

**Stockton University**  
**Atlantic City Strategic Plan Working Group**  
***Appointed by President Joe Bertolino***

**Summary Recommendations**

**Strategic Plan Working Group Co-Chairs:**

- Brian K. Jackson, Vice President for Community Engagement
- Dr. Donna Albano, Professor of Hospitality, Tourism & Event Management

**Strategic Plan Working Group Subcommittees:**

*\*Subcommittee Chair*

*Academic Programs:*

- \*Dr. Keith Diener, Associate Professor of Business Studies, Public Law and Director of the MBA Program
- Dr. Warren J. Kleinsmith, Dean, School of Business
- Dr. Loretta Mooney, Assistant Professor of Social Work
- Stephanie Sussmeier, Metadata Librarian/Library Instructor

*Community Engagement:*

- \*Michael Cagno, Executive Director, The Noyes Museum of Art & Noyes Arts Garage of Stockton University
- Dr. Merydawilda Colon, Executive Director, Stockton Center for Community Engagement & Service-Learning & Associate Professor of Social Work
- Mark Rizzo, Director, Small Business Development Center

*Finance & Resources:*

- \*Dr. Michael Busler, Professor of Business Studies, Finance and Program Chair
- Mariah Duffy, Assistant Director, Continuing Studies and Adult Education
- Alex Marino, Director Academic Operations, AC Campus

*Student and Other Support Services:*

- Lindsay Beddiges, Assistant Director, Event Services
- Marques Johnson, Associate Dean of Students
- \*Monica Viani, Assistant Supervisor, Student Engagement & Community Development and President, Staff Senate
- Joseph Wozniak, AC Campus Student Representative

## **AC Strategic Plan Working Group Recommendation Summary**

In January 2024, following the establishment of the Atlantic City Campus Feasibility Study Taskforce, President Bertolino charged a Strategic Plan Working Group comprised of Stockton faculty, staff and students, with proposing a strategic direction of Stockton University's programs, services, and engagement for the current Atlantic City campus and the development of strategies which support the following areas:

### **ACADEMIC PROGRAMS**

- Determine what academic programs and offerings are best suited for Atlantic City.
- What approach should be taken to enhance buy-in from faculty, students and staff.

### **COMMUNITY ENGAGEMENT**

- What should the university's role and responsibilities be to Atlantic City – in terms of its commitment to impactful Civic and Community Engagement.
- Identify other anchor institutions in Atlantic City. How should Stockton partner and lead as an Anchor Institution.

### **FINANCE AND RESOURCES**

- Identify methods for generating new/additional revenue.
- Identify external influencers for support to the AC campus.

### **STUDENT AND OTHER SUPPORT SERVICES**

- Identify services needed to support student engagement and success.
- Conduct a review of space utilization and bookings by external groups in AC.

The Working Group engaged the firm Brailsford & Dunlavy ("B&D") and Kennedy & Company (aka the "Project Team") to assist in the development of a strategic plan of the AC campus, with recommendations that would establish campus identity, optimize utilization of existing assets, increase the University's capacity to serve its students, and broaden its regional impact.

B&D incorporated a student, faculty & staff survey, an analysis of our existing academic portfolio and a SWOT analysis to provide qualitative insights and data to inform the direction of the AC Campus. Additionally, B&D led a virtual Strategic Asset Value (SAV) work session to evaluate perceived gaps between existing conditions and the aspirational state of the AC Campus.

The Project Team identified three primary challenges and corresponding opportunities facing the AC Campus:

**CHALLENGE:** Undefined AC Campus Identity

**OPPORTUNITY:** Establish an identity and purpose for the AC Campus, leveraging external partnerships that advance community relations.

**CHALLENGE:** Reputation and Perception of the Status Quo

**OPPORTUNITY:** Leverage our partnerships and capacity as an Anchor Institution to advance community relationships and enhance opportunities for students.

CHALLENGE: Lack of Vibrancy

OPPORTUNITY: Create a vibrant and flexible hub for use and users of the AC Campus and a more focused approach to resources and student services as students mature through different stages of college.

In July 2024 B&D provided a draft of the report summary and socialization deck to the AC Strategic Plan Working Group, which finalized in August 2024. The report suggests that the University establish a clear identity and purpose for the AC Campus. The Strategic Plan Working Group agrees with B&D's recommendation that the University should reposition the AC Campus as Stockton's pre-professional and professional urban campus serving upper-division, graduate, and non-traditional students and focused on academic programs related to business, healthcare, and technology.

Listed are some of the recommended actions by The Project Team and Working Group Subcommittees, with additional recommended actions included within the socialization deck:

- Reposition the AC Campus to serve Stockton's pre-professional and professional serving upper-division, graduate and nontraditional students focusing on programs and disciplines related to life-long learning in fields of business, healthcare, technology, and life-long learning to meet the needs of a diverse population.
- Ensure the AC Campus offers support services which meet the needs of upper-division, graduate and nontraditional (including international) students.
- Reimagine classrooms and other public spaces to support the clarified targeted student population, including concept retail and other programming.
- Incentivize student groups and organizations to host programs and events at the AC campus and/or University District.
- Establish a student advisory group to provide feedback for improving the campus experience.
- Shift housing to focus primarily on upper-class and graduate students.
- Pursue revenue-generating mechanisms to diversify offerings and increase utilization.
- Continue to dedicate resources at the Galloway Campus, specifically to first-year and sophomore undergraduate students.
- Continue expanding upon experiential learning programs for students.
- Establish a Community Advisory Board.
- Leverage experiential and professional resources of AC for junior and senior undergraduates and beyond.

B&G also presented a roadmap which outlines a time frame and sequence for short, medium and long-term actions:

- **Short-Term (1-2 Years):** Revise on-campus housing policies to reflect first-year and sophomore students are assigned to Galloway and begin limiting AC Campus residency primarily to upperclassmen and graduate students. Begin phasing out lower-level undergraduate courses and replace with upper level, graduate, post graduate, adult education courses and programs.
- **Medium-Term (3-4 Years):** Prioritize undergraduate courses that are part of 4+1 programs and expand experiential learning opportunities and begin offering new programs.

- **Long-Term (5+ Years):** Assess the utilization of student housing and services, academic programs, and AC campus assets. Encourage university leadership to evaluate viability of relocating relevant programs to AC.