Fiscal Year 2023

The President's Annual Report to the Board of Trustees

THOMAS EDISON STATE UNIVERSITY

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Message from the President

In 2021, working with the Board of Trustees and my leadership team, we began to develop a three-year strategic plan. The broad, comprehensive and collaborative institutional strategic plan – guiding the University's planning and decision-making process over the next several years – was presented for Board approval in September 2022. The foundation of the plan is based on the Board of Trustees' four Strategic Boulders. This year we began mapping our progress in relation to these boulders, so it is only fitting that as I reflect on the year, I do it in this context. The Boulders, as set forth in the Strategic Plan are:

1. **Student Success:** Focus on Student-Goal Obtainment

2. **Career Success**: Focus on Post-Completion Success

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

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

Student Success

TESU is serving an increasingly diverse student body, expanding in age, cultural background, academic familiarity and experience they bring with them. Strides in technology and process improvement are helping to enhance convenience for students, reduce burden on staff and increase efficiencies across the board. However, technological advances are best when balanced with one-on-one personal interaction and support. There is evidence to suggest that our students are eager to engage on their own terms, as seen in a new grant-funded peer-to-peer mentor program, a new gaming club and the Doctor of Business Administration (DBA) cohorts. We know that this increased engagement is beneficial to their academic success, and we will continue to look for new opportunities to engage our students in ways that meet their diverse interests and needs.

Several new financial initiatives were designed to support student success. The University started offering two new state funded need-based aid opportunities during fiscal year 2023. The Garden State Guarantee (GSG) program provides full-time students with no tuition cost if they have an adjusted gross income of $65,000 or less during their third and fourth year of study. This is a last-dollar scholarship that is applied after all other tuition grants. The University disbursed $248,756 to 113 students during fiscal year 2023.

More importantly for our student population, we began offering GO-TESU scholarships in September. The GO-TESU is funded through HESAA (Higher Education Student Assistance Authority). This is the first time that the University has had state-funded financial assistance for students taking fewer than 12 credits in a term. The University disbursed $679,864 to 431 students during fiscal year 2023.

In addition to state supported aid, the University disbursed the largest ever amount of private scholarship

monies raised by the Foundation, distributing $563,085 to 433 students. Furthermore, two new endowed scholarship funds were named in FY23, which brings the total of endowed scholarship funds under management to 23.

To improve our students' financial experience, a new self-service payment process was launched during FY23. All students now have a clear term bill, pending financial aid shows on all self-service accounts, payments do not require a bill and demand statements are available for all students. In addition, direct deposit for student refunds was launched in FY23.

Challenges in student enrollment continue to plague the higher education sector, which has experienced unprecedented declines in enrollment. The National Student Clearinghouse Research Center reports that postsecondary institutions saw a general slow-down in losses, but sector-wide enrollment is still significantly below pre-COVID levels, down about 1.1 million students from spring 2020. The undergraduate sector alone lost nearly 1.2 million students since the pandemic began, and graduate enrollment is up by just more than 76,000 students. The University enrolled 2,977 new undergraduate students and 311 new graduate students during FY23.

To combat enrollment declines, the University is reaching out to new populations, such as the trades, veterans without benefits, adults over the age of 62, the Hispanic population, younger populations coming from nontraditional environments and new corporate partnerships. This expansion requires an awareness of what these populations want – and need – to succeed and how the University can build these meaningful interactions throughout the life cycle. For instance, the Office of Strategic Partnerships team continued to have enrollment success increasing new undergraduate student enrollments by 15% in FY23. These increases were led by a significant increase at our marque partnerships with UPS, Amazon and the New Jersey public sector.

We will continue to form innovative partnerships with employers, unions, community groups, foundations and government agencies to accelerate the opportunities, empowerment and transformation that come from educational achievement. In addition to recognizing college-level learning however it is gained, TESU students do not have to choose between an education and a career, but rather can earn and learn as they build their resume and their academic transcript. The University's collaboration with EdAssist this year has further increased the number and quality of our corporate partnerships. The University launched new partnerships with USAA and Renown Health System this year and launched its partnership with global consulting firm Booz Allen in July 2023.

In FY23, we continued efforts to return inactive students to enrolled status at the University. These efforts returned 1,784 students to enrolled status this fiscal year. We also joined the New Jersey Office of the Secretary of Higher Education (OSHE) statewide initiative to return students with "Some Credit and No Degree" to an enrolled status at New Jersey state institutions. The University's participation has resulted in additional resources for outreach, grant funding for the University and additional enrollments.

While our marketing budget pales in comparison to what some of our competitors are spending, this year we were able to augment our search engine marketing results with new messaging in our statewide radio and digital billboard rotations, and across all digital channels. Alternative streaming brands and podcasting were introduced as a 6-week test to evaluate impact on overall website traffic and direct search. A highly targeted Hispanic initiative was also introduced, aimed at the acculturated Hispanic demographic, with advertising placed in high reach Hispanic radio stations. All metrics indicated that these efforts were successful, with search and web traffic increasing. Prospect leads significantly increased month to month, including an increase in prospects May–June 2023 coinciding with both

the podcasting and Hispanic outreach. Year-end prospect numbers exceeded FY22, with the Office of Admissions and Enrollment Services reporting 20,523 qualified prospects (those providing contact information) in FY23.

Career Success

The Office of Career Development's online system College Central Network (CCN) was expanded this year. 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 enables students to thrive professionally and serve their communities. When using CCN, students can access more than 500,000 job postings from employers specifically interested in TESU students and alumni. They can also schedule career coaching appointments with Career Development and soon will be able to network with alumni. By the close of the inaugural year, FY22, 437 alumni activated CCN accounts, demonstrating engagement with the Career Development. During FY23, an additional 497 alumni became active in CCN for a total of 927 (a 114% increase in comparison to FY22).

Three national awards recognized the outstanding accomplishments of our students. Brandi Brydges was the recipient of the prestigious DAISY Award for Extraordinary Nursing Students. The award provides an opportunity to celebrate nursing students who show great potential in their field. The distinction also enables recipients to stand out among other job applicants and benefit from reduced rates for professional nursing certifications, continuing education opportunities and free or reduced membership fees in professional nursing organizations.

And Amberlin Dupre, an operations manager at a national nonprofit medical society, was one of two students selected as the American Council on Education's (ACE)/Sophia Learning 2022 Students of the Year. After taking a college internship with Family Physicians Inquiries Network (FPIN), Dupre exceled and was offered a full-time position as operations and human resources coordinator, before being promoted to manage and oversee the organization's finance department.

Additionally, Thomas Edison State University earned the Council of College and Military Educators 2023 Institution Award for its dedication, leadership and numerous accomplishments in providing quality voluntary off-duty education programs while student Leo Bunting, was awarded the National Association of Institutions for Military Education Services Student Spotlight Award Scholarship. Bunting recently enrolled in the Bachelor's to Master's Program and is pursuing a Master of Science degree in Homeland Security and Emergency Management.

Innovation

Credit for learning that takes place outside of the classroom differentiates TESU from its competitors. As a leader in credit for prior learning, TESU is one of the top institutions of higher education in awarding evaluated credit for prior learning. In FY22, TESU awarded more than 250,000 credits to students through myriad methods of prior learning assessment. One facet of this type of evaluated credit is Professional Learning Review or PLR. PLR is TESU's evaluation method of noncollegiate learning that occurs in apprenticeships, military training and workforce training environments. Of the approximate 250,000 credits awarded by TESU in FY22, approximately 66,000 of those came from TESU's PLRs. These are credits earned by students prior to coming to 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. Also, during FY23 the University brought our

National Test Center back to full capacity enabling coordinators at Joint Base McGuire and Charleston to administer College-Level Examination Program (CLEP) and DSST (formerly Department of Defense Activity for Non-Traditional Education Support (DANTES) credit by examination tests during FY23. A total of 560 exams were administered. Providing testing services at McGuire and Charleston is an important outreach to service members, eligible dependents and DoD (Department of Defense) civilians. The University also has a unique opportunity to provide testing services to incarcerated service members at the Navy Consolidated Brig located at Joint Base Charleston. Several incarcerated members enroll at the University every year after working with the TESU testing staff.

TESU has garnered tremendous traction this year in partnering with numerous New Jersey unions and apprenticeship/pre-apprenticeship programs. The grant-funded NJ PLACE Pathways Program, which evaluates registered apprenticeships for college credit and provides scholarships for apprentices to complete their degrees, continues to grow with 81 enrolled students (up from 65 last quarter) with more students in the pipeline. TESU's goal was to fill 100 apprenticeship spots offering a full scholarship toward completion of a TESU associate degree. These 81 apprentices are managing a full-time apprenticeship program and attending TESU part time, chipping away at courses needed for their chosen associate degree. The Student Success Team achieved a 100% census retention rate of the NJ PLACE student population for the entire quarter.

At the Center for Learning and Technology (CLT), a new tool was implemented that will allow the CLT to scan course syllabi for industry needs, identify gaps in competencies and opportunities to target courses and programs more actively – work will begin with cybersecurity.

Also, at the CLT, we expanded the Zero Textbook Cost (ZTC) program to reduce overall course costs and barriers for students. Twenty courses were converted or built as ZTC courses in 2023, bringing the total number of ZTC courses to approximately 118. ZTC courses harness Open Educational Resources (OER) and other no-cost alternatives to replace standard textbooks. OER materials reside in the public domain – or are openly licensed – and encompass a rich array of readings, articles, case studies and multimedia components like videos and podcasts that are integrated into the online courses.

We continue to implement new academic programs in high-need areas and review current programs and offerings for market relevancy and career-success alignment. We prepared and submitted to the New Jersey President's Council two new doctoral degree program proposals. The first, an EdD (Doctor of Education) degree in Organizational Behavior, Culture and Change, and second, an EdD degree in Professional Studies. The EdD degree in Professional Studies is intended to serve as a degree-completion doctoral degree requiring transfer of doctoral credit and potentially prior learning assessment, coupled with an applied doctoral field project. Feedback was received and the proposals resubmitted in July. Additionally, the W. Cary Edward School of Nursing and Health Professions submitted and received TESU governance approval for two more programs: an Adult-Gerontology Nurse Practitioner and an Adult-Gerontology Acute Care and Primary Care Advanced Practice Nurse. Meanwhile the development of the Bachelor of Science (BS) degree with an area of study in Cloud Computing was completed and revisions to the Master of Arts (MA) degree in Educational Leadership program are complete and all courses associated with the program have been fully updated.

The TESU Impact

Over the past 18 months we have implemented a strategic plan to bring awareness across the state about TESU's unique model and value proposition for the state of New Jersey. Key to the strategic approach was

the introduction of two pieces of legislation. Both bills were unanimously released from the New Jersey Higher Education Committees in the Senate and the Assembly.

The first piece of legislation was approved as a budget resolution sponsored by Sen. Troy Singleton appropriating $1.5 million for student aid for TESU in last year's state budget. This is the first time that TESU (through HESAA) received tuition aid assistance specifically designed to meet the needs of nontraditional students. This year the governor included the $1.5 million GO-TESU funding in the proposed budget, reflecting the state's strong support for TESU's mission and students.

The second piece of legislation proposes the development of an innovative Center in New Jersey structured to address the critical need for skilled workers across industries within the state. The proposed Center for Career Relevant Education and Talent Evaluation (CREATENJ) will empower the individual, capturing career-relevant knowledge, skills and abilities stemming from their formal higher education, technical training, workplace training and apprenticeship training into one comprehensive document. CREATENJ will also oversee the creation of a workforce transcript that highlights verified knowledge, skills and abilities recognizable by industries and employers available to New Jersey adults. This bill was passed unanimously through the higher education committees and is currently still working its way through the committee process.

The FY24 budget included budget increases directly requested by TESU during the meetings with legislators and additional funding through the Outcomes Based Allocation (OBA) requested by all the members of the New Jersey Association of State Colleges and Universities (NJASCU).

Sen. Singleton introduced the budget resolution for TESU in the Senate, and Assemblyman Lou Greenwald introduced the resolution in the Assembly.

TESU requested the base appropriation for the University be increased by $2.56 million to restore the funding lost in the governor's proposed FY24 budget. The governor proposed the decoupling of the OBA from the Garden State Guarantee program, moving the program to the Higher Education Student Aid Authority. TESU also requested $2 million for a targeted student recruitment campaign.

The increase for the Thomas Edison line was $3 million bringing the general appropriation to a total of $7.56 million.

The increase in OBA was $2.68 million, bringing the total allocation to $5.7 million.

Adding both appropriations equal a 74.7% increase in funding from the initial proposed funding in the FY24 budget.

We received one of our largest grants ever, a $2.8 million grant from the U.S. Department of Labor to expand nursing in high need areas. The program is designed to support public-private partnerships that expand and diversify the nursing workforce, with a particular focus on developing professional pathways for frontline mental health healthcare professionals to advance in their careers. We have begun developing a Master of Science in Nursing degree in Psychiatric Mental Health Nursing Practitioner program and a certificate for nursing preceptors to support this grant. Both programs have been prioritized for new program development in FY24.

In April, the University was awarded the OSHE's Mental Health in Higher Education: Community Provider Partnerships and Professional Development Grant for $452,031 and $21,615, which will enable the University to provide holistic wellness support services. The services will assist learners 24 hours a day, 7 days a week, 365 days a year, which is critical for our adult learners that need access and flexibility. Also, staff will be encouraged as they engage with students in leveraging these new resources to assist

students in overcoming stress, anxiety and depression, and other critical life-supporting concerns (e.g., eldercare, childcare, financial counseling) that have a direct impact on emotional wellbeing. In addition, staff will be trained in a multitude of mental health areas to continue to support themselves and students.

Also in April, the University was awarded an OSHE competitive grant from its Higher Education Capital Facilities Program. The $1,541,818 grant includes state-of-the-art networking equipment, staff endpoints, and cabling and fiber links throughout the facilities. The projects will begin during FY24 and will be completed during FY25.

Our students, our alumni and the community continue to support our mission and our students. Total giving to the University Foundation during FY23 was $818,283 (inclusive of $85,450 in Gala [Impact] income and $63,142 in golf income) compared to $802,256 in the same period the prior year.

While we have made great progress on our Strategic Boulders, the sustainability of University resources remains a critical focus.

The University finished the year with a preliminary deficit of $1,917,137. Historically we have not included non-budgeted revenue in the quarterly financial statements presented to the Board of Trustees. The University had non-budgeted revenue of $1,196,690, which decreases the estimated deficit to $714,449. Non-budgeted revenue is primarily from $801,981 in investment income and $356,829 in federal indirect cost recovery.

Total revenue of $48,399,188 was $564,981 or 1% below the prior year. The decrease was due to lower undergraduate tuition revenue of $1,851,979 or 6% and lower graduate tuition revenue of $498,864 or 7%. These decreases were partially offset by an increase in direct state support of $2,184,000 or 26%. Total expenses of $50,310,325 was $1,356,739 or 3% above the prior year. The increase was primarily attributable to increased salary of $1,557,980 or 6% above the prior year. Roughly half of the increase was due to $717,616 in salary expenses that were shifted to the GEERF (Governor's Emergency Education Relief Fund) grant in the prior year. The remaining increase was due to cost-of-living adjustments (COLA) and increments for the collective bargaining units. Managers received a 2% increase in fiscal year 2023.

The University lease on Hanover Hall expired on June 30, 2023, and by taking advantage of the employee-preferred hybrid work arrangements that have allowed for shared office space and "hoteling," we consolidated into our other five facilities. In addition to creating a more vibrant and engaging hybrid work environment, the University will save roughly $700,000 per year by discontinuing this lease.

In addition to our financial resources, employees are our strongest asset. I am pleased to describe several new employee success initiatives that were accomplished during fiscal year 2023. We partnered with diversity, equity and inclusion (DEI) consultant *SocialCurrent.org* for an Intercultural Development Inventory assessment, including a one-on-one coaching session, which was completed by all senior staff. Following this exercise, a new five-year DEI roadmap was completed.

In an aligned development, the recruitment process was changed to require all positions to be posted internally for a minimum of 10 days. All internal applicants are acknowledged and reviewed prior to any external applicants to promote career advancement. The Ambassador Program was redesigned to offer new employees support and mentoring. Our initial feedback on these changes has been positive.

As summer ends and fall begins, we once again look forward to our Commencement ceremony. Truly the happiest day at TESU, and one I look forward to with great anticipation, this year we will celebrate our

students on Sept. 30, 2023, at the CURE Insurance Arena in Trenton. As always, a large crowd of family and friends is expected to attend, and I hope you will join us.

Merodie A. Hancock, PhD
President

Commitment to Employee Success and DEI Growth

The Office of Human Resources (HR) continues to focus on employee success. This year HR identified three areas of focus: expanding pathways for professional growth; fostering diversity, equity and inclusion in the workplace and implementing organizational training and development.

Additionally, a consultant was engaged to administer a climate survey to assess the baseline thoughts of staff regarding diversity, equity, and inclusion and then to analyze those survey results. The consultants in partnership with University leadership utilized the data to assist HR in identifying growth opportunities and making recommendations.

The following initiatives were undertaken in the areas of focus to show our commitment to present and future staff:

- **Diversity, Equity, Inclusion and Belonging**
  - All senior staff participated in IDI (Intercultural Development Inventory) assessment - included a one-hour, one-on-one coaching session for each person.
  - Established a 13-person DEI working group that recently approved a five-year DEI roadmap for our future.
  - Working with an outside consultant and an internal working group, a three-year DEI roadmap was presented to the TESU board in March 2023.

- **Professional Development**
  - Established Office of Professional Development to focus on training initiatives.
  - Office of Professional Development partnered with HR and released custom trainings on topics including search process/recruitment, interviewing, performance reviews, cybersecurity and motivating teams in hybrid work environments.

- **Career Advancement**
  - Updated HR titles to reflect the commitment to employee success.
  - All positions are posted internally before external posting. All internal applicants are acknowledged and reviewed prior to any external applicants.
  - Redesigning the ambassador program to offer new employees support and mentoring.
  - Continued to support work/life balance by offering hybrid schedules and flexible office arrangements to increase employee commitment.
  - Realigned professional development budgets to offer skill-development opportunities.

Employee Success and DEI Milestones

2019

- Implemented annual all staff professional development day – Edison Day.
- Held a series of DEI-focused seminars hosted by president and staff members.
- Updated Personnel Plan to include the requirement of utilizing a diverse search committee.

2020

- Created the Diversity, Equity & Inclusion Council (DEIC).
- Implemented DEI-focused questions into the hiring process.
- Partnered with University/Library deptartments to ensure employees were equipped to succeed remotely.

2021

- With DEIC support, surveyed staff using a climate survey. Results further identified areas to focus efforts.
- Partnered with expert DEI consultants *SocialCurrent.org*.
- Updated Office of Human Resources titles to reflect the commitment to employee success.
- Created an Office of Professional Development to focus on training initiatives.

2022

- All senior staff participated in IDI (Intercultural Development Inventory) assessment - included a one-hour, one-on-one coaching session for each person.
- Established a 13-person DEI Roadmap working-group, which included members of the University, Library and the DEIC, partnering with our consultants.
- Created and rolled out various training opportunities for staff.

2023

- Implemented change to recruitment process with University-wide announcement.
- Completed three-year workplan for DEI initiatives.
- Presented update to Board of Trustees.
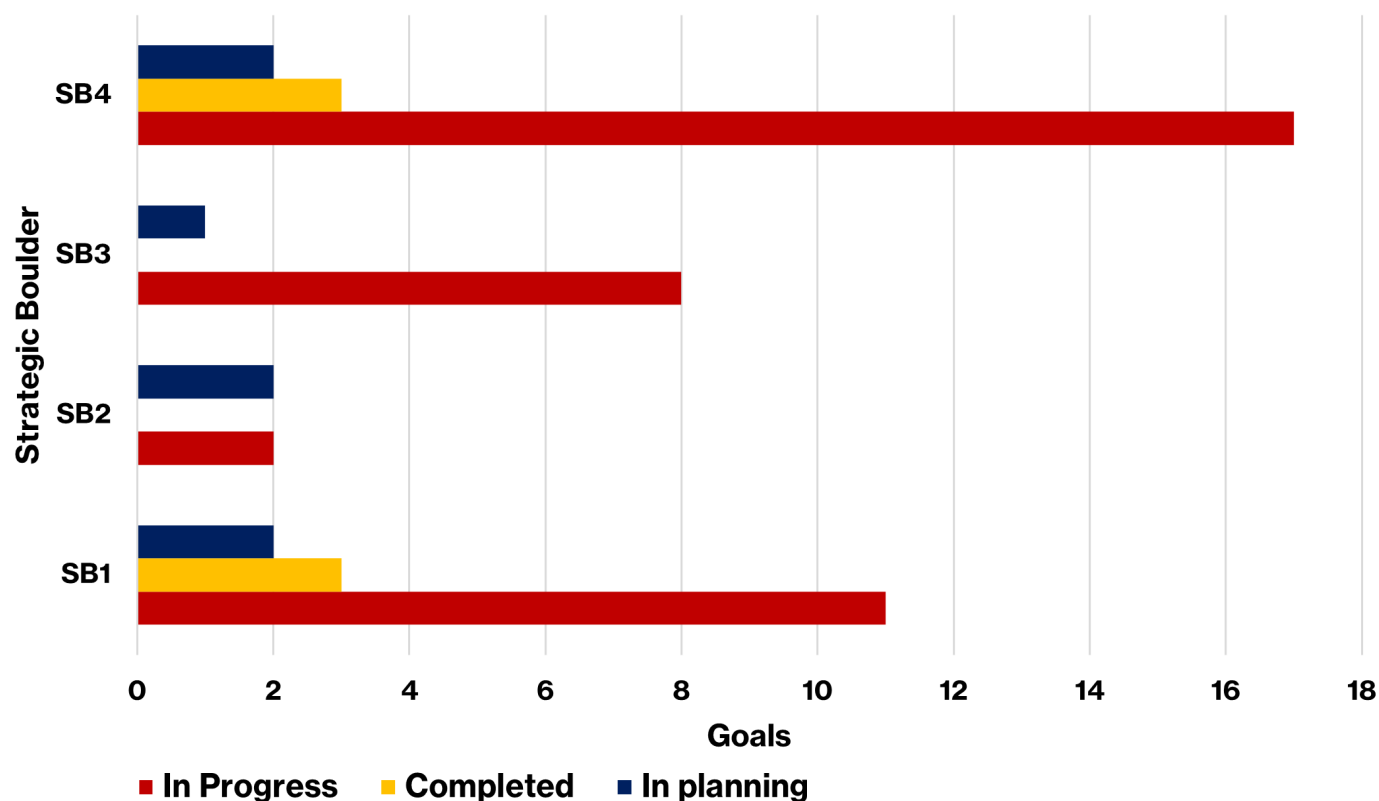
Strategic Plan 2025

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. At the close of the fiscal year, 80% are active, 10% are completed and 10% in planning stages.

Initiative Status by Strategic Boulder

Legend: ■ In Progress ■ Completed ■ In planning

Strategic Plan 2025 Year One Major Achievements

This momentum has led to several major achievements for TESU and our students, delivering on our vision and upholding our mission:

- Largest **state appropriation in history**, indicating the increasing awareness and appreciation of TESU's impact on New Jersey's future.

- Several groundbreaking partnerships that **redefine college and career paths**, including partnering with trade unions to allow students to earn credit in pre-apprenticeship programs and with several new corporate partners and community colleges.

- Developed, advocated for and received **GO-TESU**, a watershed moment for our students and first time that the University has had state-funded financial assistance for students taking fewer than 12 credits in a term. The University disbursed $679,864 to 431 students during fiscal year 2023.

- Received $2.8 million grant, one of the university's largest, from the U.S. Department of Labor to **create career pathways** to address the shortage of psychiatric mental health nursing.

- Launched a full redesign of the University's **web presence and branding**.

- Enhanced the student learning experience by integrating **virtual reality** activities seamlessly into course design and deployed cutting-edge software to **evaluate course content for real-world**, work-related, proficiencies and durable skills.

Key Numbers Table, Statistics and Profiles

Thomas Edison State University at a Glance
Key Numbers for Fiscal Years 2018 through 2023

	FY2018 N	FY2019 N	FY2020 N	FY2021 N	FY2022 N	FY2023 N	% Change (FY2022-FY2023)
*Number of Students Served**	*16,205*	*15,275*	*14,726*	*14,351*	*12,829*	*11,431*	*-11%*
*Degree-seeking Enrollments***	*15,272*	*14,345*	*13,886*	*13,846*	*12,504*	*11,145*	*-11%*
Undergraduate	14,277	13,440	12,904	12,681	11,331	10,046	-11%
Graduate	995	905	982	1,165	1,173	1,099	-6%
Nonmatriculated	*933*	*930*	*840*	*505*	*325*	*286*	*-12%*
Undergraduate	893	898	791	476	300	261	-13%
Graduate	40	32	49	29	25	25	0%
*Applicants****	*11,330*	*10,374*	*11,266*	*9,413*	*8,228*	*8,402*	*2%*
Undergraduate	10,542	9,664	10,306	8,542	7,496	7,648	2%
Graduate	788	710	960	871	732	754	3%
*New Enrollments (only New) **** *	*4,422*	*4,209*	*4,289*	*4,461*	*3,430*	*3,286*	*-4%*
Undergraduate	4,119	3,952	3,914	4,021	3,080	2,975	-3%
Graduate	303	257	375	440	350	311	-11%
New Enrollments (New and Reenrolled)	*6,547*	*6,377*	*6,373*	*6,634*	*5,267*	*5,070*	*-4%*
Undergraduate	6,163	6,039	5,892	6,109	4,824	4,669	-3%
Graduate	384	338	481	525	443	401	-9%
Degrees Conferred	*2,522*	*2,545*	*2,362*	*2,536*	*2,267*	*1,957*	*-14%*
Associate	403	419	384	482	430	379	-12%
Baccalaureate	1,900	1,917	1,782	1,869	1,629	1,334	-18%
Master's	215	201	194	181	194	212	9%
Doctor	4	8	2	4	14	32	129%
Enrolled by Gender							
Male	8,661	8,328	8,233	8,210	7,357	6,581	-11%
Female	6,611	6,017	5,653	5,636	5,147	4,564	-11%
Enrolled by Military Status and Residence							
Nonmilitary	*11,186*	*10,332*	*10,080*	*10,094*	*9,398*	*8,504*	*-10%*
New Jersey	5,871	5,200	4,813	4,646	4,422	3,916	-11%
Out of State	5,083	4,939	5,118	5,312	4,846	4,445	-8%
International	97	102	106	102	82	95	16%
Unknown	135	91	43	34	48	48	0%
Active-Duty Military	*4,086*	*4,013*	*3,806*	*3,752*	*3,106*	*2,641*	*-15%*
New Jersey	227	247	294	286	172	159	-8%
Out of State	3,696	3,669	3,464	3,437	2,893	2,441	-16%
International	7	10	12	8	7	12	71%
Unknown	156	87	36	21	34	29	-15%
Enrollment By Race/Ethnicity							
American Indian/Alaska Native	77	71	58	56	54	41	-24%
Asian	618	601	603	582	515	494	-4%
Black/African American	2,179	2,020	1,901	1,996	1,913	1,765	-8%
Hispanic/Latino	1,663	1,653	1,718	1,794	1,684	1,618	-4%
Native Hawaiian/Other Pacific Islander	85	79	73	58	52	44	-15%
White	7,783	7,294	6,937	6,740	5,985	5,112	-15%
Non US Citizen	175	141	135	120	94	92	-2%
Two or More Races	373	362	391	498	450	417	-7%
Unknown	2,319	2,124	2,070	2,002	1,757	1,562	-11%
Average Age of Enrolled Students	35.0	35.0	35.2	35.5	35.8	35.8	

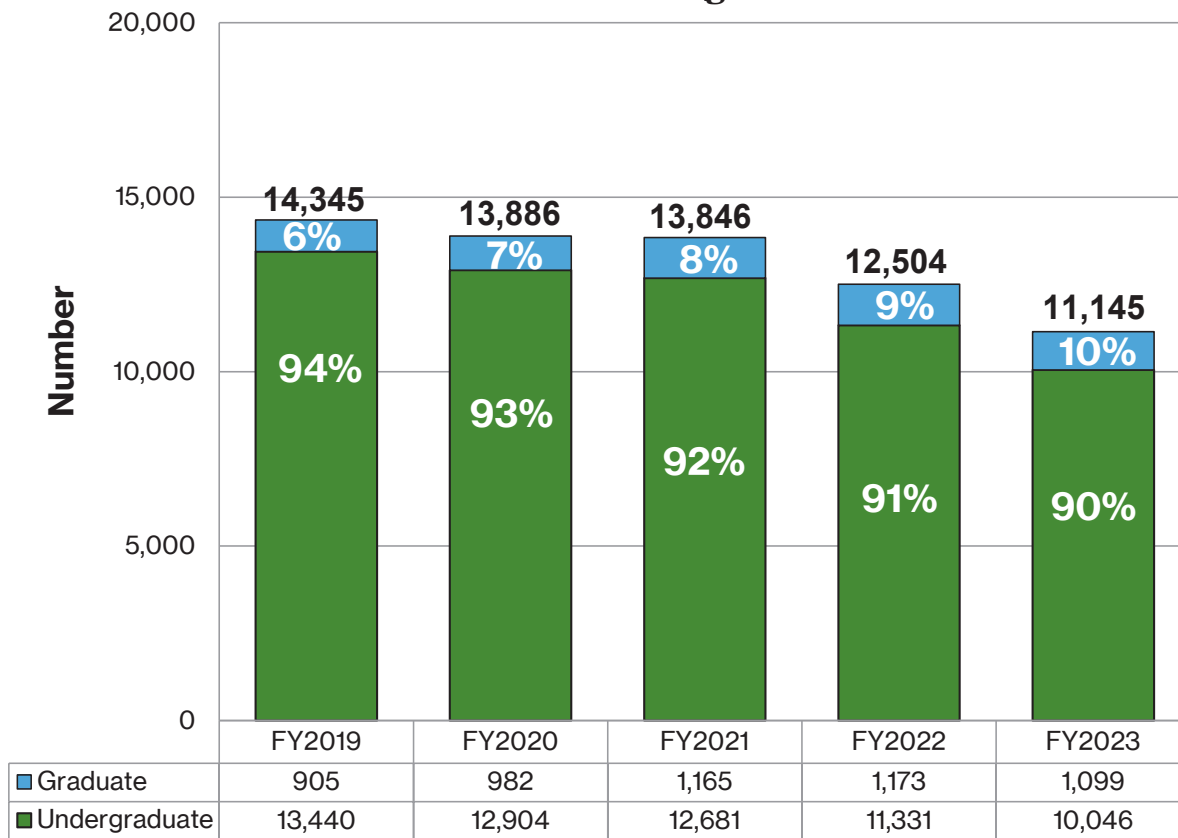Prepared By: The Office of Institutional Research, Thomas Edison State University, July 19, 2023.

*The "Number of Students Served" represents the degree-seeking and nonmatriculated counts combined.

** The total degree-seeking enrollment is an unduplicated count of degree-seeking students. There were 45 students in FY18, 36 students in FY19, 42 students in FY20, 60 students in FY21, 61 students in FY22 and 38 students in FY23 who enrolled in both an undergraduate and graduate level academic program; these students are included in the graduate counts.

***Applicant counts exclude incomplete files at the undergraduate level; applicant counts also exclude cancelled, conditional admits and withdrew at both the undergraduate and graduate level.
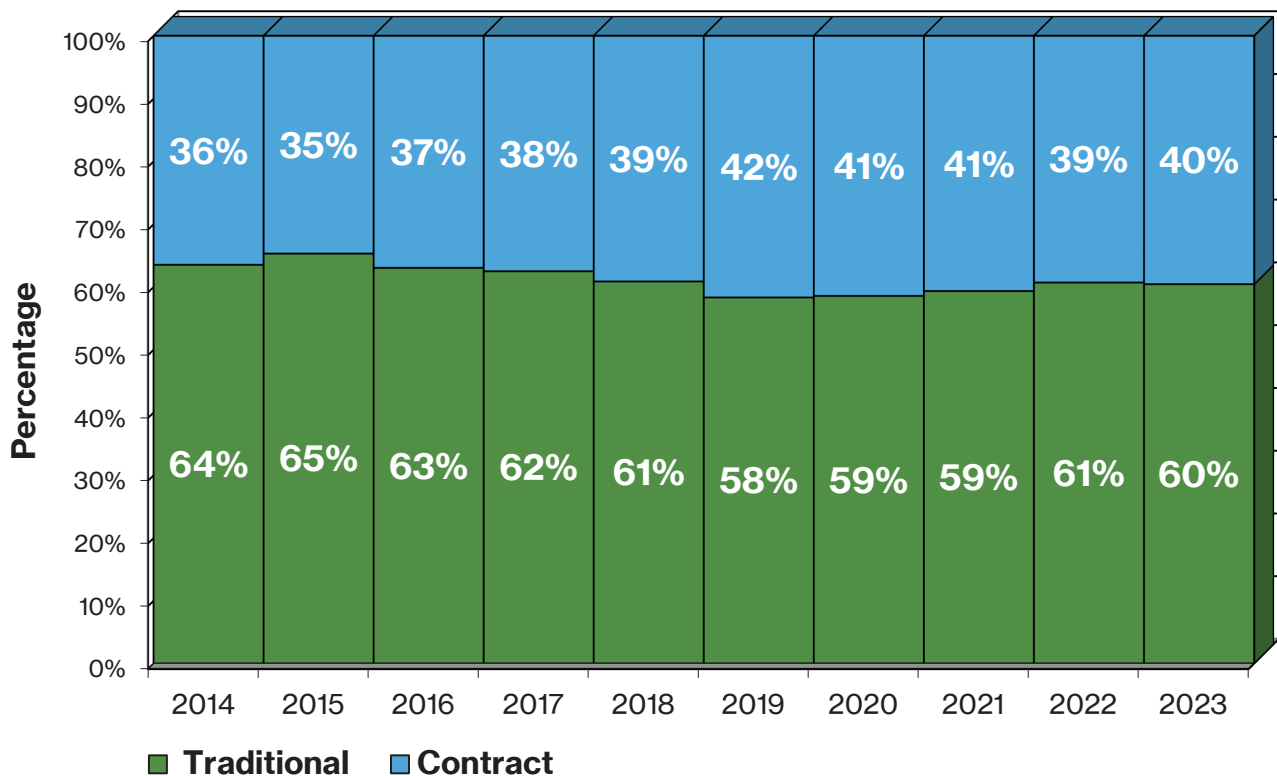
****Beginning in FY15, "New Enrollments" refers to students who were new to the University and does not include reenrolled students who returned to the University after stopping out for a while. This change was made to be consistent with the new Enrollment Reporting policy that was implemented in fall 2014.
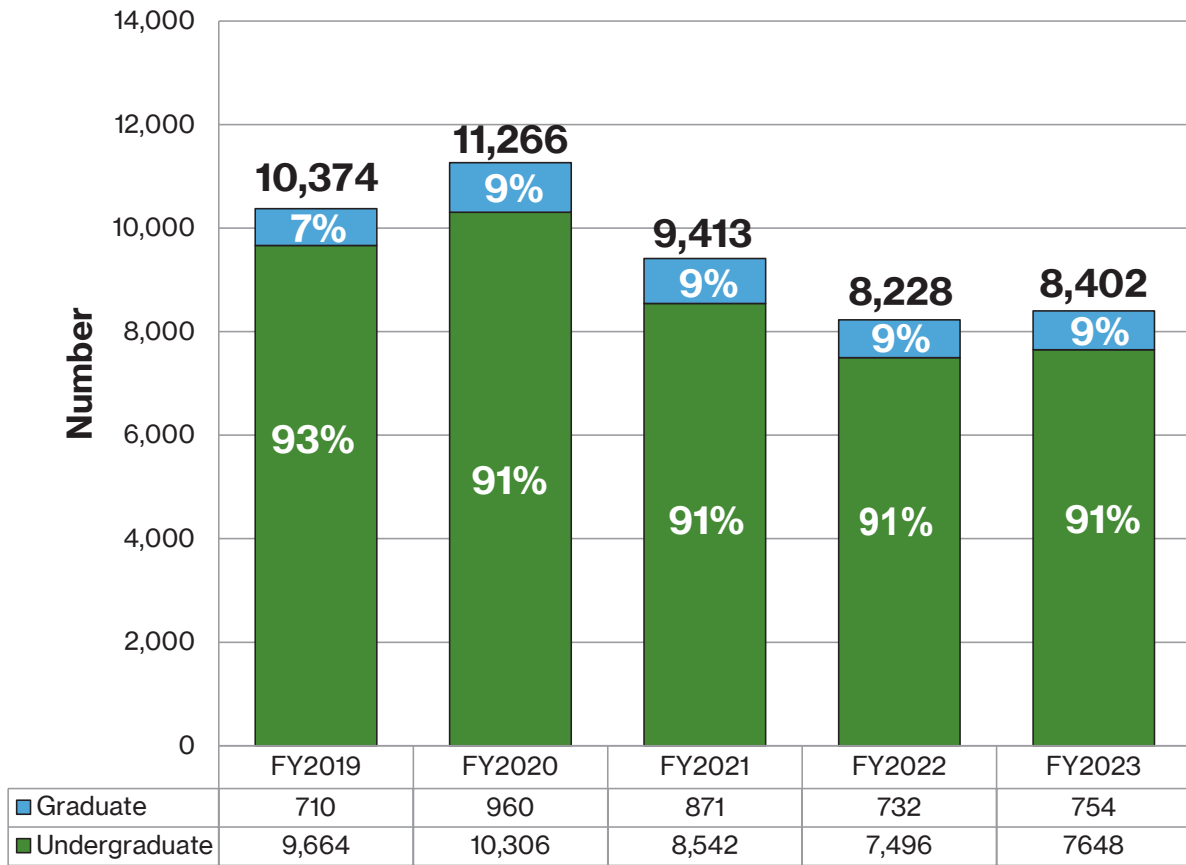
Total Enrollment by Level
FY2019 through FY2023

	FY2019	FY2020	FY2021	FY2022	FY2023
Graduate	905	982	1,165	1,173	1,099
Undergraduate	13,440	12,904	12,681	11,331	10,046

Total enrollment: FY2019: 14,345 (Graduate 6%, Undergraduate 94%); FY2020: 13,886 (7%, 93%); FY2021: 13,846 (8%, 92%); FY2022: 12,504 (9%, 91%); FY2023: 11,145 (10%, 90%).

Note: Counts represent degree-seeking students.

Fiscal Year Enrollment Trends
with Traditional and Contract Comparisons

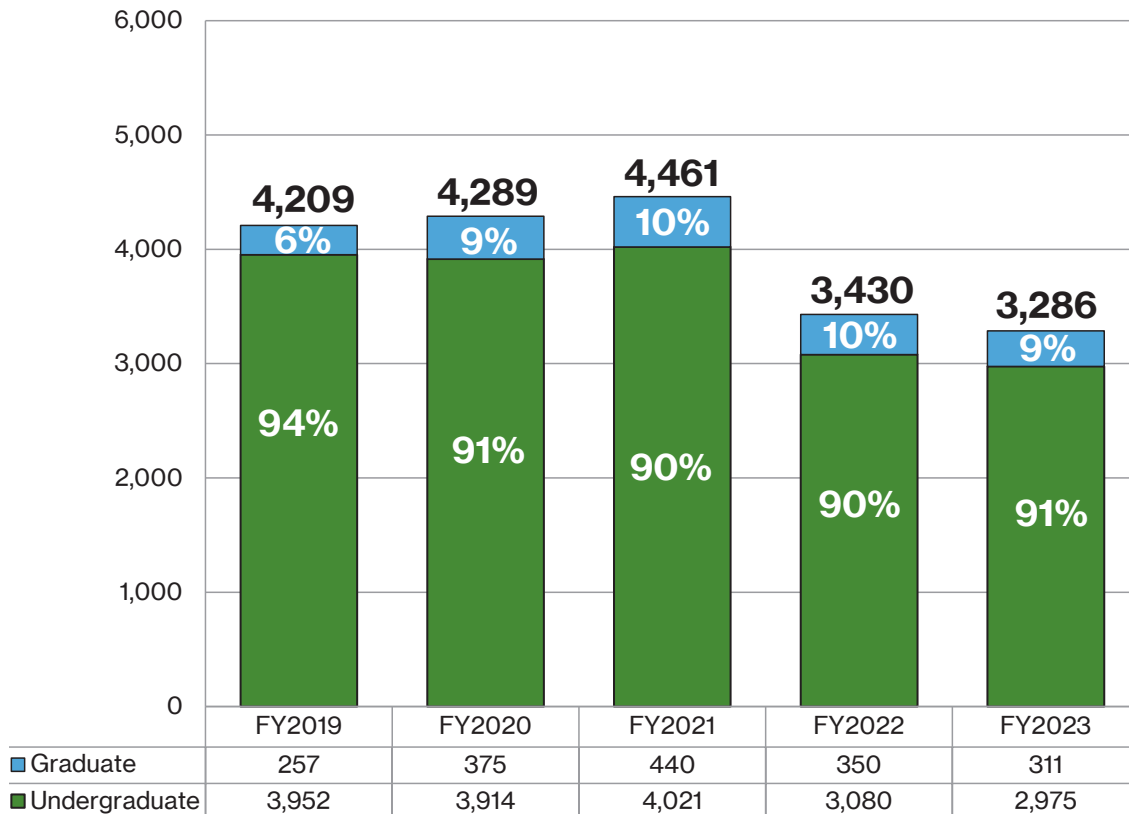|	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Contract	36%	35%	37%	38%	39%	42%	41%	41%	39%	40%
Traditional	64%	65%	63%	62%	61%	58%	59%	59%	61%	60%

■ **Traditional**   ■ **Contract**

Note: Counts represent degree-seeking students.

Applicants: FY2019 through FY2023

	FY2019	FY2020	FY2021	FY2022	FY2023
	10,374	**11,266**	**9,413**	**8,228**	**8,402**
Graduate (blue)	7%	9%	9%	9%	9%
Undergraduate (green)	93%	91%	91%	91%	91%
Graduate	710	960	871	732	754
Undergraduate	9,664	10,306	8,542	7,496	7648

New Enrollments Only by Level
FY2019 through FY2023

	FY2019	FY2020	FY2021	FY2022	FY2023
	4,209	**4,289**	**4,461**	**3,430**	**3,286**
Graduate (blue)	6%	9%	10%	10%	9%
Undergraduate (green)	94%	91%	90%	90%	91%
Graduate	257	375	440	350	311
Undergraduate	3,952	3,914	4,021	3,080	2,975

Note: Counts represent degree-seeking students.

Degrees Conferred: FY2019 through FY2023
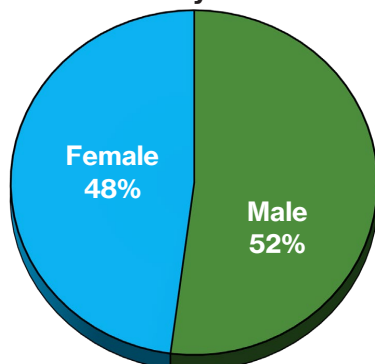### (Cumulative Degrees Awarded = 73,418)

Degrees Awarded

Bar chart values above each bar: FY2019: **2,545**, FY2020: **2,362**, FY2021: **2,536**, FY2022: **2,267**, FY2023: **1,957**

	FY2019	FY2020	FY2021	FY2022	FY2023
■ Doctorate	8	2	4	14	32
□ Master's	201	194	181	194	212
■ Baccalaureate	1,917	1,782	1,869	1,629	1,334
□ Associate	419	384	482	430	379
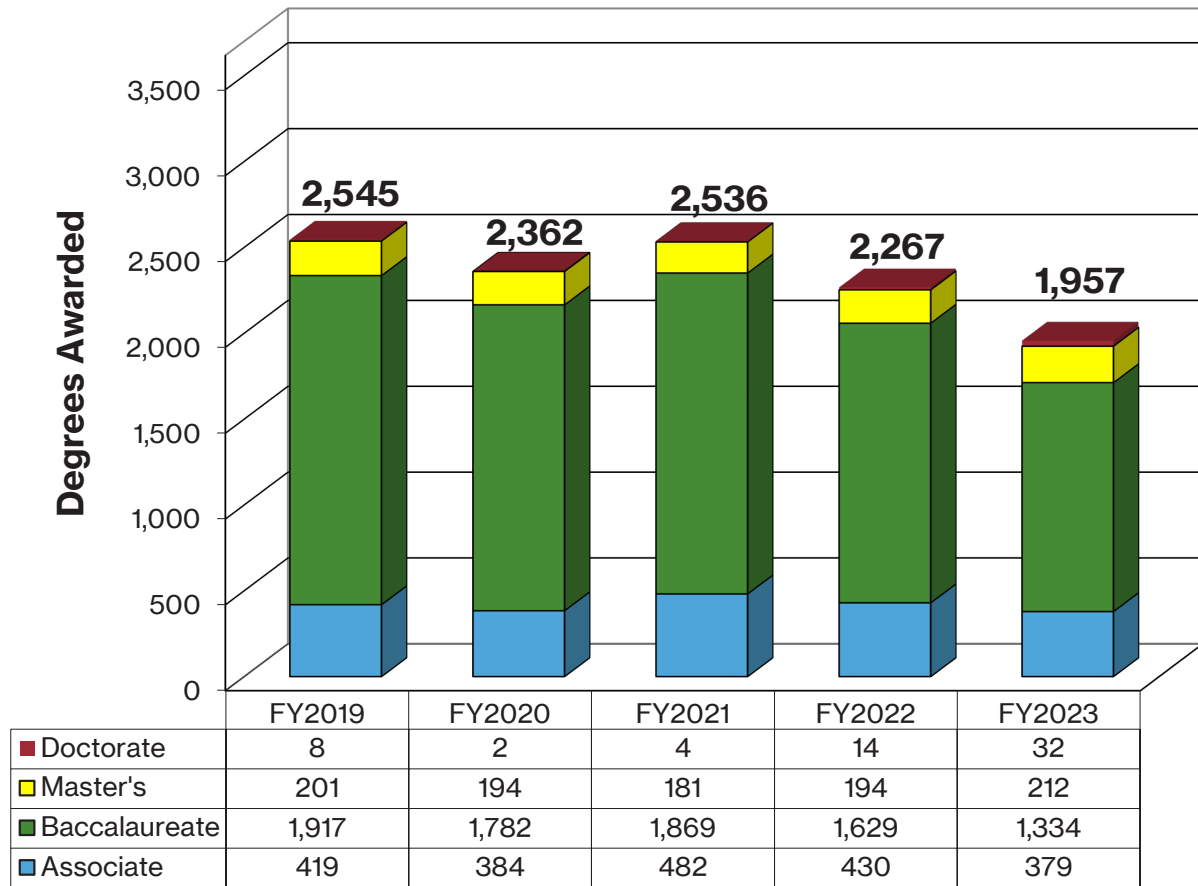
FY2023 Enrollment by Gender and Military Status

FY2023 Enrollment by Gender: All Students

Female 41%
Male 59%
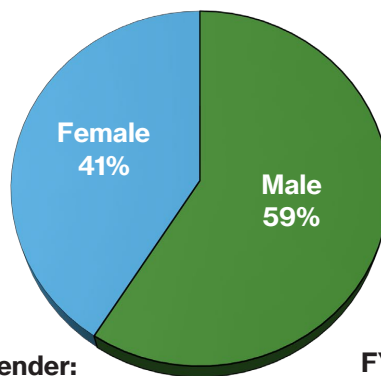
FY2023 Enrollment by Gender: Non-Military Students

Female 48%
Male 52%

FY2023 Enrollment by Gender: Active-Duty Military

Female 18%
Male 82%

FY2023 Enrollment by Race/Ethnicity

Asian
4%

Native Hawaiian/Other Pacific Islander
0.4%

Two or More Races
4%

Black/African American
16%

Hispanic/Latino
15%

Unknown
14%

White
46%

American Indian/Alaska Native
0.4%

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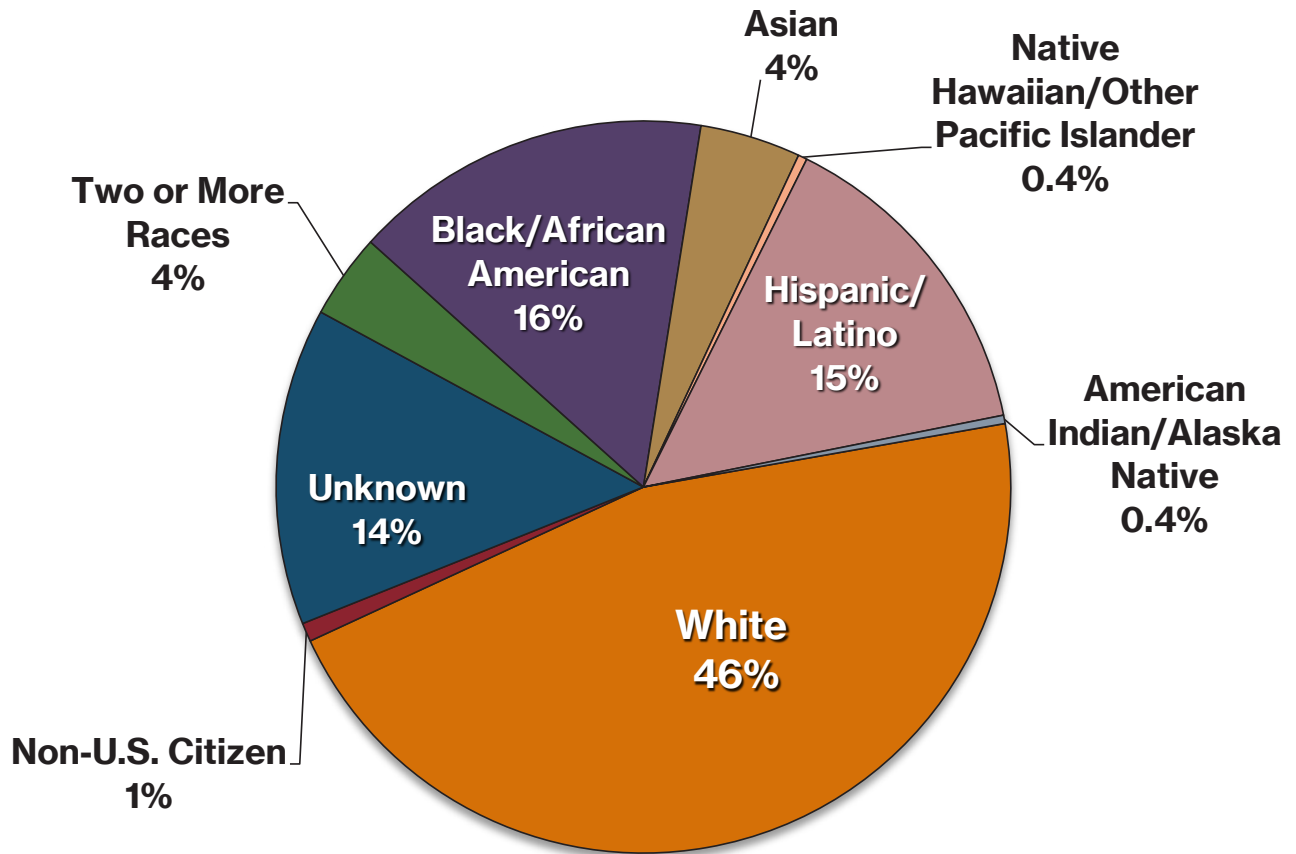
Note: Counts represent degree-seeking students.

Enrollments by Military Status: FY2019 through FY2023

	FY2019	FY2020	FY2021	FY2022	FY2023
Active-Duty Military	28%	27%	27%	25%	24%
Non-Military	72%	73%	73%	75%	76%

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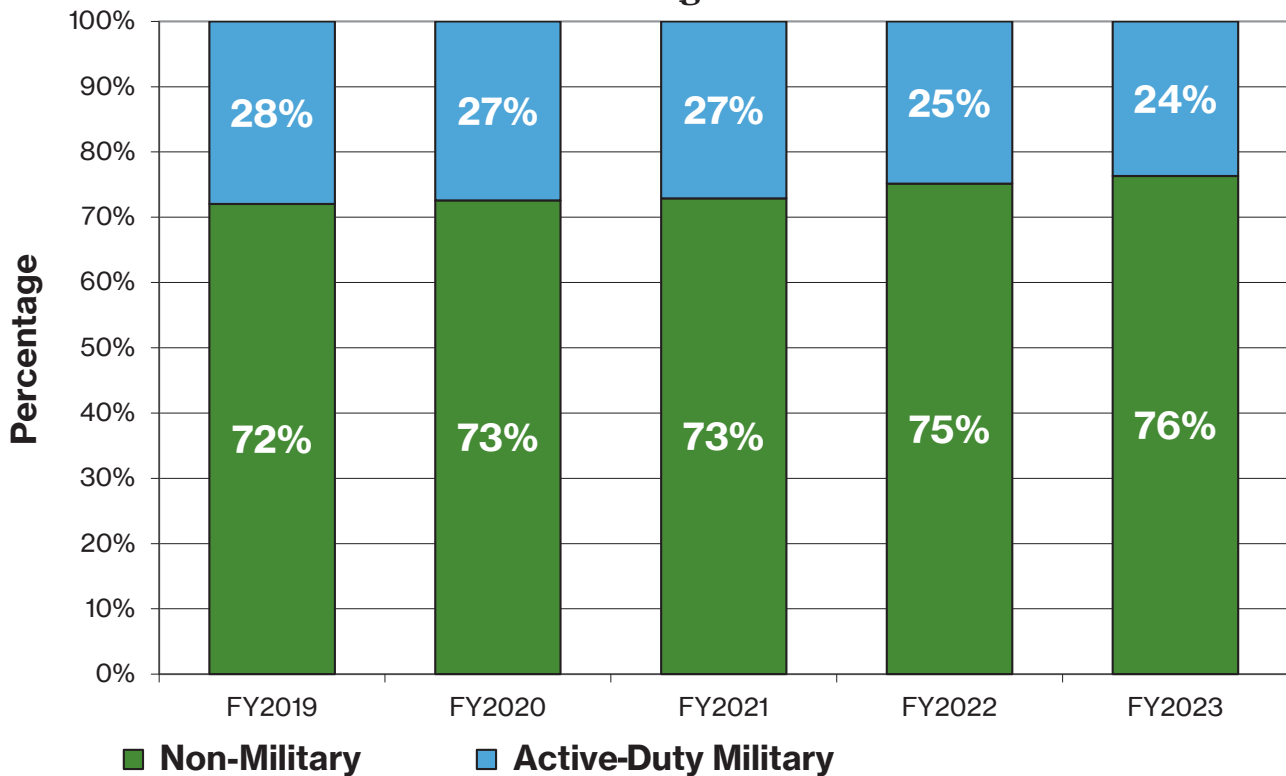
Note: Counts represent degree-seeking students.

FY2023 Enrollments by Military Status and Residence

|	FY2023 Non-military	FY2023 Active-Duty Military
Unknown	48	29
International	95	12
Out of State	4,445	2,441
New Jersey	3,916	159
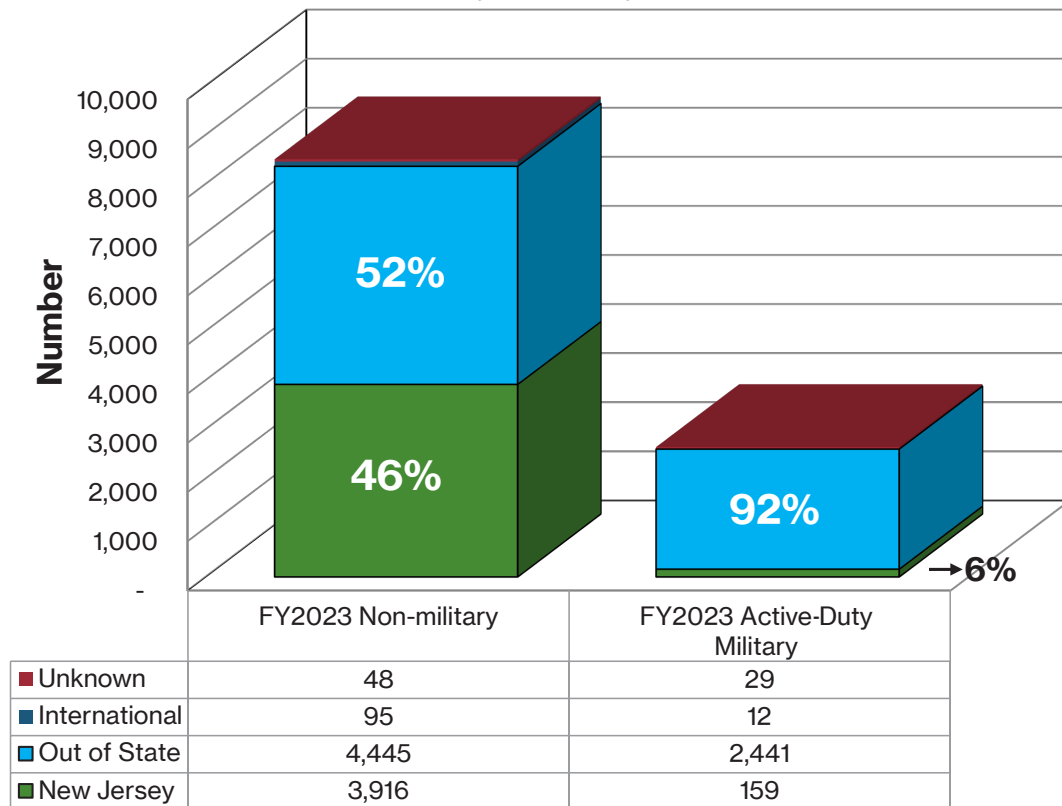
Note: Counts represent degree-seeking students.

FY2023 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	17%	22%	16%	14%	8%	5%	4%	3%	2%	9%
Baccalaureate	13%	20%	19%	10%	8%	6%	4%	3%	3%	14%
Master's	9%	43%	20%	8%	8%	2%	4%	2%	1%	3%
Doctorate	0%	6%	81%	6%	6%	0%	0%	0%	0%	0%
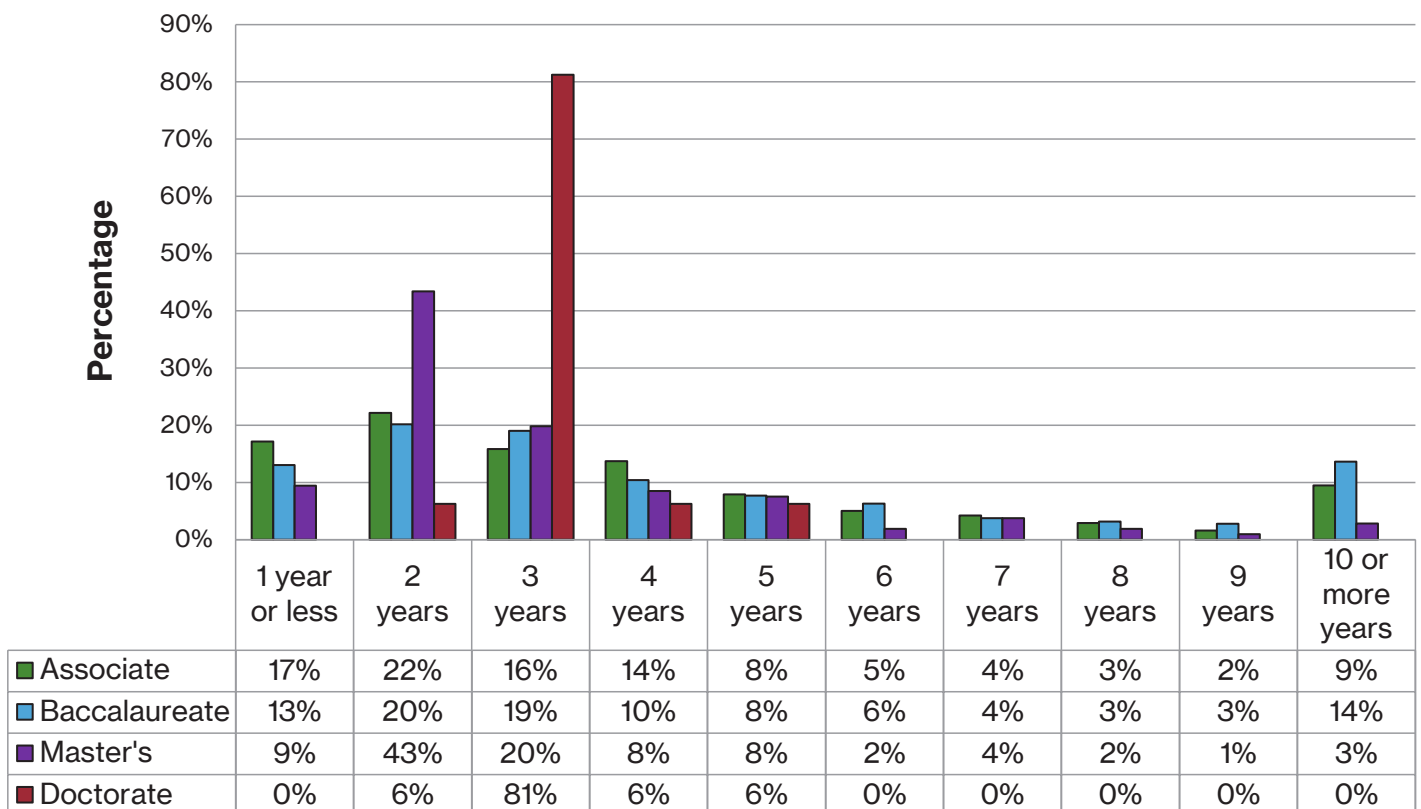
Mean Time to Degree: Associate = 4.1, Baccalaureate = 4.9, Master's = 3.2 and Doctorate = 3.1

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

■ # of Students   ■ $ Disbursed
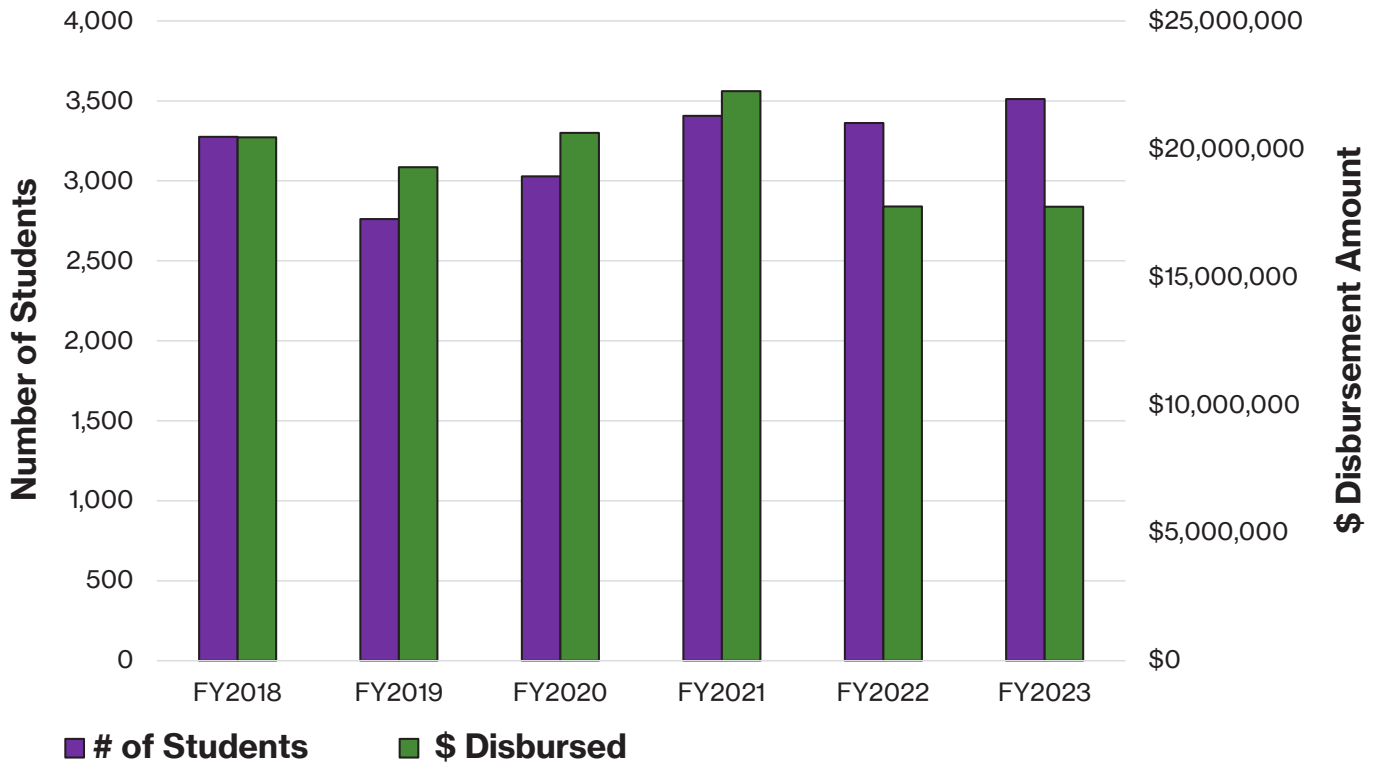
Source: Division of Finance, July 2023.

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

	FY2017	FY2018	FY2019
■ Thomas Edison State University	6.8%	4.7%	1.5%
■ National	9.7%	7.3%	2.3%

Source: https://www2.ed.gov/offices/OSFAP/defaultmanagement/cdr.html
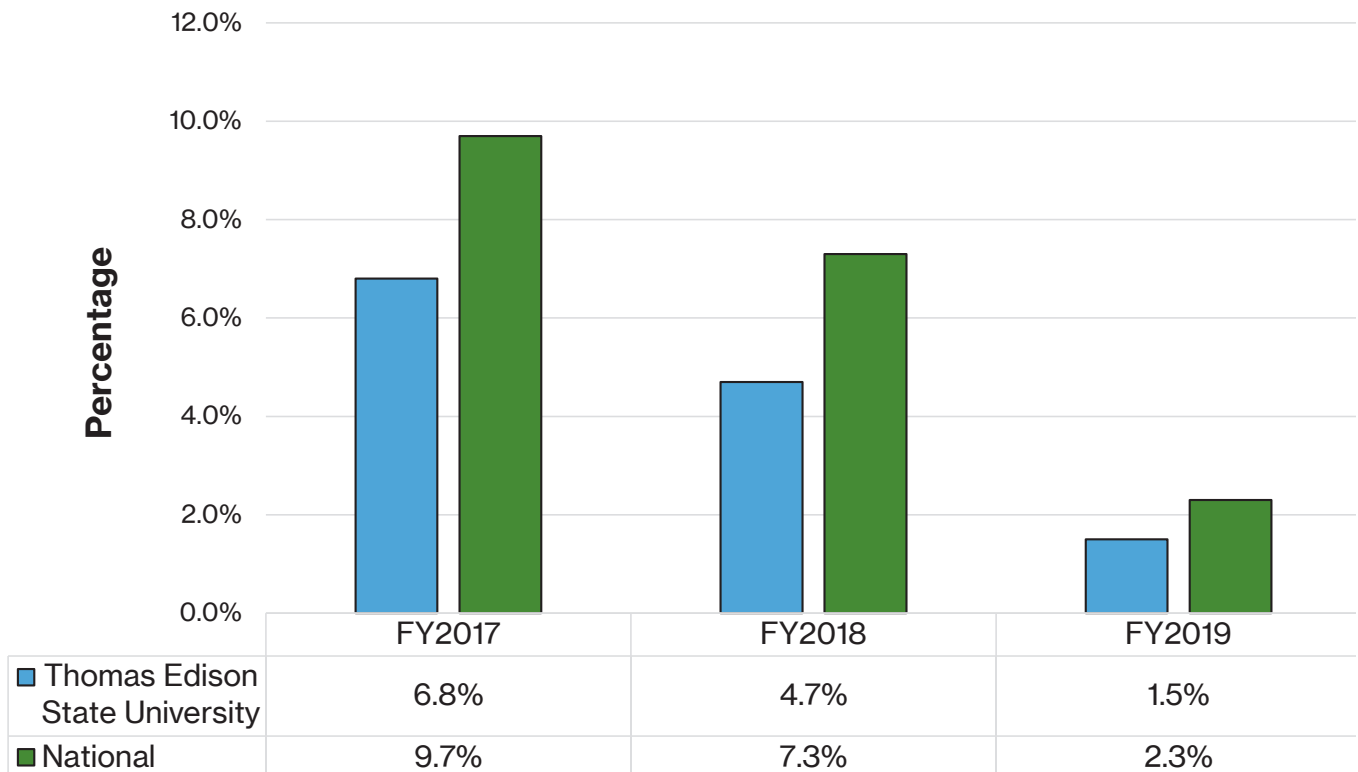
Appendix A: FY23 Preliminary Statement of Revenues and Expenses (Unaudited)

FY23
FISCAL YEAR FINANCIAL RESULTS
FOR THE FORTH QUARTER
ENDING JUNE 30, 2023

Thomas Edison State University
Unrestricted Revenue and Expenses
for the Forth Fiscal Quarter, Ending June 30, 2023

Revenues

During the fourth quarter of FY23, the University realized a decrease of $564,981 or 1% to the same quarter last year. This is due to an increase in state appropriations of $2,184,000 and a decrease in student revenue of $2,350,843. The deferred revenue adjustment for summer tuition decreased by $398,138. The University achieved $48,399,188 or 88% of its combined revenue budget of $54,734,485, excluding investment income, through the fourth quarter. In the previous fiscal year, 82% or $48,964,169 was realized through the fourth quarter of that year's combined budget of $60,061,046.

The University received 104% or $10,528,000 of its annual FY23 state appropriation budget of $10,097,000. This result is higher than the same period last year, when 100% or $8,344,000 was earned against a budget of $8,344,000.

The actual New Jersey appropriation to the University was $10,528,000. This was $431,000 above the governor's budget recommendation. The University board approved budget did not include the $431,000. The increase represented 75% of the floor appropriation per full-time equivalent student enrollment. The University did not receive the floor appropriation in fiscal year 2022. The chart below compares the actual state appropriation to the amount received through the fourth quarter.

	Appropriation	Received	Remaining	
General Appropriation	4,561,000	4,992,000	(431,000)	109%
N.J. National Guard Waiver	1,000,000	1,000,000	–	100%
Outcomes Based Funding	4,967,000	4,967,000	–	100%
	10,528,000	10,959,000	(431,000)	104%

Undergraduate student revenues totaled 31,088,397 representing 84% of the University's FY23 annual budget of $36,845,450. This percentage is higher than the same period last year, when 75% or $32,940,376 was earned against an annual budget of $43,866,185. This represents a decrease of 6% or $1,851,979 compared to last year's same quarter revenue amount.

Chapter 33 (veterans) was $232,008 or 8% above the prior year. Corporate Choice was $532,012 or 18% above the prior year. The per-credit tuition plan was lower by $1,431,255 or 9%. Nursing was below the prior year by $370,262 or 11%. Military was $692,447 or 11% below the prior year.

Graduate student revenues for the fourth quarter accounted for 85%, or $6,599,152, against a budget of $7,792,035. This revenue percentage is lower than the same period last fiscal year when 90% or

$7,098,016 was earned against a budget of $7,850,861. This represents a decrease of 7% or 498,864 when compared to last year's revenue amount. Master's programs were $533,241 or 9% below the prior year. Doctorate programs were $34,377 or 3% above the prior year.

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

- Application Fee – 99%
- Per Credit Tuition Plan – 76%
- Chapter 33 – 105%
- Undergraduate Nursing – 93%
- Corporate Choice® – 119%
- Military – 85%
- Master's – 79%
- Doctorate – 90%

Investment Income

The University earned $801,981 in operating realized investment income, which represents an increase of 211% or $543,806 compared to the same period last fiscal year, when $258,175 was earned. This was primarily due to higher interest rates. The returns do not include unrealized gains or losses. The University had an unrealized loss of $19,003, which will be recorded in the audited financial statements. In comparison, the University had an unrealized loss of $547,017 in the fourth quarter of the prior year.

The University purchased a $3,000,000 CD on Nov. 22, 2022. This 12-month CD matures on 11/22/23 and earns an interest rate of 4.65%. The University purchased a $3,073,000 CD on June 28, 2023. This 6-month CD matures on 12/26/23 and earns an interest rate of 5.52%. The Bernstein quasi endowment account includes equity and fixed income funds. This account has a fourth quarter market value of $3,066,806.

Expenditures

The University has expended and committed 92% or $50,310,325 of its $54,734,485 revised budget. This result is higher than the last fiscal year, when 84% or $48,953,586 was spent against last fiscal year's budget of $58,141,022. Expenditures increased $1,356,739 or 3%, over the last fiscal year.

Salary was $1,557,980 or 6% above the prior year. The increase was primarily due to $812,532, which was shifted to the GEERF grant during the prior year and cost of living increases. Student waivers were $165,914 or 15% above 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 in the prior year. The University is mandated by state statute to waive tuition for all active-duty New Jersey National Guard members.

Services were $381,615 or 2% above the prior year. The increase was primarily due to $285,334 that was shifted to the GEERF grant in the prior year. Improvements were $375,346 or 87% below the prior year. This was due to deferred maintenance projects and information technology purchases completed in fiscal years 2021 and 2022. The decreased debt service of $616,808 was due to the prepayment of the TD debt during the fourth quarter of fiscal year 2022.

Surplus/Deficit

The University ended the fourth quarter with a deficit of $1,911,137. The deficit is lower by $1,921,720 in comparison to the prior year surplus of $10,583. The deficit was primarily due to decreased student

revenue of $2.7 million and increased expenses of $1.4 million, which were partially offset by increased state support of $2.2 million. The expense increase was primarily due to the transfer of salary expense to federal stimulus funds in the prior year.

The University historically has not included non-budgeted revenue in the quarterly financial statements. The University had non-budgeted revenue of $1.2 million, which decreases the deficit to $0.7 million. Non-budgeted revenue is primarily from $801,981 in investment income and $356,829 in federal indirect cost recovery.

Quarterly Financial Summary
Unrestricted Revenues and Expenses
Quarter Ending June 30, 2023

	PERFORMANCE				COMPARATIVE			
	FY2023 Budget	FY2023 YTD	$ Variance	%	FY2023 YTD	FY2022 YTD	$ Change	% Change
REVENUES								
State Appropriation	10,097,000	10,528,000	431,000	104	10,528,000	8,344,000	2,184,000	26
Undergraduate Tuition and Fees	36,845,450	31,088,397	(5,757,053)	84	31,088,397	32,940,376	(1,851,979)	(6)
Graduate Tuition and Fees	7,792,035	6,599,152	(1,192,883)	85	6,599,152	7,098,016	(498,864)	(7)
Deferred Revenue (Summer Term Adj.)		183,639	183,639		183,639	581,777	(398,138)	
Total Budgeted Revenues	54,734,485	48,399,188	(6,335,297)	88	48,399,188	48,964,169	(564,981)	(1)
Investment Income		820,124			801,981	258,175	543,806	211
Total Revenues	54,734,485	49,219,312	(5,515,173)	90	49,201,169	49,222,344	(21,175)	(0)
EXPENSES								
Operating								
Salaries	31,105,409	29,852,818	1,252,591	96	29,852,818	28,294,838	1,557,980	6
Fringes	125,000	145,723	(20,723)		145,723	121,089	24,634	20
Other Expenses:								
Student waivers	1,000,000	1,242,146	(242,146)	124	1,242,146	1,076,232	165,914	15
Materials	582,098	299,371	282,727	51	299,371	170,298	129,073	76
Services other than Salary	18,212,880	15,820,414	2,392,466	87	15,820,414	15,438,799	381,615	2
Maintenance	2,470,469	1,982,074	488,395	80	1,982,074	1,892,397	89,677	5
Total Other Expenses	22,265,447	19,344,005	2,921,442	87	19,344,005	18,577,726	766,279	4
Improvements/Additions	325,825	54,975	270,850	17	54,975	430,321	(375,346)	(87)
Debt Principal Payments	837,109	837,109	-	100	837,109	1,300,039	(462,930)	(36)
Debt Interest Payments	75,695	75,695	-	100	75,695	229,573	(153,878)	(67)
Total Debt Payments	912,804	912,804	-	100	912,804	1,529,612	(616,808)	(40)
Total Expenses	54,734,485	50,310,325	4,424,160	92	50,310,325	48,953,586	1,356,739	3
Net Increase (Decrease) In Fund Balance	-	(1,911,137)	(1,911,137)		(1,911,137)	10,583	(1,921,720)	18,159
Carryforward	-	-	-		-	47,903	(47,903)	• 0

Fiscal Year 2023

FY2023 TOTAL REVENUE
Quarter Ending June 30, 2023
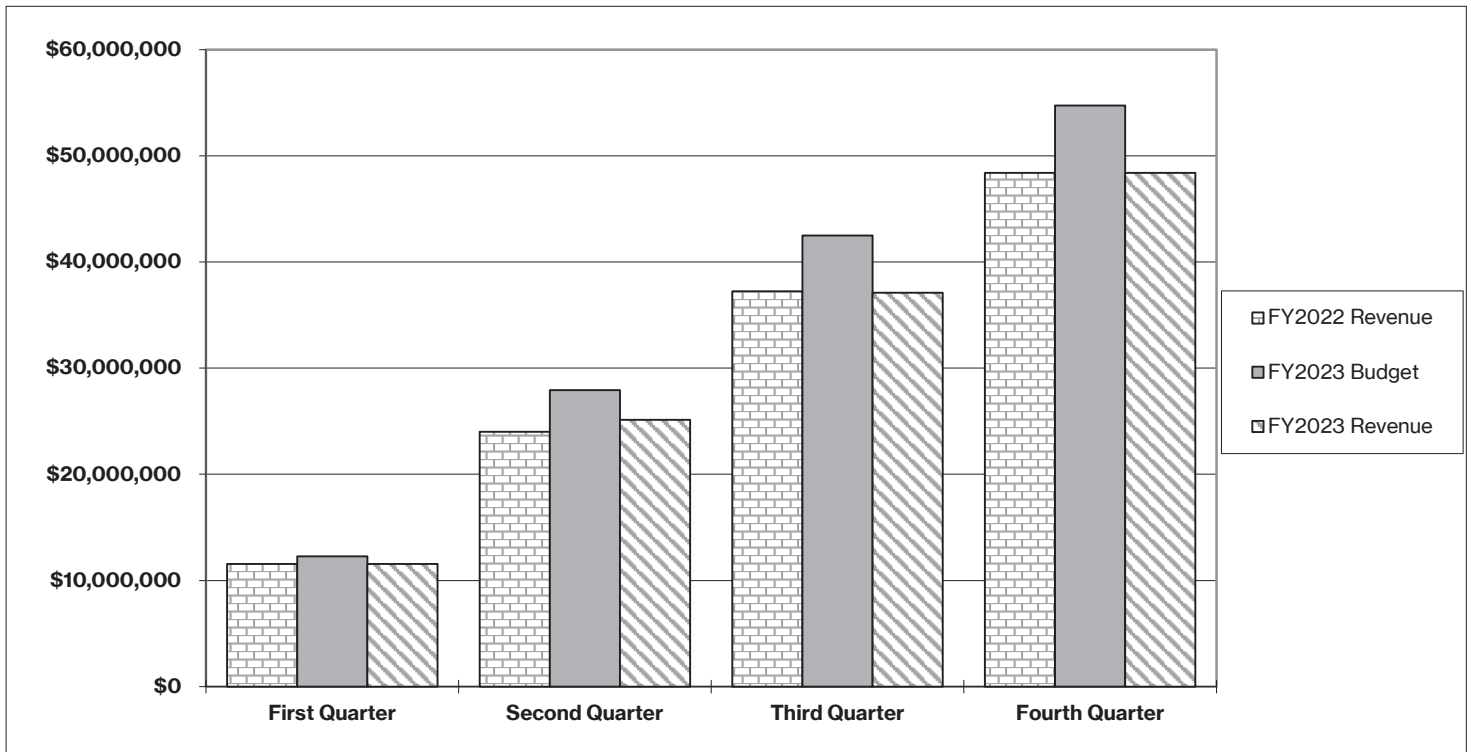
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY2022 Revenue	$11,552,278	$24,001,067	$37,248,793	$48,382,392
FY2023 Budget	$12,271,973	$27,933,481	$42,503,422	$54,734,485
FY2023 Revenue	$11,552,278	$25,132,334	$37,115,799	$48,399,188

FY2022 Fourth Quarter Actual		FY2023 Fourth Quarter Actual	Difference Between FY2022 and FY2023 Totals
$8,344,000	State Appropriation	$10,528,000	**$2,184,000**
$15,333,067	Per Credit Tuition Plan	$13,901,812	**($1,431,255)**
$2,931,435	Chapter 33 (Veteran)	$3,163,443	**$232,008**
$3,363,706	Undergraduate Nursing	$2,993,444	**($370,262)**
$3,015,757	Corporate Choice	$3,547,769	**$532,012**
$6,062,443	Military	$5,369,996	**($692,447)**
$2,233,968	Other Undergraduate	$2,111,933	**($122,035)**
$7,098,016	Graduate	$6,599,152	**($498,864)**
$581,777	Summer Term Adjustment	$183,639	**($398,138)**
$48,964,169	**Total**	**$48,399,188**	**($564,981)**

FY2022 UNDERGRADUATE REVENUE
Quarter Ending June 30, 2023
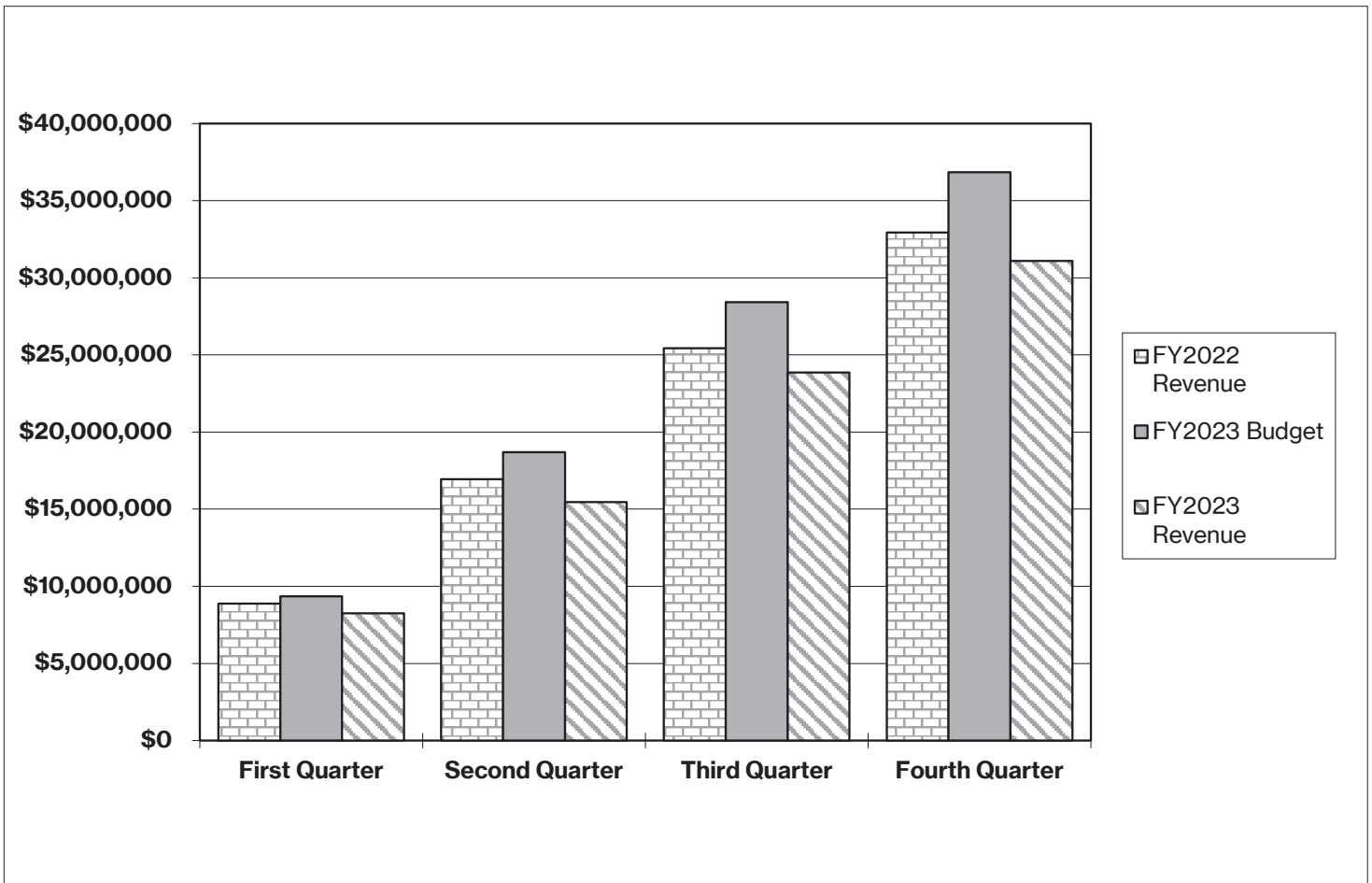
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY2022 Revenue	$8,886,895	$16,944,962	$25,431,960	$32,940,376
FY2023 Budget	$9,345,197	$18,691,566	$28,419,310	$36,845,450
FY2023 Revenue	$8,242,251	$15,463,832	$23,858,306	$31,088,397

FY2023 Fourth Quarter
April 1, 2023, through June 30, 2023
UNDERGRADUATE STUDENT REVENUE

	Fouth Quarter FY2022 Revenue	FY2022 YTD Revenue	Fourth Quarter FY2023 Budget	Fourth Quarter FY2023 Revenue	Percentage of Fourth Quarter Revenue Received	FY2023 YTD Budget	FY2023 YTD Revenue	Percentage of YTD Revenue Received	Comparison FY2022 to FY2023
Application Fee	$49,150	$216,825	$49,867	$46,250	99%	$226,650	$180,250	80%	-17%
Per Credit Tuition Plan									
In	$1,703,816	$8,550,810	$2,154,874	$1,607,980	75%	$9,911,774	$7,701,677	78%	-10%
Out	$1,410,309	$6,299,926	$1,624,830	$1,201,575	74%	$7,204,400	$5,776,291	80%	-8%
Nonenrolled	$157,624	$482,331	$139,343	$151,132	108%	$460,583	$423,844	92%	-12%
Per Credit Tuition Plan Total	$3,271,749	$15,333,067	$3,919,047	$2,960,687	76%	$17,576,757	$13,901,812	79%	-9%
TECEP	$50,783	$249,648	$65,270	$45,876	70%	$284,384	$214,290	75%	-14%
Prior Learning Assessment	$3,333	$14,384	$3,048	$31,286	1026%	$13,921	$41,611	299%	189%
Chapter 33 Tuition	$636,849	$2,931,435	$715,765	$749,274	105%	$3,232,196	$3,163,443	98%	8%
Nursing									
BSN Tuition and fees	$253,563	$1,476,816	$393,578	$220,622	56%	$2,311,351	$1,001,369	43%	-32%
Accelerate BSN Program	$671,217	$1,886,890	$545,570	$648,143	119%	$1,537,164	$1,992,075	130%	6%
Nursing Total	$924,780	$3,363,706	$939,148	$868,765	93%	$3,848,515	$2,993,444	78%	-11%
Professional Continuing Studies Tuition	$2,390	$32,436	$0	$82,234	0%	$0	$82,234	0%	154%
Corporate Choice									
Corporate Choice	$399,322	$1,656,980	$410,582	$467,606	114%	$1,786,873	$1,936,333	108%	17%
Corporate Choice - UPS	$366,311	$1,358,777	$312,297	$389,367	125%	$1,259,706	$1,611,436	128%	19%
Corporate Choice Total	$765,633	$3,015,757	$722,879	$856,973	119%	$3,046,579	$3,547,769	116%	18%
Military									
Military Degree Completion Program (MDCP)	$403,375	$1,818,351	$447,810	$299,168	67%	$2,009,500	$1,560,988	78%	-14%
GoArmyU	$285,812	$1,261,126	$291,676	$314,313	108%	$1,359,750	$1,166,442	86%	-8%
Navy College Program	$673,609	$2,957,301	$725,185	$626,313	86%	$3,191,250	$2,595,126	81%	-12%
McGuire AFB Tuition/Nat'l Test Ctr	($1,470)	$5,280	$0	$6,960	0%	$0	$18,690	0%	254%
Navy PACE	$12,000	$20,385	$4,648	$7,500	161%	$11,250	$28,750	256%	41%
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	$1,373,326	$6,062,443	$1,469,319	$1,254,254	85%	$6,571,750	$5,369,996	82%	-11%
Other Undergraduate Fees	$430,423	$1,720,675	$541,797	$334,494	62%	$2,044,698	$1,593,548	78%	-7%
Total Undergraduate Tuition and Fees	$7,508,416	$32,940,376	$8,426,140	$7,230,093	86%	$36,845,450	$31,088,397	84%	-6%

	Fouth Quarter FY2022 Revenue	FY2022 YTD Revenue	Fourth Quarter FY2023 Budget	Fourth Quarter FY2023 Revenue	Percentage of Fourth Quarter Revenue Received	FY2023 YTD Budget	FY2023 YTD Revenue	Percentage of YTD Revenue Received	Comparison FY2022 to FY2023
Master Programs Tuition									
Graduate PLA	$2,205	$7,350	$1,967	$0	0%	$10,780	$2,607	24%	-65%
MA Educational Leadership	$118,440	$550,728	$140,956	$96,390	68%	$576,449	$415,420	72%	-25%
MS Homeland Security	$21,747	$132,078	$31,690	$38,272	121%	$160,650	$183,779	114%	39%
MS Applied Science and Technology	$299,319	$1,156,834	$301,117	$197,336	66%	$1,187,324	$938,929	79%	-19%
MA Ed Tech and Online Learning	$10,020	$38,076	$8,282	$4,556	55%	$33,748	$38,981	116%	2%
MS Public Service	$97,620	$423,305	$98,509	$83,937	85%	$435,374	$375,287	86%	-11%
MBA	$302,526	$1,031,641	$303,609	$288,319	95%	$1,157,927	$1,024,338	88%	-1%
MSHRM Tuition	$75,459	$262,251	$80,894	$86,568	107%	$319,275	$351,974	110%	34%
MSM Tuition	$430,979	$1,643,415	$474,298	$367,866	78%	$1,821,152	$1,419,904	78%	-14%
Nursing Tuition	$119,790	$749,279	$164,060	$111,248	68%	$918,001	$710,497	77%	-5%
Masters Programs Tuition Total	**$1,478,105**	**$5,994,957**	**$1,605,382**	**$1,274,492**	**79%**	**$6,620,680**	**$5,461,716**	**82%**	**-9%**
Doctorate Programs Tuition									
Doctor of Business Administration	$294,499	$840,078	$292,537	$281,467	96%	$834,484	$882,885	106%	5%
Doctor of Nurse Practice	$47,282	$262,981	$74,351	$50,048	67%	$336,871	$254,551	76%	-3%
Doctorate Programs Tuition Total	**$341,781**	**$1,103,059**	**$366,888**	**$331,515**	**90%**	**$1,171,355**	**$1,137,436**	**97%**	**3%**
Total Graduate Tuition and Fees	**$1,819,886**	**$7,098,016**	**$1,972,270**	**$1,606,007**	**81%**	**$7,792,035**	**$6,599,152**	**85%**	**-7%**
Total Tuition and Fees	**$9,328,302**	**$40,038,392**	**$10,398,410**	**$8,836,100**	**85%**	**$44,637,485**	**$37,687,549**	**84%**	**-6%**

Thomas Edison State University
April 1, 2023, through June 30, 2023
FY2021, QUARTERLY INVESTMENT REPORT

	AS OF 3/31/23 BOOK BALANCE	DEPOSITS & PRINCIPAL INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/23 MARKET VALUE	AS OF 6/30/23 BOOK BALANCE	FYTD INVESTMENT INCOME	FYTD REALIZED/UNREALIZED GAIN (LOSS)
NEW JERSEY CASH MANAGEMENT	$18,622,966	$9,730,383	$207,965	($9,300,000)	$19,261,314	$19,261,314	$467,557	$0
BANK OF AMERICA	$791,056	$34,551,604	$34,504	($34,705,019)	$672,145	$672,145	$34,504	$0
CERTIFICATES OF DEPOSIT	$6,000,000	$3,000,000	$73,000	($3,000,000)	$6,073,000	$6,073,000	$195,816	$0
BERNSTEIN PORTFOLIO	$459,805	$0	$4,286	$0	$445,752	$464,091	$14,573	($18,339)
OTHER	$0	$0	$48	$0	$48	$48	$48	$0
TOTAL	$25,873,827	$47,281,987	$319,803	($47,005,019)	$26,452,259	$26,470,598	$712,498	($18,339)

Outstanding Investment Instruments:

Bernstein Quasi Quasi End Invstmnts-Bernstein	AS OF 3/31/23 BOOK BALANCE	DEPOSITS & PRINCIPAL INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/23 MARKET VALUE	AS OF 6/30/23 BOOK BALANCE	FYTD INVESTMENT INCOME	FYTD REALIZED/UNREALIZED GAIN (LOSS)
Total	$3,060,164	$71,180	$24,982	($70,713)	$3,066,806	$3,085,613	$89,483	(664.36)

TOTAL FYTD INVESTMENT INCOME	TOTAL FYTD REALIZED/UNREALIZED GAIN (LOSS)
$801,981	(19,003.36)

Certificates of Deposit as of 6/30/23:

	Amount	Purch Date	Due Date	Interest Rate
TD Bank	$3,073,000	6/28/23	12/26/23	5.52%
TD Bank	$3,000,000	11/22/22	11/22/23	4.65%
Total	$6,073,000			

Interest Rate of Return:

	NJCM	Bank of Amer
Apr	4.69%	0.87%
May	4.85%	0.90%
Jun	4.98%	0.92%
Average Rate	4.84%	0.90%

FY2021 EXPENDITURE AND OBLIGATION
Quarter Ending June 30, 2023
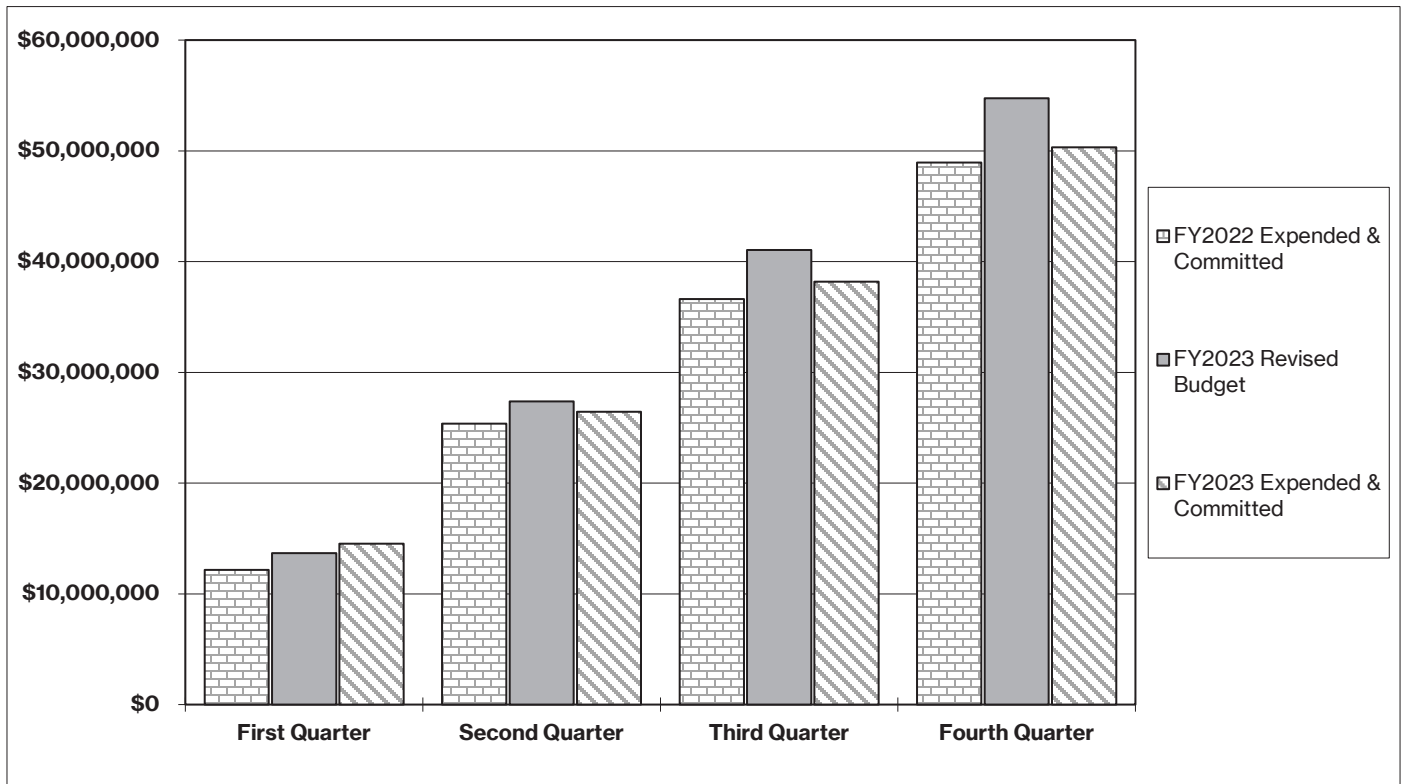
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY2022 Expended & Committed	$12,167,095	$25,363,644	$36,614,734	$48,953,586
FY2023 Revised Budget	$13,683,621	$27,367,242	$41,050,864	$54,734,485
FY2023 Expended & Committed	$14,522,566	$26,436,327	$38,195,353	$50,310,325

Bank of America Equipment Lease (September 2007)

On Sept. 1, 2007, the University entered into a capital lease agreement with the Bank of America Public Capital Corp through the New Jersey Educational Facilities Authority (NJEFA) in which the University could purchase $2.7 million in furniture, equipment and capital improvements.

Rental payment schedules number 1 and 2 have been paid in full. Rental payment schedule number 3, with a 15-year term, is for $1,053,860, used for renovating the Kelsey Building. There are 30 lease payments of $35,129 (Principal Portion) plus interest (Interest Portion @ 4.57%) that are scheduled every six months. The first lease payment was scheduled for March 2008, and the last payment is scheduled for Sept. 2022. The University met its final obligation for debt-service payment of $35,931, which was paid Sept. 8, 2022.

New Jersey Capital Facilities Grants

The University received three grants from the Construction Improvement Fund (CIF) of $1,397,000, $1,913,000 and $170,000 for the renovation of the Center for Learning and Technology, the Kelsey/Townhouse complex and the archway project respectively. The CIF grants had a matching requirement of one third of the debt payments. The University received a $585,000 Equipment Leasing Fund (ELF) grant for nursing simulation equipment. The ELF grant had a 25% matching requirement.

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 @ 3.5%-5%) that are scheduled every six months. The first payment was scheduled for Aug. 15, 2014, and the last payment is scheduled for Aug. 15, 2033. The University met its obligation for the loan payment of $15,787, which was paid last quarter.

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 @ 3%-5.5%) that are scheduled every six months. The first payment is scheduled for Aug. 15, 2017, and the last payment is scheduled for Aug. 15, 2036. The University met its obligation for the loan payment of $1,109, which was paid last quarter.

The loan payment schedule for the ELF debt has a 9-year term. The University portion of the debt was $127,318. There are 18 loan payments (Interest Portion @ 5%) that are scheduled every six months. The first payment was scheduled for Nov. 1, 2014, and the last payment is scheduled for May 1, 2023. The University met its obligation for the semiannual payment of $17,767, which was paid this quarter. This loan is now paid in full.

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

On Oct. 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 @ 2.486%) that are scheduled monthly. The first payment was scheduled for Dec.1, 2014, and the last payment is scheduled for Dec. 1, 2024. The University met its obligation for the loan payments for this quarter in the amount of $188,026.

Restricted Revenue and Expenses
for the Fourth Quarter, Ending June 30, 2023

Through the period ending June 2023, the University received $893,568 in restricted grant funding and incurred expenses totaling $1,456,786. The resulting fund balance is $1,383,233 compared to $1,958,166 for the same quarter of last year

Program	Beginning Balance	YTD Revenues	YTD Expenses	Ending Balance
TESUF - Cloud Computing	143,609	0	130,126	13,481
TESUF - Healthcare Consultant	85,000	0	0	85,000
SIM Cybersecurity	56,554	0	56,554	0
TESUF - Web Redesign	0	350,000	176,770	173,230
ReUp Initiative	0	24,733	24,733	0
TESUF - Customer Relationship Mgmt.	48,756	0	48,756	0
Acad Comm Impact	126,937	(17,683)	109,254	0
TESUF - Acad Gap Analysis	10,500	0	0	10,500
MS Accounting	15,000	10,000	0	25,000
NJ PLACE	0	234,272	234,272	0
Provost Scholarship Fund	25,000	(1,000)	24,000	0
OSHE Career Accelerator	13,614	(208)	13,406	0
Leadership Academy	0	8,999	2,750	6,249
NJ Pathways I & II	0	67,000	2,000	65,000
NRC Scholarship	0	161,001	161,967	(966)
Student Apprenticeship Program	0	10,000	0	10,000
USDOE UNLP Scholarship	0	11,163	11,163	0
Opportunity Meets Innov. (OMIC)	416,556	0	206,724	209,832
Nursing Sim Lab II	10,950	162	0	11,112
TESUF - Nursing NP	136,786	0	0	136,786
Nursing Program Grants	175,000	0	74,243	100,757
Creating Career Pathways	0	25,000	430	24,570
TESUF - MAEDL	102,813	0	61,503	41,310
Competency Based Education	41,119	0	20,000	21,119
DBA Symposium	0	10,129	3,030	7,099
TESUF - Bus Curriculum Dev	21,961	0	21,792	169
CLT Martinson	127,851	0	23,280	104,571
CLT - STEM	25,540	0	0	25,540
MVP Portal Career Enhancement	50,000	0	50,000	0
TESUF - Watson Strategic Plan	40,000	0	0	40,000
Center for Leadership and Gov	272,907	0	33	272,874
Total Restricted Grants	1,946,451	893,568	1,456,786	1,383,233

Quarterly Financial Summary
Restricted Revenues and Expenses
Quarter Ending June 30, 2023

	PERFORMANCE				COMPARATIVE		
	FY2023 Budget	FY2023 YTD	$ Variance	%	FY2023 YTD	FY2022 YTD	$ Change
Revenue:							
TESUF - Cloud Computing	167,028	-	167,028	-	-	-	-
TESUF-Healthcare Consultant	85,000	-	85,000	-	-	100,000	(100,000)
SIM Cybersecurity	56,554	-	56,554	-	-	50,000	(50,000)
TESUF - Web Redesign	350,000	350,000	-	100	350,000	-	350,000
ReUpInitiative	24,733	24,733	-	100	24,733		24,733
Academic Community Impact Pgm	-	(17,683)	17,683	-	(17,683)	100,000	(117,683)
MS Accounting - Lear	-	10,000	(10,000)	-	10,000		10,000
NJ PLACE Grant	-	234,272	(234,272)	-	234,272	56,144	178,128
TESUF-Provost Scholarship Fund (Dean's Schlp)	-	(1,000)	1,000	-	(1,000)	25,000	(26,000)
OSHE Career Accelerator	13,613	(208)	13,821	(2)	(208)	13,614	(13,822)
Leadership Academy	8,999	8,999	-	100	8,999	-	8,999
NJ Pathways I	2,000	2,000	-	100	2,000	-	2,000
NJ Pathways II	65,000	65,000	-	100	65,000	-	65,000
NRC - Scholarship	-	161,001	(161,001)	-	161,001	169,395	(8,394)
Student Apprenticeship Program	10,000	10,000	-	100	10,000	-	10,000
USDOE UNLP Schlp	-	11,163	(11,163)	-	11,163	-	11,163
OMIC SILE	166,556	-	166,556	-	-	233,496	(233,496)
OMIC Student Success	250,000	-	250,000	-	-	250,000	(250,000)
Nursing Sim Lab II	-	162	(162)	-	162	99	63
Nursing Program- Roma Bank	(75,000)	(75,000)	-	-	(75,000)	45,000	(120,000)
Doctoreate of Nursing - Investor's Bank	75,000	75,000	-	-	75,000	-	75,000
Janssen-Creating Career Pathways	25,000	25,000	-	100	25,000	-	25,000
TESUF - MEADL Fellowship	50,000	-	50,000	-	-	-	-
DBA Symposium- King	10,129	10,129	-	-	10,129	-	10,129
MVP Portal Career Enhancement	50,000	-	50,000	-	-	50,000	(50,000)
Total Revenues	1,334,612	893,568	441,044		893,568	1,092,748	(199,180)
Expenses:							
TESUF - Cloud Computing	143,607	130,126	13,481	91	130,126	4,500	125,626
SIM Cybersecurity	56,554	56,554	-	100	56,554	43,446	13,108
TESUF - Web Redesign	350,000	176,770	173,230	51	176,770	-	176,770
ReUpInitiative	24,733	24,733	-	100	24,733		24,733
TESUF - Customer Relationship Mgmt Project (MIS)	48,756	48,756	-	100	48,756	46,471	2,285
Academic Community Impact Pgm	109,254	109,254	-	100	109,254	53,363	55,891
TESUF - Academic Gap Analysis	10,500	-	10,500	-	-	49,500	(49,500)
MS Accounting - Lear	25,000	-	25,000	-	-	-	-
NJ PLACE Grant	780,073	234,272	545,801	30	234,272	65,144	169,128
TESUF-Provost Scholarship Fund (Dean's Schlp)	25,000	24,000	1,000	96	24,000	-	24,000
OSHE Career Accelerator	13,405	13,406	(1)	100	13,406	-	13,406
Leadership Academy	8,999	2,750	6,249	31	2,750	-	2,750
NJ Pathways	2,000	2,000	-	100	2,000	-	2,000
NRC - Scholarship	226,181	161,967	64,214	72	161,967	172,096	(10,129)
Student Apprenticeship Program	10,000	-	10,000	-	-	-	-
USDOE UNLP Schlp	28,500	11,163	17,337	39	11,163	-	11,163
OMIC SILE	166,556	129,292	37,264	78	129,292	66,940	62,352
OMIC Student Success	250,000	77,432	172,568	31	77,432	-	77,432
Nursing Sim Lab II	11,112	-	11,112	-	-	46,533	(46,533)
TESUF-Nursing NP	161,786	-	161,786	-	-	8,011	(8,011)
Nursing Program- Roma Bank	75,000	74,243	757	99	74,243	-	74,243
Doctoreate of Nursing - Investor's Bank	75,000	-	75,000	-	-	-	-
Janssen-Creating Career Pathways	25,000	430	24,570	2	430	-	430
TESUF - MEADL	17,813	(5,997)	23,810	(34)	(5,997)	120,687	(126,684)
TESUF - MEADL Fellowship	85,000	67,500	17,500	79	67,500	-	67,500
Comp Based Education	41,119	20,000	21,119	49	20,000	18,950	1,050
DBA Symposium- King	9,929	3,030	6,899		3,030	-	3,030
TESUF - Bus Curriculum Dev	21,961	21,792	169	99	21,792	44,175	(22,383)
CLT- Martinson Grant	127,851	23,280	104,571	18	23,280	242	23,038
CLT- STEM	25,540	-	25,540	-	-	-	-
MVP Portal Career Enhancement	50,000	50,000	-	100	50,000	50,000	-
TESUF - Watson Strategic Plan	40,000	-	40,000	-	-	-	-
Center for Leadership and Governance	272,907	33	272,874	0	33	33	-
Total Expenses	3,469,136	1,456,786	2,012,350		1,456,786	805,091	651,695
Net Increase(Decrease)	(2,134,524)	(563,218)	(1,571,306)	-	(563,218)	287,657	(850,875)

FY23
NEW JERSEY STATE LIBRARY

Summary of Revenue and Expenses
for the Forth Quarter, Ending June 30, 2023

Revenues

The New Jersey State Library receives revenue from two primary sources, state appropriations and federal grants. For FY23 the total revenue budget was $27,651,591 including $4,601,354 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library realized $22,464,302 in total revenue from all sources through the fourth quarter or 81% of its total budget.

The revenue budget administered by the State Library for FY23 was $23,050,237. The revenue budget consists of $7,390,499 for State Library operations, $4,299,000 in state aid grants and $11,357,688 in federal grants.

In the operating fund, revenue collections at the end of the fourth quarter were $7,288,218 or 99% 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 $6,366,252 or 102% and $4,572,634 or 100% for the operating fund and state aid, respectively.

The State Library currently has $11,357,688 in budgeted federal library funds. This amount includes $9,163,835 for the Library Services and Technology Act (LSTA) grant appropriation from the Institute for Museum and Library Services (IMLS), $1,988,373 in American Rescue Plan Act funds through IMLS and $205,480 in National Historical Publications and Records Commission grant funds. The State Library's budget for the LSTA grant includes $313,986 from grant year 2021, $4,312,855 from grant year 2022 and $4,536,994 from grant year 2023. Actual federal revenue at the end of the fourth quarter was $6,247,381 or 55% of available funding, as compared to $6,195,487 or 49% for the same period last year. The total federal revenue represents $4,285,274 in the LSTA grants, $1,802,694 in the ARPA grant and $159,413 in other federal grants.

Interest income at the end of the fourth quarter totaled $28,349 as compared with $4,519 for the same quarter in the prior year. The State Library received $52,129 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with $51,082 in the same period last year. The Donation and Endowment Investment fund has a market value of $1,168,208, as compared with $1,128,203 for the same period last year.

Expenditures

The State Library expended from all sources $20,335,297 or 74% of its total budget of $27,662,786. In comparison, $20,548,101 or 73% was expended during the same period in the prior year.

The State Library expended $6,010,981 or 81% of the Direct State Services budget of $7,399,744. State-aid expenditures were $3,793,670 or 88% of the budget of $4,304,000. In comparison, at the end of the fourth

quarter of the prior year, State Library expenditures were $5,627,391 or 90% and $4,112,114 or 90% for direct state services and state-aid expenditures, respectively.

A total of $4,601,354 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 $5,928,554 or 52% of the grant funds available, were expended of the federal budget of $11,357,688 compared to $6,195,487 or 49% in the prior year.

New Jersey State Library
Quarterly Financial Summary
Revenues and Expenses
Quarter Ending June 30, 2023

| | PERFORMANCE | | | | COMPARATIVE | | | |
	FY2023 Budget	FY2023 YTD	$ Variance	% Achieved	FY2023 YTD	FY2022 YTD	$ Change	% Change
REVENUES								
State Approp.	6,666,291	6,676,110	9,819	100	6,676,110	5,457,951	1,218,159	22
Other Revenue	724,208	612,108	(112,100)	85	612,108	908,301	(296,193)	(33)
Total Budgeted Revenue	7,390,499	7,288,218	(102,281)	99	7,288,218	6,366,252	921,966	14
Interest Income	3,050	28,349	25,299		28,349	4,519	23,830	527
Total Operating Revenue	7,393,549	7,316,567	(76,982)	99	7,316,567	6,370,771	945,796	15
State Aid	4,299,000	4,299,000	0	100	4,299,000	4,572,634	(273,634)	(6)
Total State Grants	4,299,000	4,299,000	0	100	4,299,000	4,572,634	(273,634)	(6)
LSTA GY20	0	0	0	0	0	502,971	(502,971)	(100)
LSTA GY21	313,986	313,986	0	100	313,986	3,464,526	(3,150,540)	(91)
LSTA GY22	4,312,855	3,971,288	(341,567)	92	3,971,288	0	3,971,288	100
LSTA GY23	4,536,994	0	(4,536,994)	0	0	0	0	0
ARPA Funds	1,988,373	1,802,694	(185,679)	91	1,802,694	1,890,907	(88,213)	(5)
Other Federal	205,480	159,413	(46,067)	0	159,413	337,083	(177,670)	(53)
Total Federal Grants	11,357,688	6,247,381	(5,110,307)	55	6,247,381	6,195,487	51,894	1
Total NJSL Administered	23,050,237	17,862,948	(5,187,289)	254	17,862,948	17,138,892	724,056	4
State Grants/Treasury	4,601,354	4,601,354	0	100	4,601,354	4,601,354	0	0
Total Revenues	27,651,591	22,464,302	(5,187,289)	81	22,464,302	21,740,246	724,056	3
EXPENSES								
Salaries	4,546,196	4,225,093	321,103	93	4,225,093	4,145,410	79,683	2
Fringes	104,220	86,086	18,134	83	86,086	131,093	(45,007)	11
Materials	1,314,360	1,102,017	212,343	84	1,102,017	944,975	157,042	17
Service Other than Salaries	1,007,018	443,914	563,104	44	443,914	296,597	147,317	50
Maintenance	60,750	70,681	(9,931)	116	70,681	88,287	(17,606)	(20)
Additions, Improvements	367,200	83,190	284,010	23	83,190	21,029	62,161	0
Total Operating Expenses	7,399,744	6,010,981	1,388,763	81	6,010,981	5,627,391	383,590	7
Salaries	839,100	792,198	46,902	94	792,198	804,923	(12,725)	(2)
Non-Salaries	3,464,900	3,001,472	463,428	87	3,001,472	3,307,191	(305,719)	(9)
Total State Expenses	4,304,000	3,793,670	510,330	88	3,793,670	4,112,114	(318,444)	(8)
Salaries	0	0	0	0	0	10,920	(10,920)	0
Non-Salaries	0	738	(738)	0	738	835	(97)	0
Total Construction Bond	0	738	(738)	0	738	11,755	(11,017)	0
Salaries	2,608,390	1,303,980	1,304,410	50	1,303,980	1,392,452	(88,472)	(6)
Non-Salaries	8,749,298	4,624,574	4,124,724	53	4,624,574	4,803,035	(178,461)	(4)
Total Federal Expenses	11,357,688	5,928,554	5,429,134	52	5,928,554	6,195,487	(266,933)	(4)
Total NJSL Expenses	23,061,432	15,733,943	7,328,227	68	15,733,943	15,946,747	(201,787)	(1)
State Grants/Treasury	4,601,354	4,601,354	0	100	4,601,354	4,601,354	0	0
Total Expenses	27,662,786	20,335,297	7,328,227	74	20,335,297	20,548,101	(201,787)	(1)
Net Increase (Decrease) In Fund Balance	(11,195)	2,129,005	2,140,938	8	2,129,005	1,192,145	925,843	78
Operating Carryforward	480,183	309,156	171,027	64	309,156	455,589	(146,433)	100
State Aid Carryforward	330,171	189,957	140,214	58	189,957	2,651	187,306	0

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 FY22 to FY23, using the matching tuition/enrollment process described above. The accelerated nursing program and corporate choice had increases above the prior year. All other student tuition types decreased from FY22.

Fiscal Year 2022

	June - Aug. Q1	Sept. - Nov. Q2	Dec. - Feb. Q3	March - May Q4	Total
Per Credit Tuition Plan	4,155,763	3,555,771	3,831,700	3,389,789	14,933,023
Nonenrolled	113,115	91,150	122,944	159,684	486,893
Military	1,640,785	1,475,129	1,514,752	1,550,513	6,181,179
Veterans - Chapter 33	863,078	644,598	759,185	716,066	2,982,927
Undergraduate Nursing	343,292	547,109	509,792	137,858	1,538,051
Accelerated Nursing	579,303	402,955	457,448	193,856	1,633,562
Corporate Choice	847,342	634,004	772,138	798,873	3,052,357
Undergraduate Course Tuition	8,542,678	7,350,716	7,967,959	6,946,639	30,807,992
Graduate Course Tuition	1,943,627	1,644,490	1,661,681	1,895,816	7,145,614
Other/Fees	735,661	579,819	452,698	553,198	2,321,376
Total	11,221,966	9,575,025	10,082,338	9,395,653	40,274,982

Fiscal Year 2023

	June - Aug. Q1	Sept. - Nov. Q2	Dec. - Feb. Q3	March - May Q4	Total	Increase/ (Decrease)
Per Credit Tuition Plan	3,792,068	3,052,079	3,595,072	3,102,127	13,541,346	(1,391,677)
Nonenrolled	86,720	85,400	84,256	156,541	412,917	(73,976)
Military	1,350,820	1,152,854	1,446,410	1,315,353	5,265,437	(915,742)
Veterans - Chapter 33	702,134	623,588	845,702	835,580	3,007,004	24,077
Undergraduate Nursing	280,030	350,440	283,231	117,068	1,030,769	(507,282)
Accelerated Nursing	592,626	545,509	611,480	147,737	1,897,352	263,790
Corporate Choice	913,395	704,698	974,909	953,644	3,546,646	494,289
Undergraduate Course Tuition	7,717,793	6,514,568	7,841,060	6,628,050	28,701,471	(2,106,521)
Graduate Course Tuition	1,826,774	1,133,476	2,045,143	1,383,310	6,388,703	(756,911)
Other/Fees	612,376	509,721	431,893	602,786	2,156,776	(164,600)
Total	10,156,943	8,157,765	10,318,096	8,614,146	37,246,950	(3,028,032)

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 and credits decreased for graduate and undergraduate students.

	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023
	Tuition		Active during Quarter		Credits by Quarter	
Graduate						
Q1	1,943,627	1,826,774	608	624	2,928	3,051
Q2	1,644,490	1,133,476	604	600	2,367	2,373
Q3	1,661,681	2,045,143	763	685	3,693	3,402
Q4	1,895,816	1,383,310	657	496	2,565	2,010
Undergraduate Course Tuition						
Q1	8,542,678	7,717,793	3,949	3,526	23,924	21,375
Q2	7,350,716	6,514,568	3,577	3,340	21,208	20,718
Q3	7,967,959	7,841,060	4,147	3,653	25,529	22,801
Q4	6,946,639	6,628,050	3,335	3,143	19,234	18,691
Fees						
Q1	735,661	612,376				
Q2	579,819	509,721				
Q3	452,698	431,893				
Q4	553,198	602,786				
YTD Q4 Tuition and Fees	40,274,982	37,246,950				
Decrease $		(3,028,032)				
Decrease %		-7.52%				

Credits and Revenue per Active Student

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

	FY22	FY23	FY22	FY23
	Credits Per Active Student		Revenue Per Active Student	
Graduate				
Q1	4.8	4.9	3,196.75	2,927.52
Q2	3.9	4.0	2,722.67	1,889.13
Q3	4.8	5.0	2,177.83	2,985.61
Q4	3.9	4.1	2,885.56	2,788.93
Undergraduate Course Tuition				
Q1	6.1	5.8	2,163.25	2,188.82
Q2	5.9	6.2	2,054.99	1,950.47
Q3	6.2	6.2	1,921.38	2,147.65
Q4	5.8	5.9	2,082.95	2,108.83

Appendix B: Staff Activities

The President's External Committees and Memberships

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

Member, Treasurer, 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, Corporate Secretary, Greater Trenton, Inc.

Member, American Council on Education

Member, American Association of State Colleges and Universities

Member, Nominations Committee Chair, International Adult and Continuing Education Hall of Fame

Institutional Memberships

National Organizations - TESU

Accreditation Board for Engineering & Technology

Accreditation Council for Business Schools and Programs

American Association of Colleges of Nursing

American Association of State Colleges and Universities

American Council on Education

American Society for Public Administration

Association of Governing Boards

Commission on Collegiate Nursing

Council for Advancement and Support of Education

Council for Higher Education Accreditation

EDUCAUSE

Middle States Association

NACADA: the Global Community for Academic Advising

National Association of College and University Attorneys

National Association of College and University Business Officers

National Association of Institutions for Military Education Services

National League of Nursing Accreditation Commission

The Common Application

State and Local Organizations - TESU

African American Chamber of Commerce of New Jersey

Burlington County Chamber of Commerce

Chamber of Commerce of Southern New Jersey

New Jersey Association of Colleges and Universities

New Jersey Association of State Colleges and Universities

New Jersey Business & Industry Association

New Jersey Chamber of Commerce

New Jersey LGBT Chamber of Commerce

Newark Regional Business Partnership

Princeton Mercer Regional Chamber of Commerce

Statewide Hispanic Chamber of Commerce of New Jersey

University Professional & Continuing Education Association

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. (COSUGI)

State and Local Organizations - NJSL

African American Chamber of Commerce New Jersey

Candid (formerly Foundation Center)

Chamber of Commerce Southern New Jersey

Genealogical Society of New Jersey

Health Sciences Library Association of New Jersey (HSLANJ)

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 State Chamber of Commerce

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

Washington County Historical Society

Staff Presentations

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

Co-Presenter, "Boosting Engagement, Student Success, and Retention Through LX Design and Data Streams," (David Schwager), 2022 Distance Teaching & Learning Conference, Virtual.

Co-Presenter, "A Degree is Closer than You Think: Recognizing Professional Learning for College Credit," (Mary Kierst, Jeffrey Harmon), 2022 UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

Co-Presenter, "Assessment-driven and Engaging Course Development for Adult Learners," (David Schwager), 2022 UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

Co-Presenter, "From the Depth of Our Experience: The COVID-19 Pandemic and Distance Education: Resistance, Resilience, and Renewal," (Michael Williams, Jeffrey Harmon), 2022 UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

Co-Presenter, "Save Them Now Developing a Holistic Experience for Students," (Jasmeial "Jazz" Jackson), UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

Co-Presenter, "How Do You Support Today's Learners? Flexibility? Autonomy? Intentional Support?" (Donna DiMatteo-Gibson, PhD; Eddie Gordon, PhD; Tricia Mazurowski, PhD; Michelle Dennis, PhD; and Jasmeial "Jazz" Jackson, EdD), UPCEA 2023 Annual Conference, Washington, District of Columbia

Co-Presenter, "Strategic Workforce Development Collaboration Through Our School Systems & Healthcare Sector Partners," (Edna Cadmus, Aaron Fichner), Healthcare Association of New Jersey (HCANJ) 50th Annual Spring Conference

Elizabeth Burns, Head of Reader Services

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

Co-Presenter, "Fabulous Fun Facts about the NJ State Library Talking Book & Braille Center," (with Jen Apgar, Stephen Felle and Liz Kelly), New Jersey Library Association Conference, Atlantic City, New Jersey

Poster Session, "That All May Read: Outreach to the Print Disabled Community," American Library Association Annual Conference, Chicago, Illinois

Christine Carter, Director, Office of Graduate Admissions and Recruitment and Enrollment Technology

Presenter, "Communications Plans Round Table Discussion" Virtual Recruit Users Group, Trenton, New Jersey

Leigh Clark, Business & Funding Information Librarian

Presenter, "New Jersey Business Action Center's Resources for Growth," Raritan Valley Community

Presenter, "Foundation Grants Webinar," sponsored by Congressman Andy Kim's Office

Presenter, "Funders Panel - Road to Success," sponsored by the New Jersey Office of Faith Based Initiatives and held at Rutgers University

Donald S. Cucuzzella, Assistant Dean, Heavin School of Arts, Sciences, and Technology

Co-Presenter, "Taking your education to new heights," (Kelli Parlante-Givas), Women in Aviation Conference, Long Beach, California

Stephen Felle, Outreach Librarian

Poster Session, "TBBC at the Local Library: BARD Library Pilot Program," New Jersey Library Association Conference, Atlantic City, New Jersey

Regina Fitzpatrick, Genealogy Librarian

Presenter, "Introduction to New Jersey Genealogy (Naturalizations)," Mercer County Library System

Presenter, "Genealogy Resources at the New Jersey State Library," Little Egg Harbor Genealogy Club

Alison Hansen, CRM Manager, Admissions

Presenter, "Text Messaging at TESU" Virtual Recruit Users Group, Trenton, New Jersey

Jeffrey S. Harmon, Vice Provost for Strategic Initiatives and Institutional Effectiveness

Presenter, "NJ PLACE, Registered Apprenticeship Programs and Careers Connections." Carpenters Construction Showcase, Atlantic City, New Jersey

Co-**Presenter**, "A Degree is Closer than You Think: Recognizing Professional Learning for College Credit," (Mary Kierst, Cynthia Baum), 2022 UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

Co-**Presenter**, "From the Depth of Our Experience: The COVID-19 Pandemic and Distance Education: Resistance, Resilience, and Renewal," (Michael Williams, Cynthia Baum), 2022 UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

Co-**Presenter**, "Distance Education Assessment," (Mary Kierst), Passaic County Community College's Faculty Professional Development Day

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

Co-**Presenter**, "How Do You Support Today's Learners? Flexibility? Autonomy? Intentional Support?" (Donna DiMatteo-Gibson, PhD; Eddie Gordon, PhD; Tricia Mazurowski, PhD; Michelle Dennis, PhD; and Cynthia Baum, PhD), UPCEA 2023 Annual Conference, Washington, District of Columbia

Presenter, "Shifting Culture: Making Student Success and Retention the Top Priority!" UPCEA Marketing, Enrollment, Management, and Student Success Conference, New Orleans, Louisiana

Co-**Presenter**, "Save Them Now Developing a Holistic Experience for Students," (Cynthia Baum, PhD), UPCEA Mid-Atlantic Regional Conference, Philadelphia, Pennsylvania

Tara Kent, Associate Dean and Director of Undergraduate Studies

Presenter, "Why DEI Matters: Applying Sociological and Psychological Research to Our Work Life," Diversity and Inclusion Council, Amazon

Mary K. Kierst, Director of Outcomes Assessment

Co-**Presenter**, "A Degree is Closer than you Think: Recognizing Professional Learning for College Credit," (Jeffrey S. Harmon, Cynthia Baum), UPCEA Conference, Philadelphia, Pennsylvania

Co-**Presenter**, "Distance Education Assessment," (Jeffrey S. Harmon), Passaic County Community College's Faculty Professional Development Day

Cynthia Lambert, Librarian, Law Department

Presenter, "Don't Panic - Legal Reference Interview Tips & Tricks," New Jersey Library Association Conference, Atlantic City, New Jersey

Mimi Lee, Director of Literacy and Learning

Presenter, "Achieving Equity through Literacy in an Increasingly Digital World," American Library Association Annual Conference, Chicago, Illinois

Presenter, "Engaging Your Community in the Intersection of Social Work and Libraries," New Jersey Library Association Conference, Atlantic City, New Jersey

Presenter, "Literacy Before Digital Literacy," NJSL Annual Digital Literacy Forum, Monroe Township Public Library, New Jersey

Presenter, "Digital Equity Initiative and Trauma-Informed Library Services," NJLA Small Libraries Section Unconference, Princeton Public Library, New Jersey

Andrea Levandowski, Library Consultant for Small Business Development and Technology

Co-**Presenter**, "Catalyzing Teen Entrepreneurship through Makerspaces," (Sharon Rawlins and Ariel Reyes), New Jersey Library Association Conference, Atlantic City, New Jersey

Co-**Presenter**, "Telling Stories that Matter: Sharing the Impact of Library Business Services," New Jersey Library Association Conference, Atlantic City, New Jersey

Panelist, "Fostering Economic Opportunity and Advancement with Innovative Programming," American Library Association Annual Conference, Chicago, Illinois

Marcela Ospina Maziarz, Vice President for Community and Government Affairs

Moderator, Initial Meeting of the Greater Trenton Education Collaborative (GTEC)

Presenter, Chamber of Commerce Southern New Jersey (CCSNJ) Pinnacle Awards

Moderator, Interplay of Federal Legislative and Regulatory Policies and Their Impact on Colleges and Universities, 28th Annual Higher Education Government Relations Conference (HEGRC), Washington, District of Columbia

Moderator/Panelist, Women's History Month Panel Discussion, Women in Government Event, Trenton, New Jersey

Panelist, Budget Advocacy Panel, Stono Public Affairs Virtual Networking Event

Panelist, Emerge NJ Women in Government Virtual Panel

Malcolm K. Oliver, Dean, John S. Watson School of Public Service

Presenter, "Enhancing Public Service Capabilities through Innovative Education," American Society for Public Administration (ASPA) Conference, Virtual

Presenter, "New Jersey ASPA's Revitalization Journey," American Society for Public Administration (ASPA) Conference, Virtual

Presenter, "Institutionalizing Diversity, Equity, Inclusion and Accessibility: Preparing Public Service Professionals to Function in a Multifaceted World," Network of Schools of Public Policy, Affairs and Administration (NASPAA) Conference, Chicago, Illinois

Michael Maziekien, Project Specialist, Shared Services

Co-Presenter, "Institute of Museum and Library Services Site Visit Presentation," (Mimi Lee, Michele Stricker, Adam Szczepaniak and Maura Walsh), Ewing, New Jersey

Presenter, "Intro to New Jersey State Library's Statewide Services," New Jersey Library Association Small Libraries Unconference, Princeton, New Jersey

Tiffany McClary, Director, Communications, Marketing & Outreach

Moderator, "JerseyClicks Statewide Electronic Resources," (with Steve Vitale), 2023 New Jersey Association of School Libraries Conference, Atlantic City, New Jersey

Christopher J. Miller, Art Director, Office of Marketing

Judge, 2023 Rider Graphic Design Portfolio Day

Marie R. Power-Barnes, Senior Director, Office of Marketing

Judge, 2023 Rider Graphic Design Portfolio Day

Sharon Rawlins, Youth Services Specialist

Presenter, "Too Many Books, So Little Time," New Jersey Association of School Librarians Annual Conference, Atlantic City, New Jersey

Presenter, "Great Reads to Take Your Troubles Away," New Jersey Association of School Librarians Virtual Spring Mini-Conference

Panelist, "On the Same Page: Multigenerational Book Discussions," New Jersey Library Association Conference, Atlantic City, New Jersey

Co-Presenter, "Catalyzing Teen Entrepreneurship through Makerspaces," New Jersey Library Association Conference, Atlantic City, New Jersey

Christopher J. Schultz, Assistant Dean, Heavin School of Arts, Sciences, and Technology

Facilitator, "Transforming Public Safety Leadership," International Public Safety Association, Virtual

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

Michele Stricker, Deputy State Librarian, Library Development Bureau

Presenter, "Libraries as Emergency Communications Hubs," New Jersey Voluntary Organizations Active in Disaster, Virtual Conference

Keynote, "Libraries and Community Resiliency," Mid-Hudson New York Library System

Co-Presenter, "Library Law & Strategic Planning," MAIN Library Alliance, New Jersey

Speaker, "Libraries and Sustainability," American Library Association Virtual Book Club

Presenter, "Best Practices for Library Directors," Library Podcasts

Speaker, "Sustainability in Libraries," International Federation of Library Associations Environment, Sustainability and Libraries Section

Speaker, "Disaster Preparedness & Community Resiliency," American Library Association, eCourse

Maura Walsh, Grants Manager

Presenter, "8 Great Game Plans 4 Grants," New Jersey Library Association Conference, Atlantic City, New Jersey

Michael Williams, Dean, School of Business and Management

Presenter, "The Psychodynamics of the Deanship: Symbolic Communication, Transference and Resistance, and Repetition Compulsion," ACBSP Dean's Symposium, Las Vegas, Nevada

Co-presenter, "Transformational Leadership, Capital Budgeting, and Investment Decision: A Qualitative Study," (Marben, T. & Moser, T.), Academy of Business Research International Conference, Las Vegas, Nevada

Presenter, "Change, Communication, and Collaboration: A Framework for Competitiveness Sector Leaders and Project Managers," New Jersey Economic Development Authority Leadership Development Conference, Trenton, New Jersey

Co-Presenter, "From the Depth of Our Experience: The COVID-19 Pandemic and Distance Education: Resistance, Resilience, and Renewal," (Jeffrey Harmon, Cynthia Baum), 2022 UPCEA Mid-Atlantic Region Conference, Philadelphia, Pennsylvania

External Affiliations

John Aje, Dean, Heavin School of Arts, Sciences, and Technology

    Past President and Member of the Board, International Association for Management of Technology (IAMOT)

    Past Regional Vice President and Member, Phi Kappa Phi Academic Honor Society

    Area Editor for Emerging Economies, "Technovation: The Journal of Technological Innovation, Entrepreneurship and Technology Management", Elsevier Press, Ltd

    Member, Innovation New Jersey

    Member of the Board, New Jersey Energy Coalition

    External Examiner, PhD Dissertations, University of Pretoria, South Africa; Faculty of Engineering, Built Environment and Information Technology

Dawn Alerassool, Assistant Dean, Undergraduate Nursing Programs, W. Cary Edwards School of Nursing and Health Professions

    Member, Association of Critical Care Nurses

Jen Apgar, Youth Services Librarian

    Member, New Jersey Libraries Association

    Member, American Libraries Association

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 Beckett, Supervisor, Technical Services

    Member, American Library Association (Cataloging, Management and Technology; Government Documents Roundtable; Intellectual Freedom Roundtable)

    Member, Black Caucus of American Library Association

    Member, New Jersey Library Association

Nancy Broglie, Director of Student Operations

    Member, National Association of College and University Business Officers

Heather Brooks, Associate Vice President/Chief Human Resources and Employee Success Officer

    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)

Kathleen Brommer, Assistant Director, Office of Communications

    1st Vice Regent, Jersey Blue Chapter, National Society Daughters of the American Revolution

    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

Elizabeth Burns, Head of Reader Services

    Member, New Jersey Libraries Association

    Member, American Libraries Association

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

    Member, NJ Regional Ellucian Users Group

Allison Chambers, Associate Director, Military and Veteran Enrollment and Outreach

    Member, Council of College and Military Educators

Maggie Ciocco, Nursing Program Advisor, W. Cary Edwards School of Nursing and Health Professions

    Member, National League for Nursing

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

    President, New Jersey State Nurses Association Region 4

    Member, New Jersey State Nurses Association Board of Directors

    Editor, New Jersey State Nurses Association Region 4 monthly newsletter

    Member, American Nurses Association

    Treasurer, Upsilon Rho Chapter, Sigma Theta Tau International Honor Society of Nursing

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

Member, Nursing Advisory Board, Raritan Valley
Community College

Member, National League for Nursing

Caitlyn Cook, Reference Services
Member, New Jersey Library Association

Member, Documents Association of New Jersey (DANJ)

Melissa Cryan, Associate Director Human Resources
Member, Society for Human Resource Management
(SHRM) New Jersey Local and National

**Donald S. Cucuzzella, Assistant Dean, Heavin
School of Arts, Sciences, and Technology**
Member, Women in Aviation, International

**Dennis Devery, Vice President for
Enrollment Management**
Board Member, Habitat for Humanity of South
Central New Jersey

**Stuart Adam Eisenstadt, Assistant Dean of
Information Technology, Computer Science,
Cloud Computing and Mathematics**
Program Evaluator (IT), Computing Science
Accreditation Board (CSAB), ABET

UPLift Peer Mentor, University Professional and
Continuing Education Association (UPCEA)

Member, Association of Computing Machinery (ACM)

Member, Institute of Electrical and Electronics
Engineers (IEEE)

Member, IEEE Computer Science Society (IEEE-CS)

Regina Fitzpatrick, Genealogy Librarian
Member, New Jersey Studies Academic Alliance Author
Awards Committee

Moderator, H-NJ H-Net (Humanities and Social
Sciences Online)

Meg Frantz, Director of Alumni Engagement
Member, Board of Trustees, Susquehanna University

**Peter Gallagher, Senior Director of Student
Accounts and Operations**
Member, National Association of College and
University Business Officers

Member, Eastern Association of College and University
Business Officers

Member, Treasury Institute Payment Card Industry
Compliance Security

**Megan M. Grandilli, Graphic Designer, Office
of Marketing**
Member, University and College Designers Association

Alison Hansen, CRM Manager, Admissions
Member, NJ Regional Ellucian Users Group

**Jeffrey S. Harmon, Vice Provost for Strategic
Initiatives and Institutional Effectiveness**
Chair, Commission on Massage Therapy Accreditation

Accreditation Peer Reviewer and Vice Chair, Middle
States Commission on Higher Education

Heather Husted, Electronic Resources Librarian
Moderator, H-NJ H-Net (Humanities and Social
Sciences Online)

**Jasmeial "Jazz" Jackson, Vice Provost and Chief
Student Success, Equity and Inclusion Officer**
Board Member, Board of Directors, UPCEA

Diversity and Inclusive Excellence Co-Chair, UPCEA

**Cheryl Jasinski, Associate Director, Military and
Veteran Enrollment and Outreach**
Member, Advisory Council for Military Education for
Florida, Mid-South U.S., and Virginia

Member, Council of College and Military Educators

Lorraine Jenkins, Interlibrary Loan Services
Member, New Jersey Association of Library Assistants
(Planning Committee; EDI Initiative Committee)

**Tara Kent, Associate Dean 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

Cynthia Lambert, Librarian, Law Department
Member, New Jersey Library Association

Member, American Library Association

**Holly Leahan, Nursing Program Advisor, W. Cary
Edwards School of Nursing and Health Professions**
Faculty Counselor and Governance Chair, Upsilon Rho
Chapter, Sigma Theta Tau International Honor
Society of Nursing

Member, NACADA, National Academic Advising
Association

Christopher J. Schultz, Assistant Dean, Heavin School of Arts, Science, and Technology

> **Member,** University Professional and Continuing Education Association
>
> **Mentor,** UpLift Mentorship Program, University Professional and Continuing Education Association
>
> **Member,** American Society for Public Administration
>
> **Member,** Board of Director, Keystone State Chapter, American Society for Public Administration
>
> **Member,** National Volunteer Fire Council
>
> **Leadership Section Chair and Member,** International Public Safety Association
>
> **Advisory Committee Member to the Board of Directors,** International Public Safety Committee
>
> **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 Institutional 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
>
> **Mentor,** Scholarship Committee Member, National Association of Institutions for Military Education Services
>
> **Mentor,** New Jersey Association of Veteran Program Administrators

Martha Sullivan, Reference, Health & Serials Librarian

> **Member,** Health Sciences Library Association of New Jersey

Teri Taylor, Associate Director

> **Member,** American Library Association (Government Documents Roundtable)

Tracy Tosti, Director Revenue and Receivables

> **Member,** National Association of College and University Business Officers

Christine M. Tuzzio, Director, Advertising and Integrated Marketing Strategy, Office of Marketing

> **Member,** American Marketing Association

Lia van Rijswijk, Associate Dean, Undergraduate Nursing Programs, W. Cary Edwards School of Nursing and Health Professions

> **Clinical Editor,** journal *Wound Management & Prevention*
>
> **Member,** Advisory Council St. Francis School of Nursing
>
> **Member,** Wound Ostomy Continence Nursing Society
>
> **Member,** Scholarship Committee Northeast Regional Wound Ostomy Continence Nursing Society
>
> **Member,** Community Advisory Board Trenton Health Team
>
> **Stakeholder,** Trenton Psychiatric Hospital Nurse Residency Program
>
> **Co-Chair,** Why Wound Care™ Campaign for Nursing Students
>
> **Member,** Upsilon Rho Chapter, Sigma Theta Tau International Honor Society of Nursing

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

> **Member,** Finance Committee, Felician Center Inc., Kingstree, South Carolina
>
> **Member,** Eastern Nurses Research Society (ENRS)
>
> **Member,** American Nurses Association (ANA)
>
> **Member,** Alumni Association Columbia University
>
> **Member,** Alumni Association Felician College

Tonia Wu, Librarian

> **Member,** American Library Association
>
> **Member,** Asian Pacific American Librarians Association

Natasha Zaleski, Cataloging Librarian, Technical Services

> **Member,** New Jersey Library Association

Publications

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

"Breaking the Mold: Different Learning Needs for Different Types of Students," *EvoLLLution,* June 2022

Burton Peretti, Assistant Dean, Heavin School of Arts, Sciences, and Technology

Review of Adam Gussow, "Whose Blues?: Facing up to Race and the Future of the Music," *Journal of African American History,* 104:2 (2022), 221-23

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

Review manual for the certified healthcare simulation educator (CHSE) exam (3rd Ed.), Wilson, L. & Wittmann-Price, R. A. (Editors), Springer Publishing, in-print, 2023