The Staff
2018

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Dear Friends and Colleagues:

As the leading voice of public higher education in New Jersey, the New Jersey Association of State Colleges and Universities (NJASCU) led strong advocacy campaigns on several legislative issues, while simultaneously employing a wide range of public affairs initiatives to strengthen its position as the recognized authority on public higher education. In 2018, NJASCU communicated its mission and priorities to dozens of members of the new administration (governor, higher education, treasury, NJ Education Facilities Authority, NJ Higher Education Student Assistance Authority, NJ Economic Development Authority) and to the newly-elected members of the NJ Legislature. In addition, NJASCU continued to reinforce our positions among those already serving in the legislature and among the staffs serving both Republican and Democratic legislators.

NJASCU helped shape the state dialogue on state funding for higher education, affordability – including free-tuition proposals, student debt, sexual assault, campus safety, infrastructure investment, annual state appropriations, public-private partnerships, research relationships, business partnerships, cooperative purchasing, transparency of tuition and fees, dual enrollment programs, suicide prevention, Tuition Aid Grants, and procurement and construction laws exclusively applicable to state colleges and universities. On federal issues, we collaborated with our colleagues at the American Association of State Colleges and Universities to reform the federal need-analysis formula to target more effectively federal funds to the neediest students, enhance campus safety, address new general accounting standards, clarify Title IX issues, advocate for just immigration policy (DACA), and improve educational opportunities for veterans and service members. In addition, NJASCU brought the public college and university perspective to statewide public affairs discussions about the value of a baccalaureate degree, workforce development, and the image of New Jersey’s colleges and universities inside and outside of New Jersey.

NJASCU welcomed three new presidents: Dr. Kathryn Foster, PhD, at The College of New Jersey; Dr. Merodie A. Hancock, PhD, at Thomas Edison State University; and Dr. Richard Helldobler, PhD, at William Paterson University. We said goodbye to trustee and Kean representative Dr. Lamont Repollet, who became New Jersey’s Commissioner of Education. We welcomed two new trustees: Dr. Kemi Alli, MD, representing Thomas Edison State University, and Ms. Linda Lewis, representing Kean University.

Former NJASCU CEO Darryl Greer was brought in as a consultant to evaluate the current mission and structure of NJASCU and to assist board members as they worked on defining a path forward for the organization. The organization is slated for some major restructuring in 2019/2020.

Our core mission – part of our DNA from the first day we were born in 1985 – remains the same: NJASCU exists to support our member institutions and public higher education in general through information, communication and advocacy. All university and college members of NJASCU strive to provide an education that is affordable, accessible, and representing the highest standards of teaching and learning.
We look forward to NJASCU supporting its members in 2019 as they fulfill their higher education goals and their service to New Jersey.

Sincerely,

Adam J. Sabath  
Chair, NJASCU Board

Frederick L. Gruel  
Past Chair, NJASCU Board

Dr. Harvey Kesselman  
Chair, NJASCU Presidents’ Council
**Who We Are**

The New Jersey Association of State Colleges and Universities (NJASCU), based in Trenton, is a nonpartisan, nonprofit organization created by law in 1985 to support and advocate on behalf of New Jersey’s senior public institutions of higher education. NJASCU comprises seven senior public colleges and universities, plus two affiliate members that are designated public “research” institutions: The College of New Jersey, Kean University, New Jersey City University, Ramapo College of New Jersey, Stockton University, Thomas Edison State University, and William Paterson University; plus, Montclair State University, affiliate member, and Rowan University, affiliate member.

In higher education institutional years, 33 years old is young. We like to think of NJASCU as having the youthful energy and enthusiasm of the students attending the public institutions, plus the wisdom that comes with age. We are building on to the past to go forward in the future. All members of NJASCU strive to provide an education that is affordable, accessible, and representative of the highest standards of teaching and learning. NJASCU’s mission is to advance the missions of its members by promoting higher education as a public good and the collective value of the public institutions in service to the residents of the State of New Jersey.

Landmark and transformational legislation in 1986 and 1994 transferred important fiscal and administrative authority from state government to the institutions themselves with the emphasis on trustee governance and direct public accountability.

**The Board**

The NJASCU board comprises 14 voting members.

**NJASCU Board Members 2018**

**The College of New Jersey**
President Kathryn A. Foster, PhD  
Dr. Robert Altman, PhD

**Kean University**
President Dawood Farahi, PhD  
Linda Lewis

**New Jersey City University**
President Sue Henderson, PhD  
Vij Pawar, Esq.

**Ramapo College of New Jersey**
President Peter Mercer, PhD  
Adam J. Sabath, NJASCU Chair

**Stockton University**
President Harvey Kesselman, PhD  
Madeleine Deininger

**Thomas Edison State University**
President Merodie Hancock, PhD  
Dr. Kemi Alli, MD

**William Paterson University**
President Richard Helldobler, PhD  
Frederick L. Gruel
Note: Rowan University and Montclair State University are affiliate members of NJASCU and as such, their presidents (Dr. Ali Houshmand, PhD and Dr. Susan Cole, PhD, respectively) are non-voting members of the NJASCU board.

The Board of Trustees, on January 15, 2019, reviewed and formally accepted the FY 2018 audit for the New Jersey Association of State Colleges and Universities.

Objectives for 2019

The New Jersey Association of State Colleges and Universities comprises nine of the senior public colleges and universities in New Jersey. These institutions are integral to providing an affordable, accessible, and high-quality baccalaureate degree and graduate degree to New Jersey's students and are critical to the success of New Jersey's economy. The Association offers the following ideas that would help expand college opportunity by containing costs and increasing the efficiency of the operations of the institutions, while helping students realize their aspirations and contributing to New Jersey's future prosperity.

In 2019, NJASCU staff and its members will focus on the following issues related to higher education:

1. Funding

   a) Increase and rationalize operating funding. Certain NJASCU members suffer a significant disadvantage under New Jersey's inequitable manner of funding the senior public colleges and universities. When state appropriations are measured on a per-student basis, the inequities among the senior public colleges and universities are stark.

      • As the New Jersey Higher Education Task Force, chaired by former Governor Tom Kean, wrote in its report in 2010:

      Today, there is no appropriate rationale for the allocation of annual appropriations provided to Rutgers and other senior public colleges and universities. If there once was one decades ago, it is now obsolete. Each senior public institution annually requests an amount of public funds it needs to support its operations and development, but the legislature and governor make the final decision on appropriations.

      • The Task Force recommended that New Jersey develop and implement a more rational approach to allocating state aid among Rutgers and the other senior public institutions of higher education.

   b) Provide capital funding on a regular and predictable basis, including funding for deferred maintenance.

   c) Solidify the state’s responsibility to fund employee fringe benefits.
Clarify the state’s responsibility regarding pension benefits and postemployment benefits – New Jersey should recognize, in statute, its obligation to fund pension benefits and other postemployment benefits (OPEB) for employees at the public colleges and universities. Recent amendments to the standards of the Governmental Accounting Standards Board (GASB) create confusion over the liability for these benefits.

d) Call attention to the millions of dollars currently spent by the institutions on unfunded mandates and prevent future unfunded mandates.

e) Financial Aid: Revise the state’s financial aid programs to meet student needs more equitably.

- The state should maximize awards for students at public institutions of higher education within the Tuition Aid Grant (TAG) program.

- To maximize student choice, Tuition Aid Grants (TAG) should be more like federal Pell grants: based solely on need and made portable to the student’s preferred institution.

- New Jersey’s merit-based aid programs should be transformed into a broader-based, more comprehensive program that can be used at any institution in New Jersey to achieve the important objective of retaining New Jersey’s students more effectively.

f) Procurement and Construction: the State College Contracts Law, more than three decades old, should be revised to provide the state colleges and universities with the same legal requirements as the public research universities for purchasing and construction.

g) Governance

- The institutions should initiate trustee nominations by reviewing candidates and presenting them to the governor. These nominations should be acted upon by the governor within four weeks of presentation.

- Trustee candidates should be required to fill out only one set of application materials and, once confirmed, file Conflicts of Interest forms, not Financial Disclosure Statements.
HIGHLIGHTS 2018

Advocacy

NJASCU staff, coordinating efforts with the presidents and administrators from NJASCU’s member institutions, worked on hundreds of issues that ran the gamut of fiscal, social, academic, infrastructure, safety, and immigration-related challenges. The intense pace of the proposed changes coming out of the administration in Washington, DC and the first year of the Murphy administration in Trenton made for a busy year.

THE STATE OF NEW JERSEY

Funding – operational and capital improvements

Final FY 2019 state appropriations to the nine NJASCU colleges and universities (including the two NJASCU affiliate members Rowan and Montclair) totaled $185,652,000, flat funding all the institutions and retaining the one million dollars that Thomas Edison State University received in FY 2018 to compensate for TESU’s revenue loss from significant National Guard Tuition Waivers. Also, the number of state-funded positions for FY 2019 for the nine schools remained the same as FY 2018, EXCEPT for TESU which received an additional 95 positions. Note, Stockton University had to fight to retain its 305 Atlantic City campus positions that initially were cut out of the governor’s proposed budget; however, they were restored in the final budget.

On the capital appropriations front, no new appropriations were allocated. To summarize, the most recent capital funding was made available to our institutions in 2016. A total of $180 million was made available: $34.3 million from the Building Our Future bonds; and $145.98 million from the Higher Education Capital Improvement Fund (CIF). NJASCU member institutions received $75 million of that funding when it was awarded in June 2016.

The purpose of the Building Our Future bond funds was to increase the academic capacity at New Jersey’s institutions of higher education. Institutions provided matching funds equal to 25 percent of the cost of the project. The Higher Education Capital Improvement Fund provided grants for the cost of renewal, renovation, improvement, expansion, construction and reconstruction of facilities and technology infrastructures. Grants were funded by bonds through the New Jersey Educational Facilities Authority.

To paraphrase from “The Report of the Governor's Task Force on Higher Education,” – “New Jersey needs to help build academic facilities for a 21st century education at our colleges and universities, protect existing resources, and take the burden for financing these projects off the backs of the students. New Jersey’s colleges and universities in their capital reports to the state have identified billions of dollars in facilities’ needs. Issuing general obligation bonds is an appropriate solution for our colleges' and universities’ serious infrastructure needs, including both new construction and deferred maintenance of existing facilities.”
Free Community College

The FY 2019 budget included $25 million to implement a Free Community College PILOT program – free for students with incomes up to $45,000 with the grants from the state being "last dollar" grants, after Pell and TAG. The Governor's initial request was for $50 million and for free-for-all (regardless of income), as opposed to the last-dollar, income-based grants. NJASCU worked tirelessly to achieve these changes.

Community College Mission Expansion

NJASCU continued its work on preventing community college mission creep by making its position heard in meetings with legislative and executive branch officials and encouraging creative partnerships with four-year public institutions. In particular, NJASCU presidents and NJASCU staff, together with the independent higher education institutions, advocated to the Office of the Secretary of Higher Education to maintain Bachelor of Science degree programs in nursing within the four-year sector and to prevent bachelor's degree mission creep among community colleges.

Tuition Aid Grants

NJASCU and its member institutions were active in increasing awareness among legislators and state officials about the inherent unfairness of the formula for need-based financial aid under the Tuition Aid Grant program. Under the formula, students at higher-priced institutions receive greater awards. NJASCU advocated to have the money follow the student regardless of where the student attends school in New Jersey – a distribution that would be similar to the Pell grants. The NJASCU Director of Communications and Public Affairs worked to build a close relationship with the Higher Education Student Assistance Authority (HESAA) director, who understands the NJASCU position and is slowly making changes in the way the TAG funds are allocated.

Workforce Development

NJASCU continued working with the New Jersey State Employment and Training Commission (SETC) to ensure that our member institutions had an appropriate role in the implementation of the Combined State Plan for the Workforce Innovation and Opportunity Act (WIOA). The federal Workforce Innovation and Opportunity Act, signed in 2014, coordinated the employment and training services programs for adults, youth, and individuals with disabilities. The law requires states to develop and submit a four-year strategy – in the form of a single unified strategic plan for core programs – to prepare an educated and skilled workforce and meet the workforce needs of employers. In New Jersey, the SETC is the agency that is implementing WIOA and writing the unified strategic plan, called the Combined Plan. NJASCU highlighted the importance of bachelor’s degrees to New Jersey's workforce, and the role that public four-year colleges and universities should play in New Jersey's workforce development.

65/25: Many Paths, One Future

As noted above, NJASCU has been part of all the conversations among the key players in developing the workforce development implementation strategies, particularly with the Office
of the Secretary of Higher Education, the New Jersey Business and Industry Association, and the NJ Department of Labor. NJASCU's voice advocating the importance of a four-year college education was heard – as indicated when the state launched its 65/25 campaign. Its goal is to raise the percentage of New Jersey residents who have attained an industry-valued credential or college degree from the current 50 percent up to 65 percent by 2025. More than one million New Jersey adults have yet to earn a college degree or postsecondary credential. Jeff Stoller, the assistant commissioner of Labor and Workforce Development, gave a slide presentation at the NJASCU Symposium on the 65/25 campaign and the importance of a four-year degree to New Jersey’s workforce development. Most impressive is the statistic from the Lumina Foundation that stated new jobs added in the United States since 2011 were the following: 80,000 for workers with a high school diploma or less, and 11.5 million jobs for workers with postsecondary education.

Campus Sexual Assault

NJASCU worked closely with legislators to craft a law establishing the Task Force on Campus Sexual Assault. The task force studied and evaluated current policies and practices concerning campus sexual assault, identified problems and areas for improvement, and made recommendations concerning campus sexual assault prevention, response, and awareness. The law provided the state colleges and universities with a representative on the task force. The governor signed the law establishing the task force on December 2, 2015, and the task force first convened in June 2016. Its report was issued on June 26, 2017. It recommended that colleges and universities address nine areas: early education, campus climate surveys, services for the survivor, services for the accused, investigation and adjudication, prevention, coordination with the community agencies, education and training, and the relationship between substance abuse and sexual assault. The task force recommended campus climate surveys and encouraged campus administrators to use survey data to create plans reflecting the culture and composition of each institution.

Brain Drain/Outmigration

NJASCU is working with the New Jersey Presidents’ Council, New Jersey Business and Industry Association (NJBIA), and legislators (particularly Senator Tom Kean, Jr.) to look at the causes of outmigration. There is a strong case for doing this.

Each year, the students who leave New Jersey to attend college in another state far outnumber the out-of-state students who attend one of New Jersey’s colleges. This net-outmigration, or “brain drain,” hurts our economy and depletes our workforce. Reversing this damaging decades-long trend requires state support, institutional resourcefulness, and business leadership.

In 2014 (the most recent statistic available), 34,782 first-time undergraduates left New Jersey, while 5,876 out-of-state students came to New Jersey to start college, for a net outmigration of 28,906 new undergraduates. NJBIA put the net outmigration total at 30,000.

To attract students to New Jersey’s colleges with state-of-the-art facilities and without increasing tuition and fees, the state must boost its capital support for our colleges and make it more consistent. The $750 million Building Our Future Bond fund, approved by 63-percent of
New Jersey's voters in 2012, was the first general-obligation bond for higher education in 25 years. New facilities for science, engineering, nursing, and business, plus expanded classrooms, were just some of the projects built with the bond proceeds. The public higher education institutions cannot wait another 25 years for the next state-backed bond fund for higher education.

**State College Contracts Law**

The State College Contracts Law is a 34-year-old law that establishes procurement and construction mandates for the seven *state* colleges and universities in New Jersey. The four *public research* universities follow less stringent and more flexible requirements. NJASCU has been advocating throughout the year with elected and appointed officials for immediate reform of the State College Contracts Law.

It makes no sense to have different procurement and construction standards when all 11 senior public institutions are buying the same type of goods and services and constructing the same types of buildings.

**Public-Private Partnership Agreements**

NJASCU worked to secure the passage of Assembly Bill No. 1299 and Senate Bill No. 865 and get Governor Murphy to sign the law (P.L.2018, c.90) on August 14, 2018 to permit public-private partnership (P3) agreements for certain building and highway infrastructure projects – with NJ Economic Development Authority oversight. NJ Department of Treasury is finalizing the regulations.

This bill significantly changes the public-private partnership law for the state colleges, Rowan University and Montclair State University, by amending the public-private partnership law already in place for our institutions and expanding the law to include local government units, school districts, state government entities, and the New Jersey Institute of Technology. This bill is the same one from the 2015-2016 session which Governor Christie vetoed in 2015.

The original version of the 2015-2016 bill had some language which would have had disastrous effects on our ability to do P3s, namely, the elimination of the property-tax exemption for P3 projects. That provision was put back in the bill in 2015 and included in the current version of the bill. The most important provision of this law for our schools, however, is the elimination of the sunset provision.

**Teacher Preparation Requirements**

NJASCU member institutions, plus the public research institutions and the independent higher education institutions, worked together to advocate for changes to the New Jersey Department of Education's proposed regulations for teacher preparation. The regulations, as proposed, would have required students who start clinical practice in academic year 2018-2019, or thereafter, to complete two consecutive semesters of clinical practice within a placement school. The NJ Department of Education and the State Board of Education in November 2015 adopted the regulations with amendments recommended by NJASCU presidents and deans of
education to preserve the quality of teaching without imposing an undue burden on higher education institutions or their students.

**Tuition and Fees and Affordability**

Always a prominent issue in NJASCU’s interactions with government officials, tuition/fees/affordability has been the focus of the Governor and of New Jersey legislators. Our arguments have been communicated in the media, in meetings with the legislators, in testimony before the New Jersey Assembly and Senate Higher Education Committees, and in the white paper to then Governor-elect Murphy.

The major reason for the increase in student debt, for the increase in tuition, for the lack of affordability and in some cases for the outmigration is that the cost of public education has shifted from the taxpayers to individual students. New Jersey registers the 4th largest 10-year percentage decrease (inflation-adjusted) funding per public FTE student. This amounts to a 30-percent decrease in state funding between 2005-2006 and 2015-2016. More dramatically, between Fiscal Year 1991 and Fiscal Year 2016, state appropriations per student at New Jersey’s public colleges and universities decreased over 40 percent, while the institutions served 63 percent more students. New Jersey’s public four-year institutions have the 4th-highest average in-state tuition and fees in the United States, and the community colleges have the 13th-highest-average in-county tuition and fees in the United States.

**Government Accounting Standards Board (GASB) Rules**

NJASCU was active in explaining to government officials the potential financial impact of the changes in the GASB accounting rules that shifted the pension and postretirement benefits liabilities from the state to public colleges and universities. GASB Standard No. 68, effective in FY 2016, determines whether state governments or public agencies must recognize liabilities for defined benefit pension plans, such as benefits under New Jersey’s Public Employee Retirement System (PERS). GASB Standard No. 75, effective in FY 2018, determines whether state governments or public agencies must recognize liabilities for post-employment benefits other than pensions, such as healthcare for retirees.

Even though the GASB standards create only bookkeeping shifts, they raise concerns about their effect on the credit ratings of the institutions. According to Moody’s Investors Services, the implementation of the GASB rules would not affect the colleges’ credit rating. NJASCU continued to pursue a legislative remedy to this issue.

*For the dozens of other issues tracked and advocated for/against by NJASCU, please go to NJASCU website – www.njascu.org.*
THE NATIONAL SCENE

NJASCU worked on its own and with its national counterparts on the following issues:

Immigration

NJASCU wrote an immigrant policy statement signed by all of the NJASCU institutions’ presidents – a portion of which is below. The full statement is available at http://www.njascu.org/NJASCU-Institutions-Post-Election-Tension-Statements.pdf.

As presidents of New Jersey's state colleges and universities, we are committed to providing affordable, accessible opportunities for all our students to gain a college degree and pursue their lifelong goals. We strongly protect students’ privacy under the Family Educational Rights and Privacy Act (FERPA), which generally provides students with the right to have control over the disclosure of personally identifiable information from their education records. FERPA generally prohibits colleges and universities from disclosing personally identifiable information from education records without a student’s consent. We assure our students that before we can release personally identifiable information from their education records, a judicial order or a lawfully issued subpoena is often required.

To our students who have registered under the Deferred Action for Childhood Arrivals (DACA) program, or who have concerns about their immigration rights, we pledge to support you and help to provide advice. Students should be aware that colleges and universities are considered “sensitive locations” under federal immigration policy, and federal immigration officials will generally not take enforcement actions on campus. Undocumented students should be assured that they cannot be deported immediately and have statutory and constitutional rights. Specifically, they have the right to a hearing and to have a judge review their case, and they can remain in the U.S. until a final decision is rendered, which in some cases can take years.

Presidents of NJASCU institutions issued a collective statement of disapproval of President Trump’s Executive Order on Immigration (February 6, 2017).

“The federal executive order issued January 27, 2017 aiming to protect the United States from foreign terrorists entering our country has serious and deleterious implications for our students and our institutions, and we respectfully request the administration to reconsider its action.”

The American Council on Education’s Position Statement on the Tax Reform Bill

We are pleased that the tax legislation agreed to by the Conference Committee recognizes the importance of education benefits that help millions of middle- and lower-income students and families finance a college education. Unfortunately, some provisions in this legislation will still make a higher education more expensive and undermine the financial stability of colleges and universities.

The change to the standard deduction will result in reduced charitable deductions, which could easily undermine all nonprofit institutions, including colleges and universities, through a loss of charitable gifts. We also remain concerned that changes to the state and local tax deduction, despite some modest improvements made in conference, will harm state budgets, with resulting serious implications for state investment in public higher education. An excise tax on the endowments of some private colleges and universities, regardless of how many or how few institutions it affects, is a remarkably bad idea that takes money that would otherwise be used for student aid, research, and faculty salaries and sends it to the Department of Treasury to finance corporate tax cuts.

At a time when postsecondary degrees and credentials have never been more important to individuals and the nation, this tax reform legislation would make higher education more expensive and less accessible. This is a big step in the wrong direction.

The American Association of State Colleges and Universities (AASCU) Statement on Congressional Passage of the Tax Reform Bill

We are pleased and grateful the tax bill passed by Congress no longer includes a number of higher education provisions, including the taxation of graduate tuition remissions, consolidation of certain education-related tax credits, and the elimination of the state and local tax (SALT) deduction.

However, we remain deeply concerned about the downstream effect this legislation may have on the ability of state and local governments to fund public higher education. The limits placed on the SALT deduction, as well as the legislation’s impact on charitable giving – which is another important non-tuition source of support for public colleges – may usher in tuition-hikes and escalate student debt at public institutions.

Reauthorization of the Higher Education Act

American Association of State Colleges and Universities (AASCU) Statement on the Prosper Act to Reauthorize the Higher Education Act (HEA)

Congressional reauthorizations are opportunities to improve on current law. This next reauthorization of the HEA could accomplish that by addressing the significant changes in American higher education since the law was last reauthorized in 2008.
While we appreciate the effort to address these changes, the proposed legislation represents a step backwards on access and quality because it eliminates important student benefits and undermines accountability. Students and the nation need more of both.

We pledge to work with the committee in what we hope will be a deliberative process to reauthorize the HEA.

**Perkins Loan Program**

The Perkins Loan program ended September 30, 2017. There was bipartisan support to extend the program through 2019.

Democratic Senator Tammy Baldwin and Republican Senator Rob Portman introduced the bill to keep the program in place. The Senators attempted to pass the bill via a faster process that required unanimous consent.

Republican Senator Lamar Alexander objected and killed the bill. “It is time for our country, through legislation by this Congress and attempted to pass it through an expedited process requiring unanimous consent, to move on to a simplified federal student aid program, that has only one federal loan for students, one federal grant for students and one work-study program for students,” said Alexander on the Senate floor. Senator Alexander and other members of the Senate stated that the Perkins Loan program added to an already overly complex federal loan system.

Even though Senator Alexander objected to the bill, he said he will work with others to come up with a long-term solution to make college more affordable.

**PUBLIC AFFAIRS AND COMMUNICATIONS**

Public Affairs and Communications Initiatives

- Overhauling the NJASCU website and the NJASCU monthly newsletter to better support the mission of the NJASCU members with continually updated new stories, feature stories, policy and legislative information. The newsletter is sent to every NJ State legislator, media representatives, and approximately 700 business and education leaders in New Jersey.

- Overhauling the NJASCU publications to target an audience of higher education, business and government decision-makers.
  - NJASCU Fact Sheets – one-page information summaries of the various issues important to New Jersey's public institutions of higher education;
  - Annual Report;
  - NJASCU Brochure;
  - Trustee Information Brochure
♦ Using social media – Twitter and Facebook – to highlight policy issues, feature stories, and news stories, and happenings important to the NJASCU member institutions.

♦ Implementing the QuickTakes (features on happenings at the nine NJASCU institutions) and the Advocacy Alerts (legislative updates) for the NJASCU website.

♦ Implementing the NJASCU Profiles – features about outstanding NJASCU member affiliated individuals – alumni, faculty, and staff, who are giving back to the residents of New Jersey (either professionally or voluntarily). The profiles appear monthly or twice monthly on the website and are highlighted on social media.

♦ Initiating the Guest Speaker Program at NJASCU Presidents’ and Trustee meetings.

♦ Implementing Special Research Projects – such as the *Value of a Bachelor’s Degree*.

♦ Analyzing State Budget – proposed and final.

♦ Calculating the Economic Impact of NJASCU institutions.

♦ Working with the New Jersey Presidents’ Council on a marketing and branding campaign for all of New Jersey’s higher education community.

♦ For all the Newsworthy Newsletters, Publications, NJASCU Profiles, QuickTakes, and Advocacy Alerts, please go to [www.njascu.org](http://www.njascu.org).