

NEW JERSEY CITY UNIVERSITY

SUPPLEMENTAL FINANCIAL
AND OPERATIONAL INFORMATION

December 2012

“APPENDIX A”

NEW JERSEY CITY UNIVERSITY

General

The University is a multipurpose, urban, State-funded, four-year coeducational higher education institution located in Jersey City, New Jersey. Opened in 1929 as the New Jersey State Normal School at Jersey City, the institution was renamed New Jersey State Teachers College at Jersey City in 1935 and was permitted to extend its curricula to a four-year program. It was then authorized to award a Bachelor of Science Degree in elementary education. In 1958, the name of the University was changed to Jersey City State College and further authorization was granted to award the Bachelor of Arts Degree. The authority for granting Master of Arts degrees was given in 1960. Following passage of the Higher Education Act of the State of New Jersey in 1968, the University evolved into a multipurpose institution of higher education. University status was granted, and the name was changed to New Jersey City University in 1998. Currently, the University offers 41 Baccalaureate Degree Programs in the Arts and Sciences, Professional Studies and Teacher Education. The Graduate Studies Program offers 29 Masters Degree, Doctoral Degree, and diploma programs. New doctoral degree programs have been developed in Civil Security Leadership, Management and Policy (D.Sc.) and Educational Technology Leadership (Ed.D.) as well as online versions of current degree programs such as accounting, national security studies, health sciences, special education, educational leadership, and educational technology.

The William J. Maxwell College of Arts and Sciences consists of the following departments and programs: African and African-American Studies, Art, Biology, Chemistry, Computer Science, English, Economics, English as a Second Language, Ethnic and Immigration Studies, Geoscience/Geography, History, Latin American, Caribbean and Latino Studies, Mathematics, Media Arts, Modern Languages, Music/Dance/Theater, Philosophy and Religion, Physics, Political Science, Pre-Law, Psychology, Sociology and Anthropology, and Women's and Gender Studies. It includes the Actors Shakespeare Company at NJCU, Lee Hagan Africana Studies Center, Opportunity Scholarship Program, The Thomas Edison Black Maria Film and Video Festival, the peer-reviewed journal Transformations, and is home to the Writing Center, General Studies, and the First Year Experience Program.

The College of Professional Studies consists of the following departments: Business Administration, Criminal Justice, Fire Science, Professional Security Studies, Health Sciences, Nursing, and Fitness Exercise and Sports. The College established the Dr. Dorothy E. Denning Center of Academic Excellence in Information Assurance Education in June, 2009. In 2007 and 2009, the New Jersey Commission on Higher Education approved the University's Harborside Financial Plaza location and the Communiversity at Wall Township, respectively, as branch campuses. The branch campuses allow the University to provide our graduate business and professional security programs in the business district of Jersey City. The Middle State Commission on Higher Education (MSCHE) has similarly recognized both sites as additional locations consistent with regional accrediting standards.

The Deborah Cannon Partridge Wolfe College of Education consists of Special Education, Literacy Education, Early Childhood Education, Elementary/Secondary Education, Educational Leadership and Counseling, Educational Technology, and Multicultural Education. It also administers the Center for Teacher Preparation and Partnerships, the A. Harry Moore Laboratory School and is affiliated with the University Academy Charter High School. The College of Education also offers teacher preparation course work at the Communiversity in Wall Township.

The University's fifty-two acre campus, inclusive of the Gerrity Athletic Complex and the West Campus, is located in Jersey City, New Jersey. The University is within fifteen miles of the cities of Elizabeth, Newark and Paterson in New Jersey, and is situated to attract enrollment from the four most populous counties. Primarily a commuter institution, the University is accessible through a well developed public transportation system, which includes buses, trains, and light rail service provided by New Jersey Transit.

In addition, the University is in close proximity to major highways and the New York boroughs of Manhattan, Brooklyn and Staten Island, which allows the University to take advantage of many educational and cultural resources.

Campus structures include: The Congressman Frank J. Guarini Library, which consists of over 260,000 volumes and more than 100 electronic databases; six major academic buildings providing classrooms, laboratories, and academic offices; the Margaret Williams Theater with a seating capacity of 1,150; the recently renovated Michael Gilligan Student Union Building; John J. Moore Athletics Center with a swimming pool; three residence halls; a maintenance facility; and the Thomas M. Gerrity Athletic Complex, which was developed on 13 acres of tidelands. A Visual Arts building and Charter High School building were completed in 2003. Also in 2003, the University acquired a former steel plant near the main campus and now controls a 21-acre site for future development. A Business Development Incubator was opened in 2005 and in 2006, the University opened the 77,000 square foot Karnoutsos Arts and Sciences Hall designed by renowned architect, Michael Graves. The M. Jerry Weiss Center for Children's and Young Adult Literature, with its collection of over 10,000 titles, serves as a resource for the University and the community at large. The Center has been housed in the refurbished Courtney Art Gallery in Grossnickle Hall since 2006. In October 2006, the University commemorated the installation of a major sculpture by internationally renowned artist and architect, Maya Lin, at the entrance to the Visual Arts building.

The University is accredited by the Middle States Commission on Higher Education (MSCHE), a regional institutional accrediting agency recognized by the U.S. Secretary of Education, since 1959, with the most recent reaccreditation received in June 2010. Programs in the College of Education, at the undergraduate and graduate levels, are accredited by the Teacher Education Accreditation Council (TEAC) and are also approved by the New Jersey Department of Education. The arts and media arts programs are accredited by the National Association of Schools of Art and Design, Commission on Accreditation (NASAD) while the music programs are accredited by the National Association of Schools of Music (NASM). The nursing programs are accredited by the National League of Nursing, Commission on Accreditation (NLN). The business administration programs are accredited by the Association of Collegiate Business Schools and Programs (ACBSP). Lastly, the school psychology program is accredited by the National Association of School Psychologists (NASP).

Profile of the Student Body

The University's student body is drawn from a broad population base which includes high school graduates pursuing a four-year degree sequence, and many other groups pursuing higher education. Each year, the Office of Institutional Research compiles and reports data that describes pertinent characteristics of the student population at the University. Data sources include the University's files, as well as annual research studies. Over 70% of the undergraduate population has enrolled on a full-time basis, and nearly 80% of all graduate students register on a part-time basis. In recent years, the distribution of women and men has been approximately 60/40 among the full-time undergraduate student population. Distributions by age show that approximately 70% of the full-time undergraduates and approximately 30% of the part-time undergraduates are under the age of 25. Approximately 90% of graduate students are 25 years of age or older.

Ethnic distributions for fall 2012 undergraduate students are:

Black non-Hispanic	20%
Asian	8%
Hispanic	35%
White	26%
Non-Responsive	9%
Non Resident Alien	1%
Two or More Races	1%

While the student body is drawn primarily from Northern New Jersey counties, the University also attracts students from as far away as Arizona, Florida, Illinois, North Carolina, Delaware, Maryland, Virginia, Michigan, Ohio, Pennsylvania, Massachusetts, Connecticut, California, Georgia and Colorado. NJCU also hosts students that are in the U.S. on F1 student visas and also J1 non-degree exchange students. These students are in a "non-immigrant" category which permits study in any area that will ultimately lead to a degree. Currently, our F1 student population consists of students from over 20 nations throughout Europe, Asia, Africa and the Americas.

Governing Body and Administration

The governing body of the University is a Board of Trustees consisting of persons appointed for terms of six years by the Governor with the advice and consent of the State Senate, two students, one voting and one non-voting, who are appointed for two year terms, and the President of the University, who serves ex officio.

The University has been granted a high degree of self-governance, and operational and administrative authority as a result of passage of the State College Autonomy Laws in 1986 (P.L. 1986, c.42, 43) and the Higher Education Restructuring Act of 1994 (P.L. 1994, c.48). The major areas of Trustee authority are organization and planning, budget and finance, personnel matters, and academic and student related matters.

Board of Trustees

<u>Name</u>	<u>Occupation</u>	<u>NJ Residence</u>	<u>Expiration of Term</u>
Mr. Rafael Perez, Chair	Attorney, Cozen O'Connor	Asbury	2011*
Ms. Marilyn Bennett	President, BeeLine Consulting, LLC	Secaucus	2011*
Ms. Cynthia Maner-Campbell	Attorney	Jersey City	2013
Mr. Gerald Cameron	Voting Student	Jersey City	2013
Dr. T. Steven Chang	Professor, Long Island University	Livingston	2014
Dr. Henry A. Coleman	Professor, Edward J. Bloustein School of Planning and Public Policy, Rutgers University	Woodbridge	2016
Ms. Karen DeSoto	Attorney, The Law Offices of Karen DeSoto	Jersey City	2015
Mr. Alvert Hernandez	Non-Voting Student	Union City	2014
Dr. Sue Henderson	President, New Jersey City University	Jersey City	<i>Ex Officio</i>
Mr. Vijayant Pawar	Attorney, Pawar, Gilgallon & Rudy, LLC	Morristown	2015
Mr. Carlos A. Rendo	Attorney, Mulkay & Rendo	Woodcliff Lake	2004*
Mr. Owen Ryan	Managing Partner, Deloitte & Touche LLP	Basking Ridge	2011*

<u>Name</u>	<u>Occupation</u>	<u>NJ Residence</u>	<u>Expiration of Term</u>
Ms. Wanda Webster-Stansbury	President, Management Interventions, Inc.	Pennington	2006*
Dr. Edward Whittaker	Professor, Stevens Institute of Technology	Hoboken	2015

*Continues to serve until a replacement is appointed.

Administrative Officers of the University

Susan Henderson Ph.D., President

Dr. Henderson is the President of New Jersey City University. As President she is responsible for advancing the mission of an institution committed to providing a diverse population with access to an excellent university education. She works closely with the vice presidents to design policy and coordinate budgetary resources and activities to achieve the vision and mission of the University.

In her previous capacity as Chief Operating Officer at Queens College, CUNY, Dr. Henderson has managed key priorities including working with the Vice Presidents to complete facilities projects, the General Education course development and sequencing, the all funds budgeting model, the zero based budgeting model, the International Office, the Chairs and Deans manual, and the human resources life cycle. She has spearheaded the strategic planning and implementation process which involved engagement of faculty, staff, students, alumni, community and legislative leaders in articulating the vision and future of the college. Dr. Henderson created the Global Education Office which brought together the Study Abroad Office and the *Year of Initiatives*, engaging faculty in faculty-led study abroad experiences using innovative pedagogies and collaborations with overseas institutions, as well as the *Year of Programs* designed to engage faculty, staff, students, alumni and the community in programming and study of selected countries.

Dr. Henderson led the development of various units on the campus including an Arts Board, a Business Advisory Board, a Korean American Studies Center, Middle Eastern Studies Program, Summer Dance Festival, the Center for Ethnic, Religious, and Racial Understanding, Women and Work Program, and Model UN (working with students). At Queens College, she also worked with the education faculty as they trained students to be reflective learners. Dr. Henderson is an experienced fundraiser having successfully cultivated and obtained funding from various corporate sources and alumni to support the higher education mission of the college. She played a major role in the successful \$100 million Capital Campaign. Dr. Henderson spearheaded the building of the college's first residence hall and was leading the next \$150 million Capital Campaign as well as implementing the college's ERP project.

Prior to joining Queens College, Dr. Henderson served as Provost and Chief Operating Officer of the Georgia Perimeter College (GPC) campus, a "bricks-and-clicks" institution. There, faculty collaborated across disciplines and pedagogies to provide an educational experience that met the needs of 21st-century students. Her administrative work at GPC included being chair of the mathematics department as well as interim chair of the business department.

Dr. Henderson began her academic career as a mathematician at GPC. She was part of the calculus reform movement that stressed active learning, multiple approaches, and the effective use of technology in the classroom. Using an NSF grant incorporating the use of computers and collaborative learning in the calculus classroom, she introduced similar usages across other disciplines as Provost.

Dr. Henderson holds a PhD. in Higher Education from the Institute of Higher Education at UGA as well as undergraduate and master's degrees in math education from Georgia State University. She presents frequently at professional conferences nationwide and has published on effective teaching practices in the

collegiate mathematics classroom, organizational change, and strategic planning. Dr. Henderson has received numerous awards for her work as an educator and administrator.

Joanne Zakartha Bruno, J.D., Vice President for Academic Affairs

Dr. Joanne Zakartha Bruno was appointed Vice President for Academic Affairs at New Jersey City University on July 1, 2010, having served as interim for several years. Her past positions with the University include the positions of Associate Vice President for Academic Affairs and Assistant Vice President for Academic Affairs during the period of 1995 to 2003. Her prior employment includes serving as Coordinator for Pupil Services and Social Worker at the A. Harry Moore School, as well as Residential Camp Director for the A. Harry Moore Camp at New Jersey School of Conservation. In addition, she was an Associate of Kathleen Policastro, Esq. law firm in Hackensack, New Jersey.

Dr. Bruno has a J.D. from Rutgers University Law School in Newark, and Master Degrees from Columbia University and Penn State University. She holds licenses as a lawyer in both New York and New Jersey, as well as a social work license in New Jersey. A long time advocate for equal opportunities for women and people with disabilities, she served as Managing Editor of the Rutgers' Women's Rights Law Reporter, created the Office of Specialized Services for Students with Disabilities at New Jersey City University in 1994, and conducted various workshops on Affirmative Action, ADA, and Sec 504 issues to various constituent groups over the years. Dr. Bruno continues to serve on many nonprofit boards, such as the University Academy Charter High School, Jersey City Joint Activities, M. Jerry Weiss Center for Children's and Young Adult Literature, Liberty Savings Federal Credit Union, and Conserve Wildlife Foundation of New Jersey. Past Board memberships include President of United Cerebral Palsy of Hudson County, President of Occupational Center of Hudson County, Secretary of Heightened Independence and Progress of Bergen and Hudson Counties, Secretary for the NJ ACE Network for Women Leaders, member of the Kiwanis of Jersey City, and member of Dress for Success of Jersey City.

Dr. Bruno has been honored by several community-based organizations, including the New Jersey Theatre Alliance Applause Awards, October 2008; Service Award of New Jersey Explorer Children's Museum, October 2005; Young Wheels Can Fly, Friends of the NJ School of Conservation, United Cerebral Palsy of Hudson County, the Girl Scouts of Greater Essex and Hudson Counties as a "Woman of Distinction," and most recently, the United Way of Hudson County awarded the "Congresswoman Mary T. Norton Memorial Award of Excellence." Dr. Bruno's accomplishments include spearheading the successful application and implementation for the University Academy Charter High School. As President of Actors Shakespeare Company, Dr. Bruno assisted the theater group in becoming New Jersey City University's first theater-in-residence. She has acquired on behalf of the University the publication responsibilities for the nationally known and recognized journal, Transformations, a publication sponsored by the New Jersey Project and dedicated to providing an intellectual forum for articles on inclusive scholarship. Dr. Bruno is also the Managing Editor for The Academic Forum – a biannual publication featuring creative, scholarly, and research works submitted by the faculty, professional staff and students of New Jersey City University.

Dr. Bruno's recent accomplishments include creating the successful alternate route structure for New Pathways to Teaching in New Jersey (NPTNJ) with of Brookdale Community College; serving the University as its accreditation liaison officer for MSCHE for the past three years; leading NJCU to successful reaccreditation with MSCHE in June 2010; serving as Periodic Review Report reviewer for past three years for MSCHE; and successful completion as a Fellow to the Leadership New Jersey (LNJ) Class of 2008 and serves LNJ as a member of the Selection Committee for admitting new fellows to the program. She has shepherded, on behalf of the University, the successful Middle States 2010 reaccreditation of the University and currently co-chairs the University Strategic Planning process of Vision 2015 and Beyond. Most recently, Dr. Bruno facilitated the transition of the retiring and newly elected President and helped to ensure a smooth succession by serving as Interim President between July 1, 2012 and August 6, 2012.

Aaron Aska, Ed.D., Vice President for Administration and Finance

Dr. Aska joined the staff of New Jersey City University in June, 2004, upon his appointment as Associate Vice President for Finance and Controller. He was appointed Vice President for Administration and Finance in August, 2008, after the completion of a national search.

Previously, Dr. Aska held the title of Controller for seven years at Drew University, a small, private University in Madison, NJ, where he gained his first experience with Higher Education having previously worked for Price Waterhouse-Coopers as a public Auditor.

Dr. Aska graduated from Rutgers University in 1994 with a BS degree in Accounting, and from the New Jersey Institute of Technology in 1999 with an MS degree in Management. He is also a licensed Certified Public Accountant. In April, 2012, Mr. Aska obtained a Doctorate Degree in Education, from the University of Pennsylvania, where he received distinction on his dissertation in Higher Education Management.

John Melendez, Ph.D., Vice President for Student Affairs

Dr. John Melendez became a member of the New Jersey City University community in 1985. Initially employed as a Financial Aid Administrator, he has held virtually every professional position within the Financial Aid Office, including Director. In 1996, he joined the Office of the Vice President for Student Affairs, serving as Assistant to the Vice President, and is currently serving as Vice President for Student Affairs. Dr. Melendez completed his undergraduate degree in 1979, receiving a Bachelor of Arts degree from Rutgers University, Newark College of Arts and Science. In 1988 he received his Master of Arts degree in Counseling from NJCU, and in 2002 he completed his doctoral studies in Higher Education Administration at Seton Hall University.

William Fellenberg, Interim Vice President for University Advancement

With more than 25 years of executive management experience in not-for-profit organizations, Bill Fellenberg has developed comprehensive expertise in communications, marketing, fundraising, strategic planning, administration, and finance. He was named Interim Vice President for University Advancement at New Jersey City University in April 2011. Mr. Fellenberg first assumed a key role at the University in December 2007 when he was appointed Associate Vice President of University Advancement. Before joining the University, Mr. Fellenberg was executive director of the International Institute of New Jersey, a Jersey City service and advocacy organization for refugees and immigrants. Prior to his work at the Institute, Bill was development manager for AvalonBay Communities, Inc., a real estate investment trust. His career in the management of arts and cultural institutions has been highlighted by appointments as: Executive Director of the National Guild of Community Schools of the Arts in New York City; Senior Deputy Director and CFO of The Montclair Art Museum; Director of the Department of Membership of The Museum of Modern Art in New York City; and Director of Communications for the American Society of Interior Designers. Bill holds an M.B.A. from Rutgers University's Executive Management Program and a B.A. in English from Montclair State University (then Montclair State College).

Sandra L. Bloomberg, Ph.D., Dean of the College of Professional Studies

Dr. Bloomberg has served as the Dean for the College of Professional Studies at New Jersey City University since 1998. She holds a Ph.D. in Health Sciences and a Gerontology Certificate from the University of Utah; an M.A. in Health Education in Secondary Schools and Universities from New York University; and a B.A. in Psychology from Wilkes University. Before joining the University's staff, she served as Director of Medical and Allied Health Education at Catholic Medical Centers of Brooklyn and Queens. Prior to her position at the medical center, she was affiliated with the State University of New York/Health Science Center at Brooklyn, College of Health Related Professions, serving as Acting Dean, 1992-95; and Associate Dean, 1987-1991. Dr. Bloomberg served as Chairperson and assistant / associate professor, 1982-1987, of the Allied Health Department at Saint Francis College, Brooklyn New York, where she also served as the Director for the Gerontological Services Administration Program (1981-82). Dr. Bloomberg began her career in higher education at Wilkes University, Wilkes-Barre, PA, 1971-1979.

Barbara Feldman, Ph.D., Dean of the William J. Maxwell College of Arts and Sciences

Dr. Barbara Feldman is a native New Jerseyian. She earned her Bachelor of Arts and Masters of Arts degrees in Sociology from the University of Delaware. She then earned her Ph.D. in Sociology from the University of Pennsylvania. Prior to arriving at NJCU in July 2009 as the Dean of the William J. Maxwell College of Arts and Sciences, she served as Associate Dean of the College of Humanities and Social Sciences at Montclair State University. She also served as an Associate Dean for the College of Arts and Sciences and Chair of the Department of Sociology and Anthropology at Seton Hall University. Prior to becoming an administrator at Seton Hall University, Dr. Feldman held an appointment in the Department of Sociology and Anthropology. In this capacity, she taught courses ranging from Introduction to Sociology, to Sociology of the Family, Sociology of Gender and the Senior Seminar. Her research has been in the area of the Sociology of Disasters. She has published peer reviewed articles and presented papers at regional and national meetings in this area. Her recent work has focused on the significance of disaster souvenirs as they relate to social class, social networking and a review of the literature regarding looting during disasters.

Allan A. De Fina, Ph.D., Dean of Deborah Cannon Partridge Wolfe College of Education

Dr. Allan A. De Fina is the Dean of the Deborah Cannon Partridge Wolfe College of Education and recent Professor and Chairperson in the Department of Literacy Education at New Jersey City University. A former special educator, high school English teacher, and elementary school staff development specialist, he is an award-winning poet who has twice received the William Carlos Williams Poetry Award for New Jersey Poets. He holds a Ph.D. in Applied Psychology from New York University. His research focuses on reading, writing, and language acquisition.

Dr. De Fina is a former columnist for Instructor magazine's "Poetry Pages," and a book of his poetry for children, *When a City Leans Against the Sky*, was published by Wordsong Publishers, a division of Highlights for Children. Dr. De Fina is also a frequent editor of children's poetry books for Boyds Mills Press and is the literacy consultant for more than 250 non-fiction books for primary and middle grade students available from Enslow Publishers. He has reviewed and edited book series that have focused on subjects such as famous Americans, American history, weather, dinosaurs, and mathematics. Currently, he is working on a textbook about how to teach writing, a result of eight years of research, much of it longitudinal, in K-8 classrooms. The text is tentatively titled, *Why Johnny Still Can't Write*.

Dr. De Fina has authored numerous articles, including many on student writing and alternative assessment, and his book, *Portfolio Assessment: Getting Started*, published by Scholastic Professional Books, has been used by educators nationwide. He is a frequent presenter at international, national, and regional conferences and conducts workshops on many different topics in literacy education and assessment for teachers and administrators. He also conducts writing and poetry workshops for students from kindergarten through high school.

Dr. De Fina served as a member of Governor James McGreevey's Task Force on Literacy Education, the GAINS (Gaining Achievement In the New Standards) Language Arts and Literacy Advisory Board, and the No Child Left Behind task force for the State of New Jersey. He is also a recent Past-President of the New Jersey Reading Association, the state affiliate of the International Reading Association. He has served as a judge on the Poetry and Prose Awards Committee of the International Reading Association.

Recently, Dr. De Fina was asked to serve as a member of New Jersey's Educator Leader Cadre (ELC), one of a small group of educators representing the state in preparing teachers and administrators in the use of the Common Core State Standards (CCSS) as part of the Partnership for Assessment of Readiness for College and Careers (PARCC) consortium. Additionally, Dr. De Fina serves on the Executive Board of the New Jersey Association of Colleges for Teacher Education (NJACTE).

Lyn Hamlin, Ed.D., Dean of Students

Dr. Lyn Hamlin has served the administration of New Jersey City University since 1999. She has held the following positions in Student Affairs: Director of The Learning Communities Program; Assistant to the Vice President for Student Affairs; and Acting Dean of Students. In June of 2004, Dr. Hamlin was appointed Dean of Students. Originally from Pittsburgh, Pennsylvania, Dr. Hamlin holds a Bachelor of Arts degree in Psychology from Chatham College, a Masters degree in Counselor Education from the University of Pittsburgh, and a Doctorate in Educational Leadership from the University of Phoenix.

Mary Bolowski, Controller

Mary Bolowski joined the staff of the University in January, 2005 upon her appointment as Manager of Accounting and Reporting and was appointed Controller in July 2008. Ms. Bolowski graduated from St. Peter's College in 1999 with a BS degree in Accounting and is also a Certified Public Accountant. Previously, Ms. Bolowski worked at Arthur Andersen LLP and Grant Thornton LLP, as an Auditor in the not-for-profit division specializing in Higher Education.

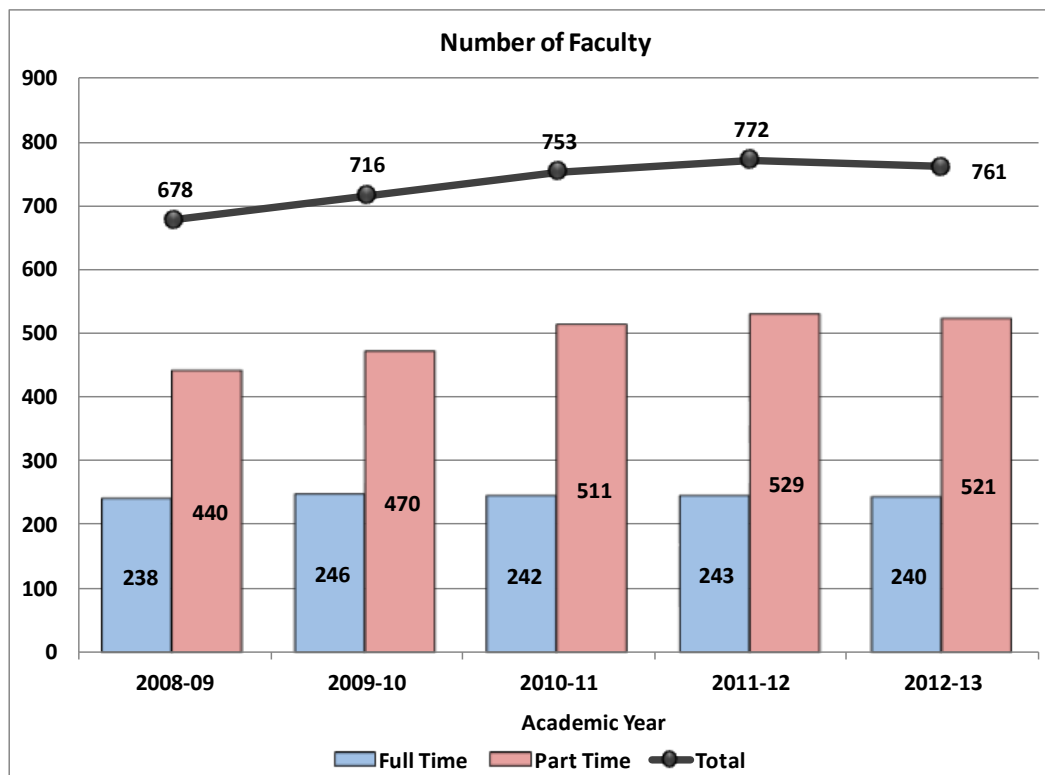
Carmen Panlilio, Ph.D., Associate Vice President for Enrollment Management

Dr. Carmen Panlilio currently serves as the associate vice president for enrollment management at New Jersey City University. She is a member of the President's Cabinet, the co-chair of the Strategic Enrollment Management Committee, and a member of various other strategic committees and organizations on campus. Dr. Panlilio joined New Jersey City University in 2001 as Director of Financial Aid. In 2006, she served as Assistant Vice President for Admissions and Financial Aid, in 2009 was named to the President's Cabinet, and in 2011 was promoted to Associate Vice President of Enrollment Management. Prior to joining the University, she was the Director of Financial Aid and Veterans Services at Thomas Edison State College. She is a member of the Board of Directors of New Jersey Association of Student Financial Aid Administrators (NJASFAA), and is a past president of the association. Panlilio also served on the Advisory Committee on Student Aid for the New Jersey Higher Education Student Assistance Authority (NJHESAA), as well as on the Scholarship Advisory Committee for the Statewide Hispanic Chamber of Commerce of New Jersey. Dr. Panlilio also currently serves on the USA Funds School and Student Services Advisory Council. Dr. Panlilio earned a doctorate degree in Urban Systems – Education in 2012 through a joint program between Rutgers University, New Jersey Institute of Technology and the University of Medicine and Dentistry in New Jersey.

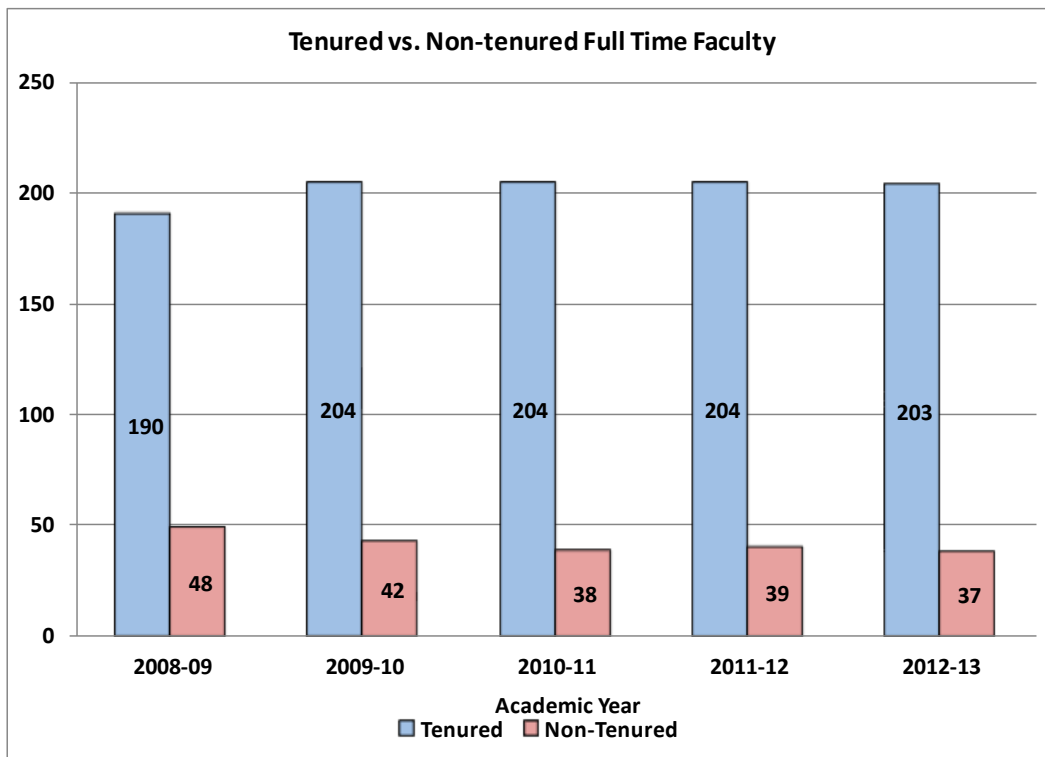
Dr. William Bajor is the Acting Director of Graduate Studies and Continuing Education. While relatively new in his current position, Dr. Bajor is no stranger to NJCU, having taught Cultural Anthropology, Introduction to Anthropology, and Civilizations I over the past several years, as well as serving on the Board of Advisors of the Actors Shakespeare Company at NJCU. Prior to joining NJCU in a full-time capacity, he served for nearly seven years as Director of Community & Economic Development at WomenRising, Inc. in Jersey City, New Jersey. Five of those seven years were also spent leading the Fairmount Housing Corporation (subsidiary of WomenRising, Inc.), as Executive Director. In addition, Dr. Bajor is an experienced educator at the elementary and secondary school levels, in both traditional and non-traditional settings. Dr. Bajor holds a B.A. from New York University, LL.M. from the University of Edinburgh (UK), and a Ph.D. from the University of St. Andrews (UK). With studies and scholarly interests in Economics, Political Science, International Law, and Social Anthropology, Dr. Bajor is especially passionate about themes concerned with "Human Rights". He is presently a fellow of the Royal Anthropological Institute of Great Britain and Ireland and a member of both the American Anthropological Association and Sudan Studies Association. Dr. Bajor was also a fellow of Leadership New Jersey, Class of 2010. Additional activities include serving on the Board of Trustees of the Bayonne Community Mental Health Center and the Advisory Editorial Panel of the Review of Economic and Business Studies (University of Extremadura, Spain).

Faculty

The following table presents the total faculty at the University on a full-time and part-time basis for the past five academic years:

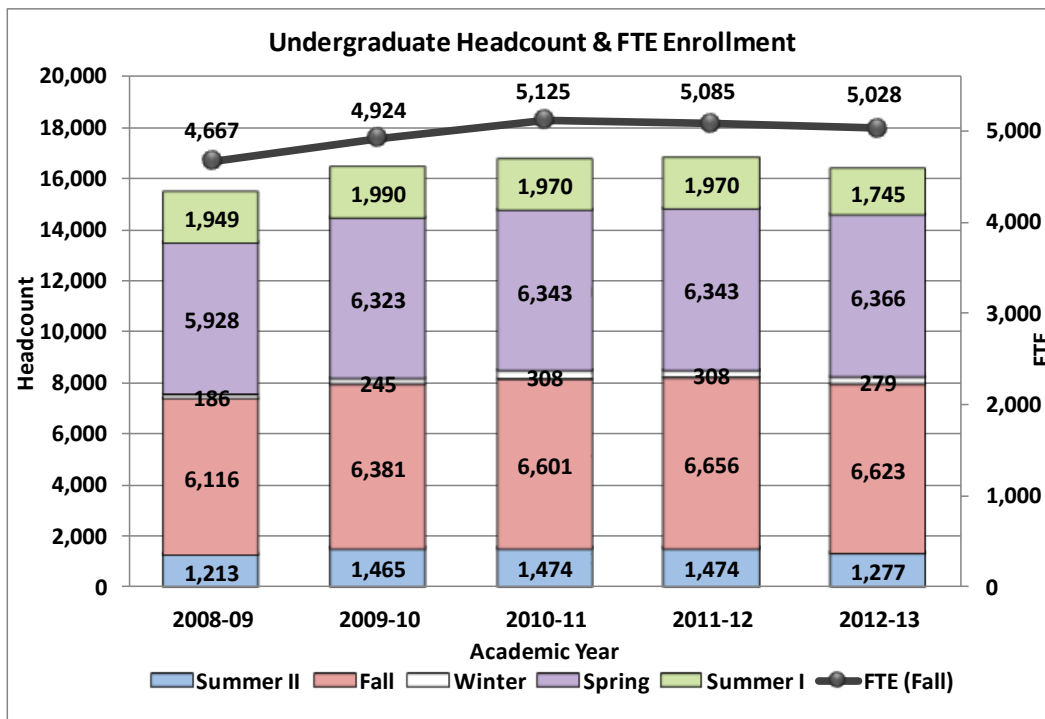


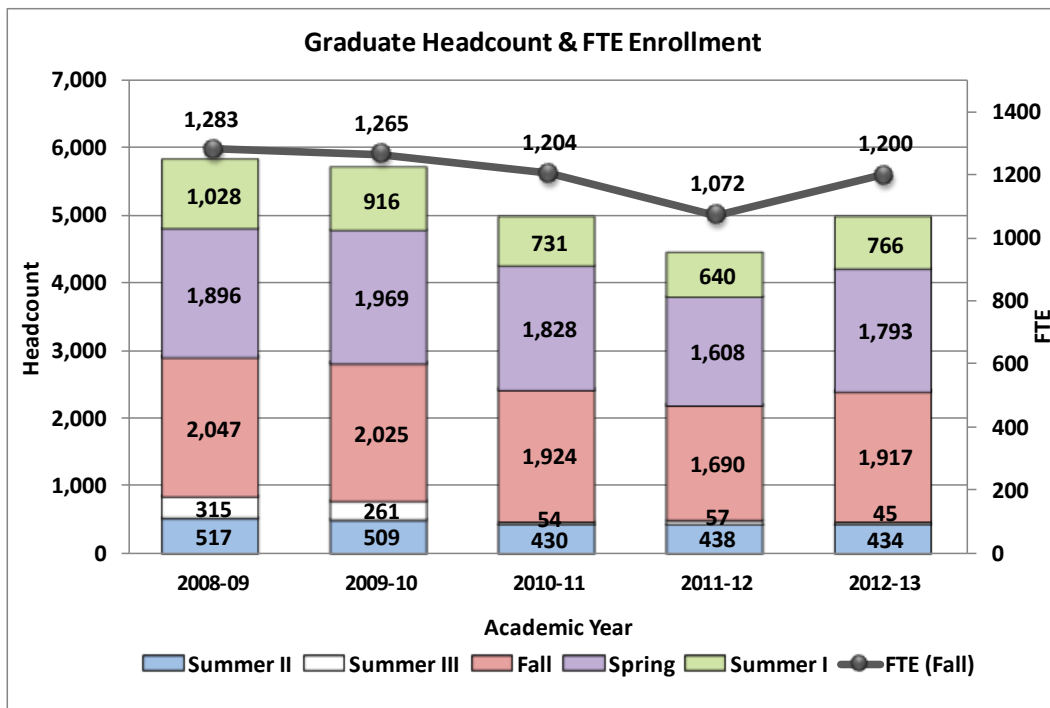
The following graph reports the number of tenured versus non-tenured full-time faculty in the past five academic years as follows:



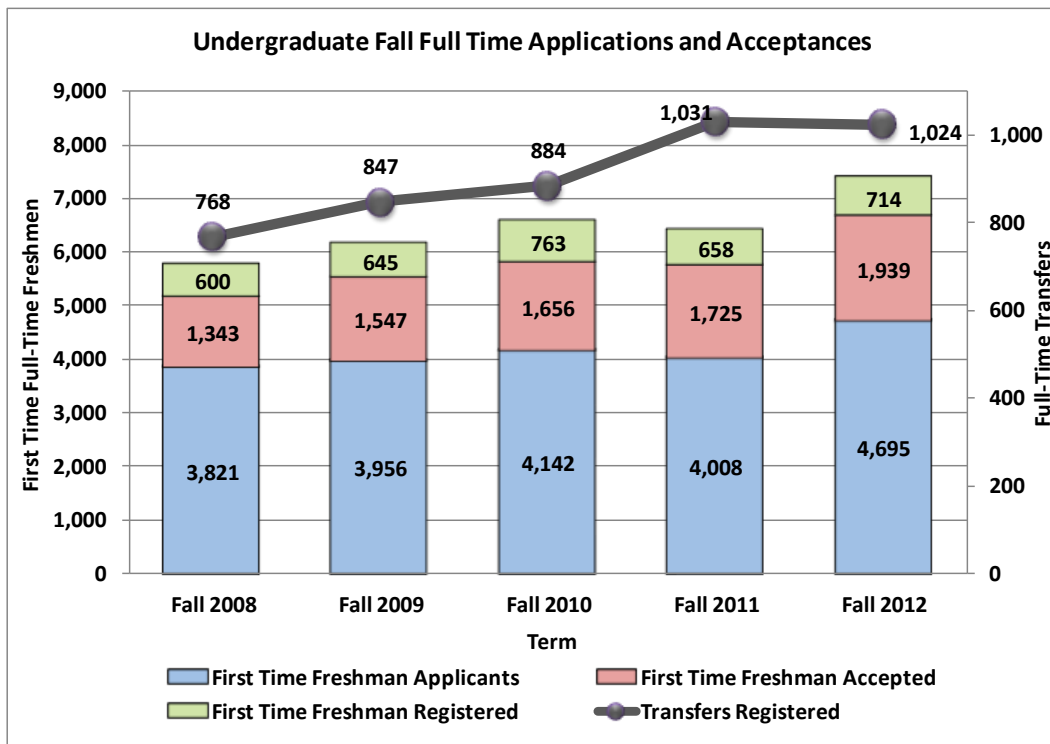
Admissions & Enrollment

The following table reflects Undergraduate and Graduate Headcount and FTE enrollment information over the past five years. Enrollment numbers for the winter, spring, and summer I terms of the 2012-2013 academic year represent future estimated enrollments.

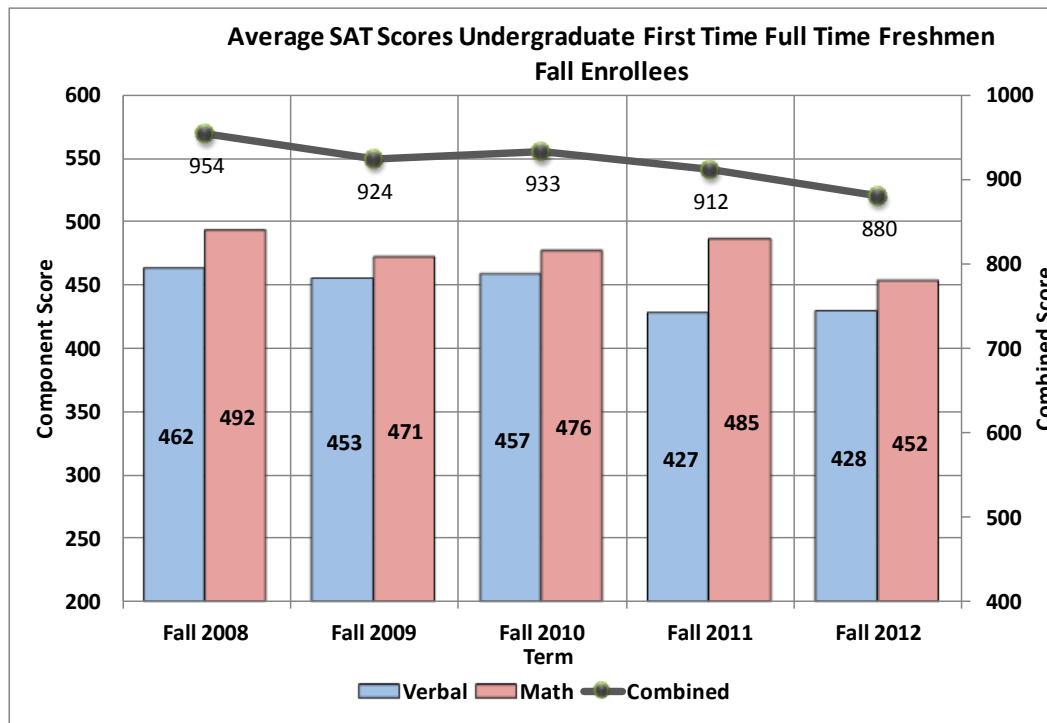




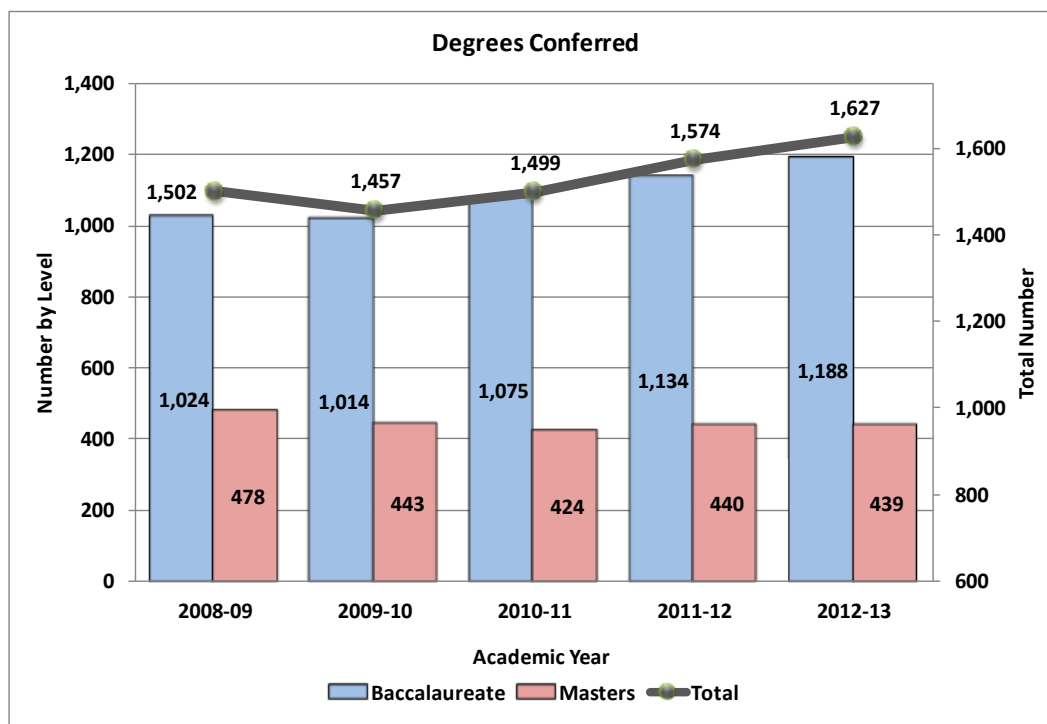
The following table presents historical undergraduate fall full-time application and acceptance figures for the past five academic years and full-time students transferring to the University for the same period:



SAT scores for first time admitted full-time students for the past five academic years are as follows:

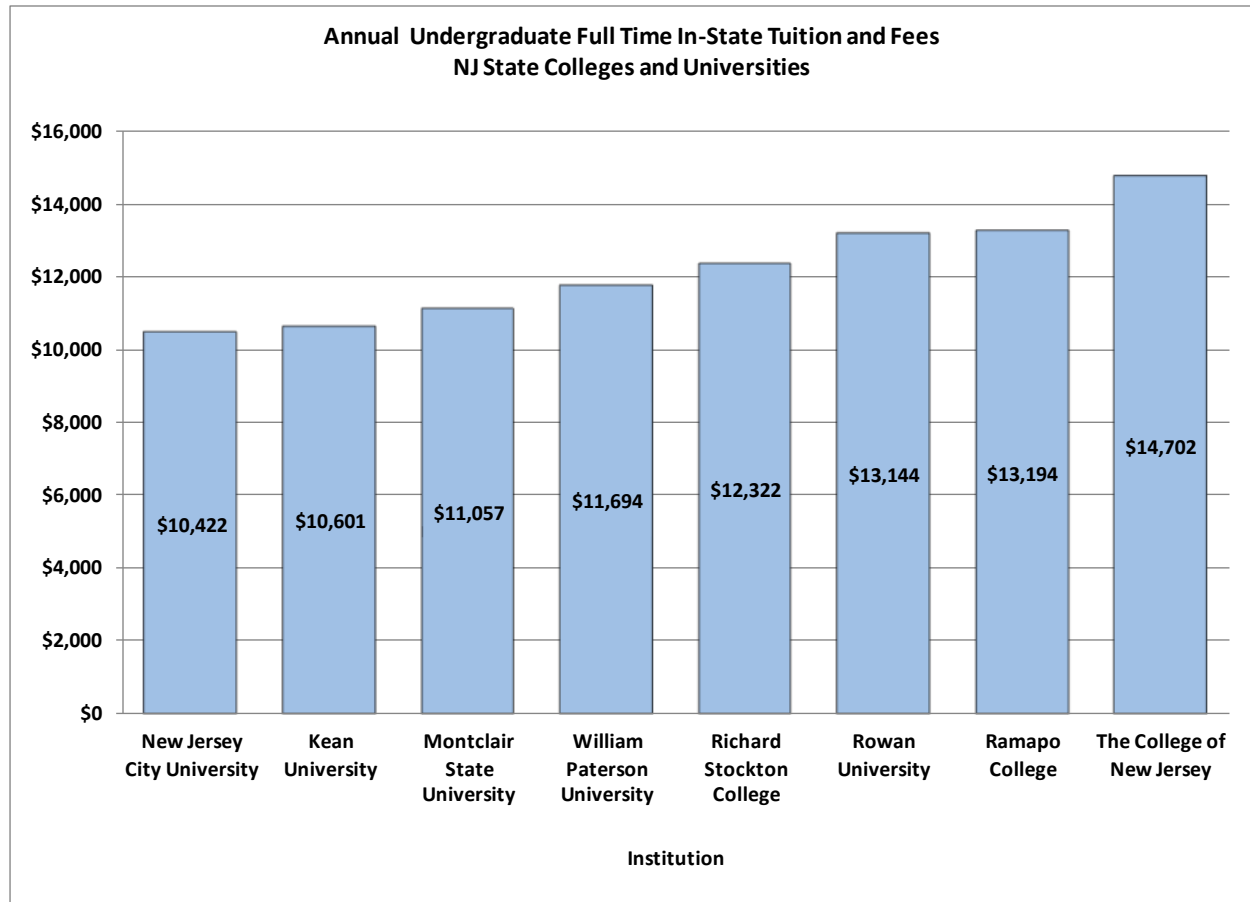


The following table details the number of Bachelors and Masters Degrees conferred for the last five academic years:



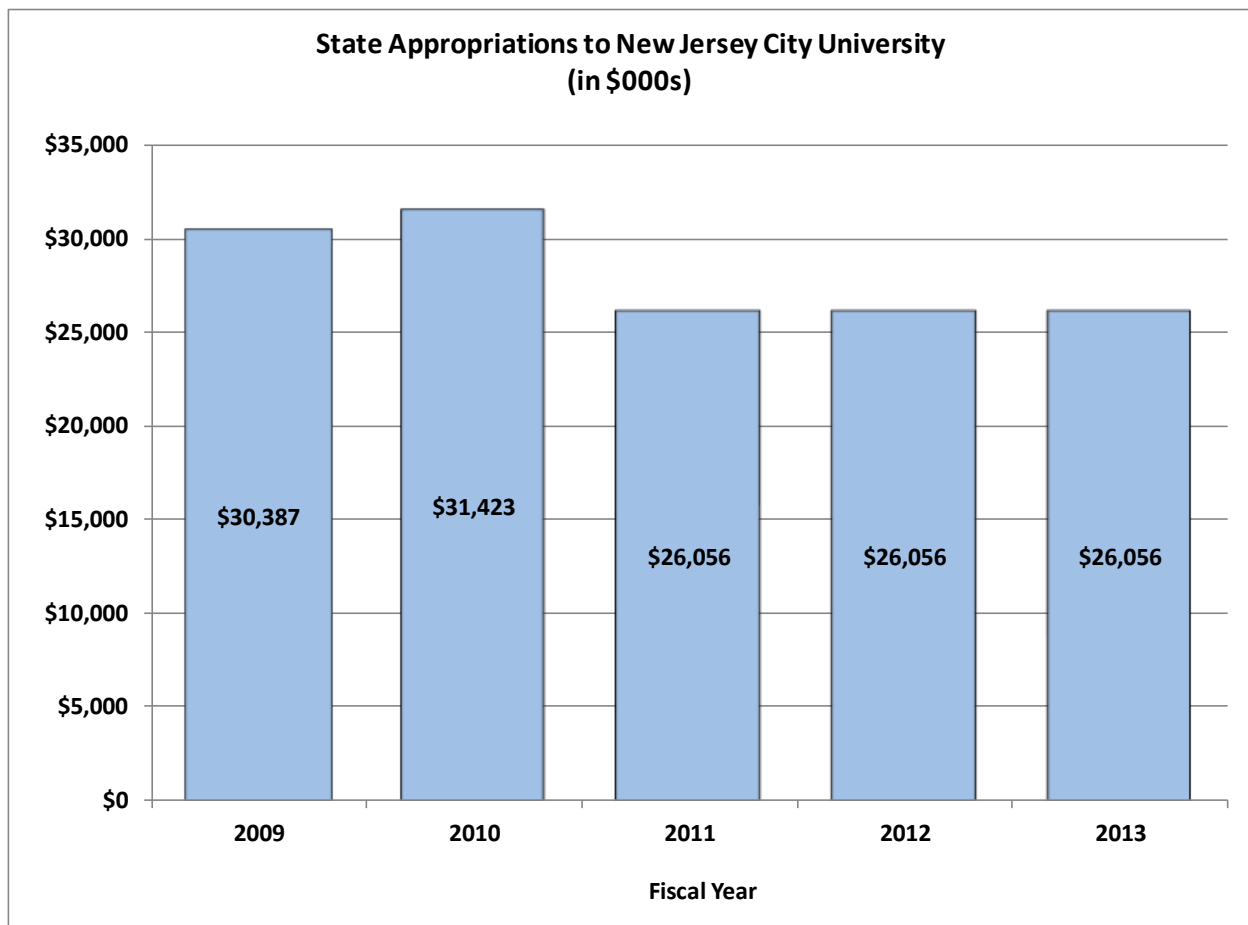
Tuition & Fees

The table below reflects the annual tuition and fees for full-time undergraduate New Jersey residents at the traditional State colleges/universities for the 2012-2013 academic year.



State Appropriations

Set forth below is the annual State Legislative appropriations received by the University for fiscal years 2009 through 2013. In addition to the amounts set forth below, the State also pays the fringe benefits for certain University employees.



New Jersey State Budget Situation

Consistent with the prior two fiscal years, total State of New Jersey appropriation to the University was held flat at \$26.056 million. This base appropriation level is expected to remain unchanged for fiscal year 2014 as well. The University's two primary revenue sources are appropriations from the State of New Jersey, and proceeds from tuition and fees. As costs continue to rise and appropriations remain flat, the university must continue efforts to implement creative measures to maintain tuition at affordable levels for our target population of students.

Despite the fiscal challenges, the University took the necessary steps to develop a balanced budget for fiscal year 2013, and the administration is committed to producing a balanced budget in fiscal year 2014. Undertaking the task of balancing future budgets will require careful planning, defining clear goals, and ensuring that available funds are allocated to strategic initiatives. Additionally, cost saving measures such as suspending new hiring (except for critical personnel needed to fulfill the academic mission of the University), freezing and/or eliminating selected vacant positions, consolidating departments, eliminating duplicate services, monitoring and controlling class size and personnel salaries, and restructuring certain service contracts should be consistently examined to maximize use of funds.

The University continues development of a new strategic plan that will guide our planning efforts in the coming years. This renewed plan will facilitate more targeted efforts to align resources with our most strategic, high-priority needs. The University continues its commitment to preserve the integrity of the academic programs as well as to remain among the most affordable State universities. In light of trends in

declining State support and rising costs, emphasis remains on allocating limited resources to mission-critical initiatives.

Future Capital Needs and Borrowing

The University is committed to the quality and progression of its academic and community programs. This commitment however, must be guided by prudent strategic planning and allocation of resources that provide the greatest benefit for stakeholders. In 2009, the University completed a Facilities Condition Assessment to evaluate and prioritize its deferred maintenance requirements for all buildings and supporting infrastructure. Additionally, the University completed its Facilities Master Plan in January 2011 to obtain a holistic view of current and future building and facilities needs. The Facilities Condition Assessment and Facilities Master Plan form the basis of assessing the cost, scope and timeline for which buildings and associated subsystems must be upgraded and/or repaired in order to provide well-maintained facilities. In addition to deferred maintenance needs, the University plans to renovate existing academic facilities on our main campus and construct academic and residence facilities and the associated infrastructure on the lands acquired for the West Side Campus.

In an effort to mitigate the risk of severe emergencies and system failures due to aging infrastructure and buildings, the University identified and prioritized approximately \$30.0 million of critical capital improvements needed to address deferred building and infrastructure maintenance requirements. These capital improvements were derived from the 2009 Facilities Condition Assessment. The University implemented a financing project which culminated in a \$30.0 million bond sale in September 2010 to fund these projects. The University is utilizing these funds, focusing on academic spaces first and anticipates completing the critical capital improvements by September 2013.

Capital additions totaling \$9.6 million in fiscal year 2012 consisted of major Capital Renewal Projects which began in fiscal year 2011. These projects include renovations and improvements to campus buildings and related subsystems which are financed through the September 2010 bond sale. During fiscal year 2011, the University recognized an increase in capital assets, net of depreciation totaling \$3.3 million. This increase was primarily attributed to renovations of the Science and Rossey Hall buildings, as well as preliminary design and engineering work in preparation for the West Campus remediation project. Net additions to capital assets totaling \$4.7 million in fiscal year 2010 include roof repairs for the Professional Studies building and Hepburn Hall, renovations to the Science Building, window replacement in Fries Hall, and preliminary work for the remediation of the West Campus site. In addition to these large projects that took place during the three fiscal years, the University also completed various smaller department renovations which contributed to the additions of net capital assets

Student Financial Assistance

The University's students are the direct recipients of various governmental financial assistance programs or grants based upon need or academic excellence. In the fiscal year ending June 30, 2012, students received \$29,319,342 in governmental grant financial assistance, \$2,149,617 in University scholarships, and \$1,960,145 in tuition and fee waivers.

New Jersey City University Foundation, Inc.

The Foundation's net assets increased \$1.0 million in fiscal year 2012 compared to \$700,000 in fiscal year 2011. The change in net assets is primarily attributed to increases in contributions and grants in the current year compared to the previous year. Expenses remained consistent for both fiscal years. During fiscal year 2012 the Foundation recognized contributions of \$1.9 million and grants of \$205,000 compared to fiscal year 2011 contributions of \$744,000 and grants of \$21,000. The current year increases in contributions and grants compared to the prior year, were offset by lower investment income and appreciation. In fiscal year 2012, total investment income and appreciation was \$68,000, while

investment income and appreciation totaled \$995,000 in fiscal year 2011. As of June 30, 2012 the Foundation's total net assets were \$8.7 million.

The following chart reflects the total revenues, expenses and net assets of the Foundation for the past five years:

