

# STUDENT AFFAIRS

THE RICHARD STOCKTON COLLEGE OF NEW JERSEY

# PROGRAM REVIEW



FEBRUARY 19, 2015

**STUDENT AFFAIRS**

The background features a large, faint, circular seal of Stockton University. The seal contains the text "STOCKTON UNIVERSITY" around the top and bottom edges, and "AN ENVIRONMENT FOR EXCELLENCE" in the center. A central shield depicts a figure holding a staff, with the year "1969" below it.

**STUDENT AFFAIRS**  
**Stockton University**  
**PROGRAM REVIEW**

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FEBRUARY 19, 2015

**STUDENT AFFAIRS**

# DIVISION OF STUDENT AFFAIRS

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Dean of Students

Residential Life

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Athletics & Recreation

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Event Services & Campus Center Operations

Student Development

Free-To-Be Child Care

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Assistant Dean of Students

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Associate Dean of Students/Interim  
Director Counseling & Health Services

Wellness Center

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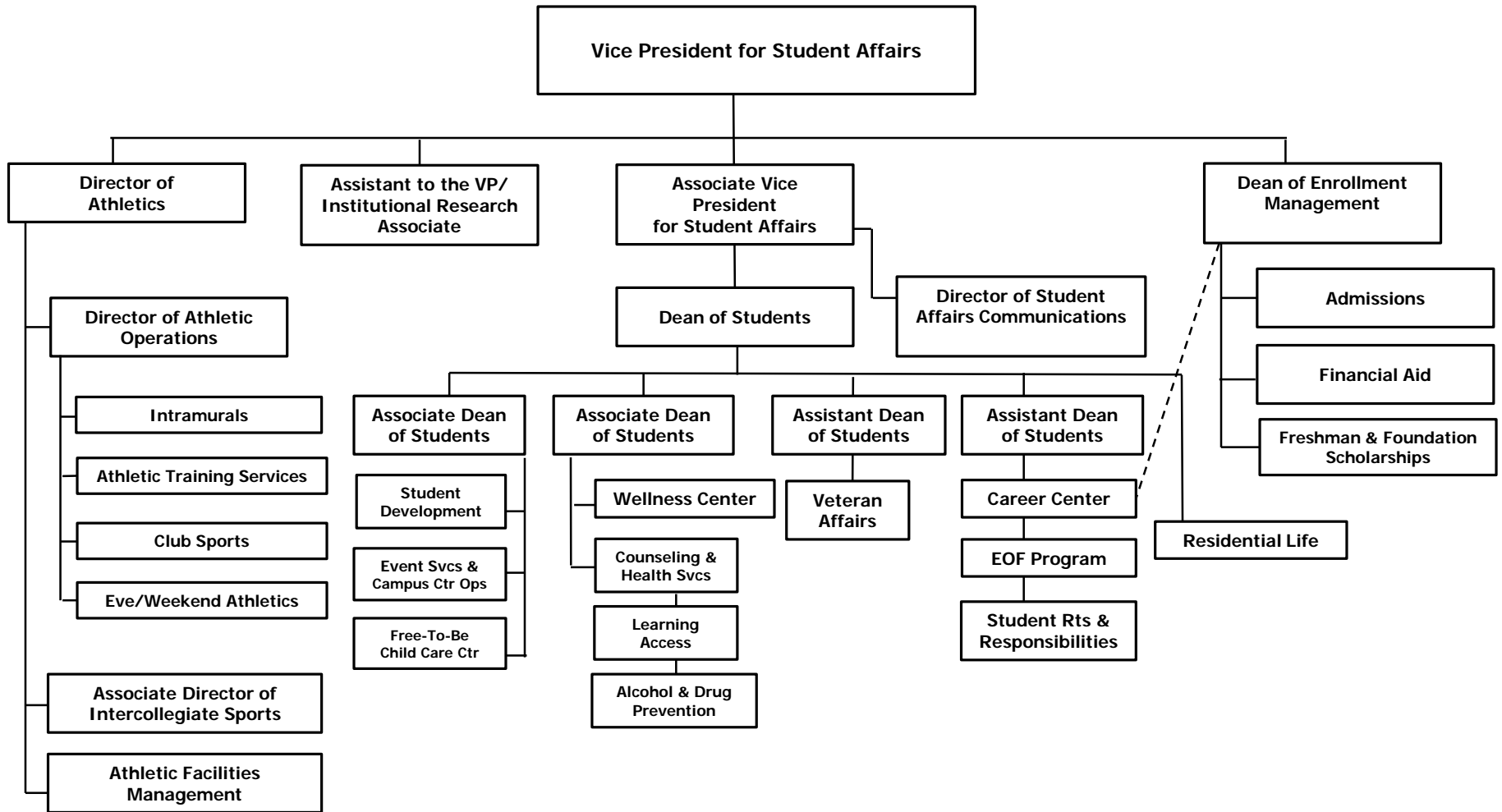
Assistant Dean of Students

Student Rights & Responsibilities

Career Center

Educational Opportunity Fund Program

**STUDENT AFFAIRS**



# VISION & MISSION

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## VISION

The Division of Student Affairs is dedicated to transforming our students into globally aware, productive citizens who are life-long learners with the ability to work toward common solutions locally, nationally and globally. We will accomplish this transformation in a learning environment that provides memorable, high quality experiences designed to enhance intellectual curiosity and nurtures personal and interpersonal growth.

## MISSION

The Division of Student Affairs, through teamwork, collaboration, innovation and excellence, delivers comprehensive co-curricular services designed to enhance campus life, increase student retention and graduation rates, prepare students for their careers, stimulate higher academic achievement and inspire meaningful community involvement.

# 2013-2014 DIVISIONAL GOALS



In concert with the goals of the College's strategic plan, maximize the quantity and retain the quality and diversity of our new students.

- Strategic Enrollment Management Plan (SEMP) implementation
- Incorporate international education in SEMP
- ELS Educational Services Inc.
- Expand support to at risk student population
- CARE program evaluation
- Coordinate dialogue in retention efforts

Support curricular and deliver co-curricular learning opportunities for students' personal and interpersonal growth, in a safe environment, in concert with the College's Essential Learning Outcomes.

- Promote inclusion and equity
- Residential Life curriculum incorporating Essential Learning Outcomes
- Expand counseling services to veteran students
- Develop competitive women's lacrosse team

# 2013-2014 DIVISIONAL GOALS



Develop and expand technological resources to ensure effective delivery of student support services.

- Service e-learning students
- Integration of data transmission through social media and mobile devices
- Instructional videos

Strategically plan, implement and assess programs and services in light of global higher educational trends.

- Engage consultant on division strategic planning FY 2014-2018
- Assess offices/programs for strategic alignment
- Student Development Action Plan

● Goal met

● Goal partially met

● Goal not met

# SELECTED HIGHLIGHTS

## FY2014

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For four consecutive years, the Office of Enrollment Management has delivered the largest freshman classes in Stockton's history.

Intercollegiate sports are competitive on regional and national level.

Student-athlete academic success and achievement is on a consistently high level.

Very successful collaboration with Special Olympics for volunteer efforts recognized with multiple awards presented to the College from the organization.

Career Center: Improved relationships and collaborations with employers (resume review days, classroom presentations, and program/event sponsorships).

Career Center consultant review conducted.

Program Performance criteria indicates that 94% of EOF students made satisfactory academic progress (SAP).

Guaranteed housing continues despite high number of applicants.

Ability to respond to changing enrollment trends with creative housing options.

Promotion of *Step Up!*, encouraging students to make better decisions and embrace the bystander effect thereby preventing students from entering the conduct process.

New campus-wide presentations to educate community members on the conduct process were developed and held during the academic year.

Best practices in behavioral intervention (intervention, prevention and legal liability risk management) have been implemented.

Active participation of 57 Stockton faculty and staff mentors, 50 student mentors and 15 tutors in the CARE program.

Significant increase of enrollment of student veterans attending Stockton due to our Military Friendly designation and the Office of Veteran Affairs staff.

Stockton was named in the top 15% as a Military Friendly school the second year in a row by *Military Times*.

Stockton placed #9 as being Military Friendly in Public Regional Universities of the North in *US News*.

Counseling Center achieved 100% licensed clinicians, trained in various modalities, varying specialties.

Health Center created collaboration on health education programming throughout the year: 124 workshops.



# 2014-2015 DIVISIONAL GOALS

Learning

Engagement

Global Perspectives

Sustainability

In concert with the goals of the College's strategic plan, maximize the quantity and retain the quality and diversity of our new students.

- Strategic Enrollment Management Plan (SEMP) implementation
- Incorporate the Office of Global Engagement in SEMP
- ELS Educational Services Inc.
- CARE program evaluation
- Coordinate dialogue in retention efforts

Provide professional development opportunities for professional, managerial and support staff.

- Coordinate cohort-based professional development

# 2014-2015 DIVISIONAL GOALS

Learning

Engagement

Global Perspectives

Sustainability

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Support curricular and deliver co-curricular learning opportunities for students' personal and interpersonal growth, in a safe environment, in concert with the College's Essential Learning Outcomes.

- Promote inclusion and equity
- Residential Life curriculum incorporating Essential Learning Outcomes
- Enhance the success of the women's lacrosse team

Develop and expand technological resources to ensure effective delivery of student support services.


- Service e-learning students
- Integration of data transmission through social media and mobile devices
- Instructional videos

# Student Affairs

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“Who Are We? What Do We Do?”

We...

- Support the college mission and academic programs.
- Provide essential student support services.
- Administer primary functions of the College: 
- Prepare for and respond to student needs.
- Develop and deliver numerous co-curricular activities.
- Support the holistic well-being of our students.

[Admissions](#)  
[Athletics & Recreation](#)  
[CARE](#)  
[Career Center](#)  
[Dean of Students](#)  
[Educational Opportunity Fund](#)  
[Event Services/Campus Center](#)  
[Financial Aid](#)  
[Free to Be Child Care](#)  
[Residential Life](#)  
[Student Development](#)  
[Student Rights & Responsibilities](#)  
[Veteran Affairs](#)  
[Wellness Center](#)



# SWOT

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STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

# STRENGTHS

- For four consecutive years, the Office of Enrollment Management has delivered the largest freshman classes in Stockton's history.
- Artificial grass field has enhanced the profile of our outdoor sports programs from an intercollegiate and intramurals perspective by allowing the use of facilities to be more activity driven.
- Institution's commitment to support broad based athletics and recreation program.
- Intercollegiate sports are competitive on regional and national level.
- Student-athlete academic success and achievement is on a consistently high level.
- Very successful collaboration with Special Olympics for volunteer efforts recognized with multiple awards presented to the College from the organization.
- Career Center has an effective, centrally and conveniently located state-of-the-art facility.
- Professional, knowledgeable staff, with over 30 years of combined experience.
- Strong partnerships with students, faculty, staff, alumni, and employers.
- Improved relationships and collaborations with employers (resume review days, classroom presentations, and program/event sponsorships).
- Experience and expertise in dealing with issues that encompass the greater campus and surrounding communities.
- Systematic external and internal review of student life processes to increase student engagement and retention.
- Continued success of the summer program.
- Program Performance criteria indicates that 94% of our students made satisfactory academic progress (SAP).
- Customer service oriented business practices and services.
- Centralized scheduling of facilities and support services for internal, external and summer camps/conferencing programs.
- The Financial Aid Office provides educational programs for students to support and enhance financial life skills: financial literacy programs and webinars.
- Co-op design/involved parents and qualified, committed teaching staff.
- Availability of on-site children for practicum work for speech, nursing, OT, and education students.
- Guaranteed housing despite high number of applicants.
- Ability to respond to changing enrollment trends with creative housing options.
- Students have a strong desire to life on campus.

# STRENGTHS (continued)

- Strong brand awareness of “Get Involved”, Day of Leadership, Day of Service and other key programs.
- Leadership workshops are increasing in participation by students and faculty.
- Student organizations are very service and philanthropic minded
- Promotion of *Step Up!*, encouraging students to make better decisions and embrace the bystander effect thereby preventing students from entering the conduct process.
- New campus-wide presentations to educate community members on the conduct process were developed and held during the academic year.
- Best practices in behavioral intervention (intervention, prevention and legal liability risk management) have been implemented.
- CARE Active participation of 57 Stockton faculty and staff mentors, 50 student mentors and 15 tutors.
- CARE Strong collaborative relationships with various departments.
- Increase participation of Stockton’s faculty in providing feedback using CARE’s Early Alert System.
- Significant increase of enrollment of student veterans attending Stockton due to our Military Friendly designation and the Office of Veteran Affairs staff.
- Stockton was named in the top 15% as a Military Friendly school the second year in a row by *Military Times*.
- Stockton placed #9 as being Military Friendly in Public Regional Universities of the North in *US News*.
- 100% licensed clinicians, trained in various modalities, varying specialties.
- Mental health groups reach a large target audience on topics pertaining to substance abuse, personality disorders, anxiety, autism-related social issues, anger, violence prevention and bystander intervention.
- Mental health clinician specifically trained to work with the student veteran population on general and trauma-specific mental health and substance use issues.
- Strong compliance with student immunization requirement (98%).
- Strong collaboration on health education programming throughout the year (124 workshops last year).
- Strong collaboration with ARMC hospital, which resides on campus.
- Expanded inclusive and diverse service learning opportunities for all students in collaboration with Special Olympics of NJ
- Collaborated with the Schools of OT/PT/EDUC/SOWK in the establishment of technical standards and program core competencies.
- In concert with Career Center, provided opportunities for employment for LAP population through Workforce Recruitment Program.

# WEAKNESSES

- In comparison to other NJ state colleges and universities, Stockton has not kept pace in funding marketing initiatives.
- Delay in movement of Phase II of Barlow Athletics and Recreation Complex negatively impacts ability for multiple event programming and participant/spectator shelter problems during inclement weather.
- Current amenities at North Athletics Complex (restrooms, meeting space) not able to be utilized during inclement weather which currently has impact on end of fall, all winter and early spring activity (water and temporary restrooms not available for four of the nine months of student use while current student activity is planned over seven months).
- Even at the current level, the amenities at the North Complex are below the standards established across campus nor equal to the ones some of the programs had prior to their move to the site.
- Insufficient space/equipment to meet the use/demands of student users of fitness areas
- Baseball and Softball fields do not meet standards for hosting NCAA Championships play.
- Shutdown of swimming pool is still a major missing item from the picture of the campus.
- Intercollegiate athletics program is short 3-4 full-time coaching positions to mirror the standards of most Institutions within the New Jersey Athletics Conference where we compete.
- By current national standards, the Career Center is under-resourced compared to similar institutions.
- Insufficient fiscal and human resources limit the ability to services students and expand programs and services, and limits the ability to employ effective marketing and technological initiatives.
- Existing operational structure makes it difficult to provide specialized service to academic schools and target specific employer segments.
- Ineffective collection and analysis of graduating student career outcomes activities significantly hinder assessment and institutional marketing efforts.
- Funding limitations that impact staffing, programming initiatives, planning, technology enhancements and professional development.
- Available facility space for evening programs and office space for key programs.
- Higher loan encumbrances for EOF students due to increase in college costs.
- Limited program funding for the summer and academic year.
- Lack square footage to expand the heavily used Game Room .
- Limited functional event advertising locations/methods for print materials (kiosks/bulletin boards).
- R25 *Webviewer* calendar system has limitations.

# WEAKNESSES (continued)

- The uncertain future of the Perkins Loan Program could eliminate approximately \$335,000 of low interest loan funds available to Stockton students. If the Perkins Loan Program is terminated the revolving loan fund would return Federal Perkins dollars to the Federal government.
- Separate residence life offices impact communication and collaboration.
- Aging residential facilities; deferred maintenance is becoming a factor.
- Decentralized lock system; hard keys in housing 2 and 3 impact student safety measures.
- Transportation from off-campus residential sites is viewed as an inconvenience (student perspective).
- Meal plans are not flexible; options offered may be outdated (i.e., dining hall buffet option).
- Lack of written policies, inconsistent policies and agreed/understood systems makes service inconsistent.
- Lack of off campus support to help with town-gown relationships and neighbor complaints.
- College travel policies and procedures are very complex often leading to mistakes and confusion by organizations.
- Risk management concerns within fraternity and sorority life with little education or proactive campus intervention.
- Growth of student clubs is outpacing available programming facilities.
- Staffing level limits the growth of the Office and services available to constituents.
- The increase in student mental health issues necessitates hiring a defined case manager, which is a growing national trend.
- A lack of a threat assessment process and team .
- CARE No budget to work with to further add and develop programming initiatives.
- CARE Current organizational structure is not robust relative to Program's strategy and purpose.
- CARE Limited number of fully trained mentors to serve a sudden surge in the number of participants.
- CARE Non-existent early warning mechanism to catch "at-risk" underperforming participants.
- Veteran Affairs budget limitations curtail access to resources to market events and programs as well as hold back access to important conferences and workshops for students and staff.
- Space limitation in Veteran Affairs: there is insufficient storage space to maintain needed program materials.
- Lack of training material for the staff and faculty regarding veteran students and their needs.
- High need for educational programming limits clinical hours for mental health counselors to see students.



# WEAKNESSES (continued)

- Current psychiatric funding is not adequate and limits number of students seen in-house for medication management.
- Current budget does not allow for adequate continuing education, which is required to maintain mental health licenses and learn best practices in counseling field.
- No front desk staff person to monitor potential problems and provide crisis de-escalation.
- Hardware technology is not up to date to provide seamless triage/intake/therapy experience to students.
- Lack of a sober living unit in Residential dormitories.
- Lack of a Sexual Assault Center.
- There is no onsite supervisor in the Health Services Area.
- Limited availability of student peer educators due to the lack of funding.
- Inadequate number of staff for timely and efficient delivery of disability services.
- Lack of effective protocol for fire drills for students with hearing and mobility issues.
- Inadequate testing space/personnel for growing accommodated testing needs.

# OPPORTUNITIES

- While we have made strides in enrolling students from Northern New Jersey, several counties with similar demographics as our top feeders are still underutilizing Stockton as a viable choice.
- Completion of athletics package of Master Plan, in addition to meeting growing needs for student programming, brings about additional opportunities of outreach/partnership with groups and organizations surrounding campus and within the region.
- Barlow Athletic and Recreational Complex site development plan, at full completion, enhances opportunities for student programming, some expansion of intercollegiate sports program and continued ability to offer sports camps.
- Inclusion in the College's strategic planning, as the national conversation suggests that all institutional stakeholders should be vested in students' career development and graduate outcomes.
- Work with Academic Affairs to ensure that curriculum content is in alignment with employers' needs and faculty are promoting Career Center events and programs.
- A broad willingness across campus to partner with the Career Center to support the achievement of desirable student career outcomes.
- Community interactions to benefit scholarships.
- Comprehensive Stockton Award funding source that is directly linked to the increased educational costs.
- Connect external groups with internal sponsors for potential collaborations.
- New Jersey passed legislation in 2014 requiring the establishment of a commission to research college affordability issues and provide reports by spring 2015. This initiative is poised to have a positive impact with families struggling to afford a college education for their students.
- Internships.
- Potential for new residence hall facilities.
- Partnerships with community colleges create potential for building a direct pipeline of residential students from community college sector.
- New technology: Priority funding request and ground work laid for online systems to help manage student clubs and events (full software suite to interface with assessment/club and organization/ULTRA information).
- With new technology in place it will create efficiencies that will allow new programs to be offered including, Greek education and specific leadership workshop topics.
- Increase preventative measures aimed at reducing the number of students who enter the conduct process through the use of CHB panel membership and a Peer Education Program.

# OPPORTUNITIES (continued)

- Continue to create and implement an alternative dispute resolution mediation program to encourage students to actively confront and solve conflicts.
- Implementing best practices in threat assessment will literally save lives, retain students, limit institutional and individual decision-maker liability and allow the College to retain federal funds.
- CARE Develop the Program into an effective and efficient college-wide retention program.
- CARE Significant impact to further increase retention and graduation rates of the College.
- CARE Assist Program participants on Satisfactory Academic Progress list not to incur unnecessary student aid or loans.
- Increased campus visibility with participation in Stockton Open House Programs and new veteran students' receptions each semester.
- Increased national visibility by sending student veterans from our Stockton Veterans Organization (SVO) to national conferences hosted by Student Veterans of America.
- Increased visibility by being able to offer our qualified veteran students induction into the Veterans National Honor Society.
- Professional development opportunities both locally and nationally can keep clinicians up to date on best practices and cutting edge treatment.
- Seed money through foundations exist to start a residential sober living unit on campus.
- Technology and hardware exists that provide on-line counseling (e.g. Skype, FaceTime) and psycho education (e.g. Apps) for students who are unable to come to main campus, including studying abroad and/or deployed.
- Graduate level clinicians from sister institutions in the state are looking for quality internships at college health centers and will provide additional free clinical hours and programming help.
- Graduate level clinicians from sister institutions in the state are looking for quality internships at college disability service centers and will provide additional free clinical hours and programming help.
- Effective database systems on the market can upgrade and streamline accommodation processes.

# THREATS

- Continued encroachment by four-year institutions on county college campuses in the surrounding seven-county sphere.
- Competition is high for the pool of possible students who meet Stockton's preferred academic and athletic profile.
- Continued delay in construction plans could have negative impact of future recruitment and retention of students.
- Non-funded salary increases brings about the need to alter or diminish other programming or facility needs.
- Ability to sustain current level of programming with continual decrease in Institutional and State funding support.
- Continued budget cuts impact operations; this includes staffing and the ability to meet day-to-day financial obligations.
- Economy is still weak in certain industries, which impacts the type and numbers of employers using recruitment services; geographic location does not attract the larger employers.
- Federal requirements for tracking outcomes could negatively impact the perception of the value of a liberal arts education; makes internal tracking increasingly important for promoting the benefits and outcomes associated with attending Stockton.
- Limited services at instructional sites reduce understanding of available campus resources, especially in the student life area.
- Proposed changes to state verification process for Financial Aid.
- Availability of financial funding to support EOF students.
- Attraction of perspective/current students to community colleges due to increased costs to attend Stockton.
- Off-campus establishments competing with evening and weekend programming efforts.
- Washington, DC College affordability and student loans are on the congressional agenda. The twin goals are affording college and graduating without crippling debt. The resolution of these issues should have a positive impact on our students 'average loan debt at graduation.
- Private child care available at competitive prices.
- Public child care available for no cost.
- Lack of child care options for children under age 3.
- Online Education – impacts the need for students to stay on campus and challenges traditional view of residential education.
- Financial/economic conditions impact students' ability to afford amenities such as housing and meal plan.
- Financial/economic conditions impact students' ability to afford amenities such as housing and meal plan.
- Town/gown relationships.

# THREATS (continued)

- Unrecognized campus groups, and unrecognized group housing are creating negative town-gown relationships and potentially endangering our students.
- Budget cuts and lack of funding is a concern for increasing programming and resources.
- Rapid increases in student population.
- Budgetary constraints.
- Changing legal environment.
- CARE Inadequate pool of mentors in the event of sudden surge of number of Program applicants in the next academic year, which could make students feel the Program is not an option for them.
- State budget reductions reducing innovative program initiatives and scope of existing programs for veterans.
- Campus culture indicates increased binge drinking, pre-gaming and mixing alcohol with other drugs.
- National changes in the health insurance delivery system and change in no longer requiring college students to have health insurance.
- Catastrophic events (such as potential Ebola outbreak, Pandemic Flu) would leave staffing and resources strapped.
- Potential of lawsuits and/or fines due to inability of LAP in delivering services in a timely manner.

# FY2016 Operating Budget ASSESSED NEEDS

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## **New Positions\*:**

Career Center, Assistant Director	\$113,968
Financial Aid, Clerk Typist	\$45,649

## **Personnel**

Reclassifications	\$25,000
Student Workers	\$3,000

## **Non-salary**

Technology	\$50,000
Professional Development	\$15,500
Other non-salary and program development	\$294,079

**Total:** **\$547,196**

\*Salary including benefits

# FY2016 Auxiliary Budget ASSESSED NEEDS

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## **New Positions\*:**

Health Services: Director of Health Services	\$135,675
LAP: Coordinator, Services for Students with Disabilities	\$103,360
Counseling: Assistant Director, Counseling Services (50%)	\$46,879

## **Personnel**

Student Workers (Additional Peer Educator hours)	\$4,950
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## **Non-salary**

Technology	\$62,836
Increase to ARMC contracted services	\$43,600

## **Institutional & Dedicated Fee-funded**

Orientation, faculty advisors and orientation leaders	\$12,000
Non-salary	\$43,000

**Total:** \$452,300

\*Salary including benefits

# FY2016 ASSESSED NEEDS

## Island Campus

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### New Positions\*:

Residence Life, Three (3) Coordinators of Student Life	\$231,376
Residence Life, Senior Clerk Typist	\$49,723

### Student Staff

Resident Assistants (8) – includes housing, stipend and meal plan	\$78,661
Student Assistants – Athletics and Student Life	\$215,025

### Non-salary

Technology	\$56,465
Professional Development	\$1,000
Student Programming	\$79,000
Other non-salary	\$41,500

**Total:** **\$752,750**

\*Salary including benefits



# FY2016 Capital Budget Requests

Project Description	Office	Funding Source	Estimated Cost
Natatorium	Athletics and Recreation	Institution	\$20,000,000
Barlow Site, Phase II	Athletics and Recreation	Institution	\$4,000,000
Addition to current structure	Free To Be	Institution	\$250,000
Office relocation (*)	Residential Life	Institution	\$1,000,000
<b>Total</b>			<b>\$25,250,000</b>
[*] Office Relocation: \$500,000 to \$1,000,000 Option 1: Build 5,000 s/f facility = \$1,000,000 Option 2: Renovate existing = \$500,000			

# Operating Expenses FY 12–15 with FY16 Budget Requests

	FY12 Actual Expenses	FY13 Actual Expenses	% Change 12-13	FY14 Actual Expenses	% change 13-14	FY15 Expenses Projected to 6/30/15	% change 14-15	FY16 Budget Request (w/New Priority Requests)	% change 15- 16 (proposed)
Full/Part-time Staff*	\$5,641,897	\$5,874,126	4.1%	\$6,088,842	3.7%	\$6,419,131	5.4%	\$6,603,748	2.9%
TES	\$197,598	\$194,023	-1.8%	\$171,494	-11.6%	\$185,194	8.0%	\$185,194	0.0%
Student Worker/ Grad Student Worker	\$158,059	\$169,370	7.2%	\$175,743	3.8%	\$227,310	29.3%	\$230,310	1.3%
Faculty/Staff Support	\$68,670	\$69,743	1.6%	\$79,331	13.7%	\$65,625	-17.3%	\$65,625	0.0%
<b>Total Salary</b>	<b>\$6,066,224</b>	<b>\$6,307,263</b>	<b>4.0%</b>	<b>\$6,515,410</b>	<b>3.3%</b>	<b>\$6,897,260</b>	<b>5.9%</b>	<b>\$7,084,877</b>	<b>2.7%</b>
<b>Total Non-Salary</b>	<b>\$1,220,311</b>	<b>\$1,296,005</b>	<b>6.2%</b>	<b>\$1,502,212</b>	<b>15.9%</b>	<b>\$1,566,740</b>	<b>4.3%</b>	<b>\$1,926,319</b>	<b>23.0%</b>
<b>Total Expenses</b>	<b>\$7,286,535</b>	<b>\$7,603,267</b>	<b>4.3%</b>	<b>\$8,017,623</b>	<b>5.4%</b>	<b>\$8,464,000</b>	<b>5.6%</b>	<b>\$9,011,196</b>	<b>6.5%</b>
* Full-time and Part-time salary does not include COLAS									