

**Proposal for a New Concentration in Community Leadership and Civic Engagement (CLCE) in the  
School of General Studies, LIBA Program**

Prepared by the Provost's New Program Development Workshop Committee,  
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**Full Name of Current Program:** Liberal Arts  
**Stockton Program Acronym:** LIBA  
**Degree/level of Current Program:** BA

## 1. Program Overview and Objectives:

The Community Leadership and Civic Engagement concentration, an interdisciplinary concentration proposed for Stockton’s existing Bachelor of Arts in Liberal Studies degree (LIBA CLCE), is designed for students interested in becoming leaders and shapers of governmental, cultural, environmental, or humanities-based institutions. It combines a core set of General Studies classes with a range of disciplinary courses drawn from across university that allows students to tailor their LIBA to meet their personal pedagogical interests and professional aspirations. Better still, through incorporation of internships and service learning experiences, students can benefit from applied and experiential learning opportunities in Atlantic City and County, providing the prospect to translate academic learning into real-world experiences, as well as create a professional network for future professional development and employment long before graduation.

All LIBA students are required to complete the following courses:

|          |   |
|----------|---|
| GEN 2250 | Introduction to Liberal Studies                               |
| GEN 2248 | Perspectives on Civic Engagement OR GEN 3851 Service Learning |
| GEN 2240 | Introduction to Research                                      |

In addition, students interested in the LIBA CLCE would work closely with their preceptors to devise a personal program of study that included a selection of 4 additional core courses from the list below, classes which emphasize the lenses of political, social and cultural leadership and change (a list of all core courses and their descriptions appears as Appendix A)<sup>1</sup>:

|                |  |
|----------------|--|
| GEN 1043       | Tools for Social Change (Freshman Seminar)                         |
| GAH 2405       | Masses, Classes and Ideas (currently taught as Dissent in America) |
| GAH 2276       | South Jersey/AC History and Culture                                |
| GIS 4000       | Senior Seminar   |
| GSS 2000-level | Critical Thinking and Social Problem Solving*                      |
| GSS 3000-level | Leadership Theory and Practice *                                   |
| GIS 3000-level | Campaign/Project Design*   |
| GSS 3000-level | Communications/Public Relations/Ethics*                            |

Additional elective courses would be drawn from a broad range of offerings in the social and behavioral sciences, health science, arts and humanities, environmental studies, education, and business. Students would also need to meet university General Studies, cognate, and At Some Distance requirements.

CLCE is not intended as a stand alone degree at the outset; it is a concentration, or suggested pedagogical pathway, that provides students interested in civic-oriented study with a roadmap to achieve that goal

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<sup>1</sup> Courses with an asterisk are in development; those without an asterisk are already regularly taught as part of the Stockton curriculum.

through Stockton's existing campus curriculum, as well as some new proposed courses. Course enrollments and student interest in this concentration will be carefully monitored over the first three years. Should there be sufficient demand, the concentration would apply to become a full-fledged major which, because of its broad disciplinary options, could still be housed within General Studies. LIBA CLCE reflects the mission of Stockton University, which is "to develop engaged and effective citizens with a commitment to life-long learning and the capacity to adapt to change in a multi-cultural, interdependent world," and especially to provide "an environment for excellence to a diverse student body, including those from underrepresented populations."<sup>2</sup>

CLCE is also consistent with the mission of Stockton's LIBA degree, founded as "an option for students whose educational or career goals or academic interests are not met by any of Stockton's other degree programs," and to provide "extraordinary opportunities for creativity in educational planning and allows students to take advantage of a wide range of Stockton's faculty and other resources."<sup>3</sup>

The closest disciplinary parallels to the CLCE concentration at regional institutions are degrees in planning and public policy, nonprofit administration, urban studies, and organizational leadership. While more details about these programs appear in the section of this proposal that outlines regional competition and market need, it is important to note that Stockton does not offer any of these fields at the undergraduate level. Consequently, the proposed concentration does not replicate an existing degree program at the university; instead by encouraging students to combine coursework from across schools and disciplines, CLCE embodies the interdisciplinarity that is the defining characteristic of the university's LIBA experience.

CLCE also helps Stockton fulfill its mission as an Anchor Institution of Atlantic City, a designation made by the state in April 2016.<sup>4</sup> Anchor Institutions contribute to the economic, social, and cultural fabric of the communities and environments in which they operate, harmonizing two primary roles played by universities: educating its citizens to be active, thoughtful, and meaningful participants in public life; and operating as a significant partner in fostering community and regional health and development. A LIBA with a CLCE concentration furthers this vision by building on what are already strong institutional emphases of service learning and community engagement. Students will be able to conceive and develop local projects, experience their community anew through local partnerships, and graduate with a sound understanding of the characteristics of—and dynamic interplay among—communities, institutions, and the social, cultural, and physical environment. They will also acquire a deep understanding of civic values such as responsibility, justice, activism and participation in a pluralistic, multicultural society.

The timing for this concentration could not be more auspicious. In December 2017, Stockton received a grant from the state of New Jersey to establish a second Educational Opportunity Fund Program (EOF) for up to 50 students. The mission of all EOF programs is to provide eligible students focused on high academic achievement, but from disadvantaged income backgrounds, with an active, creative, and supportive learning environment.

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<sup>2</sup> Stockton University's mission statement, as well as its vision and values statements, is available online. Website accessed on October 1, 2017: <https://www.stockton.edu/president/mission-statement.html>.

<sup>3</sup> *Stockton University Bulletin: 2017-18 Academic Year*, p. 239 (available online at: <http://intraweb.stockton.edu/eyos/bulletinpdf/content/docs/2017-18%20Bulletin%20v9-8-2017.pdf>).

<sup>4</sup> Stockton University, Gateway Campus Anchor Institution: <https://www.stockton.edu/acgateway/anchor.html>

This year's call for proposals mandated that new EOF initiatives be sufficiently different from existing programming. Stockton's proposal based its new EOF program in Atlantic City, and specifically emphasized civic engagement as one of its guiding principles. A history of institutional exclusion has created barriers to civic participation by communities of color, as well as mistrust of government. Moreover, and more specific to this part of the state, despite Atlantic City's established and highly regarded system of neighborhood representation, the demographics of the region are changing, including growing numbers of immigrants and refugees, compounding the challenge of representation for some communities.<sup>5</sup>

EOF-AC responds directly to these needs. It is designed as a capacity-building program for first-generation, low-income, and historically underrepresented students in order to increase awareness of—and participation in—civic leadership and governance. An academic concentration in CLCE would be a strategically important complement that enables EOF-AC students to focus on civic engagement during both their EOF summer programming, as well as their academic pursuits.

Recruitment and marketing for EOF-AC will take place between February and June of this year; its inaugural summer programming is scheduled for August 2018.

## **2. Evaluation and Learning Outcomes Assessment Plan**

### ***2a. Learning Goals and Programmatic Assessment***

The proposed CLCE concentration incorporates the study of civic knowledge (e.g. theories, factual information), civic skills (e.g. intercultural communication), and civic values (e.g. equality), all approached through the lens of critical thinking.<sup>6</sup> To that end, CLCE prioritizes the following learning goals and outcomes in order to equip students with the knowledge, skills, and experiences necessary for effective and informed leadership and engagement with communities.

#### **1. Learn fundamental facts, principles, and theories of community engagement**

- 1.1 Identify key elements, characteristics, and roles of communities and public spheres
- 1.2 Know how the roles of institutions, and the structures and processes of local governance and organizations, interact to produce political, economic, cultural, social change
- 1.3 Weigh and value competing conceptions of social justice/ethics
- 1.4 Weigh and value competing conceptions of citizenship
- 1.5 Identify historical and contemporary social movements and leaders/leadership characteristics
- 1.6 Understand differences in policy levels (local, state, national/government, corporate), and identify strategies for procedural interventions at various levels

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<sup>5</sup> Excellent models for diversifying civic leadership exist in other U.S. cities. Portland, Oregon, for example, has recently completed a seven-year project to diversity local governance. This work focused on engaging community members, rather than recruiting future leaders from among the school's student population (see: "Engaging for Equity, A Report on Portland's Diversity and Civic Leadership Program 2007-2013," Office of Neighborhood Involvement, City of Portland, Jan. 2015, and available online at: <https://www.portlandoregon.gov/oni/66693>).

<sup>6</sup> See: AAC&U, *Framework for 21st-Century Civic Learning and Engagement* (Washington, DC, 2012).

2. **Clarify and articulate personal values and democratic values of equality, freedom, and justice**
  - 2.1 Articulate personal and democratic values
  - 2.2 Appraise conflicting values within democracies
  - 2.3 Reflect on personal growth and experiences
  
3. **Develop critical thinking skills, including the ability to identify, evaluate, and judge both theoretical and practical problems and solutions by analyzing, synthesizing, and applying information as a guide to belief and action.**
  - 3.1 Demonstrate conscious and open-minded inquiry that accounts for various contexts, perspectives, and points of view
  - 3.2 Gather, analyze and synthesize information in problem-solving processes
  - 3.3 Disaggregate, reformulate, adapt and apply ideas in the formation or identification of new concepts, problems and solutions
  
4. **Examine how social, political, and natural environments impact communities and apply their understanding to engage with environments**
  - 4.1 Identify the characteristics, and roles of social, political, human, and natural environments
  - 4.2 Identify the processes, effects, and influences of change on environments
  - 4.3 Articulate why and how environments matter
  
5. **Demonstrate effective intercultural competence, leadership, and mastery of skills needed to work in groups**
  - 5.1 Understand and negotiate cultures and norms
  - 5.2 Practice sensitivity and respect
  - 5.3 Exhibit and apply leadership and collaboration skills
  - 5.4 Apply conflict mediation skills

These learning goals and outcomes naturally align with Stockton University's Essential Learning Outcomes (ELO). Below, we have modified the description of each ELO to reflect alignment with learning goals of the LIBA CLCE concentration.

- **Program competence:** students will understand core principles, theories, and methods of civic engagement and community leadership and engagement.
- **Ethical reasoning:** students will explore and articulate personal values, consider multiple perspectives, and elaborate the role of ethics and values in democracy.
- **Critical thinking:** students will identify, evaluate and judge problems and solutions by analyzing, synthesizing and applying information as a guide to belief and action.
- **Global awareness:** students will practice sensitive, intercultural appreciation of diversity and gain awareness of the interconnectedness of different cultures and groups.
- **Teamwork and collaboration:** students will work with others within and across communities in order to achieve common goals.
- **Communication skills:** students will share and present knowledge effectively with different audiences, including peers, stakeholders within communities, state and local governments, and academic communities.
- **Adapting to change:** students will be able to flexibly navigate unfamiliar settings in order to build connections and achieve common goals.

**Table 1. Alignment of CLCE Student Learning Outcomes to Concentration Goals, Essential Learning Outcomes, Curriculum Coursework, and Assessment**

| <b>Student Learning Goals</b>  | <b>Essential Learning Outcomes</b> | <b>Student Learning Outcomes:<br/><i>Students will be able to</i></b>   | <b>Sample Representative Courses</b>   | <b>Sample Assessments</b>   |
|--|------------------------------------|---|--|---|
| 1. Students will understand fundamental facts, principles, and theories of community engagement                  | Program Competence                 | 1.1 Identify key elements, characteristics, and roles of communities<br>1.2 Understand the role of institutions, the structures and processes of local governance and organizations, and the interactions between political, economic, cultural, social institutions<br>1.3 Examine competing conceptions of social justice/ethics<br>1.4 Examine competing conceptions of citizenship<br>1.5 Understand differences due to policy level (local, state, national/ government, corporation), and navigate policy practices | GEN1043 - Tools for Social Change<br><br>GAH 2405 - Masses, Classes, Ideas<br><br>GIS 3000 - Political and Social Theories<br><br>GSS 2000 - Critical Thinking and Problem Solving<br><br>GAH 2000 - SJ/AC History and Culture | Direct assessments: writing assignments, portfolios, presentations, projects, service-learning deliverables, and exams that students submit as part of the coursework<br><br>Indirect assessments: student perceptions of learning measured using the IDEA instrument, student reflection papers, and service-learning post-test questionnaires |
| 2. Students will clarify and understand personal values and democratic values of equality, freedom, and justice) | Ethical Reasoning                  | 2.1 Articulate personal values<br>2.2 Appraise conflicting values of democracies<br>2.3 Reflect on personal growth and experiences  | GEN 2250 - Intro to Liberal Studies<br><br>GEN 2405 - Masses, Classes, Ideas<br><br>GSS 3000 - Communication/ Public Relations/Ethics  | Direct assessments: writing assignments, portfolios, presentations, projects, and exams that students submit as part of the coursework<br><br>Indirect assessments: student perceptions of learning measured using the IDEA instrument, student reflection papers   |

|  |  |  |  |   |
|--|--|--|--|---|
| <p>3. Students will develop critical thinking skills, including the ability to identify, evaluate and judge both theoretical and practical problems and solutions by analyzing, synthesizing and applying information as a guide to belief and action.</p> | <p>Critical Thinking</p>   | <p>3.1 Demonstrate conscious and open-minded inquiry that accounts for various contexts perspectives, and points of view<br/>3.2 Gather, analyze and synthesize information in problem-solving processes<br/>3.3 Disaggregate, reformulate, adapt and apply ideas in the formation or identification of new concepts, problems and solutions</p> | <p>GEN 2240 Intro to Research<br/><br/>GSS 2000 – Critical Thinking and Problem Solving<br/><br/>GIS 3000 – Project and Campaign Design<br/><br/>GSS 3000 – Communication/ Public Relations/Ethics</p> | <p>Direct assessments: writing assignments, portfolios, presentations, projects, and exams that students submit as part of the coursework<br/><br/>Indirect assessments: student perceptions of learning measured using the IDEA instrument</p>   |
| <p>4. Students will examine how social, political, and natural environments impact communities and apply their understanding to engage with environments.</p>  | <p>Global Awareness<br/>Adapting to Change<br/>Ethical Reasoning</p>                                   | <p>4.1 Identify the characteristics, and roles of physical/built, human, and natural environments<br/>4.2 Identify the processes, effects, and influences of change on environments<br/>4.3 Articulate why and how environments matter</p>   | <p>GAH 2000 SJ/AC History and Culture<br/><br/>GSS 3000 – Democratic Politics and Publics<br/><br/>GIS 4000 Senior Seminar<br/><br/>Internships and Reflections</p>                                    | <p>Direct assessments: writing assignments, portfolios, presentations, projects, service-learning deliverables, and exams that students submit as part of the coursework</p>  |
| <p>5. Students will demonstrate effective intercultural competence, leadership, and mastery of skills needed to work in groups</p>   | <p>Communication Skills<br/>Global Awareness<br/>Adapting to Change<br/>Teamwork and Collaboration</p> | <p>5.1 Understand cultures and norms<br/>5.2 Practice sensitivity and respect<br/>5.3 Apply leadership and collaboration skills<br/>5.4 Apply conflict mediation skills</p>  | <p>GEN 1043 - Tools for Social Change<br/><br/>GIS 4000 Senior Seminar<br/><br/>Internships and Reflections</p>  | <p>Direct assessments: writing assignments, portfolios, presentations, projects, and service-learning deliverables that students submit as part of the coursework, assessment using the AAC&amp;U Intercultural Knowledge and Competence VALUE rubric<br/><br/>Indirect assessments: student perceptions of learning measured using the IDEA instrument, student reflection papers, service-learning post-test questionnaires</p> |

## 2b. LIBA CLCE “Experiential/Direct Engagement” Courses

In conjunction with the Office of Service Learning, CLCE will allow students to work directly within communities and integrate practical and professional skills with knowledge-based and project-based learning. While service learning is already an integral part of a Stockton education, CLCE would enhance the number of these opportunities, with a particular focus on the summer and Atlantic City. Courses could be taught by a variety of faculty affiliated with the CLCE concentration, as part of a concurrent seminar that addresses the practice of leadership and engagement, guides students in thoughtful reflection and analysis of their work experience and career goals, creates opportunities for joint problem-solving, and supports students’ articulation and development of professional skills. These summer courses could potentially enable students to accelerate time to degree completion; remuneration for faculty would comply with summer teaching rates mandated in the Master Agreement.

## 2c. Assessment of Student Learning Goals and Outcomes

Student achievement of learning goals will be assessed with direct and indirect evidence collected from coursework, course evaluations, and programmatic assessments:

**Direct assessments.** Students will demonstrate their mastery of knowledge and skills on direct assessments. Writing assignments, class projects, presentations, deliverables submitted as part of service-learning projects, portfolios, and exams that evaluate student performance on program learning goals according to standardized rubrics are considered direct assessments. Student community engagement awards, grant applications, grant awards, participation in community arts initiatives, and scholarship and participation at civic engagement, community engagement, and leadership conferences will also count as evidence of direct attainment of program learning goals. The CLCE concentration also offers faculty and students the opportunity to conduct scholarship on community engagement and service-learning.

**Indirect assessments:** Students will indicate their perceived progress on program learning objectives. Student reflection essays, service-learning post-test questionnaires, student satisfaction measures, and the IDEA instrument will serve as indirect assessments of student learning. Where appropriate, program learning goals will be marked as “Essential” or “Important” learning objectives using the IDEA instrument. For example, the following IDEA objectives indirectly assess LIBA CLCE learning goals:

- Learning to apply course materials (to improve rational thinking, problem solving and decisions)
- Developing skills, competencies, and points of view needed by professionals in the field most closely related to this course
- Developing a clearer understanding of, and commitment to, personal values
- Learning to analyze and critically evaluate ideas, arguments, and points of view

## 2d. Student Satisfaction

Student satisfaction with the LIBA CLCE concentration will be measured using questionnaires of student perceptions of learning (e.g. IDEA), student feedback on internship experiences, student enrollment and retention rates, graduation completion rates, alumni surveys, and student graduate school and job outcomes. Information on student enrollment and graduation rates will be obtained from the Stockton University Office of Institutional Research. Alumni surveys and outcomes will be obtained from the Office of Alumni Affairs. Assessments of student satisfaction will also be used as indirect assessments of program outcomes.

### 2e. Employer Satisfaction

Employer satisfaction will be assessed by obtaining feedback from supervisors in community partner organizations who have LIBA CLCE students in internship and service learning placements. Community partners will provide regular feedback regarding students' accomplishments and professionalism.

### 2f. Reporting Cycle

While not a full degree program, the proposed CLCE concentration will prepare an Annual Report, analogous to the Coordinators' or Directors' Annual Program Report as outlined in the Life Cycle of Degree Programs Procedure (Stockton University Board of Trustees 2015). This document will be especially useful during these inaugural years to gauge student interest in, and pedagogical success of, CLCE, and help assess whether, or when, it should apply for full program status. We recognize the collection and analysis of such information, as well as creation of an annual report, warrants consideration about workload and remuneration. These issues are addressed in the resources section of this proposal.

## **3. Relationship of the Program to the Institutional Strategic Plan and Impact on Other Institutional Offerings**

### 3a. Proposed Program and Stockton's Strategic Plan

The CLCE concentration advances the mission, strategic plan, and educational goals of Stockton in several ways. As noted in the first section of this proposal, active citizenship is a key component of the University's mission, and "Community Engagement and Civic Responsibility" are among the institution's shared values.<sup>7</sup>

In addition, the proposed LIBACLCE contributes to the following strategic objectives in Stockton University's 2020 Plan:<sup>8</sup>

- **Deliver high value-added learning experiences and promote scholarly activity (SL1):** it combines traditional academic classroom experiences with innovative extracurricular and internship opportunities during the summer semesters, providing a rigorous learning experience for our students.
- **Promote liberal arts ideals to develop lifelong learners (SL2):** A major component of the proposed CLCE concentration is its rich liberal arts foundation, and its flexible curriculum that allow students to select courses from across the University and engage in experiential learning programs.
- **Prepare students for active citizenship role (SE4):** Active citizenship is a core learning outcome for the proposed LIBA CLCE; indeed, cultivating engaged citizens and civic leaders is a core goal of the new concentration. To that end, the proposed CLCE curriculum includes

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<sup>7</sup> Stockton University, "Office of the President – Mission Statement:" <https://stockton.edu/president/mission-statement.html>

<sup>8</sup> Stockton University, "Office of the President, 2020 Strategic Plan:" <https://stockton.edu/president/2020-strategy-map.html>

substantial engagement with the community in the form of curricular, co-curricular, and internship experiences.

- **Create mutually reinforcing intellectual and co-curricular experiences (SE5):** To develop students' understanding of the southern New Jersey communities, the proposed LIBA CLCE includes many rigorous co-curricular experiences as academic options. These opportunities will be reinforced by the decision to schedule most core courses, and summer programming, within Atlantic City.

### 3b. Proposed Program's Effect on Other Programs at Stockton

CLCE's core curriculum will consist of General Studies courses designed as interdisciplinary offerings that bring together broad approaches to social action, leadership and change. Cognate courses may be drawn from the social and behavioral sciences, arts and humanities, education, business, and potentially other fields (a sampling of representative courses that might serve as electives, and that are already taught at Stockton, is attached as Appendix B). All electives will be organized in consultation with students' advisors to include program courses in a wide range of Stockton's academic offerings.

The LIBA CLCE will offer students the opportunity to explore the curriculum according to their unique academic and community interests. Like with all LIBA programs, different "tracks" or specializations—in Anthropology, Political Science, Environmental Studies, or the Humanities, for example—may be developed by students in consultation with their preceptors to suit their individualized goals and aspirations. Students may also utilize the elective curriculum to take a minor in a particular area to develop a disciplinary approach, or to cultivate an area of application, or to build a specific skill set (e.g., WGSS, Political Science, Business, Sustainability, Digital Literacy, Holocaust and Genocide). Rather than taking away from other program enrollments, in other words, a LIBA CLCE will expand opportunities for students to take an array of program courses toward the fulfillment of their undergraduate degree.

Finally, CLCE core courses would also be open to students not pursuing a LIBA CLCE, thereby offering students from a wide variety of majors a chance to take coursework in civic engagement and community leadership.

## **4. Justification of Need for the Program**

### 4a. Justification of Need for the Program Overview

Stockton University's mission to "develop engaged and effective citizens" and its institutional vision to be a "community builder and partner in public service" directly correlates to a LIBA concentration in Civic Learning and Community Engagement (CLCE). While Stockton has deep commitments to community-building and public service, this concentration arrives at a unique time in which Stockton is not only growing its physical presence in Atlantic City and southern New Jersey, but also expanding the range and scope of its commitments as a public institution.

In the past, Stockton has expressed its commitments to public service, and to educating thoughtful and effective citizens, through the laudable achievements of many programs, initiatives, institutes and individuals. Examples of such service-oriented work include the undergraduate Social Work Program and accredited Master's of Social Work Program, the Stockton Center for Community Engagement (SCCE), the Stockton Center on Successful Aging (SCOSA), the Service Learning Program, as well as

several public outreach initiatives led by students, faculty members and administrators which, combined, form a mosaic of Stockton's ethos.

The role of the a CLCE concentration will be to both help maintain existing partnerships on campus and in the community, as well as forge new relationships through an expansive vision of civic interaction and intersectionality. Both its location in the School of General Studies and its flexible curriculum, adaptable to students with many kinds of academic and professional interests, LIBA CLCE can be a site of collaboration and a source of interdisciplinary study and engagement.

Atlantic City is an ideal location for such a LIBA concentration. The skills Stockton students will gain by learning and working in the this urban environment will prepare them to engage with economic, political, cultural and environmental challenges elsewhere. Historically, one of the most racially diverse communities in southern New Jersey, Atlantic City experienced a surge in immigration from all across the globe during the height of casino-gambling in the 1990s. Since that time, the economic decline of the city has led to a search for innovative redevelopment solutions and public/private partnerships, recently contextualized within a state takeover of the city. Such developments offer ways to formulate teaching and learning within the contexts of real-world events and conditions, particularly having to do with local and state governing processes.

Atlantic City is also at the nexus of environmental issues relating to sea level rise, air quality, and natural resource protection and preservation, offering a distinctive terrain upon which students can learn about and practice engagement and leadership in the context of real-world conditions, working in existing academic programs while studying and applying the unique frameworks of the CLCE concentration. Atlantic City's historical and cultural role, and identity in relation to New Jersey and the United States, offers yet another staging ground for students interested in cultural-historical work to learn about, build and maintain an urban identity, especially within the context of ongoing redevelopment plans. Finally, the greater Atlantic City region has a rich legacy and tradition of cultural-artistic endeavor that can be leveraged through public arts and humanities projects, tourism initiatives and planning, and productive support and collaboration with K-12 public education to foster creativity and commitments to local culture in new generations of city and south New Jersey residents. In Atlantic City, in other words, a CLCE concentration offers potential inroads where services, institutions, communities, businesses and schools come together.

#### 4b. Student demand and opportunities for students to pursue advanced study

Establishing a CLCE concentration within the LIBA will put Stockton among a select group of peer institutions who have invested in major and minor degree programs in civic education, leadership, and public service. These programs are a direct response to the AAC&U's Task Force Report on Civic Learning and Democratic Engagement, *A Crucible Moment: College Learning and Democracy's Future*.<sup>9</sup> Bemoaning the anemic state of civic education in the United States, this report highlights the political, ethical and moral disengagement from public life evident in phenomena such as low voter turnout, political incivility, polarization, apathy and confusion about political process among great numbers of U.S. citizens. The proposed CLCE concentration seeks to reignite a passion for civic learning among the current generation, "a significant portion [of whom] are interested in community service that leads to systemic social and political change."<sup>10</sup> Nearly 36% percent of incoming college students responding to a

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<sup>9</sup> American Association of Colleges and Universities, National Task Force on Civic Learning and Democratic Engagement, *A Crucible Moment: College Learning and Democracy's Future* (Washington, D.C., 2012). <https://www.aacu.org/crucible>

<sup>10</sup> *Ibid.*, p. 4.

UCLA Higher Education Research Institute (HERI) poll in 2009 indicated that “becoming a community leader” was “essential” or “very important” to them. “Students in ever-increasing numbers are flocking to civic engagement opportunities in college,” the AAC&U reports. It draws on evidence showing that the 85.3% of high school students perform service, and that a vast majority of college students desire their colleges to “foster a stronger institutional emphasis on contributing to the larger community.”<sup>11</sup>

Unfortunately, the same AAC&U report concludes that many colleges and universities are failing to provide strong community engagement practices across all four years. The number of students reporting that their schools *actually* demonstrated such commitments to community engagement dropped by nearly 50% after their first year of college. Without a *sustained* institutional commitment to engagement and service across the curriculum, schools may discourage students from their interest in citizenship and service as they progress towards graduation. This means that, at a time when they could be becoming civic leaders and agents of engagement and change, students’ opportunities to do so often diminish. A CLCE concentration gives Stockton a chance to reaffirm and reinvest in its mission to educate thoughtful and engaged citizens throughout their studies. According to the AAC&U report:

The beneficiaries of investing in such learning are not just students or higher education itself; the more civic-oriented that colleges and universities become, the greater their overall capacity to spur local and global economic vitality, social and political well-being, and collective action to address public problems.<sup>12</sup>

Closer to home, we know Stockton’s long-held commitment to service learning has been expanding. Five years ago, in 2012, 30 courses taught by 30 faculty members were designated as service learning courses. In 2017, 112 such courses were offered, taught by 70 faculty members. Enrollment data shows a 150% increase in the number of students taking service learning courses in that period, from 960 students in 2012 to 2,412 students in 2017. These numbers show marked increases in the number of faculty interested in *teaching* service- and engagement-based courses, and in the number of students interested in *taking* such courses.<sup>13</sup>

While the LIBA CLCE concentration prepares graduates to step into professional work following college, the curriculum also prepares students who wish to pursue advanced degrees. The interdisciplinary nature of the concentration explores such subjects as public policy and political processes, sociology, arts and humanities, environmental sustainability, organizational psychology, and other fields. The following graduate programs represent a sample of disciplines that might interest students who in complete a LIBA CLCE:

- Business Administration
- Public Administration
- Public History / American Studies / Ethnic Studies
- Public Arts Studies / Public Humanities / Arts Administration
- Organizational Leadership
- Social Work
- Law
- Urban Planning

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<sup>11</sup> *Ibid.*, p. 5.

<sup>12</sup> *Ibid.*, p. 2.

<sup>13</sup> Stockton University, *Middle States Periodic Review Report* (2017), pp. 17-18. <https://stockton.edu/academic-affairs/documents/middle-states/PRR-FINAL-May-31-2017.pdf>

- Public Policy
- Human Ecology
- Sociology
- Political Science
- Environmental Science and Management
- Public Affairs / Nonprofit Management / Philanthropic Studies
- Education

4c. If the program is career-oriented or professional in nature, provide evidence of student demand, labor market need, and results of prospective employer surveys.

Successful completion of the proposed LIBA CLCE prepares students to begin professional work in community organizations, state and local governments, and other applications of civic and community engagement. In the course of their academic work, students will develop practical skills for community and civic work in classroom and applied settings (e.g. service-learning and summer internships). Potential career placement areas include:

- Non-profits and non-governmental organizations (NGOs)
- Private industry (outreach, planning, public programming, training)
- Community-based organizations
- Public institutions (museums, libraries, foundations, philanthropies)
- Government
- Social entrepreneurship

Within different sectors, students will be prepared to engage in activities such as community organizing, volunteer management, teambuilding and programming, community education, public outreach, event coordinating, and fundraising and development.

4d. Describe the relationship of the program to institutional master plans and priorities.

As noted earlier in this proposal, the CLCE concentration aligns with several of Stockton’s larger institutional master plans and priorities, starting with the Mission Statement. A core tenant of Stockton’s mission is to “develop engaged and effective citizens with a commitment to life-long learning and the capacity to adapt to change in a multi-cultural, interdependent world.”<sup>14</sup> Moreover, the institution envisions a role beyond traditional academics, “as a community builder and partner in public service” and as such remains “committed to the positive development of New Jersey through scholarship and creativity activity, civic engagement, and active stewardship.”<sup>15</sup> The development of a CLCE concentration within the LIBA degree was timed to coincide with the new Stockton Gateway Campus in Atlantic City, further bolstered by the fortuitous coincidence of the state’s call for new EOF programming, and further cements these institutional priorities in that it both promises to foster an engaged student body and encourage urban interaction and redevelopment.

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<sup>14</sup> Stockton University, “Office of the President – Mission Statement:” <https://stockton.edu/president/mission-statement.html>

<sup>15</sup> *Ibid.*

Stockton’s Atlantic City Gateway Campus has been designated as an Anchor Institution by the state of New Jersey. Anchor institutions “are place-based organizations with a vested interest in their communities.”<sup>16</sup> The proposed CLCE program expresses that interest in a variety of ways. As interns embedded in community-based for-profit, non-profit and not-for-profit organizations, students enrolled in CLCE courses will be prepared to enter the workforce after graduation. They will be deeply familiar with the richness, complexity, depth and processes of community relations—especially those of Atlantic City—and will have developed the knowledge, skills, and values required to be successful civic leaders in the immediate region, or anywhere. Indeed, Stockton’s institutional commitment to community engagement led to a successful application for Carnegie Classification for Community Engagement. Implementation of the proposed CLCE concentration will no doubt help in maintaining this designation in the future.

4e. Similar programs within the state and in neighboring states and compare this program with those currently being offered.

Programs similar to the proposed LIBA CLCE were identified using the Inventory of Degree Programs offered by New Jersey Institutions of Higher Education. No other program replicated the breadth of interdisciplinary engagement and commitment to experiential learning and reflection of the CLCE concentration. For example, although LIBA CLCE would be partially situated in Atlantic City, it will not be limited to the discussion of urban communities (e.g. Urban Studies/Public Policy, Saint Peters University). Likewise, it will expose students to a broad and balanced array of disciplinary perspectives and experiences and will not be primarily focused on management, leadership, and administration, like programs at Rutgers-Newark (Public and Nonprofit Administration), the University of Delaware (Organizational and Community Leadership) and Thomas Edison University (Organizational Leadership). Moreover, CLCE is inclusive of a wide range of disciplines outside of the social sciences, and does not focus strictly on social work, political science, statistics or economics (e.g. the Planning and Public Policy program at Rutgers University). CLCE will be a truly interdisciplinary concentration in which students can activate their academic interests toward the ends of citizenship and civic engagement in any number of ways leading to local/regional development and sustainability.

**Table 2. LIBA CLCE compared to existing programs in New Jersey and Delaware**

| <b>Program</b>  | <b>Interdisciplinary Curriculum</b>   | <b>Experiential Learning Requirement</b>   |
|---|---|--|
| B.A., Planning and Public Policy, Rutgers University                  | Extensive –statistics, writing, economics, government                                 | YES – requires 3 credits of internship with seminar  |
| B.A., Public and Nonprofit Administration, Rutgers Newark             | Limited –curriculum entirely comprised of Public and Nonprofit Administration courses | YES –requires 8 credits of service learning internship with seminar  |
| B.S., Organizational and Community Leadership, University of Delaware | Limited –curriculum consists of LEAD and UAPP courses                                 | YES –requires 6 credits of Discovery Learning Experience (DLE), which includes internship, study abroad, and independent study |

<sup>16</sup> Stockton University, “Gateway Campus Anchor Institution:” <https://www.stockton.edu/acgateway/anchor.html>

|   |   |   |
|---|---|---|
| B.S., Urban Studies/Public Policy, Saint Peters University                              | Extensive –public policy, visual arts, human anatomy, literature, philosophy, history, theology, Africana studies, Latin America and Latino Studies, women and gender studies | YES –requires 6 credits of urban internship with seminar  |
| B.S., Organizational Leadership, Thomas Edison University                               | Limited –curriculum consists of management and leadership courses   | Unclear –LDR-435 is a required 3 credit leadership practicum  |
| <b>B.A., LIBA Community Leadership and Civic Engagement (CLCE), Stockton University</b> | <b>Extensive –political science, sociology, arts and humanities, environment and sustainability, economics, tourism, psychology, general studies</b>                          | <b>YES – incorporates opportunities for internships, service learning, guided reflections and supervision, and a senior seminar capstone experience</b> |

## **5. Student Enrollment**

*5a. Anticipated enrollments from the program's inception until a steady state or optimum enrollment is reached.*

If approved, the CLCE concentration can take advantage of the recruitment and marketing activities already being developed for the EOF-AC program. EOF is already working closely with both the Office of Admissions and Office of University Relations and Marketing to finalize its recruitment plan, which will begin in February 2018. Tactics include:

- High School site visits to promote the program (which could include both a representative from admissions and from CLCE to outline and promote the concentration)
- A Campus Open House for EOF-AC and CLCE in spring 2018, to introduce the initiatives to the Atlantic City and Pleasantville communities, the target markets for EOF-AC
- Public information sessions, to include presentations at all four homework completion programs managed by Stockton’s Center for Community Engagement (three located within Atlantic City housing districts, and fourth in Pleasantville, New Jersey).

In addition, the EOF-AC can help promote CLCE to one of the most marginal of all constituencies, youth who have been raised in foster care, in informal kinship care, and who are homeless or at risk of homelessness. While resourceful, these youth need extra supports as compared to other young adults. Research on informal kinship care shows that this population of families is more likely to be low-income, in poorer health, minority, less educated, have older caregivers, and have single caregivers. They have less access to supportive services although they are a group with greater need. EOF-AC is working through the Stockton Center of Community Engagement and select Stockton faculty to reach out to the appropriate state and local agencies necessary to build awareness of this campaign. CLCE hopes to launch with an initial cohort of between 15-20 students.

## **6. Program Resources**

*6a. Additional resources needed to implement and operate the program during the program's first five years, e.g., the number of full-time faculty, number of adjunct faculty, computer equipment, print and non-print material.*

No tenure-track lines are being requested as part of this concentration proposal, although CLCE has requested that one faculty member be given course release consideration and remuneration on par with that for a program coordinator. This request has been approved by the Dean of the School of General Studies and the Office of the Provost, and recognizes the workload that will be involved in promoting the program, recruitment of students, scheduling courses, surveying ongoing student interest, and drafting annual reports. The faculty member assuming these responsibilities would be based primarily in Atlantic City, beginning in fall 2018. Because of the combined effect of course release and teaching duties in CLCE, the faculty member's home program would also likely require a visiting or replacement line. The Dean of General Studies, Robert Gregg, has indicated his intention to support the concentration in this way.<sup>17</sup> While the state budget review process is not yet finalized, the Provost's Office has included a faculty line for the CLCE concentration in its preliminary budget for faculty positions dedicated to Atlantic City initiatives, should LIBA CLCE be approved. The CLCE concentration would also require a cohort of associated faculty willing to teach their General Studies courses for CLCE, and dedicated office and classroom space in Atlantic City.

In addition, as CLCE core courses would be taught in Atlantic City, the concentration would require shared office space for any faculty who agree to teach at both the Galloway and Gateway campuses, allowing them to keep the main campus office but have a place to work in Atlantic City as well. Resources deemed essential for "commuting" between campuses should be offered to these commuting faculty, including university-issued laptops and/or data-capable mobile tablets, and reimbursement for travel/expressway tolls for required commutes, as mandated in Stockton's local agreement for off-campus instruction.

Resources needed over the next five years will depend on the ultimate configuration of the concentration after its initial launch. The LIBA designation at this time is intended to serve as an incubator for this concentration to determine its feasibility as a major. However, the LIBA CLCE concentration may stand as a sustainable concentration only, offering students the ability to operationalize their individual courses of study in community-engaged ways. If higher demand for the concentration were to occur over the first 1-3 years, warranting the process of seeking full status as a major within the university, we will move forward through the appropriate channels to propose a new major. Demand for the concentration will be measured by: a) course enrollment; b) number of LIBA CLCE declarations; and, c) ongoing, annual student surveys to gauge interest. At that time, faculty teaching in the concentration would revisit the need for instructor or tenure-track lines based upon the current and projected size of the cohort, and a determination of the scholarly and pedagogical needs of the program.

If 20-25 students enroll in the LIBA CLCE, we would seek a tenure-track line in General Studies for the hire of a teacher-scholar with a strong background in Urban Studies, Political Science, Social Justice, Community Engagement, or a related area. If demand for the concentration were to grow, consideration would be given to commencing the process for proposing a major, and additional faculty lines would be proposed in General Studies, or in programs whose faculty teaches regularly and consistently in CLCE, such as Sociology, Anthropology and Political Science, based on the trends and needs of students as a CLCE program develops. Initially, outside-program faculty who teach for the CLCE program may satisfy their General Studies teaching requirement.

**Date of Faculty Senate Committee on Academic Programs and Planning Approval:**

**Date of the Provost's Council Approval:**

**Date of the Faculty Senate Approval:**

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<sup>17</sup> See Appendix C: Support Correspondence from Robert Gregg, January 19, 2018.

**Degree Requirements**  
**Stockton University**  
**LIBA with a Concentration in Community Leadership and Civic Engagement**

*1. Admission*

Acceptance into Stockton University

Acceptance into CLCE cohort (requirements/deadlines TBD)

*2. Graduation Requirements*

Completion of 128 credits and all required courses; grade of C- (C minus) or higher in all courses in major.

*3. Program Curriculum*

- Courses are 4 credits unless otherwise indicated
- Courses in bold are program requirements

**Courses in the CLCE Curriculum:**

Students enrolled in the LIBA B.A. Program with a declared Concentration in CLCE will work closely with their preceptors to craft a unique and individualized course of study that includes four (4) credits for Freshman Seminar, three courses (12 credits) of required LIBA coursework (as per University policy), and four additional General Studies courses (16 credits) selected from a range of options and comprising the CLCE core. CLCE students will be expected, *in addition* to the CLCE “core” of General Studies courses, to complete thirty-two (32) credits in General Studies (GAH, GEN, GNM, GSS, GIS) according to the standard university General Studies requirement.

CLCE students will also complete thirty-two (32) credits in elective coursework, sixteen (16) of which must be at the 3000-level or greater. Students will select these courses in close consultation with the Program Director and their preceptor. These courses, lying outside the CLCE curriculum but constituting those in which students explore their academic interests, may be constituted by a minor degree program’s credit requirements in which case a student’s At Some Distance requirement may be waived by the Director, Dean of General Studies and Director of Academic Advising. In all other cases, students will be encouraged by the Director and preceptor to take a variety of courses representing a broad, interdisciplinary approach to their subject matter that includes courses outside their area of focus.

## APPENDIX A: Proposed CLCE Core Courses

**GEN 1043**                      **Tools for Social Change (Freshman Seminar)**                      **4**  
Students are given the opportunity to learn how to design, implement, and evaluate different models of high-impact practices of community organizing. Successful participation and completion of this course prepares students to become active citizens by promoting civic engagement and social responsibility.

**GEN 2240**                      **Introduction to Research**                      **4**  
This course introduces students to research in humanities, social science, and science disciplines. Among the types of research taught are: literature reviews, annotated bibliographies, ethnographies, interviews, documentaries, and surveys. By the end of term, students design, conduct, and compose original research projects.

**GEN 2250**                      **Introduction to Liberal Studies**                      **4**  
Introduction to the history and value of liberal education and interdisciplinary study as well as the use of technology for basic research. Students conduct self-assessment and goal-setting exercises and develop a specific and coherent plan of study to meet their learning and career objectives. This course also introduces the student to the Essential Learning Outcomes (ELOs) through the creation of an electronic portfolio, a project that will be used to demonstrate interdisciplinary learning and achievement of ELOs.

**GAH 2405**                      **Masses, Classes and Ideas (currently taught as Dissent in America)**                      **4**  
Introduction to historical and contemporary social movements and social issues through cultural expressions and discourses.

**GAH 2276**                      **South Jersey/AC History and Culture**                      **4**  
Examination of the history and cultures of southern New Jersey and Atlantic City.

**GIS 4000**                      **Senior Seminar**  
Optional capstone experience and directed study.

### Courses to be designed for LIBA/CLCE core:

**GSS 2000-level**                      **Critical Thinking & Social Problem Solving**                      **4**  
Thinking through social issues and practical problems, researching and problem solving, definitions of critical thinking, less writing (W2) and more research and thinking – analyzing ideas, making arguments, asking questions, finding answers, proposing solutions, negotiation and mediation, assumptions and ideology, recognizing obstacles, anticipating problems, creating goals and measuring outcomes.

**GSS 3000-level**                      **Leadership Theory and Practice**                      **4**  
Leadership course covering various leadership styles and strategies, perspectives and issues. Interpersonal dimension facilitates students' own exploration of leadership strengths and weaknesses, motivation, power, group dynamics, multicultural communication.

**GIS 3000-level**                      **Campaign / Project Design**                      **4**  
Advanced project design, strategy, implementation, and assessment.

|  |   |          |
|--|---|----------|
| <b>GSS 3000-level</b>  | <b>Communications/Public Relations/Ethics (conceived as a W1)</b> | <b>4</b> |
| Research methods, writing, strategy and visual communication. Public relations perspectives and strategies, persuasive writing, ethical principles in communication, journalism, public relations.   |   |          |
| <b>GSS 3000-level</b>  | <b>The Political World</b>  | <b>4</b> |
| Course on politics and public as above but in distinctively global contexts.   |   |          |
| <b>GIS 3000-level</b>  | <b>The Citizen Scholar</b>  | <b>4</b> |
| Project-based learning and scholarship course focusing on engaged arts/humanities research, its history and legacy, theory and practice, with emphasis on public humanities, digital humanities, interdisciplinary cultural studies, new media, etc. |   |          |

**APPENDIX B: Sampling of Elective Courses (already taught at Stockton University)**

| <b>COURSE NUMBER</b>          | <b>COURSE TITLE</b>   | <b>COURSE CREDITS</b> |
|-------------------------------|---|-----------------------|
| <i>Undergraduate Courses:</i> |   |                       |
| ANTH 1100                     | Intro to Anthropology   | 4                     |
| ANTH 2222                     | Food and Culture  | 4                     |
| ANTH 2245                     | Race, Ethnicity, and Immigration                                | 4                     |
| ANTH 3643                     | Field Methods   | 4                     |
| GAH 1293                      | Presenting the Past   | 4                     |
| GAH 2275                      | Introduction to American Studies                                | 4                     |
| GIS 4652                      | Atlantic City: Past as Prologue                                 | 4                     |
| HIST 2177                     | NJ History through Historic Places                              | 4                     |
| PHIL 3100                     | Moral Theory (V)  | 4                     |
| POLS 2100                     | Intro to American Politics                                      | 4                     |
| POLS 2180                     | Introduction to Public Administration                           | 4                     |
| POLS 3260                     | Interest Group Politics   | 4                     |
| POLS 3648                     | Topics in Political Theory                                      | 4                     |
| POLS 3652                     | Gender and Political Action                                     | 4                     |
| SOCY 1100                     | Intro to Sociology  | 4                     |
| SOCY 2355                     | Black Lives   | 4                     |
| SOCY 2645                     | Race, Poverty and Education                                     | 4                     |
| SOCY 3628                     | Urban Sociology   | 4                     |
| SOCW 2504                     | Ethnic and Minority Relations                                   | 4                     |
| <i>Graduate Courses:</i>      |   |                       |
| AMST 5019                     | Identity Narratives in Black Culture (undergrad cross-list)     | 4                     |
| AMST 5005                     | Teaching History through Historic Places (undergrad cross-list) | 4                     |

**Representative sample of possible community partners for internships:**

- Mayor’s Office
- Other City of Atlantic City Offices
- ACUA Wind Farm
- Noyes Arts Garage
- Dante Hall
- Sister Jean’s Kitchen
- Adeline's Place
- The Atlantic City Historic Waterfront Foundation
- Absecon Lighthouse
- Covenant House
- Asbury United Methodist Church
- CRDA
- African American Art Museum
- Unite Here Local 54
- Atlantic City Free Public Library
- Atlantic City Arts Foundation
- African American Heritage Museum of Southern New Jersey
- AC Boys and Girls Club
- AC Police Athletic League
- Women’s Resource Center
- Women’s Center of Atlantic County
- Atlantic City Rescue Mission
- New Jersey Organizing Project
- Oceanside Support Center
- Our Lady of the Sea Catholic Church
- South Jersey Aids Alliance
- The Atlantic County Superintendent of Elections
- Eastern Service Workers
- Atlantic City Aquarium
- Atlantic City Housing Authority
- Alley Cat Allies Boardwalk Cats Project
- The Historic Organ Restoration Committee
- Chicken Bone Beach Historical Foundation, Inc
- Atlantic County Historical Society

## APPENDIX C: Support Correspondence from Robert Gregg, Dean of General Studies, Jan 19, 2018

**From:** "Gregg, Robert" <[Robert.Gregg@stockton.edu](mailto:Robert.Gregg@stockton.edu)>  
**Date:** Friday, January 19, 2018 at 10:35 AM  
**To:** Doug Harvey <[douglas.harvey@stockton.edu](mailto:douglas.harvey@stockton.edu)>  
**Cc:** "O'Hara, John" <[John.O'Hara@stockton.edu](mailto:John.O'Hara@stockton.edu)>  
**Subject:** LIBA CLCE

Hi Doug,

John O'Hara has asked me to write to you about the LIBA CLCE indicating my support for it moving forward. While this proposal has been designed by faculty under John O'Hara's leadership, with guidance from Peter Hagen and Daniel Tome, I have been involved in most of the discussions relating to the proposal and have expressed my support throughout. I plan to be supportive of the CLCE's endeavors moving forward as well.

I hope this is sufficient for your needs.

All the best,

Rob  
Robert Gregg  
Dean, The School of General Studies  
Stockton University

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**From:** "Harvey, Douglas"  
**Date:** Friday, January 19, 2018 at 10:42 AM  
**To:** "Gregg, Robert"  
**Cc:** "O'Hara, John"  
**Subject:** Re: LIBA CLCE

Rob,  
Thanks this will be helpful to the proposal's requests for support to meet student and faculty needs. John please include this support from Rob in the proposal.  
Doug

Dr. Douglas M. Harvey  
Director, Institute for Faculty Development  
Associate Professor of Instructional Technology  
Director, Master of Arts in Instructional Technology

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**From:** "Gregg, Robert"  
**Date:** Friday, January 19, 2018 at 10:51 AM  
**To:** "Harvey, Douglas"  
**Cc:** "O'Hara, John"  
**Subject:** Re: LIBA CLCE

Thanks. This implies also that I will be making the requests for lines and releases as outlined in the proposal. All the best,

Rob

Robert Gregg  
Dean, The School of General Studies  
Stockton University