



NJ Association of State Colleges & Universities
Annual Report
2010-2011

Commitment, Continuity and Change; Goals Achieved, Possibilities Ahead



2010-2011 Board Members

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WILLIAM PATERSON UNIVERSITY

Frederick Gruel (Vice Chair), trustee
Kathleen Waldron, president

** Each served for part of the 2010-2011 year.*

From ASCU's Chair

This year has been one of extraordinary change.

The Association's executive director, Darryl Greer, led the Association to new levels of success, including the attainment of key legislative goals and firm establishment of this organization as a rational and decisive voice in state higher education policy making.

At the same time, our board chair for this past year, John McGoldrick, held two very different, but highly responsible positions in New Jersey higher education — and excelled at both. Besides chairing the Association, John served, since May 2010, as a member of the New Jersey Governor's Task Force on Higher Education. The Task Force was small in number, short in its reporting timeframe, and ambitious in its goals: examining the overall quality and effectiveness of New Jersey's system of higher education, and suggesting how it might be improved.

The monumental tasks before ASCU's leadership, fortunately, were largely complementary. A sterling example of this compatibility is the Association's leadership in achieving the long-term legislative goal concerning institutional management of workers compensation, which was also one of the Task Force's recommendations. In addition, the Task Force was reliant on the expertise of the Association staff in the areas of policy analysis and empirical information gathering. Later on, the Task Force would ask ASCU's government and legal affairs director, Michael Klein, to attend meetings and assist in the crafting of its report. Around the table, there was great confidence in Michael's ability to be objective and evenhanded, yet forceful, in assisting the Task Force in making its main points.

By January, 2011, just as the Task Force was issuing its report, a new leadership challenge for the Association came into sharp focus: the impending retirement of Darryl Greer, after 26 years of exemplary service as CEO. The announced retirement date was December 31, 2011. In the months that followed, everything came together with a certain measure of serendipity. Michael Klein, who clearly demonstrated remarkable acumen, diplomacy and a willingness to work harder than anyone might dare to expect — serving the Association and the Task Force at the same time — emerged as the clear choice for Darryl's successor. Darryl's conviction that Michael would excel in this role, and the Board's equally strong support for him, are resulting in a smooth transition in the executive office.

I trust that you will find in this report for 2010-2011 the many positive things that are now happening, or under way, in higher education. I am pleased to now serve as chair of this fine organization and, given our talented leadership, I know great things will be accomplished over the years ahead.

Fred Gruel
ASCU Chair (2011-2012)



From ASCU's Executive Director

I joined the struggle for greater institutional autonomy during February 1986, following the statutory creation of the Association in July 1985.

The mission of the Association (originally known as the New Jersey State College Governing Boards Association) has been to advocate the collective interests of the colleges and universities and to protect, and advance, their autonomy in service of the public good.

The explicit purpose of autonomy, and law enacted in 1986 to accomplish it, is to provide greater freedom from state control, in order to develop more distinctive institutional missions, and to provide for direct trustee accountability for educational policy.

To make a long story short, the principle of autonomy has worked. The Association has been a significant part of the institutions' success. Today, the state colleges and universities are among the most diverse and productive in the nation. They have used their autonomy well while remaining committed to their fundamental public purpose—providing quality higher education to serve broad opportunity and public service.

The Association stands out nationally as the only organization of its kind in any of the 50 states. It is viewed not only as the leading voice for the collective interests of its members, but also as the leading voice for higher education public policy in collaboration with others in New Jersey. ASCU has served the institutions and the state by:

1. Extending New Jersey's commitment to college opportunity and excellence.
2. Protecting and extending trustee autonomy.
3. Sustaining and expanding cooperation, collaboration and public accountability.
4. Strengthening understanding and recognition of the value of the state colleges/universities as the state's engines of baccalaureate educational opportunity.
5. Defining the public conversation on key policy issues, including capacity, need for investment, trustee governance, mission differentiation, and college affordability.

New Jersey and the state colleges continue to engage the important matters of who goes to college; how it gets paid for; and, the benefits reaped from investment in it, especially those related to jobs and the economy.

I am deeply grateful to everyone who has supported my leadership—presidents, trustees, governors, legislators, business and labor leaders, and colleagues too numerous to name; and especially the outstanding ASCU staff.

Together, we have accomplished much; and there is much more to achieve through continued engagement of the Association.

This report highlights the continuing commitment of ASCU under renewed leadership from Michael Klein and its Board of Directors:

1. To work hard on fulfilling the college opportunity agenda, meaning who will get the chance to go to college; how to help citizens pay for it; and defining the value of investment in a college education in new ways that connect with the needs of individuals and the state;
2. To build a new rationale for financing public higher education in New Jersey in a manner that sustains the core educational enterprise, and also allows for innovation and expansion of new partnerships;
3. To define educational and governance accountability in ways that are more directly related to measurable outcomes, with the goal of maintaining and strengthening public trust in our colleges and universities; and
4. To fulfill a commitment to invest in, and support, cooperation on a common agenda in a new era of dramatic change.

As I move on, after the privilege of nearly 26 years of service to the Association, I look forward to the possibilities ahead, not as a passive observer, but as an active colleague, working closely with others to assist the state colleges and universities in leading on an agenda to secure the blessings of liberty and prosperity in the Garden State.

Darryl G. Greer
ASCU CEO



2011-2012 ASCU GOALS & OBJECTIVES

- Goal 1:** To foster and secure policies that retain, protect and enhance trustee autonomy and each institution's ability to maintain its distinctive mission.
- Goal 2:** To achieve sustainable, equitable and predictable financial support for operating and capital budgets.
- Goal 3:** To enhance the visibility and the public's appreciation of the value of state colleges and universities by building a stronger constituency for ASCU institutions.
- Goal 4:** To enhance trustee board effectiveness.
- Goal 5:** To assist the activities of member institutions in continuing to meet high ethical standards that are consistent with the higher education enterprise.

Adopted 6-14-11

ASCU STAFF

CEO: Darryl G. Greer, Ph.D.

Directors:

Michael W. Klein, Esq., Government & Legal Affairs
Paul R. Shelly, Communications & Marketing
Wendy A. Lang, Program & Policy Initiatives

Support Staff:

Patricia A. Stearman, Budget & Office Administrator
Charlene R. Pipher, Executive Assistant
Theresa M. Toth, Secretary

RECENT PUBLICATIONS

2009-2011 Public Policy Agenda

State College/University Accountability Sourcebook 2011

Policy Outlook, July 2010

Policy Outlook, November 2010

Policy Outlook, June 2011

Annual Report 2009-2010 "New Horizons, New Ideas"

ASCU HIGHLIGHTS 2010-2011

To Enhance Trustee Autonomy and Mission Distinctiveness ...

- ◆ Achieved passage of legislation vesting responsibility for workers compensation with institutions rather than state government and began implementation of a cooperative program among institutions to secure appropriate and cost-effective coverage.
- ◆ Continued to advocate civil service and collective bargaining reform legislation, through discussions with the Christie Administration, presentations at committee meetings of the NJ State Legislature, and in conversations with labor and business leaders and journalists. In addition, published opinion essays on these topics in state newspapers and on news websites.
- ◆ Secured amendments in a state residency requirement law affecting future state employees to ensure that the legislation does not significantly hamper recruitment of talented personnel.
- ◆ Supported legislation that would give state colleges and universities additional time, beyond the current FY 2012 deadline, to partner with private firms to build facilities on campus.
- ◆ Supported legislation that would extend the probationary period for faculty tenure eligibility to conform to national standards.
- ◆ In various forums, made clear the detrimental effects of state-imposed tuition caps, and attained the governor's support for eliminating them in the future, and not including them in the FY 2012 state budget proposal.

To Achieve Equitable, Predictable Financial Support ...

- ◆ Supported a flat FY 2012 budget proposal, and no tuition cap, while voicing the need to end the policy of direct and indirect cuts to higher education to balance the state budget.
- ◆ Provided strong analytical, contextual, and staff support to the Governor's Higher Education Task Force—on which two members of the Association served—and publicly supported the panel's sweeping, long-term recommendations.
- ◆ Pressed for a coherent facilities program benefiting higher education before elected officials, opinion leaders and others, and, through polling, demonstrated that citizens are likely to approve a statewide facilities referendum in 2012.

To Enhance Visibility and Public's Appreciation of State Colleges ...

- ◆ Widely publicized institutional cost containment and revenue enhancement measures in response to dwindling state funds using various vehicles, including the *State College/University Accountability Sourcebook*.
- ◆ Conducted a statewide poll on higher education issues that shows that the public values state colleges and universities; says their quality is very good, and that they deserve investment, and says that they should be part of the solution to New Jersey's economic challenges.

- ◆ Grew the Association's citizens' policy advocacy program: NJ College Promise Action Network and engaged constituents in appropriately timed advocacy related to the Governor's Higher Education Task Force and the FY 2012 state budget.
- ◆ Facilitated expansion of offerings to the state colleges and universities' 12,000 active duty military and veteran students and improved the competence of hundreds of veteran student service programs through Operation College Promise activities, including expansion of the program's landmark Certificate for Veterans' Service Providers (CVSP) program.

To Enhance Trustee Board Effectiveness ...

- ◆ Achieved postponement, for further study, of trustee financial disclosure requirements which, if enforced, might have led to numerous trustee resignations and would have disrupted board continuity and reduced governance effectiveness.
- ◆ Opposed legislation that would have required trustees to receive centralized training by a state agency. Reaffirmed the role of presidents and national associations in educating governing board members and making available current and mission-appropriate resource materials.
- ◆ Advised boards of trustees regarding executive search and compensation principles and practices.
- ◆ Assisted institutions in working with the Governor's office and the members of the New Jersey Senate to achieve timely and appropriate trustee appointments.

To Help Coordinate Statewide Higher Education Policy Solutions ...

- ◆ Formulated a response to the specific recommendations of the Governor's Higher Education Task Force, set priorities and mounted an advocacy effort to achieve all of them, save those that concerned medical education.
- ◆ Coordinated, with campus officials, a response to State Ethics Commission rules and executive orders regarding ethics and disclosure.
- ◆ Coordinated with the Office of Employee Relations in the Governor's office on labor contract matters.
- ◆ In the wake of a tragedy involving students at Rutgers University, identified and shared best practices regarding preservation of student privacy and tolerance of differences in sexual orientation.

To Assure the Association's Integrity ...

- ◆ Developed new Association policies regarding nonprofit accountability best practices, including provisions to protect whistleblowers, conflict of interest policy, and policies to guide document retention, cash management and investment, and CEO evaluation and compensation.

DEVELOPMENTS ACROSS THE NATION

- ◆ The College Board reports in July 2010 on an alarming education deficit threatening US global competitiveness. Its College Completion Agenda calls for more investment in pre-school programs, public secondary school counseling, and better alignment between K-12 and higher education standards.
- ◆ In a related development, the Obama Administration calls for state-level leadership on college completion. In August 2010, the president sets a national goal of achieving, by 2020, eight million more college graduates than recent projections would indicate. Leading national organizations, including the Lumina Foundation and the National Governors Association, support this goal.
- ◆ In September 2010, a *New York Times* article shows how Medicaid cost increases have driven tuition costs at state colleges by eating up a larger share of state mandatory costs. A month earlier, President Obama had relieved some of Medicaid cost burden by signing into law a \$26 billion state aid package to extend Medicaid assistance.
- ◆ In October, the College Board reports that nationally, at public four-year universities and colleges, tuition and fees increased (for 2010-11) an average of \$555, or 7.9%. The dollar and percentage increases at New Jersey state colleges and universities are smaller, \$247 and 4%, respectively, as trustees and presidents keep in mind the affordability challenges facing many families. Larger tuition increases are just one of the signs that the principal model for state funding of higher education is broken, potentially clearing the way for new models. Darryl Greer and Michael Klein write *On the Horizon* about the concept of a public service corporation as one vehicle for innovation and reform featured in the October 4 issue of *Inside Higher Education*.
- ◆ In conjunction with the November elections, the American Association of State Colleges and Universities (AASCU) reports that, in twelve states, new governors ruled out new tax increases. Revenue raising measures on the ballot do not fare well. Many states continue to reduce their investment in higher education.
- ◆ Meanwhile, AASCU reports that twelve higher education-related bond measures are up for a vote in five states totaling a modest \$1.9 billion. In four of five states, bond measures passed—ten measures in all. In Arkansas and Rhode Island, a portion of measures passed is dedicated to higher education facilities upgrades. New Mexico approves one measure benefiting the public schools (K-12) and senior citizens but rejects another bond for higher education capital improvement.
- ◆ Peak or near peak college and university enrollment occurs in many states, including New Jersey, Kentucky, Rhode Island, Oregon, South Dakota, Arkansas, Connecticut and at some institutions in Colorado. New Jersey's steady enrollment increase is cited as contributing to public colleges' employment of more than 1,600 new employees, both full and part-time, over the past five years, according to an analysis in the December 26 *Press of Atlantic City*. The article notes that faculty and student support areas saw the most growth.

- ◆ Consistent with the president's national vision, the State of Virginia, early in 2011, sets an ambitious goal of becoming one of the nation's most highly educated states by conferring 100,000 additional, cumulative undergrad degrees between 2011 and 2025 at public institutions of higher education (with proportionate increases at independent institutions) with a special emphasis on high paying jobs in STEM fields. Meanwhile, Arizona continues to implement its strategic plan to increase the number of college graduates produced in that state by increasing enrollment and offering more online courses to enrolled students.
- ◆ Support appears to be waning for merit based programs among the states. Arizona, for example, deliberates about terminating its AIMS merit scholarship, found to be costly and seen by some as directly competing with dollars available for need-based programs. Georgia's much touted merit program, HOPE, has a projected shortfall of \$244 million in FY 2011 and a projected \$317 million shortfall in FY 2012. The program's book allowance is scheduled to be cut in half in July 2011.
- ◆ For-profit institutions of higher education are under government and the media's scrutiny for questionable practices including spending on lobbying and political campaigns, recruitment practices, and advising on federal loan applications. There is a federal proposal to regulate federal aid to profit-earning colleges run by private companies. Kentucky's attorney general launches an investigation of six for-profit colleges in December 2010.
- ◆ Considerable attention is given to the concept of performance-based funding. Still, there is much debate about the fairest ways to measure performance and whether any higher education funding approach change makes sense when there is no growth in funding. Utah's board of regents, in Fall 2010, proposes moving from funding system based solely on enrollment to new, more "mission-based" funding system based 50 percent on enrollment, but also on degree completion, student participation, and economic development and research. In Oregon, seven public universities are allowed new flexibility in exchange for meeting performance benchmarks in areas such as research, enrollment, graduation rates, types of degrees conferred and other metrics.
- ◆ In many states, one of the hotter topics is resident tuition rates for undocumented students, with changes occurring in several directions. In California, a court upholds resident tuition status for undocumented students; in Massachusetts, resident status for undocumented students is sought by the governor; in Arizona, an identification requirement is imposed; and in Georgia, tougher residency standards are imposed.
- ◆ The President and Congress are faced with an anticipated \$5.7 billion shortfall in the Pell program, the key federal grant program helping families to pay for college. Meanwhile, future demand is expected to double the program's dollar cost. Whether the Pell program can be sustained in the longer term remains an open question.

STATE DEVELOPMENTS: NEW LEADERSHIP, SUPPORT FOR BOLD STEPS

- ◆ The governor's privatization task force issues its report in July 2010, supporting many of the items contained in the governor's package of bills for reform—the so-called “tool kit.”
- ◆ A Moody's report July 5, 2010 reconfirms the fact that New Jersey's public institutions of higher education, compared to their peers across the nation, are significantly more leveraged financially and more reliant on tuition than their peers. Median debt to revenue ratio is reported as 0.5:1 nationally, whereas in the Garden State the ratio is a hefty 1.4:1, nearly three times higher.
- ◆ Also in July, the New Jersey Policy Research Organization releases a report called “Building Bridges,” underscoring the need for synergy among higher education institutions, business and government. Legislation implementing some of the report's ideas, and giving the New Jersey Economic Development Authority liaison responsibilities, passes in both houses by January 2011 but is vetoed by the governor in February.
- ◆ In September, a Rutgers student whose encounter with another student was videotaped and broadcast, commits suicide—which leads to anti-bullying legislation. The new law provides protections that augment some of the prohibitions in campus codes of conduct. Beyond legislation, the incident results in news articles and active discussion on campus about civility codes; about tolerance of diversity in sexual preferences; and about what constitutes invasion of privacy.
- ◆ The availability of counseling for troubled students is also reconsidered in light of the Rutgers tragedy and the broader context of the increased incidence of mental illness among college students nationally cited in a *Los Angeles Times* story earlier in the year (August 2010).
- ◆ Facing huge demands for student aid, New Jersey Higher Education Student Assistance Authority (HESAA) makes it known in November 2010 that funds for NJCLASS loans for academic year 2010-11 are depleted.
- ◆ One element of the governor's proposed “tool kit” for higher education reform is passed and signed into law by the end of 2010 with bipartisan support in the legislature: workers compensation reform. Meanwhile, bills to reform state college collective bargaining and civil service regulation are introduced in both houses of the legislature. These measures, though supported by ASCU, fail to gain traction.
- ◆ The Higher Education Task Force, impaneled by the governor through Executive Order No. 26 on May 27, 2010, convenes frequently and concludes its work in December 2010. It includes two ASCU leaders: John McGoldrick and George Pruitt, and there is strong staff support for the panel by ASCU government/legal affairs director Michael Klein. The governor releases the report in January 2011 and it receives the full support of ASCU and many other higher education leaders. (Note: ASCU specifically refrained from taking a position on recommendations pertaining to a proposed medical institution merger study panel.)

- ◆ Several newspaper editorials take a stand in favor of the significant reform agenda outlined by the Higher Education Task Force. As one example, a *Philadelphia Inquirer* editorial concludes that the Garden State “should increase financial support of public colleges and spare them from state imposed caps and fees.”
- ◆ Tenure reform legislation is also introduced and attracts support from both sides of the aisle but is not acted upon. This reform, an Association policy priority, will provide a lengthier window of opportunity for faculty to achieve the criteria for consideration for tenured status.
- ◆ A state comptroller’s report issued in January 2011 finds fault with some of Rutgers University’s bidding practices including some apparent no-bid contracts. The university takes prompt, corrective steps. Media coverage brings to light the more stringent requirements of current state college contracts law which does not apply to Rutgers.
- ◆ ASCU participates in editorial board meetings with two major newspapers on the subject of Higher Education Task Force recommendations, college/university budget needs, and the Association’s April 2011 public opinion poll regarding higher education.
- ◆ The Governor announces appointments to the newly created Governor’s Higher Education Council April 4th. Members include: John McGoldrick, Chair, Anne Evans Estabrook, Patricia Nachtigal, John Wefing, and Richard Wellbrock. That same week, the governor names five individuals to serve on the advisory committee to consider statewide changes in medical education.
- ◆ An *Atlantic City Press* story on the state’s lack of a rationale for funding higher education is among the most groundbreaking stories of the year. ASCU provided historical context and sources for the article, written by veteran education writer Diane D’Amico.
- ◆ TCNJ student government association leader Brian Block testifies on the higher education budget, one of several instances during the year that he spoke on issues including the need for adequate state funding and a bill providing a sales tax exemption for public college commuter parking permits.
- ◆ Paid speakers at college events become a minor issue in the news media and public forums including the amount speakers are paid, who ends up paying for speakers, and whether celebrity speakers provide only entertainment and publicity for colleges (vs. bona fide educational value).
- ◆ A *Press of Atlantic City* editorial recognizes burdens of excessive legislative requirements on campuses, pointing to the stringent requirements of a then-current piece of legislation intended to improve campus safety but which was, in many aspects, duplicative of current policies and practices.
- ◆ Legislation requiring most public workers in New Jersey to reside in the state is passed by the New Jersey Legislature, conditionally vetoed, and eventually signed into law. ASCU works to ensure that the new law contains some exemptions for state colleges and universities.
- ◆ State college collective bargaining agreements are set to expire at year’s end (June 30). By June 2011, non-economic proposals are presented and negotiations are expected to continue through summer and fall.

- ◆ The higher education budget for Fiscal Year 2012 is determined at the end of June. It provides the nine state colleges and universities with \$243.6 million—the same as FY 2011 direct state funding. Funding for New Jersey’s key student aid program, the Tuition Aid Grant (TAG) program serving many low- and middle-income students, is kept flat. Originally, a \$25.2 million increase is proposed by the governor. However, in a last-minute line-item veto, the governor eliminates that increase, along with additional funds for the program that the Legislature includes in its final version of the budget bill. As the result of veto action, the budget language maintains the burdensome requirement that state colleges themselves bear half the cost of NJ STARS II scholarships. The move is estimated to be the equivalent of a \$3 million budget cut. Also, in the final version of the budget, there is an unexpected elimination of state funding for college employee fringe benefits for 5% of employees—expected to cost state colleges millions of dollars per year going forward.
- ◆ At the very end of June, the governor files a reorganization plan which streamlines state government and calls for the elimination of the Commission on Higher Education, with the Office of the Secretary of Higher Education and the newly formed Governor’s Higher Education Council replacing the Commission.

MILESTONES

- ◆ The Association mourns the loss of William Maxwell, former New Jersey City University president, in May 2011. Dr. Maxwell was one of the original advocates for state college autonomy, and a founding member of the Association.
- ◆ In October 2010, the Association mourns the loss, and remembers the life, of former Rowan University president and *ex officio* board member, Herman D. James, a renowned, transformational educator.
- ◆ In late October, Donald J. Farish announces that he will be stepping down as president of Rowan University, following 13 years of visionary leadership. In March, Dr. Farish is appointed to the presidency of Roger Williams University.
- ◆ The CEO of the Association, Darryl G. Greer, in January, announces his retirement effective December 31, 2011, and the Association makes plans for executive succession. Michael W. Klein is named by the board in June 2011 to succeed Dr. Greer, effective January 2012.
- ◆ In June 2011, John L. McGoldrick completes his term as ASCU chair and assumes new responsibilities as chair of the recently created Governor’s Higher Education Council. His extraordinary leadership and contributions are lauded by the Association upon his retirement from the board at its June meeting.

FACTS AT A GLANCE

New Jersey's state colleges and universities are the key to educational opportunity for New Jerseyans. Together, they award more baccalaureate degrees annually than any other sector of higher education in the state. About 92% of their students are New Jersey residents.

Student Population (Fall 2010)

Total	104,719
Total undergraduate students.....	90,841
Full-time:.....	62,100 (68%)
Part-time:.....	28,741 (32%)
Students residing on campus	21,174
Total graduate and professional students.....	13,878
Total undergraduate students (full/part-time) by race/ethnicity/origin* :	
White (Caucasian).....	52,140 (57%)
Hispanic.....	14,492 (16%)
Black (African-American).....	11,411 (13%)
Asian/Pacific Islander	4,792 (5%)
Native American	351 (.3%)
Race Unspecified.....	5,676 (6%)
Foreign.....	1,282 (2%)
Two or more races (new category).....	697 (.7%)

**ASCU acknowledges that these categories overlap and that many students choose not to identify with single categories.*

Total undergraduate student population **by gender** (Fall 2009):

Women.....	54%
Men.....	46%

Academic Awards AY 2009-2010

Total degrees awarded:	
Bachelor's (about one-half of state's total)	16,715
Master's	3,330
Associate's	501
Doctoral	50

Alumni

Estimated state college/university alumni	512,515
<i>(Figures double-count individuals who got degrees from more than one state college/university.)</i>	
Estimated alumni residing in New Jersey	371,808

Faculty & Staff

Total full-time faculty at eight traditional institutions	2,770
Number of employees (combined full/part-time, excluding adjuncts).....	10,056

HOW NEW JERSEY MEASURES UP

National Ranking

Demand and Capacity to Serve College-Bound Students

- ◆ Net out-migration (loss) of high school graduates attending college¹ 1st
- ◆ Public four-year college/university enrollment (capacity) per capita (1,000 residents)² 47th
- ◆ Public four-year college/university capacity per 100 high school completers³ 49th
- ◆ Number of institutions of higher education (59)⁴ 28th
- ◆ Increase in FTE enrollment (FY2004-2009)⁵ 3rd
- ◆ Projected change AY 2005-2018 in number of all high school graduates¹: NJ 8.9%
U.S. 7.9%

Admissions Data for Eight Traditional Institutions⁶

The College of New Jersey, Kean University, Montclair State University, New Jersey City University, Ramapo College of New Jersey, Richard Stockton College of New Jersey, Rowan University and William Paterson University (combined). Thomas Edison State College students are all part-time.

- ◆ Number of **applications** for first-time, full-time freshman enrollment 58,700
- ◆ Estimated number of **applicants** for first-time, full-time freshmen enrollment 25,000
- ◆ Estimated number of **openings** for first-time, full-time freshmen enrollment 11,000

State and Local Spending on Education

- ◆ K-12 spending per pupil⁷ 2nd
- ◆ Higher education spending *per capita*⁸ 31st
- ◆ Higher education spending as percent of general spending⁹ 38th
- ◆ Higher education spending per \$1,000 personal income⁸ 42nd
- ◆ Percentage increases in appropriations for higher education, FY 2006-FY 2011⁸ 42nd

Tuition, Fees and Student Aid

- ◆ Magnitude of tuition and fees charged to state residents attending public colleges and universities as full-time undergraduates¹⁰ 2nd
- ◆ Dollars expended on need-based student financial aid¹¹ 7th

Productivity

Productivity among public baccalaureate and master’s institutions¹² 3rd
Defined as graduation rate/degrees attained, adjusted for enrollment and funding.

Graduation and Retention

- ◆ Six-year state college/university graduation rates¹³ NJ 61.2% US 56.1%
- ◆ Freshmen to sophomore retention rates at public four-year institutions¹⁴ 4th

Index of Sources (in order of reference):

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3. ASCU analysis based on enrollment information in **The Chronicle of Higher Education** 2009-2010 Almanac, and NCES data on public high school graduates in 2006-2007.
4. **The Chronicle of Higher Education**: 2009-2010 Almanac.
5. SHEEO Analysis, February 2010.
6. Institutional reports to ASCU.
7. National Education Association’s Rankings and Estimates, December 2010 (www.nea.org/assets/docs/010rankings.pdf).
8. Illinois State University: **Grapevine** data for FY 2010 (Center for the Study of Education Policy). *Note: Figures do not include federal stimulus funds.*
9. National Association of State Budget Officers State Expenditure Report for Fiscal 2009, published Fall 2010. Mean percentage for 50 states=10.4%, NJ=8.4%.
10. The College Board: **Trends in College Pricing 2009** (enrollment weighted).
11. National Association of State Student Grant and Aid Programs (2010 report on AY 2008-2009) annual survey—www.nassgap.org.
12. National Center for Higher Education Management Systems (NCHEMS), 2005, 2007.
13. College Board College Completion Agenda 2010 Progress Report and NJ Commission on Higher Education website. (http://completionagenda.collegeboard.org/sites/default/files/reports_pdf/Progress_Rec_Nine.pdf)
14. National Center for Higher Education Management Systems (NCHEMS), 2009.

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Websites: New Jersey Association of State Colleges & Universities—www.njascu.org
Operation College Promise—www.operationcollegepromise.com