Stockton University's *"Choosing Our Path"* Strategic Plan
Strategic Themes #6: Campus Community, Communication, & Shared Governance – FY24 Update (Nov 2024)

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

Theme #6	Campus Community, Communication, & Shared Governance (4 priorities, 15 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10			
Priority 6.1	Strengthen Shared Governance Practices	FY21	FY22											
Priority 6.2	Improve Institutional Communication Practices	FY21	FY21	FY21	FY22	FY22	FY23	FY23	FY23					
Priority 6.3	Expand Campus Community Participation	FY21	FY21	FY22	FY23									
Priority 6.4	Provide a Robust, Encouraging Working Environment	FY22												

Strategic Theme #6 — Campus Community, Communication, and Shared Governance

- Collectively evaluate our academic and administrative structures to ensure we are as efficient and effective as possible.
- Renew our commitment to shared governance and transparency.
- Regularly share institutional updates and collaboratively assess our strategic planning process.
- Empower our staff, alongside our faculty, students, and administration—to share in the governance of our institution.
- Embrace vigorous conversation in an atmosphere of collegiality and respect.

Priority 6.1 — Strengthen Shared Governance Practices: Review, prioritize, recommend, and, as appropriate, implement action items developing from the University's shared governance processes.

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

FY21 Update
- *Completed the Presidential Task Force on Faculty Leadership's initial report in September 2020 and held two campus conversations (in October and November 2020, respectively).*
- *Revised the report based on feedback from these sessions and submitted it to the President's Office in November 2020.*
- *Worked with a subgroup of this task force, and designated management and union representatives to translate recommendations in preparation for formal negotiations, which concluded in December 2020 and resulted in the restructuring of all faculty leadership positions in both academic programs and academic centers and institutes.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Planning & Research	Reinstate the University's Compass Fund to provide seed money for initiatives and pilot projects that directly support the six institutional themes in the University's strategic plan. ■ *DEI connective action: Offer professional employee growth opportunities and develop resource networks capable of closing the demographic disparities in leadership roles in all spheres of institutional functioning (Equity).*		100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	

FY24 Update
- *The Compass Fund supported 4 projects in the Fall 2023 cycle for a total funding of over $56,000. Eight Compass Fund projects are currently underway with reports expected in FY25.*

FY23 Update
- *In Academic Year 2023, the Compass Fund Review Board reviewed 27 abstracts, 14 proposals, and endorsed 11 projects with over $120,000 in funding support.*
- *The Compass Fund website now includes an interactive dashboard where members of the campus community can view approved funding by project leader role, division or department, primary strategic theme, and fiscal year.*
- *A video highlighting Compass Fund projects was shared with the community at Fall Faculty Conference and posted on the website.*

FY22 Update
- *The University's Compass Fund was successfully reactivated in the Spring 2022 semester. A University-wide Review Board, made up of 20 student, faculty, and staff volunteers, was established to serve as the evaluative body to assess initial abstracts and determine which ideas would be suitable for development into a full proposal.*
- *A call for abstracts was emailed to the University community on the first day of the Spring 2022 semester (January 18, 2022) and within three weeks, 20 abstracts had been submitted.*
- *The Review Board validated 10 ideas for expansion into full proposals; all 10 were subsequently endorsed by the Review Board and approved by the University President with a total funding amount of nearly $100,000.*
- *Project proposals are available for review on the University's strategic planning web page. Projects were approved for one year of funding with the possibility of a second year of support contingent on a future progress report detailing the first-year outcomes, assessments, and budget spend.*
- *The Planning, Research, & Effectiveness team is partnering with Production Services to produce a video highlighting the value of the Compass Fund program.*
- *The Fall 2022 Compass Fund application cycle will open on Tuesday, September 6, 2022; the Spring 2023 cycle will open on Tuesday, January 17, 2023.*

Priority	6.2	<u>Improve Institutional Communication Practices</u>: Develop an institutional communication plan to evaluate potential strategies for strengthening University internal and external practices.

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

FY24Update
- *Completed the transition of daily registration reports into server-based Microsoft Power BI dashboards.*
- *Created a web-based repository for internal dashboards and implemented an access process for said dashboards.*
- *Designed two new public facing dashboards in the University Factbook focused on (1) Graduate Outcomes and (2) Teacher Education*
- *Provided a set of dashboards to the Faculty Senate Task Force on Attribute Assessment that were utilized in their report*
- *Transitioned ownership of the New Admissions Report to Enrollment Management.*

FY23 Update
- *Centralized online dashboards developed in fact-book format.*
- *Began the migration of daily registration reports into server-based Microsoft Power BI dashboard that will be completed in FY24.*
- *Converted all Chair Report Data files from Tableau to Power BI and shared via the web using a unique link for each program.*

- *Completed conversion of annualized faculty workload reports to Power BI.*
- *Ongoing maintenance and updates to existing reports and models.*
- *Working with ITS, revamped the Weekly Admissions Report to include a new Admissions data source (Slate).*

FY22 Update
- *Completed an analysis of international applicants. As a result, created a new international application tab within the Weekly Admissions Report to track apps by application type, major, and country of origin.*
- *Analyzed campus events attended prior to enrollment and created a Power BI dashboard to further visualize this data.*
- *Regularly updated an application dashboard in Power BI using demographic information to aid URM in marketing planning efforts to meet application and enrollment goals.*
- *Term faculty workload reports were moved from a pdf format to a Power BI dashboard; annualized report will be completed in Power BI in early FY2023.*
- *DFWI and Academic Standing persistence analyses were created in Tableau and will be permanent reports moving forward that are updated after end of term processing.*
- *Continuing development of interactive dashboards on website going live in early FY2023.*

FY21 Update
- *Updated the University's "degreed conferred" data web interface to be more user friendly and visual.*
- *Expanded an interactive visual report of new student admissions data to better track funnel trends by ethnicity, geographic region, academic program, and student type.*
- *Expanded the Weekly Admissions Report to improve monitoring of the international application funnel by students' academic program of study and country of origin.*
- *Developed an interactive report to assist Enrollment Management with territory management and goal-setting by region, based on five years of admissions funnel data.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Advancement & Communications	Develop and lead an internal communications response team to develop resources and messaging that address major University challenges and initiatives including diversity and inclusion, issues impacting enrollment management, and efforts to ensure a safe working, learning, and living experience for the Stockton community.	90%	90%	100% complete & ongoing	100% complete & ongoing	
		■ *DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).*					

FY24 Update
- *Led all strategic messaging related to the Strategic Planning process, ensuring consistent communication across the university's internal and external stakeholders, including students, faculty, staff, alumni, and the broader community.*
- *Drafted key talking points and speeches for President Joe, including the State of the University Address, Fall Faculty Conference, Bi-Annual Address to Staff, and Board of Trustees meetings.*

FY23 Update
- *Collaborated on efforts announcing priority messaging to campus community related to President Kesselman's retirement, President Bertolino's selection, COVID-19 updates and more.*
- *Monitored and updated key search words, terms and negative keywords as needed. We input our targeting and exclude locations to prevent false or BOT clicks.*
- *Worked with various clients, including Financial Aid, Bursar and Counseling and Psychological Services to provide content and messaging strategy.*
- *Developed plan with Director of Creative Services and Production Services to identify style of b-roll imagery and video needed and timeline for capturing footage.*
- *Completed numerous updates and revisions to the Campus Operations and COVID -19 FAQ page/sites.*
- *Oversaw staff training and development of templates within the Marq software.*
- *Created support materials consisting of tutorials and licensing procedures in support of the Marq software.*
- *Launched service with over 150 Stockton-branded templates available for clients.*
- *Worked with Production Services to plan and organize shared server directory for video broll assets and created shared document to establish needs and identify opportunities.*
- *Facilitated purchase of video equipment including lighting, audio and drone for the department to assist in capturing high quality broll footage.*
- *Director of Creative Services obtained SUAS small pilot license to shoot aerial drone broll footage.*

FY22 Update

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

FY21 Update
- *Supported UROC and University COVID-19 messaging In print, social, web and video platforms through development and evolution of the Soar Safely, Ospreys!, Return to Campus and Vax Up! campaigns.*
- *Collaborated with Facilities and Operations to produce Facilities Master Plan and website.*

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

FY24 Update
- *No major updates for FY24.*

FY23 Update
- *Utilized a Commuter email distribution list to communicate with this specific population.*
- *Utilized text messaging to communicate reminders to graduates.*
- *14 Leadership Lunch workshops were hosted in partnership with the Elliot Leadership Program. 270 students attended.*
- *Student Organization Officer Trainings: fall-112 attendees, spring-70 attendees.*
- *Student Leader/Advisor Roundtable Discussions: 2 each semester.*
- *Student leader compensation and accountability program was launched for almost 30 student leaders.*

FY22 Update
- *Advised Student Senate 's work with members of the President's Cabinet to bring greater understanding and transparency to the institution's investment portfolio*
- *Student Senate provided input and recommendations to COVID-19 messaging sent by Student Affairs to all students.*
- *Partnered with Student Senate to renew multi-year MOA to execute a 50% increase in support of Cultural Heritage Months celebrations.*

FY21 Update
- *Implemented monthly meetings with Student Senate President and VP to facilitate communications.*
- *Integrated student leadership on key University committees such as Multicultural Center planning team, UROC, etc.*
- *Co-hosted COVID-19 and Racial Justice town hall with Student Senate.*
- *Piloted strategic initiatives with student leaders to strengthen effectiveness of initiatives*
- *Partnered with Student Senate to provide funding for initial Multicultural Center staffing and operations.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Develop and implement a Student Affairs strategic communications plan.		25%	40%	80%	
		■ DEI connective action: Promote an open exchange of ideas (that) represent a multitude of voices and perspectives (Preamble).					

FY24 Update
- *Initiated strategies to engage constituents in person, virtually, and through social media platforms in 1:1 and group settings.*

FY23 Update
- *Reinstated Communications Committee for FY24.*

FY22 Update
- *Developed initial draft of Student Affairs Strategic Communication Plan.*

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

FY22 Update
- *Project completed and delivered to campus community.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Equal Opportunity & Institutional Compliance	Revise EEO/AA standard operating procedures to increase transparency for parties.			100% complete		
		■ DEI connective action: Create and preserve an environment that is free from prohibited discrimination (Equity).					

FY23 Update
- *Updates to Procedures complete.*
- *User friendly EEO Complaint Processing guidance and flowchart completed and available on OEOIC webpage.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
7.	Planning & Research	Coordinate the systematic and documented process of measuring the University's annual strategic planning and Cabinet priorities document, including incorporating the feedback from 2022 Middle States reaccreditation process.			20%	40%	
		■ DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).					

FY24 Update
- *Created dashboards to track progress in the Strategic Plan.*
- *Reconfigured the Strategic Planning website to better visualize goals and progress.*

FY23 Update
- *The PEIR team has begun drafting dashboard designs and collaborating with other Divisional Executives regarding specific outcomes from the Middle States Self-Study and MSCHE Visiting Team's 2022 Evaluation Report. In FY24, examples will be presented to University leadership for review and feedback.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
8.	Student Affairs	Cultivate strategies to strengthen communications to student leaders and the communities.			50%	90%	
		■ *DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).*					

FY24 Update
- *Launched a LinkedIn page to expand our engagement with stakeholders-students, staff, faculty, alumni, other higher ed professionals/prospective employees to communicate information and build more brand recognition. The page grew to 219 followers in nine months.*
- *Piloted VIP with the VPSA, a nomination-and-selection based monthly dinner for a diverse group of students, which received over 100 nominations in its first year. This dinner allows the VPSA and another SA Senior Leadership Team member to have intimate conversations with students and listen to their experiences, too.*
- *Re-engaged the division's Instagram page and engaged with several student organizations and offices to promote programs, services, and key information for student success such as advising and financial aid.*

FY23 Update
- *Created a Commuter email distribution list to communicate with this specific population.*
- *Enhanced utilization of text messaging to communicate with students.*
- *Implemented 14 Leadership Lunch workshops in partnership with the Elliot Leadership Program. 270 students attended.*
- *Conducted Student Organization Officer Trainings: fall = 112 attendees, spring = 70 attendees*
- *Facilitated Student Leader/Advisor Roundtable Discussions: two each semester*
- *Developed and implemented Student leader compensation and accountability program for 30 student leaders.*

Priority	6.3	<u>Expand Campus Community Participation</u>: Develop a structure and process for organizing conversation among community stakeholder and current University entities on the University's Strategic Plan and future endeavors relevant to institutional mission and goals.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Athletics	Engage the Student Senate in efforts to enhance community satisfaction with the Athletics experience.	0%	25%	35%	35%	
		■ *DEI connective action: Address equity issues; close achievement gaps in student success and completion (Equity).*					

FY24 Update
- *No major updates for FY24.*

FY23 Update
- *Created the Fostering Athletic Spirit Team (FAST).*
- *Coordinated a fan-bus to support Men's Basketball who advanced to the NCAA Division III Sweet 16 for a second consecutive year.*

FY22 Update
- *Co-sponsored t-shirt/towel night giveaways for the NJAC basketball tournament with Student Senate (men's and women's opening round games).*
- *Co-sponsored fan bus for students to attend NCAA Men's basketball Tournament game in Ohio.*

FY21 Update
- *Did not get underway – will pursue in FY22.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Advancement & Communications	Provide leadership, planning and support for major University initiatives including strategic planning, major University events, fundraising campaigns and crisis communications. ■ *DEI connective action: Curricular and co-curricular and interactional campus diversity as appropriate (Diversity).*	75%	85%	100% complete & ongoing	100% complete & ongoing	

FY23 Update
- *University Advancement served on or led several planning committees for the Presidential Inauguration.*
- *Created deliverables for the Inaugurations including all communications through multiple channels, student giveaways, presidential gifts, program, script, floorplans and served as hosts to donors, friends and alumni.*
- *Participating on all Strategic Plan working groups.*

FY23 Update
- *Organized monthly testing of the Alertus communication system and participate in annual tabletop crisis exercise. Sent three emergency messages due to road closure and gas leak.*
- *Developed and implemented new campaigns included the late summer awareness push requested by Enrollment Management. In addition, funding was made available for a ReUp Education campaign in May-June as well as a deposit recruitment push using first party data in late spring. Marketing developed data driven marketing/communication plans, timelines, budgets as well as collaborating on messaging and creative. In FY23 Graduate Studies doubled their AdWords budget, School of Business bought billboards and AdWords and digital advertising based on education. We also worked alongside Graduate Studies, Enrollment Management, URM and Study College on the recruitment of MBA and MBA HAL students. Marketing oversaw LinkedIn advertising for both Graduate Studies and LIGHT. The Performing Arts Center (PAC) relied on Marketing's to recommend advertising options, to buy digital advertisings and to coordinate the creatives sent thought the fiscal year. Other projects included serving on the Coast Day Committee, Summer and Fall planning committees.*
- *Conceptualized, planned and executed campus community involvement in art project that was filmed for the Holiday video. More than 150 individuals participated in the project.*
- *Conceptualized and filmed good-hearted friendly wager video with President Kesselman betting President Houshmand of Rowan University for the NJAC Championship game. The video was the top-performing tweet for the month of February with 3,950 impressions. The video generated interest in the game and led to a story in the Press of AC.*
- *Promoted various university initiatives in Stockton News including Ospreys Give, Gala, Arnold Schwarzenegger visit, presidential search and announcement.*
- *Collaborated with Production Services and University Advancement for identifying roster, interviewing, and editing Gala video honoring Dr. Kesselman.*
- *Designed template(s) for PageUp HR recruitment platform.*
- *Members of URM participated on ITAB committee, ADA-504 Steering Committee and Lead ADA-504 Technology & Purchasing Subcommittee*
- *Redesigned Continuing Studies & Adult Education Website.*
- *Provided support for University Commencement services including program collateral and video messaging.*

FY22 Update
- *Continued monthly tests of the Alertus system to ensure familiarity and troubleshoot issues.*
- *Worked with University partners to provide COVID-19 communications, web content and daily COVID update email.*
- *Implemented the "Why I Vaxxed Up" campaign from June -August 2021, with more than 20 social media posts highlighting the personal stories of students, faculty and staff. Combined, the posts reached nearly 100K on Facebook and 75K on Instagram. The Why I Vaxxed Up webpage, featuring 21 unique profiles, had 13.7K views.*
- *Completed a number of fundraising plans and proposals in support of University initiatives.*
- *Launched new campaigns in FY-22 including a summer supplement awareness campaign (August and September) which was an application push, a yield retargeting campaign (March and April) using first party data which was a deposit push, and a Performing Arts Center rebranding campaign creating awareness and supporting ticket sales.*
- *Supported 50th Anniversary in print, social, web and video platforms thru continued evolution of the Soar Safely, Ospreys! Campaign.*
- *Supported University COVID-19 messaging in print, social, web and video platforms thru continued evolution of the Soar Safely, Ospreys! Campaign.*
- *Organized Atlantic City Summer Experience media.*

FY21 Update
- *Completed strategic development plans for each of the schools, which will be used to create fundraising campaign plans.*

- *Completed various fundraising campaigns for campus partners and initiatives including Ospreys Give, campaigns for social justice and equity, First Ospreys, each of the schools, terrapin rescue, summer youth rowing program, various student organizations, black faculty and staff initiatives, the student relief fund and other.*
- *Coordinated multiple campaigns and the Benefit on the Boardwalk event to raise funds for the Student Relief Fund in response to the COVID pandemic.*
- *Implemented monthly tests of the Alertus system to ensure familiarity and troubleshoot issues. Sent 10 text alerts related to weather conditions and electrical outages.*
- *Led 50th Anniversary Celebration Steering Committee and produced Anniversary theme, logos, website, collateral and communications.*
- *Supported UROC and University COVID-19 messaging In print, social, web and video platforms through development of the Soar Safely, Ospreys! and Return to Campus campaigns.*

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

FY24 Update
- *No major updates for FY24.*

FY23 Update
- *Developed intentional training and professional development opportunities for Student Affairs Leadership Council (managers).*

FY22 Update
- *Created Student Affairs Executive Leadership Team meetings and redesigned Vice President's Leadership Council meetings to facilitate strong divisional communication and operations.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Planning & Research	Initiate University-wide "data dialogues" to explain and highlight student, faculty, and facility-related data available through the Office of Planning, Institutional Research, and Effectiveness.			*25%*	40%	
		▪ *DEI connective action: Promote increased awareness among a diverse campus population (Inclusion).*					

FY24 Update
- *Hosted multiple listening and demonstration sessions for the new Registration Report dashboards to various constituent groups across campus.*

FY23 Update
- *IR provided a data overview of the institutional web-based factbook to the Provost and Deans Council.*
- *IR provided an overview of NSSE longitudinal data to Student Affairs Student Transition, Access, and Retention area as well as the Student Success Advisory Council.*
- *In FY24, the PEIR team will host listening sessions as the conversion from flat daily reports to dynamic dashboards continues.*

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

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

FY24 Update
- *Launched Division of Student Affairs Awards & Recognition Ceremony to elevate and honor the work of individuals and teams.*
- *Sent 10+ staff members to the NASPA Region II Conference in Philadelphia, PA.*

FY23 Update
- *Invested resources to support staff membership and attendance at the following professional association conferences that include:*
  - *NASPA Student Affairs Administrators in Higher Education*
  - *NASPA New AVP Symposium, Portland OR*
  - *Association of American Colleges & Universities (AACU &U)*
  - *American Council Education (ACE) NJ Women's Conference: Annual Spring Conference, Seton Hall University*
  - *Association of College Unions- International (ACU-I*
  - *Eastern Association of Colleges and Employers*
  - *New Jersey Association of Colleges and Employers*
  - *Society of College and University Planning (SCUP)*
- *Co-sponsored t-shirt/towel night giveaways for the NJAC basketball tournament with Student Senate (men's and women's opening round games).*
- *Co-sponsored fan bus for students to attend NCAA Men's basketball Tournament game in Ohio.*

FY22 Update
- *Awarded national recognition as one of the Most Promising Places to Work in Students Affairs by Diverse Issues in Higher Education and ACPA-College Student Educators International for maintaining a diverse staff and providing professional development for student affairs professionals.*
- *Created Professional Development Plans for all Student Affairs Managers and Professional Staff.*
- *Sponsored professional development programming series for divisional staff.*
- *Executed a biweekly Professional Development Series.*
- *Invested resources for Student Affairs Staff to attend national and regional conferences and other professional development opportunities*
- *Did not get underway – will pursue in FY22.*