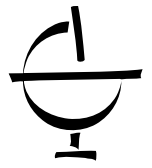


Celebrating
35 YEARS



EXCELSIOR
COLLEGE

ANNUAL REPORT
2005-2006



DEAR COLLEAGUES AND FRIENDS:

Just over a year ago, my tenure as president began. During this time, I have given some thought to the meaning of the College's emblem, a visual representation of an ancient icon—the armillary sphere. I believe it is a perfect metaphor for Excelsior.

Armillary spheres were originally formed of graduated metal circles that linked the poles and represented the equator, meridians and parallels. Used both as teaching and observational tools, they essentially modeled the prevailing perception of the universe. More specifically, the armillary sphere was used to map the visible universe and teach concepts of coordinate systems in astronomy as they were understood at the time.

Initially, the earth was placed at the center of the sphere with the celestial bodies rotating around it. Eventually, as our understanding of the universe evolved, the sun was placed at the center. In much the same way, the prevailing and dominant view of higher education has always placed the campus at the center of the educational universe.

Through our work over the past 35 years, and in keeping with our vision and mission, Excelsior College has created a sphere of higher education that places the student at the center of the universe. The graduated metal circles may be seen as representing the needs of our students. As more needs emerge, more circles are added to the sphere—always with the student perspective as the reference point.

In addition to representing what was then the established view of the universe, the armillary sphere was also one of the earliest forms of complex mechanical design.

Similarly, in the student-centered armillary that is Excelsior, the original design portrayed distance education as an external degree, granted through the use of assessment exams and the accumulation of credit from other, often disparate sources.

While the College will always be based on the philosophy that “what you know is more important than where or how you learned it,” our understanding of the students we serve has also evolved. To meet their needs, we continue to expand the options for student learning. Our suite of online courses has grown exponentially, buoyed by an expanding technological infrastructure and teaching faculty of experts from around the world. Enrollments in our courses dramatically exceeded projections.

Excelsior College continues to take a leadership role with respect to the advancement of distance education. It serves as a model to traditional, campus-based institutions and their own developing distance learning and assessment initiatives. The student-focused educational model, designed by our founders, has indeed spurred others to rethink the ways in which they serve their students.

While 35 years is a relatively short period of time in the life of an institution, I have seen first hand the sense of tradition that exists at Excelsior College. During this past year, we have experienced much progress and many successes that demonstrate the continuing evolution of our tradition. I am energized by our prospects for the future. So it is with great enthusiasm that I present this annual report for the year 2005-2006.



John F. Ebersole
President

A woman with dark hair tied back, wearing red V-neck scrubs, stands in an office. She is smiling and holding a large, light-colored folder or portfolio. In the background, there is a desk with a computer monitor and some papers. The office has wood-paneled walls and a patterned carpet. A large, semi-transparent blue banner with white text is overlaid on the lower half of the image.

2005-2006 NEW DEVELOPMENTS

*"Let us think of education as the means of developing our greatest abilities, because
in each of us there is a private hope and dream
which, fulfilled can be translated into benefit for everyone and
greater strength for our nation."*

JOHN F. KENNEDY



Among the many steps the College has taken to remain at the forefront of distance education are the development of new degree programs and course offerings. Along with efforts to fulfill emerging student needs, we are also creating new avenues through which a degree or certificate may be earned.

The School of Health Sciences introduced its first baccalaureate degree program. The new Bachelor of Science in Health Sciences was principally designed to meet specific educational goals of health care workers, such as respiratory therapists, dental hygienists, or radiology technicians seeking more advanced degrees.

The American Council on Education (ACE) accomplished its five-year review of the Excelsior College Examinations program. The review panel of psychometricians and content experts commended the College's examinations program for its test development, administration, and measurement rigor, and approved it for another full five years of inclusion in the ACE *Guide to Credit by Examination*.



Smith & Nephew, a global manufacturer of innovative medical devices, agreed to share interactive video-learning animation segments from its Global Wound Care Academy, to assist the College in creating an online undergraduate wound care course. The new course, integrating 29 virtual reality and interactive video animations (valued at \$290,000), will help students prepare for the CWS (Certified Wound Specialist) certification exam offered by the American Academy of Wound Management.

The School of Nursing introduced its new Master of Science in nursing with a specialization in Nursing Education. Developed in response to the growing nursing faculty shortage, this new master's degree program is designed to prepare qualified, experienced nurses for roles as nursing faculty and educators.



*“An investment in knowledge always
pays the best interest.”*

BENJAMIN FRANKLIN

GRANTS AND GIFT



Grants and gifts have always provided a catalyst for the creation of new learning tools, degree and certificate programs, and employee training initiatives as well as the increased funding of financial aid—all with a focus on addressing the emerging needs of our students.

Our Criminal Justice program received a \$225,000 federal grant to create a Web-based certificate program designed to teach criminal justice training professionals the principles of adult learning. Included is the development of five post-baccalaureate courses leading to a Certificate in Leadership and Professional Development.

A grant of \$42,000 from the New York State Department of Labor for Capital Region Workforce development and skill building was used for employee trainings in communication, technology, and frontline management. The trainings focused, in large part, on communicating with students whose first language is other than English.

Thanks to \$10,000 in scholarship funds provided by HSBC Bank, twenty students, age 25 years or younger, received awards of \$500 each, covering approximately one-half of the cost for an annual enrollment for each recipient. This allowed 20 more students to overcome financial barriers and stay on track toward their degrees.

*“The future enters into us...
long before it happens.”*

RAINER MARIA RILKE

As part of its continuing commitment to share the latest in health care knowledge with professionals in the Capital Region and beyond, the College made the Ovid online medical and scientific research database available to the public. Originally funded through an \$11,703 grant awarded by the New York State Education Department’s Library Collection Aid, the grant provided an allowance for public access to Ovid’s online medical research capabilities.

In February 2006, Excelsior College, working with other distance institutions, achieved a change in federal policy, removing barriers to financial aid programs for our students. Availability of this support will greatly affect our mission of access. The College immediately began to align its procedures with federal requirements and put in place the infrastructure necessary to program implementation. In the year ahead, many of the federal financial aid and tax relief programs available at campus-based institutions will be open to our students.

*How important it is for us to recognize and
celebrate our heroes and she-roes!*

MAYA ANGELOU

AWARDS AND RECOGNITION





In addition to receiving our 4th recognition as a top college for transfer students, as ranked by *U.S. News and World Report*, we continue to garner national attention and accolades for the work that we do as well as for the graduates who succeed in their chosen professions.

Hispanic Outlook in Higher Education, a national magazine that serves Hispanic higher education, community-based organizations, and corporations, recognized Excelsior College for its efforts in serving the educational needs of Hispanics. The magazine ranked the Excelsior College School of Nursing ninth nationally in the number of Hispanics receiving nursing degrees; it also ranked the College among the top 100 four-year colleges based on Hispanic enrollment.

Two Excelsior grads—William Kershaw Cody PhD, RN, and Karen Cox, PhD, RN—were named New Fellows of the American Academy of Nursing (AAN), a most prestigious honor. Dr. Cody earned both his AS in nursing and his BS in nursing from Excelsior. Dr. Cox earned her AS in nursing from Excelsior. Academy president Joan L. Shaver described the new Fellows as “professionals who have shown extraordinary leadership in advancing nursing and health care innovations.”

The College received the Council of College and Military Educators Institutional Award. Given only seven times in the in the 26-year history of the organization, the CCME Award acknowledges Excelsior’s significant contributions to advancing the cause of military education. The College was recognized specifically for its work with the U.S. Army’s Sergeants Major Academy in Fort Bliss, Texas. Since 1998, more than 1,100 Sergeants Major have earned an Excelsior College degree.

Christine Foley, academic advisor in the School of Business and Technology, continued our tradition of garnering national recognition for academic advising excellence. She was selected by the National Academic Advising Association as a 2006 NACADA Outstanding Advising Certificate of Merit recipient in the Academic Advising—Primary Role category. This marks the tenth time NACADA has recognized Excelsior College academic advisors since 1991.

The School of Nursing was formally designated a National League for Nursing (NLN) Center of Excellence in Nursing Education for 2005-2008 in the category of Creating Environments that Enhance Student Learning and Professional Development. Only seven nursing schools in the country (out of 1,700 that hold NLN accreditation) have been so honored, and the Excelsior College School of Nursing is the first distance program to achieve this high honor.



LEADERSHIP

*"I will study and get ready, and perhaps
my chance will come."*

ABRAHAM LINCOLN



Serving as a catalyst for the continued growth and success of adult education and distance learning has always been our mandate. And while we work diligently to reach students on a national and international level, we also take our commitment to the local community and our social responsibility just as seriously.

—

Last March, a group of influential leaders in the distance education community came together at the second Presidents' Forum of Excelsior College to address the nuts and bolts issues that affect all distance learning institutions and ultimately (and most importantly) our students. The Forum outlined the need for accreditation alliances, bilateral agreements, and the construction of a transparent system of accountability and outcomes measurement. It also initiated work on a comprehensive outreach strategy to inform policymakers, regulators, and accreditors regarding our approach to learning and student support.

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

RALPH NADER

President Ebersole took on an active role in the development of the Capital Region's new Tech Valley High School. He chairs the Learning Team, charged with providing direction for curriculum, teaching and student life, and assisting in the recruitment of students and teachers. Tech Valley High will support the region's growth and economy by providing a unique educational opportunity, engaging students in the region's emerging technologies.

Students will learn in an innovative and professional environment, fostered by the use of advanced learning methods and a variety of instructional technologies. The rigorous curriculum, focused on math, science, and technology, will cultivate an understanding of those technologies for which Tech Valley is recognized: biotechnology, nanotechnology, information technology, energy technology, and advanced materials science.

The Excelsior College Community Service Committee was formed to respond to needs of the local community and beyond.

In the fall of 2005, we held a Hurricane Katrina Relief Fair. Later, during the holiday season, we collected gifts for every resident at the Albany County Nursing Home. We also organized work days for Habitat for Humanity. As this initiative gains momentum, we will continue to demonstrate the generous and caring nature of the Excelsior College family by making a difference in the lives of others.



*"Excelsior College is a gem
that stands head and shoul-
ders above the crowd of
higher learning institutions
in its ability to enable the
independent learner."*

BLAKE ANDREW BARR

STUDENT EXPERIENCE

*"Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference."*

ROBERT FROST



Ultimately, anything and everything we do is measured against the fulfillment of the dreams of our students. There are many indications that we are indeed measuring up.

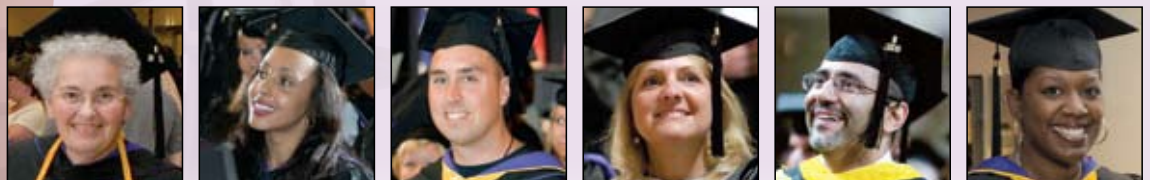
According to our most recent graduate surveys, within three years of earning their degrees, 49.3% of our graduates report receiving a promotion. Excelsior also ranks in the top 27% of colleges and universities whose baccalaureate graduates have gone on to earn a doctorate.* These statistics, signifying our students' successes, are perhaps the best award, or more accurately, reward to which we can call attention.

Or, we could just show you through the smiles on their faces and let our students and graduates tell you themselves.



"As an Excelsior student, I always felt very supported and encouraged to work toward my degree, even though I was living in Japan." — Mari Sasaki

"I feel that Excelsior College specializes in helping students overcome obstacles. I want to thank all of you who have had the vision of making a college education more accessible and who have worked to make that dream a reality for students like me." — Sara Waldorf



"Through Excelsior I learned discipline, how to study— I learned how to learn." — Alicia LePard

"For many of us, Excelsior is the subway train or bus ride that we took while doing papers or reading textbooks. Excelsior is the corner of an apartment or house with our books or other needed texts on a computer table. Excelsior is the back porch, an airport terminal, a van, a car seat, a hotel room, or any other place our laptops or desktops could fit for an hour." — Marvin Williams

*(Report by NORC, 2006/among colleges classified as baccalaureate institutions using the Carnegie Classification)

FISCAL YEAR 2005–2006

“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”

PABLO PICASSO

■

The College realized a surplus of \$1,574,138 for the fiscal year ending June 30, 2006. Revenue for the year totaled \$42,838,844 and expenses totaled \$41,264,706. The surplus (change in net assets) of \$1,574,138 resulted in increasing unrestricted net assets by \$1,533,202 and restricted net assets by \$40,936. Revenue increased \$4,590,009 or 12.0% from the fiscal year ending June 30, 2005, to the fiscal year ended June 30, 2006. Expansion of online instruction was a major factor in revenue growth from the 2005 to 2006 fiscal year.

As of June 30, 2006, assets at the College totaled \$23,962,085 and liabilities totaled \$11,177,210, resulting in net assets of \$12,784,875. The increase in net assets of the College in the amount of \$1,574,138 represented a 14.0% increase in net assets from the 2005 to the 2006 fiscal year.

■

The statements on this and the following pages have been excerpted from the College's audited financial statements. Certain information and footnote disclosures normally included in financial statements prepared in accordance with generally accepted accounting principles have been omitted. These statements should be read in conjunction with the complete audited financial statements and notes thereto; they reflect the operations of Excelsior College for 2005-2006 and the prior fiscal year.

STATEMENT OF FINANCIAL POSITION

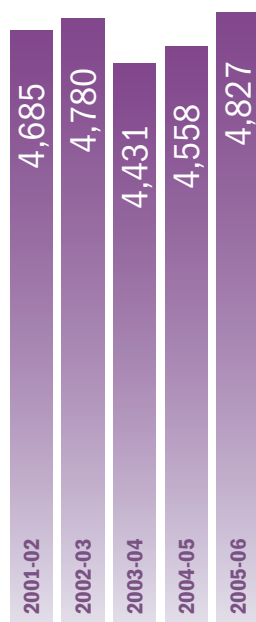
June 30, 2006 and 2005

	2006	2005
Assets:		
Total current assets	15,102,874	12,646,838
Fixed assets	8,806,410	9,367,991
Other assets	52,801	60,011
Total assets	23,962,085	22,074,840
Liabilities:		
Total current liabilities	8,506,885	7,904,968
Other liabilities	2,670,325	2,959,135
Total liabilities	11,177,210	10,864,103
Net assets:		
Total unrestricted	12,015,595	10,482,393
Total restricted	769,280	728,344
Total net assets	12,784,875	11,210,737
Total liabilities and net assets	23,962,085	22,074,840

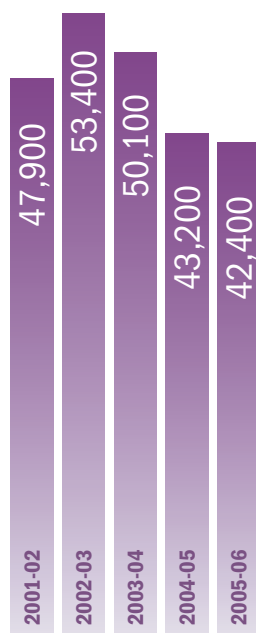
STATEMENT OF ACTIVITIES

For the annual period ending June 30, 2006 and 2005

	2006	2005
Revenues, gains, and other support:		
Enrollment and other fees	27,032,603	22,956,531
Examination fees	13,315,313	12,432,626
Other sources	2,492,928	2,859,678
Total revenues, gains, and other support	42,838,844	38,248,835
Expenses:		
Academic programs	22,287,747	20,107,232
Student services	6,982,298	6,938,333
Institutional support	11,994,661	11,282,732
Total expenses	41,264,706	38,328,297
Change in net assets	1,574,138	(79,462)
Net assets at beginning of year	11,210,737	11,290,199
Net assets at end of year	12,784,875	11,210,737



Graduates
Historical Trend



Excelsior College Examinations
(Rounded to the nearest 100)



Enrolled Students
Historical Trend*

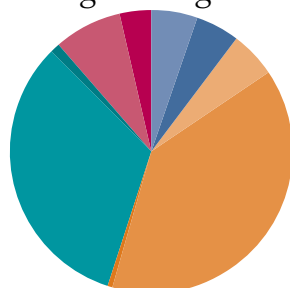
■ Diverse Populations
■ White, Non-Hispanic

*During FY2005-2006, there were 26,955 students actively enrolled in the College, which represents a 2% increase over FY2004-2005.

This chart includes only students who self-reported their race/ethnicity.

STATISTICAL YEARBOOK

Graduates by Degree Program:



July 2005 - June 2006
(4,827 Graduates)

Business

Associate - 268
Baccalaureate - 240

Liberal Arts

Associate - 247
Baccalaureate - 1,876
Master's - 37

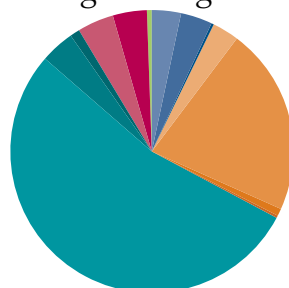
Nursing

Associate - 1,559
Baccalaureate - 54
Master's - 7

Technology

Associate - 367
Baccalaureate - 172

Students by Degree Program:



Fall 2006
(28,232 Enrolled Students)

Business

Associate - 955
Baccalaureate - 1,010
Master's - 76
Certificate - 1

Liberal Arts

Associate - 879
Baccalaureate - 6,035
Master's - 237
Certificate - 60

Nursing

Associate - 15,133
Baccalaureate - 1,103
Master's - 334

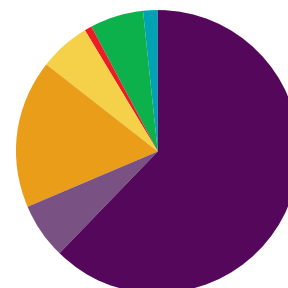
Technology

Associate - 1,201
Baccalaureate - 1,090

Health Sciences

Baccalaureate - 20
Certificate - 98

Race/Ethnicity of Enrolled Students:



Fall 2006
(28,232 Enrolled Students)

■ White, Non-Hispanic
17,629 (62%)
■ Not Reported
1,802 (6%)

Minority 9,533 (32%)

■ African American
4,755 (17%)
■ Latino(a)
1,669 (6%)
■ Native American
243 (1%)
■ Asian/Pacific Islander
1,695 (6%)
■ Multiracial/Other
439 (2%)



Standing (l to r):
Cox, Allen, Wetsch,
O'Connor, Simpson,
Gregg, Staley,
Moran, Yep

Sitting (l to r):
Smith (Jean),
Kinsinger, Smith
(Joshua), Ebersole,
Partington

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(l to r): John Pontius, Joe Porter, Dana Offerman, John Ebersole, Murray Block (former interim president), Nancy Davidson, Mary Beth Hanner

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Introducing the Excelsior College Honor Roll of Donors



*"I don't think you ever stop giving. I really don't.
I think it's an ongoing process. And it's not just about being able to
write a check. It's being able to touch somebody's life."*

OPRAH WINFREY

ABOUT EXCELSIOR COLLEGE

Excelsior College was originally founded in 1971 as the external degree program of the New York State Board of Regents. In 1998, the Board of Regents granted the institution (then known as Regents College) an absolute charter to operate as a private, independent college. As are all colleges in the state, Excelsior College is a member of The University of the State of New York. The College is governed by a board of trustees comprised of individuals from across the United States who are prominent in the fields of business, education, government, and the professions.

Excelsior College awards degrees in 36 programs: 33 at the associate and baccalaureate levels in liberal arts, nursing, business, technology, and health sciences, and 3 master's-level degrees in liberal studies, nursing, and business. The College also awards certificates in business, health sciences, and liberal arts.

The faculty of Excelsior College are drawn from colleges and universities from around the world as well as from industry and the professions. They establish and monitor academic policies and standards, determine degree requirements and the ways in which credit can be earned, develop the content for all examinations, teach our courses, review the records of students to verify their degree requirement completion, and recommend degree conferral to the Board of Trustees.

Approximately 13 percent of the students enrolled in Excelsior College come from New York State; the remaining 87 percent come from all other states and many foreign countries. Approximately 116,000 persons have earned degrees from Excelsior College. Many of them indicate that they expect to earn a master's or higher degree at some point in the future, and a large percentage of our baccalaureate graduates pursue postgraduate study immediately after earning their Excelsior College degrees.

ACCREDITATION

Excelsior College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104, 215-662-5606. The Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA). The associate, baccalaureate, and master's degree programs in nursing are accredited by the National League for Nursing Accrediting Commission (NLNAC), 61 Broadway, New York, NY 10006, 800-669-1656. The NLNAC is a specialized accrediting agency for nursing recognized by the U.S. Secretary of Education. The baccalaureate degree programs in electronics engineering technology and nuclear engineering technology are accredited by the Technology Accreditation Commission (TAC) of the Accreditation Board for Engineering and Technology (ABET), 111 Market Place, Suite 1050, Baltimore, MD 21202, 410-347-7700. The TAC of ABET is a specialized accrediting agency recognized by the U.S. Secretary of Education. The Master of Arts in Liberal Studies program has been accepted into full membership by the Association of Graduate Liberal Studies Programs (AGLSP). This constitutes accreditation in the field of graduate liberal studies. All the College's academic programs are registered (i.e., approved) by the New York State Education Department. Excelsior College Examinations are recognized by the American Council on Education (ACE), Center for Adult Learning and Educational Credentials, for the award of college-level credit. Excelsior College Examinations in nursing are the only nursing exams approved by ACE.

Excelsior College maintains a drug-free workplace and is a drug-free school, as provided by the Federal Drug-Free Schools and Communities Act Amendments of 1989.

Excelsior College does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender, or sexual orientation in the educational programs and activities which it operates. Portions of this publication can be made available in a variety of formats upon request. Inquiries should be directed to the Affirmative Action Officer, Excelsior College, 7 Columbia Circle, Albany, NY 12203-5159.

Campus Crime Statistics can be found at the following Web site: <http://ope.ed.gov/security>.

Excelsior College recognizes with special thanks

THE FOLLOWING DONORS WHO CONTRIBUTED TO THE COLLEGE IN 2005-2006.

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