President's Cabinet Progress on Strategic Priorities for FY 2020

Mission

Stockton University's mission is to develop engaged and effective citizens with a commitment to life-long learning and the capacity to adapt to change in a multi-cultural, interdependent world. As a public university, Stockton provides an environment for excellence to a diverse student body, including those from underrepresented populations, through an interdisciplinary approach to liberal arts, sciences and professional education.

Vision

Stockton University will thrive as a distinctive regional institution, providing a diverse, values-based, student-centered environment of exceptional teaching and learning. As a community builder and partner in public service, Stockton University will remain committed to the positive development of New Jersey through scholarship and creative activity, civic engagement, and active stewardship.

Guiding Principle

Students first; vision and strategy follow.

Values

Stockton University embraces a collection of shared values, the essence of our standards for excellence. These values support our mission and guide our practices and behavioral expectations.

We adhere to the values of:

- Excellence in Teaching and Dedication to Learning
  - Inclusion and Diversity
  - Academic Freedom
  - Integrity and Respect
  - Shared Governance
- Community Engagement and Civic Responsibility
  - Global Perspectives
- Sustainability and Environmental Stewardship

For more information, please visit Stockton University's Mission Statement at:
https://www.stockton.edu/president/mission-statement.html

Legend

	Complete		Ongoing/On Track		Some Progress		No Progress/Not Started

Strategic Priority #1

Advance the University's mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.

Goal	Lead Unit	Description	SP
1.	Academic Affairs	**In the context of Stockton's Essential Learning Outcomes (ELOs), develop and renew academic programs, curriculum, and approaches to teaching and learning that will respond to changing social and economic conditions and prepare students for successful and meaningful lives.** **July 2020 Update: 100% complete and ongoing** *Launched one new graduate program and two interdisciplinary minors; finalized approval for a second graduate program and completed internal review for a third program; initiated external review of one new undergraduate major; additional program modifications are outlined below.* • *Launched MA in Counseling program with a full cohort in fall 2019; a second cohort will begin in fall 2020.* • *Finalized proposal for Coastal Zone Management Program (M.S./P.S.M.); approved by the New Jersey Presidents Council 12/2019; program launch deferred until fall 2021.* • *Completed internal review for a MA in Public Health with concentrations in community nutrition and substance abuse; proposal currently in revision for external review.* • *Created new interdisciplinary minors in Disability Studies and Migration Studies; supported ongoing development of a BA in Digital Studies proposal (currently under AIC consideration).* • *Revised structure of Nursing programs; launched and completed search for an Associate Dean/Clinical Nurse Leader scheduled to begin in August 2020.* • *Continued research into the expansion of the MA in Social Work part-time program to increase/maintain enrollment.* • *Collaborated with faculty in the Organizational Leadership (LEAD) program to increase the rigor and checkpoints in all phases of the program which led to re-sequencing curriculum, strengthening faculty skills in dissertation rigor, and codifying checkpoints in the program's handbook.*	TL
2.	Academic Affairs	**Support and engage in scholarly and creative activity and service in a manner that is aligned with Stockton's mission.** **July 2020 Update: 65% complete and ongoing** • *Initiated planning between the MA in Social Work and MA in Criminal Justice to support student internships in criminal justice agencies and better serve the community in light of the Black Lives Matters movement.* • *Promoted interdisciplinary collaboration with the Childhood Studies Minor to offer annual child welfare related speaker series and, with the Hughes Center for Public Policy, support an interdisciplinary group of faculty studying the impact of gun violence on law enforcement and communities in New Jersey.* • *Develop internships in county government through the Hughes Center for Public Policy; established research internships to publish student research online; increased financial and program support for the Washington Internship Program and with the Model U.N. Club.*	TL

		• *Supported Student Spaceflight Experiments Program (SSEP—Mission 13 and Mission 14); involved undergraduate research in fall 2019 and spring 2020; work will continue into fall 2020 and is supplemented by University REU and STF funding.*	
3.	AC-COO	**Collaborate in the development of strategic projects and initiatives (programmatic, academic, professional, and operational) which highlight and promote the Atlantic City Campus and overall support of the University.** **July 2020 Update: 100% complete and ongoing.** • *Represented Stockton on regional and local boards: Atlantic City Chamber of Commerce Economic Development Committee, United Way Local Advisory (Atlantic-Cape-Cumberland Counties), AC Police Foundation, MBCA, Community Foodbank of NJ, Center for Family Services, Garden State Film Festival, United Way of Greater Philadelphia and Southern NJ* • *Sponsored and collaborated on over 50 programs and events in AC.* • *Provided planning support to large-scale events including NAMS Coast Day, Rowing and Growing Gala, UNIDOS Havana Nights, Alumni Second Saturday Series, and Kappa Sigma Polar Plunge.*	PCSG

4.	AC-COO	**Leverage the University's Anchor Institution status to enhance University and Community Engagement.**
		
		July 2020 Update: 100% complete and ongoing.
		• *Installation of University District signage (75 banners and 1 memorial sign) completed in August 2019. Process is on-going as banners are replaced due to damage or disrepair.*
		• *Co-presented workshop with Haley Baum and Michelle McDonald titled "A Safe Bet: Leading Change as an Anchor Institution in Atlantic City" at the Coalition of Urban and Metropolitan Universities (CUMU) National Conference in Philadelphia, Oct 22, 2019.*
		• *Conducted five (5) radio and print press interviews related to Stockton's presence and impact on Atlantic City.*
		• *Co-chaired most successful MLK Day of Service to date with over 1,100 volunteers campus-wide, a record 250+ volunteers in AC, and 43 service projects throughout three southern counties.*
		• *Hosted 100 local high school students from throughout Atlantic County for 6th Annual MLK Day of Service Panel Discussion and a group of students (2020 Girl Power Group) from Sovereign Avenue School for a program and campus tour.*
		• *Represent Stockton on newly formed Chelsea Economic Development Corporation Board.*
		   o *Presented at two town hall forums attended by approx. 100 people each.*
		   o *Co-sponsored two Chelsea neighborhood home and condo tours and one forum on home ownership incentives targeting Stockton, SJI, and AtlantiCare employees.*
			TL

5.	Admin & Finance	**Support the University's mission though identification of new revenue sources, enhancement of existing revenue sources, and strategic expense management and reallocation.** **July 2020 Update: 100% complete.** • *The Office of Procurement and Contracting strategically sourced purchases through Nationally Recognized Cooperatives documenting savings over $600,000.* • *As a result of the COVID-19 pandemic, the University was forced to cut FY20 operating budgets. Budget and Fiscal Planning successfully facilitated this process and $7.4 million in hourly and non-salary budgets were reduced. These expense savings along with CARES funding helped offset the FY20 financial impact of the pandemic.* • *Stockton Affiliated Services, Inc. (SASI) leveraged its relationship with Chartwells to provide much needed updates to the N-Wing student restaurant and Lakeside market at almost no cost to the University. These updates provide a vastly improved customer service experience and have generated positive feedback from the students. N-Wing revenues were also up over 30% from FY19 through March and finished the year up 13.6% over the FY19 totals despite venue closure in March 2020.* • *SASI transitioned graduate housing responsibilities to the Office of Residential Life. The benefits of this transition include both operational efficiencies and cost savings to the University.* • *SASI negotiated with Stouts Transportation to achieve cost savings for the fall and spring breaks and the recent period of suspended service.* **July 2020 Update: 80% complete and ongoing.** • *Procurement and Contracting established an Amazon business account for the University. Amazon Business Prime will provide benefits including additional discounted Business Prime pricing, free two-day delivery on most items, and approval queues for certain items to ensure appropriateness of the purchase before order placement. Additionally, establishment of the account will ensure that University-wide purchases are tax-free and will provide greater reporting and tracking of these purchases.*	FS
6.	Govt Relations	**Promote University initiatives with, and seek support from, key elected officials.** **July 2020 Update: 100% complete and ongoing.** • *Coordinated and participated in outreach with Legislature and the Governor's office to increase FY20 State appropriation, implement funding rationale, and secure funding for AC campus expansion. Hosted meetings with elected and other public officials including legislative committee meeting on campus and Atlantic City.*	PCSG
7.	Athletics	**Implement a comprehensive student athlete leadership program.** **July 2020 Update: 50% complete and ongoing.** • *Leadership program started with coach designated to support this initiative as a secondary assignment.* • *Coaching and leadership journals distributed monthly to staff and supplemented with leadership articles, blogs and webinars.* • *Next step of partnering with Career Education & Development was forestalled by the pandemic but will be resumed in the fall.*	ISS

8.	CEMO	**Monitor key performance indicators across enrollment-related functions**	SEM
		July 2020 Update: 100% complete and ongoing.	

- *Implemented Campus Logic Financial Aid software solution which seamlessly manages financial success processes campus-wide, removing many obstacles for students. The solution improved business processes by reducing staff time spent on verification, SAP appeals, and professional judgement requests through a paperless file review removing the need to email documents which created audit and compliance issues. This system also allowed the FA office to automate communications to let students know of critical tasks that need to be completed by disseminating follow-up text and emails to reduce time spent chasing students.*
- *Implemented Coronavirus Aid, relief and Economic Security (CARES) Emergency Grant Funding program for students. The emergency financial aid grants are for student expenses related to the disruption of campus operations due to coronavirus including eligible expenses under a student's cost of attendance such as food, housing, course material, technology, health care and childcare. As of June 18, 2020, the Financial Aid office processed direct stimulus payments to 1,543 students totaling $3,252,495.*
- *Significant improvements were made in the Bursar's office with the hiring of a new bursar. In conjunction with ITS the Bursar's office has added portal authentication to communication pertaining to refunds and past due accounts. This authentication allows for better tracking, monitoring student trends, fiscal accountability, and security. Cross training for critical processes key to the operation of the office is being provided to staff members. Due to the campus closure in March 2020, the Bursar's office was able to reverse engineer student accounts to provide pro-rated refund and credits to 9,000+ student receivables who were impacted by Covid-19, while maintaining financial accountability.*
- *In collaboration with Academic Advising, implemented an online proctored Accuplacer option for incoming students to allow them to complete placement testing without coming to campus.*
- *In collaboration with the Chief Planning Office, the Enrollment team has continued to enhance several of the Admissions Reports that are key to driving business decisions with Enrollment Management. This included the creation of an Academic Index report to monitor the incoming FR class against the prior class reviewing key performance metrics of ACT, SAT and HS GPA. Additionally, the Daily Admissions report now includes separate sheets for point-in-time recruitment cycle status by High School, Transfer Colleges, Adult Learners as well as test-optional comparisons. The High School and Transfer college tabs have been very helpful in guiding recruitment decisions for on-site travel and virtual events.*
- *The Enrollment Team has moved all file shares to a Microsoft SharePoint instance to provide seamless concurrent access to Word, Excel, and PowerPoint files. This provides ease for collaboration by allowing the files to be open by multiple individuals at the same time and enhances accessibility off-campus while maintaining version control.*
- *The Enrollment Team has fully embraced the Microsoft Teams platform to enhance internal communication between staff.*
- *In collaboration with University Relations and Marketing, the Enrollment Team is continuously monitoring Google Analytics page views of the Admissions, Bursar and Financial Aid websites and using the analytics to make improvements to site navigation and resources accessibility to ensure that the visitor experience is improved and enhanced. Google Analytics tags are also closely monitored for*

		RNL vendor driven campaigns to ensure accountability of reported click-through rates. • *Implemented $75,000 Pepsi Scholarship providing the opportunity to present incoming students with (30) $2,500 financial awards to enhance yield.* • *In collaboration with ITS, implemented Mongoose text messaging platform to enhance recruitment and retention outreach efforts to new and continuing students.* • *In collaboration with the School of General Studies, continue to enhance and grow the participation of the Dual Credit High School program. Hosted an on-campus event to recognize educators participating in the program. Recruiters represented Stockton during Back to School night events with partner schools in September and October.*	

9.	CPO	**Update and refine the at-risk retention model; incorporate enhancements to improve predictive modeling capabilities regarding students likely to succeed as well as those identified as potentially at-risk and who might benefit from academic, financial or social/behavioral interventions.**
		
		July 2020 Update: 80% complete and ongoing.
		• *The Office of Planning and Research (P&R) prepared the following research projects to support the University's intervention and support efforts:*
		   o *P&R incorporated data from the Beginning College Survey of Student Engagement (BCCSE) pre-college advising variables into the University's predictive retention data model. The updated model resulted in lists of at-risk students from the Fa18 and Fa19 freshman cohorts unlikely to return in Fa20.*
		   o *Upon the SEMP Council's recommendation, P&R analyzed data regarding the number of students for whom faculty members precept (by program) and compared this with student retention. The research findings indicated no statistical relationship existed.*
		   o *On a pilot basis, a subset of FRST program and Freshman Seminar faculty received individual BCSSE "advising sheets." This effort allowed faculty to compare the students' various expectations compared with the norm of the entire cohort as well as provided insight into potential at-risk issues (ex: expected hours per week of study time, etc.). This first-year pilot provided better understanding regarding how the BCSSE advising sheets might be used more widely and effectively in the Fa20 and Sp21 semesters.*
			ISS

10.	EVP	**Strengthen and enhance Stockton's reputation as the premier choice for enrollment, philanthropic support, and employment.** **July 2020 Update: 80% complete and ongoing.** Development and Alumni Relations • *Secured media coverage related to the largest gift commitment in the University's history and various other fundraising achievements and special gifts.* • *Delivered an enhanced donor and alumni communications content strategy to increase engagement and strengthen philanthropic support. Implemented new, creative social media and online tactics to drive awareness and attendance around alumni and donor events, as well as tactics to build affinity among alumni audiences.* • *Developed new marketing collateral to enhance the University's reputation and cultivate long-term investment among existing and potential corporate and*	PCSG

foundation partners. Identified and qualified more than 200 new corporate and foundation prospects. Received $48,000 in scholarship support.

- *Enhanced donor relations communications with implementation of new video platform delivering custom, individual video messages to supporters for a variety of occasions and milestones – new gift commitments, birthdays, University events, etc. Launched new Stockton Society collateral and communications program to increase affinity among annual donors.*
- *Launched OspreyConnect, an exclusive online network for alumni and friends of the University. More than 1,100 users have registered. Features include an alumni directory, interactive social media-style wall for posting updates and announcements, a job board, and the ability to mentor students or alumni.*
- *Continue to incorporate regular philanthropic messaging into the existing monthly newsletter, The Nest, with a subscription list of 42,000+ alumni and supporters.*

University Relations and Marketing
- *Successfully produced Admissions collateral, including: Travel, Transfer and Financial Aid brochures and 'S' card. Developed new Undergraduate admissions landing page with improved graphics and a dozen new student profiles for the Choose Stockton campaign.*
- *Successfully adjusted timeline for the Choose Stockton advertising campaign to last the entire fiscal year. The campaign generated nearly 60% of total visits to admissions landing page. Applications exceeded 7,000.*
- *Successfully supported need to expand reach and strategic messaging efforts to attract Transfer prospects. Expanded geo-fencing efforts throughout the state and supported recruiters on social media.*
- *Effectively promoted the Stockton Atlantic City through publicity and advertising. Digital advertising for the Choose Campaign and Coast Day increased traffic to Atlantic City website by 260% compared to FY19.*
- *Media outlets in NJ, NY and PA covered Stockton Atlantic City stories including: Greenberg and Alton Lounge room donations, Engelberg and Scarpa donations, 100 Faces of War exhibit at the Noyes Arts Garage, Stockton AC food pantry and the new AC EOF students moving into AC, rowing and boat donations. Media included: Press of AC, NBC10. Phila. Inquirer, Palm Beach Post, nj.com, NBC New York, NJ 101.5, SNJ Today and Diversity Issues in Higher Ed to name a few.*
- *Successfully boosted posts on social media channels to achieve extended reach. Boosting was extremely helpful in the promotion of summer enrollment. Summer enrollment experienced significant headcount (14%), credits (17%) and FTE (16%) increases over 2019.*
- *Successfully developed stories and coordinated media coverage for a number of high profile and special interest stories. Media covering Stockton included The Press of AC, Philadelphia Inquirer, WHYY, CNN, NBC, ABC, NY Times, Gannet (Courier Post), CBS, News 12, nj.com, WOND, NJ 101.5, the Associated Press and more.*
- *Successfully positioned Stockton's response to COVID-19 in stories on the pandemic's impact on college enrollment that appeared in in the Chronicle of Higher Education, Philadelphia Inquirer, Inside Higher Education, and The Press of Atlantic City. Also provided leadership to state college and university PR officials regarding NJ Come Home initiative.*
- *Successfully collaborated with Hughes Center to promote poll results and expertise for local elections.*

		• *Won Silver and Bronze Telly awards for A Day in the Life (Silver) and "Choose Stockton 2019 commercial (Bronze)* • *Strategically responded to the COVID-19 pandemic by creating informational and event websites, targeted communications and messaging protocols to ensure important information and resources were shared as needed. Sites included the COVID-19 information page, Open House, A Day in the Life, eCommencement, Online Orientation and Return to Campus.*	
11.	**ITS**	**Adopt innovative technologies and solutions to provide reliable IT infrastructure and facilities.** **July 2020 Update: 75% complete and ongoing.** • *Increased abilities of Zoom meetings and webinars and rapidly deployed Zoom phone system to provide remote communication abilities during continuing work from home period.* • *Upgraded the following network closets in multiple locations throughout University facilities.* • *Added second E-Sports gaming lab in Bldg 80.* • *Added 30 additional courtesy computers throughout main campus in D-wing (11), H-wing (10) and K-wing (9).* • *Renovation of the Holocaust Center including state of the art interactive technology.* • *Adopted next generation Sony XDCAM video cameras for advanced abilities in productions.*	**FS**
12.	**Multiple**	**Finalize process to capture certificate completions in DegreeWorks and Banner, in support of the state's strategic priority to increase overall completions and track students earning high-quality credentials.** *July 2020 Update: 100% complete.* • *The University has added certificates of achievement (distinct from third-party endorsements) into Banner (SHADEGR), thus allowing this information to be tracked, researched, and analyzed. This step also permits the Office of Planning and Research (P&R) to include these certificates as part of the annual completions file submitted to NJ SURE and date-reported to IPEDS.*	**SEM**
13.	**OIDE**	**Continue to refine and enhance the connection between Stockton's faculty and students, with particular emphasis on Stockton's Educational Opportunity Fund students, with Yale University's Office of Graduate Student Development and Diversity (OGSDD).** **July 2020 Update: 80% complete and ongoing.** *The Yale Bouchet Conference scheduled for April 2020 was unexpectedly interrupted by the pandemic; however, the goal remains ongoing.* *As recently pointed out by the VP Student Affairs, faculty and administrators are all college student educators. As such, the OIDE continued to work on this goal.* • *Continued to forge connections with Yale's Office of Student Development and Diversity to offer opportunities for engagement and networking for Educational Opportunity Fund (EOF) students with Yale and the representatives from the Bouchet Society institutions all of which are Research I institutions with a proven commitment to diversity in graduate education.*	**DI**

		• *Dean Michelle Nearon from Yale visited Stockton's campus a second time to learn more about the EOF Program and meet EOF administrators, to speak with faculty about her office's programs, to introduce Yale's graduate programs to undergraduates in general, and to engage selected faculty in a conversation about faculty diversity from which an opportunity arose for a panel at the spring 2020 Bouchet Conference where a Chemistry faculty member, a Yale alumnae, would help design a panel to introduce the diverse Bouchet Society inductees, all of whom either earned or were not far from earning their PhDs, to academic employment options beyond their consideration of Research I institutions as potential employers. The panel design proposal was submitted to Dean Nearon.* • *For the first time since the Provost Office awarded a two-year diversity grant to support this diversity initiative, this initiative was on the cusp of sending an all-EOF cohort and Angel Hernandez, who for the first time would attend the Yale Bouchet Conference in an effort to solidify the relationship between the EOF Program and the Bouchet Conference.* • *For the first time, a door was opened to possibly explore ways in which Stockton faculty might collaborate with Yale faculty on research. This possibility needs much further exploration, but at least a door was opened.*	
14.	**Student Affairs**	**Realign Student Affairs organization, resources, policies, programs, and services to support the equitable success of a growing, diverse student community.** **July 2020 Update: 75% complete and ongoing.** • *Developed Student Transition Programs department to strengthen the delivery of new student orientation, advising and registration programs and expand programming for other students in transition throughout the student lifecycle.* • *Re-organized Office of the Vice President for Student Affairs through the creation of Assistant to the Vice President for Student Affairs and Executive Director for Student Affairs Planning and Operations to strengthen the strategic operations of the division.*	**ISS**
15.	**Student Affairs**	**Develop and integrate formal case management system in the Dean of Students Office to strengthen support and advocacy for students.** **July 2020 Update: 50% complete and ongoing.** • *Developed stronger processes to serve students of concern through Early Alert, Leave of Absence and Withdrawal processes with the Care and Community Standards Office.*	**ISS**
16.	**Student Affairs**	**Strengthen partnerships with student leaders to support student success.** **July 2020 Update: 100% complete.** • *Student Development executed and implemented an MOA with Student Senate to dedicate $20,000 for cultural theme month programming. This MOA is effective through FY'22.* • *Student Affairs executed and implemented an MOA with Student Senate to fund the Food Assistance program in the amount of $17,500. This MOA is effective through FY'22.* • *Student Affairs partnered with Student Senate to continue the "Parking Citation Forgiveness Program" twice during the fall 1'19 semester resulting in pantry donations valued at more than $2,300. The spring '20 program did not occur due to COVID-19 pandemic.*	**ISS**

Goal	Lead Unit	Description	SP
17.	**Student Affairs**	**Strengthen support and engagement opportunities for students in transition beyond the first semester.** **July 2020 Update: 100% completed.** • *Developed and implemented new TALONS Peer Mentoring Program with Academic Affairs (Freshman Seminars) to support first-year student transitions.* • *Implemented the TALONS course titled "Inclusive Student Transitions" which educated students on the impact of Diversity, Equity, and Inclusion on African Americans, First-Generation, and Low- Income students; The course strengthened the cultural competence of student leaders whose specific roles and responsibilities are to welcome, orient, mentor, and increase the sense of belonging for new students which influences the retention of underserved populations.* • *Implemented virtual new student Orientation Module for new first-year and transfer students.* • *Instituted several social programs in an effort to build comradery and community within the military-affiliated community. (Ex. Military and Veteran Meet & Greets, Veteran Bowling, Paintball, etc.) (Office: Military and Veteran Services):* • *Designed and implemented a Sophomore Scholars experience aimed at supporting the personal and professional development of first-generation sophomores and increasing their retention through a series of workshops and events. (Offices: Student Transition Programs and Career Education and Development)* • *Strengthened the First Ospreys Initiative, which supports and celebrates first-generation students to enhance the likelihood of successful completion of their undergraduate studies.* • *Submitted grant proposal to the Wendell and Doris Rogers Charitable Foundation in support of Stockton's Worlds of Homer class, which sends service members and veterans on a study tour to Greece. (Office: Military and Veteran Services).* • *Conducted Stockton's first-ever First-Generation Student Needs Assessment in the Spring of 2020 in collaboration with faculty and staff. The survey yielded responses from 569 first-generation students. Prior to the administering this survey, best practices informed the following programs and events in the 2019-2020 academic year: First-Generation Alumni Networking & Fundraising, First-Generation Student Meet & Greet with Stockton Professionals, First-Generation Week of educational and celebratory programming, First Ospreys Scholarship Preparatory Workshop, and the First Ospreys Parent & Family workshop. The initiative also supported the development of the First Ospreys Student Club in the Fall of 2019. (Offices: Student Transition Programs and Educational Opportunity and Success Programs).*	ISS
18.	**Student Affairs**	**Cultivate strong partnerships with parents and families to support student success.** **July 2020 Update: 100% completed.** • *Created new area, Parent and Family Partnerships to strengthen initiatives to engage parents and family members in support of current students throughout the students' lifecycle.* • *Conducted a Facebook Live event titled, "How to Have Career Conversations with Your Recent Grad." This conversation was particularly critical given it was conducted in the COVID-19 disruption for graduating seniors. Since May this post has had over 1,000 views. (Offices: Career Education and Development and Parent & Family Partnerships).*	ISS

		• Incorporated Pre-Orientation Information Fair for incoming military-affiliated students and their families. (Offices: Military and Veteran Services and Parent & Family Partnerships) • Created a social media video for parents and family members on how to support their students' career exploration during winter break with 331 views. (Offices: Career Education & Development and Parent & Family Partnerships). • Implemented a Family Retreat in February (Offices: Parent & Family Partnerships in collaboration with First Ospreys, Financial Aid, Campus Police, Residential Life, Military and Veteran Services, Academic Affairs and Counseling). • Enhanced Parent and Family Facebook Page and created an Instagram account. (Office: Parent & Family Partnerships). • Implemented First Osprey Social during University Weekend where first-generation students could nominate their families and thank them for their support. (Office: Parent & Family Partnerships). • Subscribed to Olark Chat which allows families to chat with PFP at any time by clicking an icon on any of the PFP web page tabs. (Office: Parent & Family Partnerships): Progress: • Facilitated a Paint & Sip Fundraiser for students and family members in November at the Atlantic City Campus. (Office: Parent & Family Partnerships). • Created Financial Aid social media videos and posts for families on a bi-weekly basis. (Office: Parent & Family Partnerships and Financial Aid). • Offered a monthly electronic newsletter August- April sent to over 8000 recipients. (Office: Parent & Family Partnerships).	
19.	**Student Affairs**	**Enhance academic support for underprepared students.** **July 2020 Update: 50% completed and ongoing.** • Submitted federal a TRIO Student Support Services grant to US DOE worth over 1.2 million dollars over a 5-year period to increase the number of disadvantaged, low- income college students, first-generation college students, and college students with disabilities in the United States who successfully complete a program of study at the postsecondary level. Announcements of grant awardees are expected in July. (Office: Student Transition Programs). • Hired new Student Success Coach for EOF-AC cohort to serve the growing community of students in the EOF-AC program.	**ISS**

Strategic Priority #2

Develop the academic, human, and financial resources that support the University's aspiration to be a premier regional educational institution.

Goal	Lead Unit	Description	SP
1.	**Academic Affairs**	**Develop and implement plans and programs that will support recruiting, hiring and retaining a high-quality and increasingly diverse faculty and staff.** **July 2020 Update:** • See additions to Strategic Priority 3 (below)	**DI**

2.	AA & SA	**Provide and engage in faculty and staff professional development opportunities that support inclusive student success.** **July 2020 Update: 50% complete and continuing.** • *Invested in staff attendance to Social Justice Training Institute (SJTI).* • *Supported staff and faculty participation in AAC&U's Truth, Healing, and Racial Transformation annual meeting, May 2020.* • *Facilitated a series of faculty/staff and student discussion groups to encourage ongoing dialogue about issues of race and racial injustice on campus.*	ISS

3.	Academic Affairs	**Develop creative and innovative programming that supports the university's mission-driven activities at all of its campus locations.**
		
		July 2020 Update: 65% complete and ongoing.
		• *Launched MA in Counseling at Hammonton Instructional site with a full first cohort; a second full cohort of students will begin study in fall 2020.*
		• *Continued to expand the undergraduate child welfare concentration courses, including their enrollment, and grow the number of professional development offerings available at Kramer Hall.*
		• *Grew Atlantic City enrollment during both fall and spring terms (comparisons below between fall 2018 and 2019 and spring 2019 and 2020):*
		  (1) *Number of fall courses grew by 14%*
		  (2) *Number of fall enrolled seats grew by 24%*
		  (3) *Number of fall enrolled headcount grew by 29%*
		  (4) *Number of spring courses grew by 6%*
		  (5) *Number of spring enrolled seats grew by 23%*
		  (6) *Number of spring enrolled headcount grew by 19%*
		• *Finalized shift of MBA and new MBA in Healthcare Leadership Administration to Atlantic City (disrupted because of COVID-19 but expected to re-establish during spring 2021).*
			TL

4.	Academic Affairs	**Develop new and expand existing initiatives that link the University's programming to needs and opportunities in our local communities.** **July 2020 Update: 75% complete and ongoing.** • *Collaborated with Geisinger Commonwealth School of Medicine (GCSOM) and AtlantiCare to engage in Interprofessional Education (IPE) activities to support the production of "Collaboration-ready" graduates in all School of Health Sciences clinical programs, as well as the MS in Social Work and MS in Counseling Psychology programs. Fully planned and coordinated for April 15, 2020 with more than 350 registrants (postponed due to COVID-19).* • *Continue to grow the collaboration between the Stockton Social Work Clinic and AC Boys & Girls Club.* • *Worked with the Criminal Justice faculty to support and develop the Special Law Enforcement Officer (SLEO) summer opportunities for coursework and housing at the AC campus (piloted in summer 2019; postponed in summer 2020 due to COVID-19).* • *Continue to partner and strengthen existing partnership with Atlantic and Cape May County Recovery Court by coordinating scholarship students, investigating alternate sources of scholarship.*	PCSG

5.	AC-COO	**Develop plan to enhance and maintain web and social media presence for Atlantic City Campus.** **July 2020 Update: 100% completed and ongoing.** • *Collaborated in the redesign/enhanced AC campus website, which includes addition of Anchor Institution and University District pages and an Instagram page.*	**PCSG**
6.	AC-COO	**Collaborate in the expansion of internships, employment, and other community engagement opportunities for students in Atlantic City.** **July 2020 Update: 100% completed and ongoing.** • *Collaborating with Career Services and Academic Affairs to identify internships, summer jobs, and other employment opportunities for students and alumni. In FY20, 7 AC businesses seeking interns or employees were referred to Career Services.*	**PCSG**
7.	AC-COO	**Seek opportunities to build revenue and participation in Atlantic City.** **July 2020 Update: 50% completed and ongoing** • *Instrumental in recruiting Diabetes Foundation Camp (week-long camp for 60 attendees); however, was cancelled due to COVID 19.* • *Collaborated with ITS to host the G3 ESports Tournament to AC May 21-25 (est. 3,000 attendees) in May 2020. Seeking to reschedule in AY21 due to COVID 19.* • *Increased promotion of dining sales via e-blasts to local condo associations.* • *Instrumental in introduction of Atlantic Shores Offshore Wind/Shell to open offices in our boardwalk retail. A lease agreement is currently being finalized.* • *Recruited 6 hotels and over 20 restaurants to offer discounts for Spring Commencement (deferred to Fall 2020).* • *Collaborated with CRDA SID to provide summer community service projects in the park and boardwalk for EOF AC students.*	**FS**
8.	Admin & Finance	**Strengthen budgeting and cash forecasting, streamline the University's budget process, and identify/promote ways to achieve a sustainable financial model** **July 2020 Update: 100% complete and ongoing.** • *The Budget and Fiscal Planning Office successfully led the Zero-Based Budgeting (ZBB) initiative for the University. In FY20, all University budgets were reviewed and reconstructed from a zero base. Meetings were held with every department, school, and office in each division to provide ZBB training and guidance on the new process. Many divisions were able to identify savings and reallocate budget to other areas to support programmatic needs and other high-priority initiatives.* • *Throughout the year, the University Operating Budget/Forecast and Cash Forecast are reviewed with senior leaders of the institution. These reports are critical for financial planning. While one reflects budget and the other reflects actual cash inflows and outflows, it is important to show how they are related and what drives differences between the two. A reconciliation was prepared, and reconciling items were presented and discussed at the Cabinet level.* • *During FY20, the University's traditional operating budget was used as the base for scenario modeling. Models were developed in Excel in which key variables could easily be modified and the financial impact calculated (e.g. enrollment trends, tuition and fee rates, State Appropriation allocations). These models were*	**FS**

		extremely helpful as the University prepared for Fall 2020 from a financial perspective.	
9.	**Govt Relations**	**Advocate for State College Contract Law reform, the establishment of a higher education funding rationale that addresses historical funding inequity, and implementation of equitable allocation of the Tuition Aid Grant.** **July 2020 Update: 85% complete and ongoing.** • *Performance based criteria favorable to Stockton has been implemented by the OSHE for allocation of State funding.* • *State College Contract law reform is ongoing. Discussing concerns with building contractors and Labor. P3 law and electronic procurement legislation, along with other legislative options have been suggested by building contractors.* • *TAG reform is ongoing.*	**FS**
10.	**Admin & Finance and CPO**	**Develop new reports to strengthen enrollment and financial projections.** **July 2020 Update: 80% complete and ongoing.** • *The University has revised its process for completing, reviewing, and providing the EDSS annual report to the state. Additional work to strengthen collaborative divisional efforts is ongoing.* • *Internally, the University has updated its headcount, FTE, housing, and program projection models to assist various units to develop more accurate projections and goals, including Academic Affairs, Administration & Finance, Enrollment Management, and Residential Life. Equally important, these projections are now standardized (single version) to reduce the possibility of different figures being used or distributed among internal stakeholders.*	**SEM**
11.	**Athletics**	**Explore the possibility of adding another women's club sport.** **July 2020 Update: 25% and ongoing.** • *Initially started a Women's Health & Fitness Club but the Club president disengaged during the year and the effort stalled especially with the move to online learning and the Fitness Centers closing. Efforts to reengage the participants will start with the return of the students.*	**DI**
12.	**Athletics**	**Expand IM/Rec programming to include an outdoor sport activity and the Atlantic City campus.** **July 2020 Update: Attempted, not pursued.** • *Additional recreation programming was attempted but the response was poor. Interest meeting for outdoor IM possibilities also resulted in poor attendance as well and was not pursued further.*	**ISS**
13.	**Athletics**	**Work with the Development Office to improve alumni outreach.** **July 2020 Update: 60% complete and ongoing.** • *Procedures established for Development Office support of an alumni event for each sport (food, invitation, communication); for an annual pre-season solicitation for each sport; and for guidelines for any other desired sport solicitations.*	**FS**

14.	CEMO	**Enhance transfer recruitment strategies to maximize headcount growth.**	SEM
		July 2020 Update: 100% complete and ongoing. • *In collaboration with the interim Provost and Chief Planning Officer, the Chief Enrollment Management officer worked to establish (2) additional premier partnerships with community colleges including Salem Community College and the County College of Morris under the Transfer Pathways program. This program now has (10) partner institutions. For the Fall 2019 semester, new transfer students experienced a growth of 11% over the prior recruiting cycle.* • *In collaboration with ITS, Enrollment Management implemented an automated report to track reverse transfer eligibility for Transfer students who came to Stockton before completing their Associates Degree. This report is shared with each of our Transfer Pathway partners at the end of each semester.*	
15.	CEMO	**Improve yield rate of institutional merit and need-based aid utilized for tuition discounting to maximize net tuition revenue.**	SEM
		July 2020 Update: 100% complete and ongoing. • *In collaboration with the interim Provost and Chief Planning Officer, the Chief Enrollment Management officer worked to establish (2) additional premier partnerships with community colleges including Salem Community College and the County College of Morris under the Transfer Pathways program. This program now has (10) partner institutions. For the Fall 2019 semester, new transfer students experienced a growth of 11% over the prior recruiting cycle.* • *In collaboration with ITS, Enrollment Management implemented an automated report to track reverse transfer eligibility for Transfer students who came to Stockton before completing their Associates Degree. This report is shared with each of our Transfer Pathway partners at the end of each semester.*	
16.	CPO and URM	**Develop new reports and collaborative research efforts in support of URM's ongoing marketing strategies.**	SEM
		July 2020 Update: 80% complete and ongoing. • *The Office of Planning and Research (P&R) developed, and later revised, a report tracking monthly application and deposit submissions. This information aids the URM team in making marketing budget decisions. The report now includes race/ethnicity, academic, and geographical data.*	
17.	EVP	**Foster a University culture that promotes a commitment to service and engagement and investment in support of our mission.**	PCSG
		July 2020 Update: 100% complete and ongoing. *Development and Alumni Relations* • *Secured more than $10.5 million in new gift commitments, the most in the University's history.* • *Secured the largest single gift commitment in the University's history. The $8 million gift will fund endowments for the School of Health Sciences, Atlantic City campus, and other University priorities.* • *Enhanced Annual Giving program through targeted Fall 2019 campaign that raised over $21K (with 115 gifts from 112 unique donors) and expanded internal,*	

		external and social media-based fundraising efforts for Ospreys Give/Day of Giving 2019, resulting in 141 new donors, 677 total gifts, and over $350K raised.	
		• *Successfully transitioned Gala to online fundraising initiative due to COVID-19, raising over $185K for the Benefit Gala Endowed Scholarship Fund and over $16K for the Student Relief Fund.*	
		• *Continued to enhance existing initiatives and engage new audiences with the University and Foundation. Expanded infrastructure of Stockton Women's Leadership Council, enlarging cohorts for the mentorship program, offering scholarship support to students, and hosting signature events with speakers. Held fundraising events and executed direct mail campaign for Alliance Heritage Center, raising more than $172K.*	
		• *Created new Planned Giving program to attract additional philanthropic support through estate gifts and bequests.*	
		• *Expanded scholarship opportunities for students associated with signature University initiatives, including First Ospreys Scholarship Fund and Office of Service-Learning scholarships.*	
		University Relations and Marketing	
		• *Successfully curated content and publicity for major University events and initiatives on the University website. Added a dozen new Choose Stockton profiles and supported efforts related to the COVID-19 pandemic.*	
		• *Successfully maintained industry leading Google Lighthouse scores in Performance, Best Practices, Accessibility and SEO.*	
		• *Effectively upgraded carousel, global footer and photo gallery platforms to a more user-friendly mobile and desktop experience. Main improvements include less swiping and larger tap targets*	
		• *Successfully Pitched and publicized The College Bound and High School Dual Credit programs that were featured in a front-page package in The Press of AC as part of their Reinventing AC series*	
		• *Successfully pitched stories to the media promoting professors offering online programs open to the public and stories related to COVID-19.*	
		• *Successfully worked with Chief Enrollment Officer on several stories involving how colleges are dealing with online learning and freshmen recruitment, including NJspotlight, Politico and Centraljersey.com*	
18.	ITS	**Provide efficient and effective access to information and technology resources.** **July 2020 Update: 100% complete and ongoing.** • *Deployed a multitude of laptops, webcams, mifis, and other technologies to assist in continued operations and leaning experiences during the transition to remote learning.* • *Completed migration of all legacy Discoverer reports to the Argos reporting platform* • *Implemented Banner Faculty Load and Compensation (FLAC) processing to aid in assigning and compensating faculty workload* • *Established data integration from Banner to Mongoose to support OspreyUpdates text messaging campaigns* • *Migrated goStockton portal to a new technology stack while adding dynamic features such as paywall messages and text contacts* • *Transitioned to a new online software platform to support courses and programs offered through the Office of Continuing Studies*	**OPS**

		• *Began digitizing older format video assets.*	
19.	**Student Affairs**	**Strengthen financial stewardship through data informed fundraising partnerships and financial stewardship.** **July 2020 Update: 100% completed and ongoing.** • *Implemented Student Affairs Strategic Programming Priorities to enhance cross-divisional collaboration and usage of funding to support divisional educational priorities.* • *Student Affairs orchestrated student testimonials for the Student Relief Fund marketing campaign.* • *Student Affairs expanded access to the Student Relief Fund during the COVID-19 pandemic.* • *Coordinated student attendees and participated in Tavern on the Green fundraiser for the Student Relief Fund sponsored by the Office of Development* • *Received Recovery Housing Grant, College Recovery-$240,000.*	**FS**
20.	**Student Affairs**	**Develop intentional professional development opportunities to support the career development of professional and student staff.** **July 2020 Update: 100% complete and ongoing.** • *Attended NASPA Strategies Conference to strengthen university knowledge and to effectively address collegiate alcohol and drug abuse prevention, mental health, sexual violence prevention and response, and well-being.* • *Strengthen current Student Conduct practices through membership and support of Dean of Students' attendance at the Association of Student Conduct Administrators Conference.* • *Provided Demonstration Action Response Team (DART) training for all campus members.* • *Implemented professional development training for Career Education and Development student staff (Office: Career Education and Development).* • *Sponsored participation for the Coordinator, Student Transition Programs to attend at the National Orientation Directors Association (NODA) Conference in Texas; sponsored over 30 co-TALONS' attendance at the regional NODA Conference at Stockton to enhance new student transition program experiences. (Office: Student Transition Programs).*	**PCSG**

Strategic Priority #3

Support human diversity and inclusion in all of its forms and in a manner that serves the needs of our region and recognizes our place in a global society.

Goal	Lead Unit	Description	SP
1.	**All Cabinet**	**Continue to develop new approaches and strategic hiring practices to attract and retain diverse faculty and staff to the University.** **AC-COO 100% complete.** • *FY20 SOAs diversity hiring included: African American, Hispanic/Latinx, Muslim, Indian, and Asian students. Approx. 70% of SOAs were female.* **HR: 90% complete and ongoing.** • *Formalized and implemented search procedure (6101) and corresponding search processes to ensure best practices are operationalized into the recruitment, staffing, interview and selection processes at Stockton.* • *Partnered with OIDE to develop a training module for search committees on the recruitment and staffing process with an emphasis on diversity hiring and search advocacy.* • *Partnered with Search Advocates and OIDE to promote the search advocate program and to get more Stockton employees trained as search advocates.* • *Revised charge meeting format to ensure roles and responsibilities are fully understood in all aspects of the search process with a focus on the search advocates roles in ensuring a fully diverse and inclusive search.* • *Researched diversity advertising packages to cast the widest net possible to increase our sourcing efforts.* • *Compiled all EEO/AA data to generate the Workforce Develop Plan for Stockton University and provide data to the State EEO Office.* • *Implementation of JobTarget, a job aggregator, built within Hiretouch, that will allow Stockton to post 200 jobs to more than 60 diverse job boards with one click resulting in increased efficiency (eliminates physically going to each job board to post), reduced cost: $4,200 for a year subscription that includes 200 jobs and 60+ job boards and increased exposure/reach to other diverse groups: LGBTQ, Veterans, Women, Asians, Disabled, African Americans and Hispanics.* • *Researched and implemented training on Prevention of discrimination and sexual harassment in the workplace for employee disciplinary cases as well as for the Stockton community.* • *Researched and implemented training on microaggressions and implicit bias for the Stockton community.* • *Reviewed and updated over 35 human resources policies and procedures to ensure that they are up to date and in line with best practices in human resources management.* • *Redesigned the HR-ADA accommodation website to ensure clarity and transparency of university accommodation processes.* **OIDE: 100% complete.** • *The OIDE established a faculty diversity group to help to support and to assist implementation the Strategic Faculty Diversity Plan Version 2.0 developed in FY 2019.* • *The OIDE partnered with the Provost Office to establish connections with the Rutgers Center for Minority Serving Institutions.*	DI

		• *The OIDE developed voice-over power point for search committees to introduce them to AA/EEO and search advocates.*
		
		 Student Affairs: 100% and complete.
		 • *Developed recruitment strategies resulting in intentional leadership hires of African American and Latinx professionals in key administrative roles with University-wide impact:*
		   - *Director of Student Transition Programs*
		   - *Coordinator, Student Transition Programs*
		   - *Executive Director of Counseling and Wellness*
		   - *Associate Director of Residential Life*
		   - *Executive Director of Educational Opportunity and Success Programs*
		   - *Assistant to the Vice President for Student Affairs*
		   - *Executive Director, Student Affairs Planning and Operations (Aug 2020)*
		
		 Academic Affairs: 80% and ongoing.
		 • *Provided administrative support for summer 2020 Search Advocate training summer institute.*
		 • *Developed recruitment strategies to prioritize faculty hires of African American and Latinx; nearly one-third of all FY 21 new faculty are diversity hires.*
		 • *Established the new position, Director of Strategic Initiatives, to help lead institutional research efforts about racial discrimination, inequity, and social justice, and coordinate curriculum reform.*
		 • *Hired 13D full-time faculty line in Africana Studies to augment course offerings in this field.*
		 • *Refocused university public programs to focus attention on racial injustice throughout the year.*	

2.	**Academic Affairs**	**Develop and strengthen partnerships with high schools, community colleges, and other organizations that will enhance our ability to provide a pathway to Stockton for students currently under-represented at Stockton.** **July 2020 Update: 100% complete and ongoing:** • *Expanded range of Dual Credit partners to 33 schools and 159 course sections that serve 970 students. This represents a nearly 20% increase in the number of school partners, an 10% increase in the number of courses offered, and an 11% increase in the number of students served.* • *Some of the largest gains have been in Camden, Millville, Vineland, Pleasantville, and Atlantic City, contributing to Stockton's efforts to recruit a more diverse student body.* • *Targeted program under development between School of Health Sciences and Atlantic County Vocational School (ACIT) to explore potential collaboration and partnership with ACIT. Health Science is the largest program at ACIT; health sciences courses were offered this year; exercise science will be added next year.*	DI
3.	**AA & SA**	**Identify equity gaps in academic achievement among all groups of students and create plans and programs to address them.** **July 2020 Update: 50% and ongoing.** • *Identified retention and academic achievement gaps through Retention Working Group to guide academic and co-curricular support strategies for African American and Latinx undergraduates.*	ISS

		• *Expanded both Appointment-Based tutoring and Peer Mentoring programs in First-Year studies; peer mentors have disproportionately been recruited from among BIPOC students.*	
4.	**Academic Affairs**	**Develop plans and programs to support non-traditional learners.** **July 2020 Update: 50% and ongoing.** • *Expanded Continuing Studies programming at all campus locations.* • *Piloted Cannabis Studies certificate program; currently seeking external credentialing.* • *Partnered with the Levenson Institute for Gaming, Hospitality and Tourism to develop development workshops for the hospitality industry.* • *Partnered with the Hughes Center to pilot training programs CLE courses for local legal professionals.* • *Partnered with academic programs to design new academically aligned courses to support Education Alternate Route certification, writing for Business Majors, and CEU credits for Social Work Practitioners.*	**SEM**
5.	**AA/HR/ OIDE**	**Effectively address disruptive workplace behaviors through policy development, continued education, and accountability.** **July 2020 Update: 85% complete and ongoing.** Human Resources: 90% and ongoing • *Developed and implemented training programs and modules designed to address managerial and supervisory competencies.* • *Finalized employee campus hearing board procedure as a mechanism to address and resolve inappropriate behavior/campus conduct code violations.* • *Develop and implement managerial and supervisory training and development plan to build management capability in the areas of managing difficult situations, performance management, performance improvement planning, goal setting and disciplinary counseling.* • *Continued to market/promote the utilization of alternative dispute resolution services from the Ombuds office to the Stockton community.* • *Continued to train and advise managers and supervisors on the employee disciplinary process as well as effectively manage delicate employee separations.* • *Researched and implemented training on strategies for discrimination and sexual harassment prevention in the workplace.* • *Researched and implemented training on Emotional intelligence and conflict management in the workplace.* • *Researched and helped establish Safe Colleges as the new LMS platform for the University while serving as superuser, content reviewer and SME for the platform. Launched targeted/adhoc training sessions and eTraining modules.* • *Redesigned and built out the HR training website to page to clearly communicate all current, new, and upcoming employee training initiatives and offerings.* AA/OIDE – 80% complete and ongoing • *Collaborated with HR and the Provost Office in drafting a disruptive Behavior and Workplace Violence policy and procedure to be vetted in fall 2020 by various offices and individuals and consider current actions occurring with email communications, social media, and racial misconduct to name a few.*	**PCSG**

5.	AC-COO	Continue to explore expanded use of Atlantic City facilities and venues for engagement opportunities. **July 2020 Update: 100% complete and ongoing.** • *Redesigned/updated AC Campus brochure.* • *Working with S. Clineman, established budget to support community –cultural programming and a film shorts concert, at the AC Campus.* • *Dante move-out was completed.* • *Invited to participate and represent Stockton AC at Meet AC's annual Meeting Planners Event to promote AC, the campus, and the University District (to be rescheduled due to COVID 19) in Washington, DC.*	OPS
6.	AC-COO	Solicit local businesses for opportunities to engage the Atlantic City Campus Community. **July 2020 Update: 100% completed and ongoing.** • *In collaboration with Chelsea EDC, conducted outreach to Chelsea Neighborhood restaurants to identify needs to assist in developing their businesses and connecting them to resources to assist in applying for stimulus funding.* • *Recruited local restaurants to the Osprey Dollar program.*	PCSG

7.	Athletics	Improve student athlete retention and narrow the racial achievement gap among student athletes.
		
		July 2020 Update: 75% complete and ongoing.
		• *Athletics supplemented the use of the Early Alert form by identifying a cohort of "at risk" student-athletes and worked with Faculty and Student Affairs to:*
		  - *Intervene early – notify faculty of concerns with specific student-athletes.*
		  - *Schedule academic meetings for the "at risk" student-athletes with their head coach.*
		  - *Have early conversation with the "at risk" student-athletes about Add/Drop options and NCAA eligibility.*
		  - *Follow up emails to instructors upon signs of academic difficulty.*
		  - *Provide a FRST Year cohort online workshop to student-athletes.*
		  - *Analysis by IR showed that retention potentially improved year over year for current first-time student-athletes returning for fall 2020 (numbers are not final until Sept) over fall 2019.*
		  - *Retention of first-time African American student-athletes also improved year over year for those projected to return for fall 2020 over fall 2019 (79% from 67%)*
		  - *Avg. GPA for Spring 20 over Spring 19 increased for all first-time student-athletes (3.18 from 2.93), as well as African American (2.84 from 1.90) and Hispanic (3.16 from 2.90) student-athletes.*
			ISS

8.	CPO	Develop new reports and a dashboard system to monitor student diversity metrics, particularly underrepresented minorities, low-income students, and working-age adults. *July 2020 Update: 50% complete and ongoing.* • *The Office of Institutional Research (IR) has built and enhanced data visuals on the University's IR web pages, including student enrollment, degrees awarded by major, and other key performance indicators.*	DI

		• *The Office of Planning and Research (P&R) has created an additional worksheet in the Weekly Admissions Report which now provides data on undergraduate adult learners.*	
9.	**EVP**	**Ensure that the University commitment to diversity and inclusion is a key component to everything we do.** July 2020 Update: 75% complete and ongoing. Development and Alumni Relations • *The Director of Development served on the Strategic Planning Implementation Team for Diversity and Inclusion initiative and identified multiple ways philanthropy can support broad diversity efforts.* • *Development and Alumni Relations staff members attended and supported various diversity and inclusion events on campus, such as the Annual Diversity Dinner.* • *Several Development and Alumni Relations staff members contribute to and/or chair subcommittees on the First Ospreys Task Force.* • *Incorporated focus on diversity, equity, and inclusion initiatives into alumni and philanthropic outreach, including First Ospreys Recognition Event, which raised more than $4K for first-generation student scholarships.* • *Collaborated with key campus partners to support a culture of inclusion across campus and alumni communities. Assisted in securing sponsorships for and attending the 2019 Nuestro Pueblo Awards, co-hosted by Unidos and the Hispanic Association of Atlantic County.* University Relations and Marketing • *Successfully held casting call over three days at the January 2020 Get Involved Fair and created a roster of student models to ensure that our diverse student body and campus is portrayed in marketing collateral and communications.* • *Successfully coordinated and implemented advertising campaigns targeting underrepresented populations. Results show an increase in applications of 9% (Blacks) and 8% (Latinx)* • *Successfully developed, pitched and wrote web stories and news coverage to demonstrate and promote the diversity and inclusion among students, faculty and staff.* • *Successfully met and exceeded WCAG 2.0 guidelines. Notable additions are improved tap targets on links and improved color contrast sitewide.*	**DI**
10.	**Facilities & Ops**	**Public Safety: Evolve, revise and formalize the University's Department of Campus Public Safety and the commitment for Community outreach through programs, training and workshops**. July 2020 Update: 100% complete and ongoing. • *The Department of Campus Public Safety repurposed the position of emergency manager by creating an associate director position. Associate director of campus public safety includes functions of an emergency management. Additionally, the position is empowered to provide leadership in security and sworn police activities.* • *The Department of Campus Public Safety continued its commitment for community through outreach programming and workshops. Some of the*	**PCSG**

		community engagement programming and workshops provided this fiscal year are as follows:	

		o *Purple Ribbon Day – Anti domestic violence event*
		    o *Domestic Violence Symposium with Atlantic County Prosecutor's Office and Student Affairs*
		    o *Coffee with Cops Events*
		    o *Pizza with Police Events*
		    o *Cosponsored Harvest Block Party with Residence Life*
		    o *Participated in the Atlantic County Shop with a Cop program*
		    o *Participated in staff and student sponsored food and toy drives during the holiday season*
		    o *Attended and supported fraternity and sorority community events*
		    o *Provided various crime prevention workshops to student organizations*
		    o *Provided active shooter training workshops to all university schools and the Student Affairs Leadership team*
		    o *Provided an emergency management workshop to all schools to promote the updated emergency resource guide*	

11.	**OIDE / Provost**	**Refine revisions to the Strategic Faculty Diversity Plan by focusing on outreach and advertising, one of finer areas to the larger topic of recruitment and retention of diverse faculty; engage others in the conversation as appropriate; and begin implementing the revised plan in stages.** **July 2020 Update: 100% complete and ongoing.** OIDE/Provost • *A second version of the Strategic Faculty Diversity Plan Version 2.0 (SFDP) was developed in FY 2019 to focus on advertising and outreach, with an emphasis on outreach and relationship building with minority serving institutions (MSI) that produce terminal degrees in fields that are congruent with Stockton's academic programs, as well as predominately white institutions (PWI) involved in such programs as Preparing Future Faculty and the Bouchet Society.* *After a lengthy deliberation among the Diversity and Inclusion team members, this outreach goal described in the SFDP became one of the three implementation goals, specifically 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 applicant pools. Three historically black colleges and universities were initially identified for outreach—Howard University in Washington DC, Delaware State University in Delaware, and Morgan State University in Baltimore MD, with the latter institution interested in having mutual conversations with Stockton.* • *Connections were established with the Rutgers Center for Minority Serving Institutions.*	**DI**
12.	**Student Affairs**	**Create specific strategies to support recruitment and retention of emerging student communities (Afr. American, Latino, first-generation and low-income students).** **July 2020 Update: 75% complete and ongoing.** • *Implemented first SANKOFA Men's Retreat.* • *Expanded TO.GET.HER. Mentoring initiative for women of color.*	**ISS**

		• *Sponsored three students in NASPA National Undergraduate Fellows Program (NUFP) to support underrepresented students interested in careers in college student affairs.* • *Developed a system with the Bursar to review student accounts with outstanding balances with the goal of seeking additional financial assistance either through Financial Aid or the Student Relief Fund.* • *Expanded La Mesa Programs Initiative in Residential Life.* • *Successfully executed inaugural Virtual Rites of Passage Program to recognize graduates of color.* • *Elevated visibility of SPACES initiative through new marketing video and continuation of Multicultural Reception and Deeper SPACES retreat.* • *Designed Career Coaching Circles for First-Generation, and Black and. Latinx students. These coaching circles will be designed to help students access and build their social networks with the support of alumni of color. (Offices: Career Education and Development, Student Transition Programs, First Ospreys Initiative, Alumni Relations).* • *Collaborated with Sherwin Williams and Los Latinos Unidos to host Interviewing Prep Workshop in October during Hispanic Heritage Month (Office: Career Education and Development).*	
13.	Student Affairs	**Promote student belonging and safety by leading the University's Culture of Respect initiatives.** **July 2020 Update: 85% complete and ongoing.** • *Continued Culture of Respect campaign, marketing programs to raise awareness of resources and learning opportunities to support student safety, inclusion and civility to nearly 11,000 Stockton community members weekly.* • *Selected for participation in NASPA Culture of Respect Cohort #4 with 20 colleges and universities to strengthen the university's education and support for survivors of sexual violence.* • *Identified Culture of Respect Campus Leadership Team including faculty, staff and students to lead the university's participation in the Culture of Respect Cohort #4 activities.*	ISS
14.	Student Affairs	**Develop cross-divisional partnerships to serve students' diverse mental health and wellness needs.** **July 2020 Update: 90% complete and ongoing.** • *Re-designed the Wellness Center Counseling Service delivery model, including the strategic hiring of the Executive Director for Counseling and Wellness and re-development of counseling model to decrease wait times.* • *Expanded access to counseling services through implementation of tele-counseling and psychoeducational resources (Therapist Assisted Online-TAO).* • *Implemented tele-counseling and tele-health model to serve students' mental health needs during COVID-19.* • *Implemented Racial Healing Circles to support the needs of Black and Latinx students.*	ISS

Strategic Priority #4

Develop and support planning and governance processes that are integrative, collaborative, transparent, and sustainable.

Goal	Lead Unit	Description	SP
1.	Academic Affairs	**Engage proactively in finalizing the new integrative Strategic Plan and initiating its implementation.** **July 2020 Update: 100% complete and ongoing.** • *Overall, online or in person, Stockton connected with more than 700 campus members from across the Stockton community by the conclusion of 2018-19.* • *Final strategic plan presented to the Board of Trustees for endorsement in May 2019.* • *Six implementation teams, one for each goal, launched summer 2019, and worked through the fall to identify up to five next steps for each element of the plan.* • *Work was completed and shared with the campus community in December 2019 (https://stockton.edu/strategic-plan/).*	PCSG
2.	Academic Affairs	**Work collaboratively with Student Affairs and Enrollment Management to develop and support Stockton's student persistence and retention plan.** **July 2020 Update: 60% complete and ongoing.** • *Academic Affairs worked with Student Affairs and the Office of Planning and Research to establish a Retention Working Group in the spring in 2019.* • *This group researched student success by a variety of metrics and submitted a report recommending seven potential strategies to support student success to the Office of the President in late fall 2019 including: proactive outreach to probationary students; early alert form program; BSCCE student self-evaluation program; withdrawal/leave of absence process revision; expansion of peer-mentoring program; expansion of appointment-based tutoring program; launch of TALONS student assistant program.* • *All strategies have been launched, at least in pilot form and three are in their second cycle. Efficacy will continue to be monitored.*	SEM
3.	Academic Affairs	**Engage with the planning process established for Stockton's 2020-21 Middle States Commission on Higher Education accreditation.** **July 2020 Update: 25% complete and ongoing.** • *Participated in MSCHE Self-Study Institute and Annual Meeting (October and December of 2019 respectively).* • *Researched and collected models of institutional Self-Study Design Templates* • *Distributed calls for participating on MSCHE working groups during summer 2020.* • *Began drafting Self-Study Design Template (due late August 2020).*	TL

4.	**Athletics**	**Finalize an Athletic operational preparedness plan.** **July 2020 Update: 100% complete and ongoing.** • *OPP was completed.*	**OPS**
5.	**CPO**	**Prepare relevant data analyses to support the University's new strategic plan, particularly in relation to the goals identified in the state's higher education strategic plan.** **July 2020 Update: 50% complete and ongoing.** • *The Office of Planning and Research (P&R) developed a statistical projection of Stockton's undergraduate and graduate degrees expected to be awarded for FY21 through FY25, based on historical trend data as well as the University's established short-term goals.* • *P&R also created an additional worksheet in the Weekly Admissions Report which specifically provides data on undergraduate adult learners to track incoming non-traditional students.*	**OPS**
6.	**CPO**	**Coordinate the implementation of a new institutional funding mechanism to replace the 2020 Initiative Process.** **July 2020 Update: 100% complete; current status is suspended.** • *The Chief Planning Office developed and implemented the "Compass Fund" to replace the previous strategic planning support effort the "2020 Initiative Fund." The Compass Fund launched in the Sp20 term and received multiple abstracts before being suspended due to the financial impacts of the COVID-19 pandemic.*	**FS**
7.	**EVP**	**Provide leadership, planning and support for major University initiatives including strategic planning, major University events, human resource development and fundraising campaigns.** **July 2020 Update: 75% complete and ongoing.** Development and Alumni Relations • *Executed "Visioning Series" with academic leadership to create plans to underwrite identified funding priorities, both immediate and long-term, for academic units across the campus.* • *Collaborated with campus partners to secure sponsorships for initiatives/events, such as Coast Day, Unidos, First Ospreys Task Force.* • *Utilized the ElevateStockton platform to assist with fundraising for various projects and initiatives across the University and encourage campus partners to be active participants in fundraising efforts.* • *Collaborated with campus partners including the Sara and Sam Schoffer Holocaust Resource Center, Center for Hellenic Studies, Athletics, Rowing Advisory Committee, the William J. Hughes Center for Public Policy and others on a variety of events and fundraising initiatives* • *Participated in or led various planning committees for the implementation of major events including; Stockton's 50th anniversary steering committee, University Weekend, MLK Day of Service, University Reopening Operations Committee (UROC) Umbrella group and UROC Facilities, Athletics, Events Subcommittee.*	**PCSG**

		University Relations and Marketing • *Effectively participated and supported efforts to create University's new strategic and implementation plans.* • *Successfully responded to the COVID-19 pandemic by creating informational and event websites, targeted communications and messaging protocols to ensure important information and resources were shared as needed.*	

8.	**Facilities & Ops**	**Master planning, demand analysis and prioritizing deferred maintenance projects: Finalize an implementation plan that can be used as a specification program outline for development of a responsive campus master plan for both the Galloway and Atlantic City campuses, plus reviewing and assessing the Manahawkin Center. Planning shall also include demand analysis and prioritizing deferred maintenance projects.**
		
		July 2020 Update: 75% complete and ongoing.
		• Master Plan
		The 2020 Master Plan Update is currently in the final stages of development. The Facilities Team is working with University Relations and Marketing as well as the Space Management Committee to form a comprehensive document that will refocus the University and establish a clear and defined pathway of facility growth over the next 20 years. It is anticipated that the 2020 Master Plan Update will be submitted to the Board of Directors at their September meeting. Highlights of the plan include the following:
		   ○ *Detailed listing / narrative of all Stockton Owned properties*
		   ○ *Updated environmental engineering study of the Galloway Campus*
		   ○ *Master Planning - 7 identified development areas on the Galloway Campus*
		   ○ *Master Planning the Atlantic City Campus*
		   ○ *Estimates of construction as well as total project costs for each proposed development*
		
		• Manahawkin Center
		The Manahawkin center represents two separate leased spaces, totaling about 12,000 sf, with lease expirations in August 2022 and February 2023. In partnership with Academic Affairs and Administration & Finance, Facilities & Operations will continue to evaluate the future potential for expansion, reduction, relocation or other concepts for the future of the programs that's currently occupy the Center. This will be an ongoing project though FY2023.
		
		• Deferred Maintenance
		Each year the Division of Facilities & Operations assemble a capital budget proposal prioritizing deferred maintenance projects across the University. Each project is evaluated based on remaining useful life and assigned a comprehensive cost estimate. Past projects include C&D roof replacement, Lift Station 1 replacement and restroom renovations. Current 2020 projects include the Galloway Campus substation renovation & replacement, repairs and renovations to the water plant and the above ground storage tank replacement. Future projects include track and field replacement at the Sports Center, turf field replacement at the North Campus, A-Wing and A&S Building roof replacements and a comprehensive facility audit of the Sam Azeez Museum of Woodbine Heritage.
			OPS

9.	ITS	**Institution-wide awareness of learning technologies.** **July 2020 Update: 75% complete and ongoing.** • *Updated the ITS website and created the Instructional Continuity discussion board to foster provide information on remote learning technologies and community engagement.* • *Deployed Respondus remote proctoring solution to meet Health Science accreditation needs and onboarded the solution university wide for the year ahead.* • *Provided online guidance and remote learning opportunities for various learning technologies including Zoom and other modern collaboration systems.*	TL

10.	Multiple	**Begin the second year of Stockton's effort to implement and manage a holistic retention system in support of the state's strategic priority to reduce equity gaps and improve college completion numbers.**
		
		July 2020 Update: 50% complete and ongoing.
		
		• *The Retention Working Group, co-chaired by the Interim Provost, Vice President of Student Affairs, and Chief Planning Officer, developed a retention plan that included key projects and action steps across multiple units, including:*
		
		    1. *Continuing outreach to Fa18 and Sp19 probation students.*
		    2. *Continued early alert form processing and tracking efforts.*
		    3. *Piloted use of BCCSE advising sheets with FRST and Freshman Seminar faculty.*
		    4. *Revision of Withdrawal/Leave of Absence form and process.*
		    5. *Continuation of FRST teaching assistant mentoring program.*
		    6. *Continuation of appointment-based tutoring efforts.*
		    7. *Initiation of TALONS peer mentoring program.*
		    8. *Piloted attendance monitoring effort with FRST and Freshman Seminar courses.*
		    9. *Cultivated emerging student communities.*
		    10. *Develop survey to help research successful underrepresented minority students.*
		
		• *Multiple units have researched student success software packages, but this effort has been suspended due to the financial impacts of the COVID-19 pandemic.*
			SEM

11.	Student Affairs	**Cultivate partnerships with Student Senate and student leaders to support equitable student success.** **July 2020 Update: 90% complete and ongoing.** • *Student Development executed and implemented an MOA with Student Senate to dedicate $20,000 for cultural theme month programming. This MOA is effective through FY'22* • *Student Affairs executed and implemented an MOA with Student Senate to fund the Food Assistance program in the amount of $17,500. This MOA is effective through FY'22 (also stated in #16)*	ISS

| | | • *Advisor changes were made for Los Latinos Unidos (LLU), Pride Alliance, and Coalition for Women's, Rights to provide more focused advising for these organizations representing marginalized student groups* | |

Strategic Priority #5

Improve and expand the University's internal operational efficiencies.

Goal	Lead Unit	Description	SP
1.	**All Cabinet**	**Actively participate in the implementation of the University's Strategic Plan.** **July 2020 Update: 90% complete and ongoing.** Human Resources • *Promoted a University culture of continuous improvement that empowers employees through on-going professional development, targeted training initiatives, and career growth opportunities by conducting new manager orientation workshops with presenters from all university divisions.* • *Refined the new hire orientation process for Managers and Executives by implementation of new electronic on-boarding technology as well as improved on-boarding materials.* • *Developed and implemented the Operational Preparedness Program (OPP) for the University in response to university audit by Baker-Tilly. Targeted completion date is August 2020.* • *Implemented enhanced background screening processes (internet/social media search) for the University using new internet-based technologies.* • *Redefined and strengthened the Adjunct and TES hiring processes to ensure that all institutional protocols for on-boarding employees are followed.* OIDE 100% completed • *Co-convened Diversity and Inclusion implemented team that established three strategic planning goals.* CPO 100% complete and ongoing. • *Members of the Office of Planning and Research (P&R) have served on the Campus Community, Communication, and Shared Governance and Teaching and Learning implementation teams.* • *Specific goals and action steps prepared by the six implementation teams have been incorporated into the Cabinet's strategic priorities for FY21.* A&F 100% complete • *Co-chaired the Financial Sustainability committee and established three implementation goals.*	**PCSG**
2.	**Academic Affairs**	**Develop and support enrollment and retention strategies at the school and program level that consider mission, market demand, cost, and capacity.** **July 2020 Update: 25% complete and ongoing.** • *Worked with special assistant to the Provost to develop a system for tracking program-level metrics.*	**SEM**

		• *Program suspended in January 2020.*	
3.	**Academic Affairs**	**Support and streamline the process for academic program development.** **July 2020 Update: 25% complete and ongoing.** • *Successfully completed the internal and external approval processes for two new academic programs (MA in Coastal Zone Management and MA in Counseling).* • *Successfully completed creation of new academic minor in Immigration Studies.* • *Initiated discussion with Faculty Senate to streamline internal approval process.* • *Reassigned responsibility for AIC proposal development to newly installed Interim Assistant Vice President for Academic Affairs who will serve as the Provost Office liaison to faculty developing new programs.*	**TL**
4.	**AC-COO**	**Enhance the orientation program for Atlantic City Operations staff.** **July 2020 Update: 100% complete and ongoing.** • *Updated SOA Orientation/Workplace Manual.* • *SOAs facilitated discussions and team building activities as part of In-Services, developed program ideas for the AC Campus, and served as mentors to new hires.* • *Select SOAs were matched with Alumni Office to assist with programming in AC.* • *Co-collaborated with other campus staff (HR, Student Affairs) to facilitate workshops on customer service and effective leadership at SOA Summer Training and In-Services.*	**PCSG**
5.	**AC-COO**	**Collaborate with other university divisions in Atlantic City to facilitate efficiencies at the Atlantic City campus.** **July 2020 Update: 100% complete and ongoing.** • *Merged AC Campus Operations into the Division of Facilities and Operations in Summer 2019, which has improved workflow, communication, and allowed for a redistribution of resources.* • *A. Marino took on additional responsibilities related to supervision of facilities and plant staff in AC.* • *S. Clineman transitioned to new role as Assistant to the COO and Coordinator of Programming for AC Campus Operations.* • *Eliminated vacant position, realizing over $80,000 savings to University.* • *Realized savings in FY20 budget of nearly $100,000.*	**FS**
6.	**Admin & Finance**	**Continue to improve operational and customer services efficiencies through streamlined processes and technology.** **July 2020 Update: 100% complete.** • *Budget and Fiscal Planning and Payroll actively participated in the implementation of the Faculty Load and Compensation (FLAC) module in Banner. The FLAC module is used to process faculty, adjunct, and overload payments. FLAC enables efficient tracking of payments and faculty assignments and reporting accuracy.* • *Budget and Fiscal Planning in collaboration with the President's Office, Academic Affairs, ITS, HR, and ORSP developed a new grant PACT form. The fillable PDF will*	**FS**

| | | replace the current paper PACT version. The PACT template in Workflow was updated to include a tag (attachment) to upload the grant PACT form. Grant PACTs can now be part of the ePath process in Workflow. | |
| | | • Budget and Fiscal Planning and Payroll worked collaboratively to resolve an issue that has been ongoing related to the Deferred Pay Accrual (DDA) Earnings code. Resolution enabled the salary amount for any faculty member with a DDA earnings code to be charged to the appropriate FOAP and align budget with actual salary expenses without manual redistribution.
• Procurement and Contracting in collaboration with the Office of General Counsel worked to streamline the University contracting process. Purchase orders (a type of contract with University Terms & Conditions incorporated therein) are now used for purchases of goods and services under the bid threshold ($34,400).

Ongoing
• Administration and Finance continues to collaborate with ITS to develop new and enhanced financial reports that are available in Argos.
• Disbursement Services, Budget and Fiscal Planning, HR, and ITS are collaborating to create an ePath for hourly positions. This will run through Workflow like the PACTs and will allow users to request and confirm hourly position numbers and budget. This project is expected to be finished by September 2020. | |
| 7. | Admin & Finance | **Continue to improve intra- and inter-departmental communication and cooperation through implementation of effective, productive, and customer-friendly practices.**

July 2020 Update: 100% complete and ongoing.
• *New Manager Orientation was conducted on January 8, 2020. This training provided an overview for new managers and served as a refresher for other managers who wished to attend.*
• *Birds of a Feather meetings occurred on October 22, 2019 and April 28, 2020. The A&F Directors presented to the Budget Unit Managers and end-users on key process changes, new guidance, and important reminders. The presentation was shared with all attendees and could be used as a resource for future questions.*
• *Snack Size Trainings were held on January 9, 2020. A&F created an agenda with a variety of topics by department: Accounts Payable, Budget and Fiscal Planning, Fiscal Affairs, Payroll, Procurement and Contracting, and general Banner Finance matters. Participants selected sessions that were applicable to them or of interest. Each session was 15-minutes in length.*
• *Year-end Training was held on June 10, 2020. The A&F Directors provided training on year-end procedures, deadlines, processing, receipt of goods and services, reconciliation, journal entries, budget transfers, and account monitoring.*
• *Divisional Trainings were provided upon request. A&F continues to offer hands-on training opportunities to the University community. These are scheduled in small groups, as well as individual sessions.*
• *To keep the University community informed of new A&F initiatives and training opportunities, the development of a quarterly A&F newsletter is underway and will be rolled out in FY21.* | PCSG |
| 8. | Athletics | **Complete the Title IX assessment process.**

July 2020 Update: 25% complete and ongoing.
• The assessment process was sidetracked by the pandemic but is being revived this summer and will be pursued again in the fall. | DI |

9.	CEMO	**Increase Campus Visitations of Prospective Students.** **July 2020 Update: 100% complete and ongoing.** • *The pre-senior and fall Instant Decision Days (IDD) events saw an increase of participation compared to the prior cycle of 47%. This was a direct result of building upon the relationships with the High School counselors to assist in influencing prospective students and encouraging them to participate.* • *Implemented an early yield event as part of University Weekend to invite accepted students and their parents to campus for an earlier engagement opportunity to encourage commitments (deposits).* • *In light of COVID-19, significant improvements were made to the virtual tour experience within the Admissions website.* • *Successfully conducted a virtual Admitted Student event and Open House in Spring 2020.*	SEM
10.	CPO	**Reconstitute the Student Banner User Group (SBUG) to regularly evaluate data processes and research/correct data cleanliness and consistency issues that affect internal and external reporting responsibilities.** **July 2020 Update: 100% complete and ongoing.** • *The SBUG was reconstituted in Summer 2019 and is now co-led by members of the Chief Planning Office and the Office of the Registrar. The group has addressed data issues relating to graduation coding, timing of program major changes, changes for new students, and student attributes in Banner.*	OPS
11.	EVP	**Develop and innovate operational efficiencies to be better stewards of our resources.** **July 2020 Update: 100% complete and ongoing.** Development and Alumni Relations • *Developed new methodology for tracking pipeline development for individual, corporate and foundation donors, enabling more holistic representation of scope for donor engagement.* • *Streamlined approach to budget oversight and management, reallocating resources and maximizing efficiencies in budget stewardship.* • *Consolidated contract process for major Development and Alumni Relations services and software under the Associate Chief Development Officer to improve oversight and eliminate redundancy.* • *Managed process of transitioning from in-person events to a series of regularly scheduled virtual events to engage alumni and friends due to COVID-19 pandemic. Worked with a variety of vendors to ensure maximum cost savings and recouped funds for canceled programs.* • *Researched and selected enhanced Content Relationship Management (CRM) System for Development and Alumni Relations to increase efficiencies, ability to increase philanthropic support and steward donors appropriately.* • *Efficiently managed Development and Alumni Relations data requests to properly calculate and allocate staff resources.* • *Implemented workflow processes and systems within Development and Alumni Relations to enhance quality of external communications content and streamline the public release approval process for email communications, newsletters, print materials, etc.*	FS

University Relations and Marketing
- *Successfully developed new features in OU Campus allow team to enhance story content with audio and video clips and photo galleries.*
- *Developed and introduced new elements for web stories and digital publications including infographics, audio clips, Increased use of video to supplement web copy, use of emojis in Stockton News to add levity and/or provide emphasis or call out certain pieces of information, linking photos in Stockton News, and eblasts sent via Emma which has increased total clicks on emails, especially with Stockton Now emails*
- *Upgraded Brand Guide with branded Zoom and MS Teams background images.*
- *Rapidly developed Message Block Snippet to help content managers share emergency messaging (COVID related)*
- *Transitioned to Alertus product during FY'20, which allows all crisis messaging (texts, web, email, screens) to flow through one platform.*
- *Initiated monthly tests of Alertus system with URM/IT to maintain proficiency and awareness of new platform features.*

| 12. | Facilities & Ops | **Fleet Management: Evolve and revise the university's current fleet management process to include a short term and long-term cost-effective approach to this specific capital investment.**

July 2020 Update: 75% complete and ongoing.
- *This past year, Use of University-Owned Vehicles Procedures was updated. The procedure was last updated over 10 years ago. The procedure revisions were made working with a panel of faculty, staff and students that serve on the University's Parking Committee. The update focused on several key areas.*

Distance to travel in Fleet Vehicles
By reducing the total trip distance to 200 miles in Stockton's fleet vehicles we will improve the safety and liability of the Stockton community. The longer distance trips add mileage rapidly to these vehicles making them ineligible after 100,000 miles. Before and after the longer trips the vehicles have pre and post inspections using up valuable staff hours. By outsourcing the longer trips we will reduce our costs.

Eligibility of drivers
We have changed the eligibility of drivers so that no students are eligible to drive the 15 passenger vans or larger SUVs. Most of our students are under the age of 21 and do not have the experience driving that is necessary for larger vehicles. The state and federal guidelines recommend that drivers of these vans have CDLs. Most of the accidents occur in the 15-passenger vans.

Purpose of trip
By ensuring the purpose of the trip is for University use only we will reduce liability, wear and tear on the vehicles and reduce fuel costs. | FS |

		For safety and cost reasons we will be slowly removing the 15 passenger vans that many other universities have also chosen to eliminate from their fleet. The 15 passenger vans receive the most mileage for long trips. At 100,000 miles we take the 15 passenger vans and move them to be used by the Plant Management trades. These are not the vehicles we need for these tasks; they are repurposed for Plant Management use. *As we move forward, we will be looking into changing our fleet from 15 passenger vans and SUVs into sedans and minivans to reduce costs and improve safety. The smaller vehicles are safer for inexperienced drivers to control and will reduce fuel costs.* *We have also started purchasing flex fuel hybrid vehicles and will continue to do so as the technology in the industry advances and becomes more cost efficient. This will not only help support our green initiative but will also reduce fuel costs.*	
13.	Facilities & Ops	**Energy/Utility Management: Evolve and revise the university's current energy/utility management process, including inventory data collection, historical trends and benchmarking, seeking grant opportunities and projecting future demand to better budget and manage the utility costs to the University.** **July 2020 Update: 75% complete and ongoing.** • *Smart Metering Project: Continue ongoing installation of smart meters as part of Substation and Fire Pump Replacement Projects. This will allow energy use data from these buildings to be read remotely and stored to allow finer analysis of use and trends. Expand project to unmetered areas (such as Housing 2/3/5) to capture undocumented energy use and analyze data out of sub-metered buildings from more general utility meter data. This provides a clearer picture of energy use at the building/complex level.* • *Energy Monitoring Software: Energy Management is currently reviewing several utility invoice and energy monitoring software packages available through State Contract or GSA pricing to find the best fit to capture the energy use data from Stockton's unique blend of utility company and customer owned metering. This will better serve Facilities and Operations with the information to analyze historical trends and provide benchmarking to provide a data-driven approach to utility budgeting and management of energy costs.* • *Demand Response/Energy Curtailment: Stockton is in the final year of a three-year Demand Response contract with our current curtailment program provider, NRG Curtailment Services. The Demand Response/Energy Curtailment program allows the grid operator, PJM, to identify facilities that have excess capacity and are available to curtail energy use during times of high regional electricity demand (heat waves, polar vortex, etc.). Participation in this program has consistently generated annual revenue in the range of $30K-$70K with minimal impact on operations for Stockton in the past. As a result, this contract will either need to go out to bid or be rolled into a proposed Statewide curtailment consortium prior to the start of the 2021/22 Curtailment Year in May 2021.* • *Explore Expansion of Alternative Energy: The addition of energy intensive buildings as part of the Quad Project, has increased the amount of distributed alternative energy resources allowed to be installed behind the main meter on the core campus South of Lake Fred. Changes to the State of New Jersey Energy*	FS

		Master Plan in calendar year 2019 allow for the additional expansion of alternative energy resources beyond the physical constraints of the buildings they serve through the Remote Net Metering Program. This will allow Stockton to explore the expansion of solar photovoltaic energy systems both on and beyond the core campus to more remote areas such as the Pomona Road Parking Lots through either direct ownership or a leased Power Purchase Agreements. • *Local Government Energy Audit (LGEA) Phase 2:* The State of New Jersey Clean Energy Program's Local Government Energy Audit, sponsored by the NJ Board of Public Utilities, utilizes the Societal Benefits Charge included on the monthly bills of statewide utility ratepayers to provide grant funding for Level 1 energy audits of publicly owned buildings at no cost to identify areas of potential energy savings. In calendar year 2019, Stockton University participated in a Phase 1 LGEA to evaluate the energy use of all buildings on the core campus on the south side of Lake Fred with no out of pocket expenses. Energy Management will expand on this in FY21 to include all buildings on the north side of the lake, as well as any eligible buildings along the perimeter of the main Pomona campus, as part of a Phase 2 LGEA. • *Identify Capital Replacement Projects:* Information collected from the LGEAs will be used in coordination with institutional knowledge of operations staff to identify capital equipment replacements and structural upgrades that will have an impact on future energy savings while addressing deferred maintenance. • *Energy Savings Financial Vehicles:* Energy related deferred maintenance and capital spending projects will be evaluated to determine the most suitable financial vehicle to save on upfront maintenance costs through direct install rebates and pay-for-performance contracts or to be bundled together into a larger, overarching Energy Savings Improvement Program to leverage future energy savings to provide funding for such projects.	
14.	**General Counsel**	**Implement compliance program; update records retention and disposition schedules; provide proactive counseling; prepare and revise University policies and procedures; manage OPRA matters; integrate new staff into OGC operations; and manage internal and external legal services.** **July 2020 Update: 100% complete and ongoing.** • *Implemented compliance program and developing University website for resources.* • *Prepared, revised and reviewed various policies and procedures on matters including, among others, Title IX, Sponsorship of Foreign Nationals, Use of University Property, and Code of Conduct.* • *Implement and manage the receipt, processing and response to all OPRA matters.* • *Integrate and orient into the Office of General Counsel a new Associate General Counsel and administrative staff member.* • *Conducted ongoing meetings with various University departments, including Academic Affairs, Administration and Finance, Facilities and Operations, Human Resources, and Student Affairs, to provide proactive legal counseling.* • *Manage internal and external legal services on a broad range of University legal issues and matters.*	**FS**

15.	ITS	**Enhance services to promote quality and reliable technology support.** **July 2020 Update: 100% complete and ongoing.** *Upgraded all workstations to windows 10* *Implementation of Duo integration with VPN to provide more reliable access for work from home employees* *Implementation of AppStream for scalable remote learning.*	**OPS**
16.	ITS	**Enhance protection of institutional and user data.** **July 2020 Update: 100% complete and ongoing.** *Data loss prevention- enhanced alerting when anonymous sharing links are created on the Microsoft O365 platform* *Incident response- enhanced capability to conduct investigations into fraudulent account creation and compromised account using a combination of Splunk, Duo, Azure, and Google e-discovery platforms. Developed a dashboard that allows for reporting on authentications indicating an improbable velocity (indicating account compromise).* *User training- leveraging SafeColleges platform to deploy custom developed cybersecurity awareness courses.* *Documentation enhancements- continued development of Information Technology Framework.* *Termination process enhancements- continued to work with HR/payroll to enhance and develop reporting and identification of terminated employees retaining IT based resources.* *Remote access enhancements- increased secure remote connectivity by deploying VPN/VDI to employees working from home due to COVID-19. This includes the provisioning of approximately 300 additional individuals to the VPN service, and approximately 350 additional individuals to the VDI service.*	**SEM**
17.	OIDE	**Revise Title IX practice and procedures for consistency with the relevant state and federal laws and legislation.** **July 2020 Update: 100% complete and ongoing.** *The 2020 Title IX Regulations were released on May 6, 2020; however, prior to their release, Stockton was already engaged in activities that placed us in a better position – long-standing co-investigator model, a single adjudicator who hears Title IX (TIX) cases with foresight to prepare us for a more quasi-criminal proceeding discussed in the proposed TIX regulations. The 2020 TIX Regulations establish "the floor" and not "the ceiling" in how institutions comply.* *Established a Title IX Regulations Working Group comprised of faculty and staff to help Stockton meet "the floor" requirements of the revised Title IX Regulations by reviewing and updating relevant policies, codes, procedures, as well as the Title IX Resource Guide and related resources. The Working Group will continue in FY21.*	**PCSG**
18.	OIDE	**Further enhance employee compliance with NJ State Ethics Commission rules and NJ Conflicts Law.** **July 2020 Update: 75% complete and ongoing.** *The OIDE continues to collaborate with ITS on converting ethics forms for electronic submission from which reports can be developed. Ethics forms that do not require multiple signatures and attachments were converted, with such as the Personnel Business and Relationship Disclosure Form that was converted in*	**PCSG**

		the FY 2020 fiscal year. In FY 2021, the Outside Activity Questionnaire and the Annual College & University Disclosure Form are targeted for conversion since neither one of these forms require attachments. Although most public NJ colleges and university ethics offices have not discovered a way to ensure full compliance by employees, Rutgers apparently has done so. In FY 2021, ITS and OIDE will have a meeting with my ethics colleague at Rutgers to learn how they were able to ensure full compliance using technology.	
19.	**Student Affairs**	**Strengthen assessment strategies to measure our impact on inclusive student success.** **July 2020 Update: 100% complete.** • *Completed full divisional transition to Campuslabs Baseline Assessment System.* • *Event Services and Campus Center Operations implemented a student staff Climate Survey.* • *Student Development initiated a first-ever student survey to assess student satisfaction with advisors.* • *Analyzed and implemented an updated strategic approach to assessing learning outcomes and graduate outcomes.* • *Updated assessment tools associated with workshops/events/virtual tutorials (e.g. Resume Writing, Networking, Interviewing, etc.) to better measure learning gains. Transferred assessment tools from Qualtrics to Campus Labs. (Office: Career Education and Development).* • *Transitioned to new career management platform, Handshake, which also disseminates the First Destination Survey to new graduates. (Office: Career Education and Development).* • *Redeveloped and implemented Orientation and Registration surveys to strengthen assessment strategies.*	**ISS**

Strategic Plan (**SP)** Alignment Legend:

People, Communication and Shared Governance =PCSG

Financial Sustainability = FS

Diversity & Inclusion = DI

Strategic Enrollment Management = SEM

Teaching and Learning = TL

Inclusive Student Success = ISS

Operational Priorities = OPS