

Stockton University: Cabinet Priorities & Divisional/Unit Accomplishments for FY-21

• Achieved (possibly ongoing)
 • On Track
 • Some Progress
 • Little or No Progress

Strategic Theme #1: Inclusive Student Success		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10
Priority #1	Expand Student Health, Safety, and Well-Being	•	•	FY-22	FY-22						
Priority #2	Cultivate an Inclusive Campus Community	•	•	•	FY-22						
Priority #3	Promote Equitable Educational Access and Achievement	•	•	•	•	FY-22	FY-22				
Priority #4	Foster Post-Graduate Success	•	•								

Strategic Theme #2: Diversity & Inclusion		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10
Priority #1	Promote and Assess an Inclusive Campus Community	•	•	•	•	FY-22	FY-22	FY-22			
Priority #2	Enhance Faculty and Staff Diversity	•	•	•	•	FY-22					
Priority #3	Promote a Comprehensive Diversity & Inclusion Education	•	•	•	FY-22						

Strategic Theme #3: Teaching & Learning		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10
Priority #1	Advance Academic Assessment	•									
Priority #2	Strengthen Academic Programming	•									
Priority #3	Embrace Diverse Teaching and Learning Styles	•	FY-22	FY-22							
Priority #4	Enhance the Scholarship of Teaching and Learning (SoTL)	•	•	FY-22							

Strategic Theme #4: Strategic Enrollment Management		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10
Priority #1	Improve Access, Opportunity for Non-Traditional Students	•	FY-22								
Priority #2	Sustain Student Retention and Completion Rates	•	•	•	•	FY-22					
Priority #3	Enhance Student Satisfaction Practices Across the Campus	•	•	FY-22							
Priority #4	Support Sustainable Enrollment	•	•	FY-22							

Strategic Theme #5: Financial Sustainability		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10
Priority #1	Enhance Fiscal Responsibility of University Resources	•	•	•	•	•	•	•	•	FY-22	FY-22
Priority #2	Develop and Update Facilities Master Plan	•	•	FY-22	FY-22						
Priority #3	Enhance Institutional Fundraising and Alumni Engagement	•	•	FY-22							

Strategic Theme #6: Campus Community, Communication, & Shared Governance		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10
Priority #1	Strengthen Shared Governance Practices	•	FY-22								
Priority #2	Improve Institutional Communication Practices	•	•	•	FY-22	FY-22	FY-22				
Priority #3	Expand Campus Community Participation	•	•	FY-22							
Priority #4	Provide a Robust, Encouraging Working Environment	FY-22									

Strategic Theme #1 Inclusive Student Success

- Offer comprehensive systems that recognize how a diverse student body brings a broader range of academic, social, and cultural assets, challenges, and needs.
- Work continuously to close the equity gaps in students' access to learning opportunities, research with faculty, academic achievement, degree attainment, and postgraduate opportunities.
- Build enrollment strategies that position Stockton as a first-choice academic home for a diverse, high-achieving applicant pool.
- Increase partnership opportunities for, and with, our growing network of talented and dedicated alumni.

Cabinet Priority 1.1 Expand Student Health, Safety, and Well-Being: Strengthen student health, safety, and wellness strategies and outcomes.

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Athletics	Strengthen the partnership with the Counseling Center around student-athlete mental health.	50% complete

➤ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*

FY-21 Update

- Expanded Well Checks with Counseling Services from fall incoming student-athletes to all incoming student-athletes.
- Explored with Counseling Services the possibility of incorporating mental health screenings for all student-athletes as part of the PHQ9 module in the SportsWare software that Athletic Training currently utilizes for student-athlete physical examinations.

FY-22 Update

- Will go here

2.	FY-21	Student Affairs	Prepare a draft version of a new student well-being strategic plan to support current and future student health, wellness, and safety.	25% complete
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➤ *DEI connective action: Address equity issues as they may arise on campus; maintain a safe, respectful, and affirming environment; close achievement gaps in student success and completion (Equity).*

FY-21 Update

- Implemented National Assessment of Collegiate Campus Climate (NACC) survey to gather baseline data regarding students' experience with campus racial climate (Nov 2020).
- Implemented national Health Minds Study to gather baseline data related to students' mental health status and resource utilization (April 2021).
- Scheduled ACHA-Collegiate Health Assessment for Fall 2021 to gather baseline data related to students' health habits, behaviors, and perceptions.
- Completed Mental Health Audit with Baker-Tilley (Fall 2020).
- Strengthened Health, Safety and Wellness strategies through reorganization of Health and Wellness and Dean of Students operations and hiring of new leadership for Counseling and Psychological Services (CAPS), Learning Access Programs (LAP) and Health Outreach, Promotion, Education and Services (HOPE) to support.
- Enhanced BOT engagement and knowledge of student health, safety and wellness strategies through BOT Student Success Committee.
- Completed NASPA Culture of Respect Core Evaluation and developed Individualize Improvement Plan.

FY-22 Update

- Will go here

3.	New FY-22	Student Affairs	Enhance student counseling, disability support, conduct, and safety operations.	Begins in FY-22
➤ <i>DEI connective action: Address equity issues as they may arise on campus; maintain a safe, respectful, and affirming environment (Equity).</i>				

FY-22 Update

- Will go here

4.	New FY-22	Student Affairs	Lead the University's participation in the NASPA Culture of Respect initiative to assess and enhance sexual violence education, support services, and policies.	Begins in FY-22
➤ <i>DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).</i>				

FY-22 Update

- Will go here

Cabinet Priority	1.2	<u>Cultivate an Inclusive Campus Community: Enhance cross-divisional efforts to increase students' sense of belonging, engagement, and development.</u>		
Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Atlantic City Operations; Human Resources	Collaborate in the expansion of partnerships, internships, employment, and community engagement opportunities, especially in Atlantic City.	100% complete and ongoing
➤ <i>DEI connective action: Students and employees benefit from working, learning, and living in diverse environments that represent a multitude of voices and perspectives; promote awareness and understanding of the ways individuals interact within systems and institutions (Preamble).</i>				

FY-21 Update

- Implementation of collaboration of the Osprey Internship Program between School of Business and South Jersey Industries and paid internship with the Chelsea EDC will be effective Fall 2021. Additional proposed initiatives are expected to roll out throughout the FY22-23 academic years.
- Co-hosted Chelsea Neighborhood Beautification & Cleanup which attracted over 125 volunteers and the removal of 3,500 lbs. of trash - the largest event of its kind ever in the Chelsea community.
- 17th MLK Day of Service involved 400 volunteers, including 100 in Atlantic City. Hosted 6th MLK Panel Discussion involving 60 students from 5 area high schools.

FY-22 Update

- Will go here

2.	FY-21 FY-22	Atlantic City Operations	Identity opportunities for collaboration between external groups and Stockton which support institutional programs and initiatives.	50% complete
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- *DEI connective action: Co-curricular and interaccional campus diversity (Diversity); develop resource networks (Equity); active, intentional, and ongoing engagement with diversity (Inclusion).*

FY-21 Update

- *Negotiations with the AAHMSNJ are on hold. Additional initiatives are highlighted above in Goal 1.*

FY-22 Update

- *Will go here*

3.	FY-21 FY-22	Student Affairs	Integrate planning, assessment, and communication strategies to support inclusive student success.	90% complete
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- *DEI connective action: n/a.*

FY-21 Update

- *Hired Executive Director for Student Affairs Planning and Operations to strengthen divisional planning, assessment and communications strategies.*
- *Created Student Affairs Assessment and Communications Teams to expand staff engagement in strategic priorities.*
- *Implemented and trained staff on the usage of planning and assessment technology to facilitate Student Affairs strategic planning, assessment and reporting of divisional outcomes.*
- *Advanced the Anthology (formerly Campus Labs) process to the adoption phase (previously disrupted by COVID-19).*
- *Disseminated the National Assessment of Collegiate Campus Climates (November 2020) to undergraduate students. This survey addresses students' well-being and sense of belonging through their appraisal of the University's commitment to equity and inclusion and the students' experiences with race and learning about it, among other topics. Stockton results were completed in April 2021. Benchmarking results will be ready in August 2021 (FY22).*
- *Initiated monthly Executive Leadership meetings to elevate and advance divisional priorities and expand decision-making.*

FY-22 Update

- *Will go here*

4.	New FY-22	Planning & Research	Facilitate a standardized and consistent student coding process for the University's new CRM and ERP software packages to improve tracking of student engagement, persistence, and success.	Begins in FY-22
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- *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*

FY-22 Update

- *Will go here*

Cabinet Priority	1.3	<u>Promote Equitable Educational Access and Academic Achievement</u> : Reduce equity gaps in high-impact learning opportunities and academic achievement indicators (such as GPA, academic honors, degree completion, etc.)			
Goal	FY	Lead Unit/s	Description	Status	
1.	FY-21 FY-22	Academic Affairs; Student Affairs	Prioritize faculty and staff development of creative and innovative programming that provides high-quality learning experiences, incorporates high-impact practices, and promotes inclusive student success for a diverse range of learners.	100% complete and ongoing	

- DEI connective action: Address equity issues as they may arise on campus; maintain a safe, respectful, and affirming environment; close achievement gaps in student success and completion (Equity).

FY-21 Update

- Created Academic Achievement Programs department with a dedicated Director to elevate the visibility of high-impact educational experiences for historically underrepresented students.
- Redeveloped the Board of Trustees Distinguished Fellowships to focus on projects that examine social justice and equity resulting in more diverse applicants and recipients.
 - As of Fall 2020, the priority was shifted to research or creative projects dedicated to
 - Social justice
 - Experiential learning opportunities or high impact practices
 - Ten projects were awarded for the Fall 2020-Spring 2021 academic year:
 - Five related to social justice
 - Four related to high impact practices
 - Increased Diversity in Recipient Pool:
 - Fall 2020-Spring 2021: 2 Black/African Americans, 2 Hispanic/Latinx, 1 Bi-racial, 5 White
 - Fall 2016-2018: 1 Black/African American, 3 Hispanic/Latinx, 1 Multi-Racial, 23 White, 4 Asian
- Revised University Retention Working Group mission; expanded the membership; provided professional development opportunities for members focused on closing racial equity gaps in student success outcomes.
- Developed Bridging Equity Gaps series to educate students about high impact learning experiences.
- Implemented Career Coaching Circles to strengthen social capital access and development for underrepresented students (Spring 2021).
- Identified space to integrate key offices in Student Affairs and Academic Affairs that support high-impact practices and inclusive student success in F-100 wing.
- Participated in national AACU&U High Impact and Student Success Institute and developed institutional action plan (June 2021).

FY-22 Update

- Will go here

2.	FY-21 FY-22	Executive Vice President	Strengthen and build Stockton’s reputation as a first-choice academic home for diverse, high-achieving students, and secure philanthropic partnerships to bolster programming and services to support student success.	75% complete
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- DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).

FY-21 Update

- Launched Corporate and Foundation Relations program within Development and Alumni Relations to foster new relationships with private funders. Secured scholarship and programmatic support.

- Implemented a refreshed FY-21 Choose Stockton advertising campaign accounting for more than half (53%) of visitor traffic to the admissions landing page. For the first time AdWords campaigns for transfer recruitment ran for the entire fiscal year. The impact was substantial with unique pageviews to the transfer pages 21% over the previous year, supporting the increase in transfer deposits over FY-20.
- Refreshed Choose Stockton Admissions collateral as a cost-effective mailer due to the elimination of in-person recruitment events during the 2020-21 academic year. Also developed new Undergraduate admissions landing page with improved graphics and diverse student profiles.
- Implemented campaigns for Latinos, Blacks, Asians and Veterans to support diversity and inclusion initiatives. Ads recruiting Latinos using, digital platforms, Univision, Telemundo, Comcast and La Mega radio ran in English and Spanish. Ad buys with vendors such as Philly Tribune (oldest Black newspaper in the country) and various digital platforms were used to target black audiences. Veterans were targeted by geo-fencing military bases and VA hospitals. Billboards were purchased adjacent to McGuire AFB.
- Effectively increased out-of-state campaigns with digital ads and social media boosts targeting Pennsylvania, New York, Delaware and Maryland via delewareonline.com, Baltimore Sun, Staten Island Live and inquirer.com. This effort supported an increase in out-of-state applications and deposits increased for FY-21.
- Publicity placed Stockton in the top three 8/12 (67%) months among peer NJ Colleges and Universities.
- President Kesselman's share of voice/media mentions placed in the top three 11/12 (92%) months among peer NJ Colleges and Universities for FY-20.
- The department issued 160 press releases and an additional 146 web stories and event listings for a total 306 items. The University had a total of 6,096 media mentions over the year.
- Launched interactive degree/areas of study finder: visitors can now filter on program, school, type and keyword(s).

FY-22 Update

- Will go here

3.	FY-21 FY-22	Information Technology	Strengthen inclusive student success opportunities by providing efficient and effective access to information and technology resources.	100% complete and ongoing
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➤ DEI connective action: n/a.

FY-21 Update

- Deployment and scale up of Zoom services to assist with the business continuity of remote learning and remote workforce.
- Successful rapid deployment of Amazon AppStream to support virtual desktops during switch to remote learning.
- Enabled multifactor authentication on the VPN to allow for secure access to on campus documents and shares.
- Now supporting two Virtual Desktop Infrastructure systems that allow for remote access to campus software and documents for faculty, staff, and students.

FY-22 Update

- Will go here

4.	FY-21 FY-22	Planning & Research	Develop enhanced reporting mechanisms to analyze the University's access and achievement initiatives.	100% complete and ongoing
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➤ DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).

FY-21 Update

- Completed an in-depth analysis of targeted high-impact practices (HIP) with emphasis on first-time and transfer cohorts, along with persistence-to-graduation by HIP participants and non-participants. Shared results with Division of Student Affairs.

- Completed a summary analysis of 2020 BCSE and NSSE results to provide an overview of student engagement. Shared results with SEMP Research team.
- Designed weekly report to monitor continuing student registration by academic class level, affinity groups, and race/ethnicity.

FY-22 Update

- Will go here

5.	New FY-22	Student Affairs	Implement and assess strategies that close racial equity gaps in student outcomes.	Begins FY-22
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➤ DEI connective action: Close achievement gaps in student success and completion (Equity).

FY-22 Update

- Will go here

6.	New FY-22	Student Affairs; Diversity & Inclusion	Implement strategies to expand access to experiential learning opportunities for underrepresented students.	Begins FY-22
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➤ DEI connective action: Close achievement gaps in student success and completion (Equity).

FY-22 Update

- Will go here

Cabinet Priority	1.4	<u>Foster Post-Graduate Success: Increase six-month post-graduate employment and degree program rates from 82% to 85% by 2025.</u>		
Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Athletics	Develop sport team alumni networks to further foster mentoring, jobs, and internships.	0%

➤ DEI connective action: Develop resource networks (Equity).

FY-21 Update

- Never got underway – will be pursued anew in FY22.

FY-22 Update

- Will go here

2.	FY-21 FY-22	Executive Vice President	Develop and employ strategies to strengthen mentorship and career networking opportunities between alumni and students while implementing communication strategies to showcase the success and achievement of alumni.	50% complete
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➤ DEI connective action: n/a.

FY-21 Update

- *Continued partnership between Alumni Relations and Career Education and Development intended to target specific alumni to participate in various career panels and events.*
- *Student Alumni Association created to foster student/alumni relationships.*
- *Identified funding opportunities to support Career Education and Development*
- *Redesigned alumni newsletter to include more stories of alumni achievement, complimented by strategic social media campaigns showcasing these profiles.*

FY-22 Update

- *Will go here*

Strategic Theme #2 Diversity & Inclusion

- Focus on recruiting, hiring, and retaining a high-quality and increasingly diverse faculty and staff.
- Build enrollment strategies to reach students who have not previously seen Stockton as their academic home.
- Ensure access to sufficient resources so that all students have the opportunity to participate in the foundational elements of Stockton’s liberal arts education.
- Restructure institutional aid to better address financial need, spreading available funds across a larger population of financially disadvantaged students.
- Intentionally create culturally-affirming learning opportunities and separate spaces that foster a sense of belonging, safety, and wellness for all students.

Cabinet Priority	2.1	<u>Promote and Assess an Inclusive Campus Community: Develop new and enhance existing programs and initiatives that contribute to an inclusive campus community.</u>		
Goal	FY	Lead Unit/s	Description	Status
1.	FY-21	General Counsel; Equal Opportunity & Institutional Compliance	Implement new Title IX regulations into University procedures.	100% complete

➤ DEI connective action: n/a.

FY-21 Update

- Policies and practices were revised in order to implement new Title IX regulations by the August 15, 2020 deadline.

2.	FY-21 FY-22	Atlantic City Operations; Facilities & Operations; Student Affairs	Develop and implement a strategic plan and facility design for the construction of a new Multicultural Center on the Galloway campus.	40% complete
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➤ DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).

FY-21 Update

- Multicultural Center Planning Committee has been formed, comprised of a diverse group of faculty, staff, students, with an emphasis on racial and ethnic minority representation and engagement.
- Minority owned and operated architect, landscape and engineering firms have been engaged for the design of the project. This is the first time the University has hired a minority architecture firm to design a project of this size and scope. This experience has broadened the view of F&O to be more deliberate in engaging SBE, MBE, and WBE businesses.
- Plans for the Center include development of a prominent space on campus which is specifically designed to support inclusive student success and offer engagement and support to minority and other culturally marginalized students and staff.
- The prominence of the Center has influenced and expanded the original plans and will now include renovations of additional space within lower F Wing.

- Center will serve as an anchor space on campus, with unique spaces including an outdoor garden plaza, offices, resource library, servery for cultural dining, and multipurpose space which will accommodate lounging and community gatherings, film screenings, live entertainment, lectures, and other types of cultural programming. Project is projected to be completed in Spring 2022.
- Developed draft mission, goals, and resource requests, including staffing, for the new Multicultural Center.

FY-22 Update

- Will go here

3.	FY-21 FY-22	Executive Vice President	Support institutional efforts to reinforce Stockton’s position and commitment to increasing awareness, programming, services, and resources for diversity and inclusion through targeted campaigns and philanthropic support from both individuals and private sector individuals.	75% complete
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➤ DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).

FY-21 Update

- Launched Alumni Conference on Diversity, Equity and Inclusion. This year-long initiative is a collaboration between the Director of Alumni Relations and the Chief Officer for Diversity and Inclusion. A steering committee of alumni selects program topics and panelists. Three panel discussions have been held, focusing on diversity and inclusion in higher education, freedom of speech and shared governance. The conference will continue through FY22.
- The Scholarship Selection Committee has worked to expand the definition of “merit” beyond the grade point average to include a more holistic view of student achievement and involvement. References, extracurricular activities, community service and credits earned are considered part of the “merit” review.
- Established a new giving campaign focused on “Advocacy for Social Justice.” Conducted a fundraising appeal during Black History Month benefitting Black faculty, staff and student initiatives. Conducted a fundraising appeal for Global Engagement Student Relief benefitting international students who were affected by COVID. Regularly circulate and solicit grants for diversity, equity and inclusion initiatives.
- Coordinated and implemented advertising campaigns targeting underrepresented populations. Latinx results show an increase in applications of 7%.
- Successfully developed, pitched and wrote web stories and news coverage to demonstrate and promote the diversity and inclusion among students, faculty and staff. Highlights include publicity for BOT resolution, new R-requirement, Black Lives Matter Lecture series and Stockton Promise.
- Strengthened partnership with Production Services to review video projects that included students/faculty to ensure a wide range of backgrounds were represented. Examples include Black Lives Matters – What Matters Video Series, MLK Day of Service Video, Fannie Lou Hamer Social Tease, Stockton Diversity Social Badge
- Led the development of the Campus Committee on Diversity and Inclusive Excellence Celebrate Diversity Digest, a monthly newsletter from the CCDIE providing news and resources about issues of diversity and inclusion at Stockton and within higher education. The first three issues drew more than 300 unique viewers each.
- Established the #StocktonVoices social media series that the Digital Engagement team regularly adds to. About 50 posts have reached more than 250K on Facebook and Instagram. Created a web presence for the series to archive and continue to promote these features long-term, which has more than 700 pageviews.
- stockton.edu still maintains industry leading Google Lighthouse scores in Performance, Best Practices, Accessibility and SEO.
- Developed Diversity & Inclusion and Equal Opportunity & Institutional Compliance websites.
- URM met bimonthly with the Student Senate Public Relations committee to discuss diversity communication and enhance communication and outreach with students.

FY-22 Update

- Will go here

4.	FY-21 FY-22	Human Resources	Develop and promote employee training and orientation programs that contribute to a more inclusive campus community.	90% complete
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➤ *DEI connective action: offer professional employee growth opportunities (Equity).*

FY-21 Update

- Employees received Discrimination Awareness in the Workplace training.
- Cabinet received training for anti-bias, microaggression.
- Partnered with OEOIC to require all new and current university employees take Vector Solutions on-line training on both Title IX and Discrimination Awareness to help maintain and provide a university environment that is free from discrimination on the basis of sex, including gender.

FY-22 Update

- Will go here

5.	New FY-22	Administration & Finance	Collaborate in the development of initiatives, programs, and partnerships which recognize and leverage the diversity within Atlantic City’s University District and promotes Stockton’s status as an Anchor Institution.	Begins in FY-22
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➤ *DEI connective action: Develop resource networks (Equity); active, intentional and ongoing engagement with diversity (Inclusion).*

FY-22 Update

- Will go here

6.	New FY-22	Administration & Finance	Identify and secure funding for diversity, equity, and inclusion operating and capital initiatives.	Begins in FY-22
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➤ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*

FY-22 Update

- Will go here

7.	New FY-22	Human Resources	Considering appropriate results of the employee campus climate survey, research and develop a robust employee exit survey to improve employee retention.	Begins in FY-22
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➤ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*

FY-22 Update

- Will go here

Cabinet Priority	2.2	<u>Enhance Faculty and Staff Diversity:</u> Build and cultivate a base of institutions (starting with minority-serving institutions) and disciplinary association caucuses to promote diversity in Stockton’s faculty, managerial, and professional staff appointments.		
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Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Diversity & Inclusion; Human Resources	Expand diversity sourcing capabilities by developing key relationships with professional networks and organizations. Expand outreach efforts to target areas such as Latinos, African Americans, Asians, Disabled, and LGBTQ communities.	50% complete

➤ DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).

FY-21 Update

- Talent acquisition continues to expand diversity sourcing capabilities by posting to sites that serve multiple diverse populations.
- Increased the numbers and variety of diversity publications and diversity job boards used to attract underrepresented job candidates.
- Purchased the JobTarget “diversity package” to ensure positions are posted to 60+ diversity job sites that specifically target ethnic minority groups, veterans, women, individuals with disabilities, the LGBTQ community as well as older workers.
- Joined the Hispanic Association of Colleges and Universities as a first step toward becoming a Hispanic-Serving Institution (at least 25% Hispanic).

FY-22 Update

- Will go here

2.	FY-21 FY-22	Diversity & Inclusion; Human Resources	Develop and promote ways to infuse diversity, equity, and inclusion principles into all aspects of the search and hiring processes.	100% complete and ongoing
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➤ DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).

FY-21 Update

- The Search Advocate Program has been enhanced to ensure that search advocates are involved in the search process at the earliest stage, which is when the job description/ad are developed. Search advocates must approve the job description/ad before posting. Also, if a search advocate is excluded from any part of the search process, the Chief Officer for Diversity & Inclusion may fail the search after consultation with the hiring manager and divisional executive.
- Increased the number and variety of diversity publications and diversity job boards used to attract underrepresented job candidates.
- OHR developed detailed EEO reports that provide key applicant data to hiring managers so that they can confirm that a fair and equitable search is being conducted by their search committee.
- The final job description and ad will not be finalized until there is input from the search committee, including the search advocate.

FY-22 Update

- Will go here

3.	FY-21 FY-22	Academic Affairs	Hire and retain through membership, professional development, engagement, and leadership opportunities a diverse community of faculty, staff, and academic leaders to provide the human resources needed to achieve the goals outlined in the University's strategic plan.	50% complete
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- *DEI connective action: Offer professional employee growth opportunities and develop resource networks capable of closing the demographic disparities in leadership roles in all spheres of institutional functioning (Equity).*

FY-21 Update

- *Hired more than 40 new faculty and professional staff in FY21 and approved 14 additional faculty hires for FY22.*
- *Special attention has been given in both years to strategic hires that build diversity within the division.*
- *Funded training for 12 new search advocates trained to identify and mitigate unintended bias in the search process in Summer 2020; scheduled a comparable summer institute for up to 12 candidates for 2021.*

FY-21 Update

- *Will go here*

4.	FY-21 FY-22	Academic Affairs; Diversity & Inclusion	Review and advance implementation of the revised faculty diversity plan in support of the University's Diversity & Inclusion goals.	25% complete
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- *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*

FY-21 Update

- *Revised University Procedure 6101 and search advocate documentation and training to explicitly designate search advocates as full members of all search committees.*

FY-22 Update

- *Will go here.*

5.	FY-22	Information Technology	Explore and, where appropriate, establish connections with a technical college to start a diverse pipeline for information technology.	New in FY-22
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- *DEI connective action: Support commitment to building a diverse and respectful community (Diversity).*

FY-22 Update

- *Will go here*

Cabinet Priority	2.3	<u>Promote and Assess a Comprehensive Diversity and Inclusion Education</u> : Develop and enhance a sustainable diversity and inclusion education for the campus community to support student and employee success and belonging.		
Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Equal Opportunity & Institutional Compliance; Human Resources	Leverage LMS training system (Vector Solutions) to roll out training modules in a manner that helps drive community diversity and inclusion.	90% complete

➤ DEI connective action: Offer professional employee growth opportunities (Equity).

FY-21 Update

- All new and current university employees are required to take Vector Solutions on-line training on both Title IX and Discrimination Awareness to help maintain and provide a university environment that is free from discrimination on the basis of sex, including gender.
- Employees received Discrimination Awareness in the Workplace training.
- Cabinet received training for anti-bias, microaggression.

FY-22 Update

- Will go here

2.	FY-21 FY-22	Planning & Research	Expand data initiatives regarding student persistence, progression, retention, and completion rates through multiple demographic perspectives.	100% complete and ongoing
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➤ DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).

FY-21 Update

- Completed a comprehensive analysis regarding student responses to key BCSSE survey questions to better predict factors impacting third-semester retention rates. Shared results with Retention Working Group and SEMP Research team.
- Enhanced term-over-term persistence rate analysis for first-time cohorts to include persistence by initial AGI range.
- Continued efforts to ensure post-baccalaureate certificates are being awarded in a trackable and reportable manner.
- Completed an in-depth analysis of “early alert form” recipients and their persistence and graduation rates. Shared results with Retention Working Group and SEMP Research team.
- Piloted a text-message campaign to encourage students on a course waitlist to consider registering for the same course in a different term.

FY-22 Update

- Will go here

3.	FY-21 FY-22	Diversity & Inclusion; Human Resources	Enhance University capability in the area of diversity and inclusion via targeted training, consultations, and organizational development interventions.	50% complete
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- *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*

FY-21 Update

- A Diversity and Inclusion Educators Group was formed in September 2020 to bring together trainers in Human Resources, Student Affairs, and Diversity & inclusion to discuss and develop diversity training for employee populations. The group is working on adapting for the workplace, the Step Up intervention program for students.
- The ADA-504 Steering Committee is working on a Blackboard Ally instructional guide for faculty to use in making more accessible their course materials.
- The President’s Cabinet has had three conversations on race since July 2021 facilitated by various faculty and administrators.
- Campus Police received a session on raising awareness of micro and macro-aggressions and bias (implicit and explicit).

FY-22 Update

- Will go here

4.	New FY-22	Student Affairs	Implement co-curricular diversity and social justice programs and initiatives.	Begins in FY-22
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- *DEI connective action: structural, curricular/co-curricular, and interaccional campus diversity (Diversity).*

FY-22 Update

- Will go here

Strategic Theme #3 Teaching and Learning

- Enhance information about study skills, time management, and adaption to campus life through a variety of venues, such as Welcome Week, FRST courses, freshman/transfer seminars, and other initiatives, to start students on the right academic footing.
- Embrace new academic programs and approaches that enhance teaching and learning, respond to changing social and economic conditions, and prepare students for emerging fields.
- Reinforce our Essential Learning Outcomes (ELOs) with students and encourage faculty to align curricular and co-curricular activities to create a well-rounded education, relevant to a changing world.
- Support faculty research about, and participation in, professional development opportunities that strengthen the classroom experience, including effective pedagogical approaches for a particular program and its core courses.

Cabinet Priority	3.1	Advance Academic Assessment: Develop, executive, and evaluate an academic assessment plan that aligns institutional goals with program learning objectives and provides data about student outcomes.		
Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Academic Affairs	Develop, execute, and evaluate an academic assessment plan that aligns institutional goals with program learning objectives, informs objectives, and provides data about student learning outcomes.	50% complete

- *DEI connective action: Diversity is crucial to achieving the mission of a broad, liberal arts education. Structural, curricular/co-curricular, and interactional campus diversity creates an inclusive and respectful environment for all students and employees (Diversity).*

FY-21 Update

- Hired a new designated manager as Director of Academic Assessment.
- Initiated a new template process for assessment initiatives to provide a needed degree of consistency across the division.
- Revised both annual and periodic review reports for academic programs, as well as centers and institutes, based on recommendations from the Faculty Union and the Faculty Leadership Task Force.

FY-22 Update

- Will go here

Cabinet Priority	3.2	Strengthen Academic Programming: Review existing curricula and experiment with new academic programs to respond to emerging fields and pedagogical opportunities.		
Goal	FY	Lead Unit/s	Description	Status
2.	FY-21 FY-22	Academic Affairs	Review existing curricula and experiment with new academic programs to respond to emerging fields and pedagogical opportunities.	25% complete

- *DEI connective action: Diversity is crucial to achieving the mission of a broad, liberal arts education. Structural, curricular/co-curricular, and interactional campus diversity creates an inclusive and respectful environment for all students and employees (Diversity).*

FY-21 Update

- Developed several new degree programs to respond to market need and student demand. Specifically, In the past year:
 - MBA in Healthcare Administration and Leadership
 - MS in Coastal Zone Management
 - MA in Public Health
 - BA in Digital Studies
- Reconceptualized several existing programs to reflect field trends:
 - Created separate BS in Computer Science and BS in Computer Information Systems degrees
 - Created separate BA in Visual Arts and BA in Performing Arts degrees
- Added several concentrations to the existing MBA program that allow for greater specialization (beginning in fall 2021): Forensic Accounting and Fraud Examination; Finance; Marketing; Business Analytics; and Hospitality Management.
- Expanded University's Transfer Pathways program to pilot a 2+3 BS/MBA program with Atlantic Cape Community College; this program can scale to include additional county college partners in FY22.

FY-22 Update

- Will go here

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Information Technology	Enhance teaching and learning through services to promote quality and reliable technology support.	100% complete and ongoing

Cabinet Priority 3.3 Embrace Diverse Teaching and Learning Styles: Diversify course delivery methods and scheduling, including online and hybrid formats, programming for summer and adult learners, and professional development opportunities, to ensure that academic offerings are broadly available to a diverse range of learners.

➤ DEI connective action: n/a.

FY-21 Update

- Adjusted Helpdesk hours to meet the needs during the Covid-19 switch to remote learning.
- Expanded operator hours to handle influx of questions coming into the University during pandemic.
- Reallocated staff when not needed from locations outside of the Galloway campus to handle surge in demand at the main campus.

FY-22 Update

- Will go here

2.	New FY-22	Academic Affairs	Analyze course delivery methods and scheduling, including online and hybrid formats in light of COVID, and formulate a strategy for modality scheduling based on pedagogical need to ensure that academic offerings are broadly available to a diverse range of learners.	Begins in FY-22
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➤ DEI connective action: Stockton University strives to have an active, intentional, and ongoing engagement with diversity – in the curriculum, in the co-curriculum, and in its internal and external communities where individuals connect (Inclusion).

FY-22 Update

- Will go here

3.	New FY-22	Academic Affairs	Hire and retain through membership, professional development, engagement, and leadership opportunities a diverse community of faculty, staff, and academic leaders to provide the human resources needed to achieve the goals outlined in the University’s strategic plan.	Begins in FY-22
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- *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*

FY-22 Update

- Will go here

Cabinet Priority	3.4	<u>Enhance the Scholarship of Teaching and Learning (SoTL):</u> Promote a culture of teaching and learning supported by the promotion and tenure process that supports systematic inquiry into student learning, builds an institutional resource repository, and makes inquiry findings public.		
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Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Academic Affairs	Establish the Stockton Center for Teaching and Learning Design to facilitate teaching excellence, assessment, and scholarship, supports systematic inquiry into student learning, build an institutional repository of resources, and publicly disseminate scholarship about pedagogy valued and recognized in the promotion and tenure process.	35% complete

- *DEI connective action: Stockton University strives to promote ways that increase awareness, content knowledge, cognitive sophistication, empathic understanding of the complex ways individuals interact within systems and institutions (Inclusion).*

FY-21 Update

- Established a revised Center for Teaching and Learning Design to oversee both academic assessment planning and ongoing academic professional development.
- Created a repository to collect best practices about teaching and learning and promote a broader emphasis on the scholarship of engagement (this work is ongoing).
- Shifted responsibility for Stockton’s Summer Institute on the Peer Evaluation of Teaching (SIPET) to CTLD, beginning in Summer 2021.
- Restructured coordination of New Faculty Orientation, previously housed in the Office of the Provost, to CTLD.

FY-22 Update

- Will go here

2.	FY-21	Information Technology	Adopt innovative technologies and solutions to provide reliable IT infrastructure for teaching and learning.	100% complete
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➤ DEI connective action: n/a.

FY-21 Update

- Migration of additional University IT services to Amazon Web Services providing further redundancy in the cloud.
- Splunk log aggregation utility fully installed and configured. Reporting has already defended the University from multiple security incidents.
- Started migration of employees to OneDrive and SharePoint to provide remote access to University data.

3.	New FY-22	Student Affairs	Cultivate a culture of teacher-scholarship in the Division of Student Affairs.	Begins in FY-22
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➤ DEI connective action: Offer professional employee growth opportunities (Equity).

FY-22 Update

- Will go here

Strategic Theme #4 Strategic Enrollment Management

- Develop enrollment and retention strategies at the institutional, school and program level that account for our mission, market demand, cost, and capacity.
- Continue to strengthen the University’s data analytics efforts regarding recruitment, persistence, and graduation, as well as enrollment, placement testing, housing, and financial aid projections.
- Recognize and support the inherent value and contributions of faculty in their courses (program, at-some-distance, general studies, service, and curricular subscripts), as well as activities outside of the classroom, such as preceptorial advising and internship supervision.
- Strengthen partnerships with high schools and community colleges through programs such as our Dual-Credit and Transfer Pathways programs.

Cabinet Priority 4.1 Improve Access and Opportunity for Non-Traditional Students: Ensure that all adult learners, military-affiliated and international students have access to a Stockton education so at least 20% of the University’s student headcount are non-traditional students by 2025.

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21	Human Resources /Government Relations	Work with elected officials to increase support for: financial aid programs for economically-disadvantaged and military-affiliated students; equity within the state TAG program; the University’s growth in Atlantic City; and appropriated funding for the University.	100% complete

➤ DEI connective action: n/a.

FY-21 Update

- State budget includes additional funds due to increasing base funding/FTE.
- State budget includes additional funding for Stockton based on outcomes-based performance (i.e., funding rationale).
- State budget includes an additional \$35 million for TAG that will increase the maximum awards for Stockton and other State colleges.

2.	New FY-22	Executive Vice President	Develop and implement integrated communications strategies to support strategic enrollment initiatives for non-traditional students.	Begins FY-22
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➤ DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).

FY-22 Update

- Will go here

Cabinet Priority	4.2	<u>Sustain Student Retention and Completion Rates</u> : Maintain the University's third-semester retention to sustain a rate of 83% or higher and a four-year graduation rate of 60% or higher over the next five years.		
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Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Athletics	Reduce the achievement gap for students of color over the achievement gap figure for the prior year.	75% complete

➤ DEI connective action: *Support the commitment to building a diverse and respectful community (Diversity).*

FY-21 Update

- Identified cohort of “at risk” students for additional support efforts.
- Worked with Faculty and Student Affairs to:
 - Intervene early and often – notified faculty of concerns
 - Scheduled academic meetings for “at risk” athletes with their head coach
 - Had early conversations with “at risk” athletes about Add/Drop options and NCAA eligibility
 - Follow-up emails to instructors with signs of academic difficulty
 - Required all first semester freshmen to take two on-line workshops: Time Management and Effective Note-Taking

FY-22 Update

- Will go here

2.	FY-21 FY-22	Enrollment Management	Enhance and expand recruitment and retention strategies to meet institutional Headcount and FTE goals.	50% complete
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➤ DEI connective action: *Address equity issues as they arise on campus (Equity).*

FY-21 Update

- Reorganized undergraduate and graduate admissions staffing and management with a renewed commitment to recruiting students of color.
- Implemented the Stockton Promise Grant as a new financial initiative that covers tuition and fees to qualifying families whose adjusted gross income is below \$65,000 a year. This grant guarantees 100% of the cost of tuition and fees covered for both first-year and transfer students.
- Provided Economic Relief to DACA/DREAMER Students Impacted by Covid-19 that could not receive Federal Stimulus Funds.
- Provided Economic Relief to Students Impacted by Covid-19. The Division of Enrollment Management was able to provide Federal Higher Education Relief Funding by utilizing financial aid data, 3,176 of the neediest students were prioritized when issuing these payments to offset monetary losses experienced from the start of the pandemic.
- Implementation of meet your Admission Counselor Series demystifying the application and financial aid process.
- Admission information sessions held for Spanish speaking parents/guardians.
- Providing the opportunity for incoming students to schedule both an in-person or virtual appointment an Admissions Representative.
- Incorporated Financial Aid “call to actions” emails and text messaging regarding deadline to receive State aid.
- Eligible to enroll postcards, text messages and phone calls to students that had yet registered for courses.
- In collaboration with The Office of Development and Alumni Affairs, the Enrollment Team is now able to award new, incoming graduate students with scholarship opportunities. This began spring 2021 and will continue for Fall 2021 and beyond.
- The Enrollment Team used programmatic themes to plan events. Some of the programs were academic in nature, i.e. targeted graduate programs, and others were themed based on funnel stage or topical.

FY-22 Update

- Will go here

3.	FY-21 FY-22	Executive Vice President	Develop and employ strategies to leverage Stockton’s alumni network to strengthen mentorship and career networking opportunities while implementing communication strategies to showcase the success and achievement of alumni.	50% complete
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➤ DEI connective action: Develop resource networks (Equity).

FY-21 Update

- Majority of programming plans impacted by COVID, due to the in-person nature of many networking and relationship-building events.
- Continued to work with Career Education and Development for opportunities to showcase alumni achievement.
- Enhanced OspreyConnect, the online networking platform for alumni and friends. Launched new monthly newsletter, solicited alumni mentors, marketed the platform to new graduates.
- Planning in place to launch Corporate Club program in FY22.

FY-22 Update

- Will go here

4.	FY-21 FY-22	Enrollment Management	Create a sense of community and collaboration in partnership with the Divisions of Academic and Student Affairs.	50% complete
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➤ DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).

FY-21 Update

- The creation, collaboration and implementation of Nest Fest Overnight orientation programming. Key offices included New Student and Family Programs, Housing as well as Academic Affairs.
- Experience Stockton & Discover Stockton Day programs for prospective students and families.
- Hosted virtual recruitment events such a Diversi-TEA Series and the Virtual Vision Board Series mentorship program aimed at re-affirming Stockton’s commitment to diversity by hosting topic-specific panel discussions with students, faculty and staff regarding issues on race, ethnicity, gender and gender identity, sexual orientation, socio-economic status, and political perspectives.

FY-22 Update

- Will go here

5.	New FY-22	Student Affairs	Strengthen strategies to support student retention in all areas of operation.	Begins in FY-22
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➤ DEI connective action: Close achievement gaps in student success and completion (Equity).

FY-22 Update

- Will go here

Cabinet Priority	4.3	Enhance Student Satisfaction Practices Across the Campus Community: Ensure prospective and current students have positive experiences at our institution through the implementation of bi-annual training for faculty and staff.		
Goal	FY	Lead Unit/s	Description	Status
1.	FY-21	Enrollment Management	Improve the student experience and internal processes by leveraging technology.	75% complete

- DEI connective action: *Recognizing our individual levels of cultural competence and understanding the significance of our similarities and differences (Preamble).*

FY-21 Update

- Automated Bursar Account Receivable Reporting to track point in time comparisons daily.
- Automated Bursar reporting to track student accounts that have a higher chance for default to offer payment options.
- Redesigned Bursar website with more straightforward navigation for website visitors.
- Developed a Strategic Communication Plan that maps the Bursar billing cycle to several modes of communications to mediate outstanding Account Receivables.

2.	FY-21	Enrollment Management	Review and strengthen Title IV compliance efforts.	75% complete
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- DEI connective action: *n/a*

FY-21 Update

- Developed recruitment strategies to assist with targeted student recruitment and retention including using Gear-Up/Goals program to create a summer academy as a pipeline for incoming first-year students; Established a mentor program with Stockton alumni; and worked with academic programs to create information sessions aimed at diversifying students in STEM and Health Sciences.
- Developed strategies for closing the financial gap between financial aid and college cost using Stockton Grant in Aid (institutional need- based funds).
- Creation and implementation of freshman and transfer communication plan that provides students with next steps from application to enrollment by ways of email and text
- Implementation of online enrollment deposit form as well online Educational Opportunity Fund Program supplemental application
- Created instructional videos about applying for financial aid and the FAFSA process for first-generation and minority students.
- Developed and implemented a structured, electronic Federal Work-Study job description form that requires employers to enter all necessary components of a written job description to strengthen Title IV compliance.
- Reviewed and enhanced our University’s annual consumer information webpage and email notification to strengthen Title IV compliance.
- Developed automatic, customized triggers that require documentation from FAFSA applicants who identify as being in a legal guardianship, an orphan or ward of the court, or homeless to strengthen Title IV compliance.

FY-22 Update

- Will go here

3.	New FY-22	Enrollment Management	Consolidate customer service across the offices of Financial Aid and Bursar.	Begins in FY-22
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➤ [DEI connective action: n/a](#)

FY-22 Update

- Will go here

Cabinet Priority	4.4	<u>Support Sustainable Enrollment</u> : Maintain current enrollment, and ideally increase the number of undergraduate and graduate students annually by 2%. Growth should be consistent with financial and existing faculty/student ratio considerations.		
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Goal	FY	Lead Unit/s	Description	Status
1.	FY-21	Enrollment Management	Monitor key performances and indicators across enrollment-related functions.	50% complete

➤ [DEI connective action: Building a diverse and respectful community \(Diversity\).](#)

FY-21 Update

- In collaboration with URM, the Enrollment Team used data analytics to make marketing and advertising decisions, including Google AdWords, Facebook, Instagram, Twitter, and LinkedIn.
- In conjunction with ITS and Video Productions, the Enrollment Team is now live-streaming in-person events so maximize audience reach. This will enhance our programming to meet prospective students, especially adults, where they are located. The Team also leverages social media to live-stream when appropriate.
- The Enrollment Team expanded the use of communication tools to reach various populations. These tools are tracked to monitor open rates in order to make data-driven decisions for future campaigns.
- The Enrollment Management team is now utilizing Microsoft Planner and Tasks to monitor on-going projects and initiatives.
- Packaged and sent offer notifications to admitted Fall 2021 students four months earlier than last year.
- Packaged and sent offer notifications to returning Fall 2021 students three weeks earlier than last year.
- Developed a report that provides the Office of Admissions a list of prospective students that indicated Stockton University as a school choice on their FAFSA but did not begin an admissions application.

2.	FY-21	Executive Vice President	Lead marketing efforts in partnership with the SEMP Council to meet or exceed strategic enrollment goals.	50% complete
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➤ [DEI connective action: Building a diverse and respectful community \(Diversity\).](#)

FY-21 Update

- Revamped the Choose campaign to emphasize “Choose Stockton.” This was our most diverse campaign, with 3 males and 3 females, including 2 Black, 1 Latinx, 1 Asian and 1 veteran student(s) . The two 30-second spots have reached 150K on YouTube alone.

- Created a virtual tour series for Admissions to reach prospective students unable to visit campus due to the pandemic. Launched the series with four tour stops: Campus Center, Academic Spine, Freshman Housing, Lake Fred.

FY-22 Update

- Will go here

3.	New FY-22	Planning & Research	Prepare data analyses and recommendations to strengthen Stockton’s dual-credit high school and Transfer Pathways programs.	Begins in FY-22
<p>➤ <u>DEI connective action</u>: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).</p>				

FY-22 Update

- Will go here

Strategic Theme #5 Financial Sustainability

- Coordinate efforts between strategic, academic, and financial planning, including the determination of enrollment strategies specific to academic programs and the financial impact of particular pedagogic strategies.
- Implement a University-wide, zero-based budgeting exercise for non-salary expenditures to ensure optimal resource allocations (in alignment with our strategic plan), particularly with respect to discretionary expenses, and an accurate understanding of program costs.
- Coordinate with key stakeholders to institute appropriate space- and time-management practices, a capital investment strategy, and an accompanying campus master plan update that aligns with the University’s academic and student life goals, and describes new facility needs and appropriate reinvestment in existing facilities, along with information technology and infrastructure.
- Create strategies to enhance the University’s financial ratios and ensure the integrity of the University’s credit rating. Together, we will hold true to our mission, and shape what we become.
- Leverage capital and intellectual assets to optimize revenue-generating operations.
- Reallocate existing resources toward uses that strengthen operations, revenue, FTE enrollment, and the University brand.
- Maintain and routinely test a multi-year financial planning model.

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Administration & Finance	Develop a plan to enhance overall fiscal responsibility of University resources.	50% complete

5.1 Enhance Overall Fiscal Responsibility of University Resources: Develop a plan to enhance overall fiscal responsibility of University resources, including pursuit of alternative revenue sources, identification and implementation of cost savings measures, optimization of resource allocation through zero-based budgeting, the inclusion of financial sustainability as a core principle in decision-making, and continued advocacy at the State level for increased support.

➤ [DEI connective action: n/a](#)

FY-21 Update

- *In light of COVID-19, our focus in FY-21 was to maintain a balanced budget despite the pandemic’s negative impact on enrollment and student housing. Our efforts included strategic budget cuts, implementation of a rigorous expenditure pre-approval process, continuous financial modeling, and prudent use of federal and State COVID relief funding. The University had to remain flexible and pivot when necessary.*
- *As we close out the fiscal year, it is clear that we were successful in our efforts from a financial perspective as we anticipate a healthy FY21 operating surplus.*
- *Efforts to enhance overall fiscal responsibility of University resources will continue in FY22 and thereafter.*

FY-22 Update

- *Will go here*

2.	FY-21 FY-22	Administration & Finance	Partner with Academic Affairs and Strategic Enrollment Management Team to determine enrollment strategies specific to academic programs and the financial impact of various pedagogic strategies.	50% complete
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➤ [DEI connective action: n/a](#)

FY-21 Update

- The Division of Administration & Finance has successfully partnered with Enrollment Management and the Chief Planning Office to project Academic Year and Summer Session enrollment and housing occupancy and the corresponding financial impact.
- During FY22, this group will work with Academic Affairs to determine enrollment strategies specific to academic programs and to model the financial impact of such strategies.

FY-22 Update

- Will go here

3.	FY-21 FY-22	Administration & Finance	Implement zero-based budgeting University-wide for non-salary expenditures.	100% complete and ongoing
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➤ [DEI connective action: n/a](#)

FY-21 Update

- The University successfully implemented zero-based budgeting for all non-salary expenditures.
- In FY22, the zero-based budgeting effort will be expanded to include hourly expenditures.

FY-22 Update

- Will go here

4.	FY-21 FY-22	Administration & Finance	Identify and implement strategies to enhance the University's financial ratios.	75% complete
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➤ [DEI connective action: n/a](#)

FY-21 Update

- Annually, the University completes a review of key enrollment and financial ratios measuring market position, operations, financial reserves, and debt / liabilities. To provide perspective the University's ratios are compared to the NJ Public Mean, Moody's Public Baa1 Median, and the other senior public colleges and universities in NJ. The ratio's historical trend is also considered. Details are reported to senior management as well as the Board of Trustees.
- In FY22, strategies for monitoring and enhancing ratios will be evaluated and certain University ratios will be monitored on a quarterly basis.

FY-22 Update

- Will go here

5.	FY-21	Information Technology	Support financial sustainability by enhancing protection of institutional and user data.	100% complete
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➤ [DEI connective action: n/a](#)

FY-21 Update

- Implemented new information security controls and tools to protect institutional data.
- Conducted a remote penetration test against IT systems to test for vulnerabilities that could lead to data loss or exfiltration.

6.	FY-21 FY-22	Facilities & Operations	Investigate opportunities to increase implementation of green energy and high efficiency measures including upgrading the mechanical and electrical systems using LEED construction principles where appropriate.	30% complete
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➤ [DEI connective action: n/a](#)

FY-21 Update

- F&O has retained the consulting services of Sightlines to update the University's commitments to sustainability and establish the new benchmarks for compliance and planning. This data will be critical and necessary for the next steps in planning for forthcoming energy efficient mechanical and electrical upgrades and renovations.

FY-22 Update

- Will go here

7.	FY-21 FY-22	General Counsel	Implement a University compliance program.	10% complete
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➤ [DEI connective action: n/a](#)

FY-21 Update

- Prepared draft material for new website information.
- Discussed compliance program with former Chief Officer for EEO and Compliance.
- Prepared outline for Institutional Risk Management Plan.

FY-22 Update

- Will go here

8.	FY-21	Human Resources/ Government Relations	Work with elected officials to increase support the University's growth in Atlantic City and increased funding for the University necessary to support enrollment goals.	100% complete
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➤ [DEI connective action: n/a](#)

FY-21 Update

- State budget includes an additional \$8.292 million plus funding for AC Phase II that will support increased enrollment capacity, student retention.

9.	New FY-22	Student Affairs	Implement internal budget, vacancy review, and space management processes.	Begins in FY-22
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➤ [DEI connective action: n/a](#)

FY-22 Update

- Will go here

10.	New FY-22	Student Affairs	Integrate strategic planning, budgeting, assessment operations to support financial sustainability.	Begins in FY-22
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➤ [DEI connective action: n/a](#)

FY-22 Update

- Will go here

Cabinet Priority	5.2	<u>Develop and Update Facilities Master Plan:</u> Update Stockton's facilities master plan for all campus locations to align with the University's strategic priorities. This plan should be based on the core principles of financial and environmental sustainability, beautification of the campuses, and commitment to continuously addressing deferred maintenance.		
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Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Executive Vice President	Continue to develop individual cases for support aimed at informing prospective donors and private sector institutions about opportunities for naming gifts, capital improvements, and other modes of partnership.	50% complete

➤ [DEI connective action: n/a](#)

FY-21 Update

- Created multiple donor-specific proposals soliciting capital support for various partners including the Holocaust Resource Center, Marine Field Station, Alliance Heritage Center and others.
- FY22 work will include the creation of specific cases for support for each of the schools and business units, highlighting specific capital projects contained in the master plan.

FY-22 Update

- Will go here

2.	FY-21 FY-22	Facilities & Operations	Apply the updated Facilities Master Plan to address the needs of Stockton University based on the core principles of financial and environmental sustainability over the next ten years. and in alignment with the requirements of the New Jersey Pinelands Commission and the New Jersey Department of Environmental Protection.	30% complete
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- DEI connective action: Provide an environment for excellence to a diverse student body, including those from underrepresented populations (Mission).

FY-21 Update

- The University's Facility Master Plan was completed and approved in September 2020. Several projects within the plan have already commenced in the early stages of development or concept study including AC Residential Phase 2, Multicultural Center, Sports Center Expansion, (Hub 1, Phase 1), North Athletic Campus and Coastal Resiliency Institute in Atlantic City.

FY-22 Update

- Will go here

3.	New FY-22	Atlantic City Operations	Collaborate on the reimagining of existing space and planning for beautification improvements on the Atlantic City campus.	Begins in FY-22
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- DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).

FY-22 Update

- Will go here

4.	New FY-22	Atlantic City Operations	Collaborate on the planning and execution of the Phase II residential project and Multicultural Center.	Begins in FY-22
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- DEI connective action: Develop resource networks (Equity); active, intentional and ongoing engagement with diversity (Inclusion).

FY-22 Update

- Will go here

Cabinet Priority	5.3	<u>Enhance Institutional Fundraising and Alumni Engagement Efforts:</u> Promote comprehensive fundraising and alumni engagement efforts to support the University’s strategic priorities. Work with campus divisions to identify specific needs and opportunities.		
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Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Executive Vice President	Complete a comprehensive review of funding opportunities for key administrative units, outline strategic priorities for the advancement of each, and create plans for partnerships with internal and external stakeholders. Continue to update and enhance existing fundraising plans for academic units.	70% complete

➤ *DEI connective action: Advance curricular/co-curricular and interactional campus diversity as appropriate (Diversity); develop resource networks (Equity).*

FY-21 Update

- Completed two-year long comprehensive review of funding opportunities for each of the University’s schools.
- Worked in partnership with deans and other faculty to create plans to increase funding for facilities, scholarships, faculty research and additional staff.
- Work in FY22 will focus on administrative units including Student Affairs, Athletics and other areas.

FY-22 Update

- Will go here

2.	FY-21 FY-22	Executive Vice President	Implement a strategic alumni engagement plan aimed at increasing participation among graduates in general programing, mentorship of students, providing internships, job recruitment, and volunteerism. Create new opportunities for corporate alumni, students, recent graduates, those living outside the immediate campus area, and other specific constituencies to become engaged in meaningful ways.	75% complete
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➤ *DEI connective action: Develop resource networks (Equity).*

FY-21 Update

- A five-year plan has been created, focusing on enhancing opportunities for engagement and networking, and strengthening the alumni network. Life-cycle engagement will focus on cultivating relationships from the time constituents are on campus as students, throughout their careers, in retirement and beyond. Chris Marshal Advancement Consulting was brought in to provide an executive assessment of the Alumni Relations program as it correlates to annual giving among alumni. The report is being used to tailor initiatives aimed at increasing engagement and philanthropy.

FY-22 Update

- Will go here

3.	New FY-22	Student Affairs	Develop Student Affairs fundraising priorities and strategies in conjunction with Development and Alumni Affairs.
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Begins in FY-22

➤ DEI connective action: *Close achievement gaps in student success and completion (Equity).*

FY-22 Update

- Will go here

Strategic Theme #6 Campus Community, Communication, and Shared Governance

- Collectively evaluate our academic and administrative structures to ensure we are as efficient and effective as possible.
- Renew our commitment to shared governance and transparency.
- Regularly share institutional updates and collaboratively assess our strategic planning process.
- Empower our staff, alongside our faculty, students, and administration—to share in the governance of our institution.
- Embrace vigorous conversation in an atmosphere of collegiality and respect.

Cabinet Priority 6.1 Strengthen Shared Governance Practices: Review, prioritize, recommend, and, as appropriate, implement action items developing from the University’s shared governance processes.

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21	Academic Affairs	Assemble a working group to review the final report from the University’s Task Force on Faculty Leadership.	100% complete

FY-21 Update

- Completed the Presidential Task Force on Faculty Leadership’s initial report in September 2020 and held two campus conversations (in October and November 2020, respectively).
- Revised the report based on feedback from these sessions and submitted it to the President’s Office in November 2020.
- Worked with a subgroup of this task force, and designated management and union representatives to translate recommendations in preparation for formal negotiations, which concluded in December 2020 and resulted in the restructuring of all faculty leadership positions in both academic programs and academic centers and institutes.

2.	New FY-22	Planning & Research	Reinstate the University’s Compass Fund to provide seed money for initiatives and pilot projects that directly support the six institutional themes in the University’s strategic plan.	Begins in FY-22
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➤ DEI connective action: Offer professional employee growth opportunities and develop resource networks capable of closing the demographic disparities in leadership roles in all spheres of institutional functioning (Equity).

FY-22 Update

- Will go here

Cabinet Priority 6.2 Improve Institutional Communication Practices: Develop an institutional communication plan to evaluate potential strategies for strengthening University internal and external practices.

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Planning & Research	Enhance strategic reporting by designing and testing new visual metric indicators.	100% complete and ongoing

- DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).

FY-21 Update

- Updated the University’s “degreed conferred” data web interface to be more user friendly and visual.

- Expanded an interactive visual report of new student admissions data to better track funnel trends by ethnicity, geographic region, academic program, and student type.
- Expanded the Weekly Admissions Report to improve monitoring of the international application funnel by students' academic program of study and country of origin.
- Developed and interactive report to assist Enrollment Management with territory management and goal-setting by region, based on five years of admissions funnel data.

FY-22 Update

- Will go here

2.	FY-21 FY-22	Executive Vice President	Develop and lead an internal communications task force to develop resources and messaging that address major University challenges and initiatives including diversity and inclusion issue impacting enrollment management, and efforts to secure a safe working, learning, and living experience for the Stockton community.	50% complete
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➤ DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).

FY-21 Update

- Supported UROC and University COVID-19 messaging in print, social, web and video platforms through development and evolution of the Soar Safely, Ospreys!, Return to Campus and Vax Up! campaigns.
- Collaborated with Facilities and Operations to produce Facilities Master Plan and website.

FY-22 Update

- Will go here

3.	FY-21 FY-22	Student Affairs	Implement intentional partnerships with Student Senate and student leaders to support inclusive student success.	100% complete and ongoing
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➤ DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).

FY-21 Update

- Implemented monthly meetings with Student Senate President and VP to facilitate communications.
- Integrated student leadership on key University committees such as Multicultural Center planning team, UROC, etc.
- Co-hosted COVID-19 and Racial Justice townhall with Student Senate.
- Partnered with Student Senate to identify resources for Multicultural Center.
- Piloted strategic initiatives with student leaders to strengthen effectiveness of initiatives.
- Partnered with Student Senate to provide funding for initial Multicultural Center staffing and operations.

FY-22 Update

- Will go here

4.	New FY-22	Student Affairs	Develop and implement a Student Affairs strategic communications plan.	Begins in FY-22
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➤ *DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).*

FY-22 Update

- Will go here

5.	New FY-22	Diversity & Inclusion; Information Technology	Complete the digitization of the University's remaining ethics forms.	Begins in FY-22
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➤ *DEI connective action: n/a*

FY-22 Update

- Will go here

6.	New FY-22	Equal Opportunity & Institutional Compliance	Revise EEO/AA standard operating procedures to increase transparency for parties.	Begins in FY-22
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➤ *DEI connective action: Create and preserve an environment that is free from prohibited discrimination (Equity).*

FY-22 Update

- Will go here

Cabinet Priority 6.3 Expand Campus Community Participation: Develop a structure and process for organizing conversation among community stakeholder and current University entities on the University's Strategic Plan and future endeavors relevant to institutional mission and goals.

Goal	FY	Lead Unit/s	Description	Status
1.	FY-21 FY-22	Athletics	Engage the Student Senate in efforts to enhance community satisfaction with the Athletics experience.	0% complete

➤ *DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).*

FY-21 Update

- Never got underway – will be pursued anew in FY22.

2.	FY-21	Executive Vice President	Provide leadership, planning and support for major University initiatives including strategic planning, major University events, Stockton's 50 th Anniversary, fundraising campaigns and crisis communications.	75% complete
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➤ DEI connective action: *Curricular and co-curricular and interactional campus diversity as appropriate (Diversity).*

FY-21 Update

- Completed strategic development plans for each of the schools, which will be used to create fundraising campaign plans.
- Completed various fundraising campaigns for campus partners and initiatives including Ospreys Give, campaigns for social justice and equity, First Ospreys, each of the schools, terrapin rescue, summer youth rowing program, various student organizations, black faculty and staff initiatives, the student relief fund and other.
- Coordinated multiple campaigns and the Benefit on the Boardwalk event to raise funds for the Student Relief Fund in response to the COVID pandemic.
- Implemented monthly tests of the Alertus system to ensure familiarity and troubleshoot issues. Sent 10 text alerts related to weather conditions and electrical outages.
- Led 50th Anniversary Celebration Steering Committee and produced Anniversary theme, logos, website, collateral and communications.
- Supported UROC and University COVID-19 messaging in print, social, web and video platforms through development and evolution of the Soar Safely, Ospreys! and Return to Campus campaigns.

FY-22 Update

- Will go here

3.	New FY-22	Student Affairs	Strengthen internal operating structures within the Division of Student Affairs.	Begins in FY-22
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➤ DEI connective action: *n/a*

FY-22 Update

- Will go here

Cabinet Priority	6.4	<u>Provide a Robust, Encouraging Working Environment:</u> designed to support professional and personal growth and development.		
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Goal	FY	Lead Unit/s	Description	Status
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12.	New FY-22	Student Affairs	Develop intentional professional development opportunities for all Student Affairs staff.	Begins in FY-22
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➤ DEI connective action: *Offer professional employee growth opportunities (Equity).*

FY-22 Update

- Will go here