



2018 Institutional Program Review

2018 Institutional Program Review

- Broad, comprehensive overview
- Institutional perspective
- Collaborative planning process

2018 Institutional Program Review

Mr. Michael Angulo - Vice President for
Administration and Finance

- Financial Overview
- Direct State Appropriations
- Budget Challenges and Strategies
- FY19 Program Review Requests

Financial Overview

(in thousands)

	FY18*	FY17	FY 16**	FY15**
Operating Revenues	\$225,556	\$206,315	\$204,084	\$200,356
Operating Expenses	\$224,651	\$202,170	\$201,490	\$196,722
Operating Surplus	\$905	\$4,145	\$2,594	\$3,634
Capital	\$12,037	\$15,612	\$8,608	\$7,224
Net Deficit	\$(11,132)	\$(11,467)	\$(6,014)	\$(3,590)

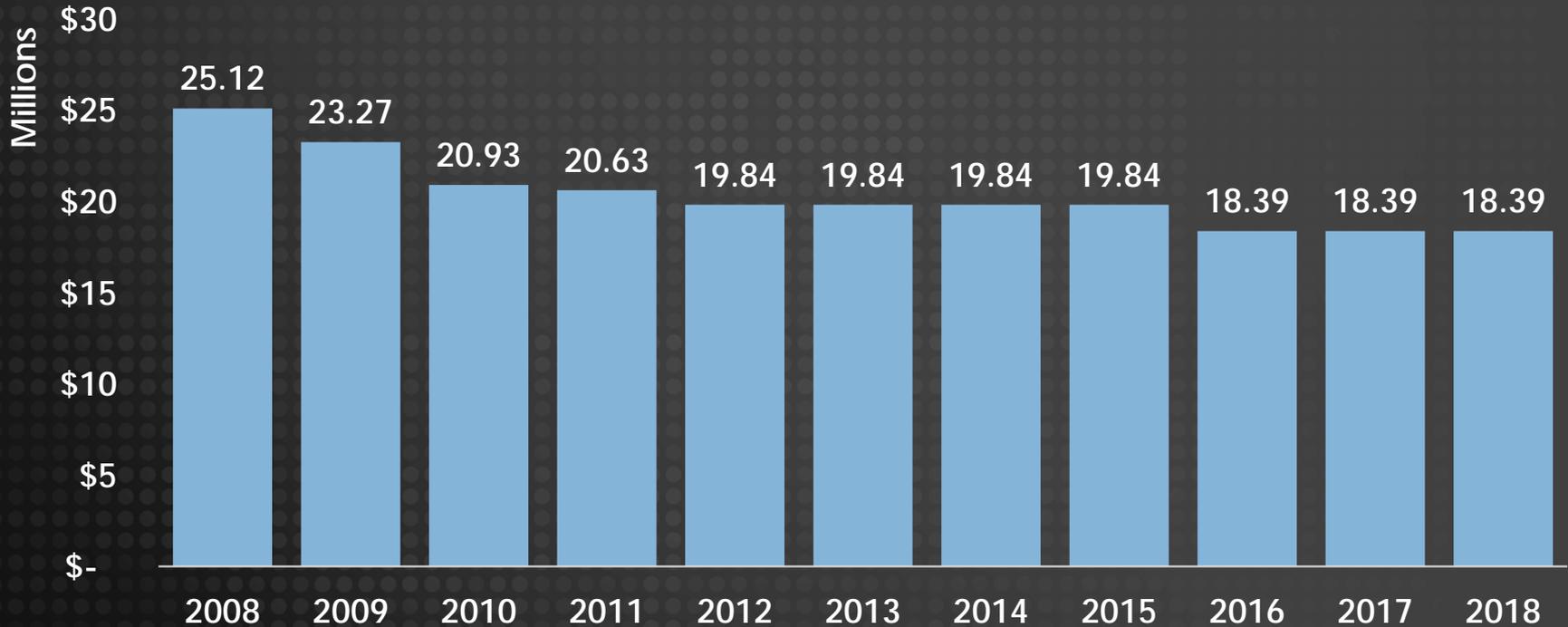
* Estimated through FY18

** Excludes Showboat revenues and expenses

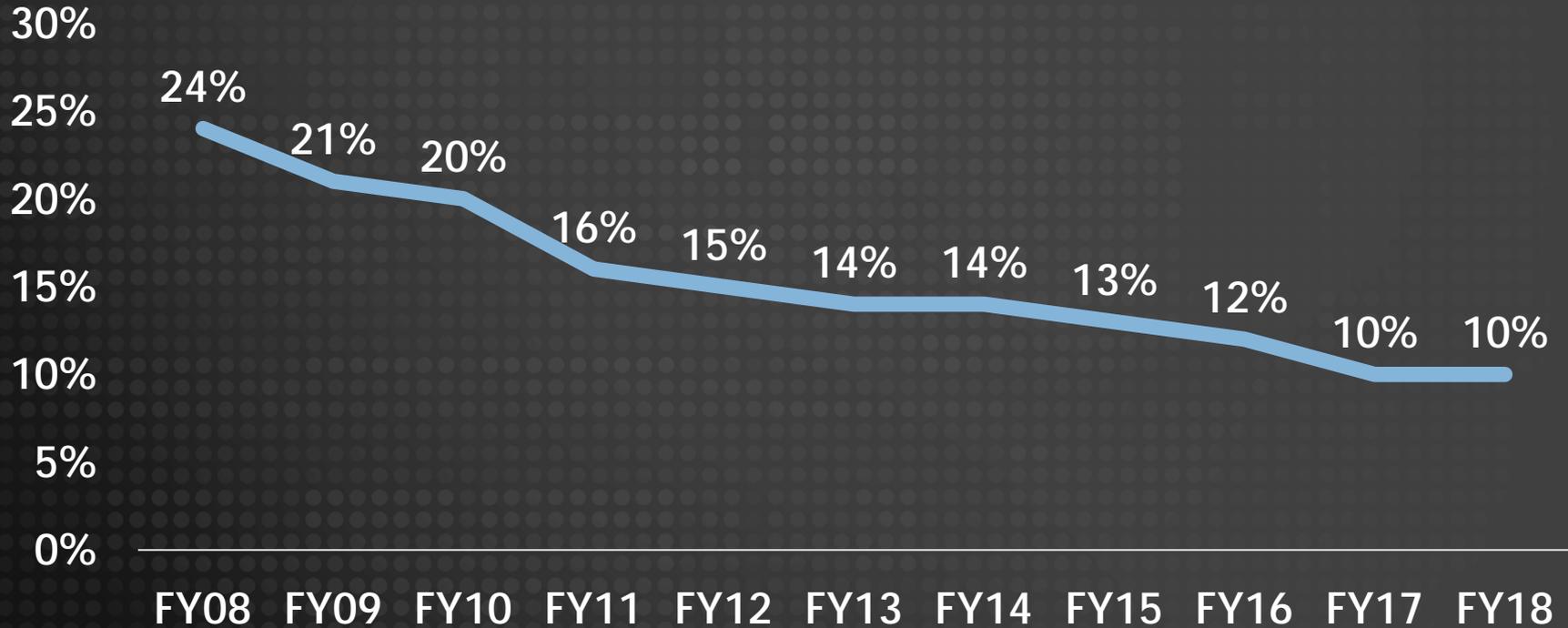
Advantages & Challenges

Operating Strategies	Advantages	Challenges
Increase operating revenues	Stockton can control	Increase enrollment Increase tuition
Decrease operating expenses	Stockton can control	Stockton is growing; more students, faculty, and space
Limit or freeze deferred maintenance	Our biggest expense (FY18 = \$12 million)	Galloway campus is 47 years old Essential projects cannot be deferred indefinitely
Maintain status quo	<ul style="list-style-type: none"> ✓ Modest enrollment growth ✓ Modest tuition increases ✓ Cost containment efforts ✓ Ongoing deferred maintenance 	Still causes annual net deficit; requires withdrawal from University investment account (currently at \$78 million)

Direct Appropriations



Direct Appropriations



Key Budget Challenges

- Tuition price sensitivity
- Flat/declining operating revenue from state
- Significant increase in operating costs to Galloway (ex: Academic Quad utilities increase)
- Operating costs with new Atlantic City campus

Key Budget Challenges

- Facilities and IT capital project requests
- Deferred maintenance
- Rising operating fixed costs
- Enrollment, competition, free community college

Budget Planning Strategies

- Develop strategic enrollment growth plan for specific undergraduate and graduate programs
- Identify sustainable revenue enhancement strategies
- Implement cost-containment initiatives

Budget Planning Strategies

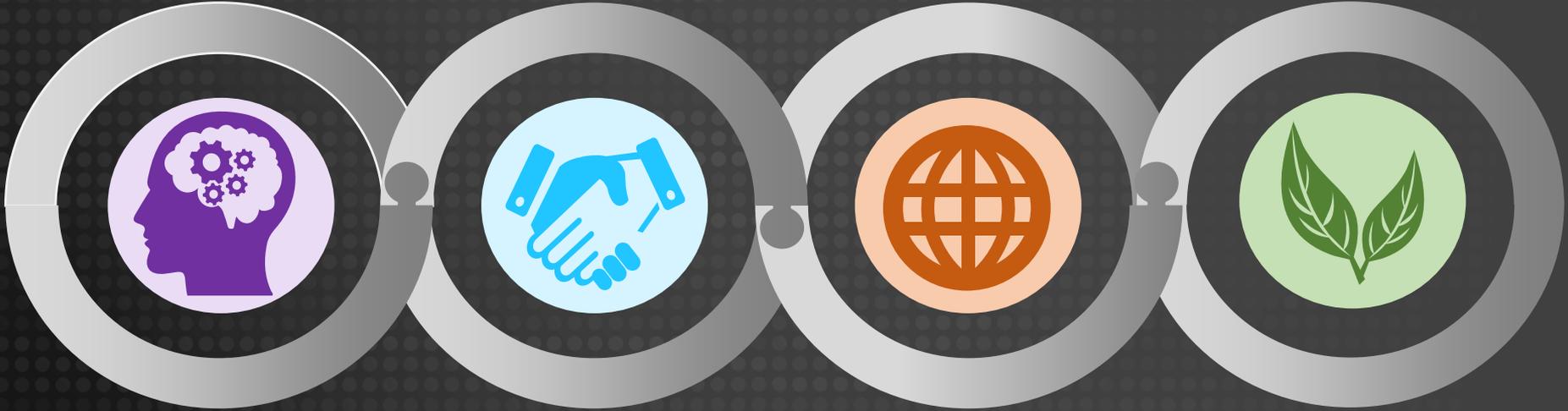
- Make prudent capital investments
- Evaluate, reallocate strategic financial resources
- Establish a robust, multi-year financial planning and cash forecast model

FY19 Budget Request

Total Request = \$26.75 million

	<u>Galloway</u> (additional)	<u>Atlantic City</u> (new)	<u>Other</u>
Operating	\$3,700,000	\$7,600,000	
Capital	\$8,400,000	\$1,300,000	
Debt Service		\$3,950,000	
Student Aid			\$1,800,000
Total	\$12,100,000	\$12,850,00	\$1,800,000

LEGS Themes



Learning

Engagement

**Global
Perspectives**

Sustainability

Today's Presentation

- Academic Affairs: Dr. Lori Vermeulen
- Student Affairs: Dr. Chris Catching
- Additional University Operating: Dr. Susan Davenport
- Additional University Capital: Mr. Don Hudson

Academic Affairs



Academic Affairs

- Effective Resource Alignment: The Old and The New



Academic Affairs



Learning



Engagement

- **Faculty Lines**
 - FY19: 7 lines requested
 - FY20: 6 lines requested

Excellence in teaching and learning; civic engagement

Academic Affairs



Engagement



Global Perspectives

- **Center for Human Security**
 - Executive Director to be funded by Provost
 - Salary request for Program Assistant

Civic engagement; globally diverse community

Academic Affairs



Learning



Engagement

- **Non-Salary Requests**
 - Enhanced programming
 - Atlantic City initiatives

Excellence in teaching and learning; Anchor Institution

Student Affairs



Student Affairs

Supports Stockton's future growth efforts by engaging diverse students from prospect to alumnus with transformative co-curricular learning opportunities and services that prepare them for lifelong success in a multicultural, interdependent world.

Student Affairs

- Enhance our knowledge about our students
- Expand access for first-generation students
- Ensure students' health, wellness, and safety
- Engage new and continuing students
- Create an inclusive learning community

Student Affairs



Learning

- **Strategic planning and assessment initiatives**
 - Alignment of co-curricular programs, services, and resources with divisional and university goals
 - Allocate existing resources

Strengthen internal processes to support learning

Student Affairs



Engagement



Global Perspectives

- **Social Justice Initiatives and Programs**
 - Cultivate awareness with social justice issues
 - Existing resources

Civic engagement; diversity and inclusion

Student Affairs



Engagement



Global Perspectives

- **Assistant Director for Transfer Admissions**
 - Will come from existing savings
 - Help increase domestic, international enrollment

Enrollment growth; globally diverse community

Student Affairs



Learning



Engagement

- **EOF Achieve Program in Atlantic City**
 - Room and board to support A.C. cohort
 - Programming support

High-value learning experiences; Anchor Institution

Student Affairs



Engagement

- **Coordinator for New Student & Family Programs**
 - New position
 - Increase engagement of new students

Enrollment growth; new student experiences

University Operating Budget Requests



University Operating Budget



Learning

- **Hosting Title IX Investigator training**
 - Certification for 10 employees
- **Increase Leadership Training**
 - “Deep dive” training on leadership competencies and respectful workplace initiatives

University Operating Budget



Engagement

- **Implementation of Academic Works Engage**
 - Increases relationship building and donor stewardship
- **Increase focus on initiatives like Ospreys Give**
 - Highly effective donor acquisition and retention event
- **Increase strategic volunteer management**
 - Target friends that give back and make an impact

University Operating Budget



Engagement

- **Employee Assistance Program**
 - Provide comprehensive support services to employees and household members
- **Increase number of full-time coaches**
 - Transition coaches in high demand sports to full-time to improve support for student athletes

University Operating Budget



Engagement

- **Support campus life & activities in AC**
 - Provide staffing and resources for activities, engagement, recreation and weekend programming
- **Safety resources in AC**
 - Add police, security personnel and supportive resources

University Operating Budget



Engagement

- **Adapting to a changing world**
 - Strengthen University's commitment to diversity and inclusion in Stockton's Strategic Communications
- **Staying ahead of the curve**
 - Geo-Fencing, Micro-targeting and Remarketing, Retargeting, and Contextual Digital Advertising

University Operating Budget



Engagement

- **2019 Unite Against Hate Day**
 - Campus-wide effort to study, discuss and better understand hate and terror
- **Community outreach in AC**
 - Engage with Atlantic City's diverse and participative community

University Operating Budget



Sustainability

- **Eye in the Sky**
 - Expand CCTV capabilities through increased personnel and software
- **Go Green**
 - Continue to transition printed publications into engaging and impactful digital content

University Capital Budget Requests



Capital Budget

- **Capital Request for FY19: \$9,700,000**
 - Response to costs for deferred maintenance and new & growing program initiatives
 - Determining Institutional Concept Priorities
 - Health & Safety
 - Accessibility
 - Program Growth
 - Security & Safety
 - Systems & Infrastructure
 - University Initiatives

Institutional Committees

This website contains information about institutional committees that work on a variety of topics for Stockton University. This list is meant to be comprehensive, but not necessarily exhaustive, and has been formulated based on three general criteria.

- The committee should be institutionally sanctioned
- The committee should be addressing on-going issues rather than one-time or issues
- The committee should be focused on matters internal to the University

For more information, or to request a committee to be added to this list please [contact Peter Baratta](#).

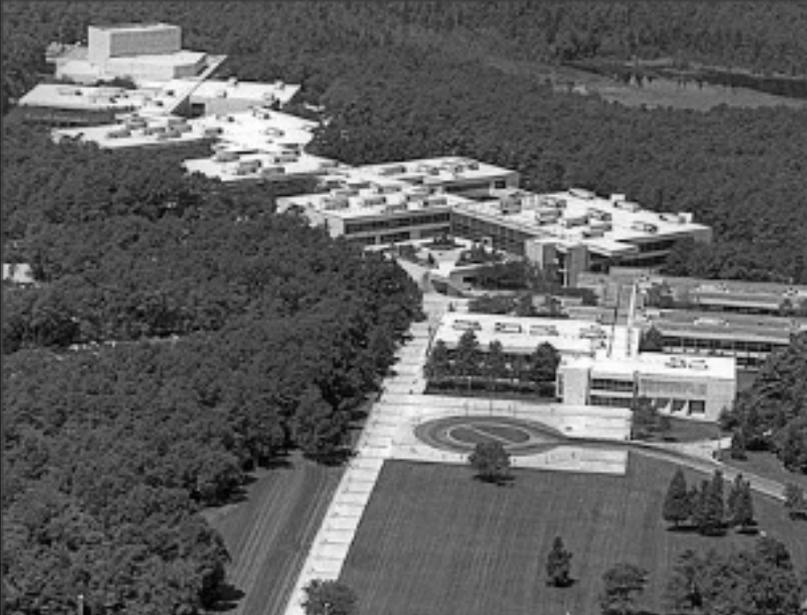
Academic Honesty Appeals Board (Procedure 2005)	Information Technology Advisory Board 
Advisory Board on Grades and Standing (Procedure 2006)	Space Management Committee 
Academic Affairs: Task Force on Shared Governance	The Stockton Americans with Disabilities Act (ADA)-Rehabilitation Act Steering Committee 
Atlantic City Initiatives Task Force	Strategic Enrollment Management Council 
Committee on Campus Diversity and Inclusive Excellence 	Student Banner User Group (SBUG): 
Data Standards Group 	Parking Committee 
Faculty Senate 	Veterans Advisory Committee 

Other Working groups

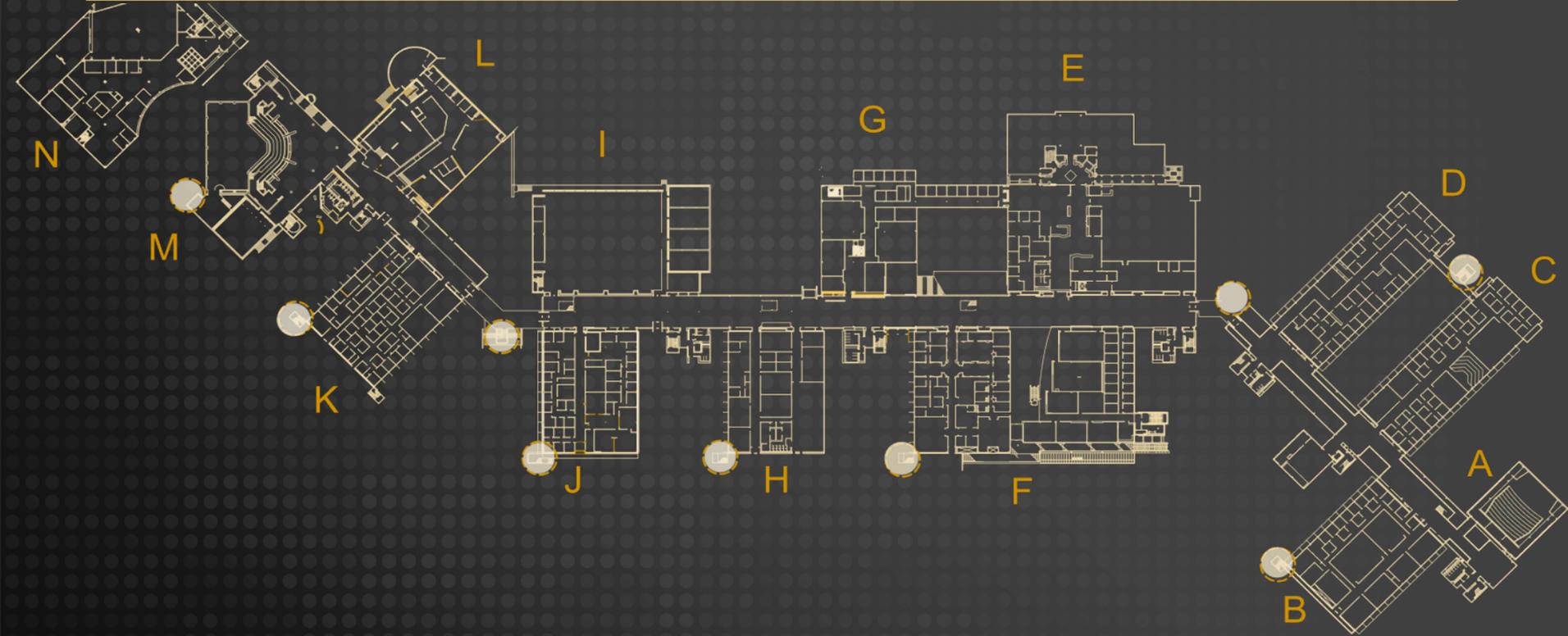
- Biodiversity Committee (2020)
- Emergency Management work groups
- Police & Safety work groups
- Taskforces for Nursing Mothers & All Gender
- Student Senate and Student taskforces



Previous Budgets



Previous Budgets



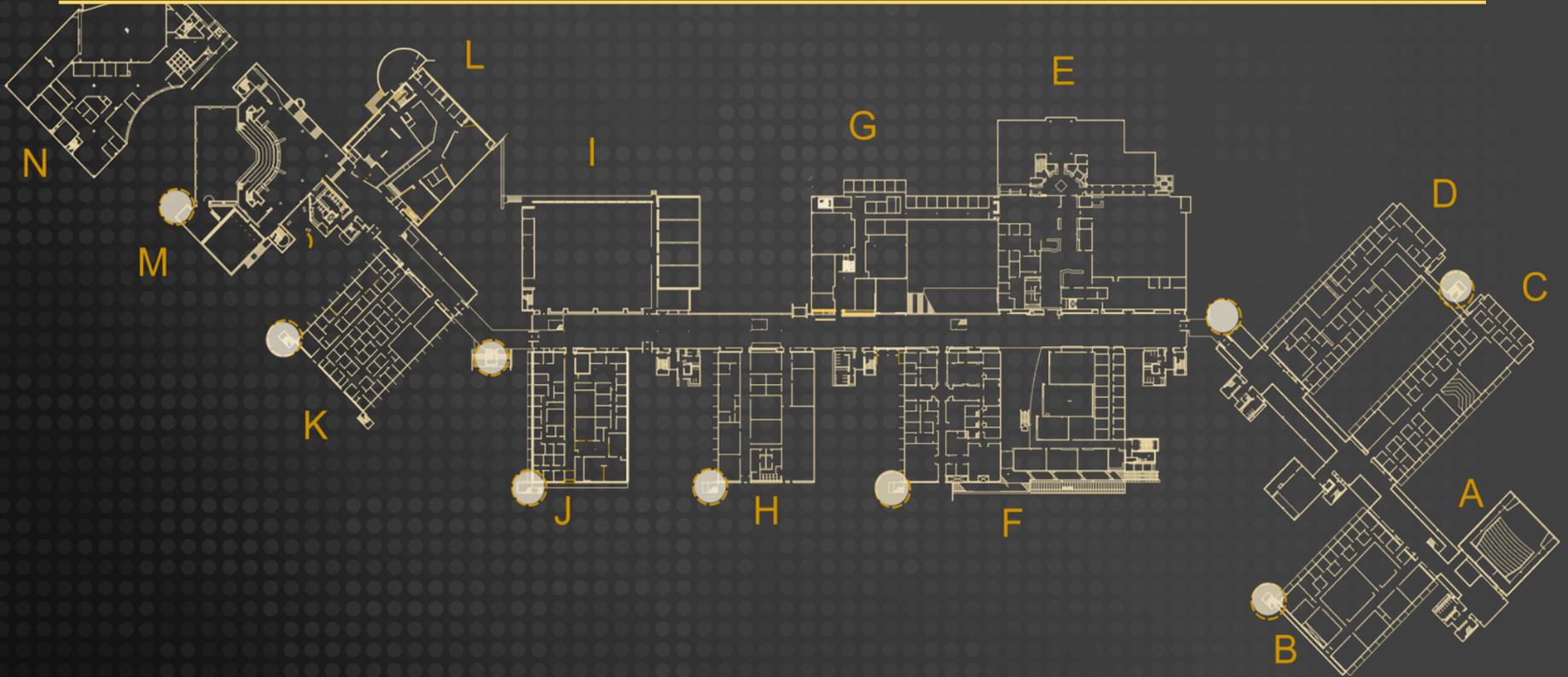
Previous Budgets

- Previous **capital projects** have responded to institutional priorities
 - **FY14:** Lakeside parking lot; B & F wing roof replacement
 - **FY15:** Housing 2 parking; Housing 3 mechanical replacement; police station expansion
 - **FY16:** Parking lot 0; stair and elevator replacement throughout academic spine; wireless expansion

Previous Budgets

- Previous **capital projects** have responded to institutional priorities
 - **FY17:** Parking Lot 8a & 8b; restrooms in A & C wings; mechanical replacement in Housing 2; Computer network upgrades
 - **FY18:** Parking Lot 6 & student rec area; K wing sidewalks; Housing 4 mechanical improvements; Business Intelligence reporting tool

Previous Budgets



Previous Budgets



Signage



Housing 4: mechanical



Parking Lot Zero



Student Recreation



Bob



Restrooms



Delaware Avenue

Capital Budget Requests



Sustainability

- **New projects and renovations**
 - Parking Lot 8c (expansion of North Athletic Campus Parking)
 - Housing 1 bathroom renovations (critical repair)
 - Water plant renovations (priority renovation)

Deferred maintenance; improve operational efficiencies

Capital Budget Requests



Sustainability

- **New projects and renovations**
 - Roof repairs: Phase 1 of 5 (commencement of needed replacement)
 - North Athletic Complex and Pomona Road
(road improvements and intersection)
 - Renovations and repairs to housing and grounds
(annual allowance to address the maintenance of residential facilities)

Deferred maintenance; improve operational efficiencies

Capital Budget Requests



Engagement



Sustainability

- **Safety and Security**
 - Signage and Wayfinding (Phase 2 – ADA, directional & identification)
 - Surveillance equipment & software: better video analytics; ability to share with local municipalities

Improve campus safety; improve operational efficiencies

Capital Budget Requests



Engagement



Sustainability

- **Safety and Security**
 - Security vehicle for A.C. parking garage
 - Additional police equipment: defibrillators, radios

Improve campus safety; improve operational efficiencies

Capital Budget Requests



Learning



Engagement

■ Information Technology Services

- Academic & network equipment replacement (5 Yr)
- Wireless access point replacement (5 Yr)
- Enterprise data server replacement (5 Yr)

Excellence in teaching and learning; improve service

Capital Budget Requests



Question & Answer Session

Audience can ask questions to all Cabinet members

