National Association of College and University Attorneys
National Association of College and University Business Officers
National Guard Association of the United States
National League of Nursing Accreditation Commission
Online Learning Consortium

State and Local Organizations

African American Chamber of Commerce of New Jersey
Burlington County Chamber of Commerce
Camden County Regional Chamber of Commerce
Choose: New Jersey
Greater Philadelphia Chamber of Commerce
MIDJersey Chamber of Commerce
New Jersey Alliance for Action
New Jersey Association of State Colleges and Universities
New Jersey Business & Industry Association
New Jersey Chamber of Commerce
New Jersey Energy Coalition
New Jersey Higher Education Partnership for Sustainability
PlanSmart New Jersey
Princeton Regional Chamber of Commerce
Public Affairs Council

Presentations

David C. Anderson, Associate Vice President for Enrollment Operations

“College Admissions and Financial Aid,” Latter-day Saint Home Education’s Home Education Conference, Ellicott City, Maryland

Ana I. Berdecia, Senior Fellow and Director, Center for the Positive Development of Urban Children, the John S. Watson Institute for Public Policy

“It’s Small World After All: Family Child Care Providers Engaging All Cultures,” New Jersey Family Child Care Providers Association Annual Conference, Princeton, New Jersey

“Preparing Teachers for Diverse Learners,” the National Black Child Development Institute’s TEACH Symposium, Arlington, Virginia.

“Preschool Success Begins with Culturally and Linguistically Competent Educators,” the National Black Child Development Institute’s 45th Annual Conference, Arlington, Virginia.

“Preparing Leaders and Teachers for Working Diverse Learners,” the Early Learning Coalition of Broward County Leaders Symposium, Fort Lauderdale Florida

“Storytelling with Style: How to Add Culture and Diversity to Infant/Toddler Literacy,” Child Care Connection’s Annual Professional Development Conference, Princeton, New Jersey

“Storytelling with Style: How to Add Culture and Diversity to Literacy,” New Jersey Association for the Education of Young Children’s Annual Conference, Rutherford, New Jersey

Kathleen Brommer, Assistant Director, Digital Communications

"A picture is worth a thousand words... But is it also worth your career?" Sienna College
"10 Essential Strategies for the Amateur Genealogist," New Jersey State Library

Robert Burton, Assistant Director, Veteran Affairs

“Veteran Education and TESU Military & Veteran Portal,” Stockton University Veteran Event, Galloway, New Jersey

Mary Ellen Caro, Vice President, Enrollment Management and Learner Services

“Creating a Strategic Enrollment Management Culture in a Distance Learning Adult-Focused Institution,” co-presenter (with Sylvia G. Hamilton) at the Annual Online Learning Consortium International Conference, Lake Buena Vista, Florida

Carla Colburn, Associate Director, Academic Advising

“Capitalizing on Student Success through Academic Advising,” National Conference on Academic Advising, Region 2 Conference, East Hyattsville, Maryland

Ellen Coleman, Associate Director, Office of Military & Veteran Education

“What Thomas Edison State University Offers the Military Member,” Navy Education Service
Officers Workshop, Navy College, Naval Station, Norfolk, Virginia

Matthew Cooper, Associate Provost, Center for Learning and Technology

“Strategies and Tools for Finding, Adopting, and Managing Open Educational Resources,”
Western Interstate Commission on Higher Education, Cooperative for Educational
Technologies Nationwide Webinar

Dennis Devery, Vice President for Planning and Research

Presenter, “Planning and Resource Allocation Informed by Assessment and Information
Triangulation,” Middle States Commission on Higher Education Conference, Washington
D.C., December 2015

Keynote Speaker, “Today’s Veterans,” Delaware River Port Authority Veterans Day Ceremony,
November 2015

Presenter, “Lifelong Learning and the Transition from Military to Civilian Life”, New Jersey
National Guard Recruiting Command Quarterly Meeting, Sea Girt, New Jersey, February
2016

Presenter, “Strategic Planning,” Burlington County Regional Chamber of Commerce, Non-Profit
Organizations Quarterly Meeting, February 2016

Presenter, “Meeting Students Where They Are: Shifting Academic, Financial and Student Support
Service Programs,” The National Institute for the Assessment of Adult Learning
Conference, Philadelphia, PA, June 2016

Peter Gallagher, Assistant Controller, Revenues

“Veterans Issues Impacting Business and Bursar Offices Nationwide,” National Association of
College and University Business Officers Student Financial Services Conference,
Memphis, Tennessee

Sylvia G. Hamilton, Associate Vice President, Enrollment Management and Learner Services

“Creating a Strategic Enrollment Management Culture in a Distance Learning Adult-Focused
Institution”, co-presenter (with Dr. Mary Ellen Caro), Annual Online Learning
Consortium International Conference, Lake Buena Vista, Florida

Alison Hansen, Associate Director, Office of Military & Veteran Education

“Outreach to Targeted Demographic,” Center for Energy Workforce Development,
Kansas City, Missouri

Barbara George Johnson, Executive Director, John S. Watson Institute for Public Policy

“Assessment of the New Jersey Community Reinvestment Act: How it Applies to Urban Centers,”
New Jersey State League of Municipalities Annual Conference, Atlantic City, New Jersey

Presenter, “Comprehensive Economic Development Strategy Process,” Northeastern Economic
Development Administration Conference, Syracuse New York

Facilitator, “Experience Experts” plenary session, Anti-Poverty Network of New Jersey Annual
Poverty Summit, South Brunswick, New Jersey

Moderator, 2016 Kids Count Conference, Trenton, New Jersey

Moderator, Urban Water Infrastructure Conference, New Jersey Future, Newark, New Jersey

“Preparing Women to Run,” Center for American Women in Politics, New Brunswick, New
Jersey

“State and Local Policy,” Urban Social Health Advocacy Alliance, Newark, New Jersey

“Workforce and Transportation Roundtable: Focusing on Port Needs,” North Jersey
Transportation Planning Authority, Newark, New Jersey

Donna Keebler, Senior Advisor

“What Happens in Advising Stays with Students,” National Conference on Academic Advising, Las
Vegas, Nevada conference, October, 2015

Anna Krum, Senior Learner Support Representative

“Online One Stop: Improving Efficiency and Quality of Service,” co-presenter for the Academic
Impressions webinar, Trenton, New Jersey

Wendy Lang, Director of Operation College Promise, Office of Military & Veteran Education

“Evolution and Adaptation: Scaling Vet Support to Your Campus,” Student Veterans of
America, Orlando, Florida; National Association of Veterans Program Administrators,
Nashville, Tennessee

“The Evolution of Serving Military-Affiliated Students in the Post-9/11 Era,” School Affairs
Administrators in Higher Education, Orlando, Florida

“Post-9/11 Veterans Reintegration: Understanding the Challenges, Supporting the Mission,”
Empowering Adaptable Communities Summit, Atlantic Health System, Chatham, New
Jersey

“Completing the Missions: Our Call to Duty,” Operation College Promise, Stockton University,
Veterans Summit, Galloway, New Jersey

“If Not You, Then Who? And If Not Now, Then When?” Stockton University Veterans Day
Ceremony, Galloway, New Jersey

Filomela A. Marshall, Dean, W. Cary Edwards School of Nursing

Panelist, “The Future of Healthcare Education & Employment,” Tri-County New Jersey Chamber of Commerce Healthcare Forum, Glassboro New Jersey

Jeanine Nagrod, Director, Office for Assessment of Professional and Workplace Learning

“Emerging Directions in Prior Learning Assessment,” with Consortium for the Assessment of College Equivalency, CAEL 2015 International Conference, Baltimore, Maryland

Panelist with members of the Consortium for the Assessment of College Equivalency, SUNY Empire State College Assessment Retreat Webinar

“An In-Depth Look at Two Types of PLA: Individual Portfolio & Professional Learning Evaluations,” SUNY Training and Education in Advanced Manufacturing Webinar

Panelist, “College Pathway: Apprenticeship to Higher-Ed,” Eastern Seaboard Apprenticeship Conference, Atlantic City, New Jersey

“An Assessment Guide for Professional and Workplace Learning” with Dr. Regina Riccioni, National Institute for the Assessment of Adult Learning, Philadelphia, Pennsylvania

Steve Phillips, Assessment Strategist, Center for the Assessment of Learning

“Thomas Edison State University Institutional Showcase,” Competency-Based Education Network Spring 2016 Convening, Santa Fe, New Mexico

“Obstacles for Competency-Based Education Programs of the Future,” National Institute on the Assessment of Adult Learning, Philadelphia, Pennsylvania

Mare Power-Barnes, Director, Market Research and Assessment

Keynote Speaker, “What’s Your Market Share? Utilizing Market Share as a Strategic Tool to Inform Academic Program Development and Influence ROI,” Conference on Adult learner Enrollment Management, Chicago, Illinois

Juliette Punchello, Director, Enrollment Operations Management and Strategy, Office of Enrollment Operations

“Using Technology & Teamwork to Effectively Advise Adult Transfer Students at a Distance,” American Association of Collegiate Registrars and Admissions Officers Strategic Enrollment Management Conference, Hollywood, Florida

“Online One Stop: Improving Efficiency and Quality of Service,” co-presenter for the Academic Impressions webinar, Trenton, New Jersey

“Filling the Funnel with the Right Ingredients,” 21st Annual Online Learning Consortium International Conference on Online Learning, Orlando, Florida

Ann Marie Senior, Associate Vice President, and **Deborah Duffy**, Senior Research Analyst

Co-Presenters, “Synthesizing Results to Make Survey Data More Meaningful,” Northeast Association of Institutional Researchers, Burlington, Vermont, October, 2015

Nicky Sheats, Senior Fellow and Director, Center for the Urban Environment

“Air Pollution Monitoring and Environmental Justice,” meeting of Exposure Scientists, Rutgers, The State University of New Jersey, New Brunswick, New Jersey

“Carbon Trading and Environmental Integrity,” Food and Water Watch Environmental Conference, Ramapo College, New Jersey

“Climate Change and Organizing,” Sierra Club conference, San Francisco, California

“Emissions Reductions and Climate Change Mitigation Policy,” New School, New York, New York

“Environmental Integrity and Public Health,” Sustainability Jersey Conference, College of New Jersey

“Environmental Justice and the Clean Power Plan,” Environmental Justice Leadership Forum on Climate Change, public briefing for the Congressional Black Caucus, Washington, D.C.

Todd Siben, Assistant Director, Office of Portfolio Assessment

“Earning Foreign Language Credit Toward Degree Completion,” New Jersey Cultural Competencies and English Language Learners Summer Institute (Watson Institute), Trenton, New Jersey

Marc Singer, Vice Provost, Center for the Assessment of Learning

“What is Prior Learning Assessment and How Does It Work?” with Ray Young, Graduate!Philadelphia Partners Meeting, Philadelphia, Pennsylvania

“Presidents’ Forum Spotlight on Innovation: The Consortium for the Assessment of College Equivalency,” with Tina Goodyear and Linda Wilder, U.S. Distance Learning Association, St. Louis, Missouri

Craig Smith, Director of Veteran Affairs, Office of Military & Veteran Education

“Veteran Education and Thomas Edison State University Military & Veteran Portal,” Stockton University Veteran Event, Galloway, New Jersey

August “Chip” Stoll, Director, Enterprise Applications

“Improving Efficiency and Quality of Service: Thomas Edison State University’s Model for Student Success” NJEDge.net User Services Group Conference, Lawrence Township, New Jersey

“You Can Do IT!” NJEDge.net Annual Conference, Princeton, New Jersey

Gillian Wyckoff, Director, Learner Support Center

“Improving Efficiency and Quality of Service: Thomas Edison State University’s Model for Student Success,” NJEDGE User Symposium, Lawrenceville, New Jersey

Joseph Youngblood, II, Vice Provost and Dean, John S. Watson School of Public Service and Continuing Studies

Faculty Presenter, “Department Chairs as Transformational Leaders for Diversity,” and “Department Chairs as Conflict Managers,” The American Council on Education Leadership Academy for Department Chairs, Washington, DC

Keynote Address, “The Genetics and Architecture of a Transformational and Sustainable Movement,” The Citizens Campaign of New Jersey 2016 Advocacy Summit, Rider University, Lawrenceville, New Jersey

“Leadership, Symbols, Metaphors and Magic: A Psychodynamic Leadership Development Model,” New Jersey Organizational Development Learning Community, 17th Annual Sharing Day Symposium, Newark, New Jersey

Panelist, “The Thomas Edison State University/New Jersey Urban Mayors Urban-Focused Comprehensive Economic Development Initiative: An Urban Demonstration Model,” Statewide Empowerment Summit, Office of United States Senator Robert Menendez, Trenton, New Jersey

“Workplace Bullying: Rage, Resistance and Reform,” Society for Human Resource Management 2016 Annual Conference and Exposition, Washington, D.C.

Presenter and District Facilitator, “Ensuring School Safety and Clarifying the Role of School Resource Officers: Developmentally Appropriate, Culturally Competent and Contextually Unique Strategies,” United States Department of Education, United States Department of Justice and The American Institutes for Research, 2016 Rethink Discipline Regional Convening, New Orleans, Louisiana

External Affiliations

John O. Aje, Dean, School of Applied Science and Technology

Accreditation Review Team Member, International Association for Management of Technology at
University of Johannesburg Graduate Program, Faculty of Engineering and the Built
Environment, South Africa

Area Editor, Engineering Technologies and Technology Practice, “Technovation: The
International Journal of Technological Innovation. Entrepreneurship and Technology
Management,” Elsevier Publishing Company

Member, Editorial Board, The Institute of Electrical and Electronics Engineers

External Examiner, Ph.D. Dissertations Committee, Faculty of Engineering, University of
Johannesburg, Auckland Park, South Africa

External Examiner, Ph.D. Dissertations Committee, Faculty of Engineering, University of Pretoria,
South Africa

Grant Proposal Reviewer, Natural Sciences and Engineering Research Council of Canada

President, The International Association for Management of Technology

Kathleen Brommer, Assistant Director, Digital Communications

Member, Gold Award Advisory Board, New Jersey Western Region Girls Scouts of America,
Registrar, New Jersey Chapter, National Society of the Daughters of the American Revolution

Robert Burton, Assistant Director of Veteran Affairs, Office of Military & Veteran Education

Member, New Jersey Association of Veterans Program Administrators

Member, National Association of Veterans Program Administrators

Mary Ellen Caro, Vice President, Enrollment Management and Learner Services

Member, Student Achievement Standards Committee, Middle States Commission on Higher
Education

Member, Accreditation Review Team for Salisbury University, Middle States Commission on
Higher Education

Emily Carone, Assistant Director, Test Development

Vice Chair, Board of Trustees, Lambertville Free Public Library

Ana Maria Catanzaro, Associate Dean, Graduate Nursing Programs, W. Cary Edwards School of Nursing

Member, American Association of Colleges of Nursing

Member, Editorial Board, Journal of Religion and Health

Alison Chambers, Associate Director, Office of Military & Veteran Education

Board Member, Council on Military Education in the South

Margaret Ciocco, Nursing Program Advisor, W. Cary Edwards School of Nursing

Reviewer, American Journal of Nursing

Maureen Clark-Gallagher, Assistant Dean/Director of Distance Learning, W. Cary Edwards School of Nursing

Member, American Association of Occupational Health Nurses

Member, American Nurses Association

Member, New Jersey State Nurses Association

Member, New Jersey State Nurses Association/Institute for Nursing Provider Unit

Board Member, Upsilon Rho Chapter, Sigma Theta Tau International, the Honor Society of Nursing

Richard Coe, Assistant Dean, School of Applied Science and Technology

Program Evaluator and Team Chair, Accreditation Board for Engineering and Technology

Commissioner, Applied Science Accreditation Commission, Accreditation Board for Engineering and Technology

Grant Reviewer, U.S. Nuclear Regulatory Commission

Board Member, American Nuclear Society

Chair, Honors and Awards, Education Training Division

Executive Committee member, Education and Training Division

Member, American Society for Engineering Education

Member, Health Physics Society

Ellen Coleman, Associate Director, Office of Military & Veteran Education

Treasurer, Virginia Advisory Council on Military Education

Jack Davis, Systems Analyst, Enterprise Resource Planning

Board Member, Hopewell Valley Historical Society

Dennis Devery, Vice President for Planning and Research

Board Member, Burlington County Regional Chamber of Commerce

Board Member, Camden County Regional Chamber of Commerce

Board Member, YMCA of Burlington and Camden Counties

Meg Frantz, Assistant Director, Marketing and Publications

Director of Marketing, Susquehanna University New Jersey Alumni Chapter

Peter Gallagher, Assistant Controller, Revenues

Student Financial Services Program and Advisory Council Member, National Association of College and University Business Officers

Roxanne L. Globis, Director of Alumni Affairs

Member, Community Development Fund Committee, Princeton Regional Chamber of Commerce

Kristin Gonzalez, Associate Director, Community & Government Affairs

Board Member, Passage Theatre Company

Community Advisory Board Member, Trenton Health Team

Trenton Area Stakeholders

Princeton Regional Young Professionals Committee, Princeton Regional Chamber of Commerce

Women in Business Committee, MIDJersey Chamber of Commerce

Mark S. Gordon, Deputy Director of Purchasing

Board Member and Past President, American Society for Public Administration, New Jersey Chapter

Joseph Guzzardo, Director of Communications

Vice Chair, Board of Trustees, Ocean County Library Foundation

Kathleen E. Griffis, Distance Learning Education Specialist, W. Cary Edwards School of Nursing

Member, American Nurses Association

Member, New Jersey State Nurses Association

Sylvia G. Hamilton, Associate Vice President, Enrollment Management Planning and Assessment

Member, Board of Directors, American Council on Education Women's Network, New Jersey

Member, Board of Trustees, Trenton Children's Chorus

Alison Hansen, Associate Director, Office of Military & Veteran Education

Treasurer, Southeastern Council on Military Education

Patti Hunt, Associate Director, Office of Military & Veteran Education

Member, Association of the United States Army

President, Mid-South Advisory Council on Military Education

Nina Keats, Graduate Program Specialist, W. Cary Edwards School of Nursing

Member, Monmouth County School Nurses Association

Member, New Jersey State School Nurses Association

Member, Leadership Succession Committee, Upsilon Rho Chapter, Sigma Theta Tau Upsilon

Rho Chapter International Honor Society of Nursing

Wendy Lang, Director of Operation College Promise, Office of Military & Veteran Education

Member, Stockton University Veterans Advisory Board

Holly Leahan, Nursing Program Advisor, W. Cary Edwards School of Nursing

Member, Academy of Medical Surgical Nurses
Member, National Academic Advising Association
Member, Leadership Succession Committee, Upsilon Rho Chapter, Sigma Theta Tau
International Honor Society of Nursing

Antoinette Lewis, Prior Learning Assessment Specialist

Program Committee Member, Women's Professional Network, Thomas Edison State University
Member, Jersey Women's Network in Higher Education

Filomela A. Marshall, Dean, W. Cary Edwards School of Nursing

Evaluator, Commission on Collegiate Nursing Education
Fellow, AACN-Wharton Executive Leadership Program
Member, Nursing Advisory Commission, Mercer County Community College
Member, Advisory Council, St. Francis School of Nursing
Member, American Organization of Nurse Executives
Member, Association for Community Health Nursing Educators
Member, Board of Sponsors, Holy Redeemer Health Ministries
Member, Board of Trustees, Service Effectiveness Committee, Holy Redeemer Health System
Member, New Jersey Association of Baccalaureate and Higher Degree Programs in Nursing
Treasurer, New Jersey State Nursing Association Region 4

Louis Martini, Associate Vice- President, Office of Military & Veteran Education

Executive Board Member and Acting Treasurer, Council of College and Military Educators
Symposium Manager, Historian
Immediate Past President, National Association of Institutions for Military Education Services
Member, Association of the United States Army

Kathleen Melilli, Associate Provost

Board Member and Recording Secretary, University College Rutgers-New Brunswick Alumni Association
Chapter Councilor, Alpha Sigma Lambda, National Honor Society

Alisha Miller, Associate Director, Office of Military & Veteran Education

Board Member, Council of College and Military Educators
Member, National Association of Institutions for Military Education Services

Alisha Pendleton, Associate Director of Financial Aid

Governing Board Member, Ellucian 2016 Conference
Financial Aid and Student Track Team

Steve Phillips, Assessment Strategist, Center for the Assessment of Learning

Co-Founder and Director, Northeast Open Education Consortium
Member, Cengage Learning Online MBA Advisory Board

Thomas M. Phillips, Senior Manager, Human Resources

Marketing Chair and Executive Committee Member, New Jersey/Eastern Pennsylvania/Delaware
Higher Education Recruitment Consortium
Executive Committee Member, Central Higher Education Recruitment Consortium
Member, Policy Committee

Marie Power-Barnes, Director, Market Research and Assessment

Board Officer, Liberal Arts Advisory Board, Rider University College of Liberal Arts, Education
and Sciences

Juliette Punchello, Director, Enrollment Operations Management and Strategy, Office of Enrollment
Operations

Board Member, Thomas Edison State University Women's Professional Network

Philip Sanders, Administrator, Student Fees and Revenues

President, New Jersey Bursars' Association

Christopher J. Schultz, Assistant Dean & Director, Continuing Studies, John S. Watson School

Member, FEMA Higher Education Service-learning and Leadership in Emergency Management
Special Interest Group
Member, Sustainable Jersey, Public Information and Engagement Task Force

William J. Seaton, Provost and Vice President

Board Member, NJEdge.net, New Jersey Research and Education Network
Chair, New Jersey Provosts and Academic Vice Presidents Council
Member, Executive Group, Lumina Foundation Completion College

Ann Marie Senior, Associate Vice President, Institutional Planning and Research

President-Elect, Chair, Professional Development Services, and Chair, Site Selection Committee,
Northeast Association of Institutional Research
Proposal Reviewer and Member, Association of Institutional Research
Board Member, Life St. Francis

Marc Singer, Vice Provost, Center for the Assessment of Learning

Member, College Board Middle States Regional Academic Council
Member, Modern States Education Alliance Leadership Team
Member, Open Educational Resourcesu Managing Committee

Craig Smith, Director of Veteran Affairs, Office of Military & Veteran Education

Member, New Jersey Association of Veterans Program Administrators
Member, National Association of Veterans Program Administrators

Denise Tate, Associate Dean Undergraduate Programs, W. Cary Edwards School of Nursing

Co-Chair, Communications, New Jersey Consortium, Sigma Theta Tau International
President, Upsilon Rho Chapter, Sigma Theta Tau International Honor Society of Nursing,
Member, American Nurses Association
Member, New Jersey State Nurses Association
Member, National League of Nursing
Member, The National Organization of Nurse Practitioner Faculties

John P. Thurber, Vice President for Public Affairs

Chairman, Board of Commissioners, Mercer County Improvement Authority
Immediate Past Chairman, Princeton Regional Chamber of Commerce
Member, Board of Directors, Capital Health System
Chairman, Informatics Committee and Bylaws Committee
Member, Finance Committee and Audit Committee
Member, Board of Directors, Wells Fargo Regional Foundation
Member, Finance Committee
Member, Board of Directors, Trenton Downtown Association

Robin Walton, Vice President for Community and Government Affairs

Member, Board of Trustees, New Jersey Hospital Association,
Member, Board of Trustees and Past Chair, Children's Specialized Hospital
Member, Strategic Planning Committee, Robert Wood Johnson Healthcare Corporation
National Task Force on Higher Education Government Relations, Appointed Member
Institutional Representative, New Jersey Chapter, American Council on Education,
Chair, Thomas Edison State University Women's Professional Network
Community Advisory Board Member, Trenton Health Team
Member, Executive Women of New Jersey
Member, Women in Government Relations
Member, Advisory Committee, I Am Trenton Foundation

Michael Williams, Dean, School of Business and Management

Advisory Board Member, Administrative Issues Journal, South Western Oklahoma State
University, School of Business and Technology
Advisory Board Member, Archdiocese of Newark Urban School Partnership
Board Member and Higher Education Committee Member, Mid-Jersey Center for Economic
Development
Board of Overseers Member, New England Conservatory of Music

Dr. John Woznicki, Dean, Heavin School of Arts & Sciences

Member, Board of Trustees, Lambertville Area Education Foundation
Member, Modern Language Association

Joseph Youngblood, II, Vice Provost and Dean, John S. Watson School of Public Service and Continuing Studies

Chairman, Board of Trustees, St. Francis Medical Center
Member, Board of Directors, The Civic Campaign of New Jersey
Member, Board of Trustees, EducationWorks, Inc.
Member, Board of Trustees, Our Lady of Lourdes Medical Center
Member, Editorial Board, *The Journal of Black Sexuality and Relationships*, The University of Nebraska Press
Member, Executive Board, The American Council on Education Council of Fellows, (Chair, Professional Development Committee, Outreach and Engagement Committee)
Member, Executive Board, The Urban Resiliency Research Consortium, Department of Comparative Human Development, The University of Chicago
Member, Executive Steering Committee, and Initiative Co-Chair, New Jersey Anchoring Institutions Initiative, Office of the Secretary of Higher Education)
Member, Legislative Policy Committee, The New Jersey State League of Municipalities
Member, National Board of Directors, The Foundation For Child Development
Chairman, Audit Committee
Member, Governance, Operational Review, Young Scholars Program and Presidential Search Committees

Publications

Margaret Ciocco, Nursing Program Advisor, W. Cary Edwards School of Nursing

"Fast Facts for the Nurse Preceptor: Keys to Providing a Successful Preceptorship in a Nutshell,"
Springer Publishing

Matthew Cooper, Associate Provost, Center for Learning and Technology

"Downtown Brain Trust Brings Creative Solutions to Learning," MercerSpace.com
"Thomas Edison State College: 5 Critical Steps to Highly Effective Online Learning," E-Learn
Magazine

Alison Hansen, Associate Director, Office of Military & Veteran Education

"Using the Post-9/11 GI Bill," Military Spouse Magazine

Louis Martini, Associate Vice President, Office of Military & Veteran Education

"Military Advanced Education and Transition," CCME Grapevine

Marc Singer, Vice Provost, Center for the Assessment of Learning

"The Consortium for the Assessment of College Equivalency: Its Origins and Its Goals," Journal
of Continuing Higher Education

Denise Tate, Associate Dean, Undergraduate Programs, W. Cary Edwards School of Nursing

"Providing Culturally Sensitive Women's Health Care: What Can We Learn?"
Minority Nurse May 2016

"Mary Breckinridge: Angel on Horseback," in D. A. Forrester (Ed.), *Nursing's Greatest Leaders: A
History of Activism*, Springer Publishing

Lisa Whitfield-Harris, Diversity Coordinator & Undergraduate Nursing Program Advisor, W. Cary
Edwards School of Nursing

"The Workplace Environment of African-American Nurse Faculty in Predominately White
Institutions," Association of Black Nurse Faculty, Inc., May 2016

Michael Williams, Dean, School of Business and Management

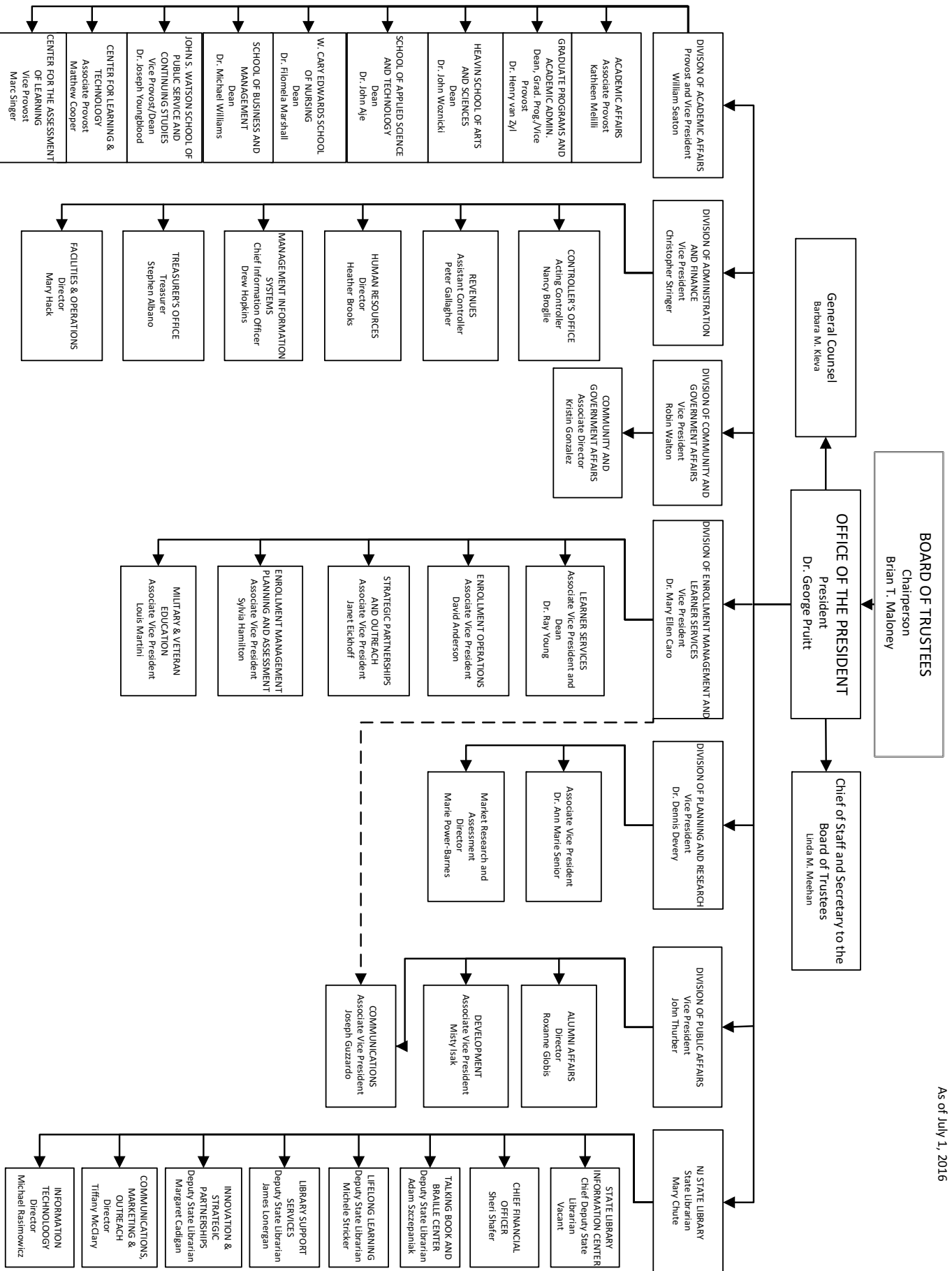
Williams, M. & Youngblood, J., "Workplace Bullying: Rage, Resistance and Reform,"
Society for Human Resource Management, Human Resource Executive, June, 2016

Joseph Youngblood, II, Vice Provost and Dean, John S. Watson School of Public Service and Continuing
Studies

Williams, M. & Youngblood, J., "Workplace Bullying: Rage, Resistance and Reform,"
Society for Human Resource Management, Human Resource Executive, June, 2016

Appendix C

Fiscal Year 2016 Organizational Chart





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