

2025 THE PRESIDENT'S ANNUAL REPORT TO THE BOARD OF TRUSTEES



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

TESU THOMAS
EDISON
STATE
UNIVERSITY

01	Message from the President
07	Strategic Plan 2025-2028 Update
09	Key Numbers Table, Statistics and Profiles
19	Appendix A: FY25 Preliminary Statement of Revenues and Expenses (Unaudited)
43	Appendix B: Staff Activities

Table of Contents

Message from the President

This year marks a pivotal moment in the life of Thomas Edison State University. As we conclude the final chapter of our 2025 Strategic Plan, we now turn the page to the next step in our journey — one that positions us to navigate the shifting terrain of higher education with growth, innovation and impact.

Our next strategic plan emerges at a time of profound change for colleges and universities across the country. Institutions face mounting demographic and political pressures, economic uncertainty, rapid technological disruption and evolving student expectations. For adult learners in particular — the very heart of our mission — flexibility, relevance and value have never been more important.

At TESU, we are meeting this moment with intention. As we embark on the 2028 Strategic Plan, we are not only responding to this new era but also leading within it.

Unlike other state institutions that offer some online programs, TESU *is* New Jersey’s online public university — and our virtual campus is powered by a complex technology infrastructure that supports instruction, advising, testing and all administrative services. As core technology costs continue to rise, sustaining and modernizing our online and technology infrastructure is vital to maintaining the access and quality that defines us.

While TESU has been saving for needed infrastructure growth, resources remain our overarching limiting factor. We have worked tirelessly to ensure that our state legislators understand TESU’s unique “campus.” This groundwork resulted in positive improvements in the proposed FY26 State Budget, including partial restoration of funding for the GO-TESU student aid program and full restoration of our National Guard Tuition Waiver Reimbursement.

This fiscal year, we advanced several transformative tools to modernize both the learning experience and the infrastructure that supports it. From the digital classroom to supporting staff, TESU leveraged emerging technologies to streamline operations and expand access to high-quality, flexible education.

On the academic front, the University deployed a suite of AI-enhanced tools to improve instructional design and accessibility, ensuring that digital content meets accessibility standards, while generative AI was leveraged for video creation and test-question development, enabling course developers to scale content production and personalize learning experiences with greater efficiency.

Operationally, we made significant improvements to streamline processes and remove student friction points. Central to these efforts was the continued development of TESU’s Data Warehouse, which integrates data systems for better analysis and smarter decision-making. This was paired with the launch of a centralized system for vendor governance, procurement tracking and cost control — creating a more agile and accountable operational foundation.

Since FY19, our operating reserve has increased by 25%, allowing us to invest in both technology and infrastructure innovation. These innovations reflect TESU’s strategic focus on scalability, accessibility and continuous improvement. By blending cutting-edge technology with student-centered design, the University is building a future-ready institution that can quickly adapt to the evolving needs of adult learners.

Across higher education, institutions face enrollment challenges including rising costs, increased competition, public scrutiny and shifting perceptions of a degree’s value. TESU continues to address these realities through data-driven strategies that help us to understand enrollment trends and provide the programs and experiences our students seek. In FY25, undergraduate new enrollment rose 3% over FY24, new enrollment for master’s degrees was flat and doctoral study increased by 104%, mostly attributed to the new Ed.D. program that started in January 2025.

The W. Cary Edwards School of Nursing and Health Professions increased enrollment in its Accelerated Nursing program by 60%, expanding access for students enrolled in both the Trenton-based and Camden BAYADA Scholars tracks. This supports our strategic goal to launch and expand programs in high-demand, career-relevant fields.

Over the last five fiscal years, cash and investments are up 25%, or \$6.6M, and debt has been reduced by 85%, or \$8.3M. The University finished this year with a preliminary operating surplus of \$2.07M. This is \$124,281 higher than the prior year’s preliminary surplus of \$1.95M. In addition, the surplus does not include non-budgeted revenue of \$1.8M. The added surplus provides an investment cushion going into FY26. The surplus will enable the University to fund the priorities stated in the 2028 Strategic Plan and accompanying three-year business plan. While the University is in strong fiscal shape, we remain vigilant as negotiated salary cost of living increases of 3.5% and an extra increment step of 3.5% will generate \$2.25M in additional costs in FY26.

The FY25 surplus was generated by increasing revenue by \$1.9M, which was partially offset by a \$1.8M increase in expenses. Undergraduate and graduate tuition was up by \$2.8M and \$827,130, respectively. The revenue increases were partially offset by a \$1.06M decrease in state appropriations and the increase in tuition that was deferred into FY26, providing a positive start to the new fiscal year. Expenses were up by \$1.8M, or 4%. This was primarily due to salary increases of \$1.3M based upon the collective bargaining agreement while all non-salary expenses were higher by \$457,439, or 2%. Competitive pay remains a priority for TESU as we continue to focus on being an employer of choice for our highly productive team with a flexible work environment, cross-University engagement opportunities and improved internal promotion opportunities. Significantly below-industry average turnover rates reflect the ROI of these commitments.

Preaudit philanthropic support received in FY25 was \$891,676, exceeding the FY25 goal of \$860,000, including \$430,722 in current-use scholarships and \$131,003 for endowed scholarships. A total of 24 corporate and foundation grant and Letter of Intent requests were submitted on behalf of the TESU Foundation this fiscal year. Endowment funding also surpassed budgeted revenue with an additional \$32,003.

Through the lens of our strategic boulders, I am proud to share how TESU continues to be Trenton’s higher ed gem — fiscally responsible, technologically advanced and deeply committed to the success of New Jersey’s adult learners.

Career Success: Focus on Post-Completion Success

TESU’s career success initiatives highlight our commitment to career-aligned learning. By validating skill sets and improving credential transparency, we equip graduates with tools to thrive in the workforce.

- Beginning this academic year, as programs are developed or revised, Industry Advisory Councils are engaged to identify key job-ready skills. This approach was implemented in the Watson School for the B.S. in Human Services, B.S. in Homeland Security and M.S. in Homeland Security.

- A fully articulated, stackable degree was introduced in the B.S. in Criminal Justice. The revised program now embeds up to six credentials, allowing students to earn them within the standard time frame of a bachelor’s degree.

- A U.S. Department of Labor grant is funding 80 RN to BSN students working in psychiatric mental health, supporting preceptor training for BSN-educated nurses and providing funding for 20 students to become psychiatric mental health nurse practitioners.

- The revised DNP program streamlines coursework to meet AACN Essentials and enhances project development throughout the curriculum to support more rigorous clinical improvement work.

- The School of Business and Management saw strong doctoral enrollment: 17 students began the new Ed.D. in Organizational Leadership and 12 enrolled in the 11th DBA cohort.

- The School of Science and Technology has also developed a certification pathway in conjunction with Princeton Plasma Physics Lab (PPPL). The PPPL incorporates TESU courses as the related technical instruction for various PPPL-registered apprenticeship programs. This collaboration will allow PPPL apprentices to accelerate their progress toward earning a certificate, associate degree or baccalaureate degree at TESU.

- The Watson School for Public Service revised the Master of Public Service Leadership. Now titled Master of Public Administration, the program has been streamlined from 36 to 30 credits to be more competitive while maintaining alignment with NASPAA standards.

- Since its launch in January 2022, the Office of Career Development has supported students and alumni with career-readiness services. In FY25, it grew employer participation by 10% (22 new employers) and boosted student engagement by 37% in coaching appointments and 50% in workshops.

Student Success: Focus on Student-Goal Obtainment

Student success initiatives reflect our commitment to reducing barriers, personalizing support and accelerating progress toward each student’s goals.

- TESU now accepts direct transfer credit from institutions accredited by six additional CHEA-recognized accreditors — representing over 400 colleges.

- The School of Business and Management is also launching two graduate-level alternative credit pathways allowing students to receive credit for knowledge obtained outside of a college or university.

- The cross-divisional Student Success Task Force, launched in 2025, has identified several critical barriers to student progression, data accessibility and technological infrastructure. The team is actively finalizing targeted recommendations for improvement, with a final report expected later this fall.

- The Peer Support Program continues to drive retention. Undergraduate students who participated in the program were retained at a rate 13.41% higher than those who didn’t — an improvement over the program’s already impressive 10.29% historical average.

- Counseling and well-being services saw a 32% increase in student engagement since launching in September 2024, demonstrating rising awareness and use of mental health resources.

- Graduate Completion Scholarships were awarded to 52 students who were 1–15 credits from

graduation. As of June 2025, 27 have graduated, 8 are pending graduation and 17 remain enrolled. These \$50,000 awards are directly helping students cross the finish line.

- An articulation agreement between TESU and Alexandria Technical & Community College has been established for the B.S. in Nuclear Energy Engineering and the B.S. in Applied Science in Engineering Technology, enhancing student access in these important fields.
- A masters-to-doctorate degree pathway was developed and implemented, enabling students in aligned TESU graduate degree programs to take two doctoral courses (6 credits) at the graduate level. As a result, tuition costs and time-to-degree are reduced, in turn advancing student personal and professional growth and advancement.
- Strategic partnerships continue to grow, resulting in diversified student and revenue streams and new markets for TESU. This year Pantex, New Jersey public sector and various healthcare organizations added to the list of exceptional partners increasing their employee enrollment numbers. Additionally, the University is making a significant impact on its brand and establishing thought leadership through the TESU Partners in Education Program with the New Jersey School Boards Association. This program has already resulted in NJSBA members enrolling in our doctoral programs.
- TESU received its largest non-capital-related financial award in its history with the signing of an MOU from the N.J. Department of Labor for \$5M over three years to expand registered apprenticeship PLRs and to provide scholarships (\$2.2M) to N.J. degree-apprenticeship students.
- TESU received \$250,000 via an MOU from the N.J. Department of Education to evaluate CTE/ Vocational High School programs for college credit.
- The Nurse Faculty Loan Program, in its second year, supports nine DNP students pursuing a Nurse Educator certificate. Two graduates are now contributing to reducing the national nursing faculty shortage.

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

These innovations demonstrate TESU’s commitment to expanding access, enhancing flexibility and fostering ongoing improvement through the integration of advanced technology.

- The Center for Career Relevant Education and Talent Evaluation at TESU (CreateNJ) was signed into law in 2024. This statewide initiative establishes a central resource for the evaluation and translation of learning experiences into a validated record of academic credit, career credentials, pre-apprenticeship and apprenticeship credits and pertinent knowledge, skills and abilities. It allows individuals to clearly visualize their professional trajectory, linking earned and developing skills and knowledge to workforce and professional opportunities across the state. Development is underway, funded through an NJDOL MOU.
- The University deployed AI-enhanced tools to improve instructional design, accessibility and transcript processing. The new scorecard was implemented to ensure that digital content met accessibility standards across Moodle, while generative AI was leveraged for video creation and test question development, enabling course developers to scale content production and personalize learning experiences with greater efficiency. An AI tool assists with transcript processing.

- Significant automation was implemented in application processing and fraud prevention. Additional fraud-detection enhancements are scheduled for FY26.

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

Through integrated and synchronized marketing and communications efforts, the TESU brand story focuses on attracting and retaining a diverse student body and heightening brand awareness to facilitate recruitment and community respect while strengthening the affinity of alumni toward TESU.

- The launch of the newly redesigned TESU website provided a modern, user-centered interface that speaks directly to prospective students. With a renewed focus on success outcomes and student experience, the site reinforces TESU’s mission while standing out in a competitive market.
- Communications highlighted TESU’s impact through coordinated media, internal messaging and social storytelling. With comprehensive student guides, blog articles and carousel posts, content became more authentic, personal and accessible. These efforts drove an 18.5% increase in engagement across all social platforms, with LinkedIn leading and click-throughs rising 200%.
- Marketing onboarded a new media-buying agency this fiscal year, leading to an expanded strategic media placement program and the launch of a four-part visual carousel ad series. Designed to run sequentially or as standalone units, the campaign debuted on billboards and expanded across digital platforms, boosting brand recognition and highlighting TESU’s key strengths to prospective students.
- A successful security audit confirmed the University’s cybersecurity readiness, reinforcing trust in its digital infrastructure.
- Alumni engagement was targeted with a new micro event — a time management webinar. Additionally, our fifth annual virtual 5K united alumni and employees to support the Student Relief Fund. The event highlighted participants’ enthusiasm for TESU and its mission.
- Advancement partnered with the Division of Community and Government Affairs to implement a new outreach platform that enabled targeted New Jersey alumni to contact elected officials in support of preserving TESU’s state appropriation.
- TESU received \$250,000 from NJDOE to assess CTE program credit equivalencies.
- The Watson School is promoting the newly approved recognition of the New Jersey Certified Public Managers program for college credit. More than 600 senior-level government officials have completed the program. Of these, more than 80% have a bachelor’s degree, but only a small percentage have a master’s degree.
- Two signature events hosted by the TESU Foundation — the Impact Awards and the TESU Golf Classic — raised more than \$204,000 with the net proceeds from each event supporting the University.

Merodie A. Hancock, Ph.D.
President

Strategic Plan 2025-2028 Update

Thomas Edison State University’s 2025–2028 strategic plan focuses on strategic and diversified growth to enhance its mission of providing flexible, high-quality education for self-directed adults, emphasizing student success, career success, innovation in learning and strengthening its brand and market position, with key planning milestones set for board review and approval in 2025.

The following was approved by the Board of Trustees on Dec. 13, 2024:

Mission

Thomas Edison State University provides distinctive undergraduate and graduate education for self-directed adults through flexible, high-quality collegiate learning and assessment opportunities.

Vision

Building Careers. Advancing Professions. Empowering Lives.

2025-2028 Strategic Plan Imperative

Strategic and diversified growth, which supports reinvestment and expands the impact of our mission.

Strategic Boulders

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

Planning Milestones

1. Draft Strategic Plan and accompanying business plan presented to the Board of Trustees, June 13, 2024, for review.
2. Present Strategic Plan for formal board approval, Sept. 12, 2025

Key Numbers Table, Statistics and Profiles

Thomas Edison State University at a Glance: Key Numbers for FY21 through FY25

	FY21	FY22	FY23	FY24	FY25	% Change (FY24- FY25)
	N	N	N	N	N	
Number of Students Served*	14,351	12,829	11,431	10,924	10,750	-2%
Degree-seeking Enrollments**	13,846	12,504	11,145	10,632	10,486	-1%
Undergraduate	12,681	11,331	10,046	9,579	9,449	-1%
Graduate	1,060	1,052	971	919	881	-4%
Doctorate	105	121	128	134	156	16%
Nonmatriculated	505	325	286	292	264	-10%
Undergraduate	476	300	261	265	227	-14%
Graduate	29	25	25	26	36	38%
Doctorate ⁽¹⁾				1	1	0%
Applicants***	9,415	8,229	8,403	8,024	8,390	5%
Undergraduate	8,542	7,496	7,648	7,149	7,499	5%
Graduate	790	672	691	739	750	1%
Doctorate	83	61	64	136	141	4%
New Enrollments (only New) ****	4,461	3,430	3,287	3,327	3,436	3%
Undergraduate	4,021	3,080	2,975	2,989	3,073	3%
Graduate	401	329	292	313	312	0%
Doctorate	39	21	20	25	51	104%
New Enrollments (New and Reenrolled)	6,634	5,267	5,071	5,148	4,999	-3%
Undergraduate	6,109	4,824	4,669	4,723	4,548	-4%
Graduate	476	412	364	383	383	0%
Doctorate	49	31	38	42	68	62%
Degrees Conferred	2,536	2,267	1,957	1,898	1,908	1%
Associate	482	430	379	378	394	4%
Baccalaureate	1,869	1,629	1,334	1,273	1,261	-1%
Master	181	194	212	213	231	8%
Doctorate	4	14	32	34	22	-35%
Enrolled by Gender						
Male	8,210	7,357	6,581	6,348	6,174	-3%
Female	5,636	5,147	4,564	4,284	4,312	1%
Enrolled by Military Status and Residence						
Nonmilitary	10,094	9,398	8,504	8,180	8,233	1%
New Jersey	4,646	4,422	3,916	3,721	3,900	5%
Out of State	5,312	4,846	4,445	4,301	4,133	-4%
International	102	82	95	107	114	7%
Unknown	34	48	48	51	86	69%
Active Duty Military	3,752	3,106	2,641	2,452	2,253	-8%
New Jersey	286	172	159	192	225	17%
Out of State	3,437	2,893	2,441	2,219	1,895	-15%
International	8	7	12	8	11	38%
Unknown	21	34	29	33	122	270%
Enrollment By Race/Ethnicity						
American Indian/Alaska Native	56	54	41	36	40	11%
Asian	582	515	494	473	467	-1%
Black/African American	1,996	1,913	1,765	1,647	1,878	14%
Hispanic/Latino	1,794	1,684	1,618	1,658	1,642	-1%
Native Hawaiian/Other Pacific Islander	58	52	44	40	39	-3%
White	6,740	5,985	5,112	4,717	4,459	-5%
Non US Citizen	120	94	92	128	140	9%
Two or More Races	498	450	417	465	405	-13%
Unknown	2,002	1,757	1,562	1,468	1,416	-4%
Average Age of Enrolled Students	35.5	35.8	35.8	35.8	35.8	

Prepared By: The Office of Institutional Research, Thomas Edison State University, July 22, 2025.

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

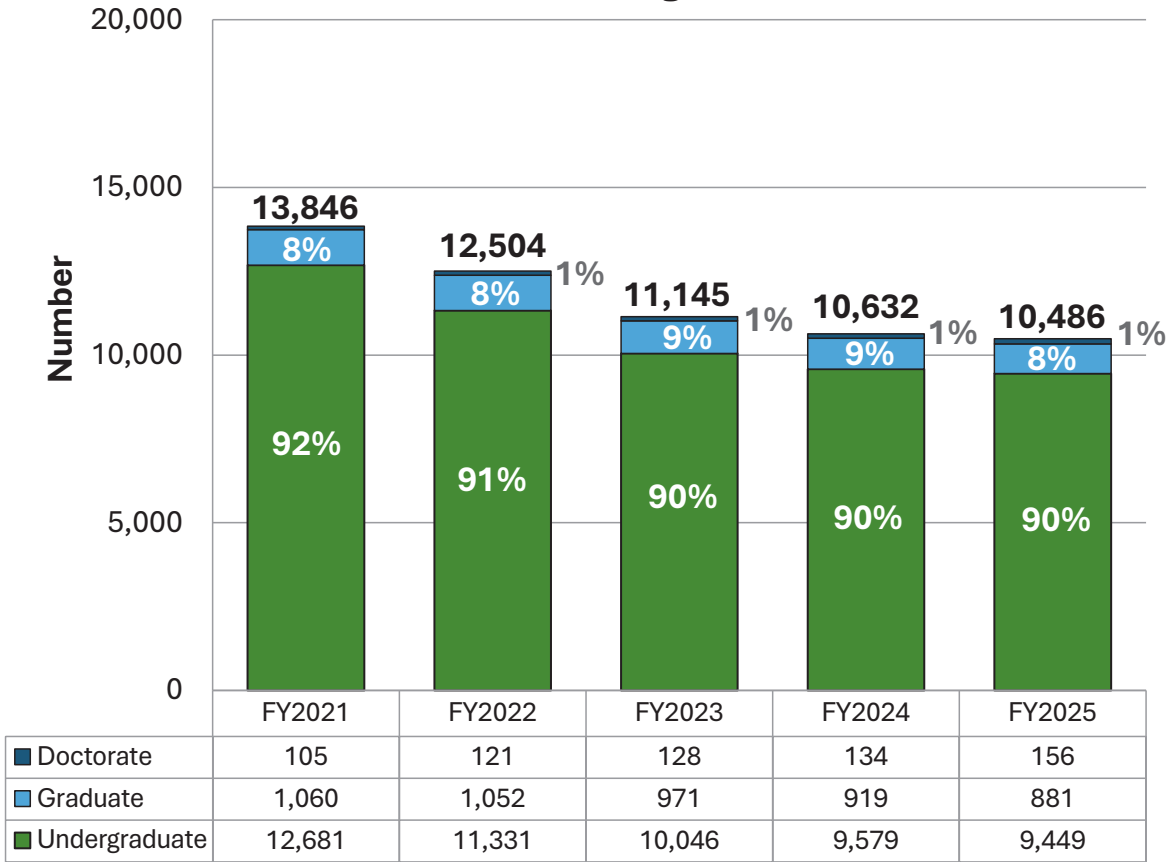
** The total degree-seeking enrollment is an unduplicated count of degree-seeking students. There were 60 students in FY 2021, 61 students in FY 2022, 38 students in FY 2023, 50 students in FY 2024 and 69 students in FY 2025 who enrolled in both undergraduate and graduate/doctorate level academic programs; these students are included in the graduate/doctorate counts.

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

****Beginning in FY2015, "New Enrollments" refers to students who were new to the University and does not include re-enrolled students who returned to the University after stopping out for a while. This change was made to be consistent with the new Enrollment Reporting policy that was implemented in the Fall 2014.

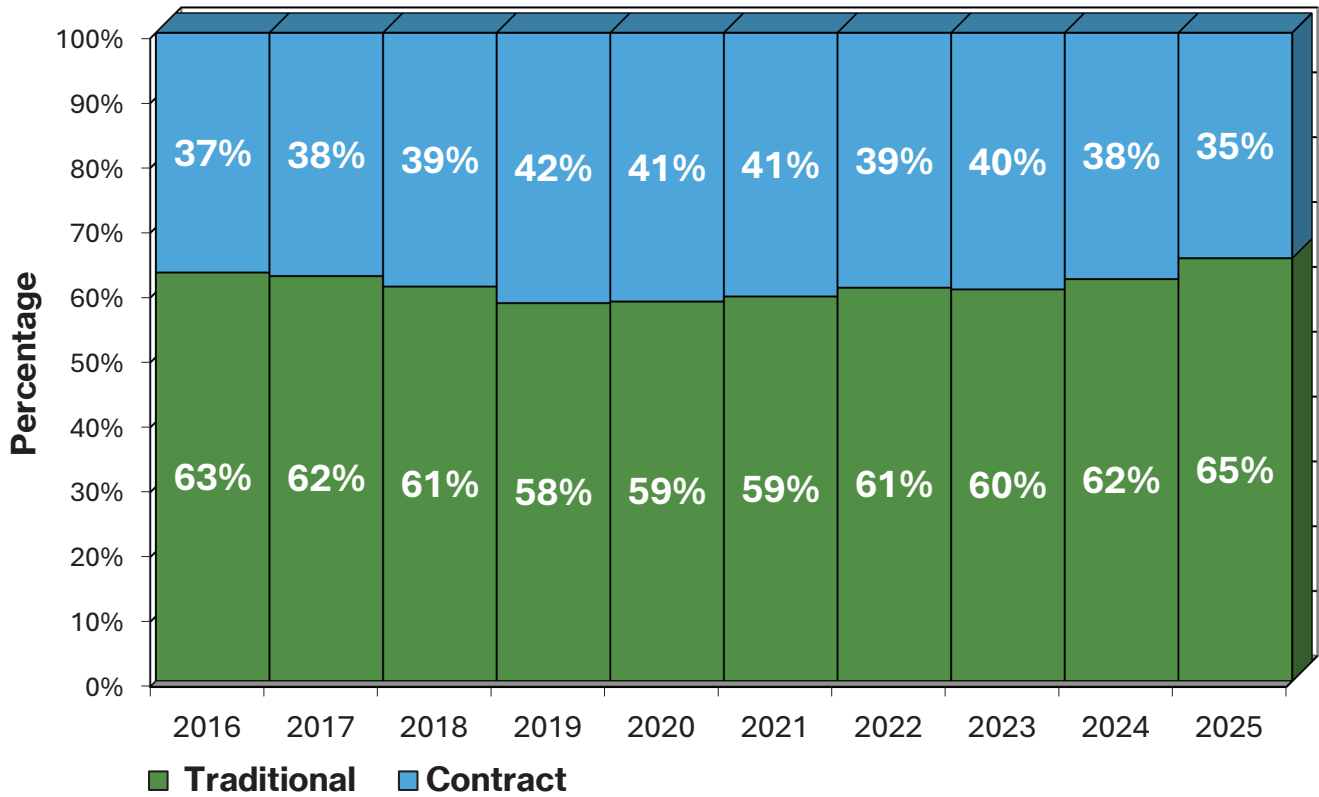
⁽¹⁾ Non Matriculated counts at the Doctorate level are not available before FY 2024.

Total Enrollment by Level
FY21 through FY25



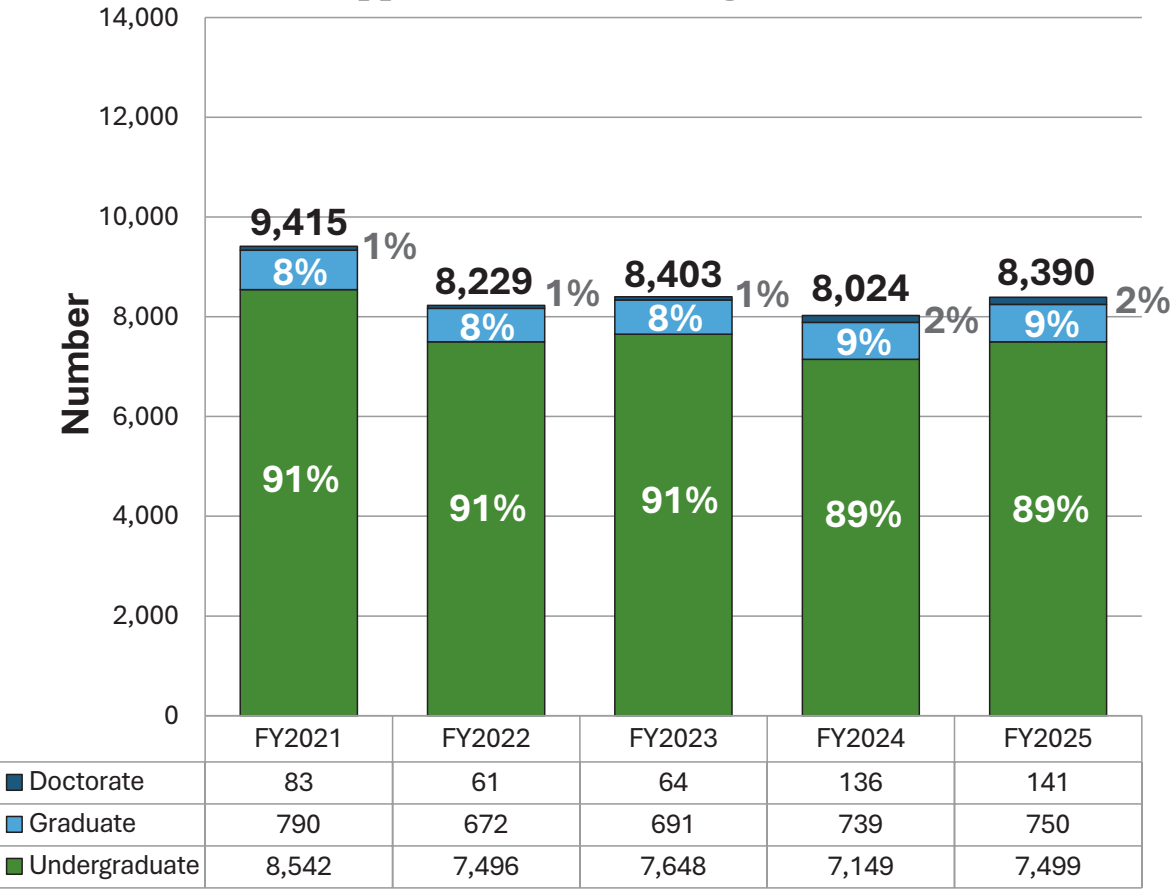
Note: Counts represent degree-seeking students.

Fiscal Year Enrollment Trends
with Traditional and Contract Comparisons

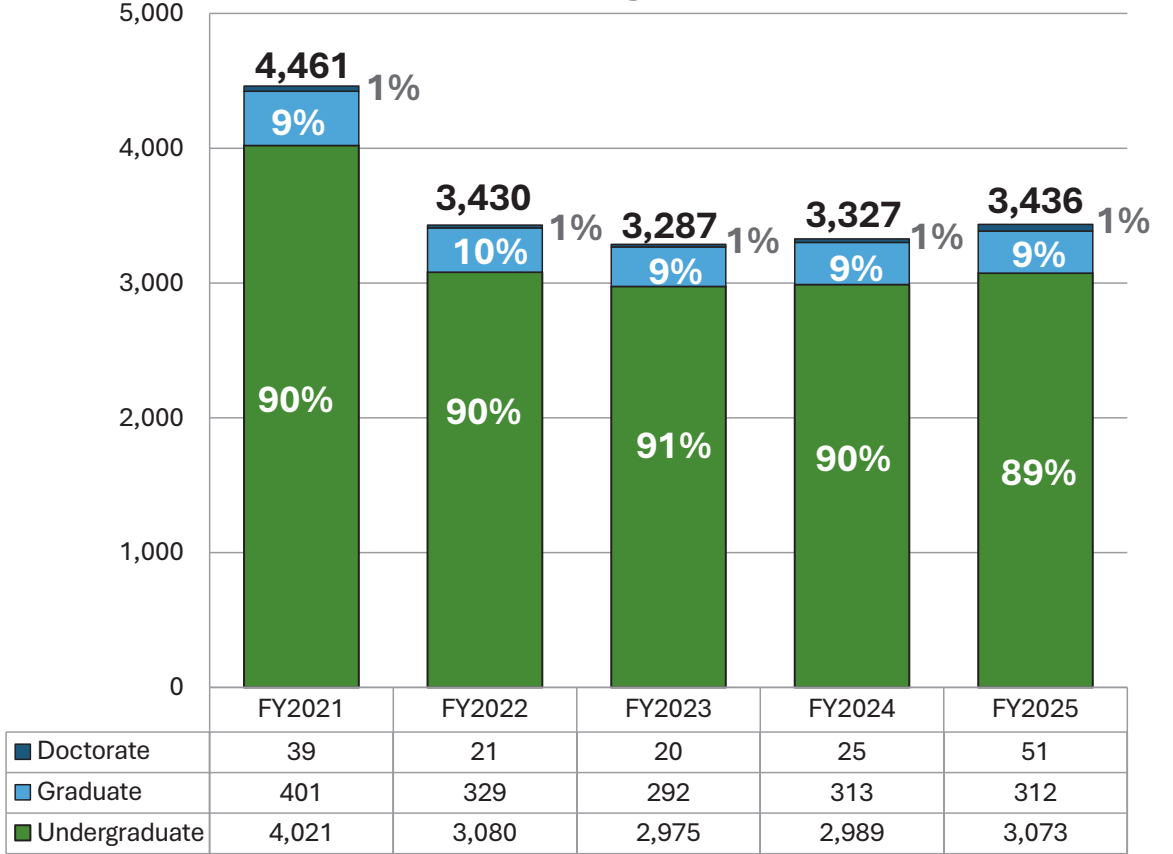


Note: Counts represent degree-seeking students.

Applicants: FY21 through FY25

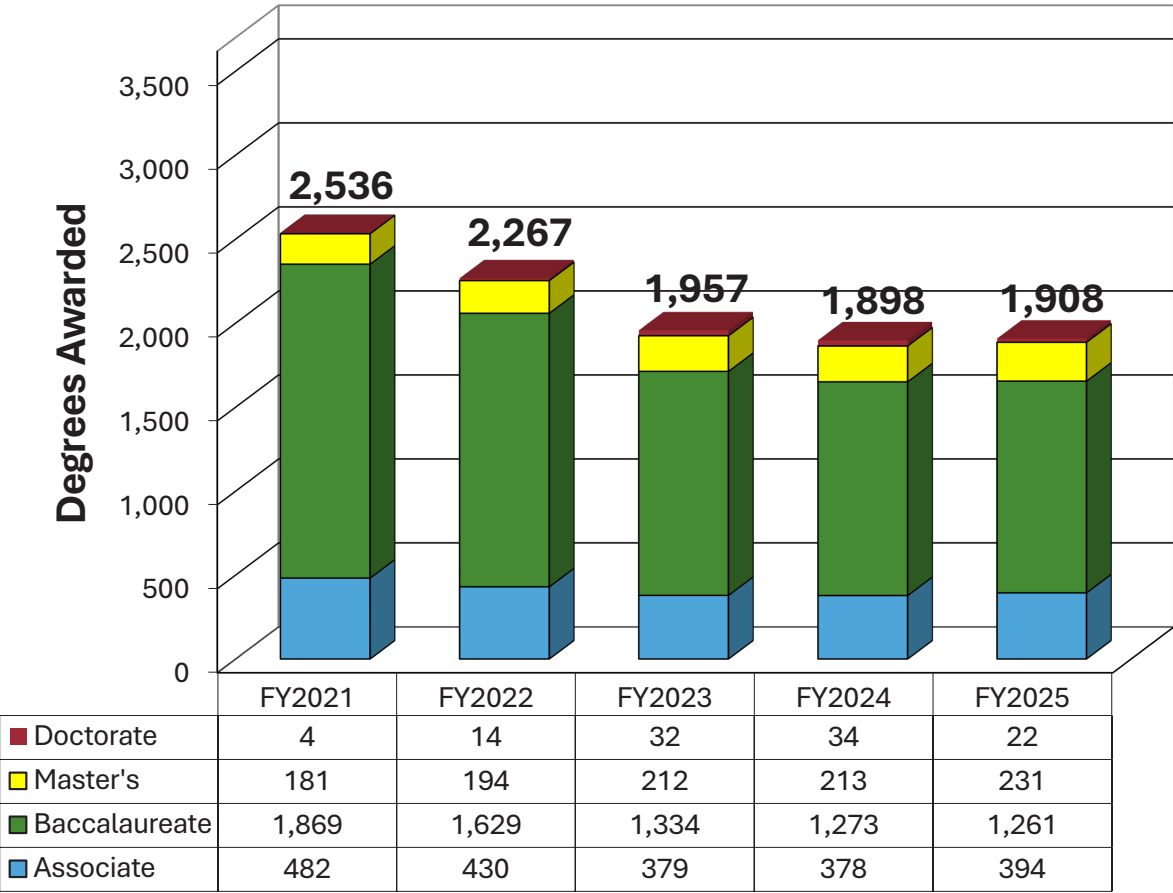


New Enrollments Only by Level
FY21 through FY25

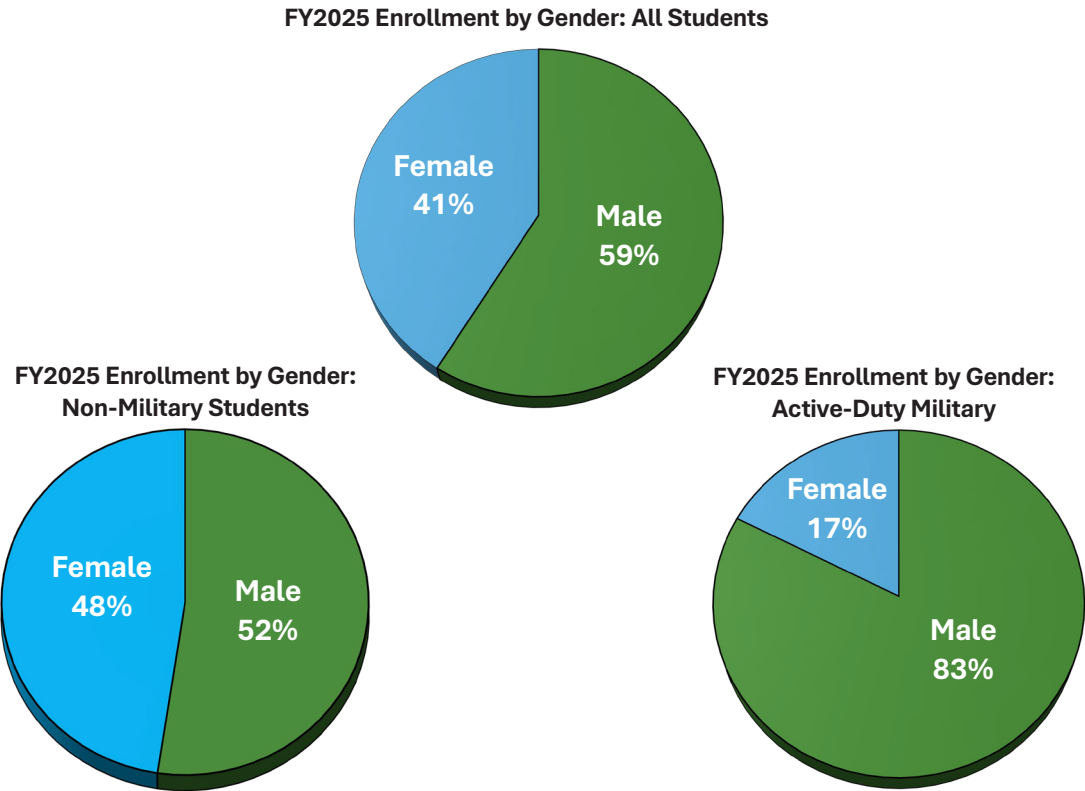


Note: Counts represent degree-seeking students.

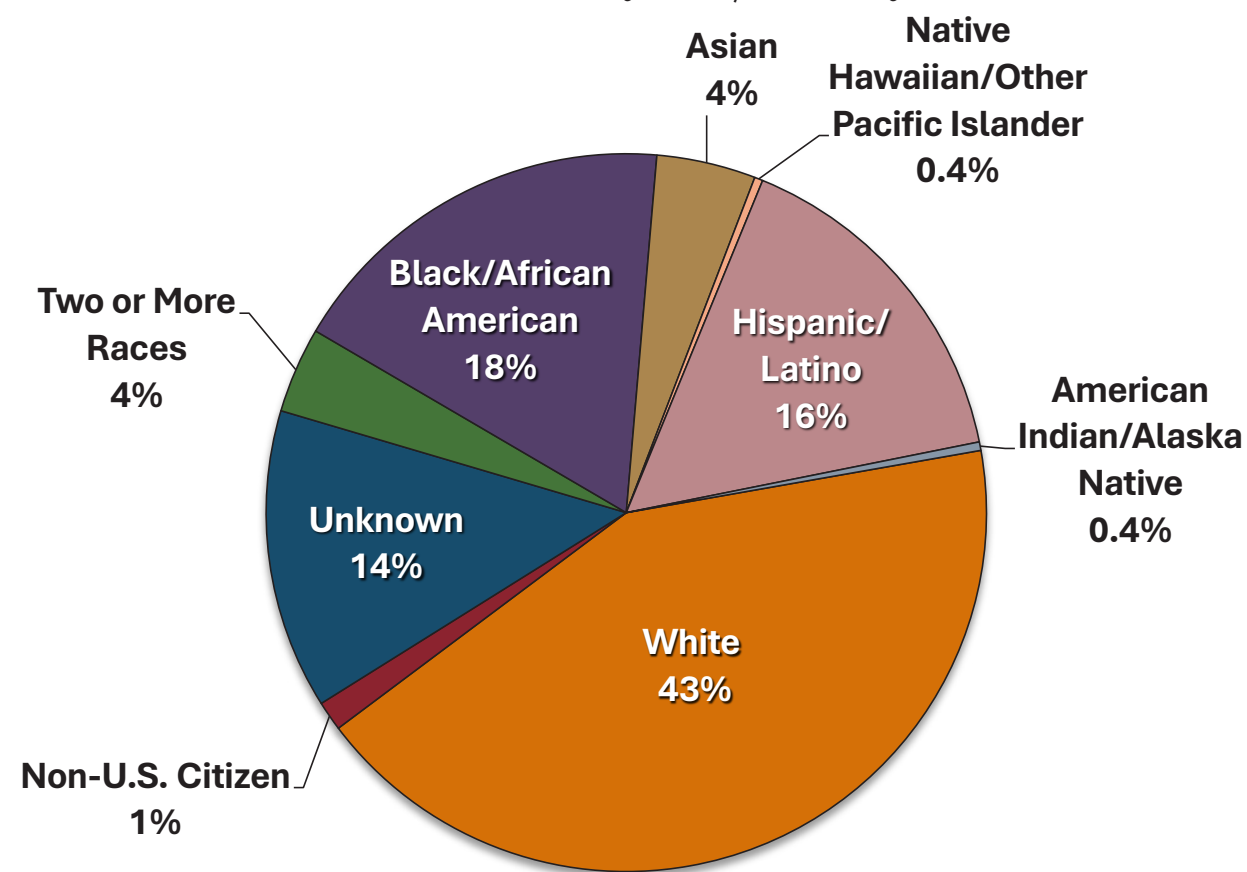
Degrees Conferred: FY21 through FY25
(Cumulative Degrees Awarded = 77,224)



FY25 Enrollment by Gender and Military Status

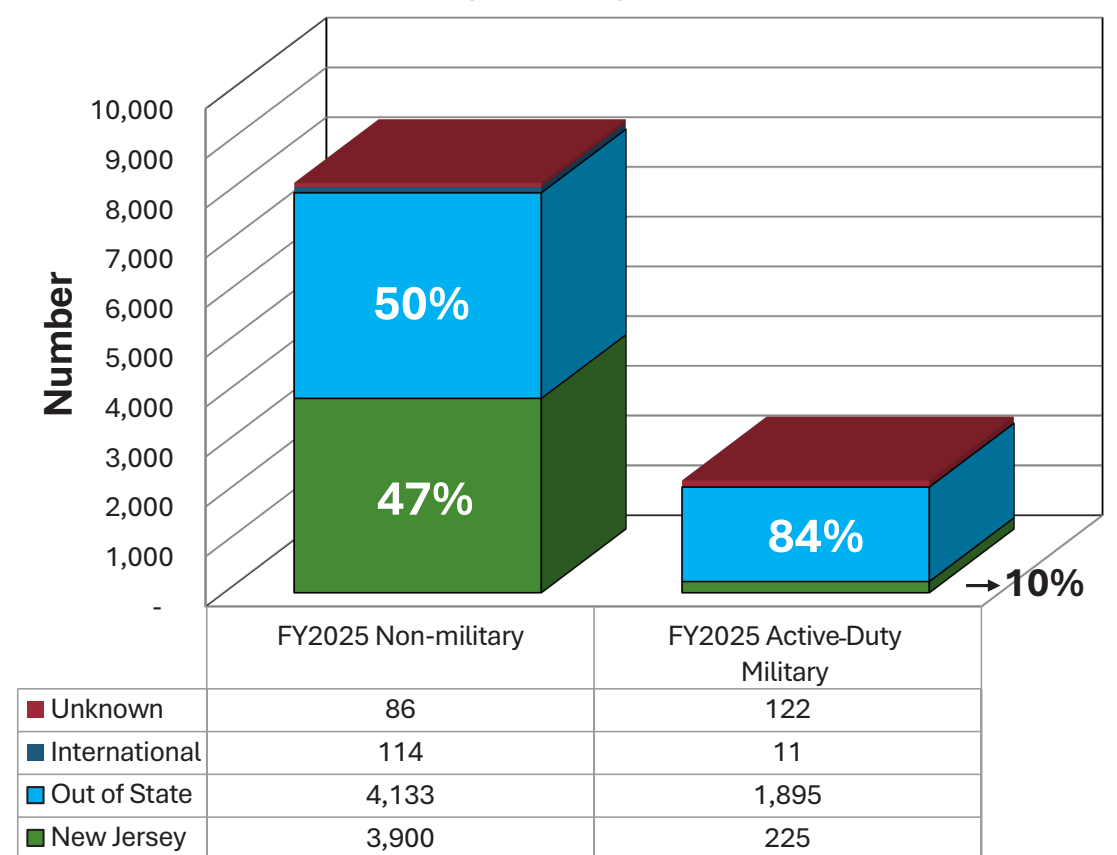


FY25 Enrollment by Race/Ethnicity



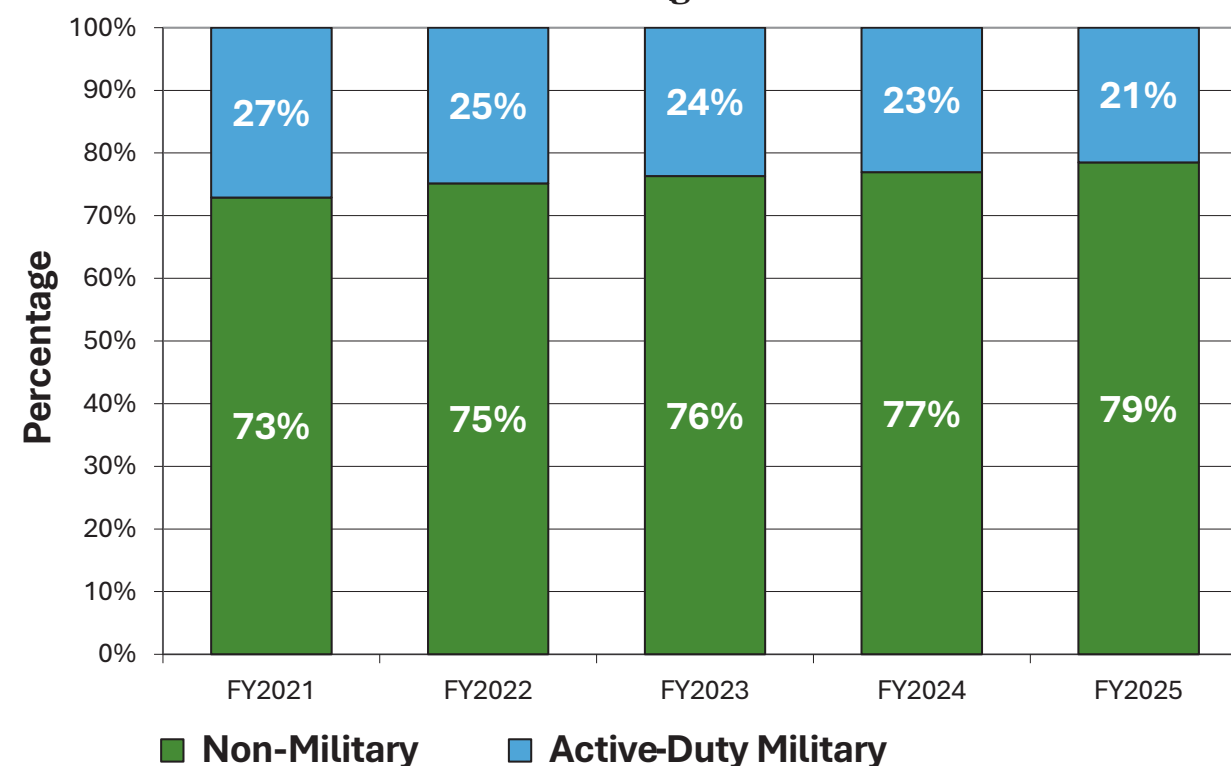
Note: Counts represent degree-seeking students.

FY25 Enrollments by Military Status and Residence



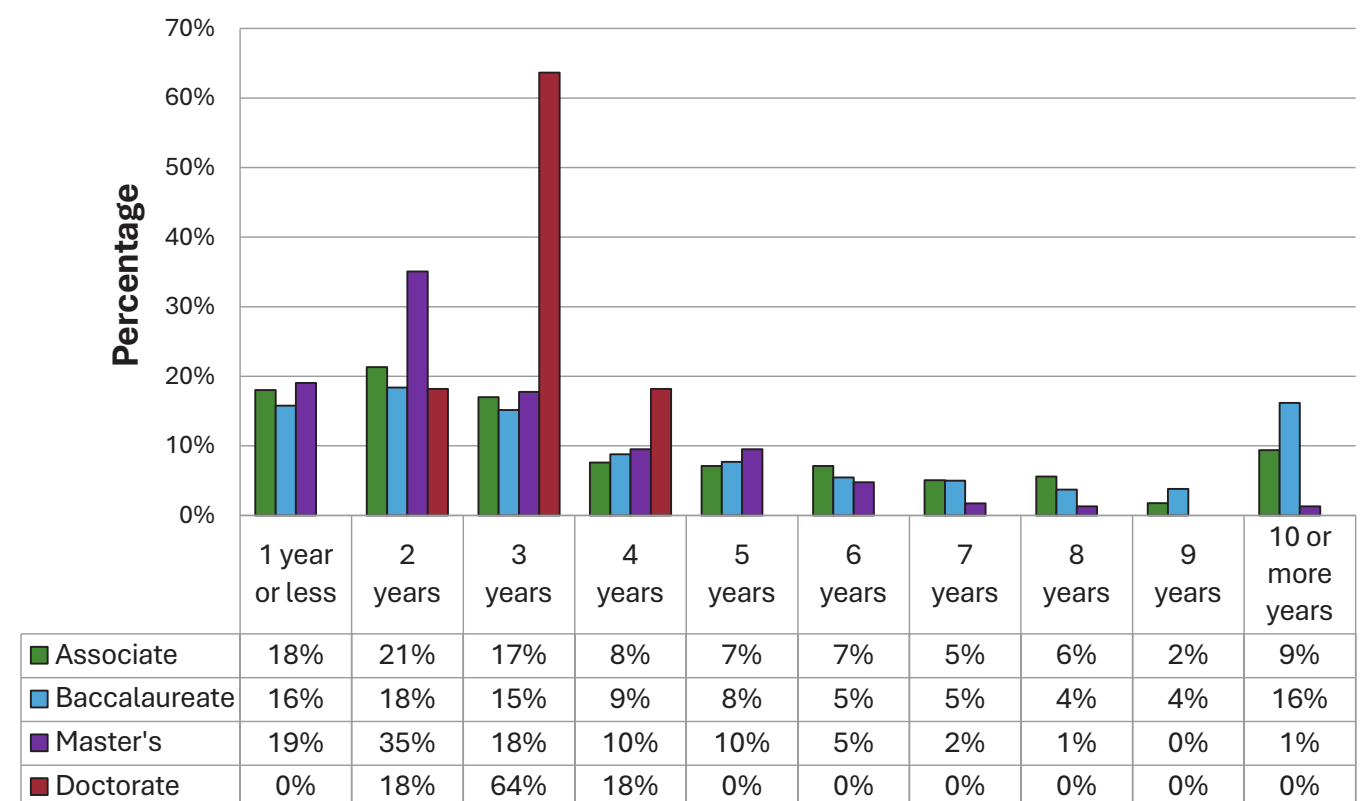
Note: Counts represent degree-seeking students.

**Enrollments by Military Status:
FY21 through FY25**



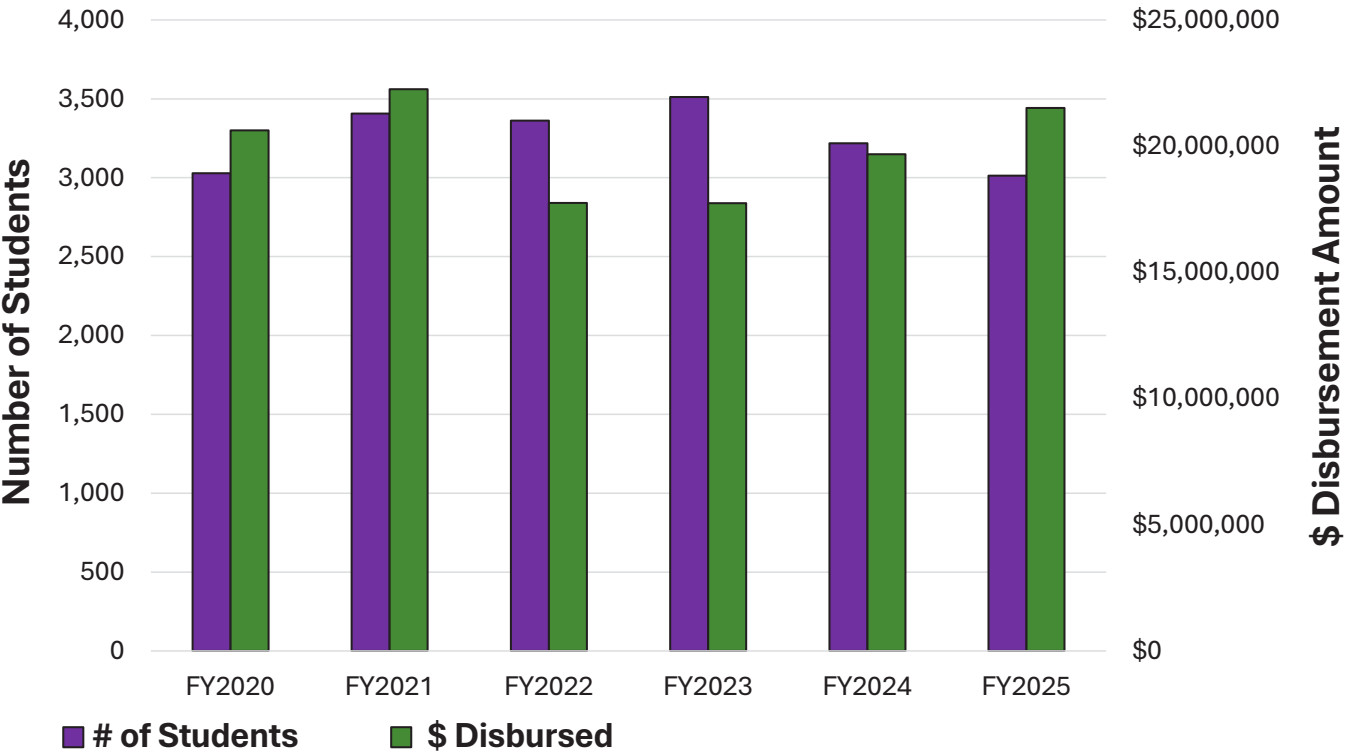
Note: Counts represent degree-seeking students.

FY25 Graduates: Time to Degree Completion



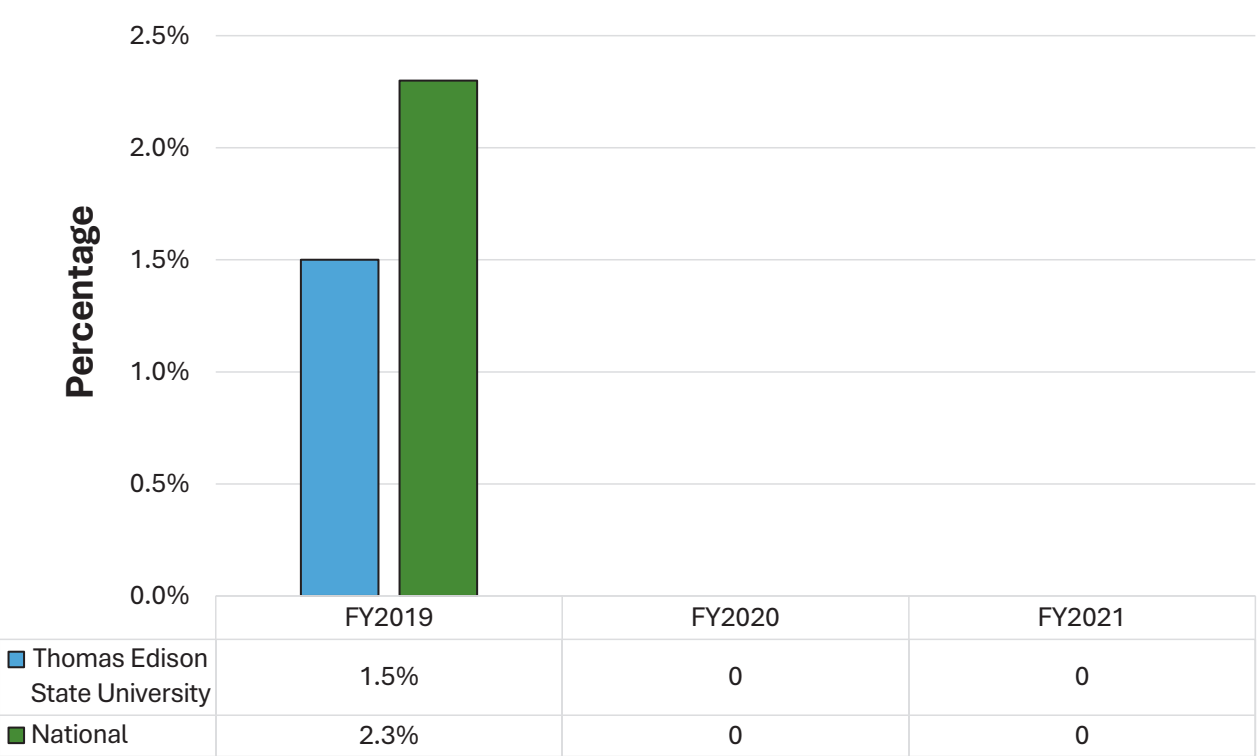
Mean Time to Degree: Associate = 4.4, Baccalaureate = 5.4, Master's = 3.0, and Doctorate = 3.0

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



Source: Division of Finance, July 2025.

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



Source: <https://fsapartners.ed.gov/sites/default/files/2024-09/FY21OfficialCDRGNationalBriefing.pdf>
Note: The Department of Education suspended collection activities during the pandemic; therefore, FY2020 and FY2021 default rate is zero for both TESU and National.

Appendix A: FY25 Preliminary Statement of Revenues and Expenses (Unaudited)

FY25

FISCAL YEAR FINANCIAL RESULTS

FOR THE FOURTH QUARTER

ENDING JUNE 30, 2025

Thomas Edison State University
Unrestricted Revenue and Expenses
for the Fourth Fiscal Quarter, Ending June 30, 2025

Revenues

During the fourth quarter of FY25, the University realized an increase of \$1,896,802, or 4% to the same quarter last year. This is due to an increase in student revenue of \$3,641,348, which was partially offset by a decrease in state appropriations of \$1,060,000 and by an increase of \$684,546 in revenue that was deferred into the following fiscal year. The University achieved \$54,372,871, or 100% of its combined revenue budget of \$54,618,805, excluding investment income, through the fourth quarter. In the previous fiscal year, 100%, or \$52,476,069 was realized through the fourth quarter of that year’s combined budget of \$52,552,733.

The University received 100%, or \$13,220,000, of its annual FY25 state appropriation budget of \$13,280,000. This result is lower than the same period last year, when 136%, or \$14,280,000 was earned against a budget of \$10,528,000.

The actual New Jersey appropriation to the University was \$13,220,000. This was \$60,000 below the budgeted amount approved by the Board of Trustees. This was \$1,060,000 below the actual amount appropriated in FY24. The decrease was due to a \$500,000 decrease in N.J. National Guard Waiver funding, the elimination of a \$3 million legislative addition, which was partially offset with the University share of additional Outcomes-Based Funding which was provided to the sector. The chart below compares the actual state appropriation to the amount received through the third quarter.

	Appropriation	Received	Remaining	
General Appropriation	4,561,000	4,561,000	–	100%
N.J. National Guard Waiver	500,000	500,000	–	100%
Outcomes-Based Funding	8,159,000	8,159,000	–	100%
	13,220,000	13,220,000	–	100%

Undergraduate student revenues totaled \$34,687,453, representing 102% of the University’s FY25 annual budget of \$34,058,193. This percentage is higher than the same period last year, when 92%, or \$31,873,235 was earned against an annual budget of \$34,488,695. This represents an increase of 9%, or \$2,814,218 compared to last year’s same quarter revenue amount.

The per credit tuition plan was \$654,127, or 5% above the prior year. Chapter 33 (veterans) was \$52,649, or 1% above the prior year. Undergraduate Nursing was \$2,391,745, or 60% above the prior year. Corporate Choice was lower by \$72,268, or 2%. Military was lower by \$367,964, or 7% below the prior year.

Graduate student revenues for the fourth quarter accounted for 104%, or \$7,579,440, against a budget of \$7,280,612. This revenue percentage is higher than the same period last fiscal year when 90%, or \$6,752,310 was earned against a budget of \$7,536,038. This represents an increase of 12%, or \$827,130 when compared to last year’s revenue amount. Master programs were \$387,788, or 7% above the prior year. Doctorate programs were \$439,342, or 35% above the prior year.

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

- Application Fee – 113%
- Per Credit Tuition Plan – 109%
- Chapter 33 – 98%
- Undergraduate Nursing – 146%
- Corporate Choice – 97%
- Military – 94%
- Masters – 105%
- Doctorate – 116%

Investment Income

The University earned \$1,432,830 in operating realized investment income, which represents an increase of 9%, or \$120,585 compared to the same period last fiscal year, when \$1,312,245 was earned. This was primarily due to higher investment and cash balances. The returns do not include unrealized gains or losses. The University had an unrealized gain of \$31,748 through the fourth quarter. Unrealized gains and losses are recorded in the audited financial statements. In comparison, the University had an unrealized gain of \$158,363 through the fourth quarter of the prior year.

The University had a \$3,000,000 CD which matured on June 26, 2024. The University elected to deposit the proceeds in the New Jersey Cash Management Fund. The Bernstein quasi-endowment account includes equity and fixed income funds. This account has a fourth-quarter market value of \$3,341,344.

Expenditures

The University has expended and committed 96%, or \$52,299,743 of its \$54,618,805 revised budget. This result is comparable to last fiscal year, when 96%, or \$50,527,222, was spent against last fiscal year’s budget of \$52,552,733. Expenditures increased \$1,772,521, or 4%, over the last fiscal year.

Salary was \$1,315,082, or 4% above the prior year. The increase was primarily due to salary increases. Managers received an increase of 3.5% during the second quarter. Management receives new contracts and pay adjustments, if applicable, on Oct. 1 each year. The CWA collective bargaining unit received a 3.5% salary increase as of July 1, 2024. The AFT collective bargaining unit received a 3.5% salary increase as of July 1, 2024. In addition, both collective bargaining units were eligible for a 3.5% increment if they were not already at the top step. Both units will receive an additional step in FY26.

Student waivers were \$221,752, or 21% above the prior year. The University is reimbursed for New Jersey National Guard waivers up to \$500,000. The reimbursement was cut in half for FY25. The University was reimbursed for the full \$1 million during FY24. The University is mandated by state statute to waive tuition for all active-duty New Jersey National Guard members. Maintenance was \$673,432, or 23% above the prior year. This increase was largely due to the inflationary cost of software-as-a-service and shifts from services when the software budget was centralized. Services were \$143,317, or 1% below the prior year. The decrease

was due to the shift in certain software charges from maintenance which was partially offset by increased mentor expenses.

Surplus/Deficit

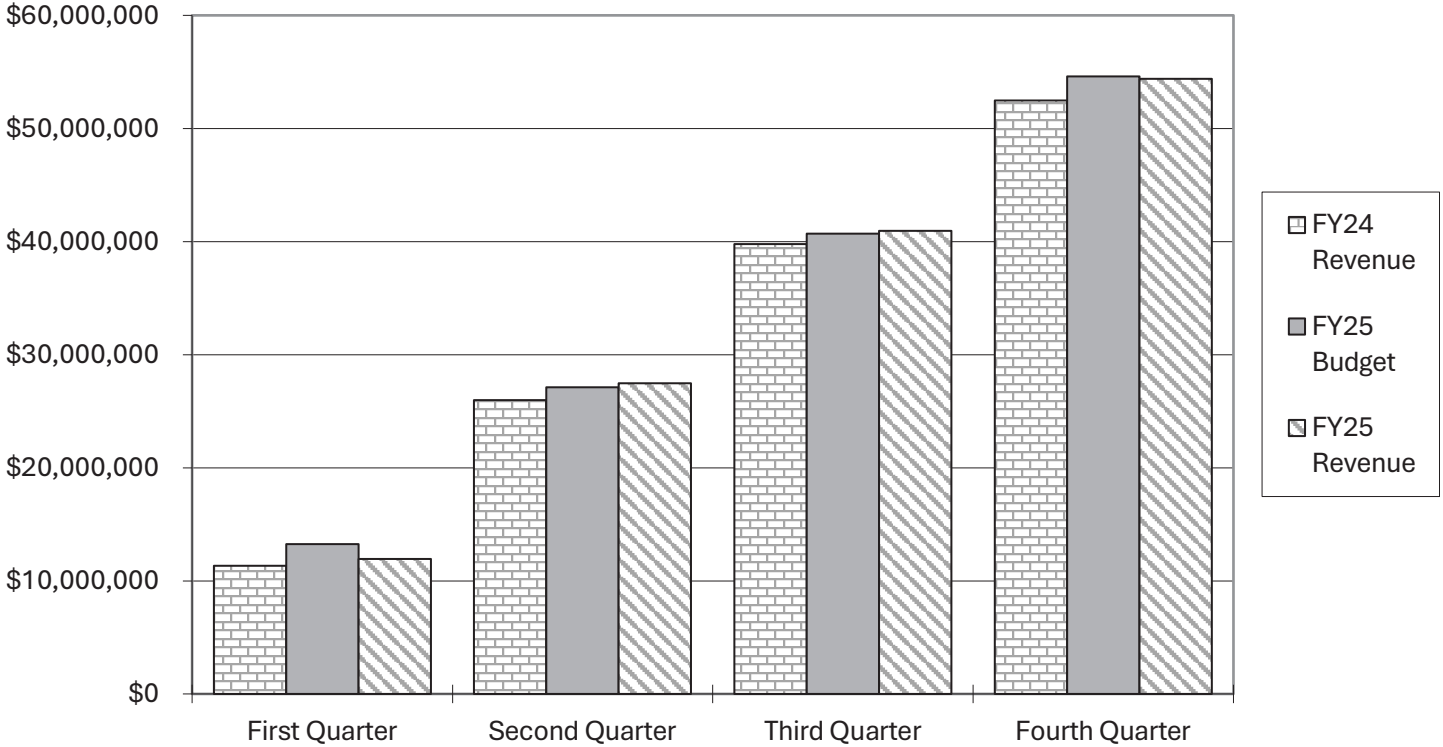
The University ended the fourth quarter with a surplus of \$2,073,128. This is \$124,281 above the prior year’s surplus of \$1,948,847. The higher result was primarily due to an increase in revenue of \$1,896,802, or 4%, which was partially offset by an expense increase of \$1,772,521 or 4%.

The increase in revenue was due to a \$2,814,218 increase in undergraduate tuition and fees, and an increase of \$827,130 in graduate tuition and fees, which was partially offset by a decrease in appropriation of \$1,060,000 and increase in summer deferred tuition of \$684,546. The increase in expenses was primarily due to the \$1,315,082, \$221,752 and \$673,432 increase in salary, student waivers and maintenance, respectively.

Quarterly Financial Summary
Unrestricted Revenues and Expenses
Quarter Ending June 30, 2025

	PERFORMANCE				COMPARATIVE			
	FY25 Budget	FY25 YTD	\$ Variance	%	FY25 YTD	FY24 YTD	\$ Change	% Change
REVENUES								
State Appropriation	13,280,000	13,220,000	(60,000)	100	13,220,000	14,280,000	(1,060,000)	(7)
Undergraduate Tuition and Fees	34,058,193	34,687,453	629,260	102	34,687,453	31,873,235	2,814,218	9
Graduate Tuition and Fees	7,280,612	7,579,440	298,828	104	7,579,440	6,752,310	827,130	12
Deferred Revenue (Summer Terms Adj.)		(1,114,022)			(1,114,022)	(429,476)	(684,546)	
Total Budgeted Revenues	54,618,805	54,372,871	868,088	100	54,372,871	52,476,069	1,896,802	4
Investment Income		1,432,830			1,432,830	1,312,245	120,585	9
Total Revenues	54,618,805	55,805,701	1,186,896	102	55,805,701	53,788,314	2,017,387	4
EXPENSES								
Salaries	32,907,348	31,700,631	1,206,717	96	31,700,631	30,385,549	1,315,082	4
Fringes	165,000	181,078	(16,078)		181,078	135,954	45,124	33
Other Expenses:								
Student waivers	1,000,000	1,281,686	(281,686)	128	1,281,686	1,059,934	221,752	21
Materials	400,195	245,424	154,771	61	245,424	291,705	(46,281)	(16)
Services other than Salary	15,733,264	14,672,847	1,060,417	93	14,672,847	14,816,164	(143,317)	(1)
Maintenance	3,723,310	3,600,618	122,692	97	3,600,618	2,927,186	673,432	23
Total Other Expenses	20,856,769	19,800,575	1,056,194	95	19,800,575	19,094,989	705,586	4
Improvements/Additions	123,189	52,760	70,429	43	52,760	38,356	14,404	38
Debt Principal Payments	517,000	517,000	(0)	100	517,000	812,195	(295,195)	(36)
Debt Interest Payments	49,499	47,699	1,800	96	47,699	60,179	(12,480)	(21)
Total Debt Payments	566,499	564,699	1,800	100	564,699	872,374	(307,675)	(35)
Total Expenses	54,618,805	52,299,743	2,319,062	96	52,299,743	50,527,222	1,772,521	4
Net Increase (Decrease) in Net Assets	-	2,073,128	2,073,128	0	2,073,128	1,948,847	124,281	
Carryforward	210,000	115,463	(94,537)	0	115,463	249,121	(133,658)	

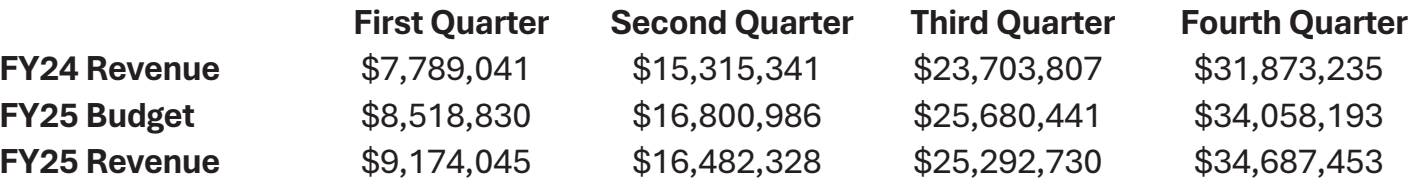
FY25 TOTAL REVENUE
Quarter Ending June 30, 2025



	Quarter Ending June 30, 2025			
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY24 Revenue	\$11,327,067	\$25,979,400	\$39,763,608	\$52,476,069
FY25 Budget	\$13,241,013	\$27,107,211	\$40,703,475	\$54,618,805
FY25 Revenue	\$11,920,680	\$27,466,357	\$40,938,498	\$54,372,871

FY24 Fourth Quarter Actual		FY25 Fourth Quarter Actual	Difference Between FY24 and FY25 Totals
\$14,280,000	State Appropriation	\$13,220,000	(\$1,060,000)
\$13,572,903	Per Credit Tuition Plan	\$14,227,030	\$654,127
\$3,813,344	Chapter 33 (Veteran)	\$3,865,993	\$52,649
\$4,010,331	Undergraduate Nursing	\$6,402,076	\$2,391,745
\$3,278,785	Corporate Choice	\$3,206,517	(\$72,268)
\$4,947,962	Military	\$4,579,998	(\$367,964)
\$2,249,910	Other Undergraduate	\$2,405,839	\$155,929
\$6,752,310	Graduate	\$7,579,440	\$827,130
(\$429,476)	Summer Term Adjustment	(\$1,114,022)	(\$684,546)
\$52,476,069	Total	\$54,372,871	\$1,896,802

26 Thomas Edison State University
Fiscal Year 2025



	Fourth Quarter		Fourth Quarter		Fourth Quarter		Fourth Quarter		Fourth Quarter		Percentage of	
	FY24 Revenue	FY24 YTD Revenue	FY25 Budget	FY25 Revenue	FY25 Budget	FY25 Revenue	FY25 Budget	FY25 Revenue	FY25 YTD Revenue	FY25 YTD Revenue	YTD Revenue	Comparison
Application Fee	\$50,550	\$191,475	\$44,654	\$79,750	\$44,654	\$79,750	\$44,654	\$79,750	\$181,700	\$255,425	141%	33%
Per Credit Tuition Plan												
In	\$1,683,689	\$7,147,427	\$1,700,329	\$1,877,146	\$1,700,329	\$1,877,146	\$1,700,329	\$1,877,146	\$7,604,015	\$8,150,751	107%	14%
Out	\$1,356,707	\$5,974,123	\$1,408,851	\$1,515,139	\$1,408,851	\$1,515,139	\$1,408,851	\$1,515,139	\$6,390,108	\$5,713,352	89%	-4%
Nonenrolled	\$145,574	\$451,353	\$137,915	\$145,509	\$137,915	\$145,509	\$137,915	\$145,509	\$426,755	\$362,927	85%	-20%
Per Credit Tuition Plan Total	\$3,185,970	\$13,572,903	\$3,247,095	\$3,537,794	\$3,247,095	\$3,537,794	\$3,247,095	\$3,537,794	\$14,420,878	\$14,227,030	99%	5%
TECEP	\$74,070	\$396,610	\$55,215	\$97,492	\$55,215	\$97,492	\$55,215	\$97,492	\$256,847	\$352,941	137%	-11%
Prior Learning Assessment	\$13,080	\$79,859	\$16,518	\$10,728	\$16,518	\$10,728	\$16,518	\$10,728	\$99,110	\$38,655	39%	-52%
Chapter 33 Tuition	\$944,716	\$3,813,344	\$911,626	\$893,955	\$911,626	\$893,955	\$911,626	\$893,955	\$3,862,338	\$3,865,993	100%	1%
Nursing												
BSN Tuition and fees	\$323,008	\$1,233,600	\$224,685	\$291,940	\$224,685	\$291,940	\$224,685	\$291,940	\$947,543	\$1,129,802	119%	-8%
Accelerate BSN Program	\$1,238,657	\$2,776,731	\$1,198,658	\$1,599,658	\$1,198,658	\$1,599,658	\$1,198,658	\$1,599,658	\$3,535,140	\$4,518,841	128%	63%
Accelerate BSN (Net) - Bayada	\$0	\$0	\$244,570	\$546,845	\$244,570	\$546,845	\$244,570	\$546,845	\$550,368	\$753,433	137%	0%
Nursing Total	\$1,561,665	\$4,010,331	\$1,667,913	\$2,438,443	\$1,667,913	\$2,438,443	\$1,667,913	\$2,438,443	\$5,033,051	\$6,402,076	127%	60%
Professional Continuing Studies Tuition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
Corporate Choice												
Corporate Choice	\$445,103	\$2,134,756	\$503,020	\$526,325	\$503,020	\$526,325	\$503,020	\$526,325	\$2,243,875	\$2,194,234	98%	3%
Corporate Choice - UPS	\$253,322	\$1,144,029	\$282,837	\$236,403	\$282,837	\$236,403	\$282,837	\$236,403	\$1,211,924	\$1,012,283	84%	-12%
Corporate Choice Total	\$698,425	\$3,278,785	\$785,857	\$762,728	\$785,857	\$762,728	\$785,857	\$762,728	\$3,455,799	\$3,206,517	93%	-2%
Military												
Military Degree Completion Program (MDCP)	\$286,936	\$1,311,177	\$293,525	\$315,313	\$293,525	\$315,313	\$293,525	\$315,313	\$1,389,251	\$1,204,688	87%	-8%
GoArmyU	\$273,125	\$1,100,875	\$269,468	\$213,062	\$269,468	\$213,062	\$269,468	\$213,062	\$1,113,500	\$934,625	84%	-15%
Navy College Program	\$629,125	\$2,494,375	\$598,173	\$554,937	\$598,173	\$554,937	\$598,173	\$554,937	\$2,491,000	\$2,402,210	96%	-4%
McGuire AFB Tuition/Nat'l Test Ctr	\$5,295	\$17,535	\$0	\$4,155	\$0	\$4,155	\$0	\$4,155	\$0	\$17,225	0%	-2%
Navy PACE	\$2,000	\$24,000	\$7,311	\$11,250	\$7,311	\$11,250	\$7,311	\$11,250	\$32,749	\$21,250	65%	-11%
Operation College Smile/ Promise	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
VA Admin Allow	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
Military Total	\$1,196,481	\$4,947,962	\$1,168,477	\$1,098,717	\$1,168,477	\$1,098,717	\$1,168,477	\$1,098,717	\$5,026,500	\$4,579,998	91%	-7%
Other Undergraduate Fees	\$444,473	\$1,581,966	\$480,396	\$475,118	\$480,396	\$475,118	\$480,396	\$475,118	\$1,721,970	\$1,758,818	102%	11%
Total Undergraduate Tuition and Fees	\$8,169,430	\$31,873,235	\$8,377,751	\$9,394,725	\$8,377,751	\$9,394,725	\$8,377,751	\$9,394,725	\$34,058			

FY25 Fourth Quarter

April 1, 2025, through June 30, 2025

GRADUATE STUDENT REVENUE

	Fouth Quarter				Percentage of Fourth Quarter			
	FY24		FY24 YTD		Fourth Quarter		Fourth Quarter	
	Revenue		Revenue		FY25 Budget	FY25 Revenue	Revenue Received	Percentage of YTD Revenue
Master Programs Tuition								
Graduate PLA	\$1,470		\$10,650		\$1,304	\$0	\$6,983	158%
MA Educational Leadership	\$122,816		\$363,994		\$105,783	\$94,467	\$358,223	100%
MS Homeland Security	\$98,900		\$238,929		\$52,892	\$76,444	\$266,895	149%
MS Applied Science and Technology	\$249,885		\$848,272		\$241,935	\$287,854	\$929,678	122%
MA Ed Tech and Online Learning	\$8,100		\$50,625		\$15,768	\$8,100	\$22,680	43%
MS Public Service	\$166,961		\$484,265		\$127,939	\$122,816	\$498,504	115%
MBA	\$235,193		\$1,028,423		\$347,291	\$218,359	\$800,626	68%
MSHRM Tuition	\$65,104		\$323,393		\$108,778	\$88,695	\$327,746	89%
MSM Tuition	\$397,813		\$1,518,610		\$478,221	\$554,189	\$1,570,396	97%
Nursing Tuition	\$91,378		\$632,984		\$229,331	\$342,473	\$1,106,202	143%
Masters Programs Tuition Total	\$1,437,620		\$5,500,145		\$1,709,242	\$1,793,397	\$5,887,933	103%
Doctorate Programs Tuition								
Doctor of Business Administration	\$299,157		\$924,419		\$259,993	\$326,014	\$965,459	110%
Doctor of Nurse Practice	\$71,680		\$327,746		\$105,135	\$167,094	\$552,074	160%
EdD Org Leadership	\$0		\$0		\$132,192	\$95,115	\$173,974	57%
EdD Professional Students	\$0		\$0		\$11,016	\$0	\$0	0%
Doctorate Programs Tuition Total	\$370,837		\$1,252,165		\$508,336	\$588,223	\$1,691,507	109%
Total Graduate Tuition and Fees	\$1,808,457		\$6,752,310		\$2,217,578	\$2,381,620	\$7,579,440	104%
Total Tuition and Fees	\$9,977,887		\$38,625,545		\$10,595,329	\$11,776,345	\$42,266,893	102%
								9%

Thomas Edison State University

April 1, 2025 through June 30, 2025

FY2025, QUARTERLY INVESTMENT REPORT

	AS OF 3/31/25 BOOK BALANCE	DEPOSITS & PRINCIPAL INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/25 MARKET VALUE	AS OF 6/30/25 BOOK BALANCE	FYTD INVESTMENT INCOME	FYTD REALIZED/UNREALIZED GAIN (LOSS)
NEW JERSEY CASH MANAGEMENT	\$29,367,920	\$12,050,000	\$306,175	(\$10,300,000)	\$31,424,095	\$31,424,095	\$1,196,790	\$0
BANK OF AMERICA	\$1,872,472	\$38,102,805	\$22,795	(\$38,166,575)	\$1,831,497	\$1,831,497	\$82,977	\$0
CERTIFICATES OF DEPOSIT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BERNSTEIN PORTFOLIO	\$707,853	\$3	\$7,756	\$0	\$721,582	\$715,613	\$27,036	\$5,969
OTHER	\$0	\$68	\$0	\$0	\$68	\$68	\$68	\$0
TOTAL	\$31,948,246	\$50,152,876	\$336,726	(\$48,466,575)	\$33,977,243	\$33,971,273	\$1,306,871	\$5,969

Outstanding Investment Instruments:

Bernstein Quasi	DEPOSITS & PRINCIPAL INVESTED	REINVESTED EARNINGS	WITHDRAWALS	AS OF 6/30/25 MARKET VALUE	AS OF 6/30/25 BOOK BALANCE	FYTD INVESTMENT INCOME	FYTD REALIZED/UNREALIZED GAIN (LOSS)
Quasi End Invstmnts-Bernstein	\$93,833	\$30,165	(\$94,081)	\$3,341,344	\$3,315,566	\$125,958	\$25,779

Certificates of Deposit as of 6/30/25

Amount	Purch Date	Due Date	Interest Rate
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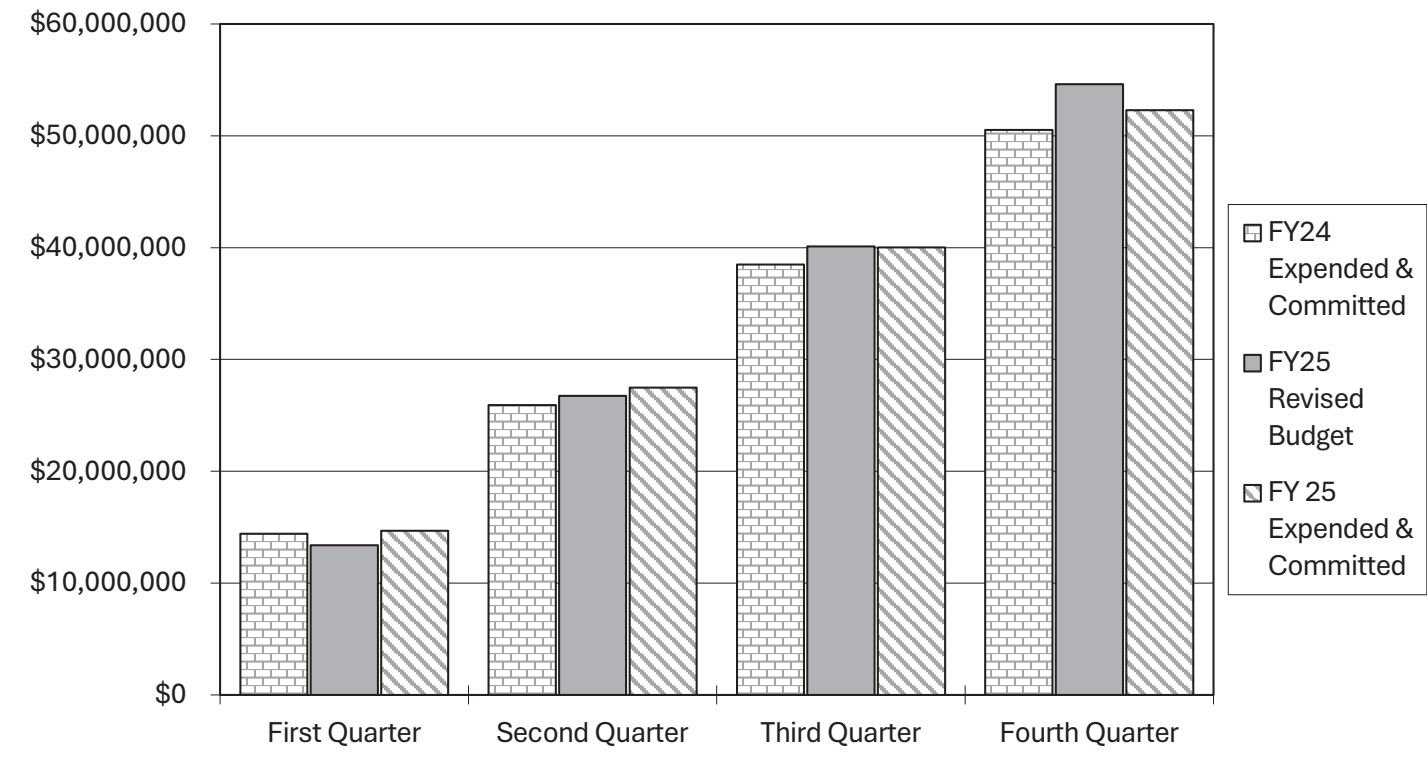
\$0

Interest Rate of Return:

	NJCM	Bank of Amer
APR	4.24%	3.66%
MAY	4.24%	3.66%
JUN	4.24%	3.66%
Average Rate	4.24%	3.66%

TOTAL FYTD INVESTMENT INCOME	TOTAL FYTD REALIZED/UNREALIZED GAIN (LOSS)
\$1,432,830	\$31,748

FY25 EXPENDITURE AND OBLIGATION
Quarter Ending June 30, 2025



	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
FY24 Expended & Committed	\$14,423,473	\$25,914,896	\$38,483,312	\$50,527,222
FY25 Revised Budget	\$13,372,102	\$26,744,203	\$40,116,305	\$54,618,805
FY 25 Expended & Committed	\$14,691,665	\$27,495,516	\$40,013,053	\$52,299,743

New Jersey Capital Facilities Grants
2014

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

The loan payment schedule for the CIF debt was initially a 20-year term. This debt was refinanced November 20, 2024. Bonds were issued Dec. 4, 2024. The University portion of the debt was lowered to \$325,523 for the Center for Learning and Technology and \$237,708 for the Kelsey/Townhouse complex. There are 18 loan payments (Interest Portion 5%) which are scheduled every six months.

After refinancing, the first payment was scheduled for Feb. 1, 2025 and the last payment is scheduled for Aug. 1, 2033. The University met its obligation for the loan payment of \$4,459, which was paid last quarter.

2017

The loan payment schedule for the CIF debt (Archway) has a 20-year term. The University portion of the debt was \$55,399. There are 39 loan payments (Interest Portion at 3%-5.5%) which are scheduled every six months. The first payment is scheduled for August 15, 2017, and the last payment is scheduled for Aug. 15, 2036. The University met its obligation for the loan payment of \$1,004, which was paid last quarter.

2024

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

The first payment was scheduled for Feb. 1, 2024, and the last payment is scheduled for Aug. 1, 2029. The University met its obligation for the loan payment of \$7,591, which was paid last quarter.

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 at 2.486%) which 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 last loan interest payment in January 2025 in the amount of \$23, plus \$6,953 Corporate Analysis Fees for the length of the loan.

Restricted Revenue and Expenses
for the Fourth Quarter, Ending June 30, 2025

The University received \$1,786,872 in grant funding and incurred expenses of \$1,989,369, which resulted in a fund balance of \$1,005,972 through the fourth quarter.

Program	Beginning Balance	YTD Revenues	YTD Expenses	Ending Balance
Closed through Third Quarter	73,289	10,352	83,641	0
TESUF - Accelerated Path/Enterprise	0	120,000	20,000	100,000
OSHE - ELF/HETI	(674)	135,596	134,922	0
MS Accounting	25,000	0	0	25,000
NJDOL - NJ Place	0	82,488	82,488	0
Leadership Academy	11,748	0	0	11,748
Student Apprenticeship Program	5,000	0	5,000	0
Peer Support Program	15,000	5,000	20,000	0
NJDOL - Apprenticeship	0	58,686	58,854	(168)
NRC - Scholarship	(874)	101,603	100,766	(37)
Nursing Support	11,472	0	2,370	9,102
HRSA - Nursing Loan Program	(8,716)	130,614	117,123	4,775
USDOL - Mental Health Pathways	5,871	574,161	580,377	(345)
NJDOE-Prog Credit Equivalency	0	36,526	37,026	(500)
OSHE - Mental Health	363,836	0	114,990	248,846
Leadership Scholarships	0	143,287	143,287	0
TESUF - New Program Start Up	0	150,000	0	150,000
Competency Based Education	11,119	0	11,119	0
DBA Symposium	4,600	10,000	14,033	567
NEH - Spotlight Humanities	(5,252)	43,615	38,363	0
TESUF - Criminal Justice	0	20,000	20,000	0
CLT - Martinson/STEM	120,538	0	40,304	80,234
TESUF - Ed.D	175,000	0	175,000	0
TECEP Course Creation	0	10,000	0	10,000
OSHE - Some College, No Degree	16,807	74,944	91,751	0
TESUF - Enroll Mgt Innovation	61,660	60,000	58,095	63,565
TESUF - Website Engagement	0	20,000	17,360	2,640
TESUF - Watson Strategic Plan	22,500	0	22,500	0
Leadership Trenton	27,671	0	0	27,671
Center for Leadership and Gov	272,874	0	0	272,874
Total Restricted Grants	1,208,469	1,786,872	1,989,369	1,005,972

Quarterly Financial Summary
Restricted Revenues and Expenses
Quarter Ending June 30, 2025

GL Code	PERFORMANCE				COMPARATIVE		
	FY25 Budget	FY25 YTD	\$ Variance	%	FY25 YTD	FY24 YTD	\$ Change
Revenue:							
Grants Close through Third Quarter	17,256	10,352	6,904	60%	10,352	-	10,352
TESUF-Accelerated Pathways/Enterprise Tech Consi	120,000	120,000	-	100%	120,000	-	120,000
OSHE - ELF/HETI	363,061	135,596	227,465	37%	135,596	1,178,083	(1,042,487)
NJDOL NJ Place	326,250	82,488	243,762	25%	82,488	219,550	(137,062)
Peer Support Program	-	5,000	(5,000)	-	5,000	-	5,000
NJDOL - Apprenticeship	5,000,000	58,686	4,941,314	1%	58,686	-	58,686
NRC - Scholarship	146,549	101,603	44,946	69%	101,603	97,453	4,150
HRSA - Nursing Loan Program	226,086	130,614	95,472	58%	130,614	79,056	51,558
USDOL - Mental Health Pathways	2,580,424	574,161	2,006,263	22%	574,161	199,253	374,908
NJDOE - Prog Credit Equivalency	249,999	36,526	213,473	15%	36,526	-	36,526
Leadership Scholarships	143,287	143,287	-	0%	143,287	145,515	(2,228)
TESUF-New Program Start up : Grant Inc	150,000	150,000	-	100%	150,000	-	150,000
DBA Symposium-Steven King	10,000	10,000	-	100%	10,000	15,051	(5,051)
Heavin-NEH Spotlight Humanitie	-	43,615	(43,615)	0%	43,615	2,348	41,267
TESUF - Criminal Justice Prog : Grant Inc	20,000	20,000	-	100%	20,000	20,000	-
TECEP Course Creation	10,000	10,000	-	100%	10,000	-	10,000
OSHE - SCND FY25	74,944	74,944	-	100%	74,944	149,977	(75,033)
TESUF - Enroll Mgt Innovation	60,000	60,000	-	100%	60,000	150,000	(90,000)
TESUF-Website Engagement Coll : Grant Inc	20,000	20,000	-	100%	20,000	-	20,000
Total Revenues	9,517,856	1,786,872	7,724,080	0	1,776,520	2,256,286	(479,766)
Expenses:							
Grants Close through Third Quarter	90,545	83,641	6,904	-	83,641	-	83,641
TESUF-Accelerated Pathways/Enterprise Tech Consi	120,000	20,000	120,000	-	20,000	-	20,000
OSHE - ELF/HETI	363,061	134,922	228,139	37	134,922	1,178,757	(1,043,835)
MS Accounting	25,000	-	25,000	-	-	-	-
NJDOL NJ Place	326,250	82,488	243,762	25	82,488	219,552	(137,064)
Leadership Academy	11,748	-	11,748	-	-	3,500	(3,500)
Student Apprenticeship Program	5,000	5,000	-	100	5,000	5,000	-
TESUF Peer Support	15,000	20,000	(5,000)	133	20,000	19,461	539
NJDOL Apprenticeship	4,635,606	58,854	4,576,752	1	58,854	-	58,854
NRC - Scholarship	146,549	100,766	45,783	69	100,766	97,361	3,405
Nursing Sim Lab II	11,112	2,370	8,742	21	2,370	-	2,370
HRSA - Nursing Loan Program	224,399	117,123	107,276	52	117,123	61,481	55,642
USDOL - Mental Health Pathways	2,580,424	580,377	2,000,047	22	580,377	180,847	399,530
NJDOE-Prog Credit Equivalency	249,999	37,026	212,973	15	-	-	-
OSHE - Mental Health	363,836	114,990	248,846	32	114,990	109,810	5,180
Leadership Scholarships	143,287	143,287	-	100	143,287	145,515	(2,228)
TESUF-New Program Start up	150,000	-	150,000	-	-	-	-
Comp Based Education	11,119	11,119	-	100	11,119	10,000	1,119
DBA Symposium	14,600	14,033	567	96	14,033	17,354	(3,321)
NEH - Spotlight Humanities	52,400	38,363	14,037	73	38,363	7,600	30,763
TESUF - Criminal Justice Prog	20,000	20,000	-	100	20,000	20,000	-
CLT - Martinson	94,998	32,510	62,488	34	32,510	9,573	22,937
CLT - STEM	25,540	7,794	17,746	31	7,794	-	7,794
TESUF - Ed.D	175,000	175,000	-	100	175,000	-	175,000
EM AVP	10,000	-	10,000	-	-	-	-
OSHE - Some College, No Degree	16,807	16,807	-	100	16,807	133,170	(116,363)
OSHE - SCND FY25	74,944	74,944	-	100	74,944	-	74,944
TESUF - Enroll Mgt Innovation	121,660	58,095	63,565	48	58,095	88,340	(30,245)
TESUF-Website Engagement Coll : Grant Inc	20,000	17,360	2,640	87	17,360	-	17,360
TESUF- Watson Strategic Plan	22,500	22,500	-	100	22,500	-	22,500
Leadership Trenton	27,671	-	27,671	-	-	-	-
Center for Leadership and Governance	272,874	-	272,874	-	-	-	-
Total Expenses	10,421,929	1,989,369	8,452,560	-	1,848,702	2,372,231	(458,619)
Net Increase(Decrease)	(904,073)	(202,497)	(728,480)	0%	(72,182)	(115,945)	(21,147)

FY25

NEW JERSEY STATE LIBRARY

Summary of Revenue and Expenses for the Fourth Quarter, Ending June 30, 2025

Revenues

The State Library receives revenue from two primary sources: state appropriations and federal grants. For FY25, the total revenue budget was \$63,516,106 including \$4,629,240 in state aid appropriations retained by the New Jersey Department of Treasury for the payment of state aid to libraries. The State Library realized \$30,828,502 in total revenue from all sources through the fourth quarter, or 49% of its total budget.

The revenue budget administered by the State Library for FY25 was \$58,886,866. The revenue budget consists of \$7,125,865 for State Library operations, \$4,499,000 in state aid grants and \$47,237,001 in federal grants.

In the operating fund, revenue collections at the end of the fourth quarter were \$7,018,081, or 98% of budget, excluding investment income. Revenue collections for state aid funds were \$4,499,000, or 100% of budget. In comparison, revenue collections for the same period last year were \$7,162,504, or 102% and \$4,299,000, or 100% for the operating fund and state aid, respectively.

The State Library currently has \$47,237,001 in budgeted federal library funds. This amount includes \$9,060,702 for the Library Services and Technology Act (LSTA) grant appropriation from the Institute for Museum and Library Services (IMLS), \$35,897,854 in American Rescue Plan Act (ARP) — Capital Projects Fund, \$748,464 in IMLS National Leadership Grant, \$1,500,000 in ARP State Fiscal Recovery Fund and \$29,981 in a Mental Health grant. The State Library’s budget for the LSTA grant includes \$373,236 from grant year 2023, \$4,326,163 from grant year 2024 and \$4,361,303 from grant year 2025. Actual federal revenue at the end of the fourth quarter was \$14,579,071, or 31% of available funding, as compared to \$4,857,298, or 11% for the same period last year. The total federal revenue represents \$4,242,074 in the LSTA grants, \$8,788,331 in American Rescue Act — Capital Projects Fund and \$1,548,666 in other federal grants.

On April 9, 2025, the State Library was notified that the \$748,464 IMLS National Leadership Grant was canceled effective April 8, 2025. The grant was then reinstated on May 21, 2025, based upon a Preliminary Injunction Order filed with the U.S. courts. IMLS noted that the grant may be canceled again in the future based upon an appeal of the Preliminary Injunction Order. The Library realized \$104,943 in revenues related to this grant during FY25.

Interest income at the end of the fourth quarter totaled \$103,110 as compared with \$42,442 for the same quarter in the prior year. The State Library received \$72,157 in donations and gifts as of the end of the fourth quarter, exclusive of interest earned on such donations, as compared with \$41,360 in the same period last year. The Donation and Endowment Investment fund has a market value of \$1,969,185, as compared with \$1,479,328 for the same period last year.

Expenditures

The State Library expended from all sources \$29,719,474, or 47% of its total budget of \$63,516,707. In comparison, \$19,966,943, or 33% was expended during the same period in the prior year.

The State Library expended \$6,305,278, or 89% of the Direct State Services budget of \$7,123,366. State-aid expenditures were \$4,177,886 or 93% of the budget of \$4,499,000. In comparison, at the end of the fourth quarter of the prior year, State Library expenditures were \$6,399,480, or 91%, and \$4,065,196, or 95% for direct state services and state-aid expenditures, respectively.

A total of \$4,629,240 in per capita grants was distributed to 283 qualifying county and municipal libraries for the provision of local library services. These are formula-based grants.

Federal grant expenditures amounting to \$14,579,071, or 31% of the grant funds available, were expended of the federal budget of \$47,237,001 compared to \$4,858,889, or 11% in the prior year.

New Jersey State Library
Quarterly Financial Summary
Revenues and Expenses
Quarter Ending June 30, 2025

	PERFORMANCE				COMPARATIVE			
	FY-2025 Budget	FY-2025 YTD	\$ Variance	% Achieved	FY-2025 YTD	FY-2024 YTD	\$ Change	% Change
REVENUES								
State Approp.	5,887,100	5,895,273	8,173	100	5,895,273	5,794,877	100,396	2
Other Revenue	1,238,765	1,122,808	(115,957)	91	1,122,808	1,367,628	(244,820)	(18)
Total Budgeted Revenue	7,125,865	7,018,081	(107,784)	98	7,018,081	7,162,505	(144,424)	(2)
Interest Income	25,000	103,110	78,110	412	103,110	42,442	60,668	143
Total Operating Revenue	7,150,865	7,121,191	(29,674)	100	7,121,191	7,204,947	(83,756)	(1)
State Aid	4,499,000	4,499,000	0	100	4,499,000	4,299,000	200,000	5
Total State Grants	4,499,000	4,499,000	0	100	4,499,000	4,299,000	200,000	5
LSTA GY22	0	0	0	0	0	340,747	(340,747)	(100)
LSTA GY23	373,236	373,236	0	100	373,236	4,163,757	(3,790,521)	(91)
LSTA GY24	4,326,163	3,863,942	(462,221)	89	3,863,942	0	3,863,942	
LSTA GY25	4,361,303	4,896	(4,356,407)	0	4,896	0	4,896	
NHPRC	0	0	0	0	0	45,550	(45,550)	(100)
CPF	35,897,854	8,788,331	(27,109,523)	24	8,788,331	226,235	8,562,096	3,785
ACP	0	0	0	0	0	80,885	(80,885)	(100)
Info Literacy	748,464	104,943	(643,521)	14	104,943	124	104,819	0
SFRF	1,500,000	1,436,633	(63,367)	96	1,436,633	0	1,436,633	0
Mental Health	29,981	7,090	(22,891)	0	7,090	0	0	0
Total Federal Grants	47,237,001	14,579,071	(32,657,930)	31	14,579,071	4,857,298	9,714,683	200
Total NJSL Administered	58,886,866	26,199,262	(32,687,604)	230	26,199,262	16,361,244	9,830,927	60
State Grants/Treasury	4,629,240	4,629,240	0	100	4,629,240	4,629,240	0	0
Total Revenues	63,516,106	30,828,502	(32,687,604)	49	30,828,502	20,990,484	9,830,927	47
EXPENSES								
Salaries	4,646,037	4,376,488	269,549	94	4,376,488	4,262,635	113,853	3
Fringes	155,633	527,052	(371,419)	339	527,052	472,725	54,327	11
Materials	1,612,034	1,154,095	457,939	72	1,154,095	1,194,175	(40,080)	(3)
Service Other than Salaries	388,656	(50,550)	439,206	(13)	(50,550)	366,410	(416,960)	(114)
Maintenance	263,056	251,334	11,722	96	251,334	74,857	176,477	236
Additions, Improvements	57,950	46,859	11,091	81	46,859	28,677	18,182	0
Total Operating Expenses	7,123,366	6,305,278	818,088	89	6,305,278	6,399,480	(94,201)	(1)
Salaries	922,500	870,313	52,187	94	870,313	808,654	61,659	8
Non-Salaries	3,576,500	3,307,573	268,927	92	3,307,573	3,256,542	51,031	2
Total State Expenses	4,499,000	4,177,886	321,114	93	4,177,886	4,065,196	112,690	3
Salaries	28,100	27,999	101	100	27,999	14,138	13,861	0
Non-Salaries	0	0	0	0	0	0	0	0
Total Construction Bond	28,100	27,999	101	0	27,999	14,138	13,861	0
Salaries	3,121,829	1,577,870	1,543,959	51	1,577,870	2,505,101	(927,231)	(37)
Non-Salaries	44,115,172	13,001,201	31,113,971	29	13,001,201	2,353,789	10,647,412	452
Total Federal Expenses	47,237,001	14,579,071	32,657,930	31	14,579,071	4,858,889	9,720,181	200
Total NJSL Expenses	58,887,467	25,090,234	33,797,132	43	25,090,234	15,337,703	9,738,670	63
State Grants/Treasury	4,629,240	4,629,240	0	100	4,629,240	4,629,240	0	0
Total Expenses	63,516,707	29,719,474	33,797,132	47	29,719,474	19,966,943	9,738,670	49
Net Increase (Decrease)	(601)	1,109,028	1,109,528	2	1,109,028	1,023,541	92,257	9

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 students' 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 FY24 to FY25, using the matching tuition/ enrollment process described above. The per credit tuition plan, veterans, accelerated nursing and graduate programs increased above the prior year. The visiting, military, RN to BSN and corporate choice decreased from FY24.

	Fiscal Year 2024				
	June - Aug. Q1	Sept. - Nov. Q2	Dec. - Feb. Q3	March - May Q4	Total
Per Credit Tuition Plan	3,301,334	3,040,526	3,611,683	3,205,290	13,158,833
Visiting	80,968	82,765	129,844	152,969	446,546
Military	1,380,113	1,052,047	1,335,393	1,198,193	4,965,746
Veterans - Chapter 33	968,385	818,955	1,080,798	972,667	3,840,805
RN to BSN	240,739	344,625	436,550	162,166	1,184,080
Accelerated Nursing	716,438	571,033	831,390	412,665	2,531,526
Corporate Choice	836,052	681,640	1,037,403	751,293	3,306,388
Undergraduate Course Tuition	7,524,029	6,591,591	8,463,061	6,855,243	29,433,924
Graduate Course Tuition	2,057,456	1,100,184	2,415,633	1,414,030	6,987,303
Other/Fees	482,042	579,887	591,368	629,822	2,283,119
Total	10,063,527	8,271,662	11,470,062	8,899,095	38,704,346

	Fiscal Year 2025					Increase/ (Decrease)
	June - Aug. Q1	Sept. - Nov. Q2	Dec. - Feb. Q3	March - May Q4	Total	
Per Credit Tuition Plan	3,515,872	3,143,178	3,789,820	3,283,582	13,732,452	573,619
Visiting	96,734	70,543	71,272	135,256	373,805	(72,741)
Military	1,208,418	1,117,058	1,100,642	1,183,233	4,609,351	(356,395)
Veterans - Chapter 33	994,151	917,037	979,439	960,501	3,851,128	10,323
RN to BSN	298,191	350,877	329,448	185,592	1,164,108	(19,972)
Accelerated Nursing	1,181,485	1,242,477	1,309,703	596,006	4,329,671	1,798,145
Corporate Choice	801,853	698,473	889,030	742,954	3,132,310	(174,078)
Undergraduate Course Tuition	8,096,704	7,539,643	8,469,354	7,087,124	31,192,825	1,758,901
Graduate Course Tuition	2,206,880	1,358,861	2,441,889	1,463,604	7,471,234	483,931
Other/Fees	589,691	497,448	620,721	652,923	2,360,783	77,664
Total	10,893,275	9,395,952	11,531,964	9,203,651	41,024,842	2,320,496

Student Enrollment Activity

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

	FY24 Tuition	FY25	FY24 Active during	FY25 Quarter	FY24 Credits by	FY25 Quarter
Graduate						
Q1	2,057,456	2,206,880	562	672	2,823	3,684
Q2	1,100,184	1,358,861	552	558	2,301	2,208
Q3	2,415,633	2,441,889	716	795	3,996	4,407
Q4	1,414,030	1,463,604	466	440	1,836	1,728
Undergraduate Course Tuition						
Q1	7,524,029	8,096,704	3,201	3,326	21,034	22,489
Q2	6,591,591	7,539,643	3,291	3,118	21,482	21,666
Q3	8,463,061	8,469,354	3,754	3,495	24,086	23,964
Q4	6,855,243	7,087,124	3,094	3,003	19,189	19,606
Fees						
Q1	482,042	589,691				
Q2	579,887	497,448				
Q3	591,368	620,721				
Q4	629,822	652,923				
YTD Q4 Tuition and Fees	38,704,346	41,024,842				
	Increase \$	2,320,496				
	Increase %	6.00%				

Credits and Revenue per Active Student

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

	FY24 Credits Per Active Student	FY25	FY24 Revenue Per Active Student	FY25
Graduate				
Q1	5.0	5.5	3,660.95	3,284.05
Q2	4.2	4.0	1,993.09	2,435.23
Q3	5.6	5.5	3,373.79	3,071.56
Q4	3.9	3.9	3,034.40	3,326.37
Undergraduate Course Tuition				
Q1	6.6	6.8	2,350.52	2,434.37
Q2	6.5	6.9	2,002.91	2,418.10
Q3	6.4	6.9	2,254.41	2,423.28
Q4	6.2	6.5	2,215.66	2,360.01

Appendix B: Staff Activities

The President's External Committees and Memberships

- Member,** Board of Directors, New Jersey Association of State Colleges and Universities
- Member,** Executive Committee, Secretary, Co-Chair of Transfer Committee, New Jersey Presidents’ Council
- Member,** Princeton Mercer Regional Chamber
- Member,** Chamber of Commerce Southern New Jersey
- Member,** Board of Directors, New Jersey Chamber of Commerce
- Member,** Board of Directors, Strategic Planning Committee, Governance, Nominating & Compensation Committee, Greater Trenton Inc.
- Member,** American Council on Education
- Member,** American Association of State Colleges and Universities
- Member,** International Adult and Continuing Education Hall of Fame
- Member,** Board of Directors, Boys & Girls Club of Mercer County

Institutional Memberships

- National Organizations — TESU**
- Accreditation Board for Engineering & Technology Inc.
- Accreditation Council for Business Schools and Programs
- American Association of Colleges of Nursing
- American Association of State Colleges & Universities
- American Council on Education
- American Society for Public Administration
- Association of Governing Boards
- Commission on Collegiate Nursing Education
- The Common Application
- Council for Advancement and Support of Education
- Council for Higher Education Accreditation
- Educause
- Middle States Association of Colleges and Schools
- National Association of College & University Attorneys
- National Association of College and University Business Officers
- National Association of Institutions for Military Education Services

- National Business Aviation Association Inc.
- National Organization of Nurse Practitioner Faculties
- New Jersey Health Care Quality Institute
- New Jersey Pride Chamber of Commerce
- New Jersey School Boards Association
- University Professional Continuing Education Association

State and Local Organizations — TESU

- African American Chamber of Commerce of New Jersey
- Chamber of Commerce Southern New Jersey Inc.
- New Jersey Association of Counties
- New Jersey Association of State Colleges & Universities
- New Jersey Business & Industry Association
- New Jersey State Chamber of Commerce
- Princeton Mercer Regional Chamber of Commerce
- Statewide Hispanic Chamber of Commerce of New Jersey

National Organizations — NJSL

- Chief Officers of State Library Agencies
- Council of State Library Agencies in the Northeast Foundation Center
- LYRASIS — Leaders Circle
- National District Attorneys Association
- National Genealogical Society
- Schools, Health and Libraries Broadband Coalition
- Digital Public Library of America
- Customers of SirsiDynix User Groups Inc.

State and Local Organizations — NJSL

- American Civil Liberties Union of New Jersey
- Chamber of Commerce Southern New Jersey
- eLibraryNJ
- Genealogical Society of New Jersey
- League of Historical Societies of New Jersey
- New England Historic and Genealogical Society
- New Jersey Institute of Local Government Attorneys
- New Jersey Library Association
- New Jersey Planning Officials
- New Jersey State Chamber of Commerce

New Jersey State Bar Association
New Jersey Voluntary Organizations Active in Disaster
North Carolina Genealogical Society
Ohio Genealogical Society
Princeton Mercer Regional Chamber of Commerce
Virginia Genealogical Society
Virginia Historical Society
Virtual Academic Library Environment of New Jersey

Staff Presentations

Eboni Brown-Freeman, Psychiatric Mental Health Nurse Practitioner Program Director

Presenter, “The Importance of Non-Pharmacologic Behavioral Interventions in the Treatment of Super-Imposed Delirium Episodes in the Elderly Population,” Grand Rounds Guest Presentation, Elmer Hospital, Elmer, New Jersey

Presenter, “Changing the Face of Access to Adequate Mental Health Care Providers and Community Resources,” TESU Digital Communications Division, Virtual

Christine Carter, Director, Enrollment Management Technology

Presenter, “Avoid Email Overload: Managing Student Communications Across Platforms and Departments,” Ellucian Live 2025, Orlando, Florida

Co-Presenter, “OnBase and Scholarship Workflow Process,” (Mark Stermer), New Jersey Regional Users’ Group Conference, Mercer County Community College, West Windsor, New Jersey

Co-Presenter, “myEdison Experience,” (August "Chip" Stoll), EdgeCon, Union, New Jersey

Lorraine Chewey, Associate Dean, Undergraduate Nursing Programs

Presenter, “Reflecting on My Impact,” New Jersey Nursing Emotional Well-Being Institute, Virtual Schwartz Rounds for School Nurses, Virtual

Leigh Clark, Business and U.S. Documents Librarian

Co-Presenter, “How New Jersey Libraries Support Small Businesses,” (Andrea Levandowski), SCORE Central Jersey, Virtual

Co-Presenter, “How New Jersey Libraries Support Small Businesses” (Andrea Levandowski), N.J. Small Business Development Center – Brookdale, Virtual

Co-Presenter, “Trials and Tribulations: One Library’s Ambitious Plan to Make Historic Court Records Freely Accessible to All,” (Caitlyn Cook), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Henry Collier, Dean, School of Science and Technology

Presenter, “Heading to the Future: The Dynamic Adaptable AI Training Assessment Tool!,” 20th International Conference on Cyber Warfare and Security, Williamsburg, Virginia

Presenter, “AI in Social Engineering: The Next Generation of Offensive Cyber Operations,” 24th European Conference on Cyber Warfare and Security, Kaiserslautern, Germany

Caitlyn Cook, New Jersey Documents Librarian

Presenter, “Trials and Tribulations: One Library’s Ambitious Plan to Make Historic Court Records Freely Accessible to All,” 2025 New Jersey Academic Libraries Conference, Edison, New Jersey

Co-Presenter, “Trials and Tribulations: One Library’s Ambitious Plan to Make Historic Court Records Freely Accessible to All,” (Leigh Clark), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Co-Presenter, “Trials and Tribulations: One Library’s Ambitious Plan to Make Historic Court Records Freely Accessible to All,” (Christopher Graham and Cynthia Lambert), American Library Association Annual Conference, Philadelphia, Pennsylvania

Rachael Cooper, Assistant Director, Office of Professional Learning Review

Co-Presenter, “Let the CACE Standards Be Your Guide for Assessing College-Level Learning Outside Your Classroom,” (Linda Wilder, Melissa DeBlois, Heather Geoffroy, Thomas McElroy), Council for Adult and Experiential Learning Conference, Memphis, Tennessee

Andrew Dauphinee, Instruction and Outreach Librarian

Co-Presenter, “Unmasking Local History: A Case Study in Collaboration,” (Regina Fitzpatrick), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Presenter, “Countdown to the 250th: Opportunities for Libraries,” New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Shelsie Ducheine, Assistant Director of Learning Assessment, Office of Professional Learning Reviews

Co-Presenter, “Best Practices in Portfolio Assessment: A TESU Perspective,” (Mary Kierst), ACE Engage, NJ Credit for Prior Learning, Virtual

Regina Fitzpatrick, Genealogy Librarian

Co-Presenter, “Unburying the Past Colony by Colony: Spotlight on New Jersey,” (Catherine Medich and Christine Murphy), Arizona State Chapter, Daughters of the American Revolution, Virtual

Presenter, “Slavery and Emancipation Laws in 19th Century New Jersey,” Library of the Chathams, Chatham, New Jersey

Presenter, “Webinar: Finding Women Ancestors in New Jersey Records,” Princeton Public Library, Virtual

Presenter, “Webinar: Introduction to New Jersey Genealogy,” Library of the Chathams, Virtual

Presenter, “Webinar: Introduction to New Jersey Genealogy,” Mercer County Library System, Virtual

Presenter, “Introduction to New Jersey Genealogy,” Plainsboro Public Library, Plainsboro, New Jersey

Presenter, “Unmasking Local History: A Case Study in Collaboration,” (Andrew Dauphinee) 2025 New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Jeff Harmon, Vice Provost for Strategic Initiatives and Institutional Effectiveness/Interim Dean, Heavin School of Social Sciences, Humanities, and Education

Presenter, “Operationalizing Credit for Prior Learning Pathways for Recruitment and Degree Completion,” UPCEA Convergence Conference, New Orleans, Louisiana

Presenter, “Prior Learning Portability Powered by Transparent CTDL Data Connections,” UPCEA Convergence Conference, New Orleans, Louisiana

Mary Heagley, Vice President for Advancement and Executive Vice President, TESU Foundation

Panelist, “EmpowerHER: Celebrating Female Development Leaders in New Jersey,” Women in Development, Allentown, New Jersey

Mary Kierst, Assistant Vice Provost for Learning Assessment

Co-Presenter, “Best Practices in Portfolio Assessment: A TESU Perspective,” (Shelsie Ducheine), ACE Engage, NJ Credit for Prior Learning, Virtual

Presenter, “Credit Where Credit is Due: MSCHE Standards and CPL,” Middle States Commission on Higher Education Annual Conference, Philadelphia, Pennsylvania

Co-Presenter, “N.J. Department of Education – TESU Credit for Prior Learning Expansion to CTE,” (Alison Maysilles), New Jersey County Vocational-Technical School Superintendent’s Meeting, East Brunswick, New Jersey

Cynthia Lambert, Law Librarian

Presenter, “Resources at the New Jersey State Library,” N.J. Comptroller’s Office, Trenton, New Jersey

Co-Presenter, “Where's the Line? Digital Assistance and Patron Privacy,” (Andrea Levandowski, Heather Lubchansky and Rosy Wagner), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Co-Presenter, “Trials and Tribulations: Making Historic Court Records freely accessible to all,” (Caitlyn Cook and Christopher Graham), 2025 Annual American Library Association Conference, Philadelphia, Pennsylvania

Andrea Levandowski, Project Specialist for Business Outreach, Workforce Development

Co-Presenter, "Where's the Line? Digital Assistance & Patron Privacy,” (Cynthia Lambert, Heather Lubchansky and Rosy Wagner), New Jersey Library Association Annual Conference, Atlantic City, New Jersey

Greta O’Keefe, Director of Nursing Enrollment

Presenter, “RN to BSN Virtual Information Session,” Webinar, Virtual

Presenter, “MSN Virtual Information Session,” Webinar, Virtual

Presenter, “DNP Virtual Information Session,” Webinar, Virtual

Presenter, “Accelerated BSN Virtual Information Session,” Webinar, Virtual

Presenter, “No-Cost RN to BSN,” Department of Labor Grant Webinar, Virtual

Presenter, “Penn Health Accelerated BSN,” Webinar, Virtual

Presenter, “Penn Health RN to BSN to MSN,” Webinar, Virtual

Presenter, “Penn Health Accelerated BSN,” Webinar, Virtual

Presenter, “Trinitas Transfer Fair,” Union College, Virtual

Presenter, “RN to BSN Program,” Trinitas Transfer Fair for Union College, Virtual

Alison Maysilles, Assistant Director of Strategic Initiatives, Office of the Vice President and Provost

Co-Presenter, “NJ Department of Education – TESU Credit for Prior Learning Expansion to CTE,” (Mary Kierst), New Jersey County Vocational-Technical School Superintendent’s Meeting, East Brunswick, New Jersey

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

- Co-Presenter,** “N.J. Public Sector,” (Kelli Parlante-Givas and Ann Prime-Monaghan), Mercer County Superintendents Office, New Jersey
- Co-Presenter,** “N.J. Public to Interns from the Mercer County Superintendents Office, Sector,” (Krista Reale), Thomas Edison State University Campus, Trenton, New Jersey

Kelli Parlante-Givas, Senior Director, Strategic Partnerships

- Co-Presenter,** “N.J. Public Sector,” (Malcolm Oliver and Ann Prime-Monaghan), Mercer County Superintendents Office, New Jersey
- Co-Presenter,** “JetBlue Masters Pathways,” (Kory Schreier), Thomas Edison State University Educational Partnership, Virtual
- Presenter,** “JetBlue Vets in Blue and Master’s Pathways,” Jetblue, Orlando, Florida
- Presenter,** “Inspiring Adult Learners Through Partnership with TESU and Sophia Learning,” Council for Adult and Experiential Learning Conference, Louisville, Kentucky
- Presenter,** “New Jersey Emergency Management Association,” NJEMA Conference, Monmouth, New Jersey
- Presenter,** “The TESU Difference,” Chews Landing Fire Company, Blackwood, New Jersey
- Presenter,** “UPS Webinar,” UPS, Austin, Texas
- Presenter,** “DTE Partnership Presentation,” Webinar, Virtual

Thomas Phillips, Director, Strategic Partnerships

- Presenter,** “Pantex Leadership,” Pantex, Amarillo, Texas
- Presenter,** “UPS Webinar: UPSers, Enroll in Your First Course!,” UPS Webinar, Virtual
- Presenter,** “UPS Webinar: UPSers, No Financial Burden!,” UPS Webinar, Virtual
- Presenter,** “Enroll in Your First Course!,” UPS Webinar, Virtual
- Presenter,** “No Financial Burden!,” UPS Webinar, Virtual
- Presenter,** “Monthly N.J. Public Sector Program,” Webinar, Virtual
- Presenter,** “UPS Mid-Atlantic Hub HR Representatives,” UPS Webinar, Virtual
- Presenter,** “PanTexas – Onsite Staff Presentation about TESU,” Pantex, Amarillo, Texas

Ann Prime-Monaghan, Associate Dean, John S. Watson School of Public Service

- Co-Presenter,** “Bridging Professional Training and Higher Education: Pathways for Credit Recognition in Emergency Management and Homeland Security,” (Christopher J. Schultz), Embry-Riddle Aeronautical University Virtual Pracademic Emergency Management and Homeland Security Summit, Daytona Beach, Florida
- Co-Presenter,** “N.J. Public Sector,” (Malcolm Oliver and Kelli Parlante-Givas) Mercer County Superintendents Office, New Jersey
- Co-Presenter,** “N.J. Public Sector: Educational Benefit Webinar,” (Krista Reale), Virtual

Lori Prol, Family Nurse Practitioner Program Director

- Co-Presenter,** “Myopic to Panoramic: Using IPE and IPL to Strengthen Interprofessional Identity in NP Students,” (K. Posey), 51st Annual National Organization of Nurse Practitioner Faculties, Denver, Colorado

Krista Reale, Recruiting Manager, Strategic Partnerships

- Presenter,** “N.J. Public Sector, Educational Benefit Webinar,” Thomas Edison State University, Virtual
- Co-Presenter,** “N.J. Public to Interns from the Mercer County Superintendents office, Sector,” (Malcolm Oliver), Thomas Edison State University, Campus, Trenton, New Jersey
- Co-Presenter,** “N.J. Public Sector: Educational Benefit Webinar,” (Ann Prime-Monaghan), Virtual
- Presenter,** “N.J. Red Cross Disaster Training Institute,” Red Cross, Ocean, New Jersey
- Presenter,** “Strength in Numbers: Building Partnerships and Relationships,” N.J. Women’s Leadership Conference, Mercer, New Jersey
- Presenter,** “N.J. Public Sector: Thomas Edison State University Educational Benefit/Red Cross Scholarship,” Lunch and Learn Presentation at N.J. Red Cross Disaster Training Institute, Ocean, New Jersey

- Presenter,** “Pursuing Higher Education as a Working Parent/Caregiver,” N.J. Department of Treasury Working Families Employee Resource Group, Virtual

- Presenter,** “TESU Partnership: Information for RWJBH Employees,” Robert Wood Johnson Barnabas Health, Virtual

Saeed Sardari, Associate Dean, School of Science and Technology

- Panelist,** "Cybersecurity Today and Tomorrow: Staying Safe in a Connected World,” First Cybersecurity Awareness Month Panel Discussion, Virtual

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

- Co-Presenter,** “Bridging Professional Training and Higher Education: Pathways for Credit Recognition in Emergency Management and Homeland Security,” (Ann Prime-Monaghan), Embry-Riddle Aeronautical University Virtual Pracademic Emergency Management and Homeland Security Summit, Daytona Beach, Florida

Vaibhav Sinha, Assistant Dean and Program Director, School of Science and Technology

- Presenter,** “Collaborative Curriculum Development in Nuclear Engineering: PRA, Reactor Training and Nuclear Cybersecurity,” Virtual
- Presenter,** “Collaborative Curriculum Development in Nuclear Reactor Safety Training,” Virtual

Mark Stermer, Associate Director of Enterprise Content and Process Management

- Co-Presenter,** “OnBase and Scholarship Workflow Process,” (Christine Carter), New Jersey Regional Users Group, West Windsor, New Jersey

August “Chip” Stoll, Senior Director, Enterprise Applications

- Co-Presenter,** “myEdison Experience,” (Christine Carter), EdgeCon, Union, New Jersey
- Presenter,** “New Jersey Regional Users Group Annual Conference,” 2025 Ellucian Live Annual Conference, Orlando, Florida
- Presenter,** “myEdison Experience,” 2025 Ellucian Live Annual Conference, Orlando, Florida

Bob Truncali, Recruiting Manager, Strategic Partnerships

- Presenter,** “TESU/Allies Inc. Learn About Our Programs,” Webinar, Virtual
- Presenter,** “UPS Virtual Educational Challenge,” UPS, Texas and Oklahoma

Alain Tschanz, ERP Systems Administrator

- Co-Presenter,** “myEdison Experience,” (Steven Vitale), New Jersey Regional Users Group, West Windsor, New Jersey
- Presenter,** “40+ Cases to myEdison Experience,” New Jersey Regional Users Group, Mercer County Community College, West Windsor, New Jersey

Steven Vitale, Systems Analyst, ERP

- Co-Presenter,** “myEdison Experience,” (Alain Tschanz), New Jersey Regional Users Group, West Windsor, New Jersey

Michael Williams, Dean, School of Business and Management

- Presenter,** “Organizational Leadership, Culture and Change: An Integrated Approach for Creating the Future of Public Education Today,” New Jersey School Board Association, Trenton, New Jersey
- Presenter,** “Revolution New Jersey 1776–2026 — Engage the Past, Shape the Future, Revolutionary Schools: The Educational Doctorate in Ed.D. in Organizational Leadership, Culture and Change,” New Jersey Department of Education, Trenton, New Jersey
- Presenter,** “Building a Coaching Culture — First Global ICU Summit: Business Coaching for Resilience and Sustainability,” International Coaches Union Conference, Luxembourg

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

- Panelist,** “The Trenton Economic Development Series Presents Trenton Healthcare: A Catalyst for Economic Growth,” Princeton-Mercer County Chamber of Commerce, Trenton, New Jersey

Natasha X. Zaleski, Technical Services Librarian

- Co-Presenter,** “Special Collections Cataloging: A Beginner’s Guide,” (Melissa De Fino and Jacquelyn D. Deppe), New Jersey Library Association, Virtual

External Affiliations

Dawn Alerassool, Assistant Dean, Undergraduate Nursing Programs

- Member,** American Association of Critical-Care Nurses, Sigma Theta Tau

Maria Baratta, Director, Research Library

- Member,** Virtual Academic Library Environment of New Jersey Executive Committee (Representative for the State Librarian)

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

- Inaugural Cohort of Council Leaders,** Council for Credential Innovation; Institutional Member, University Professional and Continuing Education Association

- Accreditation Peer Evaluator,** Middle States Commission on Higher Education

- Accreditation Peer Evaluator,** WASC Senior College and University Commission

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

Fellow, American Psychological Association

Edith K. Beckett, Technical Services Supervising Librarian

Member, American Library Association

Member, Black Caucus of the American Library Association

Member, New Jersey Library Association

Nancy Broglie, Director of Student Financial Operations

Member, Women’s Professional Network

Kathleen Brommer, Assistant Director, Office of Communications

Chair, Volunteer Information Specialist Committee, Jersey Blue Chapter, National Society Daughters of the American Revolution

Docent, Buccleuch Mansion Museum, Jersey Blue Chapter, National Society Daughters of the American Revolution

Member, National Society of The Colonial Dames of America

Amphibian Crossing Guard, Sourland Conservancy

Leader, Troop 80418, Girl Scouts of the USA

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

Member, New Jersey Human Resources Directors Group

Member, Human Resources, College and University Professional Association

Member, Society for Human Resource Management

Founding Member, New Jersey, Eastern Pennsylvania and Delaware Higher Education Recruitment Consortium

Matthew K. Brown, Director, Data Reporting and Strategy

Chair, Manville Economic Development Committee, Borough of Manville

Member, Joint Land Use Board, Borough of Manville

Leader, Troop 193, Boy Scouts of America

Eboni Brown-Freeman, Psychiatric Mental Health Nurse Practitioner Program Director

Committee Member and Consultant, New Jersey Advocates for Aging

Allison Chambers, Associate Director of Military and Veteran Admissions and Enrollment Services

Member, Council of College and Military Educators

Angela Chatman, Associate Director of Advancement

Chair, Women’s Professional Network of New Jersey

Lorraine Chewey, Associate Dean, Undergraduate Nursing Programs

Member, New York Academy of Medicine

Member, American Nurses Association

Member, New Jersey State Nurses Association

Member, National Association of School Nurses

Member, New Jersey State School Nurses Association

Member, Sigma Theta Tau International

Member, Sigma Theta Tau Upsilon Rho Chapter

Leigh Clark, Business and U.S. Documents Librarian

Member, American Library Association

Member, American Library Association Government Document Round Table

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

Member of Executive Board, Treasurer, and Immediate Past President Region 4, New Jersey State Nurses Association

Treasurer and Charter Member, TESU Upsilon Rho Chapter of Sigma International Nursing Honor Society

TESU Blood Program Leader, American Red Cross

Eucharistic Minister, Holy Trinity Catholic Church

Henry Collier, Dean, School of Science and Technology

Member, Military Cyber Professionals

Member, Order of the Engineer

Member, FBI’s INFRAGUARD

Member, River Valley Community College Advisory Committee

Ph.D. Committee Member, Wilkes University

Master’s Thesis Committee Member, National Defense University

Rachael Cooper, Assistant Director, Office of Professional Learning Review

Member, Consortium for the Assessment of College Equivalence

Member, Apprenticeships for America

Member, Council for Adult and Experiential Learning

Melissa Cryan, Associate Director of Human Resources

Member, Society for Human Resource Management

Andrew Dauphinee, Instruction and Outreach Librarian

Liaison, New Jersey Historical Commission

Member, Programs and Publications Committee, New Jersey Historical Commission

Member, New Jersey History Day-Advisory Committee, New Jersey Historical Commission

Member, RevolutionNJ Civil and Community Engagement Working Group

Jack Davis, Senior Director, Enterprise Applications

Member, Pennington Borough Historic Preservation Commission

Member, Board of Trustees, Hopewell Valley Historical Society

Deborah Duffy, Director, Institutional Research and Planning

Member, Association of Institutional Research

Member, Northeast Association of Institutional Research

Stuart Adam Eisenstadt, Assistant Dean, School of Science and Technology

Reviewer, National Science Foundation, Scholarships in Science, Technology, Engineering and Mathematics

Program Evaluator, ABET, CSAB (IT)

Peer Mentor, UPCEA

Mentor, Braven Newark Professional

Member, Association of Computing Machinery

Member, Institute of Electrical and Electronics Engineers

Member, IEEE Computer Society

Margaret “Meg” Frantz, Director of Alumni and Donor Engagement

Member, Board of Trustees, Susquehanna University

Peter Gallagher, Senior Director, Student Financial Accounts and Operations

Member, National Association of College and University Business Officers

Member, TouchNet Payment Systems Advisory Board

Member, New Jersey Bursar Association

Member, Blackboard Student Service

Shennel George, Director of Financial Accounts

Member, National Association of College and University Business Officers

Member, TouchNet Payment Systems Advisory Board

Member, New Jersey Bursar Association

Member, Blackboard Student Service

Tricia Graff, Assistant Director of Student Accounts and Operations

Secretary and Member, Women’s Professional Network

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

Peer Evaluator and Vice Chair, Middle States Commission on Higher Education

Advisory Board Member, Institute for Business and Technology

Advisory Board Member, Las Vegas College

Member, Council for Adult and Experiential Learning, Credit Mobility Community of Practice

Member, Blueprint Cohort for Skills Validation, Competency-Based Education Network

Mary Heagley, Vice President for Advancement and Executive Vice President, TESU Foundation

Member, Board of Directors, Princeton Mercer Regional Chamber of Commerce and the Trenton Economic Development Sub-Committee

Jill Hopf, Military and Veteran Enrollment Specialist

Member, Council of College and Military Educators

Jasmeial “Jazz” Jackson, Vice Provost and Chief Student Success and Experience Officer

Director at Large and Board Memberr, Board of Directors, UPCEA

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

Executive Board Member and Secretary, Advisory Council for Military Education for Mid-South Region, U.S.

Member, Advisory Council for Military Education for Florida and Virginia

Member, Council of College and Military Educators

Ying Jiang, Senior Research Analyst, Office of Institutional Research and Planning
Member, Association of Institutional Research

Mary Kierst, Assistant Vice Provost for Learning Assessment
Peer Evaluator, Middle States Commission on Higher Education

Candace Lamb, Director of Career Development
Member, National Association of Colleges and Employers

Cynthia Lambert, Law Librarian
Member, New Jersey Library Association
Member, American Library Association
Member, American Association of Law Librarians
Member, New Jersey Association of Law Librarians

Michael Mancini, Vice President for Institutional Strategy and Chief Operating Officer
Vice President, Board of Directors, United Way of Greater Mercer County
Trustee, Lead New Jersey

Marcela Maziarz, Vice President for Community and Government Affairs
Member, Board of Directors, Chamber of Commerce Southern New Jersey
Member, Board of Directors, Women’s Political Caucus of New Jersey

Gary Meder, Military and Veteran Enrollment Specialist
Member, Council of College and Military Educators

Maja Mendez, Associate Director of Military and Veteran Recruitment and Outreach
Vice President, Executive Board Member, New Jersey Association of Veteran Program Administrators
Member, Council of College and Military Educators

Jennifer Montone, Director of Purchasing
Member, Board of Education, City of Burlington School District
Member, New Jersey Higher Education Purchasing Association

Eileen K. Morales, Assistant Director of Grant Acquisition and Operations
Member, Grant Professionals Association

Kelli Parlante-Givas, Senior Director, Strategic Partnerships

Member, Academic Academy, UPS Women in Leadership
Member, Women in Aviation
Member, Philadelphia Women’s Leadership Association
Member, Women’s Professional Network
Member, Alumni, Lead New Jersey
Member, National Business Aviation Association

Thomas Phillips, Director, Strategic Partnerships
Executive Committee Member, New Jersey/Eastern Pennsylvania/Delaware Higher Education Recruitment Consortium

Lori Prol, Family Nurse Practitioner Program Director
Member and Treasurer, Organization of Colleges of Nursing, New Jersey
Member and Chair, National Organization of Nurse Practitioner Faculties
Special Interest Group, Distance Education
Member, National Organization of Nurse Practitioner Faculties, Program Director Special Interest Group

Catharine A. Punchello, Vice Provost and University Registrar
Member, Public Policy Advisory Group, American Association of Collegiate Registrars and Admissions Officers

June Ragone, Senior Research Analyst, Office of Institutional Research and Planning
Member, Northeast Association of Institutional Research

Saeed Sardari, Associate Dean, School of Science and Technology
Member, IEEE
Accreditation Program Evaluator, ABET

Christopher J. Schultz, Assistant Dean, Heavin School of Social Sciences, Humanities, and Education
Member, American Society for Public Administration
Secretary, Keystone Chapter, American Society for Public Administration
Member, Experiential Learning and Leadership Higher Education Special Interest Group, Federal Emergency Management Agency
Member, International Public Safety Association
Advisory Committee Member to the Board of Directors, International Public Safety Committee

Leadership Section Chair, International Public Safety Association
Member, National Volunteer Fire Council
Member, Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration
Member, Order of the Sword and Shield National Honor Society
Member, Yardley-Makefield Fire Company

Vaibhav Sinha, Assistant Dean and Program Director, School of Science and Technology
Member, American Nuclear Society
Member, American Society of Non-Destructive Testing
Member, American Society for Engineering Education
Executive Committee Member, Isotope and Radiation, Radiation Protection and Shielding Division, and Thermal Hydraulics Division, American Nuclear Society
Executive Member/Panelist, National Program Committee, American Nuclear Society

Craig R. Smith, Director of Military and Veteran Enrollment and Outreach
Member, Council of College and Military Educators
Member, Scholarship Committee Member, National Association of Institutions for Military Education Services
Member, New Jersey Association of Veteran Program Administrators

August “Chip” Stoll, Senior Director, Enterprise Applications
Member, Planning Board, New Jersey Regional Users Group
Member, Ellucian User Group Advisory Board

Cynthia Strain, Assistant Dean, Heavin School of Social Sciences & Humanities
Member, Kappa Delta Pi
Chapter Counselor, Alpha Zeta Epsilon

Teri Taylor, Associate Director, Research Library
Member, American Library Association

Tracy Tosti, Director of Revenue Cycles-Collections in the Office of Student Financial Accounts and Operations
Member, New Jersey Bursar Group
Member, National Association of College and University Business Officers

Member, Professional Development Group
Member, Creditor Collections Today

Michael Williams, Dean, School of Business and Management
Editor-in-Chief, International Management Review
Board of Directors, International Coaching Union
Board of Directors (Alumni), New England Conservatory of Music

Ruth A. Wittmann-Price, Dean, W. Cary Edwards School of Nursing and Health Professions
Member, Holy Name Hospital Advisory Committee
Member, Felician University Nursing Advisory Committee

Natasha X. Zaleski, Technical Services Librarian
Member, New Jersey Library Association

Publications

Saeed Sadari, Associate Dean, School of Science and Technology
“PLD Growth of High Quality ZnO Thin Films on ZnO-Si Substrates: A Homogenous Insulating Layer,” INFOS 2025 Conference on Insulating Films on Semiconductors, June 2025

Vaibhav Sinha, Assistant Dean and Program Director, School of Science & Technology
"Atmospheric Dispersion of Radioactive Materials for Radiological Risk Assessment in Case of Hypothetical Sodium Cooled Fast Reactor Accident,” *Nuclear Engineering and Design*, vol. 412, 2024, article no. 113124, June 2024
“Certification in Radiological Engineering & Health Physics,” The Ohio State University, Autumn 2024 - Spring 2025

Craig R. Smith, Director of Military and Veteran Enrollment and Outreach
“Best & Worst States for Military Retirees (2025),” *WalletHub*, May 2025

Michael Williams, Dean, School of Business and Management
“The Coaching Culture Revolution: How Peer Coaching Radically Enhances Organization Success,” G. McDaniel, Self-Published, June 2025
“The Leadership Transformation Workbook,” G. McDaniel, Self-Published, June 2025

“The Influence of Resistance on Coaching Efficacy: The Obstacle is the Way,” G. McDaniel, T. Kent, T. Moser, *International Management Review*, January 2025

“Organizational Leadership, Culture and Change: An Integrated Approach for Creating the Future of Public Education Today,” *New Jersey School Board Association*, January 2025

“Revolution NJ 1776 – 2026 Engage the Past, Shape the Future – Revolutionary Schools. The Educational Doctorate in Ed.D. in Organizational Leadership, Culture and Change,” *New Jersey Department of Education*, June 2025

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

“The Wittmann-Price Theory of Emancipated Decision-Making in Women’s Health Care: An analysis based on McEwen,” M.I. Lopes, *Holistic Nursing Practice*, 10.1097/HNP.0000000000, May/June 2025



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