

2022 – 2026 Strategic Plan: A Vision for Success

Goal Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Goal 1: Engage

Ensure high-quality and equitable student, employee, and community stakeholder experiences

Metrics Assumptions: Baseline Fall 2021 (FY22) adding additional year re: COVID-19

Cross-functional committee – Enrollment Management

Fall Applicants

Fall Term	Fall 2019	Fall 2020	Fall 2021*	Fall 2022	Fall 2023	1yr. Trend
Number of Applicants	3,148	3,220	2,875	2,743	2,786	↑
Enrollment Yield	35%	35%	38%	40%	38%	↓

Fall Credit Enrollment

Fall Term	Fall 2019	Fall 2020	Fall 2021*	Fall 2022	Fall 2023	1yr. Trend
Credit Enrollment - SURE Census Date (*)	5,048	4,464	4,373	4,278	4,273	↓

Spring Credit Enrollment

Spring Term	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Spring 2024	1yr. Trend
Credit Enrollment - SURE Census Date	4,699	3,923	4,198	4,130	3957	↓

Fiscal Year Credit Enrollment

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Trend
Total Headcount	6,948	6,166	6,313	6,322	6,038	↓
Audited Full-Time Equivalent Enrollment (FTE) (*)	3,598	3,194	3,098	3,145	3,098	↓
FY Headcount of Underrepresented Minorities (*)	2,741	2,461	2,672	2,996	3031	↑
FTE Enrollment - IPEDS (**) <i>MSCHE Standards I, III, IV, & V</i>	3,762	3,609	3,561	3,161	3,116	↓
% Change in IPEDS FTE Enrollment (**) <i>MSCHE Standards I, III, IV, & V</i>	NA	-4%	-1%	-11%	-1%	↑

Fiscal Year Non-Credit Enrollment

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Trend
Customized Training Registrations	762	330	782	833	867	↑
Open Enrollment Registrations	2,160	1,076	933	1,732	2003	↑

(*) New Jersey Performance Funding Metric

(**) MSCHE AIU Metric

(***) Diversity, Equity and Inclusion Plan 2023-2026 Metric

2022 – 2026 Strategic Plan: A Vision for Success

Goal Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Term Credit Student Population Demographic Distribution (***)

Fall Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
American Indian or Alaska Native	0%	0%	0%	0%	0%	↔
Asian	7%	7%	6%	6%	6%	↔
Black or African American	14%	13%	14%	14%	14%	↔
Hispanic	25%	26%	26%	28%	29%	↑
Native Hawaiian or Other Pacific Islander	0%	0%	0%	0%	0%	↔
Two or More Races	3%	3%	4%	4%	4%	↔
Unknown	7%	6%	5%	5%	4%	↓
White	44%	45%	44%	42%	41%	↓

Fall Term Enrollment by Gender Distribution (***)

Fall Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
Female	61%	65%	64%	63%	63%	↔
Male	39%	35%	36%	37%	37%	↔

Adult (Non-Traditional Age) Credit Enrollment (*) (***)

Fiscal Year	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
Total Headcount	1,625	1,480	1,521	1,426	1,325	↓
% of Fall Student Enrollment	32%	33%	32%	33%	31%	↓

HS Dual/Concurrent Enrollment

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Trend
Fiscal Year Headcount (Summer, Fall, and Spring)	1,023	947	1,347	1,215	1479	↑

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2022 – 2026 Strategic Plan: A Vision for Success

Goal Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Goal 2: Support

Provide innovative services designed to bolster student progress and wellness that enhance the educational experience

Cross-functional committees – Enrollment Management; Student Success; Diversity, Equity & Inclusion

Financial Aid & Economic Support

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Trend
Unduplicated Headcount of PELL, TAG, CCOG and EOF Recipients (*)	3,548	3,085	3,016	3133	3098	↓
Unduplicated Headcount of Scholarship Awards Recipients	538	591	527	413	569	↑
Number of Scholarships Awarded	750	825	748	625	829	↑

Fall to Spring Retention (NTI AtD Fall Student Cohort) – Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students who persisted from term 1 to term 2 (fall-to-spring)	78%	75%	78%	75%	74%	↓
Asian	77%	69%	87%	81%	81%	↔
Black/African American	73%	70%	73%	71%	72%	↑
Hispanics	81%	80%	77%	72%	77%	↑
White	79%	75%	79%	77%	73%	↓
Pell Recipients	82%	83%	82%	80%	81%	↑
Non-Pell Recipients	73%	66%	74%	69%	67%	↓
Female	81%	78%	80%	76%	75%	↓
Male	75%	72%	75%	73%	73%	↓

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2022 – 2026 Strategic Plan: A Vision for Success

Goal Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Fall to Fall Retention (NTI AtD Fall Student Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students who persisted from term 1 to term 3 (fall-to-fall)	52%	58%	62%	55%	54%	↓
Asian	63%	66%	72%	65%	65%	↔
Black/African American	48%	52%	53%	44%	42%	↓
Hispanics	52%	60%	61%	52%	53%	↑
White	52%	58%	63%	59%	57%	↓
Pell Recipients	53%	61%	64%	56%	54%	↓
Non-Pell Recipients	49%	55%	60%	53%	53%	↔
Female	57%	59%	66%	57%	55%	↓
Male	45%	56%	56%	52%	52%	↔

Fall to Fall Retention (IPEDS Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students who persisted from term 1 to term 3 (fall-to-fall)	57%	63%	68%	59%	59%	↔
Asian	71%	73%	74%	68%	65%	↓
Black/African American	52%	56%	61%	56%	46%	↓
Hispanics	62%	64%	67%	55%	58%	↑
White	58%	64%	72%	64%	60%	↓
Pell Recipients	58%	64%	68%	60%	57%	↓
Non-Pell Recipients	58%	63%	70%	61%	61%	↔
Female	64%	65%	72%	65%	60%	↓
Male	60%	50%	60%	55%	56%	↑

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2022 – 2026 Strategic Plan: A Vision for Success
Goal Metrics
Updated: April 2025 (FY 2023-2024)

04/09/2025

CCSSE Survey - Support for Learners Benchmark

Administered	Spring 2019
Providing the support you need to help you succeed at this college	68%
Encouraging contact among students from different economic, social, and racial or ethnic backgrounds	57%
Helping you cope with your non-academic responsibilities (work, family, etc.)	28%
Providing the support you need to thrive socially	32%
Providing the financial support you need to afford your education	57%
Academic advising/planning	63%
Career counseling	17%

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Goal 3: Educate

Cultivate an innovative and inclusive climate for high-quality learning across the college community responsive to both immediate challenges and long-term needs

Cross-functional committees – Student Success and Faculty Committees

NTI AtD Fall Student Cohort - College Ready Headcount

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
College Ready Headcount	373	490	546	565	522	↓
% of Cohort	27%	44%	48%	48%	42%	↓

Course Success Rates (***)

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Trend
Fiscal Year Course Success Rates (% with ABC Grades)	75%	75%	74%	74%	73%	↓
Asian	82%	82%	78%	81%	75%	↓
Black/African American	65%	64%	64%	60%	62%	↑
Hispanics	73%	70%	70%	70%	69%	↓
Native American	81%	77%	88%	82%	74%	↓
Native Hawaiian	66%	65%	63%	75%	40%	↓
Multiple Races	68%	67%	69%	67%	62%	↓
White	78%	79%	79%	79%	78%	↓
Pell Recipients	73%	72%	72%	72%	70%	↓
Non-Pell Recipients	77%	78%	77%	78%	76%	↓
Female	78%	76%	76%	75%	73%	↓
Male	70%	72%	72%	72%	70%	↓

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

English Gateway Course Success in year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students who completed gateway college-level English in Year 1	57%	61%	60%	52%	51%	↓
Asian	60%	70%	60%	61%	52%	↓
Black/African American	52%	46%	48%	39%	42%	↑
Hispanics	55%	65%	61%	49%	52%	↑
White	60%	62%	63%	57%	56%	↓
Pell Recipients	56%	65%	63%	52%	54%	↑
Non-Pell Recipients	57%	56%	57%	52%	49%	↓
Female	58%	63%	63%	53%	52%	↓
Male	55%	57%	56%	50%	50%	↔

Math Gateway Course Success in year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students who completed gateway college-level Math in Year 1	34%	41%	43%	34%	30%	↓
Asian	42%	42%	57%	54%	33%	↓
Black/African American	27%	24%	25%	19%	21%	↑
Hispanics	30%	41%	41%	29%	23%	↓
White	38%	47%	47%	40%	38%	↓
Pell Recipients	32%	40%	41%	31%	26%	↓
Non-Pell Recipients	37%	41%	45%	37%	34%	↓
Female	34%	40%	44%	30%	26%	↓
Male	34%	42%	40%	38%	34%	↓

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

English and Math Gateway Course Success in year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students who completed gateway college-level English and Math in Year 1	28%	35%	35%	26%	23%	↓
Asian	37%	38%	42%	44%	23%	↓
Black/African American	23%	20%	19%	12%	18%	↑
Hispanics	24%	35%	34%	24%	20%	↓
White	31%	39%	40%	30%	28%	↓
Pell Recipients	25%	35%	34%	24%	21%	↓
Non-Pell Recipient	31%	34%	36%	29%	25%	↓
Female	28%	35%	37%	24%	21%	↓
Male	27%	35%	32%	29%	26%	↓

Six credits earned in term 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students earning at least 6 college credits or more in term 1	59%	63%	65%	59%	58%	↓
Asian	53%	58%	66%	67%	58%	↓
Black/African American	46%	46%	48%	40%	43%	↑
Hispanics	53%	61%	60%	53%	57%	↑
White	68%	70%	73%	70%	66%	↓
Pell Recipients	56%	64%	62%	57%	57%	↔
Non-Pell Recipients	63%	62%	68%	62%	59%	↓
Female	60%	65%	66%	58%	58%	↔
Male	57%	60%	63%	61%	58%	↓

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2022 – 2026 Strategic Plan: A Vision for Success Goal Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Twelve college credits earned in term 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (*)**

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students earning at least 12 college credits or more in term 1	23%	30%	30%	26%	24%	↓
Asian	20%	25%	31%	38%	27%	↓
Black/African American	12%	22%	17%	16%	15%	↓
Hispanics	17%	25%	27%	22%	20%	↓
White	31%	35%	35%	32%	32%	↔
Pell Recipients	20%	28%	28%	23%	22%	↓
Non-Pell Recipients	28%	31%	32%	29%	27%	↓
Female	24%	31%	31%	25%	24%	↓
Male	22%	28%	28%	28%	25%	↓

Twenty-four college credits earned in year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (*)**

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students earning at least 24 college credits or more in year 1	21%	26%	28%	23%	23%	↔
Asian	27%	25%	27%	35%	33%	↓
Black/African American	8%	17%	15%	10%	15%	↑
Hispanics	16%	19%	25%	21%	18%	↓
White	27%	32%	33%	29%	29%	↔
Pell Recipients	18%	23%	25%	21%	21%	↔
Non-Pell Recipients	26%	29%	31%	26%	25%	↓
Female	23%	28%	30%	23%	23%	↔
Male	18%	23%	25%	24%	23%	↓

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2022 – 2026 Strategic Plan: A Vision for Success Goal Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Fifteen college credits earned in term 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students earning at least 12 college credits or more in term 1	7%	8%	8%	6%	4%	↓
Asian	5%	3%	6%	6%	4%	↓
Black/African American	2%	4%	4%	2%	3%	↑
Hispanics	4%	5%	7%	5%	2%	↓
White	10%	11%	11%	7%	7%	↔
Pell Recipients	5%	6%	7%	4%	3%	↓
Non-Pell Recipients	10%	10%	9%	8%	7%	↓
Female	6%	8%	8%	6%	4%	↓
Male	8%	8%	9%	6%	5%	↓

Thirty college credits earned in year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Trend
% of students earning at least 24 college credits or more in year 1	9%	9%	10%	9%	10%	↑
Asian	12%	5%	9%	17%	15%	↓
Black/African American	1%	4%	6%	3%	7%	↑
Hispanics	7%	7%	8%	8%	8%	↔
White	12%	12%	13%	11%	12%	↑
Pell Recipients	6%	7%	10%	9%	10%	↑
Non-Pell Recipients	12%	11%	11%	9%	9%	↔
Female	11%	10%	11%	9%	10%	↑
Male	5%	8%	9%	9%	9%	↔

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Goal 4: Achieve

Eliminate barriers to increase academic, social, and career goal attainment for all students.

Cross-functional committees –Student Success, Diversity Equity & Inclusion and Faculty Committees

Completions: Degrees and 30+ Certificates

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Trend
Number of Degrees Awarded (*)	689	599	808	643	802	↑
Number of 30+ Certificates Awarded (*)	7	8	14	5	18	↑
Degrees Awarded to Underrepresented Minorities (*)	232	218	295	232	289	↑

IPEDS Graduation Rate (Fall First-Time Full-Time Degree Seeking Cohort)

Cohort Entering Term	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	1yr. Trend
100% of the time (2 years)	8%	8%	9%	10%	15%	↑
150% of the time (3 years) (**) <i>MSCHE Standards I, III, IV, & V</i>	20%	20%	21%	23%	25%	↑
200% of the time (4 years)	27%	25%	29%	29%	34%	↑

150% (3Y) IPEDS Graduation Rate – Disaggregated (***)

Cohort Entering Term	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	1yr. Trend
% who earned a credential within 3 years	20%	20%	21%	23%	25%	↑
Asian	15%	24%	25%	21%	21%	↔
Black/African American	11%	9%	15%	12%	16%	↑
Hispanics	20%	17%	23%	20%	20%	↔
White	23%	27%	26%	27%	31%	↑
Pell Recipients	15%	19%	21%	17%	22%	↑
Non-Pell Recipients	26%	23%	24%	31%	30%	↓
Female	22%	24%	25%	27%	25%	↓
Male	17%	17%	19%	17%	25%	↑

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

4y Graduation Rate (NTI AtD Fall Student Cohort) (***)

Cohort Entering Term	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	1yr. Change
% who earned a credential within 4 years	20%	22%	22%	22%	28%	↑
Asian	23%	31%	26%	25%	27%	↑
Black/African American	10%	10%	11%	13%	16%	↑
Hispanics	22%	17%	23%	20%	26%	↑
White	23%	29%	27%	26%	32%	↑
Pell Recipients	18%	19%	18%	19%	28%	↑
Non-Pell Recipients	23%	25%	20%	25%	28%	↑
Female	22%	25%	25%	25%	28%	↑
Male	17%	18%	20%	18%	27%	↑

% of College Credits Earned versus Attempted in Year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Change
% of College Credits Earned versus Attempted in Year 1 (NTI AtD Fall Student Cohort) - Early Momentum Metric	76%	76%	76%	74%	73%	↓
Asian	84%	79%	78%	85%	78%	↓
Black/African American	67%	64%	63%	57%	61%	↓
Hispanics	73%	69%	73%	70%	69%	↓
White	79%	82%	81%	80%	79%	↓
Pell Recipients	73%	73%	73%	70%	69%	↓
Non-Pell Recipients	79%	80%	80%	79%	78%	↓
Female	79%	77%	79%	75%	73%	↓
Male	71%	74%	72%	73%	72%	↓

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Goal 5: Excel

Cultivate an innovative and inclusive climate for high-quality learning across the college community, responsive to both immediate challenges and long-term needs.

Cross-functional committees – Institutional Effectiveness; Senior Staff;

Financial Health Ratios (**)

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	1yr. Change
Primary Reserve Ratio	0.20	0.30	0.24	0.27	NA	-
Expendable Net Assets	10,877,412	15,365,997	14,334,273	14,322,712	NA	-
Total Expenses	55,637,082	51,050,286	58,539,495	53,068,013	NA	-
Return on Net Assets Ratio	0.04	0.22	0.12	0.05	NA	-
Change in Net Position	2,065,794	12,121,119	7,534,432	3,549,144	NA	-
Net Position	54,112,055	56,177,849	68,299,040	75,833,472	NA	-
Net Operating Revenue Ratio	-0.04	0.07	-0.01	-0.06	NA	-
Operating Income (Loss) + net operating revenues (expenses)	-1,897,155	4,225,478	-804,851	-2,875,252	NA	-
Operating Revenues + Non-Operating Revenues	49,225,009	59,995,465	58,109,824	50,644,737	NA	-
Viability Ratio	60.7	212.9	388.4	#DIV/0!	NA	-
Expendable Net Assets	10,877,412	15,365,997	14,334,273	14,322,712	NA	-
Plant Related Debt	179,130	72,178	36,909	0	NA	-

Three-year official cohort loan default rate (**)

Year	2016	2017	2018	2019	2020	1yr. Change
Loan default rate (**)	NA	NA	10.3%	4.3%	0%	-4 %

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2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

MSCHE Standards I, II, VI, & VII

Unrestricted Expenses by Function - Instructional, Academic Support, Student Services, Institutional Support, Plant Operations & Maintenance

Fiscal Year	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	1yr. Change
Total Cost of Expenses/FTE	\$9,846	\$9,523	\$10,061	\$11,006	\$11,659	6%
Cost of Credit Instruction/FTE	\$3,238	\$3,121	\$3,322	\$3,471	\$3,732	8%
Cost of Academic Support/FTE	\$977	\$943	\$1,092	\$1,355	\$1,484	10%
Cost of Student Services/FTE	\$1,136	\$1,119	\$1,219	\$1,454	\$1,558	7%
Cost of Institutional Support/FTE	\$2,423	\$2,470	\$2,443	\$2,534	\$2,522	↔
Cost of O&M of Plant/FTE	\$1,929	\$1,760	\$1,759	\$1,983	\$2,142	8%

Net Price for FT/FT Degree Seeking: General Tuition and Fees

Fiscal Year	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	1yr. Change
Cost of Attendance \$	\$14,658	\$15,336	\$15,653	\$15,753	\$14,889	-5 %
Average Awarded Grant/Scholarship Aid	\$5,735	\$6,003	\$5,368	\$5,288	\$6,480	+29%
Net Price	\$8,923	\$9,333	\$10,285	\$10,465	\$8,409	-20%
Full Academic Year General Tuition and Fees (in district)	\$4,818	\$5,238	\$5,340	\$5,340	\$4,272	-25%

Employee Demographics – Faculty (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Change
White	91%	89%	86%	85%	89%	4%
Black / African American	4%	4%	5%	6%	1%	-5%
Hispanic	2%	3%	5%	4%	1%	-3%
Asian	2%	3%	3%	4%	7%	3%
Native Hawaiian/ Pacific Islander	1%	1%	1%	1%	0%	-1%
American Indian / Alaska Native	0%	0%	0%	0%	0%	↔
Unknown	0%	0%	0%	0%	1%	1%
Female	48%	61%	65%	63%	61%	-2%
Male	52%	39%	35%	37%	39%	+2%

(*) New Jersey Performance Funding Metric

(**) MSCHE AIU Metric

(***) Diversity, Equity and Inclusion Plan 2023-2026 Metric

2022 – 2026 Strategic Plan: A Vision for Success Goal

Metrics

Updated: April 2025 (FY 2023-2024)

04/09/2025

Employee Demographics – Staff (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Change
White	67%	68%	62%	61%	64%	3%
Black / African American	20%	22%	23%	23%	22%	-1%
Hispanic	8%	8%	9%	10%	12%	2%
Asian	4%	2%	6%	5%	1%	-1%
Native Hawaiian/ Pacific Islander	1%	0%	0%	0%	0%	0%
American Indian / Alaska Native	0%	1%	1%	1%	0%	-1%
Unknown	0%	0%	0%	0%	0%	↔
Female	63%	60%	60%	58%	56%	-2%
Male	37%	40%	40%	42%	44%	2%

Employee Demographics - Faculty + Staff (***)

Cohort Entering Term	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr. Change
White	79%	77%	73%	73%	70%	-3%
Black / African American	12%	14%	15%	15%	17%	2%
Hispanic	5%	6%	7%	7%	9%	2%
Asian	2%	3%	5%	5%	3%	-2%
Native Hawaiian/ Pacific Islander	1%	0%	0%	0%	0%	↔
American Indian / Alaska Native	0%	0%	0%	0%	0%	↔
Unknown	0%	0%	0%	0%	0%	↔
Female	55%	60%	62%	61%	58%	-3%
Male	45%	40%	38%	39%	43%	4%

County of Service – Demographics (***)

	Atlantic	Came May
White	55%	85%
Black / African American	17%	5%
Hispanic	20%	9%
Asian	8%	1%
Native Hawaiian/ Pacific Islander	0%	0.4%
American Indian / Alaska Native	0.7%	0.1%
Two or More Races	2.9%	2%
Female	51%	51%
Male	49%	49%

(*) New Jersey Performance Funding Metric

(**) MSCHE AIU Metric

(***) Diversity, Equity and Inclusion Plan 2023-2026 Metric