



# Dr. Harvey Kesselman

## Presidential Retrospective: 2015-2023



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## A Message from President Kesselman

More than 50 years ago, I made a life-changing decision. I made the decision to plant myself and grow right here at, then, Stockton State College, and it has proven to be one of the best decisions of my life.

I never imagined that someday I would become president of this extraordinary institution. But here's what I know: my Stockton education, my professors, fellow students, and college experiences, without a doubt, helped prepare me for life's challenges and instilled in me the notion that no dream was off-limits or impossible to achieve.

It has been my honor to put in the work to make a Stockton degree more valuable every day by increasing accessibility to a high-quality education, reducing student indebtedness and elevating Stockton's reputation among our peers both regionally and nationally.

This retrospective highlights my eight years as president, including increasing higher education accessibility and affordability through equitable funding, strategic enrollment management, campus and programming growth and development, efforts in diversity, equity and inclusion, strategic planning, fundraising and giving and professional service.



## Increasing Higher Education Accessibility and Affordability

### Championing Equitable Funding

President Kesselman has been committed to advocating for the cause of equitable funding for public colleges and universities in New Jersey, working tirelessly with state policymakers and legislators to benefit Stockton and other institutions of higher education.

One month prior to assuming his presidency in April of 2015, then Governor Christie had reduced Stockton's direct state appropriation to \$17.64 million. Through relentless advocacy, President Kesselman was able to restore the cut and bring the appropriation up to \$18.39 million by July 1, 2015 (FY16). He then began a diligent campaign to both increase the University's direct state appropriation by advocating for the implementation of a dollar per FTE funding floor and to increase the number of funded positions.

President Kesselman successfully negotiated an increase in state-funded positions for FY19. Stockton's total state-funded positions increased by **305**, from 764 to 1,069, and are now valued at more than \$9.5 million in savings each year. The state-funded positions cover the pension and health care benefit costs of these lines, which allows Stockton to pay the debt service on Phase I of the Atlantic City campus and hire faculty, security personnel and operational staff crucial for overall campus growth.

In FY20, Stockton received a **32% increase** in direct state appropriation to \$24.35 million, which included \$4.6 million to cover the debt service and initial operating costs for Phase II of the Atlantic City campus.

Additional funding inequities were addressed by the state beginning in FY22. That budget, approved by the Legislature and signed by Gov. Phil Murphy, established a new minimum dollars per full-time equivalent (FTE) of \$3,050 per FTE for all public colleges and universities. In FY23, this increased to **\$3,750** per FTE.

Further, as Chair of the New Jersey Presidents' Council, President Kesselman lobbied for an increase in the Tuition Aid Grant (TAG) funding for Stockton's (and other public institutions') neediest students. As a result, Stockton's neediest TAG-eligible students received an additional **\$1,200** grant per year, further reducing student indebtedness.

## Direct State Appropriation (in millions)



Additionally, President Kesselman worked closely with the Office of the Secretary of Higher Education (OSHE) to update their funding rationale for Outcomes-Based Allocations (OBA). This allocation is based on total number of degrees awarded, number of degrees awarded to students from underrepresented racial and ethnic minority groups and the percentage of students who qualify for need-based financial aid.

With the funding floor and the OBA, the total appropriation for FY23 is at least **\$39.409 million**, an incredible **123% increase** over FY15. These increases have been a result of strong relationships with the Legislature and Office of the Governor and have led to financial stability, an increased investment account, and an ability to keep tuition low while growing the campus and attending to deferred maintenance priorities.

### Last Dollar Aid Programs

The Stockton Promise grant, initiated in 2021, guarantees 100% of the gap between federal, state, institutional and private financial aid funds (grants and scholarships) and the cost of tuition and fees for qualifying students in their first and second years of study (less than 59 credits earned). The Garden State Guarantee, enacted by Gov. Phil Murphy, provides the same coverage for students in their third and fourth years of study (those with more than 60 credits earned).

New Jersey residential students with adjusted gross incomes (AGI) between \$0 and \$65,000 are eligible for \$0 tuition and fees. Those with AGIs between \$65,001 to \$80,000 may be eligible for the program's sliding scale of reduced tuition and fees of no more than \$7,500.

Together, these two programs make it possible for eligible students to earn a four-year college degree debt-free.



# Strategic Enrollment Management

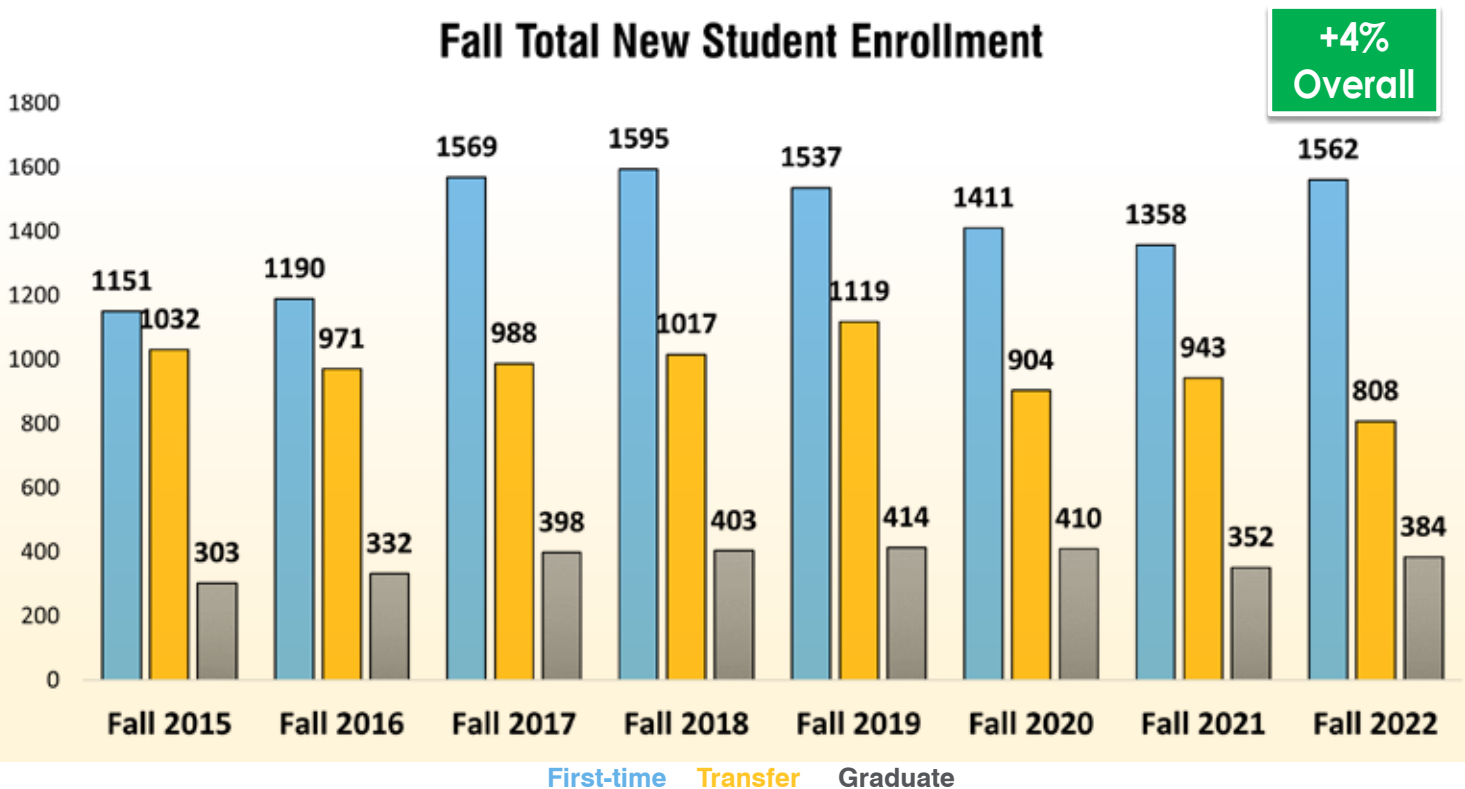
## Enrollment & Growth

### Fall 2022 Enrollment

Strategic enrollment management is a key pillar of the University's Strategic Plan. The extraordinary efforts of Enrollment Management recruitment staff and retention efforts across the University are evident in the Fall 2022 enrollment data. The COVID-19 pandemic presented numerous challenges and had a negative impact on enrollment in 2020 and 2021, but through creative and carefully planned recruitment tactics, established pathways with area high schools and community colleges and strong partnerships between University departments, first-time student enrollment is up 16% over Fall 2021. This semester, Stockton welcomed one of its largest first-year student classes, with more than 1,570 new students enrolled.

**The University saw a 54% increase in first-year student applications – more than 11,000 – as students increasingly make Stockton their top-choice for pursuing a college degree.**

### Fall Total New Student Enrollment



## Strategic Partnerships

### Transfer Pathways

Stockton formed partnerships with several New Jersey community colleges to establish the Transfer Pathways program. This dual admission option gives students conditional acceptance to the University while they work on their associate degree at a partner institution. Students in the program have access to advising services at both Stockton and their current school, housing eligibility at Stockton and can participate in Stockton clubs and organizations.

The program provides a direct, cohesive route to a bachelor's degree with easy transfer of credits. This partnership makes higher education more affordable for students. The program began in 2015 and 12 New Jersey community colleges are currently participating:



- Atlantic Cape Community College
- Bergen Community College
- Brookdale Community College
- Camden County College
- County College of Morris
- Hudson County Community College
- Mercer County Community College
- Middlesex College
- Ocean County College
- Rowan College at Burlington
- Rowan College of South Jersey
- Salem Community College

### **Dual Credit Program**

Initiated in 2012, Stockton's dual credit program was created to help high school students be better prepared for college, graduate more quickly and have less debt.

High school students throughout New Jersey and parts of Pennsylvania have the opportunity to earn college credits through Stockton while in high school, saving time and money on their bachelor's degrees while helping them prepare for college-level work. Students in the program receive a reduced credit rate of \$100 per credit hour, with all additional fees waived. Students eligible for the federal free and reduced-fee lunch program are eligible for free tuition.

The program currently reaches 1,317 students in 45 high schools, with at least eight more to be added soon. Courses are offered in several disciplines and topics, from Exploring

Animation and Writing for the Media to Precalculus and Music Theory. The most popular courses are world languages and Holocaust and Genocide Studies.

Data collected by Stockton's Office of Institutional Research so far on dual credit students who subsequently chose to attend the University shows that these students have high retention and graduation rates.

### **Dual Path Partnerships**

Stockton has signed several Dual Path Partnership agreements with area school districts to accelerate degree completion and reduce debt for students. So far, agreements are in place with Greater Egg Harbor Regional School District, which houses Absegami, Oakcrest and Cedar Creek high schools, Ocean City School District and Southern Regional High School.

Under the agreement, students who earn their high school diploma in three years with a minimum GPA of 3.0 or better are guaranteed enrollment at Stockton. Those who complete 32 credits in high school as part of the dual credit program will enter the University as sophomores. Students also have access to on-site personal advisement, college admissions and financial aid workshops.



## Campus & Programming Growth and Development

### Academic Quad

Two new buildings on the Galloway campus officially opened with a ribbon-cutting ceremony on May 2, 2018. The curved designs of the new buildings, along with the Unified Science Center (USC) and the Campus Center, created a new quad area for student gatherings and events. The \$48 million project was funded by the N.J. Building Our Future Bond Act, with the University providing 25% of the cost as matching funds.

The project added almost 100,000 square feet of academic space, which extends Stockton's statewide leadership in science, health sciences and mathematics education and provides the academic tools for health and STEM majors.

### Unified Science Center 2

An expansion of the USC that opened in 2013, the Unified Science Center 2 (USC2) features a greenhouse with three temperature zones, labs dedicated to physics, organic chemistry and anatomy and physiology, a vivarium and an X-ray room. The addition of USC2 allows the sciences to be housed in one building, streamlining student access to faculty, equipment and resources.

### John F. Scarpa Health Sciences Center

The John F. Scarpa Health Sciences Center includes an Exercise Science lab, a Sustainability lab, and a simulation suite, complete with mock patient rooms and simulated patients to provide students with life-like experiences. The Doctor of Physical Therapy program occupies the third floor in a dedicated space with room to accommodate the program's expansion to 34 students. Facilities and equipment mirror contemporary physical therapy practices.

### Stockton University Atlantic City

Stockton University returned to its roots in Atlantic City through the opening of a new residential campus in 2018. Funding for the \$178.2 million project was provided through sources including the New Jersey Economic Development Authority, Atlantic County Improvement Authority, State of New Jersey's Higher Education Capital Improvement Fund Act, South Jersey Industries, Atlantic City Development Corp (AC Devco) and the University.



## Kesselman Hall

Situated on the Boardwalk, the first residential complex boasts views of the ocean and O'Donnell Park. The site includes apartment-style living for 533 students, two lounges, laundry facilities, a fitness center, a mailroom, designated security, an outdoor quad space and shuttle service to and from the Galloway campus. The fireplace features ceramic tiles designed by MudGirls Studios, based in Atlantic City. The textures and colors are inspired by the sea and the pines, representing Stockton's locations in Galloway and Atlantic City. The building was officially named Kesselman Hall in a ceremony on May 3, 2023.

## John F. Scarpa Academic Center

Hundreds of courses in a variety of disciplines are offered at Stockton Atlantic City. Featured academic programs include Hospitality & Tourism Management, Business Studies and Social Work. Several graduate programs are housed at the Atlantic City campus, including the MBA in Healthcare Administration & Leadership, the Master of Social Work and the Ed.D. in Organizational Leadership. The programs take advantage of the unique location within Atlantic City with access to industry leaders in hospitality, tourism, health care, environmental science and education.

## Phase II

Atlantic City became a top choice for residential students when it opened and remains one of the first locations to fill up when housing selections are made available each year. To meet the demand for affordable student housing, Phase II of the Atlantic City campus began with a groundbreaking in Oct. 2020. The \$69.3 million building was developed through a private/public partnership with AC Devco.

Stockton officially opened the second residential complex with a ribbon cutting ceremony on May 3, 2023. The 135,000-square-foot building features apartment-style living for 416 students within its six stories.

## An Anchor Institution in the University District

New Jersey designated Stockton University as an Anchor Institution in 2016. The designation recognizes the University's impact on Atlantic City and the surrounding region and its potential to contribute to and help stabilize the local economy.

The Atlantic City Council approved the designation of a University District surrounding Stockton Atlantic City in July 2018. The designation is intended to promote investment and development in academic and related uses within the boundaries of the district and support a vibrant and diverse economy.

Signage along Sovereign Avenue to Dover Avenue, from the Boardwalk to the Inside Thoroughfare, Albany Avenue, Trenton Avenue and West End Avenue marks the district.

President Kesselman serves on the Anchor Institution Task Force (AITF). AITF functions as a think tank and movement-building organization working to deepen and extend the democratic engagement of anchor institutions in their neighborhoods, cities and regions.

## Manahawkin - Accelerated Nursing

Through a significant donation to the University, the acquisition of additional space at the Manahawkin location and the completion of the necessary renovations were done





at no cost. The expansion into the adjacent space more than tripled its former size and now provides even more hands-on learning opportunities to students in the accelerated Bachelor of Science in Nursing (BSN) program.

The facility includes a six-bed Foundations of Nursing lab and seven physical assessment examination rooms that are outfitted to look and function like a professional medical office. These resources allow Stockton to meet the critical need for competent nurses that was on the rise before the COVID-19 pandemic and increased exponentially after.

The expanded space and need for nurses allowed the University to expand the Accelerated BSN program to now accept cohorts in both the Fall and Spring.

## Expanded Undergraduate & Graduate Programs

Reviewing and expanding academic offerings is vital to the University's success in recruiting and retaining new students and helping them prepare for the jobs of tomorrow. The following programs were added to the University's offerings during President Kesselman's tenure:

### Undergraduate Majors

- Accounting, B.S.
- Africana Studies, B.A.
- Business Analytics, B.S.
- Digital Studies, B.A.
- Education & Human Development, B.A.
- Esports Management
- Exercise Science, B.S.
- Finance, B.S.

### Undergraduate Minors

- Cannabis Studies
- Migration Studies

### Graduate Programs

- Coastal Zone Management, M.S. and PSM
- Counseling, M.A.
- Data Science & Strategic Analytics, M.S.
- Healthcare Administration & Leadership, MBA
- Public Health, MPH

## 2020 Facilities Master Plan

The Stockton University Board of Trustees, on Sept. 23, 2020, approved a new Facilities Master Plan 2020, a 138-page plan that provides a long-term vision for University expansion, with developments projected well into the next decade.

The original Facilities Master Plan was completed in 1990 and was updated in 2010.

The revised plan was a yearlong process that involved several campus committees and members of the Board of Trustees, faculty, staff and students. The Master Plan is also aligned with the preservation requirements of the New Jersey Pinelands Commission and identifies sensitive environmental areas and species.

### Multicultural Center

The new Multicultural Center officially opened in February 2023 and represents the University's vision and commitment in its response to racial justice concerns and will provide a sense of belonging and support for students from historically underrepresented communities.

The approximately 4,100-square-foot center serves as a learning and social space for students and guests. There are three primary components: the entryway which allows for small receptions and a gallery-like function; the “living room” serves as a learning and social space for students and guests and includes a kitchenette; and the large multipurpose space will host viewings, small-scale performances, speakers and more. The space has modular furniture to reconfigure or remove for various set-ups. There is also ample storage space and office space for anticipated staff. The center extends outside to a landscaped courtyard, which will also serve as part of the center’s reservable programming space.

### Sports Center Expansion

The Master Plan includes plans to expand the Sports Center to increase the available space and equipment for workouts, coaches, recruiting and training. The space will also provide one location for all fitness and wellness functions that are currently separated in different buildings. Phase I and Phase II expansions and reprogramming for the Sports Center facilities will allow for improvements and upgrades in areas including:

- New locker rooms
- New coaches’ offices
- Administrative offices
- Athletic training room
- Meeting room
- Event space
- Concessions/ticketing area
- Storage
- Public restrooms

### Rowing

President and Mrs. Kesselman have worked diligently to bolster the rowing program at the University. The first full-time rowing coach in Stockton’s history, John Bancheri, was hired in 2018 with a mission to build a rowing powerhouse. The formation of the Rowing Advisory Committee connected local businesses, rowing enthusiasts and supporters.

The women’s team earned the first-ever Dad Vail Regatta medal by an Osprey varsity 8 boat at the prestigious races May 10-11, 2019, in Philadelphia. Following a COVID-shortened season in 2020, the team soared back to full strength, with the women’s varsity 8 team winning gold at the 2021 Dad Vail Regatta.

The program continues to succeed. In 2023, the varsity eight won gold at the Knecht Cup and the Dad Vail Regatta. The varsity eight also won gold at the Mid-Atlantic Rowing Conference Championships, and the program finished second overall. Head Coach Chris O’Brien was voted MARC Coach of the Year and seven Ospreys received postseason honors from the conference for the 2023 season.

The ‘Osprey Navy’ has taken to growing the next generation of rowers with the Summer Youth Rowing Program. The free summer program provides underserved Atlantic County middle school students with athletic development, teamwork opportunities and exercise and introduces novice rowers to the sport of rowing.

Since 2018, dedicated partners have raised over \$340,000 in support of rowing. This marks the most that’s ever been raised for all of Stockton’s other athletic programs combined. It is President Kesselman’s hope that these efforts continue to inspire others to support all Stockton’s programs and athletes.





## Diversity, Equity and Inclusion

A commitment to diversity, equity and inclusion is embedded in Stockton’s mission, which reads:

*“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.”*

President Kesselman has placed an emphasis on inclusive student success, with the goal of increasing not only the diversity of the student population, faculty, staff and administrators, but increasing the support services available to attract and retain these students and employees.

### Diversity Enrollment

Through targeted messaging and outreach, the diversity of Stockton’s student population has continued to increase, now at a total of 40% of students who identify as Asian, Black or African American, Hispanic/Latinx or multi-racial. This is a significant increase from Fall 2018, where 32% of the student population were diverse. The entering class of 2022 is the most diverse in Stockton’s history at 46%, with more than 700 first-year students identifying as minority or mixed race. The student body is now a closer representation of New Jersey’s diversity.

Ethnicity	F 2015 %	F 2016 %	F 2017 %	F 2018 %	F 2019 %	F 2020 %	F 2021 %	F 2022 %
Asian	5.3	5.8	5.8	5.8	6.4	6.7	6.9	7.1
Black or African American	6.7	7.0	7.8	8.3	8.5	8.9	8.9	10.2
Hispanic/Latino	10.7	11.7	12.3	13.1	14.1	15.4	16.4	17.8
White	72.7	70.7	69.2	67.9	65.7	63.7	62.1	59.7
Other (2 or more, etc.)	3.2	3.2	3.2	3.1	4.2	4.4	4.7	4.3
Unknown	1.6	1.6	1.7	1.8	1.1	0.9	1.0	0.9
Total	100%	100%	100%	100%	100%	100%	100%	100%
<b>Diversity Population</b>	<b>28%</b>	<b>29%</b>	<b>31%</b>	<b>32%</b>	<b>34%</b>	<b>36%</b>	<b>38%</b>	<b>40%</b>

Stockton’s Educational Opportunity Fund (EOF) offerings expanded to include a second program in Atlantic City for 50 students in 2018. This additional program increases Stockton’s total number of EOF students to 135 per year, allowing the University to recruit and support more students from underrepresented and economically disadvantaged backgrounds.

### Board of Trustees Resolution on DEI

On July 15, 2020, the Board of Trustees unanimously approved a resolution that reinforced its commitment to Diversity, Equity, Inclusion and Social Justice at Stockton and positioned the University to be a leader on these issues. Here are a few of the ways the University has responded to this charge thus far.

#### Inclusivity & Cross-Cultural Respect

- The Office of Equal Opportunity and Institutional Compliance implemented a newly enacted Sexual Misconduct Procedure to comply with 2020 Title IX regulations; implemented federally mandated Title IX advisor and decision-maker trainings; participated in the President’s Task Force on Campus Safety and moderated its Post-George Floyd Policing Conference in October 2021; and worked with the Office of the Provost and Faculty Senate Task Force on Sexual and Gender-Based Violence to present a comprehensive faculty training session in September 2022.
- The Ed.D. in Organizational Leadership program developed a new “centerpiece” required course and has infused diversity, equity and inclusion themes throughout all prior and subsequent courses required for the degree.

- Stockton secured a \$500,000 grant from the Office of the Secretary of Higher Education for the Opportunity Meets Initiative Challenge (OMIC). Through this two-year program, Stockton is working with Palmyra High School, Pleasantville, and STEMCivics to provide a college readiness program through dual enrollment. The goal is to have 60 students from each school graduating with at least a year of college credits.

#### Educating Students on Racial Injustice

- In Spring 2022, the Faculty Senate created a task force to review the Essential Learning Outcomes (ELOs) to ensure relevance for the current learning and national climate and to solidify diversity, equity and inclusion as accessible and foundational learning components for all students.
- The General Studies curriculum added a new R attribute. The R1 attribute includes courses that are focused on race and social justice, while the R2 attributes are attached to courses that have aspects of the subject matter attending to these issues. The courses were presented for the first time in the Fall 2021.

Term	Number of Courses	Seat Capacity	Seats Filled
Fall '21	32	1,005	887 (88.3%)
Spring '22	33	1,059	985 (93%)
Summer '22	7	235	188 (80%)
Fall '22	49	1,362	1,122 (82.4%)
Spring '23	49	1,533	1,472 (96%)
<b>Total</b>	<b>170</b>	<b>5,194</b>	<b>4,654 (89.6%)</b>





### **Diversity, Equity, Inclusion in Reappointment, Tenure and Promotion Process**

- Each program in Academic Affairs, with oversight of the School Dean, reviewed the specific reappointment, tenure and promotion program standards to reflect diversity, equity and inclusion as an attribute in all aspects of faculty life.
- The Vera King Farris Fellowship (VFK Fellowship), a pipeline-building program for underrepresented graduate students, will expand to include a Doctoral Fellowship.

### **Diversity, Equity, Inclusion in Hiring Practices**

- The Office of Human Resources (OHR) partnered with the Office of Diversity & Inclusion (ODI) to issue letters to community partners toward establishing a relationship with diverse community groups for advertising vacant positions.
- OHR partnered with ODI to expand the current Search Advocate training program to a wider audience of managers who will serve as search advocates on out-of-program/division searches.
- OHR is implementing a new Applicant Tracking System (ATS) offering a redacted information feature for initial applicant screenings. This feature reduces the likelihood of bias impacting initial screenings. Additionally, the new ATS offers a reporting tool that will allow OHR to thoroughly analyze the diversity of applicant pools within departments/divisions and across the University.

### **Higher Education Excellence in Diversity (HEED) Awards**

Stockton has been recognized four times by INSIGHT into Diversity magazine, the oldest and largest diversity-focused publication in higher education, with its Higher Education Excellence in Diversity (HEED) Award, first earning the award in 2016 and again in 2017, 2018 and 2021.

The national honor highlights U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. To earn the award continually is a tribute to the ongoing, campus-wide commitment of Stockton's faculty, staff and students. The University was recognized due to the aforementioned initiatives.



## Strategic Plan 2025: Choosing Our Path

Faculty, staff, students and administrators from across the campus contributed to the development of the University's newest strategic plan. The planning process took place over several years, beginning in May 2017 with the launch of a new mission, vision and values statements.

The plan builds upon essential themes from the mission and includes six key areas of focus: Inclusive Student Success; Diversity & Inclusion; Teaching & Learning; Strategic Enrollment Management; Financial Sustainability; and Campus Community, Communication & Shared Governance. This plan replaces the recently completed 2020 Strategic Plan, which focused on the four initiatives of Learning, Engagement, Global Perspectives and Sustainability (LEGS).

### Shared Governance

Shared governance was a focal point of the strategic planning process and continues to be a major driver of policies, procedures and actions the University makes. Cooperation among administrators, faculty, staff and students is vital to the success of the University. Here are a few examples of shared governance in action.

#### Task Force on Shared Governance

The Task Force on Shared Governance has been responsible for several powerful, positive outcomes since its establishment in 2015. The work of the committee has fostered ongoing campus conversations with an emphasis on transparency, inclusion and respect for all voices within the Stockton community. Since strengthening the University's commitment to shared governance, Stockton has been hailed as a model for shared governance by the Association of Governing Boards of Universities and Colleges in their research papers and conferences.

#### University Restart/Resilience Operations Committee (UROC)

Stockton's University Restart Operations Committee (UROC) is an institution-level team that researched, analyzed, prepared and recommended a set of operating principles to guide the University during the COVID-19 pandemic – in compliance with all necessary local, state and federal health, safety and education guidelines.

Thanks to the tireless work of the UROC and the campus community, Stockton was able to successfully return to campus for the Fall 2020 semester with updated health and safety precautions and following all state and local guidelines.

The committee was renamed the University Resilience Operations Committee to reflect the transition from “restarting” the University to maintaining a safe educational and operational experience for the Stockton community throughout the pandemic.

The committee was comprised of employees from divisions across the University, including faculty and students.

### **Staff Senate**

The Staff Senate was formally created in 2022 after the ratification of the Staff Senate Constitution on June 29. A core group of staff members began the work of creating the group in 2021 to bolster shared governance and provide staff with a voice and representation in University matters, similar to that of the Faculty Senate.

The Staff Senate accepted nominees for officers and held its first meeting of the 2022-23 academic year in September.

### **Financial Sustainability**

As a state institution, Stockton is accountable not only academically for its students, but financially to be good stewards of its funds, assets and human resources. Even before the financial constraints of the COVID-19 pandemic, financial sustainability was of vital importance to President Kesselman’s administration. When he assumed the role as president, Stockton’s state appropriations were dropping, and the University was on the low end of the total state appropriations per full-time equivalent.

Finding a balance between tuition and fees, student indebtedness, deferred maintenance and operating budgets was a large undertaking. In addition to lobbying for and receiving increases in state funding, the administration has worked to align budgetary practices with the strategic goals. Annual program reviews allow time to assess academic programs, staffing, budgeting, goals and accomplishments.

### **External Credit Ratings**

In 2019, Moody’s Investor Service revised the University’s outlook from negative to positive, citing leadership’s strong budgetary policies, financial monitoring and long-term planning.

In 2023, Moody’s upgraded Stockton’s bond rating from Baa1 to A3 with a stable outlook. According to the report, the upgrade was driven by material strengthening in wealth and liquidity, successful execution of the Atlantic City Phase II expansion and consistently sound earnings margins.

In 2023, Stockton was upgraded to an A bond rating with Fitch Ratings. In its press release, Fitch said: “The ‘A’ IDR and bond ratings for Stockton reflect the university’s steady rise in net student-driven revenues over the past several years in part due to new beachside housing in Atlantic City that boosted auxiliary revenues even as enrollment faced moderate pandemic-era declines.”

The analysis also noted the University benefits from increasing amounts of state performance-based funding tied to graduation levels and other success metrics.

### **COVID-19 Relief Funding**

The COVID-19 pandemic impacted the University in several ways. Student refunds for suspended housing, meal plans, and transportation and safety fees affected the University’s bottom line. Reduced housing occupancy throughout the Fall 2020 and Spring 2021 semesters, a slight decrease in enrollment, and equipment necessary to maintain a safe living and learning environment during the pandemic contributed to the need to reevaluate University spending procedures and priorities.

A new pre-approval process for all spending was implemented, which allowed budget unit managers to analyze all proposed purchases. Zero-based budgeting, which was piloted by a few departments in FY19, encouraged departments to prioritize their spending and reduce costs without sacrificing services and experiences for students.



Relief funding from the Coronavirus Aid, Relief and Economic Security (CARES) Act; Coronavirus Response & Relief Supplemental Appropriations (CRRSAA) Higher Education Emergency Relief Funds (HEERF) II; the American Rescue Plan HEERF III; Governor’s Education Emergency Relief Fund; and the Coronavirus Relief Fund provided more than \$66 million in funding.

This money was used to offset lost revenues, purchase information technology equipment needed to enhance online learning and events, outfit the University with health and safety equipment and to provide aid to students who suffered financial hardship due to the pandemic.

**To date, the University has distributed more than \$17 million in federal funds to assist more than 6,000 students who were impacted financially by the COVID-19 pandemic and allocated an additional \$493,000 of its own HEERF III allotment to eliminate the debt of 214 students who still owed funds to the University.**

### Increase in Stockton’s Investment Account

Since FY15, the total in Stockton’s investment account has increased an outstanding 94%, from \$65.58 million to \$130.99 million. Strong investment managers and positive market performance have helped the account grow. More importantly, the University’s balanced approach to budgeting, plus President Kesselman’s efforts to increase direct state appropriations have led to the University not withdrawing any funds from the investment account to support operations. Keeping funds in the account allows the investment to grow more quickly.

### Stockton University Investment Balance at Fiscal Year End

Fiscal Year	Balance
FY2015	\$67,584,740
FY2016	\$83,145,208
FY2017	\$73,447,181
FY2018	\$78,249,959
FY2019	\$88,614,050
FY2020	\$92,268,849
FY2021	\$140,227,798
FY2022	\$130,992,922
<b>Change from FY15-FY22</b>	<b>\$63,408,182 (94%)</b>

CARES, CRRSSA & ARP Funding	
Higher Education Emergency Relief Fund I, II & 3	
<i>Student Allocation</i>	\$23,714,092
<i>Institutional Allocation</i>	\$29,152,128
<i>Strengthening Institutional Programs</i>	\$2,368,275
Governor’s Education Emergency Relief Fund	\$2,815,904
Coronavirus Relief Fund	\$8,829,763
<b>Total Pandemic Relief Funding</b>	<b>\$66,880,162</b>





## Giving Highlights

The Office of Development and Alumni Relations boosts engagement through personal outreach, targeted initiatives, crowdfunding, enhanced stewardship and improved communication. The department works with donors to match their interests to the University's strategic priorities. The following are a sample of the generosity of our donors, made possible by Development's relationship building.

### Annual Campaigns & Events

#### Ospreys Give

Ospreys Give, the University's annual day of giving campaign, began in 2018 with a marathon of 1,969 minutes of giving to honor the year the University was founded. Funds raised during Ospreys Give benefit a range of scholarships and support services. Donors can choose where they would like their money to go, adding a personal connection to the funds.

The inaugural Ospreys Give raised \$101,949 from 643 gifts, exceeding the set 500-gift goal.

The annual 24-hour campaign encourages alumni and current student involvement, with a range of activities on campus and online. To date, students have painted pumpkins, grabbed cash in a wind tunnel (and selected where the funds were donated), munched on doughnuts, viewed sushi rolling demonstrations and performed dance routines. Alumni ambassadors help promote the event on social media, with some providing matching funds for donations to particular causes.

In 2019, a significant new endowed scholarship fund from Pravin Khatiwala, in memory of his late wife Jaybala, helped push the total raised to more than \$350,000. The yearly campaign has adapted over time to involve more virtual and interactive components and went entirely virtual during the COVID-19 pandemic. The 2021 event saw a record number of donors, with 763 supporters giving to the causes that are important to them.

**Ospreys Give has raised more than \$810,000 from nearly 3,650 individual gifts since its inception in 2018.**

## Scholarship Benefit Gala

The Scholarship Benefit Gala has been a hallmark event for the Foundation for more than 40 years. Net proceeds from the event support the Foundation's Benefit Gala Endowed Scholarship Fund.

The events highlight Stockton students and the programs they can experience at Stockton through the generous support of donors. Scholarship recipients share their stories and gratitude. In 2020, the Gala moved to a virtual format to adhere to COVID protocols, but still found ways to engage donors, spotlight student success and raise more than \$190,000 for the endowment. In 2022, menu items featured produce from the University's Sustainability Farm and maple syrup from campus trees.

Since 2015, the Scholarship Benefit Gala has raised more than **\$3 million** in support of student scholarships.

## Engelberg Leadership Scholarship Program

Alfred and Gail Engelberg made an initial \$1 million gift commitment to help students become leaders in Atlantic City in 2019. Alfred, a prominent former New York attorney and philanthropist who grew up in Atlantic City, started the program to pay all college costs for a select group of students with connections to his hometown. The goal is to encourage students to remain in Atlantic City and become its next community leaders after they graduate.

The Engelberg Leadership Scholarship Program (ELSP) covers the full cost of tuition, fees, room, board, books and other expenses and provides leadership and experiential activities and internships to help the students develop their leadership potential. The program is open to rising sophomores who graduated from Atlantic City High School or those from Atlantic City who may have graduated from other high schools, such as the Atlantic County Institute of Technology.

The students in each cohort represent the city's diversity and a range of majors and interests.

The first cohort of Engelberg scholars graduated in 2022. The Engelbergs were so impressed with the first cohort's success that they recently committed another \$700,000 to continue the program for another three cohorts.



## Building & Area Dedications

### John F. Scarpa Academic Building & John F. Scarpa Health Sciences Center

Entrepreneur and philanthropist John F. Scarpa pledged \$8 million to the Stockton University Foundation, the largest gift in the University's history. The gift, established in 2019 from The John F. Scarpa Foundation, courtesy of John and Jana Scarpa, targeted two primary initiatives: Stockton's expansion of academic programs in Atlantic City and the Health Sciences program at the mainland campus, and create an unrestricted fund for other University needs.

In appreciation of this landmark donation, Stockton named two buildings: the John F. Scarpa Academic Center at Stockton Atlantic City and the John F. Scarpa Health Sciences Center on the Galloway campus.

"I grew up in South Jersey and started my career here. I watched Stockton College grow to become Stockton University, an institution providing students the best academic opportunities available without leaving this great part of New Jersey," Scarpa said.

### Kramer Veranda

Charles and Lynn Kramer honored his parents, Arnold and Gertrude, by creating an endowed scholarship fund in their name that will assist Atlantic City High School graduates who attend Stockton.

Stockton thanked the Kramers at a ceremony on July 18, 2019, at which the front veranda of the new Academic Center was named the Kramer Veranda in memory of Arnold and Gertrude Kramer.

"My parents were both devoted to Atlantic City and were involved in a lot of organizations. It was a wonderful place to grow up. I want to perpetuate their memory and when I told my mom I wanted to do this in Atlantic City she really liked the idea," Charles Kramer said.

The long-term commitment of \$250,000 for the endowed scholarship will assist students as they attend college, something Arnold and Gertrude did not have the opportunity to do.

### Alton Student Lounge

Elizabeth B. Alton believed so strongly in access to higher education that in the 1960s, she traveled around the state to convince the Legislature to fund a new state college in South Jersey. South Jersey got its college when Richard Stockton State College opened in Fall 1971. Elizabeth Alton served on the first board of trustees.

Karen Alton and the entire Alton family have continued her legacy of support for the college and Atlantic City. On Sept. 28, 2019, the Alton Student Lounge was named in her honor at the Academic Center in Alton's hometown of Atlantic City.

The second-floor lounge now features a mural that Alton's grandson, Michael, called "jaw-dropping." It includes photos of Alton at different stages of her life, and a boat with Alton, her husband and other prominent members of Stockton's founding community, their names written in Alton's handwriting.

## Support for Athletics

### Rowing & Growing

The University launched its drive to become a powerhouse rowing program with the inaugural Rowing & Growing with the Ospreys event on March 8, 2019. The event honored local rowing legend Stan Bergman and raised funds for the Rowing program.

The event garnered funds to add three new varsity 8 shells and other equipment. Subsequent events have honored Bob and Judy Garbutt, Sue Peterson and the late Dr. John 'Doc' Holland, and raised funds to provide ergometer rowing machines, oars and other equipment.

### Intramural & Club Sports

To help club and intramural sports teams attend competitions and expand their skills, \$25,000 was pledged to establish the Kesselman Club Sports & Intramurals Achievement Fund. On average, about 300 students each year participate in a club or intramural sport. This fund will help pay for costs such as tournament entry fees and travel.

Stockton club and intramural sports include cheerleading, ice hockey, bowling, esports, ultimate frisbee, flag football, bowling, quadball, fishing, fencing, coed tennis, indoor soccer and men's rowing, volleyball and golf.



## 50th Anniversary Celebration

Stockton celebrated its 50th anniversary of teaching during the 2021-22 academic year. Stockton's more than 60,000 alumni include teachers, nurses, accountants, police officers, business owners and CEOs who have helped South Jersey and the state grow and diversify. More than 60% of those alumni still live in South Jersey and 80% have remained in the state. The University community celebrated the 50th anniversary with an array of programming, events, projects and storytelling.

### Events

#### Winter Tree-dition

On Dec. 9, 1970, a small cedar sapling was planted on the Galloway campus as part of the groundbreaking ceremony for the new Stockton State College. On Dec. 8, 2021, students, faculty and staff gathered at the site as a plaque was unveiled commemorating the event at the inaugural "Winter Tree-dition."

Guests sipped hot chocolate and cider and bundled up in black and gold Stockton 50th anniversary scarves, as Student Senate President Brianna Bracey, President Kesselman and Board of Trustees Chair Raymond Ciccone unveiled a plaque, that was later installed by the tree located near Lake Fred behind the Arts and Sciences building.

The plaque notes that the original tree had been saved and transplanted from another part of the campus building site and says: "This mature cedar denotes Stockton's enduring concern for the environment; its growth alongside that of the campus is a reminder of Stockton's vibrancy."

#### Community Cleanup & Party in the Park

More than 500 people worked up an appetite collecting more than 360 bags of trash at the first Stockton University Community Day Cleanup in Atlantic City on Saturday, April 23, 2022.

When they got back to O'Donnell Park for the Party in the Park, there were four food trucks ready and waiting for them. The City of Atlantic City co-sponsored the event and offered support in picking up the collected bags of trash.



The day began early as volunteers arrived at O'Donnell Park to check in and get gloves, trash pickers and lots of trash bags. Teams were dedicated to each ward of the city and the beach, with over 80 community and Stockton student groups participating.

Bags, gloves and trash pickers were provided by the Atlantic County Utilities Authority (ACUA), the Community Reinvestment and Development Authority and Special Improvement District (CRDA/SID), the City of Atlantic City and Surfrider Foundation.

Once the cleanup was done, volunteers returned to O'Donnell Park, where the Party in the Park was already getting started as area residents visited over 60 vendors and activities, including craft booths and food trucks, listened to music, had their faces painted, played cornhole, did chalk drawings on the sidewalk and painted pictures on canvases set up on the grass.

In the event's second year in 2023, approximately 700 volunteers took advantage of a beautiful spring day to clean up at nine different sites on the beach and throughout all six of the city's wards.

### **Spring Bash**

More than 300 alumni who graduated in the '70s and '80s traveled from 24 states and two international locations to reunite at Lakeside Lodge for Spring Bash 2022: '70s and '80s Reunion Weekend, June 3-5, 2022.

The three-day celebration kicked off with a tailgate in C Court as alumni reconnected with old friends and strolled their old stomping grounds. The grads stepped back in time as they stayed overnight in the Courts – some in the same dorm rooms with the same roommates from their undergrad years.

Throughout the weekend, alumni enjoyed a cornhole tournament, taking canoes out on Lake Fred, food trucks, live music, dancing and, of course, reconnecting with each other.

Co-organizers Tim Lenahan '83 and Bonnie Putterman '85 established the Spring Bash Alumni Scholarship to support today's Stockton students. The alumni at the reunion gave back, raising more than \$13,000 for the scholarship.

## Projects

### 50th in Flight

The story of Stockton University is now displayed on a wall of the Campus Center in a 30x16-foot mural composed of almost 1,000 photos showing the history of the University over its first 50 years.

The mural photos include Stockton presidents, faculty, staff and hundreds of students and student-athletes. An image of the Stockton mascot, the osprey, is superimposed over the photos.

There are even a few famous folks, including President Joe Biden, who spoke at a Hughes Center Honors event in 2017; Justin Bieber, who presented a \$100,000 check to student Julie Coker in 2020 to support her work with the mental health organization Active Minds; and Club America soccer coach Santiago Solari, who was a student for a semester in 1994 and returned to visit in 2021.

Dozens of students, faculty and staff collaborated to define the themes for the mural, collect photos, and write up 50 short stories for a companion website. The mural is also viewable online with a searchable gallery with captions.

### Stockton Stories

A multimedia website, Stockton Stories celebrates the challenges and achievements of Stockton's first 50 years. Using historic materials from the Stockton University archives and from donations by alumni, faculty, staff, and community members, the project hopes to record where the University has been and, in the next 50 years, where it will be going.

The project includes five main themes. "People" describes individuals and groups that have affected university history. "Students" recounts student organizing, odd tales, and achievements. "Places" provides background on meaningful settings related to Stockton. "Interns" acknowledges those who have made this project possible. The Argo Archive contains the searchable collection of the 50-year-old student newspaper.

Stories include urban myths and legends, a timeline, famous visitors to Stockton, trivia and more.



# Recognition, Accolades and Accreditations

## Regional & National Rankings

Stockton has consistently been recognized as a top institution, both regionally and nationally. Regardless of the criteria used to evaluate and compare, Stockton ranks highly among peer institutions.

- U.S. News & World Report: Stockton University moved into the **National Universities** classification for the 2023 rankings, where it is ranked 91. This significant change puts Stockton in the same category as University of Michigan, UC Berkeley and UCLA. Stockton had been in the Top 10 Public Regional Universities in the North since 2017, moving up from #14 in 2016 to its peak position of #7, first reached in 2019.
- The Princeton Review: Stockton has been included in the “Best Regional College” for the Northeast listing since 2009, as well as the “Guide to Green Schools” listing.
- Forbes Best Value Colleges
- Money Magazine’s Best Value Colleges: Stockton’s ranking improved significantly, **from 483 in 2015 to 156 in 2022**. This improvement affirms President Kesselman’s efforts to make a Stockton degree more valuable each and every day.
- Ranked among the “Best for Vets” Colleges listing by Military Times, first included in 2013

## Accolades and Awards

The work of Stockton’s dedicated faculty, staff, and administrators has been recognized by a variety of industry leaders and higher education organizations.

- Excellence and Innovation Award for Sustainability and Sustainable Development – American Association of State Colleges and Universities (AASCU) | 2016
- Lillian Levy Standing Ovation Award – South Jersey Cultural Alliance (SJCA) | 2017
- Purple Heart Designation – New Jersey Order of the Purple Heart | 2017
- Bronze Seal – ALL IN Campus Democracy Challenge | 2017
- Civic Learning & Community Engagement Award – American Association of State Colleges and Universities (AASCU) | 2017
- Institutional Excellence Award – The National Association of Diversity Officers in Higher Education (NADOHE) | 2018
- Champion of Good Works (for annual Martin Luther King, Jr. Day of Service) – Commerce and Industry Association of New Jersey (CIANJ) and COMMERCE Magazine | 2018
- Military Spouse Friendly School designation | 2022
- PTK Transfer Honor Roll | 2022
- Military Friendly School designation - Gold | 2023





## Accreditations and Program Recognitions

Both the University and individual schools and programs within the University have earned accreditations and special recognitions for the stellar level of education provided.

### Stockton University

#### *Middle States Commission on Higher Education*

- The Middle States Commission on Higher Education (MSCHE) reaffirmed the University’s accreditation in 2022 following a self-study report and the Middle States’ comprehensive evaluation, completed by a visiting team comprised of representatives from peer institutions.
- The evaluation examined seven standards and the University met all seven: mission and goals; ethics and integrity; design and delivery of the student learning experience; support of the student experience; educational effectiveness assessment; planning, resources, and institutional improvement; and governance, leadership, and administration.
- The visiting team issued a report praising Stockton for its commitment to student success and successfully implementing “high-impact practices to develop students’ critical thinking skills and social consciousness.”
- The visiting team also found Stockton to be a place that “fosters a climate of respect among students, faculty, staff, and administration from a range of diverse backgrounds, ideas and perspectives.”

#### *Doctoral/Professional classification - Carnegie Classification of Institutions of Higher Education:*

- Stockton moved up from the Master’s level certification in 2021. The new classification recognizes the three doctoral programs: Doctor of Nursing Practice, Doctor of Physical Therapy, and Ed.D. in Organizational Leadership.

### Schools

- School of Business: The Association to Advance Collegiate Schools of Business (AACSB)

### Programs

- Social Work and Master of Social Work: Council on Social Work Education
- Teacher Education and Master of Arts in Education: Teacher Education Accreditation Council (TEAC), part of the Council for Accreditation for Education Preparation (CAEP)

- Nursing, Master of Science in Nursing, post-graduate APRN certificate program: Commission on Collegiate Nursing Education
- Nursing: New Jersey Board of Nursing
- Physical Therapy: Commission on Accreditation in Physical Therapy Education
- Occupational Therapy: Accreditation Council for Occupational Therapy Education of the American Occupational Therapy Association
- Communication Disorders: Council on Academic Accreditation in Audiology and Speech-Language Pathology
- Biochemistry and Molecular Biology: American Society for Biochemistry and Molecular Biology
- Chemistry: B.S. degree accredited by the American Chemical Society
- Master of Arts in Criminal Justice: certified by the Academy of Criminal Justice Sciences by meeting 50 standards as evidence of excellence in graduate criminal justice education
- Gerontology Minor: registered with the Association for Gerontology in Higher Education as a Program of Merit

## Share of Voice & Media Mentions

University Relations & Marketing (URM) tracks and measures the institution’s key constituents’ share-of-voice to determine how well Stockton’s messaging resonates with targeted audiences. The chart below shows total media mentions for President Kesselman and his share-of-voice among other public colleges and universities presidents in the state. He has consistently ranked among the top presidents in share-of-voice, typically holding between a 22% and 35% share.

Fiscal Year	Total Mentions	% Share of Voice
FY16	685	22%
FY17	408	24%
FY18	402	34%
FY19	463	35%
FY20	146	14%
FY21	Not available*	35%
FY22	Not available*	25%
FY23	278 <sup>+</sup>	22%

\*media mentions unavailable for FY21-22 due to change in media monitoring service

<sup>+</sup>media mentions for FY23 through April 2023

## Professional Service

### Local

- Member, Atlantic County 2020 Census Complete Count Committee, June 2019
- Member, Executive Council for Atlantic City Shared Prosperity (aka Atlantic County Executive Council), through an invitation from NJ Lieutenant Governor Sheila Oliver, October 2018
- Member, Board of Trustees, NJEdge, Newark, NJ, 2018-2020
- Co-chair, AtlantiCare Heart Heroes, 2018 Red Dress/Red Tie Committee, February 2018
- Member, Chamber of Commerce of Southern New Jersey (CCSNJ) Board of Directors, 2017-2020
- Member, Atlantic County Economic Alliance (ACEA) Board of Trustees, November 2017
- Member, Atlantic City Mayor-Elect Frank Gilliam's Transition Team, Education Committee, November 2017
- Member, Stakeholder Development Sub-committee of the World Trade Center of Greater Philadelphia, 2016
- Board Member, World Trade Center of Greater Philadelphia, May 2015-present
- Member, Greater Atlantic City Chamber of Commerce, 2015-present
- Board of Directors, Atlantic County Development Economic Alliance, 2015-present
- Member, Southern New Jersey Development Council, 2015-present

### State

- Member, State of New Jersey, Department of Education's Asian American Heritage Commission, January 2022
- Dual Enrollment Study Commission, appointed in collaboration with the Secretary of the Office of Higher Education, for supporting and expanding dual enrollment opportunities for students, September 2021
- New Jersey Higher Education Collaborative (NJHEC), Invited Member of a forum of 30 NJ leaders to advance student rights in the State Plan for Higher Education, June, August & October 2021
- New Jersey Presidents' Council
  - Member, 2015-present
  - Vice-Chair, June 2018
  - Chair, July 1, 2022 – June 30, 2022
  - Designee to the New Jersey Amistad Commission, September 2020
  - Chair, NJ Jobs Committee, 2023
- Member, Dual Enrollment Study Commission, appointed by Gov. Phil Murphy, June 2020
- Member, New Jersey's Higher Education Restart Advisory Group, invitation from OSHE Secretary Zakiya Smith Ellis, May 2020
- Co-chair, Student Success Working Group for New Jersey State Strategic Plan for Higher Education, invitation from Gov. Phil Murphy and OSHE Secretary Zakiya Smith Ellis, March 2019
- Member, Governor-Elect Phil Murphy's Education, Access and Opportunity Transition Committee, November 2017
- New Jersey Campus Compact (NJCC)
  - Treasurer, Board of Directors, October 2018
  - Board Officer, October 2017
  - Chair, May 2015 – June 2017
- Co-chair, New Jersey Employee Charitable Campaign (NJECC), September 2017
- New Jersey Association of State Colleges and Universities (NJASCU)
  - Member, 2015-present
  - Chair, Presidents' Council, 2017-2019
  - Committee Member, Policy, Goals & Objectives, 2016-2017
- Member, Presidents' Group of the New Jersey Athletic Conference (NJAC), June 2016-2018
- Member, New Jersey Business & Industry (NJBIA) Education and Workforce Development Policy Committee, 2016-present

## Regional/National/International

- Member, National Anchor Institution Task Force, Presidential Sub-group, October 2019
- Member, Presidents' Trust, Association of American Colleges & Universities (AAC&U), October 2017
- Advisor, AGB Shared Governance Statement Advisory Group, Washington, D.C., April 2017
- Member, American Council on Education (ACE) Institute for New Presidents, Class of 2017
- American Association of State Colleges and Universities (AASCU)
  - Member, 2015-present
  - Member, Sustainability and Sustainable Development Committee, 2016-2017
- Member, Commission on Internationalization and Global Engagement (CIGE), appointed by the American Council on Education (ACE), July 2016 – June 2019
- Member, International Association of University Presidents (IAUP), January 2016-present
- Member, National Collegiate Athletic Association, Division III, 2015-present
- Inaugural Member, Presidential Ambassadors Council - Association of International Education Administrators, 2022-2023



### Tenure as Chair of the New Jersey President's Council

President Kesselman led the New Jersey Presidents' Council during an unprecedented time as the COVID-19 pandemic forced higher education institutions to rethink and restructure how they serve the students and residents of New Jersey. The pandemic presented an opportunity for higher education to have a more active and involved voice in state policy issues, including funding, affordability, and how to keep more students in-state and provide the programs they need.

Among the achievements of the NJPC during his two-year tenure as chair from July 2020-22 are:

- Advocated for reform of the Tuition Aid Grant (TAG) program to make it more equitable, leading to an increase in per student awards in the public sector
- Formed the Joint NJPC-OSHE Working Group to review licensure standards, new program standards and branch campuses
- NJ Come Home campaign collaboration to help stem outmigration
- Creation of a new NJPC website and logo
- Formed Joint OSHE-NJPC Mental Health Working Group
- Worked with OSHE on Dual Enrollment Commission, Campus Sexual Assault Commission, Labor Market Information
- Pilot and distribution of a statewide questionnaire to assess the impact of COVID-19 on students
- Moved daily operation and website of NJTransfer to NJEdge. NJEdge assisted members during the pandemic by providing technology solutions and services related to remote working and online learning.
- Worked with Judge Mark Sandson and Mercer County College President Dr. Jianping Wang to increase institutional participation in the JOBS Program
- Worked with NJEdge to refresh the AIC website to offer more resources and easier access to forms used for new academic degree program submissions.
- Revised the AIC manual.



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