September 2022: Stockton University's Cabinet Priorities & Divisional/Unit Goals: FY22 Updates; New Goals for FY23

Complete (possibly ongoing) | On Track | Some Progress | Little or No Progress

Theme #1	Inclusive Student Success (4 priorities, 22 goals)	G1	G2	G2	G4	G5	G6	G7	G8	G9	G10		
Priority 1.1	Expand Student Health, Safety, and Well-Being	FY21	FY21	FY22	FY22	FY23							
Priority 1.2	Cultivate an Inclusive Campus Community	FY21	FY21	FY21	FY22	FY23	FY23						
Priority 1.3	Promote Equitable Educational Access and Achievement	FY21	FY21	FY21	FY21	FY22	FY22	FY23					
Priority 1.4	Foster Post-Graduate Success	FY21	FY21	FY23	FY23								

Theme #2	Diversity & Inclusion (3 priorities, 19 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority 2.1	Promote and Assess an Inclusive Campus Community	FY21	FY21	FY21	FY21	FY22	FY22	FY22	FY23				
Priority 2.2	Enhance Faculty and Staff Diversity	FY21	FY21	FY21	FY21	FY22	FY23						
Priority 2.3	Promote a Comprehensive Diversity & Inclusion Education	FY21	FY21	FY21	FY22	FY23							

Theme #3	Teaching & Learning (4 priorities, 8 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority #1	Advance Academic Assessment	FY21											
Priority #2	Strengthen Academic Programming	FY21											
Priority #3	Embrace Diverse Teaching and Learning Styles	FY21	FY22	FY22									
Priority #4	Enhance the Scholarship of Teaching and Learning (SoTL)	FY21	FY21	FY22									

Theme #4	Strategic Enrollment Management (4 priorities, 15 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority #1	Improve Access, Opportunity for Non-Traditional Students	FY21	FY22										
Priority #2	Sustain Student Retention and Completion Rates	FY21	FY21	FY21	FY21	FY22							
Priority #3	Enhance Student Satisfaction Practices Across the Campus	FY21	FY21	FY22	FY23	FY23							
Priority #4	Support Sustainable Enrollment	FY21	FY21	FY22									

Theme #5	Financial Sustainability (3 priorities, 18 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	
Priority #1	Enhance Fiscal Responsibility of University Resources	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY22	FY22	FY23	
Priority #2	Develop and Update Facilities Master Plan	FY21	FY21	FY22	FY22								
Priority #3	Enhance Institutional Fundraising and Alumni Engagement	FY21	FY21	FY22									

Theme #6	Campus Community, Communication, & Shared Governance (4 priorities, 15 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority #1	Strengthen Shared Governance Practices	FY21	FY22										
Priority #2	Improve Institutional Communication Practices	FY21	FY21	FY21	FY22	FY22	FY23	FY23	FY23				
Priority #3	Expand Campus Community Participation	FY21	FY21	FY22	FY23								
Priority #4	Provide a Robust, Encouraging Working Environment	FY22											

August 2021: Stockton University's Cabinet Priorities & Divisional/Unit Goals: FY21 Updates; New Goals for FY22

Complete (possibly ongoing) | On Track | Some Progress | Little or No Progress

Theme #1	Inclusive Student Success (4 priorities, 22 goals)	G1	G2	G2	G4	G5	G6	G7	G8	G9	G10		
Priority 1.1	Expand Student Health, Safety, and Well-Being	FY21	FY21	FY22	FY22								
Priority 1.2	Cultivate an Inclusive Campus Community	FY21	FY21	FY21	FY22								
Priority 1.3	Promote Equitable Educational Access and Achievement	FY21	FY21	FY21	FY21	FY22	FY22						
Priority 1.4	Foster Post-Graduate Success	FY21	FY21										

Theme #2	Diversity & Inclusion (3 priorities, 19 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority 2.1	Promote and Assess an Inclusive Campus Community	FY21	FY21	FY21	FY21	FY22	FY22	FY22					
Priority 2.2	Enhance Faculty and Staff Diversity	FY21	FY21	FY21	FY21	FY22							
Priority 2.3	Promote a Comprehensive Diversity & Inclusion Education	FY21	FY21	FY21	FY22								

Theme #3	Teaching & Learning (4 priorities, 8 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority #1	Advance Academic Assessment	FY21											
Priority #2	Strengthen Academic Programming	FY21											
Priority #3	Embrace Diverse Teaching and Learning Styles	FY21	FY22	FY22									
Priority #4	Enhance the Scholarship of Teaching and Learning (SoTL)	FY21	FY21	FY22									

Theme #4	Strategic Enrollment Management (4 priorities, 15 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10		
Priority #1	Improve Access, Opportunity for Non-Traditional Students	FY21	FY22										
Priority #2	Sustain Student Retention and Completion Rates	FY21	FY21	FY21	FY21	FY22							
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Priority #1	Strengthen Shared Governance Practices	FY21	FY22										
Priority #2	Improve Institutional Communication Practices	FY21	FY21	FY21	FY22	FY22							
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Priority #4	Provide a Robust, Encouraging Working Environment	FY22											

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 top 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	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Athletics	Strengthen the partnership with the Counseling Center around student-athlete mental health. ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*	50%	100% complete			

FY21 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.*

FY22 Update

- *Continued implementation of Student Athlete Well-Checks.*
- *Created Associate Director of Athletic Compliance and Student Athlete Success position to strengthen operational alignment with Counseling and Psychological Services (CAPS), the Dean of Students Office and other student support services.*
- *Trained Athletics and Recreation staff on student referral process.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Student Affairs	Develop student health and well-being strategic plan. (revised from: Prepare a draft version of a new student well-being strategic plan to support current and future student health, wellness, and safety.) ▪ *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).*	25%	50%			

FY21 Update

- *Implemented National Assessment of Collegiate Campus Climate (NACC) survey to gather baseline date 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.*

FY22 Update

- *Implemented and completed new Counseling and Psychological Services (CAPS) Student Satisfaction Survey.*
- *Implemented and completed new Student Health Services Student Satisfaction Survey.*
- *Educated BOT, Cabinet, Faculty Senate, and other community members about Student Mental Health outcomes (Fall 2021).*
- *Realigned Counseling and Psychological Services (CAPS) counseling operation to increase capacity in the number of students being seen via appointments and walk-ins.*
- *Created Student Health and Wellness Leadership positions to support student health and well-being:*
  - *Assistant Vice President for Student Health and Wellness*
  - *Director of Learning Access Program (LAP)*
  - *Director of Counseling and Psychological Services*
  - *Director of Health Outreach Promotion, Education and Services (HOPE)*
  - *Program Assistant- Health Outreach Promotion and Education.*
  - *Associate Director of Counseling and Psychological Services (CAPS).*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Enhance student health, conduct, and safety operations. ▪ *DEI connective action: Address equity issues as they may arise on campus; maintain a safe, respectful, and affirming environment (Equity).*		100% complete & ongoing			

FY22 Update

- *Awarded $80,000 Hunger Free Campus Grant from the Office of the Secretary of Higher Education (OSHE) to expand institutional capacity to address student food insecurity.*
- *Redeveloped Assistant Director of Counseling and Psychological Services (CAPS) positions to expand students' access to clinical behavioral health services and implemented daily walk-in triage hours, resulting in a wait time for first appointment to 0-5 days; 87% student satisfaction rate with Counseling and Psychological Services (Fall 2021).*
- *Increased BIPOC student percentage of students using individual counseling appointments from 32% in AY20 to 37.8% in AY 22.*
- *Expanded Medicat student medical record system to strengthen efficiency in student COVID immunization compliance, resulting in 13,675 student COVID immunization records in AY 22.*
- *Partnered with AtlantiCare Physician's Group (APG) to implement hybrid student health services model, resulting in a 90% student client satisfaction rate.*
- *Expanded Counseling and Psychological Services (CAPS) to Atlantic City campus.*
- *Created Student Advocacy, Belonging and Campus Standards leadership positions to support student safety and well-being:*
  - *Associate Dean of Students*
  - *Associate Director of Student Conduct*
  - *Associate Director of Stockton CARES*
  - *Student Case Managers (2)*
- *Increased Learning Access Program (LAP) capacity from FY 21:*
  - *Technology appointments (202; 5/21% increase)*
  - *Case management appointments (260; 22.07% increase)*
  - *Phone calls/emails logged (577; 50.65% increase).*
- *Incorporated Counseling and disabilities services staff presence on Student Wellbeing and Safety Review Team to improve safety net opportunities and customer service.*
- *Revamped Behavioral Intervention Team (BIT) membership and process to streamline review and management of student incidents and conduct or mediation action plans.*

- *Launched the Good Neighbor Program to deliver workshops and web resources designed to educate students residing off-campus about their rights and responsibilities living within the community.*
- *Expanded Osprey Food Pantry and student basic needs resources on Galloway Campus.*
- *Created student of concern case management assessment and tracking tools utilizing Maxient software to assess review student cases.*
- *Implemented coding process in Maxient to assign values to student concern data. Use of National Association of Behavioral Intervention and Threat Assessment (NABTIA) risk rubric to manage student concern and threat levels throughout their case management experience.*
- *Created and implemented Student Well-Being & Safety Review Procedure in alignment with national standards and best practices. Flexible, equitable tool to address students of concern while being mindful of placing barriers to accessing resources, support and services.*
- *Introduced new involuntary leave of absence introduced as an outcome. Spring 2022, 6 students participated in the well-being & safety review.*
- *Provided Student Conduct Administration overview and Campus Hearing Board training to all divisional managers.*
- *Developed and implemented Special Administrative Hearing Panel and trained selected Executive Leadership members to participate in student conduct hearings.*
- *Managed more than 700 student conduct and support cases coordinated by Residential Life, Office of the Dean of Students, Office of Student Conduct, Stockton Cares, Title IX coordinator, WGSC, and other campus partners.*
- *Created and implemented joint critical incident response training with Campus Public safety and all levels of on-call staff. Created on-call communication guide and critical incident response guidelines.*
- *Trained all Student Affairs Managers on Student Conduct Administration and Campus Hearing Board procedures.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Integrate sexual violence education, support services, and resources in all areas of divisional operations. (Revised from: Lead the University's participation in the NASPA Culture of Respect initiative to assess and enhance sexual violence education, support services, and policies.) ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*		100% complete			

FY22 Update

- *Awarded $100,000 multi-year grant from Office of Secretary of Higher Education (OSHE) to expand sexual violence preventative programs for BIPOC and LGBTQIA students.*
- *Completed two-year Culture of Respect Evaluation (CORE), self-assessment in NASPA Culture of Respect Cohort.*
- *Created evidence-based action plan based on first round of CORE Evaluation, self-assessment from NASPA and subsequent leadership plan for continuing goals and objectives post cohort participation.*
- *Participated in Stockton Presidential Taskforce of Gender-Based Violence and created collaborative sub-committee with faculty to strengthen and unify work in this area.*
- *Provided Online Sexual Misconduct training to more than 300 students-athletes.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Student Affairs	Integrate wellness education in student programs, trainings, and service. ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*			*New in FY23*		

FY23 Update

- *Will go here.*

Cabinet Priority	1.2	Cultivate an Inclusive Campus Community: Enhance cross-divisional efforts to increase students' sense of belonging, engagement, and development.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	AC Operations; Human Resources	Collaborate in the expansion of partnerships, internships, employment, and community engagement opportunities, especially in Atlantic City. ▪ *DEI connective action: Students and employees benefit from working, learning, and living in diverse environment that represent a multitude of voices and perspectives; promote awareness and understanding of the ways individuals interact within systems and institutions (Preamble).*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *18th MLK Day of Service – event was modified to accommodate 390 volunteers who participated in 20 virtual and in person projects throughout Atlantic City and Atlantic County.*
- *Launched the Stockton AC Summer Experience (Live-Work-Learn) program with corporate partners, representing 14 properties in AC and a diverse group of over 700 applicants and 148 students accepted into the program for Summer 2022 [39% African American, 33% Caucasian, 19% Hispanic/Latino, 6% More than 1 Race, 3% Asian/Pacific Islander, 64% female and 36% male]*
- *Co-chaired the Stockton 50th Celebration Community Day and Party in the Park event on April 23, 2022. The Community clean-up included 512 volunteers participating in 8 neighborhood street cleanups, a beach cleanup, and graffiti removal project in Atlantic City. Three hundred sixty-six bags of trash were collected and 17 power boxes were primed by volunteers, with 11 of those boxes painted by local artists, in collaboration with the AC Arts Commission and the Chelsea EDC. Volunteers represented over 80 community groups/organizations. The Party in the Park was attending by 1,000 people and included over 60 participating vendors.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	AC Operations	Identify opportunities for collaboration between external groups and Stockton which support institutional programs and initiatives.` ▪ *DEI connective action: Co-curricular and interactional campus diversity (Diversity); develop resource networks (Equity); active, intention, and ongoing engagement with diversity (Inclusion).*	50%	80%			

FY21 Update

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

FY22 Update

- *Collaborated with AC Residential Life and the Chelsea EDC to plan and coordinate the "Chelsea Eats" initiative, which invites students to enjoy a walking tour and sample food at restaurants located in the Chelsea Neighborhood. Up to 50 students attended each of the 4 dates and visited 2 restaurants per date. The Chelsea EDC funded this initiative.*
- *Collaborated with the Chelsea EDC and AC Devco on the "Come Out & See BeautifuLGBTQ Chelsea" program to promote the Chelsea neighborhood as a place for LGBTQ members to live and invest. A member of the Stockton staff and a Stockton student were featured in the promotion, including a billboard above the Knife and Fork Restaurant. Over 40 people representing 4 states participated in the city tour, including a stop at Stockton AC campus.*

- *In collaboration with ARHU and The Noyes, two mural projects will be completed and in readiness for the NAACP National Convention in summer 2022. Mural #1 titled "Education Pioneers", will be located at MLK Blvd. and Atlantic Ave. and feature Dr. Vera King Farris, Dr. Juanita High, Dr. Dorothie W. Dorrington, and Hannah Pierce Lowe. Mural #2 will be located at Boston and Atlantic Avenues and will feature Fannie Lou Hamer, Dr. Martin Luther King Jr., and Muhammad Ali. Both murals will provide Stockton art students the opportunity work with nationally known mural artists Randy Meeks, Charles Barbin, and BK Foxx and contribute to the mural's completion. Both murals will add to the city's growing mural arts program and tour, which includes over 50 murals to date.*
- *Negotiations with the AAHMSNJ have resumed.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Integrate planning, assessment, and communication strategies to support inclusive student success. ▪ *DEI connective action: n/a*	90%	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Created Director of Student Affairs Assessment and Communications position to strengthen integrated strategic planning, assessment and communications operations.*
- *Expanded divisional usage of Baseline Assessment system to all departments resulting in administration of over 100 surveys to measure student learning and satisfaction.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Planning, Effectiveness, and Institutional Research	Facilitate a standardized and consistent student coding process to improve tracking of student engagement, persistence, and success. ▪ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*		25%			

FY22 Update

- *Hosted initial University-wide coding summit with nearly 25 departments and teams from Academic Affairs, Student Affairs, Enrollment Management, and Information Technology, the goal of which was to help individuals understand the importance of consistent student coding protocols in transitioning from a reactive student success model to a proactive one.*
- *Follow-up discussions took place with select departments and teams to clarify their current operating procedures as well as future data and reporting needs. Additional meetings will be scheduled in FY23 to assist Planning & Research team with strengthening predictive analytics efforts regarding enrollment, persistence, and graduation outcomes, particularly regarding the University's efforts to reduce student equity gaps.*
- *IR remains involved in the Slate CRM and Axiom data integration implementation project to provide input regarding data standards and reporting issues.*

- *Facilitated 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.*
  - *Moved EOF tracking to a cohort model as of Fall 2021.*
    - *The CPO & IR Office also implemented a way to code EOF transfer students as that had previously not been tracked.*
  - *Held a Coding Summit in July 2021 to discuss student coding.*
  - *Administered Survey to departments that are responsible for student coding to gather key information about what needs to be tracked, where it is located if already tracked, and who will input/maintain the data, etc. in July 2021.*
  - *Held various initial follow-up meetings from the Coding Summit with 10 different departments in September/October 2021.*
  - *Have various follow-up meeting schedule in August/September 2022 to continue the standardized and consistent coding conversation.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Student Affairs; Facilities & Operations	Develop plan for new Student Life Center. ▪ *DEI connective action: Co-curricular and interactional campus diversity (Diversity); active, intention, and ongoing engagement with diversity (Inclusion).*			*New for FY23*		

FY23 Update

- *Will go here.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Student Affairs	Enhance campus life engagement and experience for all students. ▪ *DEI connective action: Co-curricular and interactional campus diversity (Diversity); active, intention, and ongoing engagement with diversity (Inclusion).*			*New for FY23*		

FY23 Update

- *Will go here.*

Cabinet Priority 1.3 Promote Equitable Educational Access and Academic Achievement: Reduce equity gaps in high-impact learning opportunities and academic achievement indicators (such as GPA, academic honors, degree completion, etc.)

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	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. ▪ *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).*	100% complete & ongoing	100% complete & ongoing			

FY21 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 and experiential learning opportunities or high impact practices*
    - *Ten projects were awarded for the Fall 2020-Spring 2021 academic year: five related to social justice and 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).*

FY22 Update – Student Affairs

- *Led University participation and completion of AAC&U High Impact Practices and Student Success Institute and developed foundations for student access to high impact experiential learning experiences.*
- *Implemented Student Transition Programming Series to expand students' knowledge of student success and high impact learning opportunities. (Student Affairs).*
- *Implemented inaugural First Ospreys L.E.A.D Summit to expand students' participation in leadership experiences.*
- *Continued expansion of URM student participation in Board of Trustees Distinguished Fellowships Program (Student Affairs)*
- *Awarded Compass Fund grant for Cultural Engagement Operations (CEO) to recruit, hire, develop, and empower student interns to plan and execute an Inclusive Leadership Conference (ILC) in 2023 and 2024.*

FY22 Update – Academic Affairs

- *R1 and R2 Attributes have expanded since Fall 2021 from an initial 32 in FY 21 to 49 in FY 22, and tripled in seat capacity, with an increase from 1005 seat capacity in FY 21 to 3665 in FY 2022. Increases in R1 and R2 attribute courses and assessment of the attribute is ongoing.*
- *The Faculty Senate created a task force to review the Essential Learning outcome in response to a charge by the Provost. The Essential Learning Outcomes (ELOs) are 12 years old and require review to ensure the relevance for today's and foreseeable future learning and national climate. Likewise, the ELOs under review to solidify diversity, equity and inclusion as foundational learning components and accessible for all Stockton's Student body. Recommendations of the Faculty Senate Task Force is planned for April 2023.*
- *Several programs are in development or initiated in the past year to expand access and persistence particularly among underrepresented groups.*
    - *Completion Programs: To capture our adult students, students who encounter life circumstances, or students who may no longer be able to complete a degree in-person, we identified 4 key programs to support our students in an online capacity. These programs are not intended for residential students.*
    - *LIBA degree: Beginning Fall 2022*
    - *Business Administration, Bachelor Health Science, Psychology – Pending Fall 2023*
    - *Leading for Diversity, Equity, and Inclusion*
- *The Ed.D. in Organizational Leadership program faculty developed a new "centerpiece" required course and has infused DE&I themes throughout all prior and subsequent courses required for the degree. The program sponsored several guest speakers and panel discussions, including a five-part series "Leveling the Playing Field: Leadership with a DEI-Focused Lens" for all prospective applicants, current candidates, and program alumni.*
    - *Future Educators of Color Program*
    - *The culmination of a year's participation in New Jersey's Diversifying the Teacher Workforce statewide collaborative with the Department of Education and all 24 colleges and universities that prepare educators, Stockton's School of Education will fund after school, summer, and weekend programs for alumni educators of color to lead Future Educators' Association clubs in southern New Jersey middle and high schools. The program will engage faculty, current candidates, alumni, and*

educational leaders of color to inspire and mentor young students towards the Education professions.

- *School of Education faculty member Dr. Stacey Culleny wrote a successful Compass Fund proposal to host the Future Teachers of Color conference at Stockton, a statewide conference for high school students, in spring, 2023.*

- *Osprey's RISE Initiative: Institutionalization of <u>High Impact Practices</u> - High impact practices are understood to enhance underrepresented groups in persistence and retention by engaging them in experiences and high touch mentorship.*
  - *Research, Internships, Service, Experiential Learning (RISE) begins Fall 2022 for all students but particularly first-year students.*
  - *RISE is a joint initiative between Student Affairs and Academic Affairs to codify student experiences and ensure all students can engage in experiences that expand learning and where appropriate connect with their discipline and intended professional direction.*
  - *Osprey's RISE is part of the Essential Learning Outcome discussion as a potential student obligation.*
- *High School Dual Credit:*
  - *In the last five years, Stockton's High School Dual Credit has grown by leaps and bounds throughout the state of New Jersey. We now reach 1,384 students in 43 high schools (with at least eight more to be added next year). In this growth we have been particularly mindful of the need to provide access to underserved students in communities from which Stockton needs to recruit, if it is to increase its student diversity.*
  - *Hired an emerging Scholar of Color to facilitate Africana Studies in Dual Credit*
  - *As a result, we now have strong connections with several high schools which have a high proportion of students on free-and-reduced lunch, who take our courses free of tuition. These high schools and their enrollments include:*
    - *Atlantic City HS – 83*
    - *ACIT – 86*
    - *Bridgeton HS – 8*
    - *Camden (Brim, Camden Academy Charter, Woodrow Wilson) -- 27*
    - *Millville HS – 22*
    - *Cherry Hill West HS – 14*
    - *Eastern Regional HS – 19*
    - *Pleasantville HS – 33*
    - *STEMCivics (Trenton) – 29*
    - *Sterling HS – 3*
    - *Vineland HS – 3*
    - *Winslow Twp – 2*
  - *Enrollment at each of these schools will be growing substantially in FY 2023. Students coming to Stockton with dual credits have higher retention rates, stronger GPAs, and faster graduation rates than their peers, so increasing the number of underserved students will greatly improve Stockton's DEI record.*
  - *In addition, Stockton secured a $500,000 grant from the Office of the Secretary of Higher Education for the Opportunity Meets Initiative Challenge (OMIC). Through this two-year program, Stockton is working with Palmyra High School, Pleasantville, and STEMCivics to provide a college readiness program through dual enrollment. The goal is to have 60 students from each school graduating with at least a year of college credits.*

- *<u>Live-Work-Learn, Stockton Summer Experience.</u>*
  - *Students participate in a summer program and receive 1) free housing in Atlantic City funded by their employer, 2) earning wages in the hospitality or medical industry, 3) earn 4 free credits in work readiness and professional transition.*
  - *~700 applications, 153 students started the program. Originally 130 positions, employers expanded the availability.*
  - *The program is disproportionately assisting students of color and academically vulnerable students:*
    - *64% student of color*
    - *18% EOF*
    - *31% Transfer*

- *Innovative Programming:*
    - *Coates Lecture (Pappas Fellow) - continuing the conversation – first year seminar and campus book read*
    - *Indigenous Peoples Day*
    - *Reimagining the PAC – Programming expansion to appeal to Black/African American and Hispanic communities – more inclusive programming*
    - *SEBA*
    - *Global Studies – Veterans, Trip Jerusalem – refugee/displacement*
    - *Hosted UN conference on Refugees (MHAG and Africana studies interdisciplinary collaboration)*

FY-23 Anticipated Goals for Academic Affairs

- *Review/revise Essential Learning Outcomes*
- *Launch and assess Year One of RISE*
- *Reboot Advising – Faculty Senate task force on precepting and pilot pre-registration of first-year students*
- *Assess impact of Student Tuition Insurance Plan*
- *Draft ADA policy and procedures for instruction*
- *Create policy and procedure for online/distance education*
- *Use high school dual credit program to expand DEI initiatives (expand R1/R2 to 9-12)*
- *Move Graduate Studies under a Dean to support student and faculty, and create better articulation with Registrar, Library, and policies*
- *Develop Library Learning Commons*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	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. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*	75%	75%			

FY21 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).*

FY22 Update

- *URM issued 191 press releases and an additional 130 web stories for a total 321 items. The University had a total of 8,911 media mentions over the year.*
- *Publicity placed Stockton in the top three 11/12 (92%) months among peer NJ Colleges and Universities for FY-22.*
- *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-22.*
- *Developed and launched new brand for Performing Arts Center (PAC) including new website, collateral, advertising campaign and social media initiatives.*
- *Led the development and production of updated admissions collateral, including a new postcard campaign to prospective students, which supported a 50% increase in first-year student applicants.*
- *Implemented a refreshed FY-22 Choose Stockton advertising campaign accounting for more than half (57%) of visitor traffic to the admissions landing page.*
- *Added two segments to our virtual tour series, including the Atlantic City campus, to reach prospective students unable to visit campus. The series earned an Educational Advertising Bronze Award.*
- *Wrote and produced program specific marketing videos to support recruitment efforts for MBA in Healthcare Admin and Leadership, Digital Studies, Doctor of Physical Therapy and Master of Occupational Therapy*
- *Launched a new webpage profiling 12 graduating students who represented every School and a variety of backgrounds and experiences. The stories were featured on the website and promoted on social media. Analytics show this initiative was extremely popular with 2,217 visits to the landing page and a combined 2,032 visits to the individual profiles in May. We will make this an annual project in the future.*
- *Implemented campaigns for Asians, Blacks, Latinx and Veterans to support diversity and inclusion initiatives. As of June 29 the following increases in completed applications for Fall FY-22: Black: up 81% (from 714 in FY-21 to 1247 in FY-22), Asian: up 48% (398 to 590), and Latinx up 79% (1264 to 2262). Unique pageviews to the Military & Veteran Services website increased 10%.*
- *Effectively increased out-of-state campaigns with digital ads and social media boosts targeting Delaware, Maryland, New York and Pennsylvania. This effort supported an increase in out-of-state applications and deposits increased for FY-22.*
- *The Chief Development Officer and Executive Director of URM served as Co-Chairs for 50th Anniversary committee and facilitated the development and implementation of branding, communications, events and permanent campus displays commemorating milestones, events and alumni memories for Stockton's celebration of 50 years of teaching.*
- *Enhanced Content Management System for stockton.edu through the development of new Snippets and Components including, Process List Snippet, Social Media Icon Component, Infographic Component, OspreyHub Feed Component.*
- *Launched Omni CMS Support site including videos and tutorials to assist content managers*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Information Technology Services	Strengthen inclusive student success opportunities by providing efficient and effective access to information and technology resources. ▪ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Removed Z/PIN authentication as an option from portal login page to encourage usage of multi-factor authentication*
- *Completed onboarding of plant management staff and other outstanding staff into the Duo multi-factor authentication platform*
- *Upgraded academic computing labs to latest Microsoft operating system, productivity software, and cloud storage offerings to provide students with access to the latest software features and remote access to their data.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Planning, Effectiveness, and Institutional Research	Develop enhanced reporting mechanisms to analyze the University's access and achievement initiatives. ▪ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*	50%	65%			

FY21 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 BCSSE 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.*

FY22 Update

- *Coding of students who participate in Sankofa and ToGetHer was part of the initial follow-up meetings from the Coding Summit and conversations and planning will continue in FY-23.*
- *Additional data was provided by IR to a subgroup of faculty/staff working on analysis of select high impact practices at Stockton.*
- *IR Director is part of the R.I.S.E group and is working closely with Student Affairs and Academic Affairs regarding the definition and coding of R.I.S.E activities.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Student Affairs	Implement and assess strategies that close racial equity gaps in student outcomes. ▪ *DEI connective action: Close achievement gaps in student success and completion (Equity).*		100% complete & ongoing			

FY22 Update

- *Implemented inaugural Student Success Survey to assess factors promoting retention of students who have persisted to their third semester.*
- *Established Stockton Cares Office to address holistic student health and allows for proactive planning and immediate review of student wellbeing concerns.*
  - *Fall 2021: 1804 case management cases and approx. 800 COVID referrals.*
  - *Spring 2022: 1620 case management cases and approx. 500 COVID referrals.*
- *Expanded supportive resources for African American and Latinx students through Stockton Cares: AY22: 37% of total Care referrals were submitted for Black/African American students (9% of total student enrollment); 42% of Care referrals were submitted for Hispanic/Latinx students (17% of total student enrollment).*
- *Created Stockton Cares Team which meets weekly to develop strategies to address social, mental health, academic, and financial concerns and includes campus leaders from every division on campus.*

- *Awarded Compass Fund grant for Stockton Cares: Osprey Essentials. Osprey Essential will address the need to expand the offerings related to student basic needs, including linens, cold weather essentials, household items, as well as dental care and haircuts.*
- *Increased the Student Relief Fund maximum award limit.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Student Affairs; Diversity & Inclusion	Implement strategies to expand access to experiential learning opportunities for underrepresented students. ▪ *DEI connective action: Close achievement gaps in student success and completion (Equity).*		100% complete & ongoing			

FY22 Update

- *Awarded $50,000 (Cultivating Research, Innovation and Talent) multi-year grant from the Office of the Secretary of Higher Education (OSHE) to support the development of career development strategies for URM students and expand access for all students.*
- *Partnered with Academic Affairs and AC Operations to provide summer housing and programming for students participating Live, Work, Learn initiative.*
- *Created Associate Director of Career Education and Development positions to strengthen career development programs and operations.*
- *Hosted the annual Glow UP high impact practice and student leadership job fair in Fall 2021 to expand participation in on-campus leadership opportunities for historically URM students.*
- *Collaborated with Academic Affairs to create Ospreys RISE Leadership and Operations Team to strengthen institutional strategies to expand students' access to experiential learning opportunities.*
- *Collaborated with Academic Affairs to develop and submit first State Budget Request for Ospreys RISE Initiative.*
- *Implemented New Student Orientation/Welcome Week session to elevate the visibility of high impact learning experiences for new students.*
- *Hosted national experts on student career and experiential learning to strengthen divisional strategies that foster post-graduate success.*
- *In late spring 2022, at the invitation of the Vice President for Student Affairs, the Chief Officer for Diversity & Inclusion became a member of the Board of Trustees' Student Success Committee.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
7.	Student Affairs	Strengthen student transition, access, and retention (STAR) operations and strategies. ▪ *DEI connective action: Close achievement gaps in student success and completion (Equity).*			*New for FY23*		

FY23 Update

- *Will go here.*

Cabinet Priority	1.4	Foster Post-Graduate Success: Increase six-month post graduate employment and degree program rates from 82% to 85% by 2025.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Student Affairs (including Athletics)	Develop alumni networks to foster mentoring, jobs, and internship opportunities. ▪ *DEI connective action: Develop resource networks (Equity).*	0%	0%			

FY21 Update

- *Did not get underway – will be pursued in FY22.*

FY22 Update

- *Did not get underway – will be pursued in FY23.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	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. ▪ *DEI connective action: Develop resource networks (Equity).*	50%	75%			

FY21 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.*

FY22 Update

- *Created new Alumni Relations faculty fellow position to support development plan for launch of Corporate Alumni Program*
- *Consistently collected and cross-promoted alumni success stories on alumni social media channels, on the Alumni & Friends website, on OspreyConnect and in the alumni newsletter*
- *Partnered with Career Education and Development for opportunities to showcase alumni achievement*
- *Hosted the Alumni Achievement Awards ceremony as part of University Weekend to highlight alumni achievement and success across generations. Cross-promoted the event on social media, the website and other digitally-facing platforms to increase awareness.*
- *Continued development of OspreyConnect, the online networking platform for alumni and friends. Participated in ongoing training to best utilize all features of the platform to solicit alumni mentors and market the platform to new graduates.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Planning, Effectiveness, and Institutional Research	Coordinate the re-engagement of a University-wide student outcomes survey project, in coordination with Academic Affairs, Students Affairs, and Alumni Relations. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*			*New in FY23*		

FY23 Update

- *Will go here.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Integrate career-readiness competencies in student employment and leadership experiences. ▪ *DEI connective action: Close achievement gaps in student success and completion (Equity).*			*New in FY23*		

FY23 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 Promote and Assess an Inclusive Campus Community: Develop new and enhance existing programs and initiatives that contribute to an inclusive campus community.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	General Counsel, Equal Opportunity & Institutional Compliance	Implement new Title IX regulations into University procedures. ▪ *DEI connective action: n/a*	100% complete				

FY21 Update

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

FY22 Update

- *Update will go here*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	AC Operations, Facilities & Operations, & Student Affairs	Develop and implement a strategic plan and facility design for the new Multicultural Center on the Galloway Campus. ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*	25%	50%			

FY21 Update

- *Multicultural Center Planning Committee has been formed, comprised of a diverse group of faculty, staff, and 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.*

FY22 Update

- *The design for the new Multicultural Center continued throughout FY2022. A problem with the professional services provided by the original Architectural Firm resulted in a disengagement and the hiring of a new architect to complete the design and bid documents. This impacted the overall development schedule by approximately 6 months.*
- *The new Multicultural Center has been successfully bid and the contract has been awarded. Construction is to commence during the summer 2022.*
- *The new Multicultural project is expected to be completed by Late November 2022.*
- *Established Multicultural Center Fundraising Committee.*
- *Identified resources for and launched search for inaugural Director of Multicultural Center, to be completed Fall 2022.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	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 institutions. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*	75%	75%			

FY21 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.*

FY22 Update

- *Published two issues each semester 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.*

- *Featured and promoted calendar of events for Black History Month, Latino Heritage Month and Asian-American month, Black Lives Matter Lecture series, FLH Symposium, Juneteenth and more.*
- *Added position of Communication Specialist, PSS4, which has a focus on multicultural coverage and is responsible for building relationships with diversity and inclusion leaders across the university community to seek out story ideas and write articles, news releases and other content as needed.*
- *Coordinated and implemented advertising campaigns targeting underrepresented populations. Applications increased dramatically: Black: up 81%, Asian: up 48% and Latinx up 79%*
- *stockton.edu still maintains industry leading Google Lighthouse scores in Performance, Best Practices, Accessibility and SEO.*
- *Provided art direction and design support for the following videos that promoted diversity and inclusion: LEAD Summit event promotional Video and Black Lives Matter: Excellence Matters.*
- *The Social Justice and Equity Fund awarded $5,000 for students traveling to West Africa with Dr. Donnetrice Allison.*
- *The Alumni Conference on Diversity, Equity and Inclusion continued through FY22. Topics for events held in FY22 include: Between the World and Me, College as a First Generation Student, Challenges Women of Color Face, and Critical Race Theory.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Human Resources	Develop and promote employee training and orientation programs that contribute to a more inclusive campus community. ▪ *DEI connective action: Offer professional employee growth opportunities (Equity).*	90%	90%			

FY21 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.*

FY22 Update

- *Along with OHR, ODI and OEOIC present during new manager orientation, covering the scope and responsibilities of their office along with the programs, policies, procedures, and resources that they oversee (e.g., ethics, bias prevention, discrimination, EEO, ADA, Search Advocates, D&I Educators group, etc.). Special focus is paid to the specifics of how managers will work with each office what they need to know related to promoting diversity, equity, and inclusion and reducing and/or eliminating bias and discrimination in their departments or units.*
- *During new manager orientation, OHR reviews the training resources and opportunities available to managers and/or all employees related to DEI.*
- *OHR covers DEI related topics in New Hire Orientation including reasonable accommodations, all-gender restrooms, lactation room spaces, discrimination awareness, etc.*
- *OHR partnered with ODI to adapt the current Bystander Intervention training for employees to be rolled out in 2023.*
- *OHR offering EAP Supervisor Excellence webinar: Building a Culture of Respect: The Keys to Creating a Collaborative & Engaged Work Team on 6/23/22 and available on demand after that date.*
- *OHR offering EAP Webinar: Communicating Effectively in a Diverse World scheduled on 10/26/22 and available on demand after that date.*
- *OHR working with OEOIC to build a more in-depth, customized EEO/Discrimination training to be assigned to all employees during the 22-23 academic year.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	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. ▪ *DEI connective action: Develop resource networks (Equity); active, intention and ongoing engagement with diversity (Inclusion).*		100% complete & ongoing			

FY22 Update

- *The Procurement & Contracting team, with the support of A&F Administration, helped coordinate and facilitate a Small Business Workshop that specifically targeted local businesses in the Atlantic City area. The event was held in April at our Atlantic City campus. Efforts included substantial participation in the planning process, recruiting a state official as a guest speaker, staffing the event, and preparing and presenting information regarding Stockton's procurement processes and the new Vendor Portal.*
- *The Division of Administration & Finance collaborated with Academic Affairs, the Atlantic City Operations team, and various others in the roll out of the new Stockton Atlantic City Summer Experience program – Live, Work, Learn. Stockton students participating in this unique opportunity will live in the Atlantic City Residence Hall, work at one of the premier resort businesses in Atlantic City and learn by earning four (4) credits for participation in a summer work readiness course. All Administration & Finance departments played a role. Procurement, Contracting, and Risk Management reviewed contracts with our Atlantic City partners and considered insurance implications. Fiscal Affairs assisted with billing and discounting. Budget and Financial Planning monitored expenditures and created a budget for the Summer 2023 program based on actual experience. Disbursement Services ensured that faculty and program expenses were paid in a timely manner.*
- *The Division of Administration & Finance collaborated with ITS and General Counsel on the Esports Innovation Center at Stockton University in Atlantic City initiative. A&F's role included the review of the MOU between Stockton and the New Jersey Economic Development Authority, determination of the financial/accounting impact of the partnership, and facilitation of the payment from the New Jersey Economic Development Authority to the newly created entity.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Administration & Finance	Identify and secure funding for diversity, equity, and inclusion operating and capital initiatives. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*		100% complete & ongoing			

FY22 Update

- *The Office of Budget & Financial Planning worked with various University Divisions and Offices to identify and secure funding for diversity, equity, and inclusion operating and capital initiatives. The Multicultural Center is a prime example of A&F's collaboration with Facilities & Operations and Student Affairs to identify funding for the capital project and the future operations of the Center. Additionally, Budget worked closely with the Office of Diversity and Inclusion to identify available FY22 budget including special program funding and on their submission of FY23 Program Review requests to ensure that future programmatic needs were properly conveyed by narratives and funding requests.*
- *The Procurement & Contracting team participated in a statewide disparity study led by the NJ Office of Diversity & Inclusion (ODI). The purpose of the study was to determine whether there is a constitutional basis for contract set-asides for minority- and women-owned businesses in an effort to increase supplier diversity among state agencies and instrumentalities. This study required numerous hours of data compilation and analysis, coordination with our IT staff, and several meetings and discussions with the ODI and their consultant who was conducting the study. Recommendations from the study are expected to be released in Fall 2022.*
- *Disbursement Services supported University diversity, equity, and inclusion initiatives by assisting end users with entry to new funds and orgs in Banner and Bank of America Works. The team provided guidance on pre-approval and payments processes, as well as how to expedite pre-approvals and payments when necessary (e.g., EOF initiatives).*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
7.	Human Resources	Considering appropriate results of the employee campus climate survey, research and develop a robust employee exit survey to improve employee retention. ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*		25%			

FY22 Update

- *OHR is developing an exit survey for departing employees.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
8.	Student Affairs; Facilities & Operations	Complete and open new residence hall on the Atlantic City campus. ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*			*New for FY23*		

FY23 Update

- *Will go here.*

Cabinet Priority 2.2 Enhance Faculty and Staff Diversity: 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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	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. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*	50%	90%			

FY21 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).*

FY22 Update

- *OHR partnered with the ODI to issue letters to community partners such as the Hispanic Alliance of Atlantic County, NAACP local chapters (Pleasantville and Atlantic City) to strengthen relationships with diverse community groups for advertising vacant positions.*
- *OHR is advertising vacancies in a multitude of diverse publications such as the Asian, Women's, LGBTQ+, Hispanic and Black Doctoral Job Networks.*
- *The Office of Human Resources and the Office of Diversity & Inclusion collaborated over the past year on outreach to local community organizations. We have met with the Board of the Hispanic Association of Atlantic County, with the two NAACP affiliates (Atlantic City and Pleasantville) upcoming. The Office of Diversity & Inclusion reached out to minority serving institutions that offer Doctor of Nursing Practice degrees for a recent tenure track nursing position; however, relationship-building needs to occur next.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Diversity & Inclusion; Human Resources	Develop and promote ways to infuse diversity, equity, and inclusion principles into all aspects of the search and hiring processes. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Partnered with ODI to update the Search Advocate training program for a wider audience. This will allow search advocate training to take place more than just once a year, as is the current practice. Manager search advocate training is tentatively scheduled for summer 2022.*
- *New Applicant Tracking vendor, PageUp, offers redacted information feature for initial applicant screenings, reducing potential bias from impacting initial screenings. PageUp tentatively scheduled to launch in Fall 22. PageUp will rank the candidates' applications by matching their requirements to those on the job description, allowing for an unbiased review and selection of qualified candidates. Additionally, PageUp offers a reporting tool that will allow a thorough analysis of the diversity of applicant pools within departments/divisions and across the University.*
- *Prior to any search committee launch, Talent Acquisition will be meeting specifically with search chairs, assigned administrative support staff, and search advocates to review the steps of the search process in depth. The goal of these meetings is to increase efficiency and effectiveness of searches and reduce the likelihood of searches being failed or losing candidates due to untimeliness.*
- *A Search Advocate Workshop was offered as a Summer Institute in May where twelve (12) employees were trained as search advocates for upcoming searches. Of the twelve attendees, 3 were faculty and the remaining were managers. Six (6) full-day Search Advocate Workshops will be offered in July and August 2022 to managers.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	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. ▪ *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).*	50%	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Hired 35 new faculty and 15 professional staff in FY21 and approved 14 additional faculty hires and 10 staff for FY22.*
  - Of the *22 finalized hires made (12 still in process of finalization):*
    - *7 individuals are considered persons of color*
    - *9 are females, 8 of which are women in STEM fields (Health Science, Marine Biology, Psychology, Sociology, Nursing)*
    - *3 are males hired in traditionally female dominated disciplines (First-Year Studies, Social Work, Creative Writing)*
- *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.*
- *Each program in Academic Affairs, with oversight of the School Dean, reviewed the specific reappointment, tenure and promotion program standards to reflect diversity, equity and inclusion in all aspects of faculty life. The guidelines are in the process of actuation.*
- *The Vera King Farris Fellowship expanded to include a Doctoral Fellowship (VKF Fellowship). The VKF Fellowship represents an effort to increase faculty diversity on campus. Two Fellows were hired for FY2023.*
  - *The VKF Fellowship is a pipeline-building program for underrepresented graduate students who have completed all requirements for the doctoral degree except the dissertation (ABD); candidates seeking an opportunity to work at an RC campus for a two-year fellowship with an opportunity for a tenure-track faculty position at Stockton*

FY23 Goals

- *Assess Year 1 of DEI Fellowship and new cohort*
- *Focus planning for Center for Teaching and Learning Design (CTLD) programming*
- *Assess R1/R2 course attribute process and effectiveness*
- *Finalize changes to Faculty Evaluation policy (focus on DEI)*
- *Develop Title IX and Women-Gender Violence Pedagogy PD*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Academic Affairs; Diversity & Inclusion	Review and advance implementation of the revised faculty diversity plan in support of the University's Diversity & Inclusion goals. ▪ *DEI connective action: Support to building a diverse and respectful community that values individual and group/social differences (Diversity).*	25%	75%			

FY21 Update

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

FY22 Update

- *Reviewing and revising all academic policies for FY 23 implementation.*
- *Each program reviewed tenure and promotion guidelines and updated for implementation FY 23.*
- *See Priorities 2.2 #3*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Information Technology Services	Explore and, where appropriate, establish connections with a technical college to start a diverse pipeline for information technology. ▪ *DEI connective action: Support commitment to building a diverse and respectful community (Diversity).*	100% complete				

FY22 Update

- *Met with local technical high schools to discuss placement of graduates into IT employment at Stockton. Consensus was they are now preparing students for college, not employment in IT.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Student Affairs	Enhance national reputation for diverse educator recruitment and success. ▪ *DEI connective action: Support commitment to building a diverse and respectful community (Diversity).*			*New for F-23*		

FY23 Update

- *Will go here.*

Cabinet Priority 2.3 Promote and Assess a Comprehensive Diversity and Inclusion Education: Develop and enhance a sustainable diversity and inclusion education for the campus community to support student and employee success and belonging.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	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. ▪ *DEI connective action: Offer professional employee growth opportunities (Equity).*	90%	90%			

FY21 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.*

FY22 Update

- *Annually assign Title IX and Discrimination Training to all employees and annually assign Clery CSA training to identified CSAs*
- *Assign Title IX, Discrimination Awareness, and Sexual Violence awareness training to all new employees*
- *Assign courses, as needed, such as Implicit Bias and Microaggression Awareness, Making Campus Safe for LGBTQ+ Students, Sexual Harassment Prevention, Diversity Awareness, Diversity & Inclusion. OHR works with key departments to identify possible areas/employees that could benefit from targeted trainings related to DEI.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Planning, Effectiveness, and Institutional Research	Expand data initiatives regarding student persistence, progression, retention, and completion rates through multiple demographic perspectives. ▪ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Created multiple interactive tools to calculate overall and weekly admissions funnel goals for first-time, transfer, and graduate students. Utilized these tools to establish weekly goals by region and county which are distributed within a weekly tracking report to monitor progress toward these goals.*
- *Provided enrollment models and projections for specific departments on campus, Board of Trustee meetings, presentations to Cabinet, or to serve as discussion topics for various meetings.*
- *Provided ongoing data files and statistics for the Eligible to Enroll Campaign, both quantitative and qualitative.*
- *Provided various analyses to the Summer Planning Committee, including:*
  - *Courses with high DFWI rates*
  - *Courses with large waitlists*
  - *Courses with high enrollment*
  - *Financial and housing status of students enrolled in summer courses*
  - *Courses frequently repeated over the summer semester*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Diversity & Inclusion; Human Resources	Enhance University capability in the area of diversity and inclusion via targeted training, consultations, and organizational development interventions. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*	50%	75%			

FY21 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).*

FY22 Update

- *Partnered with ODI to update the Search Advocate training program for a wider audience. This will allow search advocate training to take place more than just once a year, as is the current practice. Manager search advocate training is tentatively scheduled for summer 2022.*
- *Partnered with ODI to update Bystander Intervention training for employees to be offered in 2023.*
- *OHR offering EAP Supervisor Excellence webinar: Building a Culture of Respect: The Keys to Creating a Collaborative & Engaged Work Team on 6/23/22 and available on demand after that date.*
- *OHR offering EAP Webinar: Communicating Effectively in a Diverse World scheduled on 10/26/22 and available on demand after that date.*
- *OHR working with OEOIC to build a more in-depth, customized EEO/Discrimination training to be assigned to all employees during the 22-23 academic year.*
- *The ADA-504 Steering Committee developed two recorded educational power points: (1) Reasonable Accommodation Process for Employees, and (2) Accessibility and Accommodation in Instruction, with faculty as the target audience. After piloting and narrative recorded by two employees, the recorded power points will be available for viewing by employees in fall 2023.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Implement co-curricular diversity and social justice programs and initiatives. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*		100% complete & ongoing			

FY22 Update

- *Residential Life hosted more than 10 programs with more than 750 attendees focused on diversity and social justice through co-supervision of Sankofa, and the LaMesa programming model.*
- *Implemented Cultural Heritage Month Programming for campus community.*
- *Partner with Student Senate to renew multi-year MOA to support Cultural Heritage Month Programming for campus.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Student Affairs	Strengthen cross-racial engagement opportunities for students and educators. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*			*New for FY23*		

FY-23 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: Promote continuous improvement of academic programs through ongoing and systematic assessment of academic quality, productivity, and achievement of inclusive student success. Develop, execute, and evaluate an academic assessment plan that aligns institutional goals with program learning objectives and provides data about student outcomes.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	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. ▪ *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).*	90%	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Middle States and on-site review completed - Academic portion included assessment of programs, general education, advising etc... Positive review from site-visit team*
- *8 Academic Program Reviews completed*
- *New Director of Academic Assessment determining digital program to facilitate, track and amalgamate assessment results.*
- *Annual Report template revised and instituted across schools, program, departments, and centers*
- *Gray Data purchased and instituted to benchmark program/major, outcomes and incorporated into*
- *Pathways for success review of institutional data for past 5-years to inform advising, currently under review – ongoing.*
- *Provost office - $1000 for assessment of programs – 9 programs utilized the Program Assessment Awards*
- *Compass Funds – ACJ revamp entrance requirements test score inclusive*

FY23 Goals

- *Link to resource requests for annual department reports*
- *Develop Program Reviews (6 years)*
- *Develop faculty scholarly activity reports (digitized process)*

- *Review and assess new programs*
- *Review and future-proofing based on course enrollments, IPEDS data, and course retention information*

Cabinet Priority	3.2	Strengthen Academic Programming: Review existing curricula and experiment with new academic programs to respond to emerging and pedagogical opportunities.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Academic Affairs	Review existing curricula and experiment with new academic programs to respond to emerging fields and pedagogical opportunities. ▪ *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).*	25%	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Task-Force Created for FY23 to revitalize Essential Learning Outcomes*
- *Developed several new degree programs to respond to market need and student demand. Specifically, In the past year:*
  Digital Studies launched FY22, New concentrations were developed as 4+1 programs in American Studies In Three B.A. Degree Programs In Africana Studies (AFRI), Historical Studies (HIST) And Sociology/Anthropology (SOAN)
- *Developing several new degree programs to respond to market need and student demand. Specifically, In the past year the following are in various stages of development:*
  - *E-Sports (HTMS)*
  - *E-Sports Management (Business)*
  - *Accounting 4+1*
  - *BSHS to MPH*
  - *Gaming*
  - *Occupational Therapy Doctorate*
  - *Law*
  - *Medical Humanities*

- *Physician Assistant*
- *Refugee Management*
- *Adult Online Completion Programs – Business, Psychology and Health Science*
- *Community Reporting Innovations lab (partnership with AC press)*
- *Commercial music track*
- *Cyber Security*
- *Education Support and Human Development*

- *Reconceptualized several existing programs to reflect field trends:*
  - *LIBA Degree online for Adult Education*
  - *LEAD – Social Justice*
- *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.*
- *Developing Innovative persistence and retention programs for FY 23 start*
  - *Student/Parent joint entry program*
  - *Developing Badging for Live-Work-Learn program*
  - *Developing Scaffolding Certificates to Degrees*

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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Information Technology Services	Enhance teaching and learning through services to promote quality and reliable technology support. ▪ *DEI connective action: n/a*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Provided on-demand training sessions for individual offices to best meet their specific technology needs based on their own workflows and tasks.*
- *Performed frequent updates to the ITS website with training documentation to reflect relevant technology training items and changes in product offerings available to the campus community.*
- *Coordinated with URM to publish and distribute technology tips in the University newsletter designed around common support requests needs frequently observed by the ITS Help Desk.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Academic Affairs	Diversify course delivery methods and scheduling, including online and hybrid formats, and programming for summer and adult learners, to ensure that academic offerings are broadly available to a diverse range of learners. ▪ *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).*		75%			

FY22 Update

- *Definition of Online, Hybrid and Face-to-Face modified with faculty senate support.*
- *Courses met 75% Face-to-Face.*
- *Scaffolding of course modalities by program created and embedded in university bulletin.*
- *Faculty Senate reviewing and recommending modality scaffolding guidelines FY23.*
- *Automating & digitizing Registrar's office through FY23.*
- *Automating and digitizing Advising office – Must-take/may-take to maximize scheduling through FY23.*

FY23 Goals (Academic Affairs)

- *Recommend guidelines on course modality to recommend guidelines for Fall 2022 based on retention information, student survey, course enrollments, course retention information (from the Faculty Senate Task Force)*
- *ELO Task Force (see 1.1) – discuss/assess ability to create OER/OAR as general education requirement for courses.*
- *Create adult learning options in Business and Health Science.*
- *Assess learning modalities to enhance student persistence.*
- *Assess optimal pathways for students on academic notice.*
- *Audit advising functions to optimize including learning options.*
- *Assessment of Policies & Procedures.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	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. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*		100% complete & ongoing			

FY22 Update

- *See Priority 2.2 #3*
- *Equitable distribution of $1500 in additional faculty development funding*
- *Academic Affairs provided 11 faculty fellow opportunities to develop leadership experience for the faculty.*
- *Each program in Academic Affairs, with oversight of the School Dean, reviewed the specific reappointment, tenure and promotion program standards to reflect diversity, equity and inclusion and an attribute in all aspects of faculty life. The guidelines are in the process of actuation.*
- *The Vera King Farris Fellowship includes a Doctoral Fellowship (VKF Fellowship). The VKF Fellowship represents an effort to increase faculty diversity on campus. Two Fellows were hired for FY2023.*

- *The VKF Fellowship is a pipeline-building program for underrepresented graduate students who have completed all requirements for the doctoral degree except the dissertation (ABD); candidates seeking an opportunity to work at an RC campus for a two-year fellowship with an opportunity for a tenure-track faculty position at Stockton*

Cabinet Priority	3.4	Enhance the Scholarship of Teaching and Learning (SoTL): 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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Academic Affairs	Further develop the Stockton Center for Teaching and Learning Design to facilitate teaching excellence, assessment, and scholarship, support 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. ▪ *DEI connective action: Stockton University strives to promote ways that increase awareness, content knowledge, cognitive sophistication, emphatic understanding of the complex ways individuals interact within systems and institutions (Inclusion).*	35%	75%			

FY21 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.*

FY22 Update

- *Faculty Fellows program restructured to enhance leadership and succession planning with outcomes – 17 fellows participated*
- *Re-oriented internal grants to require "report out" at Day of Scholarship to share experiences and scholarly outcomes*
- *Center for Teaching and Learning Design to oversee both academic assessment planning and ongoing academic professional development provided 17 programs on assessment planning and PD with 76 participants. Delivered 15 individual professional development workshops on student learning assessment, Student Ratings of Teaching, UDL, and assessment reporting practices and led two workshops during Stockton's Week of Teaching.*
- *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), approximately 30 in repository currently*
- *Stockton's Summer Institute on the Peer Evaluation of Teaching (SIPET) to CTLD, beginning in Summer 2021 – 16 faculty participated*
- *Restructured coordination of New Faculty Orientation, previously housed in the Office of the Provost, to CTLD.*
- *Center for Teaching and Learning Design to oversee both academic assessment planning and ongoing academic professional development provided programming on assessment planning and PD with # participants*
    - *The CTLD no longer oversees academic assessment planning as oversight was moved to the Office of the Provost. The CTLD works closely with the Director of Academic Assessment to provide professional development opportunities and promote assessment of student learning outcomes. In FY 22, there were 14 programs on assessment planning with 67 participants.*
- *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).*
    - *CTLD engaged in conversations with FAWN, library, ORSP, SCCESL & OGE to discuss creation of a repository to highlight SoTL and scholarship of engagement presentations and publications by Stockton faculty. CTLD engaged in a review of the Scholarly & Professional Activity report for 2020-2021, FAWN activity records, program reports, and Library resources to identify SoTL published works including Kirzner, R., Alter, T., & Hughes, C. A. (2021). Online Quiz as Exit Ticket: Using Technology to Reinforce Learning in Face to Face Classes. Journal of Teaching in Social Work, 41(2), 151–171.; Adelung, M., Prol, L., Calabrese, J., Guenther, L. A., & Copes, A. (2021). Teaching the Teacher: Improving Supervisory Roles for Clinical Educators Using Interprofessional Workshops. Journal of Allied Health, 50(1), 9–13.; Barr, J., Li, WX, & Abbott, J. (2020). A Framework for*

Contemplating and Redesigning an Undergraduate Business Core. Journal of Higher Education Theory and Practice, 20(5), 56–60. Faculty have presented SoTL work at regional, national and international venues.

- *The CTLD Week of Teaching promotes SoTL with a week of sessions and teaching observations to promote dissemination and learning from Stockton SoTL work. In FY22, Week of Teaching offered 53 sessions with 82 faculty participants.*
- *In FY22, the CTLD developed and received IRB approval for a pilot program with six new faculty to work on publication of SoTL work promoting a broader emphasis and developing early career faculty skills in SoTL presentation and publication.*
- *The CTLD promotes best practices on teaching and learning and use of empirical evidence in its programs, services, and website resources.*

- *Stockton's Summer Institute on the Peer Evaluation of Teaching (SIPET) to CTLD, beginning in Summer 2021 – PUT HERE NUMBER PARTICIPATED.*
  - *CTLD planned the 3-day summer 2021 SIPET from July 13-15, 2021. The institute was held online due to the pandemic. There were 10 tenured faculty participants. The CTLD Executive Director and two summer faculty SIPET fellows facilitated the institute (all facilitators were previously SIPET trained with expertise in peer observation). Summer 2021 participants completed 27 peer observations in academic year 21-22.*
  - *The 2022 SIPET was held on campus from May 24-26, 2022, with three participants (additional faculty indicated interest in attending but missed the deadline; lower attendance may have been based on only one email invitation for participation and timing of applications being due during Middle States visit). The 2022 institute was facilitated by the CTLD Executive Director and 2 faculty facilitators (same as FY21). Survey responses and work completed by the 2022 participants indicate another successful institute.*
  - *SIPET is a successful program benefiting faculty and the University. CTLD continues tracking outcomes in an annual SIPET report. As requested, the CTLD shares information with the Faculty Senate SIPET Task Force.*
- *Restructured coordination of New Faculty Orientation, previously housed in the Office of the Provost, to CTLD.*
  - *CTLD worked with the Office of the Provost, Human Resources, and a planning committee with representation from each School to plan and implement the New Faculty Orientation on August 17, 2021. Improvements in notification (using Hire Touch) and coordination with the Schools were achieved. The New Faculty Orientation was held on Main Campus and the Atlantic City Campus with 8 participants (53% of new hires). Results indicate high satisfaction from new faculty participants and presenting staff.*
  - *CTLD worked with the planning committee to review 2021 New Faculty Orientation and make appropriate changes for the 2022 New Faculty Orientation.*
  - *The CTLD provides the New Faculty Workshop as a 4-credit course during the Fall semester to continue the orientation process and provide faculty with a background in instructional best practices.*
  - *CTLD coordinated the Fall Adjunct Faculty Information Session (August 24, 2021) with 16 adjunct faculty in attendance and Spring Adjunct Faculty Information Session (January 6, 2022) with 10 adjunct faculty in attendance.*

FY23 Goals (Academic Affairs)

- *Revise Library as Learning Commons.*
- *Review/Assess ORSP office with recommendations.*
- *Create Compliance Training (ORSP).*
- *Develop survey calendar.*
- *See 1.1, 2.2.*
- *Finalize changes to Faculty Evaluation policy (pedagogy as scholarship).*
- *Review preceptor evaluation process and instrument.*
- *Work with Student Affairs and Enrollment Management to optimize registration of first-year and transfer students.*

Goal	*Lead Unit/s*	*Description*	*Percentage Complete*				
			FY21	FY22	FY23	FY24	FY25
2.	Information Technology Services	Adopt innovative technologies and solutions to provide reliable IT infrastructure for teaching and learning. ▪ *DEI connective action: n/a*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Deployed new VOIP-based phone system with remote capabilities to enhance business continuity.*
- *Added redundant data connection to Atlantic City campus in order to enhance data reliability.*
- *Continue to develop and extend Splunk environment to respond to threats to information systems and account credentials.*
- *Initiated the process of upgrading University staff workstations to Windows 11.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Cultivate a culture of educator-scholars in the Division of Student Affairs. ▪ *DEI connective action: Offer professional employee growth opportunities.*		100% complete & ongoing			

FY22 Update

- *Hosted professional development sessions focused on scholarly writing and institutional IRB research protocols for division.*
- *Received R1 designation for GENS Course: Inclusive Student Transitions.*
- *Received approval for GENS Course: Explore Your Career Connections*
- *Received approval for GENS Course: Peer Education, Sexual Violence*
- *Served as instructors for 15 courses in AY 22.*
- *Co-led Middles States Accreditation Standards Groups with institutional partners.*
- *Implemented and facilitated common readings for Student Affairs Leadership Council and Residential Life staff.*
- *Served a faculty at national institute for Student Affairs practitioners (Spring 2022).*

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	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	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. ▪ *DEI connective action: n/a*	100% complete				

FY21 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.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Executive Vice President	Develop and implement integrated communications strategies to support strategic enrollment initiatives for non-traditional students. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*		50%			

FY22 Update

- *Promoted Transfer Pathways Partnership agreements with county colleges through news releases, University website and social media platforms.*
- *Enhanced communications, planning and ad spending for Graduate Studies; Promoted new scholarships and degrees for graduate students on stockton.edu and social media platforms.*
- *Increased frequency of posting to LinkedIn to an average of 4x/week. Also enhanced posts with paid boosts.*
- *stockton.edu continues to meet and exceed WCAG 2.0 guidelines*
- *Updated CSS for more intuitive display of responsive tables that exceed the viewport on mobile devices.*

Cabinet Priority	4.2	Sustain Student Retention and Completion Rates: 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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Athletics	Reduce the achievement gap for students of color over the achievement gap figure for the prior year. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*	75%	75%			

FY21 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.*

FY22 Update

- *Continued strategies from FY22.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Enrollment Management	Enhance and expand recruitment and retention strategies to meet institutional Headcount and FTE goals. ▪ *DEI connective action: Address equity issues as they arise on campus (Equity).*	50%	75%			

FY21 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.*

FY22 Update

- *Expanded Targeted High School Visits, College Fair participation, and on-campus Special Group Visits.*
- *Enhanced utilization of social media by providing application assistance, financial aid assistance and highlighting student testimonials.*
- *Promoted one-to-one personal counseling for first-year, transfer, and international students available in-person and virtually.*
- *Divisional collaboration across all EM departments including but not limited to Discover Stockton Events (Open House), Experience Stockton Events (Admitted Students Day), parent mailings, email outreach, and phone calls regarding financial aid packaging.*
- *"Financing your Education" presentations were made available to families regarding affordability.*
- *We utilized FAFSA information in identifying students that applied with no FAFSA data and vice versa. Students with zero EFC were targeted with information regarding Stockton Promise and Garden State Guarantee.*
- *Collaborated with GOALS / GEAR UP by providing presentations and application assistance to scholars.*
- *Implemented Virtual Instant Decision Days (IDD) for international students.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Executive Vice President	Develop and employ strategies to leverage Stockton's alumni network to strengthen mentorship and career networking opportunities between alumni and students while implementing communication strategies to showcase the success and achievement of alumni. ▪ *DEI connective action: Develop resource networks.*	50%	75%			

FY21 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.*

FY22 Update

- *Showcased successful alumni in marketing campaigns and University publications to increase engagement.*
- *Leveraged 50th anniversary celebration as opportunity to engage with alumni, highlight successful alumni and create new networking opportunities for students. Website memories section featured nearly 100 submissions, including a number from Alumni.*
- *Partnered with Career Education and Development to develop Alumni Mentor Circles for first year students from underrepresented communities*
- *Continued development of OspreyConnect. Participated in ongoing training to best utilize all features of the platform to solicit alumni mentors.*
- *The Stockton Women's Leadership Council Scholar Program engages alumni and community professionals to mentor Stockton students, focusing on career and leadership development, education and skill enhancements and student retention. The 2021-2022 academic year welcomed 14 mentees.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Enrollment Management	Create a sense of community and collaboration in partnership with the Divisions of Academic and Student Affairs. ▪ *DEI connective action: Offer professional employee growth opportunities and develop resource networks (Equity).*	50%	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Collaborated with campus partners in identifying services for prospective students such as Learning Access Program and Wellness Center. Added new sessions including mental health and wellness to large recruitment events.*
- *Collaboration with Academic and Student Affairs in on-campus programs and events including but not limited to Discover Stockton Events (Open House), Experience Stockton Events (Admitted Students Day), Sneak Peek Week (Shadow Experience for Admitted Students), South Jersey Science Fair, Math Mayhem, Dance Day, Dual Credit Day etc.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Academic Affairs; Student Affairs	Strengthen strategies to support student retention in all areas of operation. ▪ *DEI connective action: Close achievement gaps in student success and completion (Equity).*		100% complete & ongoing			

FY22 Update

- *Redesigned EOF Student Success Coach responsibilities- resulting in over 4000 individual student advising contacts in (Spr. 2022). Spring 2022: 437 EOF Scholars (Total) 62% of EOF Scholars (3.0 or higher cumulative GPA) and 95% of EOF Scholars (2.5 or higher cumulative GPA). Average Cumulative GPA: 3.06.*
- *Implemented new Overnight Orientation pilot program for new first-year and transfer students to support engagement and retention.*
- *Increased Student Relief Fund disbursement amounts to students in financial need.*
- *Developed a strategy with the Bursar's Office to assist financially needy seniors or graduating students with unpaid balances has been implemented*
- *Developed a strategy to address immediate book/course supply needed for financially under-resourced students.*

FY23 Goals

- *Complete Atlantic City Campus Strategic Plan – Phase II (program priorities)*
- *See 1.3 (1-4); 2.2 (2); 3.3 (1, 2)*
- *See 1.10*

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	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Enrollment Management	Improve the student experience and internal processes by leveraging technology. ▪ *DEI connective action: Recognizing our individual levels of cultural competence and understanding the significance of our similarities and differences (Preamble).*	75%	75%			

FY21 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.*

FY22 Update

- *Created new and updated tutorial and instructional videos regarding the application process, financial aid process, and EOF requirements to improve prospective student and parent experience.*
- *Utilizing daily reports to identify daily, weekly, and monthly goals for application generation and yield.*
- *Implementing Slate CRM to replace Recruit CRM with Summer 2022 expected go live.*
- *Utilized technological solutions to ensure targeted outreach to specific students by program and group. For example, Go Global invites to scholarship recipients, Honor Program invites to top tier scholarship recipients; Sneak Peek invites to Instant Decision Day and Dual credit students. Shadow experience for direct entry Nursing and Physician Assistance students.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Enrollment Management	Review and strengthen Title IV compliance efforts. ▪ *DEI connective action: n/a*	75%	75%			

FY21 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.*

FY22 Update

- *Section One of the Financial Aid Policies and Procedures Manual has been completed. Ongoing for FY23.*
- *Provided compliance training and professional development opportunities for financial aid staff through NJASFAA (New Jersey Association of Student Financial Aid Administrators), EASFAA (Eastern Association of Student Financial Aid Administrators), NASFAA (National Association of Student Financial Aid Administrators, Federal Student Aid, Ellucian and Campus Logic (Document Management System) for continuity and succession planning, as well as to maintain "qualified" financial staff, as required by Federal Student Aid guidance.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Enrollment Management	Consolidate customer service across the offices of Financial Aid and Bursar. ▪ *DEI connective action: n/a*		50%			

FY22 Update

- *Onboarded new staff members in the Office of Financial Aid and Bursar's Office to work with affinity groups, designated staff member to Stockton Cares Team, created generic titles that relate to end-user experience.*
- *Created separate email account within the Bursar's department to work with defaulted accounts.*
- *Leveraged Ellucian Banner ERP system to create a repository for Bursar communications and used workflow messaging for certain processes.*
- *Developed automated reporting to identify student liability after financial aid and payments received. Developed communication plan to target this population at the start of the billing cycle.*
- *Utilized the federal American Rescue Plan to discharge 213 students outstanding debt totaling $482,903.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Assess and amplify the impact of programs and services to prospective students, families, and community stakeholders. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*			*New for FY23*		

FY-23 Update

- *Will go here.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Student Affairs	Partner with student leaders to enhance students' experience and success. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*			*New for FY23*		

FY-23 Update

- *Will go here.*

Cabinet Priority	4.4	Support Sustainable Enrollment: 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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Enrollment Management	Monitor key performances and indicators across enrollment-related functions. ▪ *DEI connective action: Building a diverse and respectful community (Diversity).*	50%	75%			

FY21 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.*

FY22 Update

- *Completed expansion of High School dual-credit partners, dual-path partners, and Community College Partnerships (Hudson County College).*
- *Strategically grouping NJ counties throughout the state in creating depth for counselors, enrollment specialist and ambassadors by assigned territories. Evidence in the increased number of admissions applications.*
- *Worked closely between Admissions and the Office of Financial Aid in identifying students that meet the criteria for Stockton Promise and GSG. Providing targeting messaging and information sessions to keep students informed and engaged.*
- *Successfully completed aggressive social media invitation and "take-overs" during on-campus events and programs.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Executive Vice President	Lead marketing efforts in partnership with the Strategic Enrollment Management Planning (SEMP) Council to meet or exceed strategic enrollment goals. ▪ *DEI connective action: Building a diverse and respectful community (Diversity).*	50%	75%			

FY21 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.*

FY22 Update

- *Revised the Choose campaign to feature a new group of diverse students including with 2 males and 4 females, including 2 Black, 1 Latinx, 1 White and 2 Asian student(s) . This year's 30-second commercial has over 71K views on YouTube alone.*
- *Added two segments to our virtual tour series, including the Atlantic City campus, to reach prospective students unable to visit campus. The series earned an Educational Advertising Bronze Award.*
- *URM's Digital Engagement team expanded Stockton's social media presence to include TikTok, targeting prospective and current students. Posted weekly during the academic year.*
- *Secured a 2-year contract with Falcon.io for social media management services. Falcon allows the team to schedule posts, view and respond to comments and messages, follow trends and measure outcomes in one location*
- *Worked with University partners to identify and promote key selling points for Summer FY-22, including the Live-Work-Learn AC Summer Experience and 20% tuition discount. As of July 18, summer enrollment was up 2% overall over FY-21, an increase of 60 in FTE and 45 in headcount.*
- *Upgraded to Google Analytics 4 on stockton.edu.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Planning, Effectiveness, and Institutional Research	Prepare data analyses and recommendations to strengthen Stockton's dual-credit high school and Transfer Pathways programs. ▪ *DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).*		30%			

FY22 Update

- *IR staff has continued to update Dual Credit High School student data, specifically tracking students who participated in the program and have matriculated at Stockton.*
- *Continuing development of interactive dashboards on website with new Dual Credit High School dashboard going live in early FY2023.*
- *Preliminary analysis of Transfer Pathways programs was completed, and additional analysis will occur as the program continues.*

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.

Cabinet Priority 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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Administration & Finance	Continue to enhance overall fiscal responsibility of University resources by identifying alternative revenue sources, cost saving measures, and strategic resource allocation opportunities. ▪ *DEI connective action: n/a*	50%	75%			

FY21 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.*

FY22 Update

- *The Division of Administration & Finance, specifically Fiscal Affairs, continues to demonstrate fiscal responsibility of University resources with unmodified ("clean") audit opinions on the University, the Foundation, SASI, and NARTP financial statement audits, and timely filing of IRS not-for-profit tax returns, bond-related continuing disclosure, surveys, quarterly/annual grant reports, and various other required submissions.*
- *The Procurement & Contracting team continued its focus on identifying cost savings and ensuring that University dollars are spent effectively and efficiently. In addition to the usual enforcement of the quote and bid thresholds, Procurement & Contracting released more RFPs and bids in FY22 than in any recent year. Utilizing RFPs is an effective means of purchasing goods or services since the scope of work is determined by the University's faculty and staff and accommodates our specific goals. Additionally, the public bidding process helps reduce*

upfront costs and increases over the course of the contract duration due to its competitive nature. Procurement & Contracting also developed sensible internal rules to implement the significant changes to the State College Contracts Law to ensure the University continues to obtain quotes for all significant purchases.

- *In collaboration with ITS, Procurement & Contracting's "e-RFP Notification System" was rebranded as the "Vendor Portal." The Vendor Portal is designed as an all-inclusive solution that accounts for all phases of public advertisement and provides vendors with a singular platform from start to finish. The added benefit for vendors is that they do not require a login with a third-party company; everything is hosted directly on Stockton's servers and is available on the Office of Procurement & Contracting website. The Vendor Portal offers the following features and functionality, including: 1) access to public bidding and Request for Proposal opportunities; 2) ability to electronically submit bids and proposals; 3) vendors can electronically view their own bids and proposals, which allows vendors to view the full history of all submissions; 4) automatic email notifications for public advertisements and addenda, and 5) access to update vendor information.*
- *The Office of Budget and Financial Planning worked closely with all divisions to perform position control analyses and recommended approaches that resulted in cost-savings measures to the University. Additionally, careful and continuous monitoring of the FY22 budget resulted in an overall positive outcome as the University anticipates a healthy surplus for the fiscal year despite the continued effects of COVID on enrollment.*
- *Working closely with ITS, the Office of Budget and Financial Planning automated several processes to create efficiencies. This included the implementation of a FUPLOAD process for loading original budgets, as well as the creation of customized reports in Argos for better monitoring of Divisional orgs/accounts.*
- *The Payroll Office, as part of Disbursement Services, worked to enhance time and effort reporting with improvements to the timesheet recap recording and tracking process and implementation of leave reporting audits.*
- *Accounts Payable (AP), as part of Disbursement Services, continued to manage the rigorous pre-approval process which enables the University to eliminate unnecessary spending and ensure that proper payment methods are utilized. Further, AP is constantly identifying and implementing new efficiencies to streamline existing processes. For example, the team worked with Athletics to develop an effective, meal money process. Accounts Payable also enrolled vendors in ACH whenever possible to save money on check stock and toner and reduce staff time.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	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. ▪ *DEI connective action: n/a*	50%	50%			

FY21 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.*

FY22 Update

- *Representatives from the Office of Budget and Financial Planning met monthly with members in the Office of the Provost (Academic Affairs Administration) and the Office of the Vice President for Student Affairs to review the budget, new initiatives, enrollment, retention, and personnel changes. The meetings were held in an effort to be proactive and maximize these divisions' resources to maintain fiscal responsibility, while supporting pedagogical strategies.*
- *The Divisions of Administration & Finance, Academic Affairs, and Enrollment Management are working collaboratively on several new and existing programs, including a 3+1 LIBA program with ACCC, the Live, Work, Learn Program in Atlantic City, programs qualifying for the fully online tuition rate (MAED, MAIT, MAHG), discounted partnership programs (healthcare and criminal justice), and student/parent enrollment.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Administration & Finance	Monitor all budgets and utilize zero-based budgeting University-wide for non-salary and hourly expenditures as needed/requested. ▪ *DEI connective action: n/a*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *The Office of Budget & Financial Planning continued to maintain and monitor zero-based budgeting (ZBB) for the entire University in FY22. During this fiscal year, zero-based budgeting was expanded to include hourly expenditures. All divisions participated in the hourly ZBB exercise, while many requested to continue the non-salary ZBB process. As a result of zero-based budgeting, the University has realized cost-savings, but more importantly, reallocated budgets so that they are more closely aligned to actual spending.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Administration & Finance	Continue to identify and implement strategies to enhance the University's financial ratios. ▪ *DEI connective action: n/a*	75%	75%			

FY21 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.*

FY22 Update

- *The University continues to review key enrollment and financial ratios measuring market position, operations, financial reserves, and debt/liabilities, and compares the University's ratios to the NJ Public Mean, Moody's Public Baa1 Median, and the other senior public colleges and universities in NJ. Historical trends are also considered. Details are reported to senior management, as well as the Board of Trustees.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Information Technology Services	Support financial sustainability by enhancing protection of institutional and user data. ▪ *DEI connective action: n/a*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Deployed Microsoft A5 security controls to provide mobile device management, asset management, and enhanced endpoint detection and response facilities.*
- *Conducted cross-divisional baseline phishing susceptibility assessment.*
- *Responded to emerging threats in the cybersecurity ecosystem (Log4J).*
- *Implemented LAPS (automated Local Admin Password rotation).*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	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. ▪ *DEI connective action: n/a*	50%	90%			

FY21 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.*

FY22 Update

- *The Sightlines project is near complete with the final data and recommendations from the vendor due during the summer 2022. This data will be critical and necessary for the next steps in planning for forthcoming energy efficient mechanical and electrical upgrades and renovations.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
7.	General Counsel	Implement a University compliance program. ▪ *DEI connective action: n/a*	100% complete				

FY21 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.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
8.	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. ▪ *DEI connective action: n/a*	100% complete				

FY21 Update

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

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
9.	Student Affairs	Implement internal budget, vacancy review, and space management processes. ▪ *DEI connective action: n/a*		100% complete & ongoing			

FY22 Update

- *Created new Student Affairs budget review template with Administration and Finance to strengthen strategic usage of financial resources.*
- *Trained Student Affairs Executive Leadership Team on position vacancy review process to strengthen stewardship of personnel resources.*
- *Collaborated with institutional Budget and Financial Planning in fiscal year 2022 to implement zero-based budget pilot for salary (e.g., hourly) positions.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
10.	Student Affairs	Integrate strategic planning, budgeting, and assessment operations to support financial sustainability. ▪ *DEI connective action: n/a*		100% complete & ongoing			

FY22 Update

- *Co-support successfully written Office of the Secretary of Higher Education (OSHE) New Jersey Opportunity Meets Innovation Challenge (OMIC) grants that awarded over $700,000 to Stockton University. The grants include Safe and Inclusive Learning Environments, Cultivating Research, Innovation and Talent and Hunger Free Campus Grants. Designed and implemented the use of a Business Purpose Form to ensure accountability with the approval and record-keeping processes for expenditures.*
- *Integrated Athletics and Recreation budgets into Student Affairs financial operations and procedures.*
- *Aligned organizational hierarchy with Student Affairs Operational areas to strengthen financial stewardship.*
- *Implemented division-wide fiscal operations and controls (i.e., business purpose form) that resulted in an estimated 15% institutional savings during the COVID-19 pandemic.*
- *Coordinated personnel, administration and finance trainings for Student Affairs leadership, professional and support staff.*
- *Provided financial operations training for Athletics and Recreation staff.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
11.	Administration & Finance	Maintain and expand financial accuracy and technological efficiencies by utilizing new/expanded technology tools and reporting opportunities and implementing Banner Finance/Self-Service/Argo applications and functionalities. ▪ *DEI connective action: n/a*			*New for FY23*		

FY-23 Update

- *Will go here.*

Cabinet Priority	5.2	Develop and Update Facilities Master Plan: 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.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Executive Vice President	Develop individual cases for support aimed at securing philanthropic funding for University priorities, including opportunities for naming gifts, capital improvements, and other modes of partnership. ▪ *DEI connective action: n/a*	50%	60%			

FY21 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.*

FY22 Update

- *Formed Multicultural Center Fundraising Committee, comprised of alumni and community members, with a goal of soliciting gift to fund the Center and its activities.*
- *Developed solicitations for a variety of University initiatives including support for students from underrepresented communities, capital projects and faculty research.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	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. ▪ *DEI connective action: Provide an environment for excellence to a diverse student body, including those from underrepresented populations (Mission).*	30%	60%			

FY21 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.*

FY22 Update

- *Significant projects have been initiated and in accordance with the University's Facility Master Plan 2020, projects that are currently in development include AC Residential Phase 2 to be complete in FY2023, Galloway Campus Multicultural Center to be completed in FY2023 and the Athletic & Recreation Center Expansion Project (Hub1 Phase 1) to be completed in FY2024.*
- *Other projects that are under consideration and in accordance with the University's Facility Master Plan 2020 include Renovations to the Library Building, development of a new Student Center and various space management initiatives to address operational efficiency within the university.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Atlantic City Operations	Collaborate on the reimagining of existing space and planning for beautification improvements on the Atlantic City campus. ▪ *DEI connective action: Maintain a safe, respectful, and affirming environment (Equity).*		50%			

FY22 Update

- *Decorative planters with seasonal plantings have been installed along the Kramer Veranda (Albany Ave. side of the Scarpa Center) and additional landscaping improvements at the Scarpa and Residential Complex have been completed.*
- *Plans for the repurposing of retail space on the first floor of the Residential Complex and space in the Rothenberg Building for expanded academic, student, and community use are underway.*
- *Resurfacing, lighting and fence replacement of the Rothenberg parking lot scheduled for FY23.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Atlantic City Operations	Collaborate on the planning and execution of the Phase II residential project and Multicultural Center. ▪ *DEI connective action: Develop resource networks (Equity); active, intentional, and ongoing engagement with diversity (Inclusion).*		50%			

FY22 Update

- *Bid for the construction of the Multicultural Center has been awarded, with an anticipated completion of the project set for late November 2022.*
- *Construction of Phase II in on time and within budget.*

Cabinet Priority 5.3 Enhance Institutional Fundraising and Alumni Engagement Efforts: Promote comprehensive fundraising and alumni engagement efforts to support the University's strategic priorities. Work with campus divisions to identify specific needs and opportunities.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	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. ▪ *DEI connective action: Advance curricular/co-curricular and interactional campus diversity as appropriate (Diversity); develop resource networks (Equity).*	70%	85%			

FY21 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.*

FY22 Update

- *Developed and launched John R. Elliott Character & Leadership Program website.*

- *Boosted social media posts that share information on scholarships and their impact on students.*
- *Publicized gifts and scholarships and their impact on students to media, on the Stockton website and through social media.*
- *Increased strategic messaging and communication to segmented athletic audiences.*
- *Completed strategic fundraising plan for Student Affairs.*
- *Began work on strategic fundraising plan for Athletics.*
- *Developed initial fundraising plan for expansion of University Athletic Center.*
- *Completed strategic fundraising plan for Multicultural Center.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Executive Vice President	Implement a strategic alumni engagement plan aimed at increasing participation among graduates in programming based on affinity, degree, industry, workplace, and other factors. Expand opportunities for students, recent graduates, those living outside the immediate campus area, and other specific constituencies to become engaged. ▪ *DEI connective action: Develop resource networks (Equity).*	75%	85%			

FY21 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.*

FY22 Update

- *Retained Chris Marshall Advancement Consulting to assist with completion of Strategic Alumni Engagement Plan.*
- *Completed Strategic Alumni Engagement Plan*
- *Realigned department goals to represent appropriate milestones and benchmarks.*
- *Began work on developing strategic plans for key areas of focus – young alumni, student alumni association, alumni council on engagement, corporate alumni program.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Develop Student Affairs fundraising priorities and strategies in conjunction with Development and Alumni Affairs. ▪ *DEI connective action: Develop resource networks (Equity).*		75%			

FY22 Update

- *Developed a draft Student Affairs Strategic Fundraising Plan.*
- *Established a Fundraising and Alumni Engagement committee for the Multicultural Center.*
- *Sponsored events with intentional alumni and fundraising efforts*
- *Collaborated with campus partners to bring University Weekend back in person.*
- *Event Services and Campus Center Operations partnered with Alumni Relations to host a 10-year reunion for student employees to engage with the current team.*
- *Raised more than $25,500 in the G. Larry James Legacy Bike Ride, bringing the 14-year total raised for scholarships to more than $272,500.*

- *Collaborative planning with the Office of Development has been initiated for a fall '22 5K running race with the intent of raising funds for Athletics and Recreation.*
- *Re-developed Summer Youth Rowing Camp to occur on Galloway Campus and raise funds for Stockton Rowing Programs.*
  Created position of Associate Director of Athletics for Athletic Development/Head Rowing Coach to strengthen Athletics fundraising strategies.

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	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Academic Affairs	Assemble a working group to review the final report from the University's Task Force on Faculty Leadership. ▪ *DEI connective action: n/a*	100% complete				

FY21 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.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Planning, Effectiveness, and Institutional 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. ▪ *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).*		100% complete & ongoing			

FY22 Update

- *The University's Compass Fund was successfully reactivated in the Spring 2022 semester. A University-wide Review Board, made up of 20 student, faculty, and staff volunteers, was established to serve as the evaluative body to assess initial abstracts and determine which ideas would be suitable for development into a full proposal.*
- *A call for abstracts was emailed to the University community on the first day of the Spring 2022 semester (January 18, 2022) and within three weeks, 20 abstracts had been submitted.*

- *The Review Board validated 10 ideas for expansion into full proposals; all 10 were subsequently endorsed by the Review Board and approved by the University President with a total funding amount of nearly $100,000.*
- *Project proposals are available for review on the University's strategic planning web page. Projects were approved for one year of funding with the possibility of a second year of support contingent on a future progress report detailing the first-year outcomes, assessments, and budget spend.*
- *The Planning, Research, & Effectiveness team is partnering with Production Services to produce a video highlighting the value of the Compass Fund program.*
- *The Fall 2022 Compass Fund application cycle will open on Tuesday, September 6, 2022; the Spring 2023 cycle will open on Tuesday, January 17, 2023.*

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	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Planning, Effectiveness, and Institutional Research	Enhance strategic reporting by designing and testing new visual metric indicators. ▪ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*	100% complete & ongoing	100% complete & ongoing			

FY21 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 an interactive report to assist Enrollment Management with territory management and goal-setting by region, based on five years of admissions funnel data.*

FY22 Update

- *Completed an analysis of international applicants. As a result, created a new international application tab within the Weekly Admissions Report to track apps by application type, major, and country of origin.*
- *Analyzed campus events attended prior to enrollment and created a Power BI dashboard to further visualize this data.*
- *Regularly updated an application dashboard in Power BI using demographic information to aid URM in marketing planning efforts to meet application and enrollment goals.*
- *Term faculty workload reports were moved from a pdf format to a Power BI dashboard; annualized report will be completed in Power BI in early FY2023.*
- *DFWI and Academic Standing persistence analyses were created in Tableau and will be permanent reports moving forward that are updated after end of term processing for fall and spring terms.*
- *Continuing development of interactive dashboards on website going live in early FY2023.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Executive Vice President	Develop and lead an internal communications response team to develop resources and messaging that address major University challenges and initiatives including diversity and inclusion, issues impacting enrollment management, and efforts to ensure a safe working, learning, and living experience for the Stockton community. ▪ *DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).*	90%	90%			

FY21 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.*

FY22 Update

- *Shared stories about student and faculty achievements on the website and social media channels, including Holocaust Resource Center programming, the first graduates of the MBA-HAL cohort, IRS training through Project Adrian, terrapin release, maple sugaring, Cannabis initiative and more.*
- *Utilized Emma to support UROC communications initiatives and important information for the campus community:*
    - *AtlantiCare Vaccine info session Oct. 2021*
    - *Thanksgiving Safety tips Nov. 2021*
    - *Employee Checklist (returning to campus safely) Jan. 2022*
    - *Mask Up Jan. 2022*
    - *Student Booster requirements Feb. 2022*
    - *Soar Safely during Spring Break March 2022*
    - *Mask Optional March 2022*
    - *Middle States Accreditation site visit April 2022*
- *Ensured Campus Operations and COVID-19 FAQ page/sites were kept accurate and up to date.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Implement intentional partnerships with Student Senate and student leaders to support inclusive student success. ▪ *DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).*	100% complete & ongoing	100% complete & ongoing			

FY21 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.*

FY22 Update

- *Advised Student Senate 's work with members of the President's Cabinet to bring greater understanding and transparency to the institution's investment portfolio*
- *Student Senate provided input and recommendations to COVID-19 messaging sent by Student Affairs to all students.*
- *Partnered with Student Senate to renew multi-year MOA to execute a 50% increase in support of Cultural Heritage Months celebrations.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Develop and implement a Student Affairs strategic communications plan. ▪ *DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).*		25%			

FY22 Update

- *Developed initial draft of Student Affairs Strategic Communication Plan.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Diversity & Inclusion; Information Technology Services	Complete the digitization of the University's remaining ethics forms. ▪ *DEI connective action: n/a*		100% complete			

FY22 Update

- *Project completed and delivered to campus community.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Equal Opportunity & Institutional Compliance	Revise EEO/AA standard operating procedures to increase transparency for parties. ▪ *DEI connective action: Create and preserve an environment that is free from prohibited discrimination (Equity).*			*New for FY23*		

FY-23 Update

- *Will go here.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
7.	Planning, Effectiveness, and Institutional Research	Coordinate the systematic and documented process of measuring the University's annual strategic planning and Cabinet priorities document, including incorporating the feedback from 2022 Middle States reaccreditation process. ▪ *DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).*			*New for FY23*		

FY-23 Update

- *Will go here.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
8.	Student Affairs	Cultivate strategies to strengthen communications to student leaders and the communities. ▪ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*			*New for FY23*		

FY-23 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	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Athletics	Engage the Student Senate in efforts to enhance community satisfaction with the Athletics experience. ▪ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*	0%	25%			

FY21 Update

- *Did not get underway – will pursue in FY22.*

FY22 Update

- *Co-sponsored t-shirt/towel night giveaways for the NJAC basketball tournament with Student Senate (men's and women's opening round games).*
- *Co-sponsored fan bus for students to attend NCAA Men's basketball Tournament game in Ohio.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Executive Vice President	Provide leadership, planning and support for major University initiatives including strategic planning, major University events, fundraising campaigns and crisis communications. ▪ *DEI connective action: Curricular and co-curricular and interactional campus diversity as appropriate (Diversity).*	75%	85%			

FY21 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.*

FY22 Update

- *Continued monthly tests of the Alertus system to ensure familiarity and troubleshoot issues.*
- *Worked with University partners to provide COVID-19 communications, web content and daily COVID update email.*
- *Implemented the "Why I Vaxxed Up" campaign from June -August 2021, with more than 20 social media posts highlighting the personal stories of students, faculty and staff. Combined, the posts reached nearly 100K on Facebook and 75K on Instagram. The Why I Vaxxed Up webpage, featuring 21 unique profiles, had 13.7K views.*
- *Completed a number of fundraising plans and proposals in support of University initiatives.*
- *Launched new campaigns in FY-22 including a summer supplement awareness campaign (August and September) which was an application push, a yield retargeting campaign (March and April) using first party data which was a deposit push, and a Performing Arts Center rebranding campaign creating awareness and supporting ticket sales.*
- *Supported 50th Anniversary in print, social, web and video platforms thru continued evolution of the Soar Safely, Ospreys! Campaign.*
- *Supported University COVID-19 messaging in print, social, web and video platforms thru continued evolution of the Soar Safely, Ospreys! Campaign.*
- *Organized Atlantic City Summer Experience media.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Enhance internal operating and communication strategies within the Division of Student Affairs. ▪ *DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).*		100% complete & ongoing			

FY22 Update

- *Created Student Affairs Executive Leadership Team meetings and redesigned Vice President's Leadership Council meetings to facilitate strong communication and operations within the division.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Planning, Effectiveness, and Institutional Research	Initiate University-wide "data dialogues" to explain and highlight student, faculty, and facility-related data available through the Office of Planning, Institutional Research, and Effectiveness. ▪ *DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).*			*New for FY23*		

FY23 Update

- *Will go here.*

Cabinet Priority	6.4	Provide a Robust, Encouraging Working Environment: designed to support professional and personal growth and development.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Student Affairs	Develop intentional professional development opportunities for all Student Affairs staff. ▪ *DEI connective action: Offer professional employee growth opportunities (Equity).*		100% complete & ongoing			

FY22 Update

- *Awarded national recognition as one of the Most Promising Places to Work in Students Affairs by Diverse Issues in Higher Education and ACPA-College Student Educators International for maintaining a diverse staff and providing professional development for student affairs professionals.*
- *Created Professional Development Plans for all Student Affairs Managers and Professional Staff.*
- *Sponsored professional development programming series for divisional staff.*
- *Executed a biweekly Professional Development Series.*
- *Invested resources for Student Affairs Staff to attend national and regional conferences and other professional development opportunities.*