Office of the President
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President's Cabinet – Strategic Priorities for FY 2018

Mission

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

Vision

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

Guiding Principle

Students first; vision and strategy follow.

Values

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

We adhere to the values of:

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

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

Strategic Priority #1

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

Goal 1.1	*Focus institutional efforts toward student success and prepare a diverse group of students to continue to excel in a rapidly changing world.*

Goal 1.2	*Expand our footprint in the region and increase our access to offerings.*

Goal 1.3	*Enhance services to promote quality technology support.*

Strategic Priority #2

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

Goal 2.1	*Review and assess academic organizational structures with a focus on supporting the innovation, impact, and efficiency of Academic Affairs.*

Goal 2.2	*Integrate the University's strategic enrollment goals into all aspects of University operations to ensure meeting goals while maintaining excellence.*

Goal 2.3	*Assess and increase high-impact learning practices.*

Goal 2.4	*Increase philanthropy and alumni engagement leading to increases in our combined Investment and Foundation Fund Accounts by $6-$8 million per year.*

Goal 2.5	*Assist the state in developing a rational and equitable funding plan for higher education.*

Goal 2.6	*Improve bond rating and keep University's interest rates low.*

Goal 2.7	*Increase Stockton's national presence by securing additional major grants (NIH/NSF/NEH) that showcase their research with our students.*

Goal 2.8	*Develop a written student persistence and retention plan.*

Goal 2.9	*Adopt innovative technologies and solutions to provide reliable IT infrastructure and facilities.*

Goal 2.10	*Build and amplify informational awareness of the University's internal and external constituencies.*

Goal 2.11	*Position the University as the region's premier employer in higher education.*

Goal 2.12	*Integrate the University's communications, development, talent management, and marketing efforts to formulate a collaborative system of University Advancement.*

Strategic Priority #3

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

Goal 3.1	*Support diversity efforts throughout the institutional enterprise.*

Goal 3.2	*Expand contributions to the region's economic development and cultural offerings through the performing arts, the visual arts, and athletics.*

Strategic Priority #4

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

Goal 4.1	*Develop a new Integrative Strategic Plan.*

Goal 4.2	*Develop a new Facilities Master Plan.*

Goal 4.3	*Enhance processes for developing new and/or supporting innovation of academic offerings.*

Goal 4.4	*Expand the InnovationStockton initiative.*

Goal 4.5	*Improve Administration & Finance communication and customer service.*

Goal 4.6	*Strengthen shared governance structures to increase the University's responsiveness and ability to make timely decisions.*

Goal 4.7	*Establish Strategic Communications & Marketing Committee.*

Strategic Priority #5

Improve and expand the University's internal operational efficiencies.

Goal 5.1	*Create a Public Safety Advisory Committee.*

Goal 5.2	*Initiate a Divisional Technology Equipment Replacement Plan.*

Goal 5.3	*Provide efficient and effective access to information and technology resources.*

Goal 5.4	Enhance protection of institutional and user data.

Goal 5.5	Improve predictive and reporting abilities.

Goal 5.6	Develop and expand technological resources to ensure effective delivery of student support services.

Goal 5.7	Develop and promote Administration & Finance's operational efficiencies.

Goal 5.8	Defend, protect, and advance the interests of the University.

APPENDIX – WITH ACTION ITEMS

Strategic Priority #1

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

Goal 1.1	Focus institutional efforts toward student success and prepare a diverse group of students to continue to excel in a rapidly changing world.		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Maintain commitment to small classes, precepting, and 70/30 fulltime faculty ratios to ensure we provide the high quality, personalized education for which Stockton is known.	L
2.	Academic Affairs & Student Affairs	Continual improvement in retention, graduation rates, employment rates, and graduate school acceptances.	E
3.	Academic Affairs	Ongoing development of new academic programs.	L
4.	Academic Affairs	Globalization of our education - outreach and study abroad for domestic students and faculty; partnerships and exchanges with other institutions throughout the world, increasing ELS students and other international students.	G
5.	Students Affairs	Expand our reach to create a more diverse student body including increasing the percentages of non-traditional students who are working or changing careers, transfer students, first-generation students, and African-American and Latino students.	E
6.	Academic Affairs	Review and revise the Academic Affairs assessment plan.	L
7.	Academic Affairs	Appoint a Director of Academic Assessment, Assessment Faculty Fellow, and Assessment Committee.	L
8.	Development	Increase alumni engagement as volunteers in student recruitment (college fairs, open houses, etc.).	E
9.	Student Affairs	Increase our enrollment to at least 10,000-11,000 students; lower student loan debt rates, keep students engaged.	E
10.	Student Affairs	Work with groups in Atlantic City to create programs and opportunities to integrate our campus within the community.	E
11.	Student Affairs	Ongoing development of new and enhanced students services programs such as Career Center programming and counseling services for special populations.	E
12.	Student Affairs	Increase incoming EOF freshman class by 5% (cap at 85) and the number of EOF students pursuing graduate and professional school opportunities by 10%.	E
13.	Students Affairs & COO-AC Campus	Recruit students to Stockton from Atlantic-Cape Community College and Atlantic City High School.	E

Goal 1.2	Expand our footprint in the region and increase our access to offerings.		
Action	**Lead Unit**	**Description**	**2020**
1.	Facilities and Operations	Complete the Academic Quad project.	L
2.	Facilities and Operations	Complete the Atlantic City Gateway project.	L
3.	Student Affairs	Develop opportunities for educational, self-awareness and/or fitness programming open to the community.	E
4.	Student Affairs	Expand student programs and services to Atlantic City, such as EOF, VA, and Residential Life.	E
5.	Student Affairs	Develop a Stockton University Recovery program, including housing.	E
6.	Univ. Relations	Broaden the visibility, reputation and utilization of the University and its resources to internal and external constituencies.	E
7.	Development	Broaden and strengthen constituent engagement with the University to augment philanthropic support.	E
8.	COO-AC Campus	Coordinate and collaborate on strategic projects and initiatives (programmatic, academic, professional, and operational) related to the development of the AC Campus.	E
9.	COO-AC Campus	Develop the operational plan and reorganization of staffing for the AC campus.	L
10.	COO-AC Campus	Finalize agreements with retailers for the retail spaces at the AC campus.	E
11.	COO-AC Campus	Develop and have approved the designation of the "University District" Plan.	E

Goal 1.3	Enhance services to promote quality technology support.		
Action	**Lead Unit**	**Description**	**2020**
1.	IT Services	Develop knowledgebase and self-help tools on the Information Technology Services website.	L
2.	IT Services	Monitor help desk response measures to target improvement and enhancement of user support services.	L
3.	IT Services	Expand and enhance technical training workshops provided by Information Technology Services.	E

Strategic Priority #2

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

Goal 2.1	*Review and assess academic organizational structures with a focus on supporting the innovation, impact, and efficiency of Academic Affairs.*		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Examine restructuring options, including colleges vs. schools, chairs vs. coordinators, and grad vs. undergrad.	L
2.	Academic Affairs	Clarify the role of non-Galloway learning sites with a focus on cohesion and support of mission.	E
3.	Academic Affairs	Review use of internal grant funding and align support with areas of highest need.	E

Goal 2.2	*Integrate the University's strategic enrollment goals into all aspects of University operations to ensure meeting goals while maintaining excellence.*		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Create a strategic faculty hiring plan that will maintain desirable faculty/student ratios.	L
2.	Academic Affairs	Track (and respond when needed) to maintain or increase Stockton's historically high persistence and retention rates.	L
3.	Academic Affairs	Begin to develop enrollment capacity analysis by program.	L
4.	Academic Affairs	Provide resources to support new program development.	L
5.	Academic Affairs	Identify (augment) a portion of the Academic Affairs budget to support enrollment changes and enrollment goals.	L
6.	Planning	Form University-wide SEMP Council with work teams.	E
7.	Planning	Initiate University-wide funding process (similar to 2020) to support pilot enrollment management projects.	E
8.	Student Affairs	Maximize the ability to provide housing opportunities to all Stockton students who wish to have housing.	L
9.	Univ. Relations	In conjunction with Enrollment Management, develop and execute integrated marketing and communications programs to support the University's strategic enrollment management priority to increase the quantity, quality, diversity, and yield of the applicant pool.	E
10.	Development	Enhance alumni engagement to provide volunteer support for student recruitment and retention efforts.	E
11.	Development	Evaluate existing Foundation resources and seek new resources that can be used to support student recruitment and retention efforts.	E

Goal 2.3	Assess and increase high-impact learning practices.		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Implement University internship office with coordinator and initiate a review of internship procedures.	E

Goal 2.4	Increase philanthropy and alumni engagement leading to increases in our combined Investment and Foundation Fund Accounts by $6-$8 million per year.		
Action	**Lead Unit**	**Description**	**2020**
1.	Development	Initiate discussions for a new comprehensive campaign with the key goal of expanding innovative educational opportunities.	E
2.	Development	Increase engagement through volunteer activity and philanthropy.	E
3.	Development	Grow major gift fundraising in alignment with institutional priorities.	E
4.	Development	Develop a Comprehensive Stewardship Plan to effectively cultivate relationships with University supporters.	E
5.	Student Affairs	Meet regularly with Chief Development Officer to discuss opportunities and act as liaison as needed.	E
6.	Student Affairs	Develop community partnerships to increase support for existing fundraising events; and expand partnerships that involve fundraising opportunities with local and national organizations.	E
7.	Development	Collaborate with Athletics to increase philanthropic support for athletic teams and programming.	E

Goal 2.5	Assist the state in developing a rational and equitable funding plan for higher education.		
Action	**Lead Unit**	**Description**	**2020**
1.	Admin & Finance	Work with the Governor, Legislature, and higher education policymakers on developing and implementing a funding rationale.	E
2.	Admin & Finance	Develop internal fiscal analysis showing impact of funding equity.	E
3.	Admin & Finance	Coordinate with higher education institutional leadership on funding rationale implementation strategy.	E

Goal 2.6	Improve bond rating and keep University's interest rates low.		
Action	**Lead Unit**	**Description**	**2020**
1.	Admin & Finance	Work with financial advisor to analyze and update current data and strategies for meeting with rating agencies.	L

Goal 2.7	Increase Stockton's national presence by securing additional major grants (NIH/NSF/NEH) that showcase their research with our students.		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Support efforts of the Office of Research & Sponsored Programs to increase the quality and quantity of external grant proposals.	L

Goal 2.8	Develop a written student persistence and retention plan.		
Action	**Lead Unit**	**Description**	**2020**
1.	Planning	Prepare and present a draft document by June 30, 2018.	E

Goal 2.9	Adopt innovative solutions to provide reliable IT infrastructure and facilities.		
Action	**Lead Unit**	**Description**	**2020**
1.	IT Services	Implement enhanced business continuity strategies.	L
2.	IT Services	Implement cloud solutions for enterprise communications and collaboration.	L
3.	IT Services	Upgrade network infrastructure, servers, and classroom and computer lab equipment to maintain a five year or less replacement schedule.	E
4.	IT Services	Implement mitigations in response to external security review following developed action plan.	E
5.	IT Services	Enable and enhance access to information resources through mobile and remote devices.	E

Goal 2.10	Build and amplify informational awareness.		
Action	**Lead Unit**	**Description**	**2020**
1.	Univ. Relations	Develop plan to enhance institutional awareness of Stockton's internal and external constituencies.	L

Goal 2.11	Position the University as the region's premier employer in higher education.		
Action	**Lead Unit**	**Description**	**2020**
1.	Univ. Relations	Amplify scholarly activity and expertise of the University and its resources to internal and external constituencies.	E
2.	Human Resources	Strengthen talent management efforts to maximize employee recruitment, development, and retention.	E
3.	Human Resources	Promote a University culture of continuous improvement that empowers employees through ongoing professional development, career growth opportunities, and evaluation.	E
4.	Human Resources	Promote programing that supports and enhances employee engagement, personal growth, development, and wellness.	E

Goal 2.12	Integrate the University's communications, development, talent management, and marketing efforts to formulate a collaborative system of University Advancement.		
Action	**Lead Unit**	**Description**	**2020**
1.	EVP/Chief of Staff	Develop a Strategic University Advancement plan to enhance the image, academic reputation, and philanthropic support of the institution.	E

Strategic Priority #3

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

Goal 3.1	Support diversity efforts throughout the institutional enterprise.		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Establish an Academic Affairs Diversity Advisory Committee.	L
2.	Academic Affairs	Implement 2nd year of Diversity Initiative Grants.	L
3.	Diversity & Equity	Define and develop the Title VI Coordinator role.	E
4.	Academic Affairs and Diversity & Equity	Continue to generate new approaches to attract diverse faculty and staff to the University.	E
5.	Diversity & Equity	Collaborate with identified stakeholders in the review and enhancement of the search process.	E
7.	Development	Acquire philanthropic resources to develop needs-based scholarship opportunities to support underrepresented student populations.	E
8.	Human Resources	Cultivate a diverse and inclusive campus environment, promoting cultural proficiency throughout the University workforce.	E
9.	Univ. Relations	Ensure that University's commitment to diversity and inclusion is a key component of the University Strategic Communications Plan.	E

Goal 3.2	Expand contributions to the region's economic development and cultural offerings through the performing arts, the visual arts, and athletics.		
Action	**Lead Unit**	**Description**	**2020**
1.	Admin & Finance	Further develop partnerships through SARTP.	E
2.	Admin & Finance	Work closely with the Atlantic County Economic Alliance.	E
3.	Academic Affairs	Enhance our programs in Music, Dance, Theater, and the Visual Arts through our Art Gallery and the Noyes Museum.	L
4.	Academic Affairs	Expand health curriculum in southern Ocean County through our Manahawkin site.	L
5.	COO-AC Campus	Explore expanded use of Boardwalk Hall, Sand Castle Stadium, etc. for engagement opportunities in Atlantic City.	E
6.	COO-AC Campus	Enhance events centered around Commencement and increase participation among area businesses in Atlantic City.	E
7.	Academic Affairs	Further develop the Woodbine site.	E
8.	Athletics	Establish a first-rate crew program using the ACHS Boat House.	L
9.	COO - AC Campus	Explore opportunities for use of O'Donnell Memorial Park in Atlantic City.	S
10.	Development	Explore and implement fundraising in support of these efforts, where appropriate and feasible.	E
11.	Student Affairs	Initiate a Social Justice speaker series through Residential Life.	E
12.	Student Affairs	Explore collaborative opportunities with county and state veteran agencies.	E
13.	Student Affairs	Explore incorporating an ROTC program at Stockton.	E

Strategic Priority #4

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

Goal 4.1	Develop a new Integrative Strategic Plan.		
Action	**Lead Unit**	**Description**	**2020**
1.	Planning	Complete first year of foundational work for development of Integrative Strategic Plan.	E

Goal 4.2	Develop a new Facilities Master Plan.		
Action	**Lead Unit**	**Description**	**2020**
1.	Admin & Finance	Complete first year of foundational work for the development of a Facilities Master Plan.	E
2.	Student Affairs and Facilities and Operations	Develop and implement a residential life deferred maintenance plan.	S

Goal 4.3	Enhance processes for developing new and/or supporting innovation of academic offerings.		
Action	**Lead Unit**	**Description**	**2020**
1.	Academic Affairs	Streamline and clarify new program development processes.	L
2.	Academic Affairs	Implement an Academic Affairs space allocation committee for vetting of space requests.	L

Goal 4.4	Expand the InnovationStockton initiative beyond the Division of Student Affairs.		
Action	**Lead Unit**	**Description**	**2020**
1.	Student Affairs	Implement a marketing campaign to increase institutional awareness of *InnovationStockton*.	L
2.	Student Affairs	Provide institution-wide professional development to engage everyone in the *InnovationStockton* experience.	E
3.	Student Affairs	Expand domain and project team membership to include faculty and staff from other divisions throughout the University.	E
4.	Student Affairs	Work with *InnovationStockton* consultants to assist each functional area with identifying innovation opportunities within its own area.	E
5.	Student Affairs	Work with the Stockton Small Business Development Center to research business incubator models for the Atlantic City community.	E

Goal 4.5	Improve Administration & Finance communication and customer service.		
Action	**Lead Unit**	**Description**	**2020**
1.	Admin & Finance	Utilize Space Management Committee to better provide a comprehensive source of information to support space planning and management for all University locations.	L
2.	Admin & Finance	Conduct customized procurement learning and training sessions.	L
3.	Admin & Finance	Enroll supervisors in NJSACOP command and leadership courses.	L

Goal 4.6	Strengthen shared governance structures to increase the University's responsiveness and ability to make timely decisions.		
Action	**Lead Unit**	**Description**	**2020**
1.	President's Office	Establish a timeline and communications structure for shared governance activities.	E
2.	Human Resources	Support collaborative forums for staff to engage in planning and governance.	E

Goal 4.7	Establish Strategic Communications & Marketing Committee.		
Action	**Lead Unit**	**Description**	**2020**
1.	Univ. Relations	Improve the quality, consistency, and alignment of strategic messaging and communications channels to increase awareness and strengthen Stockton's brand.	E
2.	Univ. Relations	Leverage University resources to ensure clear, consistent and proactive communications, in alignment with the University's marketing and other outreach efforts.	E
3.	Univ. Relations	Develop a University Strategic Communications Plan.	E
4.	Development	Collaborate with University Relations to ensure development and alumni-related priorities are incorporated into communication plans.	E

Strategic Priority #5

Improve and expand the University's internal operational efficiencies.

Goal 5.1	Create a Public Safety Advisory Committee.		
Action	**Lead Unit**	**Description**	**2020**
1.	EVP/Chief of Staff	Formulate institutional policies on emerging safety and security issues.	L

Goal 5.2	Initiate a Divisional Technology Equipment Replacement Plan.		
Action	**Lead Unit**	**Description**	**2020**
1.	IT Services	Provide recommendations for machine replacement each fiscal year based upon age of equipment from institutional asset inventory.	E

Goal 5.3	Provide efficient and effective access to information and technology resources.		
Action	**Lead Unit**	**Description**	**2020**
1.	IT Services	Implement new intelligence solution for business process analysis and business reporting.	E
2.	IT Services	Implement automated workflows, electronic approvals, and paperless online processes that streamline business practices.	E
3.	IT Services	Implement advising, transfer articulation, and degree audit solution.	E
4.	IT Services	Perform institutional review of assistive technologies for ADA accommodations.	E
5.	IT Services	Implement upgraded web portal solution.	E

Goal 5.4	Enhance protection of institutional and user data.		
Action	**Lead Unit**	**Description**	**2020**
1.	IT Services	Review IT risks and controls; adopt current standards and best practices.	E
2.	IT Services	Improve and enhance processes for provisioning and de-provisioning accounts and access permissions through automated methods.	E
3.	IT Services	Implement identity management solution for systems and resource access.	L
4.	IT Services	Conduct information technology security awareness training program and simulated phishing campaign.	L

Goal 5.5	Improve predictive and reporting abilities.		
Action	**Lead Unit**	**Description**	**2020**
1.	Planning	Develop a predictive model for freshman and transfer students.	E
2.	Planning	Enhance weekly reports to convey data to key stakeholders.	E

Goal 5.6	Develop and expand technological resources to ensure effective delivery of student support services.		
Action	Lead Unit	Description	2020
1.	Student Affairs	Streamline scholarship packaging between Admissions and FA offices.	E
2.	Student Affairs	Implement an efficient, user-friendly career management system.	E

Goal 5.7	Develop and promote administrative operational efficiencies.		
Action	Lead Unit	Description	2020
1.	Admin & Finance	Expand the use of electronic forms and online processes.	L
2.	Admin & Finance	Develop a fleet management program and install GPS on all vehicles.	L
3.	Human Resources	Leverage technology to enhance employee recruitment, professional development, and retention initiatives.	E
4.	Admin & Finance	Hire Emergency Management Coordinator to manage critical processes.	E
5.	Admin & Finance	Initiate a University-wide biodiversity committee.	S
6.	Admin & Finance	Initiate a University-wide energy audit.	S
7.	Human Resources	Leverage existing systems to provide process improvements, increased services, and improved functionality.	E

Goal 5.8	Defend, protect, and advance the interests of the University.		
Action	Lead Unit	Description	2020
1.	Diversity & Equity	Oversee a comprehensive review of the ethics compliance process and collaborate with others to phase in identified changes, modifications, and/or enhancements as necessary.	E
1.	General Counsel	Work with internal clients to ensure legal implications are integrated into business practices and processes.	L
2.	General Counsel	Provide practical and academic training beyond CLE requirements.	L
3.	General Counsel	Utilize Ombuds office and other forms of alternative dispute resolution.	E
4.	General Counsel	Hire Deputy GC to establish and enforce compliance program.	E
5.	General Counsel	Work with IT Services to identify e-platforms for legal document management.	E

Priorities, goals, and action items developed and approved by Stockton University's Cabinet Officers in July-August 2017.

Document prepared 8/1/2017 by Stockton University's Chief Planning Office.