

# Stockton University's "Choosing Our Path" Strategic Plan

## Strategic Theme #4: Strategic Enrollment Management – FY24 Update (Nov 2024)

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

Theme #4	Strategic Enrollment Management (4 priorities, 15 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10				
Priority 4.1	Improve Access, Opportunity for Non-Traditional Students	FY21	FY22												
Priority 4.2	Sustain Student Retention and Completion Rates	FY21	FY21	FY21	FY21	FY22									
Priority 4.3	Enhance Student Satisfaction Practices Across the Campus	FY21	FY21	FY22	FY23	FY23									
Priority 4.4	Support Sustainable Enrollment	FY21	FY21	FY22											

**Strategic Theme #4 Strategic Enrollment Management**

- Develop enrollment and retention strategies at the institutional, school and program level that account for our mission, market demand, cost, and capacity.
- Continue to strengthen the University’s data analytics efforts regarding recruitment, persistence, and graduation, as well as enrollment, placement testing, housing, and financial aid projections.
- Recognize and support the inherent value and contributions of faculty in their courses (program, at-some-distance, general studies, service, and curricular subscripts), as well as activities outside of the classroom, such as preceptorial advising and internship supervision.
- Strengthen partnerships with high schools and community colleges through programs such as our Dual-Credit and Transfer Pathways programs.

**Priority 4.1 Improve Access and Opportunity for Non-Traditional Students: Ensure that all adult learners, military-affiliated and international students have access to a Stockton education so at least 20% of the University’s student headcount are non-traditional students by 2025.**

Goal	Lead Unit/s	Description	Percentage Complete					
			FY21	FY22	FY23	FY24	FY25	
1.	Human Resources/ Government Relations	Work with elected officials to increase support for: financial aid programs for economically-disadvantaged and military-affiliated students; equity within the state TAG program; the University’s growth in Atlantic City; and appropriated funding for the University. ■ <i>DEI connective action: n/a</i>	100% complete					

FY21 Update

- State budget includes additional funds due to increasing base funding/FTE.
- State budget includes additional funding for Stockton based on outcomes-based performance (i.e., funding rationale).
- State budget includes an additional \$35 million for TAG that will increase the maximum awards for Stockton and other State colleges.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Advancement & Communications	Develop and implement integrated communications strategies to support strategic enrollment initiatives for non-traditional students.		50%	75%	100% complete & ongoing	
		<ul style="list-style-type: none"> <li>DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).</li> </ul>					

FY24 Update

- Completed the transition to Google Analytics 4 (GA4), enhancing data collection and reporting capabilities for recruitment and engagement analysis.
- Developed, produced and launched the inaugural episode of the "President Joe on the Go" video series, highlighting Stockton alumni success stories and enhancing community engagement through storytelling.

FY23 Update

- Highlighted several nontraditional students in conjunction with our Commencement series on the website and social media. Covered the SCOSA Festival on Aging, Cannabis Career Fair, NJ JOBS and other initiatives that serve nontraditional students. Promoted military-friendly designations and related events on the website and in social media.
- Explored the use of Instagram "collaborations" with accounts targeting nontraditional students, including Graduate Admissions. This generated increased attention to these programs and new account followers.
- Individual strategic mixed media marketing plans were implemented for Hispanic/Latinos, Blacks, Asians, and Veterans. Spanish recruiting Latinos using Univision, Telemundo, Comcast, and La Mega radio. Digital ads are in both English and Spanish. In addition, we collaborated with several vendors to target Black audiences based off their data. Digital advertising works in the recruitment of veterans. The focus on keywords such as GI Bill, Veteran, military friendly schools, top colleges for military, etc., as well as geo-targeting has worked well. The latest student admissions report shows the following increases in completed applications for Fall FY23: Black: up 20% (from 1355 fall 2022 to 1626 in Fall 2023), Asian: up 14% (548 to 626), and Hispanic/Latino up 20% (2045 to 2448).
- URM's collaboration with Enrollment Management resulted in campaigns for open houses (3), transfer jam, August and September recruitment per Admissions, yield marketing using first party data and IP addresses for first year and transfers. FY23 saw a late push funded by EM in April and May. Other projects included ReUp Education. All campaigns take into consideration the recruitment of non-traditional students and placement of advertising (geographical, target audience, creative) are an important part of each recruitment campaign.
- Google Analytics4 conversion was completed.
- Developed content for and implemented webpage targeted for adult learners, highlight degree completion options including LIBA and BA in Business Studies
- Promoted info sessions for adult learners interested in degree completion.
- Updated global navbar colors for to exceed WCAG 2.0 AA color contrast
- Updated nesting of headers in global sidebar and carousel for improved accessibility
- Improved button colors to meet WCAG 2.0 AA color contrast
- Accessibility category added to Concept 3D interactive campus map
- Added modern website translation instructions to Accessibility Statement
- Google Analytics 4 property is setup, including enabling to Google Signals and creation of 2 conversions.
- Developed branded video templates for MBA and MHAL "Learn More, Earn More" marketing campaign with Study College that featured Stockton alumni working in the health industry.

FY22 Update

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

Priority 4.2 Sustain Student Retention and Completion Rates: Maintain the University’s third-semester retention to sustain a rate of 83% or higher and a four-year graduation rate of 60% or higher over the next five years.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Athletics	Reduce the achievement gap for students of color over the achievement gap figure for the prior year.	75%	75%	85%	100% complete & ongoing	
		<ul style="list-style-type: none"> <li>DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).</li> </ul>					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> <li>Third-semester retention rate for student-athletes was 87% for AY24.</li> <li>For AY20 cohort, graduation rate was 88.5% (92-104).</li> </ul>							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> <li>Hired Associate Director for Athletic Compliance and Student-Athlete Success to support student-athlete education regarding academic compliance and student support on campus.</li> </ul>							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> <li>Hired Associate Director for Athletic Compliance and Student-Athlete Success to support student-athlete education regarding academic compliance and student support on campus.</li> </ul>							
<u>FY22 Update</u>							
<ul style="list-style-type: none"> <li>Continued strategies from FY22.</li> </ul>							
<u>FY21 Update</u>							
<ul style="list-style-type: none"> <li>Identified cohort of “at risk” students for additional support efforts.</li> <li>Worked with Faculty and Student Affairs to:               <ul style="list-style-type: none"> <li>Intervene early and often – notified faculty of concerns.</li> <li>Scheduled academic meetings for “at risk” athletes with their head coach.</li> <li>Had early conversations with “at risk” athletes about Add/Drop options and NCAA eligibility.</li> <li>Follow-up emails to instructors with signs of academic difficulty.</li> <li>Required all first semester freshmen to take two on-line workshops: Time Management and Effective Note-Taking.</li> </ul> </li> </ul>							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Enrollment Management	Enhance and expand recruitment and retention strategies to meet institutional Headcount and FTE goals.	50%	75%	85%	90%	
		<ul style="list-style-type: none"> <li>DEI connective action: Address equity issues as they arise on campus (Equity).</li> </ul>					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> <li>In collaboration with the Interim Provost and Vice President for Student Affairs, at the request of the Board of Trustees, we developed an interim recruitment and retention plan (Called Stockton’s Transitional Approaches to Recruitment and Retention or STARR) to provide a framework of strategies for the period of Spring 2024-Spring 2025 (4 academic terms spanning, Spring, Summer, and Fall 2024, plus Spring 2025). This transitional time frame was established to achieve two primary goals:</li> <li>For the 2024-2025 FAFSA, the Office of Financial Aid has effectively executed the following key initiatives:               <ul style="list-style-type: none"> <li>Stabilize Fall 2024 and Spring 2025 with Attainable Enrollment Growth.</li> <li>Increase retention for an annualized FY25 total headcount that is level with FY24.</li> </ul> </li> <li>Finalized partnership agreement with Mercer County College to create a Program to Program Articulation Agreement for a BFA in Photography concentration. (<a href="https://stockton.edu/news/2024/photography-transfer-agreement-mccc.html">https://stockton.edu/news/2024/photography-transfer-agreement-mccc.html</a>)</li> <li>In the Spring of 2024, EM initiated an engagement with EAB to assist our team with our institutional merit award strategies in preparation for the launch of the Fall 2025 recruitment cycle. The Scope of the project has EAB building a statistically driven model to recommend adjustments to our merit aid strategy for the Fall 2025 recruitment cycle by:</li> </ul>							

- *Preparing a descriptive analysis looking for segments of students who appear to be responding differentially to Stockton’s offers of merit aid;*
- *Building a logistic regression equation that feeds into our live merit aid model that helps apply and weigh the trade-offs of adjustments to merit aid strategy;*
- *As we award aid for the Fall 2025 cycle, EAB will be working with us to closely monitor yield progress and make quick adjustments as necessary to our aid policy.*
- *As a result of the dynamic pathways we have created to support our transfer students, we achieved the PTK Honor Roll recognition for the third consecutive year in 2024. (<https://stockton.edu/news/2024/ptk-transfer-honor-roll.html>)*

#### FY23 Update

- *Utilization at Niche and Common App Direct Admissions Pilot Program.*
- *Restructuring territories counties within New Jersey based on historical application volume due to being fully staffed with counselors / recruiters.*
- *Increased number of Onsite Instant Decision Day at targeted high schools / counties.*
- *Enhanced Social Media presence utilizing Ambassadors “A Day in the life of a student” In-person event posting.*
- *Summer Instant Decision Day for GOALS scholars.*
- *Districtwide Programming: Greater Egg Day for neighboring school districts including Admissions and Financial Aid Overview.*
- *Targeted population programs: “What in the EOF” Financing your Education, DACA/DREAMER Presentation, International Student Recruitment initiatives.*
- *Creation of Instant Decision Day for student athletes (June 2023).*
- *Meet your Counselor Series.*
- *The Office of Financial Aid assisted Atlantic City High School with a FAFSA completion workshop, as well as a financial aid presentation later in the year.*
- *The Office of Financial Aid successfully implemented and identified eligible students for the new Summer TAG program.*
- *The Office of Financial Aid successfully implemented the Garden State Guarantee program.*

#### FY22 Update

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

#### FY21 Update

- *Reorganized undergraduate and graduate admissions staffing and management with a renewed commitment to recruiting students of color.*
- *Implemented the Stockton Promise Grant as a new financial initiative that covers tuition and fees to qualifying families whose adjusted gross income is below \$65,000 a year. This grant guarantees 100% of the cost of tuition and fees covered for both first-year and transfer students.*
- *Provided Economic Relief to DACA/DREAMER Students Impacted by Covid-19 that could not receive Federal Stimulus Funds.*
- *Provided Economic Relief to Students Impacted by Covid-19. The Division of Enrollment Management was able to provide Federal Higher Education Relief Funding by utilizing financial aid data, 3,176 of the neediest students were prioritized when issuing these payments to offset monetary losses experienced from the start of the pandemic.*
- *Implementation of meet your Admission Counselor Series demystifying the application and financial aid process.*
- *Admission information sessions held for Spanish speaking parents/guardians.*
- *Providing the opportunity for incoming students to schedule both an in-person or virtual appointment an Admissions Representative.*
- *Incorporated Financial Aid “call to actions” emails and text messaging regarding deadline to receive State aid.*
- *Eligible to enroll postcards, text messages and phone calls to students that had yet registered for courses.*

- In collaboration with The Office of Development and Alumni Affairs, the Enrollment Team is now able to award new, incoming graduate students with scholarship opportunities. This began spring 2021 and will continue for Fall 2021 and beyond.
- The Enrollment Team used programmatic themes to plan events. Some of the programs were academic in nature, i.e., targeted graduate programs, and others were themed based on funnel stage or topical.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Advancement & Communications	Develop and employ strategies to leverage Stockton’s alumni network to strengthen mentorship and career networking opportunities between alumni and students while implementing communication strategies to showcase the success and achievement of alumni. <ul style="list-style-type: none"> <li>▪ <i>DEI connective action: Develop resource networks.</i></li> </ul>	50%	75%	90%	100% complete & ongoing	

FY24 Update

- Improved utilization of OspreyConnect platform with more regular outreach, data updates, and specific updates targeted at solicitation of mentors
- Corporate Partners program facilitated creation of Alumni Business Directory, highlighting alumni-owned businesses and entrepreneurs and seeking mentors from participants
- The Stockton Women’s Leadership Council (SWLC) welcomed 17 mentors and mentees to the 2023-2024 mentoring program and hosted its inaugural Excellence in Mentoring Awards.
- Implemented monthly social media alumni highlight across University and Alumni platforms.

FY23 Update

- Created the Associate Director of Alumni Relations position to specifically focus on career readiness, mentorships and post-graduate success.
- Created University Advancement teams to work in partnership directly with each dean. Teams focus on school-specific programming and engagement efforts, in line with alumni affinity, with a goal of increasing relationships between the individual schools, deans, alumni and current students.
- Promoted new alumni clubs and alumni achievements. Invited UA communications team to attend our weekly meetings to enhance relationship and develop new ideas.
- Marketing and URM colleagues continue to support, share knowledge, and use best practices with the Alumni Office in their efforts to engage and recruit alumni on both social media (both organic and paid) and email.
- Conducted marketing campaigns which highlight successful alumni and engaged students, prospective students, and the Stockton Community.
- Assisted with setup of short redirect urls for ease in sharing and promoting alumni activities and communications.
- Developed branded video templates for MBA and MHAL “Learn More, Earn More” marketing campaign with Study College that featured Stockton alumni working in the health industry.

FY22 Update

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

FY21 Update

- Majority of programming plans impacted by COVID, due to the in-person nature of many networking and relationship-building events.
- Continued to work with Career Education and Development for opportunities to showcase alumni achievement.
- Enhanced OspreyConnect, the online networking platform for alumni and friends. Launched new monthly newsletter, solicited alumni mentors, marketed platform to new graduates.
- Planning in place to launch Corporate Club program in FY22.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Enrollment Management	Create a sense of community and collaboration in partnership with the Divisions of Academic and Student Affairs.	50%	100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> <li>DEI connective action: Offer professional employee growth opportunities and develop resource networks (Equity).</li> </ul>					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> <li>Through collaboration with Ocean County College, coordinated an expansion to our Transfer Pathways partnership to establish a 3+1 articulation agreement with the School of Business.</li> <li>Successfully recruited and planned for our Summer 2024 Goals/Gear Up Scholar Academy. This year's program was hosted at the Atlantic City Campus. The GOALS program has partnered with EOF, Admissions, Multicultural Center, Financial Aid, Residence Life and much more to strengthen the collegiate pipeline. In our efforts to expose students to institutional programs, activities, policies and more, more than 50% of our 12th grade students are attending Stockton University in Fall 2024. Through recruitment efforts, the Goals program has increased its student participation number by 7% this fiscal year.</li> <li>Coordinated with Alumni Affairs to conduct postcard writing campaign to those students who have been admitted for the Fall 2024 semester to encourage them to Choose Stockton.</li> </ul>							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> <li>Sneak Peek Stockton Week by Academic Schools.</li> <li>EOF Osprey Youth Summit: Breaking Barriers Program.</li> <li>Full participation from Academic Schools for all in-person programs including but not limited to Discover, Experience, Instant Decision Days, Transfer Jam.</li> <li>The Office of Financial Aid collaborated with EOF to ensure University compliance with OSHE when determining eligibility to reauthenticate EOF renewal students.</li> <li>GOALS GEAR UP collaborated with EOF and Financial Aid to provide FASFA information to senior students.</li> <li>The Office of Financial Aid changed the reporting timeline for academic activity which increased the response rate and satisfaction by instructors.</li> </ul>							
<u>FY22 Update</u>							
<ul style="list-style-type: none"> <li>Collaborated with campus partners in identifying services for prospective students such as Learning Access Program and Wellness Center. Added new sessions including mental health and wellness to large recruitment events.</li> <li>Collaboration with Academic and Student Affairs in on-campus programs and events including but not limited to Discover Stockton Events (Open House), Experience Stockton Events (Admitted Students Day), Sneak Peek Week (Shadow Experience for Admitted Students), South Jersey Science Fair, Math Mayhem, Dance Day, Dual Credit Day etc.</li> </ul>							
<u>FY21 Update</u>							
<ul style="list-style-type: none"> <li>The creation, collaboration and implementation of Nest Fest Overnight orientation programming. Key offices included New Student and Family Programs, Housing, Academic Affairs.</li> <li>Experience Stockton &amp; Discover Stockton Day programs for prospective students and families.</li> <li>Hosted virtual recruitment events such a Diversi-TEA Series and Virtual Vision Board Series mentorship program aimed at re-affirming Stockton's commitment to diversity by hosting topic-specific panel discussions regarding issues on race, ethnicity, gender and gender identity, sexual orientation, socio-economic status, and political perspectives.</li> </ul>							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Academic Affairs; Student Affairs	Strengthen strategies to support student retention in all areas of operation.		100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> <li>DEI connective action: Close achievement gaps in student success and completion (Equity).</li> </ul>					
<u>FY24 Update from Academic Affairs</u>							
<ul style="list-style-type: none"> <li>The Office of Global Engagement has begun the process of restructuring our pre-arrival, orientation, and on-campus programming to support international student success.</li> <li>The School of Social &amp; Behavioral Sciences has piloted a number of student success initiatives – psychology piloted an online completion program (was not a success) and the MACJ program piloted a transition program for students entering via dual degree. This program had some success, waiting on union negotiations to determine how to support it in the future.</li> <li>The Bjork Library hired its first-ever Student Success Librarian whose role is to work with students in veterans' affairs, EOF, and General education to increase info literacy success.</li> </ul>							

FY24 Update from Student Affairs

- No major updates for FY24.

FY23 Update from Academic Affairs

- Library Learning Commons - See 1.3.1
- Completed Atlantic City Strategic Plan to move Business to Atlantic City
  - Optimized classes – increase courses by 25% for Fall 2024
  - Dean’s suite moving to AC June 2024
- See 1.3 (1-4); 2.2 (2); 3.3 (1,2); see also 1.10

FY22 Update

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

Priority 4.3 Enhance Student Satisfaction Practices Across the Campus Community: Ensure prospective and current students have positive experiences at our institution through the implementation of bi-annual training for faculty and staff.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Enrollment Management	Improve the student experience and internal processes by leveraging technology. <ul style="list-style-type: none"> <li>• DEI connective action: Recognizing our individual levels of cultural competence and understanding the significance of our similarities and differences (Preamble).</li> </ul>	75%	75%	85%	90%	

FY24 Update

- Routed international graduate applications to our office of Graduate Admissions and sent our Asst Dir of Grad Admissions to training to become a designated school official (DSO).
- Leveraged EAB Student Success Software Solution, Osprey’s Navigate, to automate Eligible to Enroll campaign activities for continuing student retention efforts.

FY23 Update

- Streamlined application process for students applying into EOF, Specialty majors and programs.
- Streamlined the application review process for counselors within one system.
- Streamlined the review process for campus partners including specialty programs, EOF evaluation, Athletics, Academic Advising, Student Success and New Student Transitions.
- Implementation of Pre-Registration Survey.
- Divisional Enrollment Management Retreat.
- Diversity Equity and Inclusion Retreat.
- Information sessions with all Academic Programs regarding updates in programs and graduation outcomes.
- The Office of Financial Aid successfully implemented a triggered customer satisfaction survey to all students and families once an appointment concludes to evaluate the service provided by the staff members. The Office of Financial Aid is also testing the same triggered survey for our walk-in visitors.
- Automated CRM to ERP process using middleware to reconcile applicants admit to deposit status for more efficient tracking and reporting.
- The Office of Financial Aid created new and enhanced existing communications for the confirmation of academic activity which triggered an email to students of when an instructor may have inadvertently confirmed a student as not attending. This allowed students to consult with the instructor before being determined as inactive and therefore ineligible.

FY22 Update

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

FY21 Update

- Automated Bursar Account Receivable Reporting to track point in time comparisons daily.
- Automated Bursar reporting to track student accounts that have a higher chance for default to offer payment options.
- Redesigned Bursar website with more straightforward navigation for website visitors.
- Developed a Strategic Communication Plan that maps the Bursar billing cycle to several modes of communications to mediate outstanding Account Receivables.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Enrollment Management	Review and strengthen Title IV compliance efforts.	75%	75%	85%	90%	
		<ul style="list-style-type: none"> <li>▪ DEI connective action: n/a</li> </ul>					

FY24 Update

- Created a “pilot” SharePoint site for Confirmation of Academic Engagement working group. This SharePoint site allows campus partners to learn and assist with Title IV compliance specific to the Confirmation of Academic Engagement. This SharePoint site information is provided to working group members consisting of the Office of Financial Aid, Registrar, the Provost’s Office, and Academic Advising.
- Following the successful evaluation of our institution, along with the assessment of our submitted policies and procedures and documentation related to the Return of Title IV funds and Satisfactory Academic Progress (SAP), it has been determined that no program review is required by the Department of Education.
- Successfully submitted and received approval by the College Cost Transparency (CCT) Initiative for Stockton University’s financial aid offer notification.

FY23 Update

- The Office of Financial Aid successfully implemented and updated a new net price calculator, which calculates potential eligibility for new last dollar programs such as Garden State Guarantee and Stockton Promise.
- The Office of Financial Aid changed the reporting timeline for academic activity which increased the response rate and satisfaction by instructors.

FY22 Update

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

FY21 Update

- Developed recruitment strategies to assist with targeted student recruitment and retention including using Gear-Up/Goals program to create a summer academy as a pipeline for incoming first-year students; Established a mentor program with Stockton alumni; and worked with academic programs to create information sessions aimed at diversifying students in STEM and Health Sciences.
- Developed strategies for closing the financial gap between financial aid and college cost using Stockton Grant in Aid (institutional need- based funds).
- Creation and implementation of freshman and transfer communication plan that provides students with next steps from application to enrollment by ways of email and text
- Implementation of online enrollment deposit form as well online Educational Opportunity Fund Program supplemental application
- Created instructional videos about applying for financial aid and the FAFSA process for first-generation and minority students.
- Developed and implemented a structured, electronic Federal Work-Study job description form that requires employers to enter all necessary components of a written job description



to strengthen Title IV compliance.

- Reviewed and enhanced our University’s annual consumer information webpage and email notification to strengthen Title IV compliance.
- Developed automatic, customized triggers that require documentation from FAFSA applicants who identify as being in a legal guardianship, an orphan or ward of the court, or homeless to strengthen Title IV compliance.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Enrollment Management	Consolidate customer service across the offices of Financial Aid and Bursar.		50%	75%	85%	
		<ul style="list-style-type: none"> <li>▪ DEI connective action: n/a</li> </ul>					

FY24 Update

- For the 2024-2025 FAFSA, the Office of Financial Aid has effectively executed the following key initiatives:
  - Prepared updates concerning FAFSA simplification as information was made available.
  - Engaged with campus stakeholders.
  - Collaborated with external stakeholders and updated financial aid policies and procedures.
  - Conducted communication and outreach efforts.
  - Provided training on the requirements of the FAFSA Simplification Act.
- For Summer 2024, significant financial aid was provided to students through two key programs: the Pell Grant and the Tuition Aid Grant (TAG). A total of 611 students benefited from Pell Grants, offering a total of \$1,399,542. In addition, 478 students received TAG funding totaling \$1,350,582.

FY23 Update

- Director of Student Accounts and Director of Financial Aid – now have standing weekly meetings to coordinate support to students.
- Established quarterly joint operational and training meetings between the staff of the Office of Financial Aid and Bursar’s Office.
- Provided institutional wide training on handling cash items throughout the University.

FY22 Update

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

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Student Affairs	Assess and amplify the impact of programs and services to prospective students, families, and community stakeholders.			25%	25%	
		<ul style="list-style-type: none"> <li>▪ DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).</li> </ul>					

FY24 Update

- No major updates for FY24.

FY23 Update

- Successfully recruited and hired Director of Assessment and Communication.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Student Affairs	Partner with student leaders to enhance students' experience and success.			50%	50%	
		<ul style="list-style-type: none"> <li>DEI connective action: Support the commitment to building a diverse and respectful community (Diversity).</li> </ul>					
<u>FY24 Update</u> <ul style="list-style-type: none"> <li>No major updates for FY24.</li> </ul>							
<u>FY23 Update</u> <ul style="list-style-type: none"> <li>Developed strategies with cultural organizations to develop programs for newly-opened Multicultural Center.</li> </ul>							

**Priority 4.4 Support Sustainable Enrollment: Maintain current enrollment, and ideally increase the number of undergraduate and graduate students annually by 2%. Growth should be consistent with financial and existing faculty/student ratio considerations.**

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Enrollment Management	Monitor key performances and indicators across enrollment-related functions.	50%	75%	85%	90%	
		<ul style="list-style-type: none"> <li>DEI connective action: Building a diverse and respectful community (Diversity).</li> </ul>					
<u>FY24 Update</u> <ul style="list-style-type: none"> <li>Successfully implemented the new, additional Tier 3 of the GSG program (AGI of \$80,001–\$100,000). With the expansion of the GSG program to Tier 3, we awarded a total of \$8,012,822 to 1,357 students for the 2023-2024 academic year.</li> <li>Successfully transitioned GSG to HESAA within the NJFAMS system as a state student assistance program by meeting state reporting and certification deadline requirements.</li> <li>Working with Natural Mathematics and Science School faculty colleagues involved in our SCI-BOOST Compass Funding project. The SCI-BOOST pilot program will launch in fall 2024 with students taking a seminar course who are interested in a NAMS major but have not yet achieved math readiness. <a href="https://stockton.edu/sciences-math/sci-boost.html">https://stockton.edu/sciences-math/sci-boost.html</a></li> </ul>							
<u>FY23 Update</u> <ul style="list-style-type: none"> <li>Collaboration with the Office of Financial Aid including but not limited to FAFSA completion, outside scholarship offers.</li> <li>Collaboration with the Office of Academic Advising regarding Accuplacer testing.</li> </ul>							
<u>FY22 Update</u> <ul style="list-style-type: none"> <li>Completed expansion of High School dual-credit partners, dual-path partners, and Community College Partnerships (Hudson County College).</li> <li>Strategically grouping NJ counties throughout the state in creating depth for counselors, enrollment specialist and ambassadors by assigned territories. Evidence in the increased number of admissions applications.</li> <li>Worked closely between Admissions and the Office of Financial Aid in identifying students that meet the criteria for Stockton Promise and GSG. Providing targeting messaging and information sessions to keep students informed and engaged.</li> <li>Successfully completed aggressive social media invitation and “take-overs” during on-campus events and programs.</li> </ul>							
<u>FY21 Update</u> <ul style="list-style-type: none"> <li>In collaboration with URM, the Enrollment Team used data analytics to make marketing and advertising decisions, including Google AdWords, Facebook, Instagram, Twitter, LinkedIn.</li> <li>In conjunction with ITS and Video Productions, the Enrollment Team is now live-streaming in-person events so maximize audience reach. This will enhance our programming to meet prospective students, especially adults, where they are located. The Team also leverages social media to live-stream when appropriate.</li> <li>The Enrollment Team expanded the use of communication tools to reach various populations. These tools are tracked to monitor open rates in order to make data-driven decisions for future campaigns.</li> <li>The Enrollment Management team is now utilizing Microsoft Planner and Tasks to monitor on-going projects and initiatives.</li> </ul>							

- Packaged and sent offer notifications to admitted Fall 2021 students four months earlier than last year.
- Packaged and sent offer notifications to returning Fall 2021 students three weeks earlier than last year.
- Developed a report that provides a list of prospective students that indicated Stockton University as a school choice on their FAFSA but did not begin an admissions application.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Advancement & Communications	Lead marketing efforts in partnership with the Strategic Enrollment Management Planning (SEMP) Council to meet or exceed strategic enrollment goals.	50%	75%	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> <li>▪ DEI connective action: Building a diverse and respectful community (Diversity).</li> </ul>					

FY24 Update

- Identified and recruited a diverse group of students from all five schools at Stockton to participate in the Soar Higher marketing campaign. The campaign emphasizes Stockton's unique educational offerings and fosters a sense of community.
- Oversaw the redesign of Admissions print collateral, including the new acceptance packet, which incorporates the "Soar Higher" branding and reinforces Stockton's image as a premier institution for high-achieving applicants.
- Worked with schools and program chairs to implement the Career Pathways Module, which provides career data and is now featured on 85% of undergraduate program pages.

FY23 Update

- Promoted programs and initiatives from all schools, including the Marine Debris Removal Grant awarded by NOAA, the new Esports Management degree, the Community Reporting News Lab, the NJ JOBS initiative, Cannabis Career Fair, maple tapping and PT white coat ceremony, among others.
- With the Associate Director of News & Media Relations, met with all school deans in August 2022 and will repeat this annually. Beat writers follow up throughout the year for story ideas. Developed ongoing list of faculty experts.
- Coordinated regularly with and developed stronger working relationship with Graduate Studies to enhance and provide strategy behind content on info cards, program-specific marketing videos and web pages.
- Worked closely with Grad Studies during pilot of Study College research and advertising for MBA and MBA-HAL programs. While the partnership was not successful in terms of applications, the process of creating a new landing page and developing content for short video ads was fruitful and we will continue that work in FY24.
- Worked with Director of Web Communications and Enrollment Management staff to eliminate redundant "Admissions, Scholarship & Aid" landing page to aim traffic directly at Admissions index page, eliminating steps/clicks necessary for web visitor.
- Implemented new web design elements such as cards and infographics to highly trafficked pages to deliver relevant content in an interesting and accessible form.
- Updated layout of key Admission pages for a more modern web experience.
- Merged both Admission landing pages into one centralized resource for less visitor clicks to get to admission funnel.
- Wrote and distributed more than 300 press releases, web stories and event listings sent to local, regional and national media.
- Responded to about 200 media inquiries, including WHYY, News 12NJ, Philly Voice, Inside Higher Ed, ROI-NJ, NJ101.5, Philadelphia Inquirer and more.
- Collaborated with Director of Marketing to provide content for paid social media initiatives and post boosts for open houses.
- Showcased the Choose Stockton campaign on the website and social media.
- Promoted an articulation agreement with Monmouth University for Coastal Zone Management, dual credit partnership with Middle Township HS for Esports, enrollment statistics and selective rankings to increase awareness of Stockton's programs. Assisted with the redesign of the Admissions publications and collaborated with Digital Engagement Specialist on a calendar of social media posts to support recruitment.
- Onboarded a student "TikTok team" to create regular content for Stockton's account, including more than 60 videos. One went viral and has reached more than 150K.
- For fiscal year 2023 the Choose campaign accounted for 51% of traffic to the admissions page. Now in our third year running year-round AdWords campaigns for both first year and transfer recruitment campaigns, the impact continues to be positive as the pageviews to the admissions page are up 40% FY23 over FY22, and unique pageviews are up 25%. In addition, completed applications for first time students are up 5% from last year (8774 to 9253) and transfer completed applications are up 2% (1246 to 1270).
- Collaborated with Institutional Research (IR) to support our goal of developing integrated data driven recruitment campaigns. Utilized the PowerBi report to illustrate the number of applications and deposits, month of application or deposit, ethnicity, geographic location, and program for first year, transfer and graduate students. This IR report aids the development of campaigns to have the strongest timing, are well-targeted (geographically and by audience), and with budget allocated for the best return on investment.

- Collaborated with and supported Enrollment Management to create engaging content and entice students to return to visiting campus following more than a year of virtual offerings. Projects included: Experience Stockton Day, Discover Stockton Day, 'Get to Know' program-specific videos, Longboard Campus tour video
- Worked with EM, Planning and Residential Life to identify and promote key selling points for Summer FY23, including the Live-Work-Learn AC Summer Experience and 20% tuition discount. As of July 10, summer enrollment was running flat with FY22 (2,557 FTE), which was one of our best summer enrollments to date. Summer housing was near capacity.
- Live, Work, Learn program increased participation from roughly 140 students in FY22 to roughly 240 students (71% increase) in FY23
- Met monthly with Executive Director Student Affairs Strategic Planning and Initiatives to stay current on events and happenings.
- Member of Student Success Advisory Committee with representatives from Student Affairs and Enrollment Management to develop and promote retention initiatives.
- Integrated Google Analytics 4 tracking on Slate • Assisted with template(s) design on Slate - customer relationship management system.
- Improved meta descriptions on top 50 visited webpages for improved SEO performance.

FY22 Update

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

FY21 Update

- Revamped the Choose campaign to emphasize "Choose Stockton." This was our most diverse campaign, with 3 males and 3 females, including 2 Black, 1 Latinx, 1 Asian and 1 veteran student(s) . The two 30-second spots have reached 150K on YouTube alone.
- Created a virtual tour series for Admissions to reach prospective students unable to visit campus due to the pandemic. Launched the series with four tour stops: Campus Center, Academic Spine, Freshman Housing, Lake Fred.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Planning & Research	Prepare data analyses and recommendations to strengthen Stockton's dual-credit high school and Transfer Pathways programs. <ul style="list-style-type: none"> <li>▪ DEI connective action: Support commitment to building a diverse and respectful community that values individual and group/social differences (Diversity).</li> </ul>		30%	40%	45%	

FY24 Update

- IR staff developed a dashboard which focuses on the academic standing of matriculated undergraduate students who participated in Stockton's dual-credit high school program compared to those who did not.

FY23 Update

- IR staff has continued to update Dual Credit High School student data, specifically tracking students who participated in the program and have matriculated at Stockton.
- Launched reimagined interactive public dashboard focusing on the Dual Credit High School Program.

FY22 Update

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