2024

THE PRESIDENT'S
ANNUAL REPORT
TO THE BOARD OF TRUSTEES

BUILDING *Careers* | ADVANCING *Professions* | EMPOWERING *Lives*

TESU | THOMAS EDISON STATE UNIVERSITY

Table of Contents

Message from the President

Fiscal year 2024 (FY24) may best be classified as the year of Return on Investments. This year saw several multiyear initiatives and investments take root and flourish, and we end the year with optimism for continued success.

New enrollments, which drive almost everything we do, saw modest gains as we enrolled 2,992 new undergraduate students (a 1% increase compared to FY23) and 335 new graduate students (a 7% increase compared to FY23) during FY24. These enrollments were supported by increases in total applicants and marketing outreach. The Enrollment Management team assisted 8,685 undergraduate applicants (a 1% increase compared to FY23) and 1,044 graduate applicants (a 13% increase compared to FY23) with the application process. Coordinated University-wide efforts, including marketing, direct recruiting, alumni referrals, communications outreach and social media, drew 21,269 undergraduate and graduate prospective students (a 3.6% increase compared to FY23) to request information about the University and our programs.

The largest gains in new enrollment were in our school of nursing. Grant-funded programs and partnerships laid the foundation for many of these gains. Our traditional Accelerated BSN program's spring cohort had the largest starting class (48 students) in the history of the TESU Accelerated BSN program, with new and re-enrolled students up 73% compared to FY23. The fall accelerated nursing cohort is projected to be even larger. These students succeed at the highest rate. Graduates of the accelerated nursing program in 2023 all passed the licensure NCLEX-RN examination for a perfect 100% pass rate, exceeding the national pass rate of 88%.

Our RN to BSN program also saw significant increases in enrollment: new and re-enrolled students increased by 35% compared to FY23. University-wide collaborations toward nurse recruiting and outreach, coupled with the "Salute to RN" tuition rate and the Department of Labor's psychiatric nursing scholarship program in the last quarter of the fiscal year, assisted with accomplishing this success.

These enrollment gains come after the significant enrollment dip in new students during COVID and show a positive trajectory toward continued growth.

This past spring, we announced a partnership with BAYADA Education to further expand the enrollment capacity of the Accelerated BSN program. The initial clinical site for expansion is Cooper University Hospital in Camden, N.J. This partnership has doubled the capacity of the Accelerated BSN program for FY25, and we plan to expand further in the coming years. Our Trenton-based program and the Bayada partnership provide access for qualified nursing applicants, and ultimately, our graduates play a key role in reducing state and national nursing shortages.

In 2023, we received one of our largest grants ever: a $2.8 million grant from the U.S. Department of Labor (DOL) to increase nursing in high-need areas. The program supports public-private partnerships that expand and diversify the nursing workforce, with a particular focus on developing professional pathways for frontline mental healthcare professionals. This year, work began on those programs. The

DOL funds are helping BSN nurses become trained preceptors to promote career stability in psychiatric mental health areas and will be funding 20 recipients to become psychiatric mental health nurse practitioners. The courses are being developed, and the initial class of candidates has been interviewed.

We received state approvals to launch our third doctoral program, the Ed.D. in Organizational Leadership, Culture and Change. This scholar-practitioner, interdisciplinary degree began accepting students for the January 2025 inaugural class, contingent on MSCHE approval. The 48-credit degree program is unique in conception and design. It explores the degree disciplines using an integrative approach to maximize content acquisition, enabling field-based application. School-based marketing and engagement have been specifically tailored to three target markets: business, higher education and consulting. The ongoing interest, evidenced by calls, applications and interviews, is a strong indication of the degree's premier position in the associated competitive market.

Financial Resources

The University finished the year with a preliminary operating surplus of $1.95 million. This is $3.9 million higher than the prior year's preliminary deficit of $1.9 million. In addition, the surplus does not include non-budgeted revenue of $1.5 million. The added surplus provides extra cushion going into FY25. The University received a roughly $1 million reduction in our FY25 appropriation. Further, negotiated salary cost of living increases of 3.5% will generate $1 million in additional costs.

The surplus was generated by increasing revenue by $4.1 million, while keeping expenses relatively flat. The appropriation was increased by $3.8 million. Undergraduate and graduate tuition was up by $784,838 and $153,158, respectively. The revenue increases were partially offset by the increase in tuition that was deferred into FY25, providing a positive start to the new fiscal year. Expenses were up by $216,687 or 0.4%. This was due to salary increases of $532,731 based upon the collective bargaining agreement. All non-salary expenses were lower by $315,834. Additionally, ending the lease on Hanover Hall resulted in annual savings of roughly $700,000.

We have expanded our focus on securing external state and federal grant funding to underwrite some of the work we do, as well as increasing student scholarships. In FY24, 15 state and federal external grant applications were submitted; five were funded with a total amount of $359,074, and six applications with a total funding request of $7.6 million are still pending. Additionally, 13 previously funded external grants totaling $5.3 million were active during this fiscal year.

Advancement successfully transitioned the historic Grande Ball Gala event to the refreshed Impact Awards in October 2023. The event raised $81,000, and the new format was well received by all who participated. The 30th Anniversary Golf Classic in May raised nearly $83,000 in support of scholarships at TESU.

Philanthropic support received in FY24 was $940,998, exceeding the FY24 goal of $910,000, including $318,491 in current-use scholarships and $236,570 for endowed scholarships. A total of 26 corporate and foundation grant requests were submitted on behalf of the TESU Foundation. Endowment giving increased 186% in FY24 over FY23, and the Division of Advancement saw an increase in planned giving bequests.

Employee Success and DEI Milestones

This fiscal year saw the completion and implementation of the Diversity, Equity and Inclusion work plan, a comprehensive framework for implementing a long-term, strategic DEI initiative throughout the

University and the New Jersey State Library. This plan focuses on specific priority areas developed by the teams, including interviewing and hiring, professional development, building institutional capacity, enhancing psychological safety and fostering a sense of belonging. Many initiatives to support these priority areas have been instituted this fiscal year.

In one priority area, interviewing and hiring, we have made impactful intentional changes to organizational policies to support fair treatment and equitable access to opportunities, including career advancement. These changes include providing search chair access to fully trained DEI members, enhanced and targeted recruitment sources and publications, and enhancements to our internal hiring procedures. As a result, of the 48 opportunities for full-time employment this year, 25 hires were internal candidates accepting well-deserved promotions.

To continue prioritizing DEI and the TESU climate, we have partnered with an outside consultant to evaluate our progress in our priority areas and realign, as needed, some of our strategies for the next fiscal year. This consultant will facilitate an updated climate survey, prepare clear and meaningful analyses and develop recommendations for areas of improvement. As a team, we will continue to assess the culture, practices and policies in place at TESU and NJSL, identify impediments to integrating DEI principles and practices and continuously improve our environment to address our dynamic world.

Our focus on our 3-year Strategic Plan continues and our progress can be mapped to our four Strategic Boulders: Student Success, Career Success, Innovation and the TESU Impact. Here's a look at significant achievements this year in these areas:

Student Success: Focus on Student-Goal Obtainment

While recruiting new students, we also concentrated efforts on maintaining existing students and re-engaging inactive ones. In 2019, we doubled down on student retention efforts. We have seen steady improvement, and this year we achieved an average 96.41% census retention rate for newly enrolled traditional students, up from 81% in 2019. Term-to-term retention rates provide a leading indicator of performance and predict graduation. We created quarterly cohorts at the degree, academic discipline and ethnic/racial levels to measure retention rates from one quarter to the next. This new process helped drive accountability within the academic schools, student services and CLT to ensure our students meet their academic goals while the University meets its strategic goal of increasing retention and graduation rates. We also continued efforts to return inactive students to enrolled status. These efforts returned more than 1,800 students to enrolled status this fiscal year, a 2% increase compared to FY23.

Our Center for Learning and Technology planned and executed the transition to a new student plagiarism system. With CopyLeaks, TESU now boasts a sophisticated and reliable plagiarism detection system. This upgrade enhances our academic integrity measures and ensures the authenticity of student submissions. The increasing prevalence of AI-generated content in student submissions is a growing concern. CopyLeaks provides an advanced AI content detection tool that addresses this challenge, further safeguarding the quality of our academic programs.

We launched TESU Counseling and Wellness Services to provide a robust and exciting student assistance program (SAP) to help our students through life's challenges. TESU partnered with BHS (the University's Student Assistance Program provider) to provide direct service to our students and our staff with mental health training. The training was designed specifically for TESU to address the staff's role in supporting our students. This important program is part of our efforts to destigmatize mental health and provide resources to support everyone in managing their mental well-being.

Career Success: Focus on Post-Completion Success

Meeting professional quality standards helps ensure the career success of our graduates. The Heavin School of Social Sciences, Humanities, and Education reaffirmed its programmatic accreditation with the Accreditation Board for Engineering and Technology for the Electronics Systems Engineering Technology and the Nuclear Energy Engineering Technology programs. With comprehensive self-study reports, these programs are set to maintain their accreditation through 2030. Both programs not only completed the process with flying colors but also had their self-study reports selected as exemplary submissions, serving as best-case examples. Similarly, the baccalaureate degree program in nursing (BSN, Accelerated BSN) and the Master of Science in Nursing degree programs received 10-year reaffirmation with no compliance concerns related to any of the key elements.

To improve student retention and progression toward degrees, all graduate and doctoral courses have been transitioned from 12 to 8 weeks. After converting most courses in January 2024, the final courses were successfully converted at the end of the fiscal year.

Last year, the Office of Career Development's online system, College Central Network, was expanded, and this year it continues to grow. The Career Development office assists students and alumni in exploring their talents, discerning their career and educational goals and pursuing employment opportunities as well as further study. This prepares students to thrive professionally and serve their communities. We experienced a 15% increase in individual office appointments, a 13% increase in College Central Network (CCN) activations, a 115% increase in resume uploads to CCN and a 70% increase in requests for resume/cover letter reviews in comparison to FY23. Additionally, we developed and launched a weekly Job Hunters' Club in February. A total of 67 individuals have signed up to participate in weekly meetings. The Career Hub, offering career services to recently laid-off individuals, was created to serve the community and provide a new potential enrollment stream.

Supported by an N.J. Department of Education $200,000 MOU as a new model expanding traditional "dual enrollment," TESU is providing dual credit at multiple New Jersey county vocational/technical high schools utilizing Professional Learning Review credit evaluated as part of the Careers Connections training offered by the Northeast Carpenters Union. This is exciting progress and will help high school students across New Jersey, who may have never considered college, see a two- or four-year degree as an obtainable possibility.

As part of a significant revision of the bachelor's degree in criminal justice, new concentrations were developed under the core curriculum in cybersecurity, computer science, forensic science, emergency management, organizational leadership and law and society, a concentration designed to prepare students for law school. These concentrations utilize current certificate programs offered at the university and initiate the development of "stackable credentials" at TESU. The certificates, associate and bachelor's degrees now all serve as stackable credentials.

In our continued efforts to strengthen our local governments, this academic year included the completion of the second cohort of the Hunterdon County Leadership Academy, which included 20 mid-level managers from the organization. Five sessions were taught by subject matter experts with senior public sector experience, covering public leadership, public budgeting, human resource management, strategic planning and effective communications. The program culminated with participants presenting group projects to county executive leadership. The leadership program effectively positions the Watson School of Public Service in front of our target market of adults working in public service throughout New Jersey.

Our presence in this government agency is a cost-effective method of advertising, while also opening opportunities with other New Jersey governmental agencies such as in Mercer County, where we held an open house and are in discussions for the development of a Leadership Academy starting in winter/spring 2025.

Innovation: Focus on Technology-Enhanced Learning and Alternative Pathways to Completion

Credit for learning that takes place outside the classroom continues to differentiate TESU from its competitors and, given the tremendous positive financial impact on our students, is the hallmark of our public service. As a leader in credit for prior learning (CPL), TESU is one of the top institutions of higher education in awarding evaluated credit for prior learning. One facet of this type of evaluated credit is Professional Learning Review, or PLR. PLR is TESU's evaluation method of non-collegiate learning that occurs in apprenticeships, military training and workforce training environments. These are credits earned by students prior outside of TESU and awarded at no cost to the student, thus accelerating them toward degree completion and positioning TESU as a leader in recognizing and translating workforce training into college credit. Although the final numbers for FY24 will not be available until later this year, in our two main categories of CPL, Professional Learning Review (PLR) and ACE military credit, we have served 3,017 students who received 174,308 credits and we have seen an 11.5% increase in PLR credits granted.

TESU's reputation as a leader in the CPL world continues to grow, especially in and around the trades. TESU's NJ PLACE Apprenticeship Scholarship program has 99 apprentices accepted into the program, 61 receiving prior learning credit and 11 graduates to date.

This past year, the University's Office of Professional Learning Review (OPLR) completed 17 professional learning reviews and maintains a queue of approximately 10 to 15 current reviews at any given time. In certain instances, one PLR review carries with it a milestone academic achievement. This past year, leveraging the efforts of OPLR, Academic Affairs and Strategic Partnerships, TESU was able to finalize and publish its review of the N.Y./N.J. Port Authority Police Academy, valued at 30 credits from TESU and focused on degrees in the criminal justice areas. TESU has been invited to hold two recruitment sessions with graduates from the academy, and we have been asked to address the incoming cohort of new recruits in December. This signature PLR effort coincides nicely with the revamp and resurgence of TESU's bachelor's degree in criminal justice programs.

TESU continues to operationalize its mission as a transfer-friendly school. This past year, a major milestone was achieved relative to the depth and breadth of the University's ability to transfer credit. Through deliberations, exploration of best practices, analysis of accreditation and state/federal guidelines and culminating with a transfer policy change, TESU has expanded the list of collegiate institutions from which we will accept transfer by adding more than 400 new schools. The expansion is part of an ongoing discourse relative to recognizing college-level learning regardless of the source through rigorous academic assessment. TESU is now utilizing a two-pronged approach to transfer non-regionally accredited transcripts, looking at both USDE and CHEA recognition. This effort will continue to establish TESU as an institution focused on the demonstrable knowledge, skills, and abilities (KSAs) of learners rather than on the where or how they acquired these KSAs.

A new course management system and new student portal are technological upgrades to the student experience. In April of FY24, we achieved a significant milestone with the successful launch of Moodle

4.0, our course management system. This upgrade has been well-received by both students and mentors. The student portal, Ellucian Experience, is a more streamlined way to connect students to their courses and University resources. It touts intuitive design and a new connectivity block with library resources, which have streamlined the process of reaching important materials, including journals and course resources at the NJSL. Building on the success of the student portal, the University will launch the staff-facing version of the portal in FY25, reflecting our commitment to improving the user experience through technological advancements.

The TESU Impact: Focus on a Bold Brand Story, Thought Leadership and Market Differentials

The Division of Advancement celebrated the renaming of the University's Great Hall, now the Dr. Ahmed & Nadia Azmy Great Hall, in June 2024. The dedication symbolizes the profound impact the Azmys have had on the University and the students we serve, as well as their decades of philanthropic support.

In March, we released a new logo with a significantly different look. The new logo, featuring the letters "TESU," is a modern style for the University, and the creative work was geared toward brand awareness and designing marketing assets. We also created an icon to complement the logo. The TESU website is the face of the University in the community as well as for prospective students. This year, funded with philanthropic support from the TESU Foundation, we undertook a major redesign in partnership with an established web design expert. After successful collaboration resulting in the selection of suitable design templates, a migration strategy and the development of content for our future website, the new site will debut this fall. This marks a milestone in enhancing our online presence and user experience.

Public-facing events continue to be an opportunity to connect, expand knowledge, and deepen understanding of one another and the greater community the University serves. In keeping with the University's ongoing commitment to diversity, equity and inclusion, several key speakers were identified for virtual presentations this year, providing opportunities for discussion and growth. More than 150 staff and friends joined virtually to hear from Latarsha Burke, CEO and executive director of the African American Cultural Collaborative of Mercer County, as she shared her insights and experiences for MLK Day, shedding light on Dr. Martin Luther King Jr.'s impact and how his vision continues to resonate today. In honor of Black History Month in February, NJSL hosted "The Path to Freedom: Black Families in New Jersey," where Dr. Walter Greason discussed the success and sacrifices of three Black families in New Jersey that were emblematic of the greater Black community throughout the 20th century. In recognition of Mental Health Awareness in May, the University presented "Cultivating Resilience: Strategies for Preventing Employee Burnout through Organizational Behavior Management." Also in May, in honor of Jewish American Heritage, the DEIC partnered with the United States Holocaust Memorial Museum to share a virtual interview with a Holocaust survivor, reminding us to confront the past, strive to better understand and support each other and promote human dignity in a constantly changing world.

Merodie A. Hancock, Ph.D.
President

Strategic Plan 2025

In September 2022, the Thomas Edison State University Board of Trustees adopted a three-year strategic plan with a bold vision: *Building Careers. Advancing Professions. Empowering Lives.*

This vision is supported by four **Strategic Boulders (SB)**:

1. **Student Success**: Focus on Student-Goal Obtainment (SB1)
2. **Career Success**: Focus on Post-Completion Success (SB2)
3. **Innovation**: Focus on Technology-Enhanced Learning and Alternative Pathways to Completion (SB3)
4. **The TESU Impact**: Focus on a Bold Brand Story, Thought Leadership and Market Differentials (SB4)

Across the University, strategic initiatives were developed to support this plan. Given the nature of various initiatives, most remain "In Progress" as they are developed to be continuously improved.

Initiative Status by Strategic Boulder

Legend: ■ In Progress ■ Completed ■ In planning
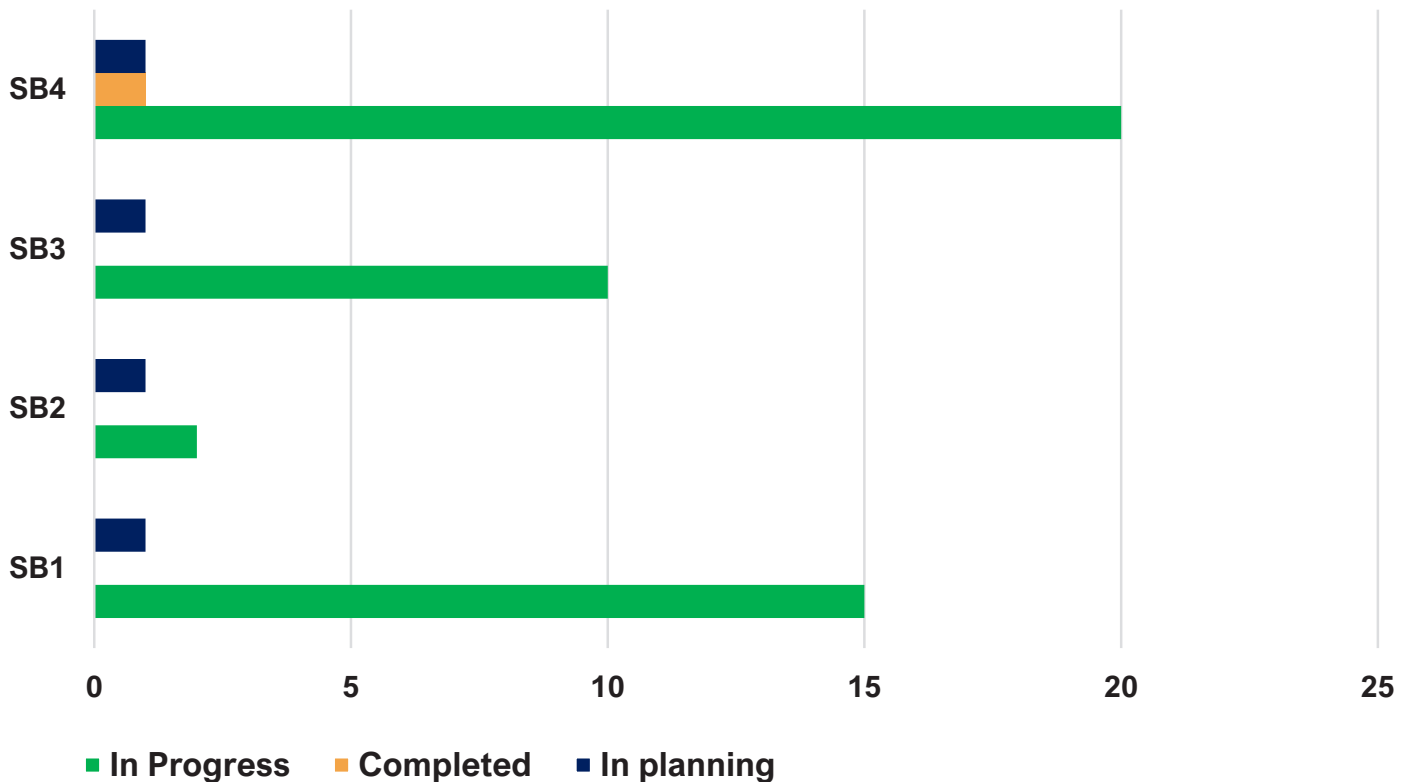
This momentum has led to several major wins for TESU and our students, delivering on our Vision and upholding our Mission.

Strategic Plan 2025 Year 2 Major Achievements:

- 1% increase in new undergraduate student enrollment
- 7% increase in new master's student enrollment
- 25% increase in new doctoral student enrollment
- Largest incoming Accelerated Bachelor of Nursing class in University's history
- Third doctorate approved (Ed.D. in Organizational Leadership, Culture and Change)
- Launched the TESU Counseling and Wellness Services Portal
- Introduced new TESU logo

Strategic Planning: 2025 and Beyond

In FY25, the University will engage in assessment of the current strategic plan as well as planning for the next 3-year plan, which will be submitted to the board by September 2025.

The assessment and planning process will include Board of Trustee engagement on Strategic Boulders and strategic agenda setting, with ongoing conversations continuing with various other stakeholders.

Key Numbers Table, Statistics and Profiles

Thomas Edison State University at a Glance
Key Numbers for Fiscal Years 2020 through 2024

	FY2020 N	FY2021 N	FY2022 N	FY2023 N	FY2024 N	% Change (FY2023-FY2024)
*Number of Students Served**	14,726	14,351	12,829	11,431	10,924	-4%
*Degree-seeking Enrollments***	13,886	13,846	12,504	11,145	10,632	-5%
Undergraduate	12,904	12,681	11,331	10,046	9,579	-5%
Graduate	927	1,060	1,052	971	919	-5%
Doctorate	55	105	121	128	134	5%
Non Matriculated	840	505	325	286	292	2%
Undergraduate	791	476	300	261	265	2%
Graduate	49	29	25	25	26	4%
Doctorate [1]					1	-
*Applicants****	11,267	9,415	8,229	8,403	8,024	-5%
Undergraduate	10,306	8,542	7,496	7,648	7,149	-7%
Graduate	849	790	672	691	739	7%
Doctorate	112	83	61	64	136	113%
*New Enrollments (only New)****	4,289	4,461	3,430	3,287	3,327	1%
Undergraduate	3,914	4,021	3,080	2,975	2,989	0%
Graduate	352	401	329	292	313	7%
Doctorate	23	39	21	20	25	25%
New Enrollments (New and Re-enrolled)	6,374	6,634	5,267	5,071	5,148	2%
Undergraduate	5,892	6,109	4,824	4,669	4,723	1%
Graduate	449	476	412	364	383	5%
Doctorate	33	49	31	38	42	11%
Degrees Conferred	2,362	2,536	2,267	1,957	1,898	-3%
Associate	384	482	430	379	378	0%
Baccalaureate	1,782	1,869	1,629	1,334	1,273	-5%
Master	194	181	194	212	213	0%
Doctorate	2	4	14	32	34	6%
Enrolled by Gender						
Male	8,233	8,210	7,357	6,581	6,348	-4%
Female	5,653	5,636	5,147	4,564	4,284	-6%
Unknown						
Enrolled by Military Status and Residence						
Nonmilitary	10,080	10,094	9,398	8,504	8,180	-4%
New Jersey	4,813	4,646	4,422	3,916	3,721	-5%
Out of State	5,118	5,312	4,846	4,445	4,301	-3%
International	106	102	82	95	107	13%
Unknown	43	34	48	48	51	6%
Active-Duty Military	3,806	3,752	3,106	2,641	2,452	-7%
New Jersey	294	286	172	159	192	21%
Out of State	3,464	3,437	2,893	2,441	2,219	-9%
International	12	8	7	12	8	-33%
Unknown	36	21	34	29	33	14%
Enrollment By Race/Ethnicity						
American Indian/Alaska Native	58	56	54	41	36	-12%
Asian	603	582	515	494	473	-4%
Black/African American	1,901	1,996	1,913	1,765	1,647	-7%
Hispanic/Latino	1,718	1,794	1,684	1,618	1,658	2%
Native Hawaiian/Other Pacific Islander	73	58	52	44	40	-9%
White	6,937	6,740	5,985	5,112	4,717	-8%
Non US Citizen	135	120	94	92	128	39%
Two or More Races	391	498	450	417	465	12%
Unknown	2,070	2,002	1,757	1,562	1,468	-6%
Average Age of Enrolled Students	35.2	35.5	35.8	35.8	35.8	

Prepared By: The Office of Institutional Research, Thomas Edison State University, July 22, 2024.

*The "Number of Students Served" represents the degree-seeking and non-matriculated counts combined.
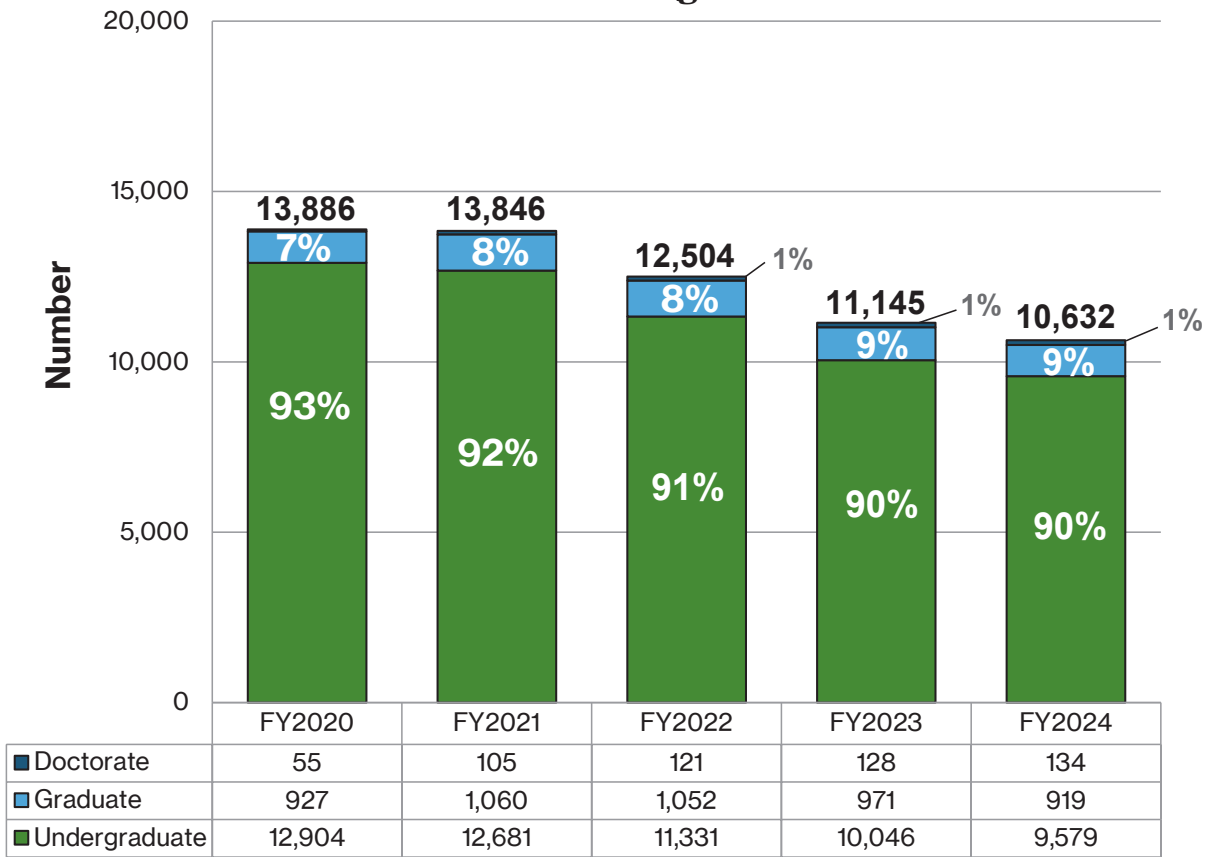
** The total degree-seeking enrollment is an unduplicated count of degree-seeking students. There were 42 students in FY 2020, 60 students in FY 2021, 61 students in FY 2022, 38 students in FY 2023 and 50 students in FY 2024 who enrolled in both undergraduate and graduate/doctorate level academic programs; these students are included in the graduate/doctorate counts.

***Applicant counts exclude incomplete files at the undergraduate level; applicant counts also exclude cancelled, conditional admits, preparatory programs and withdrew at both the undergraduate and graduate level.

****Beginning in FY2015, "New Enrollments" refers to students who were new to the University and does not include re-enrolled students who returned to the University 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.
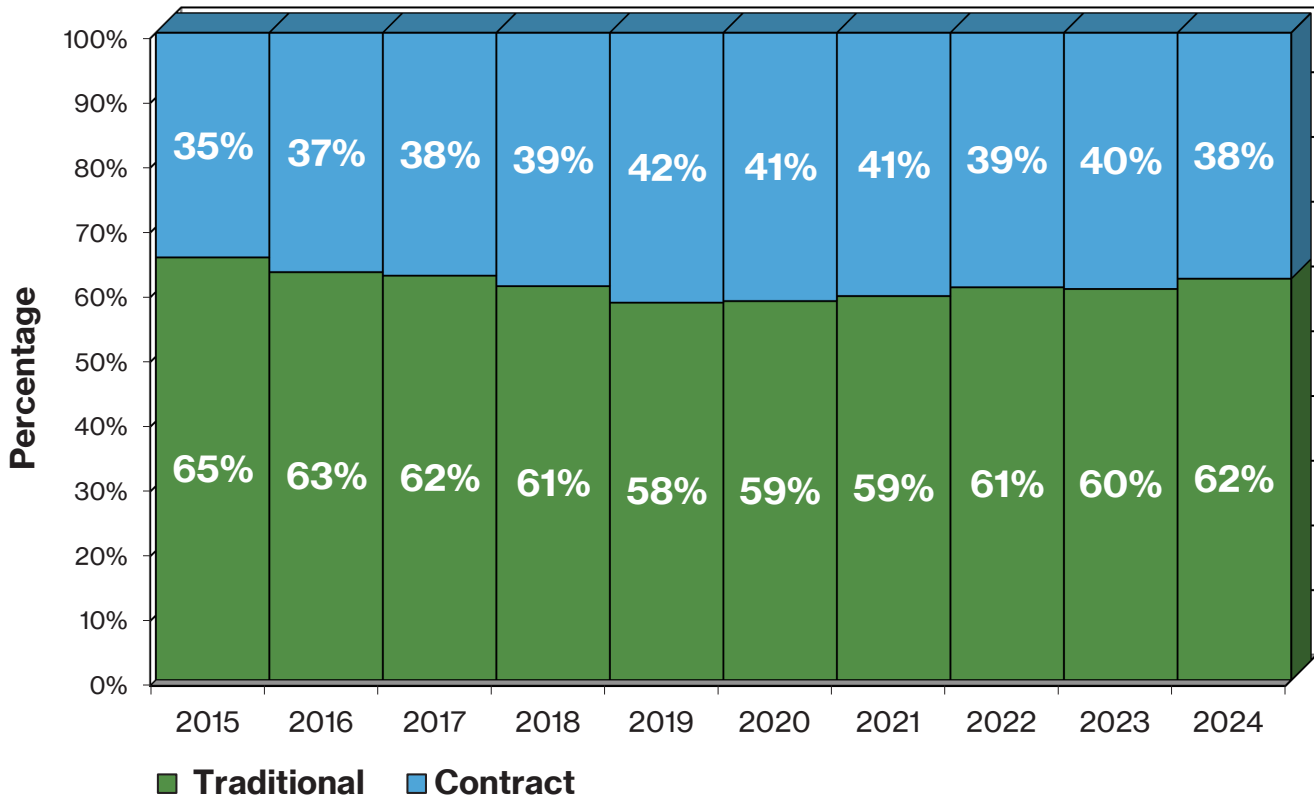
[1] Non Matriculated counts at the Doctorate level are not available before FY 2024.
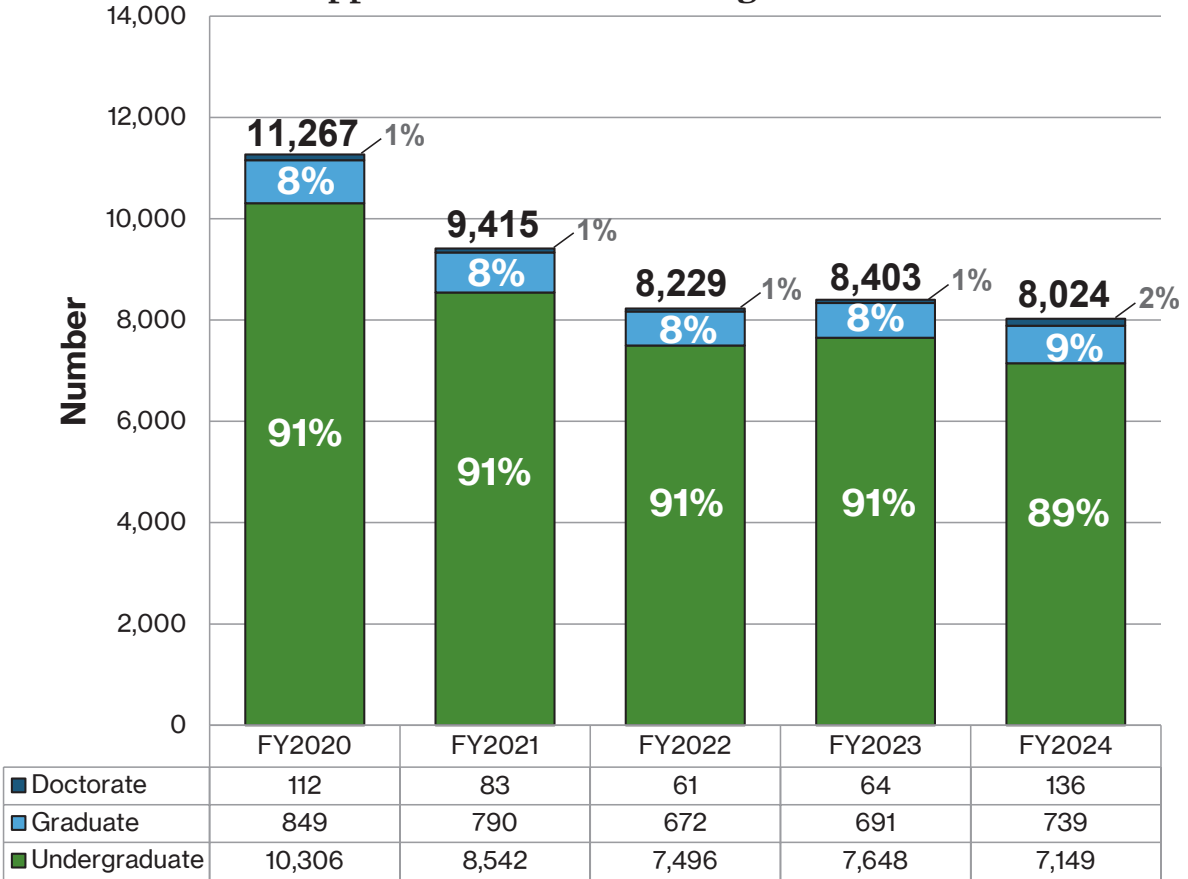
Total Enrollment by Level
FY2020 through FY2024

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	13,886	13,846	12,504	11,145	10,632
Graduate %	7%	8%	8%	9%	9%
Undergraduate %	93%	92%	91%	90%	90%
Doctorate %			1%	1%	1%
Doctorate	55	105	121	128	134
Graduate	927	1,060	1,052	971	919
Undergraduate	12,904	12,681	11,331	10,046	9,579

Note: Counts represent degree-seeking students.

Fiscal Year Enrollment Trends
with Traditional and Contract Comparisons

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Contract	35%	37%	38%	39%	42%	41%	41%	39%	40%	38%
Traditional	65%	63%	62%	61%	58%	59%	59%	61%	60%	62%

■ Traditional ■ Contract

Note: Counts represent degree-seeking students.

Applicants: FY2020 through FY2024

	FY2020	FY2021	FY2022	FY2023	FY2024
■ Doctorate	112	83	61	64	136
■ Graduate	849	790	672	691	739
■ Undergraduate	10,306	8,542	7,496	7,648	7,149

Totals: FY2020: 11,267 (1%, 8%, 91%); FY2021: 9,415 (1%, 8%, 91%); FY2022: 8,229 (1%, 8%, 91%); FY2023: 8,403 (1%, 8%, 91%); FY2024: 8,024 (2%, 9%, 89%)

New Enrollments Only by Level
FY2020 through FY2024

	FY2020	FY2021	FY2022	FY2023	FY2024
■ Doctorate	23	39	21	20	25
■ Graduate	352	401	329	292	313
■ Undergraduate	3,914	4,021	3,080	2,975	2,989

Totals: FY2020: 4,289 (1%, 8%, 91%); FY2021: 4,461 (1%, 9%, 90%); FY2022: 3,430 (1%, 10%, 90%); FY2023: 3,287 (1%, 9%, 91%); FY2024: 3,327 (1%, 9%, 90%)
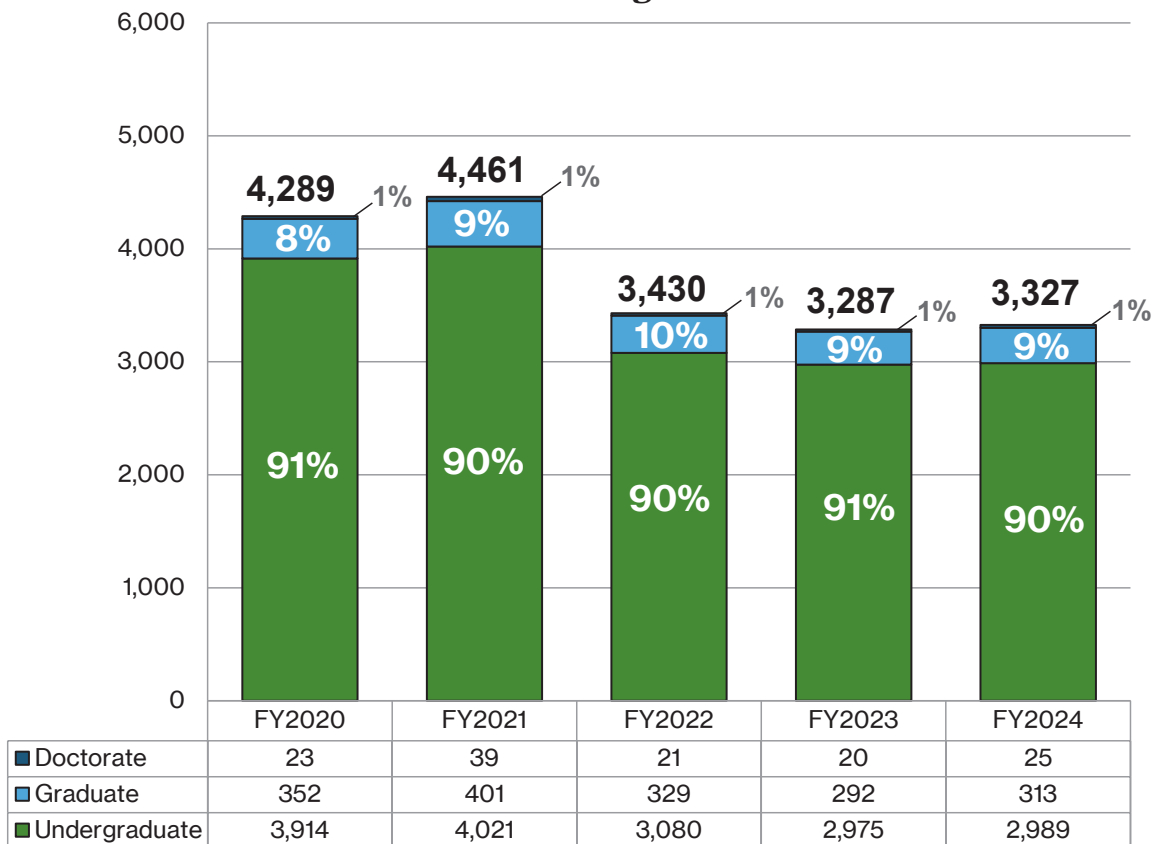
Note: Counts represent degree-seeking students.

Degrees Conferred: FY2020 through FY2024
(Cumulative Degrees Awarded = 75,316)

Degrees Awarded	FY2020	FY2021	FY2022	FY2023	FY2024
Total	2,362	2,536	2,267	1,957	1,898
■ Doctorate	2	4	14	32	34
□ Master's	194	181	194	212	213
■ Baccalaureate	1,782	1,869	1,629	1,334	1,273
■ Associate	384	482	430	379	378
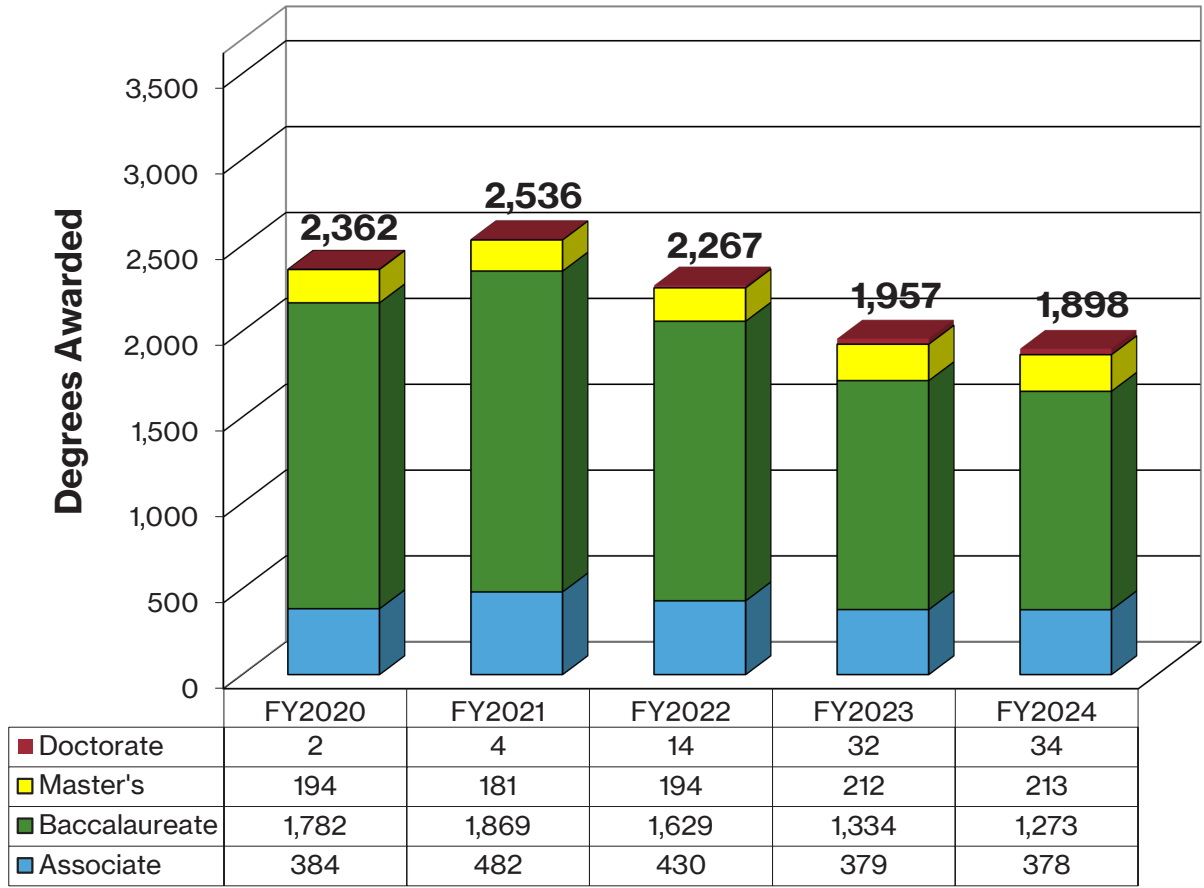
FY2024 Enrollment by Gender and Military Status

FY2024 Enrollment by Gender: All Students

Female 40%
Male 60%
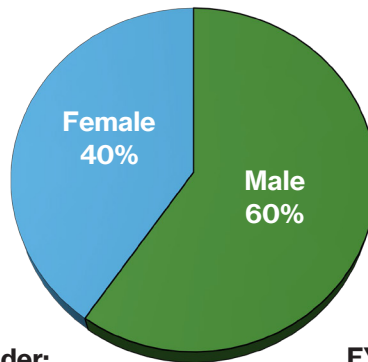
FY2024 Enrollment by Gender: Non-Military Students

Female 47%
Male 53%
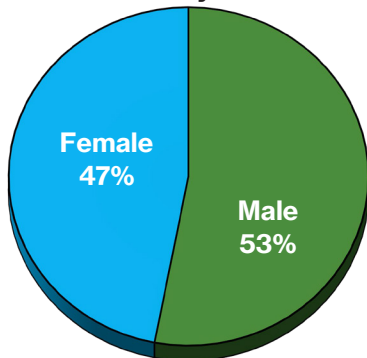
FY2024 Enrollment by Gender: Active-Duty Military

Female 18%
Male 82%

FY2024 Enrollment by Race/Ethnicity

Asian
4%

Native Hawaiian/Other Pacific Islander
0.4%

Two or More Races
4%

Black/African American
15%

Hispanic/ Latino
16%

American Indian/Alaska Native
0.3%

Unknown
14%

White
44%

Non-U.S. Citizen
1%
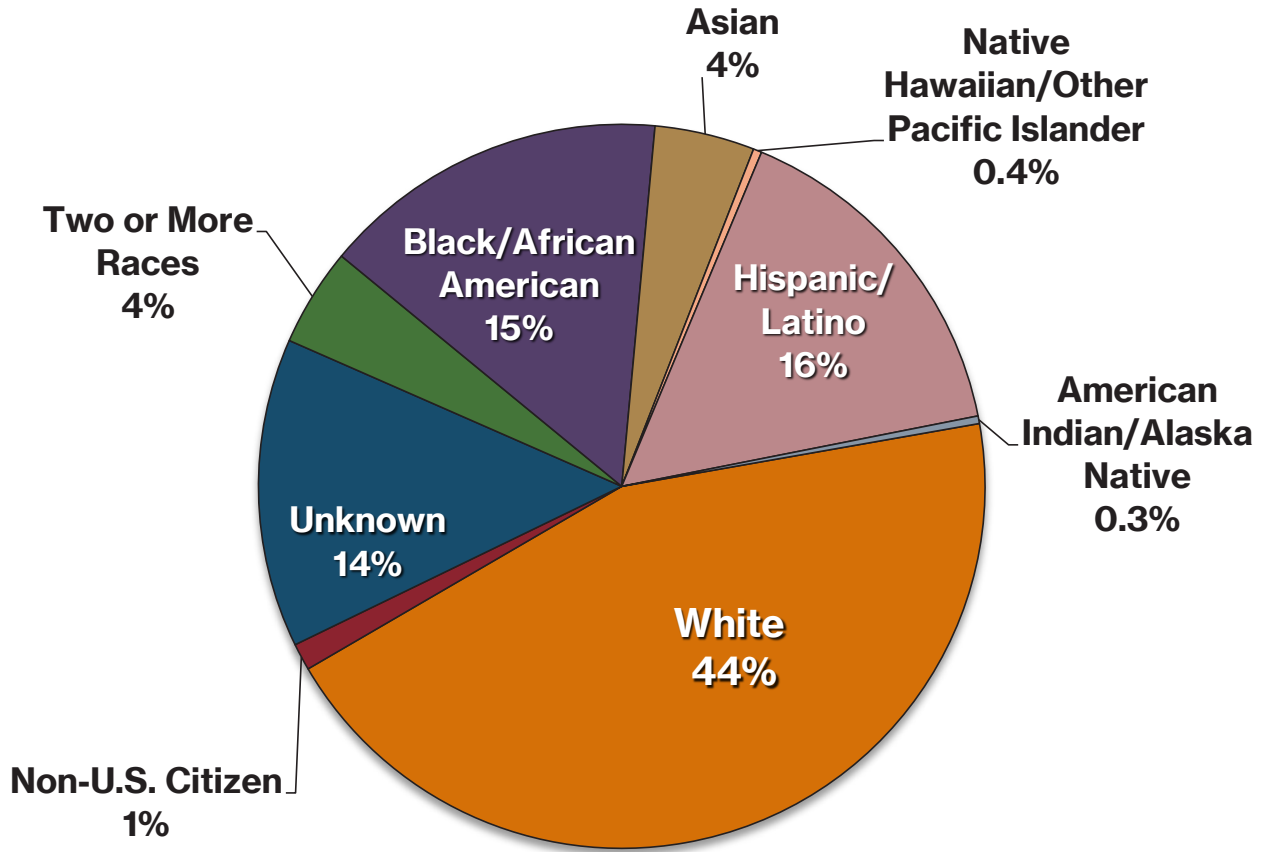
Note: Counts represent degree-seeking students.

Enrollments by Military Status: FY2020 through FY2024

	FY2020	FY2021	FY2022	FY2023	FY2024
Active-Duty Military	27%	27%	25%	24%	23%
Non-Military	73%	73%	75%	76%	77%

■ Non-Military   ■ Active-Duty Military
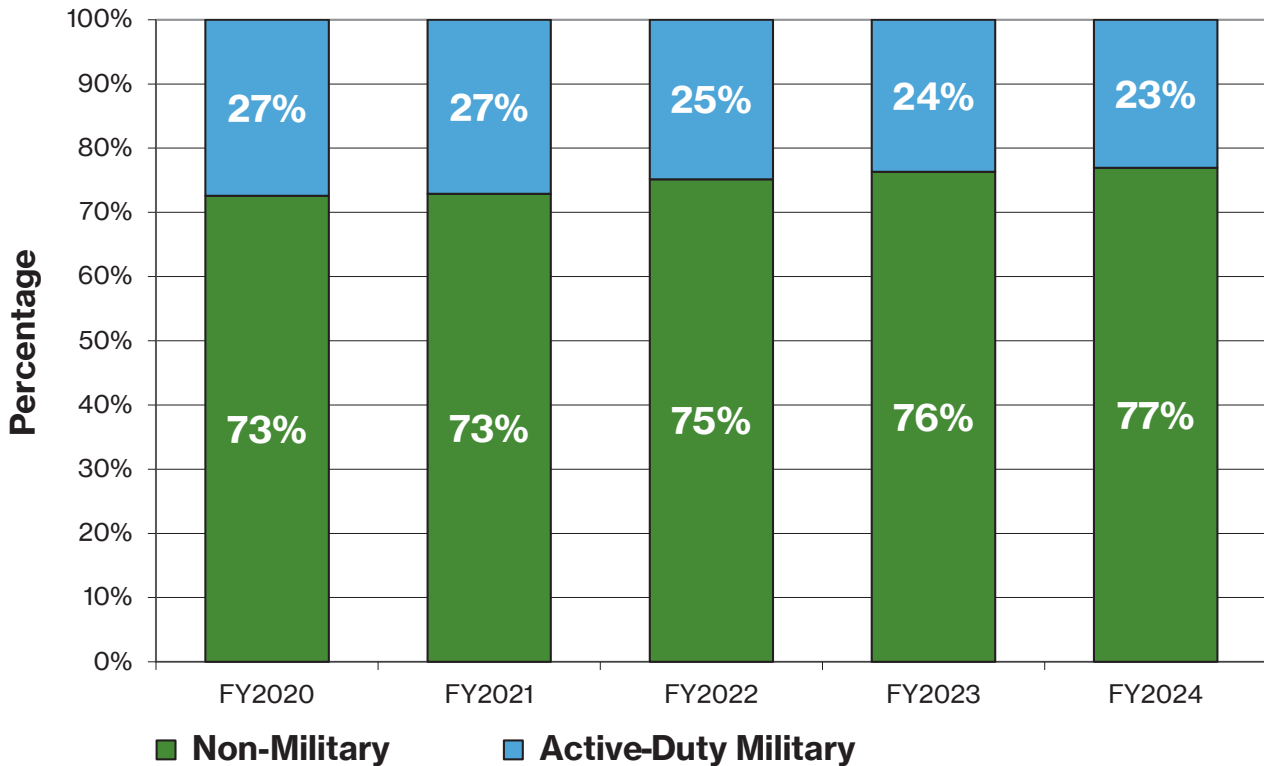
Note: Counts represent degree-seeking students.

FY2024 Enrollments by Military Status and Residence

	FY2024 Non-military	FY2024 Active-Duty Military
■ Unknown	51	33
■ International	107	8
■ Out of State	4,301	2,219
■ New Jersey	3,721	192
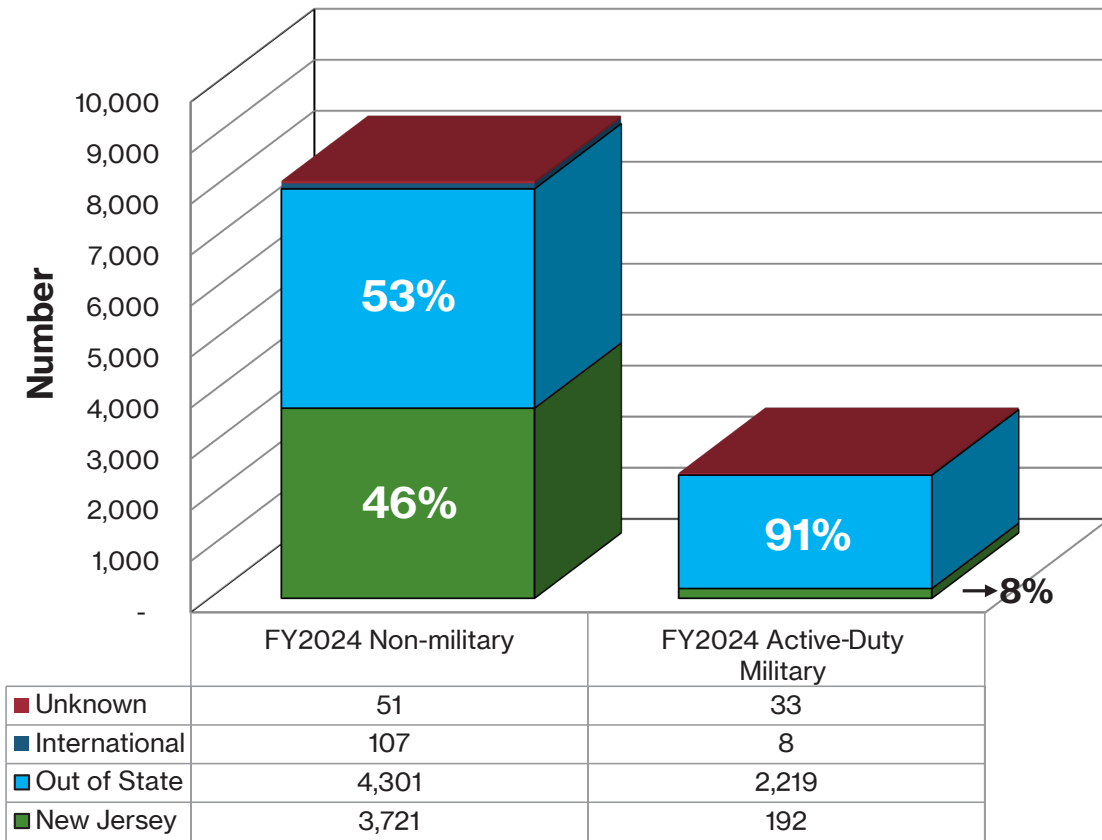
Note: Counts represent degree-seeking students.

FY2024 Graduates: Time to Degree Completion

	1 year or less	2 years	3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 or more years
■ Associate	22%	24%	10%	13%	7%	6%	4%	3%	3%	8%
■ Baccalaureate	17%	18%	15%	11%	9%	6%	4%	3%	3%	14%
■ Master's	11%	32%	20%	16%	7%	2%	4%	2%	2%	3%
■ Doctorate	0%	6%	79%	15%	0%	0%	0%	0%	0%	0%
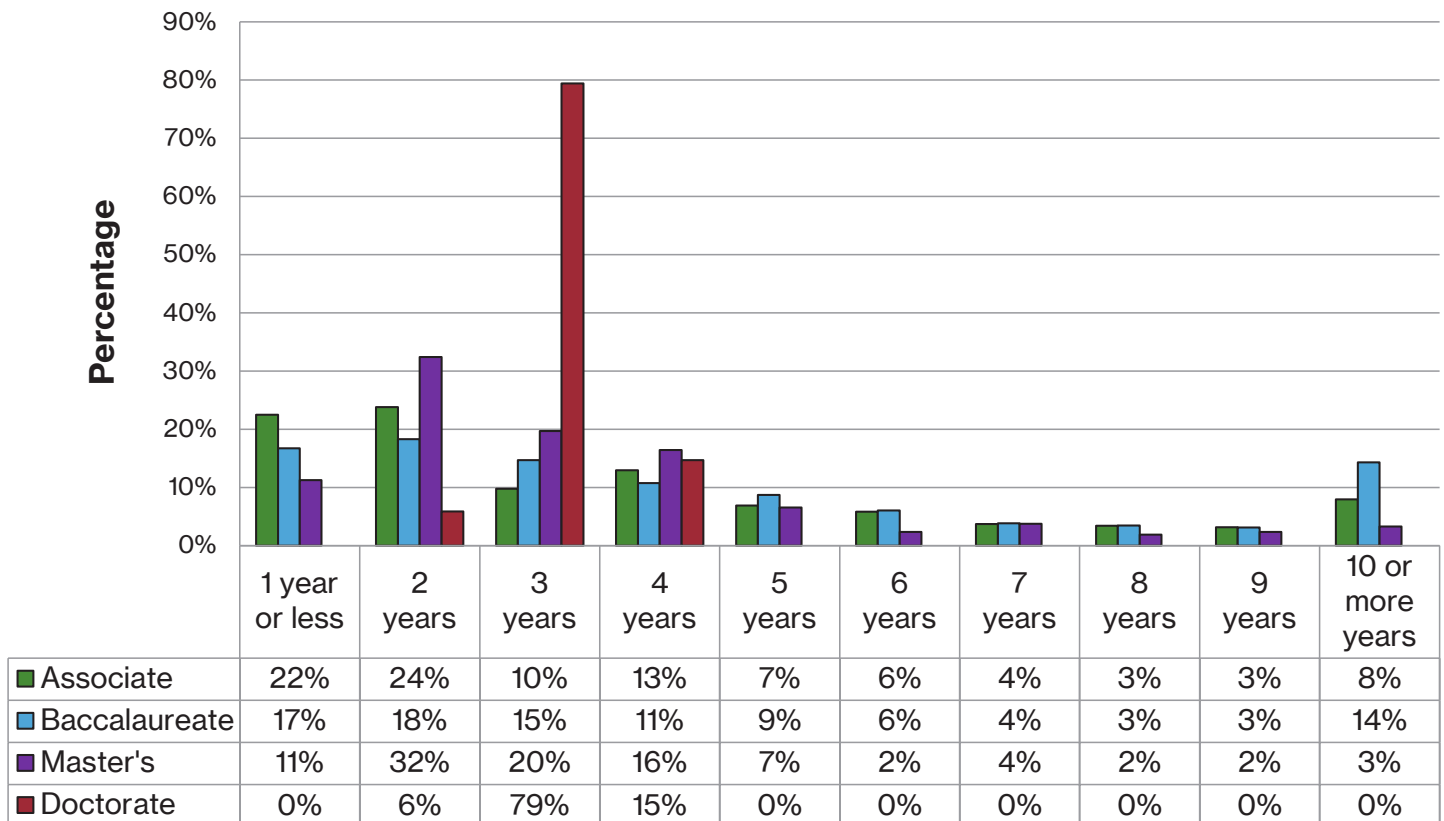
Mean Time to Degree: Associate = 4.1, Baccalaureate = 5.0, Master's = 3.5, and Doctorate = 3.2

Number of Students Using Financial Aid and the Amount of Financial Aid Disbursed

Legend: ■ # of Students ■ $ Disbursed
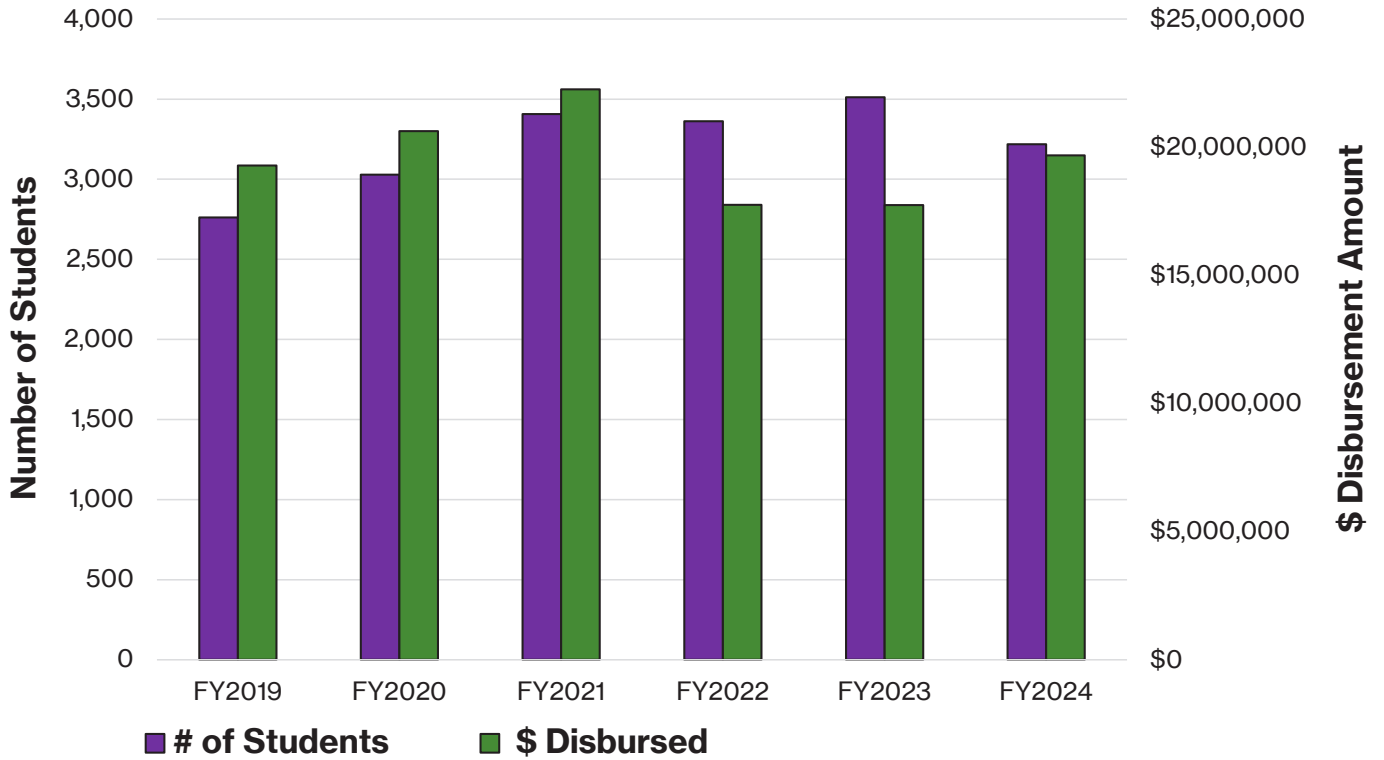
Source: Division of Finance, July 2024.

Three-Year Default Rate: Fiscal Year Cohort Comparisons between Thomas Edison State University and National Data

	FY2018	FY2019	FY2020
■ Thomas Edison State University	4.7%	1.5%	0
■ National	7.3%	2.3%	0

Source: https://fsapartners.ed.gov/knowledge-center/topics/default-management
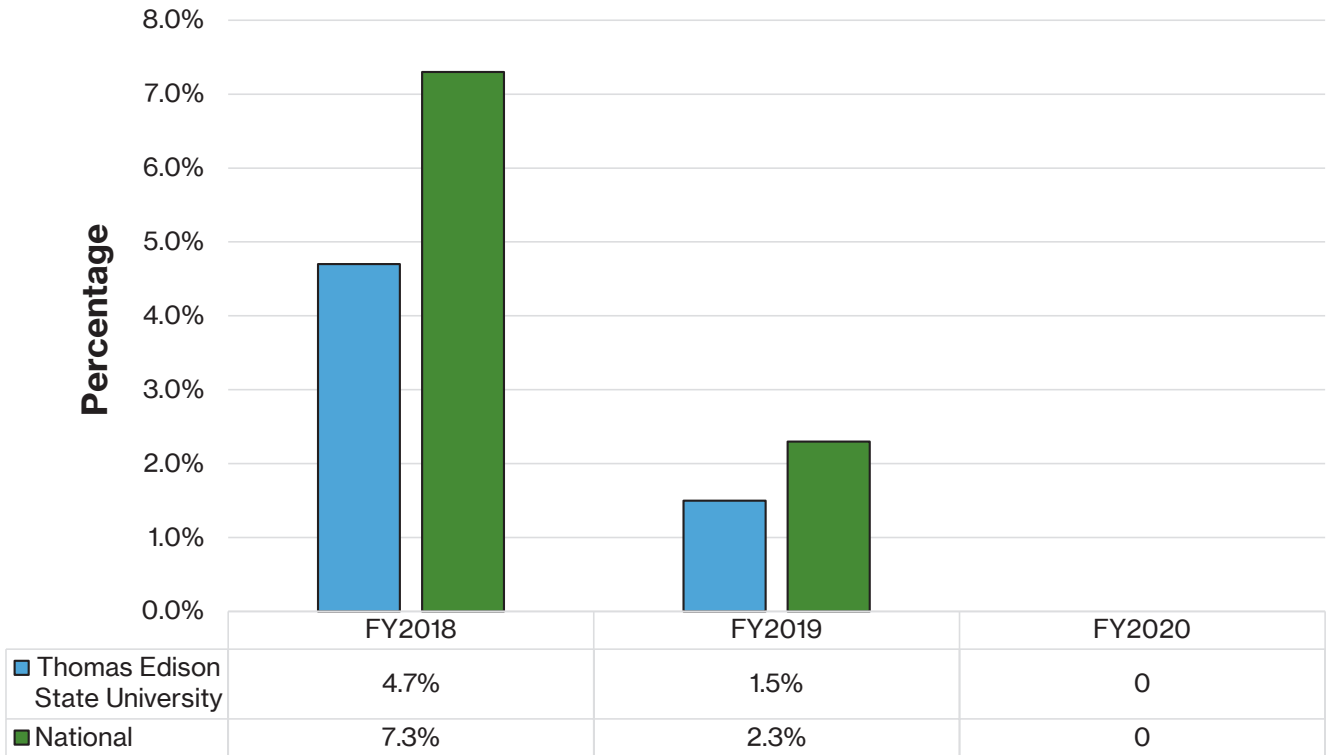
Note: The Department of Education suspended collection activities during the pandemic; therefore, FY 2020 default rate is zero for both TESU and National.

Appendix A: FY24 Preliminary Statement of Revenues and Expenses (Unaudited)

FY24
FISCAL YEAR FINANCIAL RESULTS
FOR THE FOURTH QUARTER
ENDING JUNE 30, 2024

Thomas Edison State University
Unrestricted Revenue and Expenses
for the Fourth Fiscal Quarter, Ending June 30, 2024

Revenues

During the fourth quarter of FY24, the University realized an increase of $4,076,881, or 8% to the same quarter last year. This is due to an increase in state appropriations of $3,752,000 and an increase in student revenue of $937,996. This was partially offset by a $613,115 increase in revenue that was deferred into the following fiscal year. The University achieved $52,476,069, or 100% of its combined revenue budget of $52,552,733, excluding investment income, through the fourth quarter. In the previous fiscal year, 88% or $48,399,188 was realized through the fourth quarter of that year's combined budget of $54,734,485.

The University received 136%, or $14,280,000, of its annual FY24 state appropriation budget of $10,528,000. This result is higher than the same period last year, when 104%, or $10,528,000, was earned against a budget of $10,097,000.

The actual New Jersey appropriation to the University was $14,280,000. This was $3,752,000 above the budgeted amount approved by the Board of Trustees. The increase was partially due to additional Outcomes Based Funding which was provided to the sector. In addition, the University received a $3 million special legislative addition. The chart below compares the actual state appropriation to the amount received through the fourth quarter.

	Appropriation	Received	Remaining	
General Appropriation	7,561,000	7,561,000	–	100%
N.J. National Guard Waiver	1,000,000	1,000,000	–	100%
Outcomes-Based Funding	5,719,000	5,719,000	–	100%
	14,280,000	14,280,000	–	100%

Undergraduate student revenues totaled $31,873,235, representing 92% of the University's FY24 annual budget of $34,488,695. This percentage is higher than the same period last year, when 84% or $31,088,397 was earned against an annual budget of $36,845,450. This represents an increase of 3%, or $784,838 compared to last year's same quarter revenue amount.

Chapter 33 (veterans) was $649,901 or 21% above the prior year. Undergraduate Nursing was $1,016,887 or 34% above the prior year. The per credit tuition plan was lower by $328,909 or 2%. Corporate Choice was lower by $268,984 or 8%. Military was lower by $422,034 or 8% below the prior year.

Graduate student revenues for the fourth quarter accounted for 90%, or $6,752,310, against a budget of $7,536,038. This revenue percentage is higher than the same period last fiscal year when 85% or

$6,599,152 was earned against a budget of $7,792,035. This represents an increase of 2% or $153,158 when compared to last year's revenue amount. Master programs were $38,429 or 1% above the prior year. Doctorate programs were $114,729 or 10% above the prior year.

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

- Application Fee – 109%
- Per Credit Tuition Plan – 84%
- Chapter 33 – 125%
- Undergraduate Nursing – 200%
- Corporate Choice – 77%
- Military – 89%
- Masters – 100%
- Doctorate – 96

Investment Income

The University earned $1,312,245 in operating realized investment income, which represents an increase of 64% or $510,264 compared to the same period last fiscal year, when $801,981 was earned. This was primarily due to higher interest rates and higher balances. The returns do not include unrealized gains or losses. The University had an unrealized gain of $158,363 through the fourth quarter. Unrealized gains and losses are recorded in the audited financial statements. In comparison, the University had an unrealized loss of $19,003 in the fourth quarter of the prior year.

The University purchased a $3,000,000 CD on January 5, 2024. This 6-month CD matures on June 26, 2024, and earned an interest rate of 5.40%. The University elected to deposit the proceeds in the New Jersey Cash Management Fund. The Bernstein quasi endowment account includes equity and fixed income funds. This account has a fourth quarter market value of $3,333,054.

Expenditures

The University has expended and committed 96%, or $50,527,222 of its $52,552,733 revised budget. This result is higher than the last fiscal year, when 92% or $50,310,325 was spent against last fiscal year's budget of $54,734,485. Expenditures increased $216,897, or less than 1%, over the last fiscal year.

Salary was $532,731 or 2% above the prior year. The increase was primarily due to salary increases that were offset by vacancies. Managers received either a 1% or 2% increase as of October 1, 2023. The CWA collective bargaining unit received a 3.5% salary increase during the second quarter, which was retroactive to July 1, 2023. The AFT collective bargaining unit received a 3.5% increase during the third quarter which was retroactive to July 1, 2023.

Student waivers were $182,212 or 15% below the prior year. The University is reimbursed for New Jersey National Guard waivers up to $1 million. The University was reimbursed for the full $1 million during fiscal year 2024. The University is mandated by state statute to waive tuition for all active-duty New Jersey National Guard members. Services were $1,004,250 or 6% below the prior year. Maintenance was $945,112 or 48% above the prior year. These differences were largely due to reclassification of certain software as a service from services to maintenance.

Surplus/Deficit

The University ended the fourth quarter with a surplus of $1,948,847. The surplus is an improvement of $3,859,984 in comparison to the prior year's deficit of $1,911,137. The improved result was primarily due to an increase in revenue of $4,076,881 or 8%, while not increasing expenses.

The increase in revenue was due to a $3,752,000 increase in appropriations, a $784,838 increase in undergraduate tuition and fees as well as a $153,158 increase in graduate tuition and fees, which were partially offset by an increase in revenue deferred into the next fiscal year. Tuition is recognized during the period it is earned. This calculation is based on the percentage of days in each fiscal year.

Quarterly Financial Summary
Unrestricted Revenues and Expenses
Quarter Ending June 30, 2024

|	PERFORMANCE				COMPARATIVE			
	FY2024 Budget	FY2024 YTD	$ Variance	%	FY2024 YTD	FY2023 YTD	$ Change	% Change
REVENUES								
State Appropriation	10,528,000	14,280,000	3,752,000	136	14,280,000	10,528,000	3,752,000	36
Undergraduate Tuition and Fees	34,488,695	31,873,235	(2,615,460)	92	31,873,235	31,088,397	784,838	3
Graduate Tuition and Fees	7,536,038	6,752,310	(783,728)	90	6,752,310	6,599,152	153,158	2
Deferred Revenue (Summer Terms Adj.)		(429,476)	(429,476)		(429,476)	183,639	(613,115)	(334)
Total Budgeted Revenues	52,552,733	52,476,069	(76,664)	100	52,476,069	48,399,188	4,076,881	8
Investment Income		1,312,245			1,312,245	801,981	510,264	64
Total Revenues	52,552,733	53,788,314	1,235,581	102	53,788,314	49,201,169	4,587,145	9
EXPENSES								
Salaries	31,543,713	30,385,549	1,158,164	96	30,385,549	29,852,818	532,731	2
Fringes	125,000	135,954	(10,954)		135,954	145,723	(9,769)	(7)
Other Expenses:								
Student waivers	1,000,000	1,059,934	(59,934)	106	1,059,934	1,242,146	(182,212)	(15)
Materials	436,771	291,705	145,066	67	291,705	299,371	(7,666)	(3)
Services other than Salary	16,247,855	14,816,164	1,431,691	91	14,816,164	15,820,414	(1,004,250)	(6)
Maintenance	1,935,439	2,927,186	(991,747)	151	2,927,186	1,982,074	945,112	48
Total Other Expenses	19,620,065	19,094,989	525,076	97	19,094,989	19,344,005	(249,016)	(1)
Improvements/Additions	398,796	38,356	360,440	10	38,356	54,975	(16,619)	(30)
Debt Principal Payments	812,195	812,195	-	100	812,195	837,109	(24,914)	(3)
Debt Interest Payments	52,964	60,179	(7,215)	114	60,179	75,695	(15,516)	(20)
Total Debt Payments	865,159	872,374	(7,215)	101	872,374	912,804	(40,430)	(4)
Total Expenses	52,552,733	50,527,222	2,025,511	96	50,527,222	50,310,325	216,897	0
Net Increase (Decrease) in Net Assets	-	1,948,847	1,948,847	0	1,948,847	(1,911,137)	3,859,984	
Carryforward	300,000	249,121	(50,879)	0	249,121	-	249,121	

FY24 TOTAL REVENUE
Quarter Ending June 30, 2024
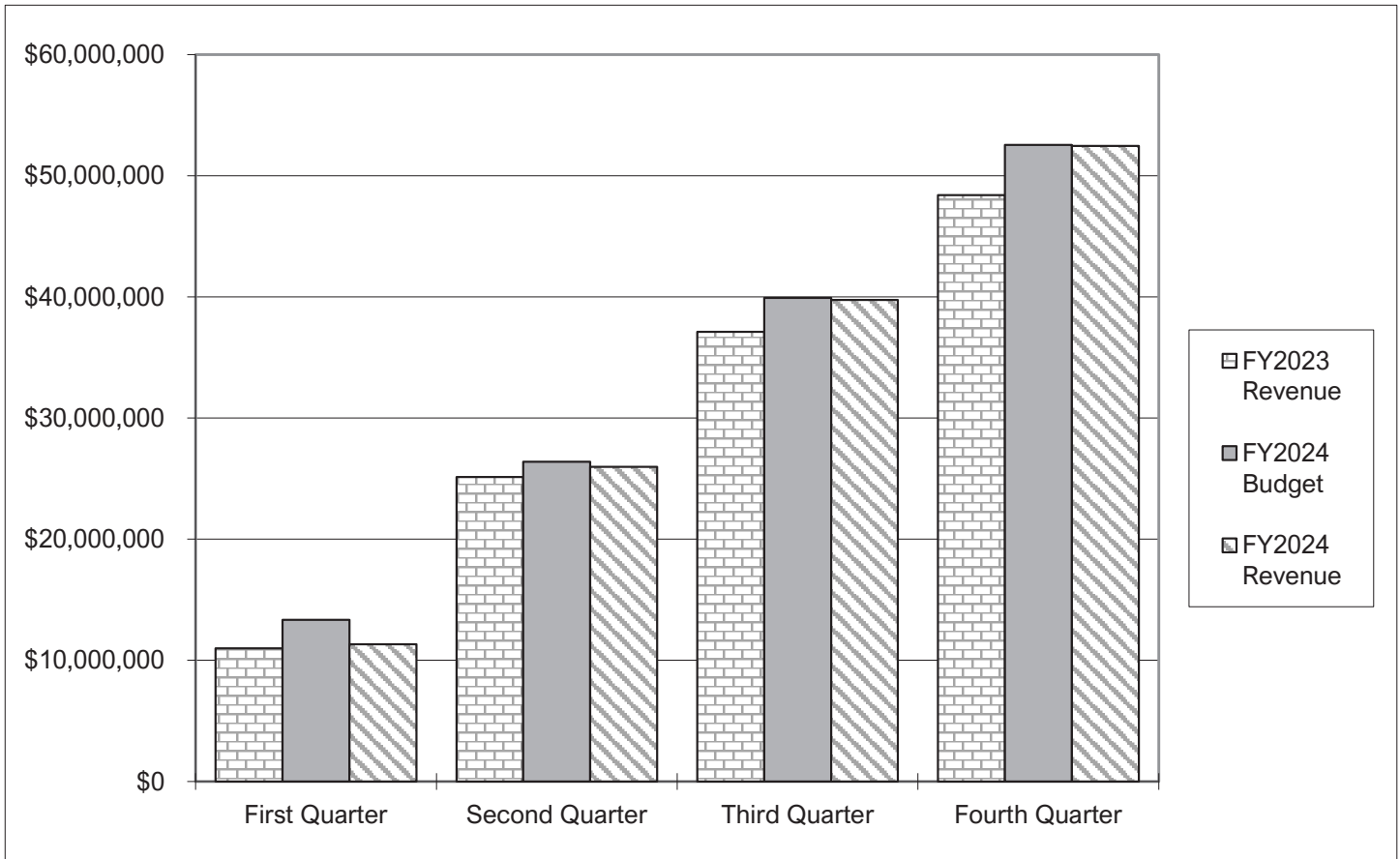
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY2023 Revenue	$10,997,559	$25,132,334	$37,115,799	$48,399,188
FY2024 Budget	$13,341,443	$26,400,994	$39,912,943	$52,552,733
FY2024 Revenue	$11,327,067	$25,979,400	$39,763,608	$52,476,069

FY2023 Fourth Quarter Actual		FY2024 Fourth Quarter Actual	Difference Between FY2023 and FY2024 Totals
$10,528,000	State Appropriation	$14,280,000	**$3,752,000**
$13,901,812	Per Credit Tuition Plan	$13,572,903	**($328,909)**
$3,163,443	Chapter 33 (Veteran)	$3,813,344	**$649,901**
$2,993,444	Undergraduate Nursing	$4,010,331	**$1,016,887**
$3,547,769	Corporate Choice	$3,278,785	**($268,984)**
$5,369,996	Military	$4,947,962	**($422,034)**
$2,111,933	Other Undergraduate	$2,249,910	**$137,977**
$6,599,152	Graduate	$6,752,310	**$153,158**
$183,639	Summer Term Adjustment	($429,476)	**($613,115)**
$48,399,188	**Total**	**$52,476,069**	**$4,076,881**

FY2024 UNDERGRADUATE REVENUE
Quarter Ending June 30, 2024
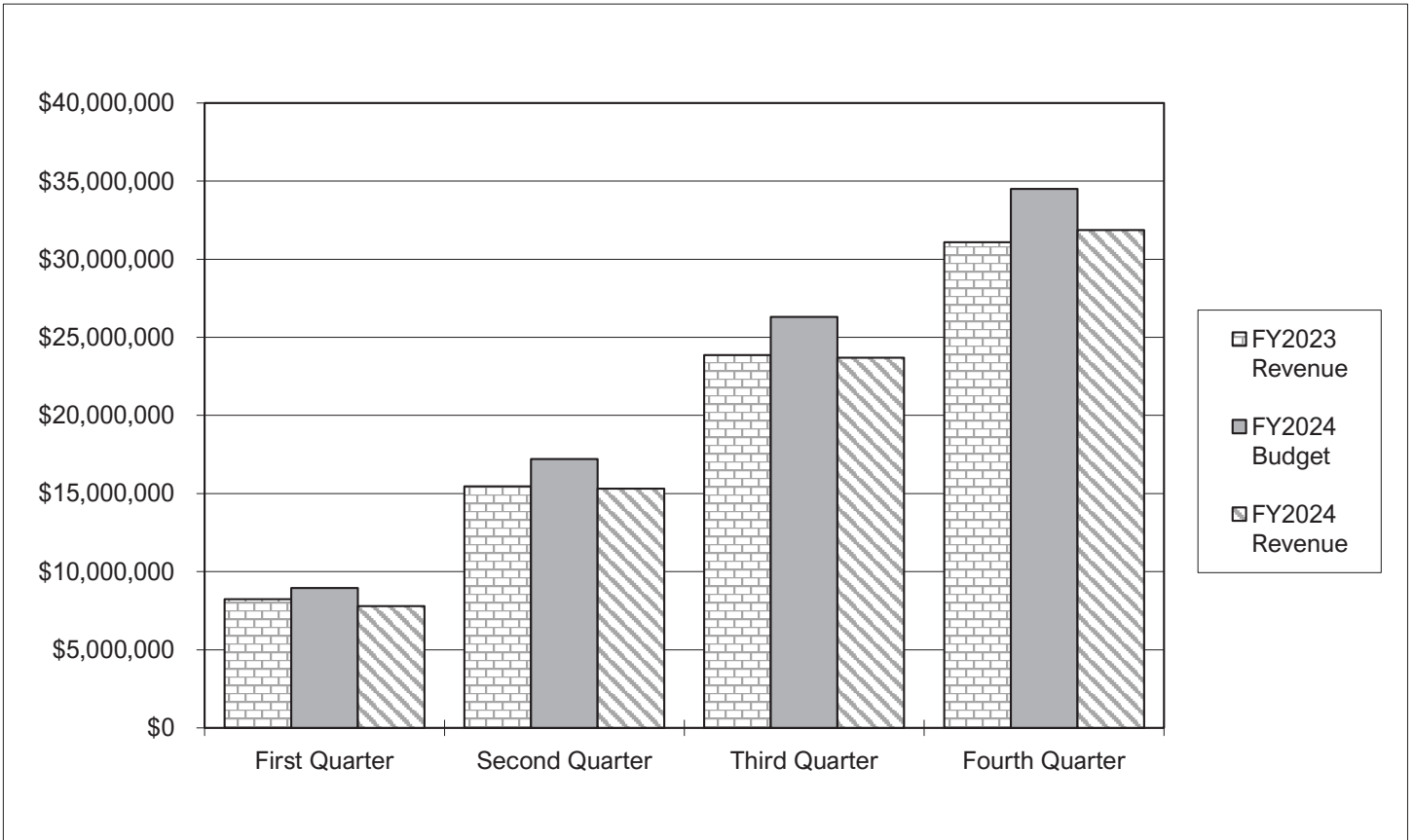
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY2023 Revenue	$8,242,251	$15,463,832	$23,858,306	$31,088,397
FY2024 Budget	$8,945,618	$17,206,064	$26,310,585	$34,488,695
FY2024 Revenue	$7,789,041	$15,315,341	$23,703,807	$31,873,235

FY24 Fourth Quarter
April 1, 2024, through June 30, 2024
UNDERGRADUATE STUDENT REVENUE

	Fourth Quarter FY2023 Revenue	FY2023 YTD Revenue	Fourth Quarter FY2024 Budget	Fourth Quarter FY2024 Revenue	Percentage of Fourth Quarter Revenue Received	FY2024 YTD Budget	FY2024 YTD Revenue	Percentage of YTD Revenue Received	Comparison FY2023 to FY2024
Application Fee	**$46,250**	**$180,250**	**$42,608**	**$50,550**	**109%**	**$178,151**	**$191,475**	**107%**	**6%**
Per Credit Tuition Plan									
In	$1,607,980	$7,701,677	$2,051,298	$1,683,689	82%	$8,984,488	$7,147,427	80%	-7%
Out	$1,201,575	$5,776,291	$1,591,431	$1,356,707	85%	$6,747,067	$5,974,123	89%	3%
Nonenrolled	$151,132	$423,844	$136,372	$145,574	107%	$418,928	$451,353	108%	6%
Per Credit Tuition Plan Total	**$2,960,687**	**$13,901,812**	**$3,779,101**	**$3,185,970**	**84%**	**$16,150,483**	**$13,572,903**	**84%**	**-2%**
TECEP	**$45,876**	**$214,290**	**$59,049**	**$74,070**	**125%**	**$250,163**	**$396,610**	**159%**	**85%**
Prior Learning Assessment	**$31,286**	**$41,611**	**$44,843**	**$13,080**	**29%**	**$178,011**	**$79,859**	**45%**	**92%**
Chapter 33 Tuition	**$749,274**	**$3,163,443**	**$757,418**	**$944,716**	**125%**	**$3,311,286**	**$3,813,344**	**115%**	**21%**
Nursing									
BSN Tuition and fees	$220,622	$1,001,369	$336,308	$323,008	96%	$1,497,935	$1,233,600	82%	23%
Accelerate BSN Program	$648,143	$1,992,075	$445,559	$1,238,657	278%	$1,676,852	$2,776,731	166%	39%
Nursing Total	**$868,765**	**$2,993,444**	**$781,867**	**$1,561,665**	**200%**	**$3,174,787**	**$4,010,331**	**126%**	**34%**
Professional Continuing Studies Tuition	**$82,234**	**$82,234**	**$0**	**$0**	**0%**	**$0**	**$0**	**0%**	**-100%**
Corporate Choice									
Corporate Choice	$467,606	$1,936,333	$522,617	$445,103	85%	$2,183,102	$2,134,756	98%	10%
Corporate Choice - UPS	$389,367	$1,611,436	$388,805	$253,322	65%	$1,592,305	$1,144,029	72%	-29%
Corporate Choice Total	**$856,973**	**$3,547,769**	**$911,422**	**$698,425**	**77%**	**$3,775,407**	**$3,278,785**	**87%**	**-8%**
Military									
Military Degree Completion Program (MDCP)	$299,168	$1,560,988	$373,019	$286,936	77%	$1,810,250	$1,311,177	72%	-16%
GoAmyU	$314,313	$1,166,442	$294,451	$273,125	93%	$1,255,999	$1,100,875	88%	-6%
Navy College Program	$626,313	$2,595,126	$667,416	$629,125	94%	$2,651,998	$2,494,375	94%	-4%
McGuire AFB Tuition/Nat'l Test Ctr	$6,960	$18,690	$0	$5,295	0%	$0	$17,535	0%	-6%
Navy PACE	$7,500	$28,750	$7,655	$2,000	26%	$27,500	$24,000	87%	-17%
Operation College Smile/ Promise	$0	$0	$0	$0	0%	$0	$0	0%	0%
VA Admin Allow	$0	$0	$0	$0	0%	$0	$0	0%	0%
Military Total	**$1,254,254**	**$5,369,996**	**$1,342,541**	**$1,196,481**	**89%**	**$5,745,747**	**$4,947,962**	**86%**	**-8%**
Other Undergraduate Fees	**$334,494**	**$1,593,548**	**$459,244**	**$444,473**	**97%**	**$1,724,644**	**$1,581,966**	**92%**	**-1%**
Total Undergraduate Tuition and Fees	**$7,230,093**	**$31,088,397**	**$8,178,093**	**$8,169,430**	**100%**	**$34,488,679**	**$31,873,235**	**92%**	**3%**

FY24 Fourth Quarter
April 1, 2024, through June 30, 2024
GRADUATE STUDENT REVENUE

	Fouth Quarter FY2023 Revenue	FY2023 YTD Revenue	Fourth Quarter FY2024 Budget	Fourth Quarter FY2024 Revenue	Percentage of Fourth Quarter Revenue Received	FY2024 YTD Budget	FY2024 YTD Revenue	Percentage of YTD Revenue Received	Comparison FY2023 to FY2024
Master Programs Tuition									
Graduate PLA	$0	$2,607	$415	$1,470	354%	$3,919	$10,650	272%	309%
MA Educational Leadership	$96,390	$415,420	$90,534	$122,816	136%	$431,325	$363,994	84%	-12%
MS Homeland Security	$38,272	$183,779	$33,294	$98,900	297%	$176,175	$238,929	136%	30%
MS Applied Science and Technology	$197,336	$938,929	$233,522	$249,885	107%	$1,100,252	$848,272	77%	-10%
MA Ed Tech and Online Learning	$4,556	$38,981	$12,474	$8,100	65%	$50,624	$50,625	100%	30%
MS Public Service	$83,937	$375,287	$94,352	$166,961	177%	$415,123	$484,265	117%	29%
MBA	$288,319	$1,024,338	$320,706	$235,193	73%	$1,181,885	$1,028,423	87%	0%
MSHRM Tuition	$86,568	$351,974	$102,321	$65,104	64%	$408,374	$323,393	79%	-8%
MSM Tuition	$367,866	$1,419,904	$381,576	$397,813	104%	$1,514,027	$1,518,610	100%	7%
Nursing Tuition	$111,248	$710,497	$163,973	$91,378	56%	$864,675	$632,984	73%	-11%
Masters Programs Tuition Total	**$1,274,492**	**$5,461,716**	**$1,433,167**	**$1,437,620**	**100%**	**$6,146,379**	**$5,500,145**	**89%**	**1%**
Doctorate Programs Tuition									
Doctor of Business Administration	$281,467	$882,885	$261,775	$299,157	114%	$930,136	$924,419	99%	5%
Doctor of Nurse Practice	$50,048	$254,551	$63,050	$71,680	114%	$316,723	$327,746	103%	29%
EdD Org Leadership	$0	$0	$30,845	$0	0%	$71,401	$0	0%	0%
EdD Professional Studies	$0	$0	$30,845	$0	0%	$71,401	$0	0%	0%
Doctorate Programs Tuition Total	**$331,515**	**$1,137,436**	**$386,515**	**$370,837**	**96%**	**$1,389,661**	**$1,252,165**	**90%**	**10%**
Total Graduate Tuition and Fees	**$1,606,007**	**$6,599,152**	**$1,819,682**	**$1,808,457**	**99%**	**$7,536,040**	**$6,752,310**	**90%**	**2%**
Total Tuition and Fees	**$8,836,100**	**$37,687,549**	**$9,997,775**	**$9,977,887**	**100%**	**$42,024,719**	**$38,625,545**	**92%**	**2%**

Thomas Edison State University
April 1, 2024, through June 30, 2024
FY2024, QUARTERLY INVESTMENT REPORT

	AS OF 3/31/24 BOOK BALANCE	DEPOSITS & PRINCIPAL INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/24 MARKET VALUE	AS OF 6/30/24 BOOK BALANCE	FYTD INVESTMENT INCOME	FYTD REALIZED/UNREALIZED GAIN (LOSS)
NEW JERSEY CASH MANAGEMENT	$21,124,297	$7,500,000	$277,008	($4,700,000)	$24,201,305	$24,201,305	$959,236	$0
BANK OF AMERICA	$3,219,133	$33,039,437	$2,922	($31,483,726)	$4,777,767	$4,777,767	$2,922	$0
CERTIFICATES OF DEPOSIT	$3,000,000	$0	$0	($3,000,000)	$0	$0	$216,565	$0
BERNSTEIN PORTFOLIO	$459,633	$0	$5,094	($1,150)	$463,577	$463,577	$18,975	($1,150)
OTHER	$0	$0	$29	$0	$29	$29	$29	$0
TOTAL	$27,803,063	$40,539,437	$285,053	($39,184,876)	$29,442,678	$29,442,678	$1,197,727	($1,150)

Outstanding Investment Instruments:

Bernstein Quasi Quasi End Invstmnts-Bernstein	AS OF 3/31/24 BOOK BALANCE	DEPOSITS & PRINCIPAL INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/24 MARKET VALUE	AS OF 6/30/24 BOOK BALANCE	FYTD INVESTMENT INCOME	FYTD REALIZED/UNREALIZED GAIN (LOSS)
Total	$3,152,923	$351,295	$30,041	($201,205)	$3,333,054	$3,333,054	$114,518	$159,513

TOTAL FYTD INVESTMENT INCOME	TOTAL FYTD REALIZED/UNREALIZED GAIN (LOSS)
$1,312,245	$158,363

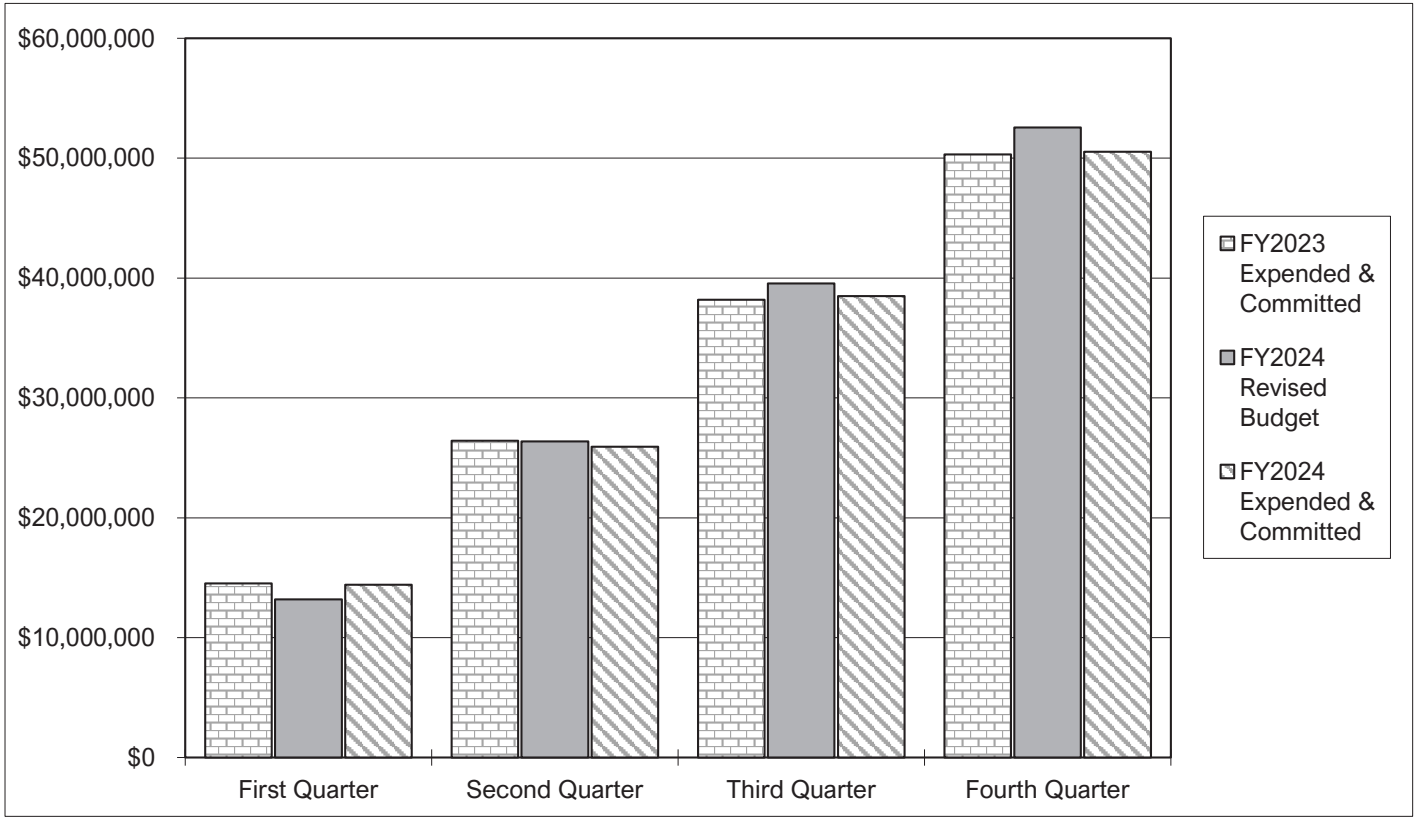Certificates of Deposit as of 6/30/24

Amount	Purch Date	Due Date	Interest Rate
$0			

Interest Rate of Return:

	NJCM	Bank of Amer
APR	5.28%	0.97%
MAY	5.28%	0.97%
JUN	5.29%	4.35%
Average Rate	5.28%	2.10%

FY24 EXPENDITURE AND OBLIGATION
Quarter Ending June 30, 2024

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY2023 Expended & Committed	$14,522,566	$26,436,327	$38,195,353	$50,310,325
FY2024 Revised Budget	$13,183,621	$26,367,242	$39,550,863	$52,552,733
FY2024 Expended & Committed	$14,423,473	$25,914,896	$38,483,312	$50,527,222

New Jersey Capital Facilities Grants

2014

The University received two grants from the Construction Improvement Fund (CIF) of $1,397,000 and $1,913,000 for the renovation of the Center for Learning and Technology and the Kelsey/Townhouse complex, respectively. The CIF grants had a matching requirement of one third of the debt payments.

The loan payment schedule for the CIF debt (Center for Learning and Technology and the Kelsey/Townhouse complex) has a 20-year term. The University portion of the debt was $433,333 for the Center for Learning and Technology and $593,417 for the Kelsey/Townhouse complex. There are 39 loan payments (Interest Portion at 3.5%-5%) which are scheduled every six months.

The first payment was scheduled for August 15, 2014, and the last payment is scheduled for August 15, 2033. The University met its obligation for the loan payment of $14,541, which was paid last quarter.

2017

The loan payment schedule for the CIF debt (Archway) has a 20-year term. The University portion of the debt was $55,399. There are 39 loan payments (Interest Portion at 3%-5.5%) which are scheduled every six months.

The first payment is scheduled for August 15, 2017, and the last payment is scheduled for August 15, 2036. The University met its obligation for the loan payment of $1,052, which was paid last quarter.

2024

The University received a $1,485,060 Equipment Leasing Fund (ELF) grant for information technology infrastructure and equipment. The ELF grant had a 25% matching requirement. The loan payment schedule has a 6-year term. The University portion of the debt was $355,778. There are 12 loan payments (Interest Portion at 5%), which are scheduled every 6 months.

The first payment is scheduled for February 1, 2024, and the last payment is scheduled for August 1, 2029. The University met its obligation for the loan payment of $7,214, which was paid last quarter.

PNC Bank George A. Pruitt Hall Building Construction Debt (October 2014)

On October 31, 2014, the University entered into a debt agreement with PNC Bank to assist the University in covering costs associated with the construction of George A. Pruitt 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 at 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 payments for this quarter in the amount of $183,359.

Restricted Revenue and Expenses
for the Fourth Quarter, Ending June 30, 2024

The University received $2,998,896 in grant funding and incurred expenses of $3,187,109, which resulted in a fund balance of $1,247,294 through the fourth quarter.

Program	Beginning Balance	YTD Revenues	YTD Expenses	Ending Balance
TESUF - Prior Year Grants	506,636	(1,500)	423,886	81,250
OSHE - ELF/HETI	0	1,178,083	1,178,757	(674)
MS Accounting	25,000	0	0	25,000
NJDOL - NJ Place	2	219,550	219,552	0
Leadership Academy	6,249	8,999	3,500	11,748
Student Apprenticeship Program	10,000	0	5,000	5,000
NJ Pathways II	65,000	0	65,000	0
Peer Support Program	0	15,000	0	15,000
TESUF - Peer Support Program	0	30,000	19,461	10,539
NRC - Scholarship	(966)	97,453	97,361	(874)
USDOE UNLP Scholarship	0	13,434	13,434	0
Opportunity Meets Innov. (OMIC)	239,831	0	239,831	0
Nursing Sim Lab II	11,112	360	0	11,472
Nursing Cur. Review	757	0	757	0
Nursing Doctorate	75,000	0	75,000	0
Creating Career Pathways	24,570	0	24,570	0
HRSA - Nursing Loan Program	0	79,056	61,481	17,575
USDOL - Mental Health Pathways	0	199,253	180,847	18,406
OSHE - Mental Health	0	473,646	109,810	363,836
TESUF - MAEDL	41,310	0	37,310	4,000
Leadership Scholarships	0	145,515	145,515	0
Competency Based Education	21,119	0	10,000	11,119
DBA Symposium	6,902	15,051	17,354	4,599
NEH - Spotlight Humanities	0	2,348	7,600	(5,252)
TESUF - Criminal Justice	0	20,000	20,000	0
CLT - Martinson	104,571	0	9,573	94,998
CLT - STEM	25,540	0	0	25,540
TESUF - Ed.D	0	175,000	0	175,000
OSHE - Some College, No Degree	0	149,977	133,170	16,807
TESUF - Enroll Mgt Innovation	0	150,000	88,340	61,660
TESUF - Leadership Trenton	0	27,671	0	27,671
Center for Leadership and Gov	272,874	0	0	272,874
Total Restricted Grants	1,435,507	2,998,896	3,187,109	1,247,294

Quarterly Financial Summary
Restricted Revenues and Expenses
Quarter Ending June 30, 2024

		PERFORMANCE				COMPARATIVE		
		FY2024	FY2024	$		FY2024	FY2023	$
GL Code		Budget	YTD	Variance	%	YTD	YTD	Change
	Revenue:							
18-12100x0	OSHE - ELF/HETI	1,541,818	1,178,083	363,735	-	1,178,083	-	1,178,083
18-1300003	TESUF - Gap Analysis Grant	-	(500)	500	-	(500)	-	(500)
18-1300002	Academic Community Impact Pgm	-	-	-	-	-	(17,683)	17,683
18-1300005	NJDOL NJ Place	545,800	219,550	326,250	-	219,550	234,272	(14,722)
18-1300008	Leadership Academy	8,999	8,999	-	-	8,999	8,999	-
18-1 PLACE 5	Peer Support	15,000	15,000	-	-	15,000	-	15,000
18-1300600	TESUF - Peer Support Program	30,000	30,000	-	-	30,000	-	30,000
18-131100x	NRC - Scholarship	250,187	97,453	152,734	-	97,453	161,001	(63,548)
18-1311030	USDOE - UNLP Schlp	27,338	13,434	13,904	-	13,434	11,163	2,271
18-1320102	Nursing Sim Lab ll	-	360	(360)	-	360	162	198
18-1320505	HRSA - Nursing Loan Program	285,880	79,056	206,824	-	79,056	-	79,056
18-1320650	USDOL - Mental Health Pathways	2,761,271	199,253	2,562,018	-	199,253	-	199,253
18-1320900	OSHE - Mental Health	473,646	473,646	-	-	473,646	-	473,646
18-1340010	TESUF - Competency Based Education	-	-	-	-	-		
18-1340032	Leadership Scholarships	145,515	145,515	-	-	145,515	-	145,515
18-1355031	DBA Symposium- King	-	15,051	(15,051)	-	15,051	10,129	4,922
18-1355045	NEH - Spotlight Humanities	60,000	2,348	57,652	-	2,348	-	2,348
18-1355046	TESUF - Criminal Justice	20,000	20,000	-	-	20,000	-	20,000
18-13708x0	TESUF - Ed.D	-	175,000	(175,000)	-	175,000	-	175,000
18-1501010	OSHE - Some College, No Degree	149,977	149,977	-	-	149,977	-	149,977
18-1511000	TESUF - Enroll Mgt Innovation	-	150,000	(150,000)	-	150,000	-	150,000
18-1700300	TESUF - Watson Strategic Plan	-	(1,000)	1,000	-	(1,000)	-	(1,000)
18-1701100	Leadership Trenton	27,671	27,671	-	-	27,671	-	27,671
	Total Revenues	6,343,102	2,998,896	3,344,206	-	2,998,896	408,043	2,590,853
	Expenses:							
	TESUF - Prior Year Grants	506,636	423,886	82,750		423,886	328,688	95,198
18-12100x0	OSHE - ELF/HETI	1,541,818	1,178,757	363,061	-	1,178,757	-	1,178,757
18-1300004	MS Accounting	25,000	-	25,000	-	-	-	-
18-1300005	NJDOL NJ Place	545,802	219,552	326,250	40	219,552	234,272	(14,720)
18-1300008	Leadership Academy	15,248	3,500	11,748	-	3,500	2,750	750
18-1300011	Student Apprenticeship Program	10,000	5,000	5,000	-	5,000	-	5,000
18-1300012	NJ Pathways II	65,000	65,000	-	-	65,000	2,000	63,000
18-1300015	Investors Peer Support	-	-	-	-	-		
18-130001x	Peer Support	15,000	-	15,000	-	-	-	-
18-1300600	TESUF - Peer Support Program	30,000	19,461	10,539	-	19,461	-	19,461
18-131100x	NRC - Scholarship	250,411	97,361	153,050	-	97,361	161,967	(64,606)
18-1311030	USDOE - UNLP Schlp	27,338	13,434	13,904	-	13,434	11,163	2,271
18-1311041	OMIC SILE	37,263	37,263	-	-	37,263	129,292	(92,029)
18-1311042	OMIC Student Success	202,568	202,568	-	-	*202,568*	77,432	*125,136*
18-1320102	Nursing Sim Lab ll	11,112	-	11,112	-	-	-	-
18-1320106	Nursing Curr. Review	757	757	-	-	757	74,243	(73,486)
18-1320107	Nursing Doctorate	75,000	75,000	-	100	75,000	-	75,000
18-1320108	Creating Career Pathways	24,570	24,570	-	100	24,570	430	24,140
18-1320505	HRSA - Nursing Loan Program	294,657	61,481	233,176	-	61,481	-	61,481
18-1320650	USDOL - Mental Health Pathways	2,761,271	180,847	2,580,424	-	180,847	-	180,847
18-1320900	OSHE - Mental Health	473,646	109,810	363,836	-	109,810	-	109,810
18-1340010	TESUF - Competency Based Education	-	-	-	-	-		
18-1340030//31	TESUF - MAEDL	41,310	37,310	4,000	90	37,310	61,503	(24,193)
18-1340032	Leadership Scholarships	133,186	145,515	(12,329)	-	145,515	-	145,515
18-1340040	Comp Based Education	21,119	10,000	11,119	47	10,000	20,000	(10,000)
18-1355031	DBA Symposium	21,923	17,354	4,569	-	17,354	3,030	14,324
18-1355045	NEH - Spotlight Humanities	60,000	7,600	52,400	-	7,600	-	7,600
18-1355046	TESUF - Criminal Justice Program	20,000	20,000	-	-	20,000	-	20,000
18-1360503	CLT - Martinson	104,571	9,573	94,998	9	9,573	23,280	(13,707)
18-1360505	CLT - STEM	25,540	-	25,540	-	-	-	-
18-13708x0	TESUF - Ed.D	175,000	-	175,000	-	-	-	-
18-1501010	OSHE - Some College, No Degree	149,977	133,170	16,807	-	133,170	-	133,170
18-1511000	TESUF - Enroll Mgt Innovation	150,000	88,340	61,660	-	88,340	-	88,340
18-1701100	Leadership Trenton	40,000	-	40,000	-	-	-	-
18-1705000	Center for Leadership and Governance	272,874	-	272,874	-	-	36	(36)
	Total Expenses	8,128,597	3,187,109	5,024,238		3,187,109	1,130,086	2,152,221
	Net Increase(Decrease)	(1,785,495)	(188,213)	(1,680,032)	-	(188,213)	(722,043)	438,632

Fiscal Year 2023

The President's Annual Report
to the Board of Trustees **35**

FY24
NEW JERSEY STATE LIBRARY

Summary of Revenue and Expenses
for the Fourth Quarter, Ending June 30, 2024

Revenues

The State Library receives revenue from two primary sources: state appropriations and federal grants. For FY24 the total revenue budget was $61,187,000 including $4,629,240 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library realized $20,990,484 in total revenue from all sources through the fourth quarter, or 34% of its total budget.

The revenue budget administered by the State Library for FY24 was $56,557,760. The revenue budget consists of $7,007,380 for State Library operations, $4,299,000 in state aid grants and $45,231,380 in federal grants.

In the operating fund, revenue collections at the end of the fourth quarter were $7,162,504 or 102% of budget, excluding investment income. Revenue collections for state aid funds were $4,299,000, or 100% of budget. In comparison, revenue collections for the same period last year were $7,288,218 or 99% and $4,299,000 or 100% for the operating fund and state aid, respectively.

The State Library currently has $45,231,380 in budgeted federal library funds. This amount includes $9,204,725 for the Library Services and Technology Act (LSTA) grant appropriation from the Institute for Museum and Library Services (IMLS), $46,067 in National Historical Publications and Records Commission grant funds, $34,832,000 in American Rescue Act – Capital Projects Fund, $400,000 in Affordable Connectivity Grant and $748,588 in IMLS National Leadership Grant. The State Library's budget for the LSTA grant includes $341,568 from grant year 2022, $4,536,994 from grant year 2023 and $4,326,163 from grant year 2024. Actual federal revenue at the end of the fourth quarter was $4,857,298 or 11% of available funding, as compared to $6,247,381 or 55% for the same period last year. The total federal revenue represents $4,504,504 in the LSTA grants and $352,794 in other federal grants.

Interest income at the end of the fourth quarter totaled $42,442 as compared with $28,349 for the same quarter in the prior year. The State Library received $41,360 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with $52,129 in the same period last year. The Donation and Endowment Investment fund has a market value of $1,479,328, as compared with $1,168,208 for the same period last year.

Expenditures

The State Library expended from all sources $19,966,943 or 33% of its total budget of $61,187,000. In comparison, $20,335,299, or 74%, was expended during the same period in the prior year.

The State Library expended $6,399,480, or 91%, of the Direct State Services budget of $7,027,380. State-aid expenditures were $4,065,196 or 95% of the budget of $4,299,000. In comparison, at the end of the fourth quarter of the prior year, State Library expenditures were $6,010,981, or 81%, and $3,793,670, or 88%, for direct state services and state-aid expenditures, respectively.

A total of $4,629,240 in per capita grants was distributed to 280 qualifying county and municipal libraries for the provision of local library services. These are formula-based grants.

Federal grant expenditures amounting to 4,858,889, or 11%, of the grant funds available, were expended of the federal budget of $40,905,217 compared to $5,928,554, or 52%, in the prior year.

New Jersey State Library
Quarterly Financial Summary
Revenues and Expenses
Quarter Ending June 30, 2024

	PERFORMANCE				COMPARATIVE			
	FY2024 Budget	FY2024 YTD	$ Variance	% Achieved	FY2024 YTD	FY2023 YTD	$ Change	% Change
REVENUES								
State Approp.	5,741,734	5,794,877	53,143	101	5,794,877	6,676,110	(881,233)	(13)
Other Revenue	1,265,646	1,367,628	101,982	108	1,367,628	612,108	755,520	123
Total Budgeted Revenue	7,007,380	7,162,504	155,124	102	7,162,504	7,288,218	(125,714)	(2)
Interest Income	20,000	42,442	22,442		42,442	28,349	14,093	50
Total Operating Revenue	7,027,380	7,204,946	177,566	103	7,204,946	7,316,567	(111,621)	(2)
State Aid	4,299,000	4,299,000	0	100	4,299,000	4,299,000	0	0
Total State Grants	4,299,000	4,299,000	0	100	4,299,000	4,299,000	0	0
LSTA GY21	0	0	0	0	0	313,986	(313,986)	(100)
LSTA GY22	341,568	340,747	(821)	100	340,747	3,971,288	(3,630,541)	(91)
LSTA GY23	4,536,994	4,163,757	(373,237)	92	4,163,757	0	4,163,757	
LSTA GY24	4,326,163	0				0		
ARPA	0	0	0		0	1,802,694	(1,802,694)	
NHPRC	46,067	45,550	(517)	99	45,550	159,414	(113,864)	(71)
CPF	34,832,000	226,235	(34,605,765)	1	226,235	0	226,235	
ACP	400,000	80,885	(319,115)	20	80,885	0	80,885	
Info Literacy	748,588	124	(748,464)	0	124	0	124	
Total Federal Grants	45,231,380	4,857,298	(36,047,918)	11	4,857,298	6,247,381	(1,076,097)	(17)
Total NJSL Administered	56,557,760	16,361,244	(35,870,353)	213	16,361,244	17,862,948	(1,187,718)	(7)
State Grants/Treasury	4,629,240	4,629,240	0	100	4,629,240	4,601,354	27,886	1
Total Revenues	61,187,000	20,990,484	(35,870,353)	34	20,990,484	22,464,302	(1,159,832)	(5)
EXPENSES								
Salaries	4,849,647	4,262,635	587,012	88	4,262,635	4,225,093	37,542	1
Fringes	116,531	472,725	(356,194)	406	472,725	86,086	386,639	11
Materials	1,487,450	1,194,175	293,275	80	1,194,175	1,102,017	92,158	8
Service Other than Salaries	439,952	366,410	73,542	83	366,410	443,914	(77,504)	(17)
Maintenance	59,300	74,857	(15,557)	126	74,857	70,681	4,176	6
Additions, Improvements	74,500	28,677	45,823	38	28,677	83,190	(54,513)	0
Total Operating Expenses	7,027,380	6,399,480	627,900	91	6,399,480	6,010,982	388,498	6
Salaries	870,335	808,654	61,681	93	808,654	792,198	16,456	2
Non-Salaries	3,428,665	3,256,542	172,123	95	3,256,542	3,001,472	255,070	8
Total State Expenses	4,299,000	4,065,196	233,804	95	4,065,196	3,793,670	271,526	7
Salaries	0	14,138	(14,138)	0	14,138	0	14,138	0
Non-Salaries	0	0	0	0	0	738	(738)	0
Total Construction Bond	0	14,138	(14,138)	0	14,138	738	13,400	0
Salaries	6,005,628	2,505,101	3,500,528	42	2,505,101	1,303,980	1,201,121	92
Non-Salaries	39,225,752	2,353,789	36,871,963	6	2,353,789	4,624,574	(2,270,785)	(49)
Total Federal Expenses	45,231,380	4,858,889	40,372,491	11	4,858,889	5,928,554	(1,069,665)	(18)
Total NJSL Expenses	56,557,760	15,337,703	41,234,195	27	15,337,703	15,733,945	(409,641)	(3)
State Grants/Treasury	4,629,240	4,629,240	0	100	4,629,240	4,601,354	27,886	1
Total Expenses	61,187,000	19,966,943	41,234,195	33	19,966,943	20,335,299	(381,755)	(2)
Net Increase (Decrease) In Fund Balance	(0)	1,023,541	5,363,843	2	1,023,541	2,129,002	(778,077)	(37)
Operating Carryforward	1,355,910	416,749	939,161	31	416,749	309,156	107,593	35
State Aid Carryforward	260,210	205,231	54,979	79	205,231	189,957	15,274	8

Thomas Edison State University
Revenue to Student Count Comparison

Historically, a new or continuing per-credit student is counted on the 10th day of the first term in which they are enrolled and is only counted once a year. This method of counting, still in use today for official enrollment, reflects the student's headcounts, unduplicated within an academic level. Currently, our students pay tuition as they enroll in courses throughout the year and make progress toward their degree. Since headcounts do not always reflect student's course activity or tuition activity and to better align with the way that TESU students currently enroll in the University, the present analysis focuses on the relationship between quarterly student course enrollment activity and their student tuition.

Tuition Revenues

The tuition is billed at registration which is normally a month before the term starts and enrollment is acknowledged (i.e. students who start a term in the July term register, are billed and revenue is recorded in June).

This analysis matches the recorded tuition revenue to the month/term in which the student enrollment is counted. For quarterly reporting, the revenue quarters are therefore adjusted to June – August, September - November, December - February and March - May. This allows us to better align to the quarterly enrollment counts with the proper tuition payments. The alignment of tuition and enrollment reporting quarters is as follows:

	Tuition Reporting	Enrollment Reporting
Q1	June - August	July - September
Q2	September - November	October - December
Q3	December - February	January - March
Q4	March - May	April - June

The following table provides a comparison of student tuition in FY23 to FY24, using the matching tuition/enrollment process described above. The visiting, veterans, RN to BSN, accelerated nursing and graduate programs had increases above the prior year. The per credit tuition plan, military and corporate choice decreased from FY23.

Fiscal Year 2023

	June - Aug. Q1	Sept. - Nov. Q2	Dec. - Feb. Q3	March - May Q4	Total
Per Credit Tuition Plan	3,792,068	3,052,079	3,595,072	3,102,127	13,541,346
Visiting	86,720	85,400	84,256	156,541	412,917
Military	1,350,820	1,152,854	1,446,410	1,315,353	5,265,437
Veterans - Chapter 33	702,134	623,588	845,702	835,580	3,007,004
RN to BSN	280,030	350,440	283,231	117,068	1,030,769
Accelerated Nursing	592,626	545,509	611,480	147,737	1,897,352
Corporate Choice	913,395	704,698	974,909	953,644	3,546,646
Undergraduate Course Tuition	7,717,793	6,514,568	7,841,060	6,628,050	28,701,471
Graduate Course Tuition	1,826,774	1,133,476	2,045,143	1,383,310	6,388,703
Other/Fees	612,376	509,721	431,893	602,786	2,156,776
Total	10,156,943	8,157,765	10,318,096	8,614,146	37,246,950

Fiscal Year 2024

	June - Aug. Q1	Sept. - Nov. Q2	Dec. - Feb. Q3	March - May Q4	Total	Increase/ (Decrease)
Per Credit Tuition Plan	3,301,334	3,040,526	3,611,683	3,205,290	13,158,833	(382,513)
Visiting	80,968	82,765	129,844	152,969	446,546	33,629
Military	1,380,113	1,052,047	1,335,393	1,198,193	4,965,746	(299,691)
Veterans - Chapter 33	968,385	818,955	1,080,798	972,667	3,840,805	833,801
RN to BSN	240,739	344,625	436,550	162,166	1,184,080	153,311
Accelerated Nursing	716,438	571,033	831,390	412,665	2,531,526	634,174
Corporate Choice	836,052	681,640	1,037,403	751,293	3,306,388	(240,258)
Undergraduate Course Tuition	7,524,029	6,591,591	8,463,061	6,855,243	29,433,924	732,453
Graduate Course Tuition	2,057,456	1,100,184	2,415,633	1,414,030	6,987,303	598,600
Other/Fees	482,042	579,887	591,368	629,822	2,283,119	126,343
Total	10,063,527	8,271,662	11,470,062	8,899,095	38,704,346	1,457,396

Student Enrollment Activity

The following chart identifies student enrollment activity during each quarter and is used by management as a useful measure of student progression and tuition. The number of active students decreased for graduate and undergraduate students. The number of credits decreased for graduate and increased for undergraduate students.

	FY2023	FY2024	FY2023	FY2024	FY2023	FY2024
	Tuition		Active during Quarter		Credits by Quarter	
Graduate						
Q1	1,826,774	2,057,456	624	562	3,051	2,823
Q2	1,133,476	1,100,184	600	552	2,373	2,301
Q3	2,045,143	2,415,633	685	716	3,402	3,996
Q4	1,383,310	1,414,030	496	466	2,010	1,836
Undergraduate Course Tuition						
Q1	7,717,793	7,524,029	3,526	3,201	21,375	21,034
Q2	6,514,568	6,591,591	3,340	3,291	20,718	21,482
Q3	7,841,060	8,463,061	3,653	3,754	22,801	24,086
Q4	6,628,050	6,855,243	3,143	3,094	18,691	19,189
Fees						
Q1	612,376	482,042				
Q2	509,721	579,887				
Q3	431,893	591,368				
Q4	602,786	629,822				
YTD Q4 Tuition and Fees	37,246,950	38,704,346				
Increase $		**1,457,396**				
Increase %		**3.91%**				

Credits and Revenue per Active Student

The following chart includes the number of credits per active student during each quarter. The number of credits decreased for graduate and increased for undergraduate students during the fourth quarter. Revenue per active student increased for graduate and undergraduate students.

| | FY2023 | FY2024 | FY2023 | FY2024 |
	Credits Per Active Student		Revenue Per Active Student	
Graduate				
Q1	4.9	5.0	2,927.52	3,660.95
Q2	4.0	4.2	1,889.13	1,993.09
Q3	5.0	5.6	2,985.61	3,373.79
Q4	4.1	3.9	2,788.93	3,034.40
Undergraduate Course Tuition				
Q1	6.1	6.6	2,188.82	2,350.52
Q2	6.2	6.5	1,950.47	2,002.91
Q3	6.2	6.4	2,146.47	2,254.41
Q4	5.9	6.2	2,108.83	2,215.66

Appendix B: Staff Activities

The President's External Committees and Memberships

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

Member, Executive Committee, Secretary, Co-Chair of Transfer Committee, New Jersey Presidents' Council

Member, Princeton Mercer Regional Chamber

Member, Chamber of Commerce Southern New Jersey

Member, Board of Directors, New Jersey Chamber of Commerce

Member, Board of Directors, Strategic Planning Committee, Governance, Nominating & Compensation Committee, Greater Trenton Inc.

Member, American Council on Education

Member, American Association of State Colleges and Universities

Member, International Adult and Continuing Education Hall of Fame

Member, Boys & Girls Club of Mercer County

Institutional Memberships

National Organizations - TESU

Accreditation Board for Engineering & Technology Inc.

Accreditation Council for Business Schools and Programs

American Association of Colleges of Nursing

American Association of State Colleges & Universities

American Council on Education

American Society for Public Administration

Association of Governing Boards

Commission on Collegiate Nursing Education

The Common Application

Council for Advancement and Support of Education

Council for Higher Education Accreditation

Educause

Middle States Association of Colleges and Schools

NACADA: the Global Community for Academic Advising Inc.

National Association of College & University Attorneys

National Association of College and University Business Officers

National Association of Institutions for Military Education Services

National League for Nursing

The Organization of Colleges of Nursing

University Professional Continuing Education Association

State and Local Organizations - TESU

African American Chamber of Commerce of New Jersey

Chamber of Commerce Southern New Jersey Inc.

New Jersey Association of Counties

New Jersey Association of State Colleges & Universities

New Jersey Business & Industry Association

New Jersey State Chamber of Commerce

Princeton Mercer Regional Chamber of Commerce

Statewide Hispanic Chamber of Commerce of New Jersey

National Organizations - NJSL

Chief Officers of State Library Agencies

Council of State Library Agencies in the Northeast

Foundation Center

LYRASIS – Leaders Circle

National District Attorneys Association

National Genealogical Society

Schools, Health and Libraries Broadband Coalition

Digital Public Library of America

Customers of SirsiDynix User Groups, Inc.

Palatines to America

The Common Application

State and Local Organizations - NJSL

African American Chamber of Commerce New Jersey

Candid (formerly Foundation Center)

Chamber of Commerce Southern New Jersey

eLibraryNJ

Genealogical Society of New Jersey

Health Science Library Association of NJ

League of Historical Societies of New Jersey

New England Historic and Genealogical Society

New Jersey Association of Counties

New Jersey Association of Library Assistants

New Jersey Historical Society

New Jersey Institute of Local Government Attorneys

New Jersey Library Association

New Jersey Planning Officials

New Jersey State Chamber of Commerce

New Jersey State Bar Association

New Jersey Voluntary Organizations Active in Disaster

North Carolina Genealogical Society

Ohio Genealogical Society

Princeton Mercer Regional Chamber of Commerce

Virginia Genealogical Society

Virginia Historical Society

Virtual Academic Library Environment of New Jersey

Staff Presentations

Jennifer Apgar, Youth Services Librarian

Panelist, "NJ State Library & LLNJ School Libraries Info Session," (Sharon Rawlins and Michael Maziekien), LibraryLinkNJ, Virtual

Co-Presenter, "Living Large: Large Print Resources for Students with Reading Disabilities," (Elizabeth Burns), 2023 New Jersey Association of School Librarians Fall Conference, Atlantic City, New Jersey

Co-Presenter, "Accessibility Unbound: Services for Students with Reading Disabilities and Print Disabilities," (Elizabeth Burns), 2023 New Jersey Association of School Librarians Fall Conference, Atlantic City, New Jersey

Co-Presenter, "A Week in the Life of An Accessible Library," (Elizabeth Burns, Stephen Felle, Elizabeth Kelly and Luisa Martucci), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Co-Presenter, "Literacy for All: Supporting Dyslexic and Neurodivergent Children and Teens in the Library," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Cynthia G. Baum, Provost and Senior Vice President for Academic Affairs

Co-Presenter, "The Foundation Has Been Built: What Happens Next?" (Jasmeial Jackson), 2024 UPCEA Annual Conference, Boston, Massachusetts

Elizabeth Burns, Associate Director

Co-Presenter, "Accessible Services Through the NJSL Talking Book & Braille Center," (Stephen Felle), 2023 New Jersey Assistive Technology Community Living Summit, West Windsor, New Jersey

Co-Presenter, "Living Large: Large Print Resources for Students with Reading Disabilities," (Jennifer Apgar), 2023 New Jersey Association of School Librarians Fall Conference, Atlantic City, New Jersey

Co-Presenter, "ALSC's Notable (Outstanding! Distinguished! Just Plain Great!) Children's Books," 2023 New Jersey Association of School Librarians Fall Conference, Atlantic City, New Jersey

Co-Presenter, "Accessibility Unbound: Services for Students with Reading Disabilities and Print Disabilities," (Jennifer Apgar), 2023 New Jersey Association of School Librarians Fall Conference, Atlantic City, New Jersey

Co-Presenter, "A Week in the Life of An Accessible Library," (Jennifer Apgar, Stephen Felle, Elizabeth Kelly and Luisa Martucci), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Co-Presenter, "ALSC's Notable (Outstanding! Distinguished! Just Plain Great!) Children's Books," New Jersey Library Association Conference, Atlantic City, New Jersey

Christine Carter, Director, Graduate Recruitment & Admissions and Enrollment Technology

Co-Presenter, "Moving Recruit to the Cloud," (Alison Hansen), Ellucian Live Conference, San Antonio, Texas

Leigh Clark, Grants/Foundations Librarian

Presenter, "Grant Resources at the New Jersey State Library," New Jersey Chapter of Grant Professionals Association, Virtual

Co-Presenter, "Grow Your Business at Your Local Library," (Andrea Levandowski), New Jersey Women's Center for Entrepreneurship, Virtual

Presenter, "Researching Grant Opportunities," New Jersey Council for the Humanities Conference, Virtual

Caitlyn Cook, New Jersey Documents Librarian

Presenter, "State Government Resources," Rutgers University, School of Communication and Information, Government Information Resources, Virtual

Andrew Dauphinee, Instruction and Outreach Librarian

Co-Presenter, "Get to Know Your Local Historical Society," (Regina Fitzpatrick), New Jersey League of Historical Societies, Virtual

Co-Presenter, "Resources Available from the New Jersey State Library and Talking Book and Braille Center," (Elizabeth Kelly), Ewing Public Library, Ewing, New Jersey

Presenter, "The Revolution is Coming to Your Library in 2026," 2024 New Jersey Library Association Conference, Atlantic City, New Jersey

Presenter, "Patriots by a Different Name: A History of the New Jersey Volunteers," Hackettstown Free Public Library, Virtual

David Dean, Associate Director, Information Technology

Presenter, "JerseyConnect's Resources for Libraries," LibraryLinkNJ, Virtual

Dennis Devery, Vice President for Enrollment Management

Presenter, 2023 NJBIZ Veterans in Business Awards, Virtual

Stuart A. Eisenstadt, Assistant Dean, School of Science and Technology

Presenter, "Thomas Edison State University's B.S. AoS Cloud Computing," New Jersey Public Sector Employees, Virtual

Stephen Felle, Outreach Librarian

Presenter, "Accessible Services Through the NJSL Talking Book & Braille Center," (Elizabeth Burns), New Jersey Assistive Technology Community Living Summit, West Windsor, New Jersey

Co-Presenter, "A Week in the Life of An Accessible Library," (Jen Apgar, Elizabeth Burns, Elizabeth Kelly and Luisa Martucci), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Regina Fitzpatrick, Genealogy Librarian

Presenter, "Death Records: The Linchpin of Genealogical Research," Salem County Genealogical Society Meeting, Woodstown, New Jersey

Presenter, "Researching New Jersey Revolutionary and Civil War Soldiers," Moorestown Library, Moorestown, New Jersey

Co-Presenter, "Get to Know Your Local Historical Society," (Andrew Dauphinee), New Jersey League of Historical Societies, Virtual

Presenter, "Webinar: Slavery and Emancipation Laws in 19th Century New Jersey," Woodbridge Public Library, Virtual

Presenter, "Researching New Jersey Revolutionary and Civil War Soldiers," Glen Rock Library, Glen Rock, New Jersey

Presenter, "Genealogy Research Stories: The Basse Class," Moorestown Library, Moorestown, New Jersey

Presenter, "Genealogy from Home," Woodbridge Public Library, Woodbridge, New Jersey

Co-Presenter, "Poster Session: Delivering the New Jersey State Library Pizza Challenge Hot and Fresh," (Jen Apgar, Elizabeth Kelly, Andrea Levandowski and Michael Maziekien), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Presenter, "Webinar: Introduction to New Jersey Genealogy," Eaton County Genealogical Society, Virtual

Alison Hansen, CRM Manager

Co-Presenter, "Moving Recruit to the Cloud," (Christine Carter), Ellucian Live Conference, San Antonio, Texas

Jeffrey S. Harmon, Vice Provost for Strategic Initiatives and Institutional Effectiveness and Interim Co-Dean of Heavin School of Social Sciences, Humanities, and Education

Presenter, "Myriad Modalities of Credit for Prior Learning at Thomas Edison State University," Council on Adult and Experiential Learning (CAEL) Conference, Baltimore, Maryland

Co-Presenter, "Credit for Prior Learning (CPL): Integrating New Jersey's Institutions of Higher Education," (Mary Kierst and Alison Maysilles), Passaic County College Faculty Professional Development Day, Passaic, New Jersey

Jasmeial "Jazz" Jackson, Vice Provost and Chief Student Success, Equity and Inclusion Officer

Co-Presenter, "The Foundation Has Been Built: What Happens Next?" (Cynthia Baum), 2024 UPCEA Annual Conference, Boston, Massachusetts

Elizabeth Kelly, Adult Services Librarian

Co-Presenter, "A Week in the Life of An Accessible Library," (Jennifer Apgar, Elizabeth Burns, Stephen Felle and Luisa Martucci), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Mary Kierst, Assistant Vice Provost for Learning Assessment & Accreditation

Co-Presenter, "Credit for Prior Learning (CPL): Integrating New Jersey's Institutions of Higher Education" (Jeffrey Harmon and Alison Maysilles), Passaic County College Faculty Professional Development Day, Passaic, New Jersey

Cynthia Lambert, Law Librarian

Presenter, "New Jersey State Library, Law Library," Hunterdon County Bar Association, Virtual

Presenter, "New Jersey State Library Legal Resources," New Jersey Law Librarians Association, Newark, New Jersey

Andrea Levandowski, *Adult Services Specialist*

Co-presenter, "Begin, Build, or Broaden Your Library's Digital Literacy Services," New Jersey Library Association Conference, Atlantic City, New Jersey

Co-presenter, "Achieving Digital Equity in New Jersey," (Jennifer Nelson), New Jersey Library Association Conference, Atlantic City, New Jersey

Co-presenter, "Grow Your Business at Your Local Library," (Leigh Clark), Women's Center for Entrepreneurship Corporation, Virtual

Co-presenter, "What's Happening in Library Development at the NJSL: Literacy Initiatives, Services and Resources," (Sharon Rawlins, Mimi Lee and Michael Maziekien), LibraryLinkNJ Literacy Conference, Virtual

Luisa Martucci, *Hispanic Outreach Coordinator*

Co-presenter, "A Week in the Life of An Accessible Library," (with Jennifer Apgar, Elizabeth Burns, Stephen Felle, and Elizabeth Kelly), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Co-presenter, "Talking the Talk: Supporting & Valuing Bilingual Staff," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Alison Maysilles, *Assistant Director of Strategic Initiatives*

Co-presenter, "Credit for Prior Learning (CPL): Integrating New Jersey's Institutions of Higher Education" (Jeffrey Harmon and Mary Kierst), Passaic County College Faculty Professional Development Day, Passaic, New Jersey

Marcela Maziarz, *Vice President for Community and Government Affairs*

Moderator, women-centered speakers panel hosted by Organon, Jersey City, New Jersey

Presenter, discussion on workforce development and the role of higher education and TESU, Nurture NJ Leadership Summit

Panelist, Budget Advocacy Panel/Networking Breakfast, Stono Public Affairs Breakfast, Trenton, New Jersey

Michael Maziekien, *Project Specialist, Shared Services*

Facilitator, "Statewide Reference Services through the Newark Public Library," Newark Public Library, Newark, New Jersey

Presenter, "Palace Project Statewide Virtual Barcode," Bergen County Cooperative Library System, Paramus, New Jersey

Presenter, "Delivery Demystified," LibraryLinkNJ, Trenton, New Jersey

Panelist, "NJ State Library & LLNJ School Libraries Info Session," (Sharon Rawlins and Jennifer Apgar), LibraryLinkNJ, Virtual

Presenter, "JerseyClicks: Educational Resources from the New Jersey State Library," New Jersey Educating Computer Cooperative Annual Conference, Montclair, New Jersey

Panelist, "eBooks for All Summit," California State Library, Sacramento, California

Presenter, "Palace Project Statewide Virtual Barcode," MAIN Library Alliance, Bernardsville, New Jersey

Presenter, "Unlock a Treasure Trove: Exploring NJ State Library Resources for K-12 Educators," New Jersey Department of Education, Trenton, New Jersey

Presenter, "Exploring the EContent Landscape: Collaborative Insights with Speakers Nationwide," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Presenter, "All in this Together: Reciprocity in New Jersey Public Libraries," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Presenter, "Collaborating to Increase Access: An Update on the NJ State Library Shared E-Book Collection," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Christopher J. Miller, *Art Director*

Presenter, "From Passion to Profession: Unveiling the Journey," Spartan School of Visual Arts, Ocean Township High School, Ocean Township, New Jersey

Jennifer Nelson, *State Librarian*

Interviewee, "Literacy and Libraries," Steve Adubato on Air, Caucus Educational Corporation, Trenton, New Jersey

Co-Presenter, "Achieving Digital Equity in New Jersey," (Andrea Levandowski), New Jersey Library Association Conference, Atlantic City, New Jersey

Ceceilia O'Callaghan, *Director of Career Development*

Presenter, "Networking: It's Who You Know," EdAssist Webinar

Presenter, "Tips for Creating Your Best Resume," NAF Alumni Presentation

Panelist, "An Interview with Career Counselors" with Darren Cox, University of Maryland

Greta O'Keefe, Director of Nursing Enrollment

    Presenter, "New Jersey School Board Association Women's Leadership Conference," Princeton, New Jersey

    Presenter, "RN-BSN," Mercer County Community College, West Windsor, New Jersey

    Presenter, "Penn Health RN-BSN-MSN Webinar," Virtual Global Campus, EdAssist Webinar, Virtual

Malcolm Oliver, Dean, John S. Watson School for Public Service

    Presenter, "Lessons from Mahatma, Martin, and Mandela for Those Fighting DEI Today," 2024 Social Equity Leadership Conference, Stamford, Connecticut

    Moderator, "National Council Information Session," American Society for Public Administration (ASPA) Annual Conference, Minneapolis, Minnesota

    Panelist, "Walking the Path to Success: Stories from Ones Who Have Done It," American Society for Public Administration (ASPA) Annual Conference, Minneapolis, Minnesota

    Presenter, "The Role of Spirituality in Sustaining the Effectiveness of Minority Public Administrators," 2024 Conference of Minority Public Administrators (COMPA) Annual Conference, New Orleans, Louisiana

    Panelist, "From the Deans' Chairs: Navigating and Shaping the Policy Context," 2023 Network of Schools of Public Policy, Affairs and Administration (NASPAA) Annual Conference, Pittsburg, Pennsylvania

Kelli Parlante-Givas, Senior Director, Strategic Partnerships

    Presenter, "Mercer County Information Session", Hamilton, New Jersey

Ann Prime, Associate Dean, John S. Watson School for Public Service

    Panelist, "DEI + Micro-Credentials: Using Alternative Credentials as Gateway to Serving New Populations," UPCEA and AACRAO Convergence Conference: Credential Innovation in Higher Education, Washington, District of Columbia

Sharon Rawlins, Youth Service Specialist

    Presenter, "NJ State Library & LLNJ School Libraries Info Session," (with Jennifer Apgar and Michael Maziekien), LibraryLinkNJ

    Presenter, "Transforming Teens' Lives One at a Time," New Jersey Association of School Librarians Annual Conference, Atlantic City, New Jersey

    Presenter, "Rethinking Summer Library Services Programming," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

    Presenter, , "Diversify Your Readers' Advisory: From Picture Books to Young Adult," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

    Presenter, "More Than a Religion: Embracing Jewish and Muslim Culture in Books," New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Christopher J. Schultz, Assistant Dean, Heavin School of Social Sciences, Humanities, and Education

    Facilitator, "Emergency Management and Public Safety Roundtable," Rutgers University School of Public Affairs South African Local Government Officials, Newark, New Jersey

    Co-Facilitator, "Experiential-Learning and Leadership Special Interest Group," Federal Emergency Management Agency Higher Education Symposium. Emmitsburg, Maryland

    Presenter, "Culture, Capacity, and Perspective in Emergency Management Leadership," New Jersey Emergency Preparedness Conference, Atlantic City, New Jersey

    Presenter, "Hunterdon County Leadership Training Academy: Public Budgeting Essentials," John S. Watson School of Public Service, Flemington, New Jersey

August Stoll, Senior Director, MIS Enterprise Applications

    Presenter, "NJ RUG Annual Conference Updates," 2024 Ellucian Live Annual Conference, San Antonio, Texas

Michele Stricker, Deputy State Librarian, Library Development Bureau

    Keynote Presenter, "Ports in the Storm, the Library as Safe Haven During a Disaster," County Archives and Records Management Association of New Jersey, Virtual

    Presenter, "Community Centered Disaster Preparedness and Response for Libraries," Chief Officers of State Library Agencies Conference, Newport, Rhode Island

    Presenter, "Community Resiliency," The International Federation of Library Associations and Institutions Environment, Virtual

    Presenter, "Libraries as Climate Adaptation Leaders," Gigabit Libraries Network, Virtual

    Presenter, "Getting Telehealthier at the Library," Gigabit Libraries Network, Virtual

    Presenter, "Public Libraries as Resiliency Hubs During Disaster," Illinois Emergency Management Agency & Office of Homeland Security, Virtual

Presenter, "Community Centered Disaster Preparedness & Response For Libraries," American Honor Society for Library & Information Science and Information Technology, Rutgers University, New Jersey

Bob Truncali, Recruiting Manager, Strategic Partnerships
Presenter, "UPS Northeast District Future Leaders BRG," Virtual

Ben Weaver, Project Specialist, Information Technology, New Jersey State Library
Presenter, "Troubleshooting Patron Technology Issues," LibraryLinkNJ, Virtual

Co-Presenter, "JerseyConnect: Troubleshooting Patron Technology Issues," LibraryLinkNJ Online Webinar, Trenton, New Jersey

External Affiliations

Cynthia G. Baum, Provost and Senior Vice President for Academic Affairs
Inaugural Cohort of Council Leaders, Council for Credential Innovation; Institutional Member, University Professional and Continuing Education Association

Accreditation Peer Evaluator, Middle States Commission on Higher Education

Accreditation Peer Evaluator, WASC Senior College and University Commission

Member, Board of Regents, Executive Committee, and Mission, Academic and Student Affair Committee. Southern California University of Health Sciences

Fellow, American Psychological Association

Edith K. Beckett, Technical Services Supervising Librarian
Member, American Library Association

Member, Black Caucus of the American Library Association

Member, New Jersey Library Association

Nancy Broglie, Director of Student Operations
Member, National Association of College and University Business Officers

Member, Women's Professional Network

Member, Ellucian Community

Kathleen Brommer, Assistant Director, Office of Communications
Chair, Volunteer Information Specialist Committee, Jersey Blue Chapter, National Society Daughters of the American Revolution

Chair, Patriot Records Project Committee, Jersey Blue Chapter, National Society Daughters of the American Revolution

Docent, Buccleuch Mansion Museum

Member, National Society of The Colonial Dames of America

Amphibian Crossing Guard, Sourland Conservancy

Heather Brooks, Associate Vice President/Chief Human Resources and Employee Success Officer
Member, Human Resources Directors, New Jersey Association of State Colleges and Universities (NJASCU)

Member, Human Resources, College and University Professional Association (CUPA), New Jersey

Member, Society for Human Resource Management (SHRM) New Jersey Local and National

Founding Member, New Jersey Eastern Pennsylvania-Delaware Higher Education Recruitment Consortium (HERC)

Matthew K. Brown, Director, Data Reporting and Strategy
Chair, Manville Economic Development Committee, Borough of Manville

Member, Joint Land Use Board, Borough of Manville

Leader, Boy Scouts of America Troop 193

Elizabeth Burns, Associate Director
Member, American Library Association

Member, New Jersey Library Association

Member, CORE: Leadership, Infrastructure, Futures Appointments Committee, American Library Association

Co-Chair, Association for Library Service to Children Professional Recognition and Scholarships Committee, American Library Association

Interest Group Leader, Office for Diversity, Literacy and Outreach Services Library Services to Persons with Print Disabilities, American Library Association

Christine Busacca, Director, Advertising and Integrated Marketing Strategy
Member, American Marketing Association

Christine Carter, Director, Graduate Recruitment & Admissions and Enrollment Technology
Member, AACRAO Enrollment Management & Retention Committee

Planning Committee Member, NJ Regional Users Group

Cheryl Jasinski, Associate Director of Military and Veteran Recruitment and Outreach

Member, Advisory Council for Military Education for Florida, Mid-South United States and Virginia

Member, Council of College and Military Educators

Tara E. Kent, Interim Co-Dean of the Heavin School of Social Sciences, Humanities, and Education and Director of Undergraduate Studies

Chapter Councilor, Alpha Sigma Lambda Honor Society

Member, American Sociological Association

Member, Alpha Kappa Delta, International Sociology Honor Society

Member, American Association of University Women

Leanne Kochy, Senior Director of Advancement

Fellow, Lead New Jersey

Cynthia Lambert, Law Librarian

Member, New Jersey Library Association

Andrea Levandowski, Adult Services Specialist

Member, American Library Association

Member, Public Library Association

Member, New Jersey Library Association

Holly MacDonald, Facilities and Operations Manager

Board Member, City of Burlington School District

Michael Mancini, Vice President for Institutional Strategy and Chief Operating Officer

Vice President, Board of Directors, United Way of Greater Mercer County

Trustee, Lead New Jersey

Marcela Maziarz, Vice President for Community and Government Affairs

Member, Board of Directors, Chamber of Commerce Southern New Jersey

Member, Board of Directors, Women's Political Caucus of New Jersey

Michael Maziekien, Project Specialist, Shared Services

Member, New Jersey Library Association

Member, American Library Association

Gary Meder, Military and Veteran Enrollment Specialist

Member, Council of College and Military Educators

Maja Mendez, Associate Director of Military and Veteran Recruitment and Outreach

Member, Council of College and Military Educators

Member, Vice President, New Jersey Association of Veteran Program Administrators

Christopher J. Miller, Art Director

Member, University and College Designers Association (UCDA)

Jennifer Montone, Director of Purchasing

President, Board of Education, City of Burlington School District

Member, New Jersey Higher Education Purchasing Association (NJHEPA)

Eileen Morales, Assistant Director of Grant Acquisition and Operations

Member, Grants Professionals Association

Jennifer Nelson, State Librarian

Member, New Jersey Library Association

Member, American Library Association

Member, State Agency Construction Grant Toolkit Committee, Chief Officers of State Library Agencies

Member and Secretary, Chief Officers of State Library Agencies

Member, Institute of Museum of Library Services' Library Statistics Working Group

Member, Digital Equity Working Group, NJ Office of Broadband Connectivity

Malcolm Oliver, Dean, John S. Watson School for Public Service

Member, National Council, American Society for Public Administration (ASPA)

Member, Executive Council, Network of Schools of Public Policy, Affairs, and Administration (NASPAA)

Member, Ex-Officio Council Member, New Jersey Chapter – American Society for Public Administration (NJ-ASPA)

Kelli Parlante-Givas, Senior Director, Strategic Partnerships

Member, Academic Academy, UPS Women in Leadership

Member, Women in Aviation

Member, Philadelphia Women's Leadership Association

Committee Member, Women's Professional Network

Member, Lead New Jersey

Thomas Phillips, Director, Strategic Partnerships

Executive Committee, New Jersey/Eastern Pennsylvania/Delaware Higher Education Recruitment Consortium (HERC)

Marie R. Power-Barnes, Senior Director, Marketing

Past President and Member, New Jersey Communications, Advertising and Marketing Association

Member, American Marketing Association

Ann Prime, Associate Dean, John S. Watson School for Public Service

Member, Peirce College Graduate Studies Advisory Board

Catharine A. Punchello, Vice Provost and University Registrar

Member, Public Policy Advisory Group, AACRAO

Sharon Rawlins, Youth Services Specialist

Member, New Jersey Library Association

Member, Board of Trustees, New Jersey Association of School Librarians

Member, New Jersey Association of School Librarians

Member, American Library Association

Member, Young Adult Library Services Association

Member, American Association of School Librarians

Member, Association for Library Services to Children

Member, CORE, American Library Association

Member, National Council of Teachers of English

Member, Association of Rural and Small Libraries

Member, The Assembly on Literature for Adolescents

Christopher J. Schultz, Assistant Dean, Heavin School of Social Sciences, Humanities, and Education

Member, American Society for Public Administration

Secretary, Keystone Chapter, American Society for Public Administration

Member, Experiential Learning and Leadership Higher Education Special Interest Group, Federal Emergency Management Agency

Member, International Public Safety Association Advisory Committee Member to the Board of Directors, International Public Safety Committee

Leadership Section Chair, International Public Safety Association

Member, National Volunteer Fire Council

Member, Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration

Member, Order of the Sword and Shield National Honor Society

Member, Yardley-Makefield Fire Company

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

Past President and Member, Northeast Association of Institutional Research (NEAIR)

Member, President's Council of Cornell Women (PCCW)

Member, Association of Institutional Research (AIR)

Craig R. Smith, Director of Military and Veteran Enrollment and Outreach

Member, Council of College and Military Educators

Member, Scholarship Committee Member, National Association of Institutions for Military Education Services

Member, New Jersey Association of Veteran Program Administrators

August Stoll, Senior Director, MIS Enterprise Applications

President, Board of Trustees, New Jersey Regional Users Group

Cynthia Strain, Assistant Dean, Heavin School of Social Sciences, Humanities, and Education

Chapter Counselor and Member, Kappa Delta Pi

Michele Stricker, Deputy State Librarian, Library Development Bureau

Executive Chair, New Jersey Cultural Alliance for Response

Member, Sustainability Section, New Jersey Library Association

Member, National Climate Action Strategy Working Team, American Library Association

Advisory Committee, Service Guidelines & Professional Toolkits for Disaster Information, University of South Carolina, Kentucky State Library

State Partner, State Emergency Management Program Stakeholders, New Jersey Regional Operations & Intelligence Center, New Jersey Office of Emergency Management

Executive Board Member, Conservation Center for Art & Historic Artifacts, Philadelphia, Pennsylvania

Member, Library Development Section, Chief Officers of State Library Agencies

Martha Sullivan, Health Science Librarian Supervising Librarian

Liaison, Heath Sciences Library Association of New Jersey

Teri Taylor, Associate Director, State Library
Information Center

> Member, American Library Association

Tracy Tosti, Director Revenue and Receivables

> Member, National Association of College and University Business Officers

> Member, Bursar Group

Michael Williams, Dean, School of Business
and Management

> Board of Directors, International Coaching Union

> Editor-in-Chief, International Management Review

> Board of Directors (Alumni), New England
> Conservatory of Music

Ruth A. Wittmann-Price, Dean, W. Cary Edwards
School of Nursing and Health Professions

> Member, Holy Name Nursing Program Advisory Board

> Member, Felician University Advisory Board

Tonia Wu, Environmental Research Librarian

> Member, American Library Association

> Member, Asian/Pacific American Librarians Association

Natasha Zaleski, Technical Services Librarian

> Member, New Jersey Library Association

Publications

Dennis Devery, Vice President for Enrollment
Management

> "Spotlight on Dr. Dennis Devery," FAM, *US Family
> Health Plan Magazine,* Winter 2024

Regina Fitzpatrick, Genealogy Library

> "State Library Embarks on Promoting Local Historical
> Societies," *New Jersey League of Historical Societies
> Newsletter,* Spring 2024

> "Get to Know Your Local Historical Society Project,"
> *The Chronicle,* October 2023

Jennifer Nelson, State Librarian

> "Letters to the Editor: More Than Books," *Philadelphia
> Inquirer,* April 2023

> "Op-Ed: Recognizing the Value of School Libraries
> and School Librarians," *NJ Spotlight News,* May 2024

Christopher J. Schultz, Assistant Dean, Heavin
School of Social Sciences, Humanities,
and Education

> "Factors affecting volunteer firefighters' work, family,
> and volunteer balance to serve," *IPSA Journal,*
> December 2023

Craig R. Smith, Director of Military and Veteran
Enrollment and Outreach

> "Best & Worst States for Military Retirees (2024),"
> *WalletHub,* May 2024

Michele Stricker, Deputy State Librarian, Library
Development Bureau

> "Call a Doctor: NJHealthConnect@YourLibrary,"
> *Library Journal,* September 2023

Ruth A. Wittmann-Price, Dean, W. Cary Edwards
School of Nursing and Health Professions

> "Successfully Increasing the Diversity of the Nursing
> Workforce in Rural South Carolina," Gittings, K.K.
> & Oricco, S. *Holistic Nursing Practice, Volume 38,
> Issue 2,* 2024

> "Neonatal Nursing Faculty Fellowship: An
> International and Cross-Cultural Educational
> Initiative," Zukowsky, K., Savin, M. & Miller, R.
> *Journal of Neonatal Nursing,* 2023