

DIVISION OF STUDENT AFFAIRS

INSTITUTIONAL PROGRAM REVIEW

Supporting Materials

MARCH 30, 2017



DIVISION OF STUDENT AFFAIRS

THOMASA GONZALEZ, Vice President for Student Affairs

DONNA S. WANAT, Student Success + Enrollment Initiatives Specialist

KIM McCABE, Director, Student Affairs Communications

JOHN IACOVELLI

Dean of Enrollment Management

ALISON HENRY

Associate Dean of
Enrollment Management

Admissions

Financial Aid

DEE McNEELY-GREENE

Associate Vice President for
Student Affairs

PEDRO SANTANA

Dean of Students

Dean of Students

Residential Life

VACANT

Director of Athletics

Athletics & Recreation

LONNIE FOLKS

Director of Athletics
Development

CRAIG STAMBAUGH

Associate Dean of Students

Event Services & Campus Center Operations

Student Development

Free-To-Be Child Care

TOM O'DONNELL

Assistant Dean of Students

Veteran Affairs

STEPHEN DAVIS

Associate Dean of Students

Wellness Center

Interim Athletics Management + Team

GERALD MARTIN

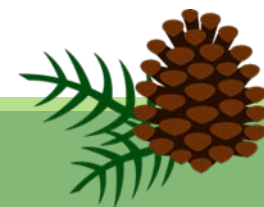
Assistant Dean of Students

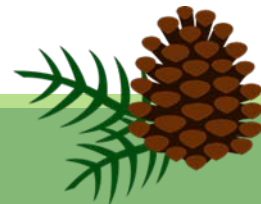
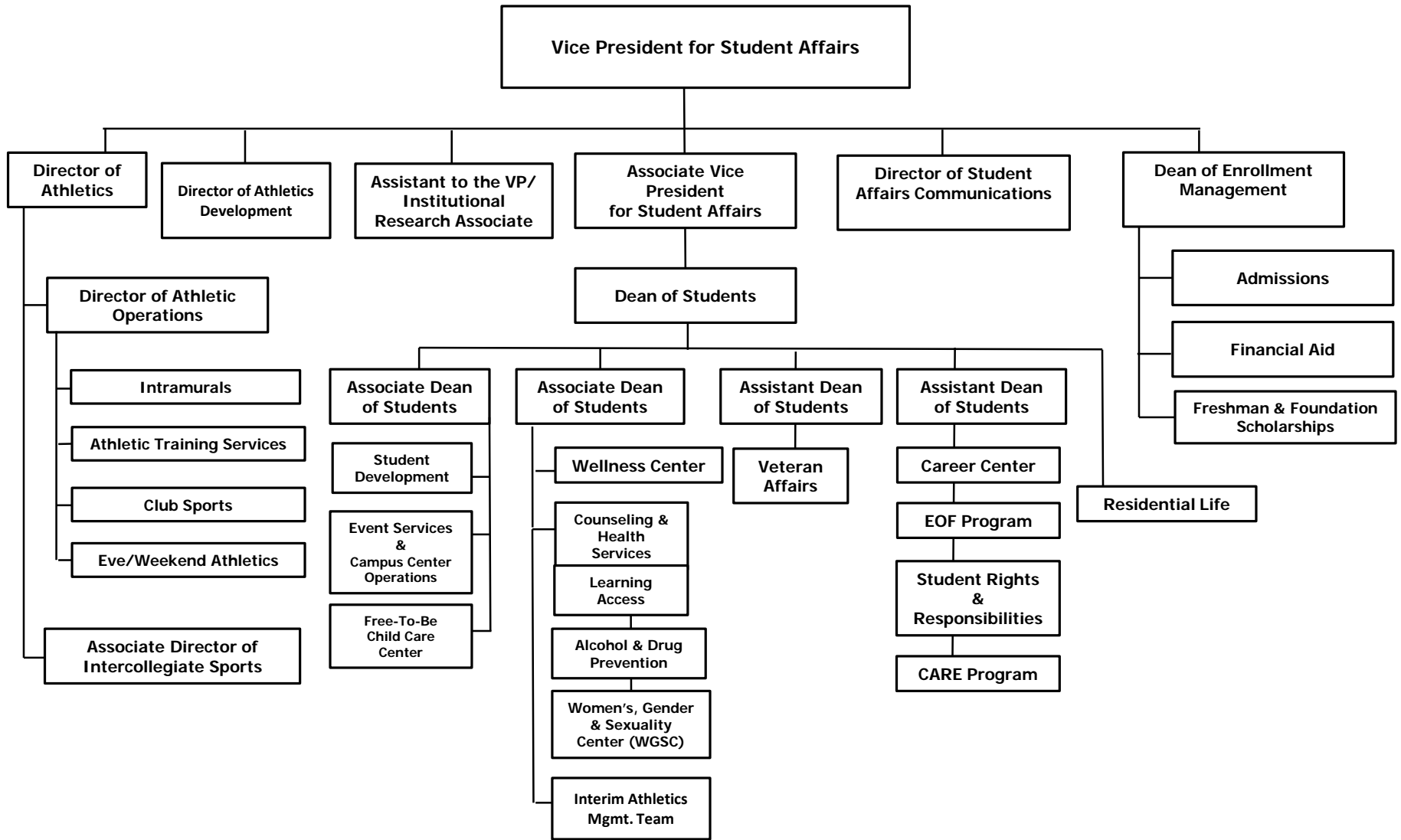
Student Rights & Responsibilities

Career Center

Educational Opportunity Fund Program

CARE Program





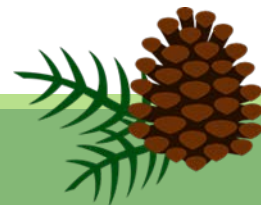
VISION & MISSION

VISION

The Division of Student Affairs is dedicated to transforming our students into globally aware, productive citizens who are life-long learners with the ability to work toward common solutions locally, nationally and globally. We will accomplish this transformation in a learning environment that provides memorable, high quality experiences designed to enhance intellectual curiosity and nurtures personal and interpersonal growth.

MISSION

The Division of Student Affairs, through teamwork, collaboration, innovation and excellence, delivers comprehensive co-curricular services designed to enhance campus life, increase student retention and graduation rates, prepare students for their careers, stimulate higher academic achievement and inspire meaningful community involvement.



2016-2017 DIVISIONAL GOALS

Learning

Engagement

Global Perspectives

Sustainability

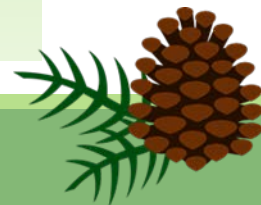
The goals of the Division of Student Affairs are directly aligned with the goals and strategic initiatives of the University.

In concert with the goals of the University's strategic plan, maximize the quantity and retain the quality and diversity of our new students

- Strategic Enrollment Management Plan (SEMP) implementation
- Increase retention through collaboration with President's Office, Academic Affairs, University Marketing, Admin and Finance

Support curricular and deliver co-curricular learning opportunities for students' personal and interpersonal growth, in concert with the University's Essential Learning Outcomes (ELOs) and Institutional Plans

- Broaden the scope of the critical values of inclusion and equity to the Stockton community



2016-2017 DIVISIONAL GOALS

Learning

Engagement

Global Perspectives

Sustainability

Provide professional development opportunities for professional, managerial and support staff

- Focus on professional development activities that will assist in maintaining up-to-date knowledge of best practices in their fields, customer relations and technology

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

- Increase program marketing and end user services via social media and mobile device applications

Strategically administer and assess programs and services in light of emerging higher education trends

- Work with division executive team, respective staff, and University planning office to implement strategic planning
- Assess Student Affairs programs to ensure alignment with strategic plan



SELECTED HIGHLIGHTS

FY2016

ENROLLMENT MANAGEMENT

Fall 2016 we welcomed the largest freshman class in Stockton's history (9th consecutive year)

Among the first institutions to implement Early FAFSA; with first award notifications delivered by mid-November

Developed a recruitment plan that gives Stockton greater exposure in the northern NJ counties and out of state

Re-designed the freshman merit-based award platform with an increased emphasis on *need*

ATHLETICS

75% of intercollegiate student-athletes achieved a cumulative grade point average of 3.0 or higher

Five teams were recognized nationally for academic performance (field hockey, M&W cross county, M&W track and field)

26 athletics-based groups participated in at least one community service event, a 30% increase over the previous year.

Athletics hosted the Philadelphia 76ers pre-season training camp.

Nine of Stockton's 11 teams finished their season with a winning record. Twelve of Stockton's intercollegiate teams finished in the top half of their conference.

DEAN OF STUDENTS

Career Center introduced the career community program; 2,453 students joined (FY2016)

Individual career counseling and advising sessions increased 71% over previous year

Enhanced the Community Wellness and Health Education organization to improve service delivery (comprised of Counseling Services/Alcohol and Drug Education, Learning Access Program, WGSC, and Health Services)

Provided increased awareness and access to direct counseling services (up 25% [FY2016])

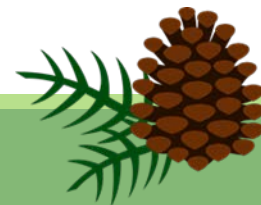
Suicide Prevention Week: 10 events, thousands attended; 876 students screened for depression

University Weekend: 26 events, 7,000+ attendees

Day of Service: 400 students participated in five service projects, including packaging 48,000 meals for third-world countries

Residential Life's Residence Hall Association increased campus programming by 250%

Hosted NJ Pearl Harbor 75th Anniversary tribute, which was live-streamed nationally



2017-2018 DIVISIONAL GOALS

Learning

Engagement

Global Perspectives

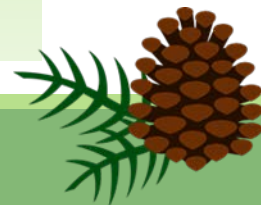
Sustainability

In concert with the goals of the University's strategic plan, maximize the quantity and retain the quality and diversity of our new students.

- Integrate Strategic Enrollment Management Plan (SEMP) 4.0
- Annual recruitment plan refinement and execution
- Coordinate dialogue in retention efforts

Support curricular and deliver co-curricular learning opportunities for students' personal and interpersonal growth, in a safe environment, in concert with the University's Essential Learning Outcomes and Institutional Plans.

- Promote inclusion and equity
- Residential Life curriculum incorporating Essential Learning Outcomes
- Enhance the success of student athletes and the co-curricular experience for all students



2017-2018 DIVISIONAL GOALS

Learning

Engagement

Global Perspectives

Sustainability

Provide professional development opportunities for professional, managerial and support staff.

- Coordinate cohort-based professional development

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

- Service e-learning students
- Diversify content delivery (e.g., social media, mobile devices)
- Instructional videos

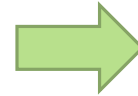
Strategically administer and assess programs and services in light of emerging higher education trends

- Implement “Innovation Hubs”



Division of Student Affairs

The Division of Student Affairs:



- Supports the college mission and academic programs.
- Provides essential student support services.
- Administers primary functions of the College:
- Prepares for and respond to student needs.
- Develops and delivers numerous co-curricular activities.
- Supports the holistic well-being of our students.

[Admissions](#)
[Athletics & Recreation](#)
[CARE](#)
[Career Center](#)
[Dean of Students](#)
[Educational Opportunity Fund](#)
[Event Services/Campus Center](#)
[Financial Aid](#)
[Free to Be Child Care](#)
[Residential Life](#)
[Student Development](#)
[Student Rights & Responsibilities](#)
[Veteran Affairs](#)
[Wellness Center](#)



SWOT

- STRENGTHS
- WEAKNESSES
- OPPORTUNITIES
- THREATS



STRENGTHS

- Continued growth in undergraduate enrollment, resulting in increased residential demand
- Improved retention, time to completion and graduation rates (impact of flat rate tuition)
- Alumni mentors from multiple industries assist students with career exploration
- Athletic teams competitive on regional and national levels
- Academic and co-curricular experiences for EOF (Educational Opportunity Fund) students have increased retention
- Commitment to diversity (e.g., programming, gender inclusive housing, etc.)
- Recognized as one of the “Best Colleges for Veterans” in *U.S. News & World Report’s* 2016 edition (which ranked it #24 among schools ranked in the Regional Universities of the North; #6 in nation by Online College Programs; top 5% by Military Times.



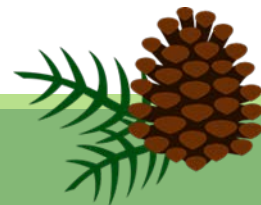
WEAKNESSES

- Lack of available beds on main campus
- Need to leverage our most popular degree programs to produce stable enrollment growth
- Slow to react to new market conditions
- Budget constraints inhibit programmatic growth
- Limited early warning mechanisms to identify and support “at-risk” students, especially first year students
- Dire need for new and improved facilities at North Athletics Complex
- Aging infrastructure/outdated amenities
- Lack of programming space/lack of space for Wellness Center as service needs and issues increase
- Gap in aid vs. cost of higher education
- Not enough off-campus services staff to address town-gown relations.



OPPORTUNITIES

- Integrated strategic planning will bolster institutional viability and clarify priorities
- E-learning can provide opportunities to a broader audience
- Continue putting more focus on career readiness and employment outcomes (with faculty support)
- Collaborations with Global Engagement office allows the residential experience to “globalize” and increase the international student population
- Attract more international students
- Develop the sophomore year experience pilot program
- Atlantic City housing (which reduces strain on main campus) and expanded facilities
- Study to expand reproductive and LGBTQ services
- Meet the needs of Asian students (looking for ESL and higher education) and create pipeline for them from community colleges
- Leverage Career Fair to develop defined career development model (including information interviews, shadowing and co-op learning)



THREATS

- Local encroachment
- Affordability issues (student loan indebtedness and defaults)
- Less fiscal support from state
- Decline in number of high school graduates in the northeast
- Geographic location limits ability to attract corporate recruiters
- Student migration to other colleges/universities due to absence of certain majors and courses
- Serious economic downturn continues to impact the Atlantic City/County area
- Increased cost of housing and gap in financial aid; lower cost community housing options; increased costs of meal plans
- Lack of facility space for veterans, which has not grown with enrollment; could impede future enrollment, retention and graduation rates
- Off-campus party houses and unrecognized Greek organizations.



FY2018 Operating Budget

ASSESSED NEEDS

NEW POSITIONS		
Counseling	Full-time Counselor to meet increasing demand for counseling services due to increase in enrollment, international enrollment and referrals throughout campus	\$75,601
Fringe 52%		\$39,313
	Subtotal	\$114,914
NON-SALARY		
Admissions	Recruiting: hosting groups on campus Increased number of groups, and size of events. Existing budget rapidly depleting due to increased cost of events.	\$15,000
Dean of Students	Discretionary fund: Weekend programming. Growth of student life through special initiatives funded by the DoS. Programming and operational support and will provide seed money for support to satellite centers and the AC campus.	\$20,000
EOF	Technology support: Replacement of computers for EOF staff and students	\$13,933
ESCCO	Campus Center Programming increase: food costs, movies, crafts, weekend programming	\$16,800
Financial Aid	Technology: Replacement computers	\$4,348
Res Life	Recovery Housing RA (apt, meal plan, stipend) Establish dedicated space for Recovery Housing.	\$11,525
Res Life	eRezLife, Electronic Workflow management system Internet based electronic workflow management system	\$4,300
Res Life	Matterport Camera and Software (Galloway and AC): 3D room-mapping camera and software	\$5,250
Student Development	Housing for Graduate Coordinator, Funds for SASI housing for grad coordinator due to growth of programming	\$8,000
	Subtotal	\$99,156
	Total Operating	\$214,070



ATHLETICS & RECREATION FY2018 Operating Budget ASSESSED NEEDS

Office	Description	Total Salary/ Non-Salary
TES	Hourly	
Athletics	Intramural TES position	\$2,700
Athletics	Fitness Program TES position	\$3,060
Athletics	Increase existing TES funding	\$18,700
Athletics	Increase Student Worker funding	\$49,500
Fringe	.0765 for Part Time	\$1,871
	Subtotal	\$75,831
NON-SALARY		
Athletics	Fitness Equipment upgrade	\$10,000
Athletics	Intercollegiate Team Uniform Funding	\$42,000
Athletics	Spring Break Trips	\$27,400
Athletics	Replace Track & Field equipment	\$25,500
Athletics	Transportation - Intercollegiate Competition	\$25,000
	Subtotal	\$129,900
	Total Operating	\$205,731



FY2018 Auxiliary Budget ASSESSED NEEDS

Health Services	Increase to ARMC contract: reflects mandated salary changes of contracted personnel	\$71,500
Health Services	EMS Annual Technology licensing: Establish Electronic Health Records system which requires licensing.	\$15,000
LAP	Adaptive technology	\$16,500
Res Life	Apartment renovations for professional staff on campus and upgrades to professional staff apartments	\$125,000
		\$228,000



FY2018 Capital Budget Requests

	Project		Cost
Athletics	North Athletics Complex (Barlow Site), Phase II	Institution	\$16,000,000
Athletics	Natatorium	Institution	\$20,000,000
Wellness Center	Restructuring of J-204	Institution	\$25,000
		TOTAL	\$36,025,000



FY2018 Operating Budget Priority Requests / Atlantic City

New Positions		
Office	Description	Total Salary/ Non-Salary
EOF - AC	Associate Director	\$75,000
Res Life	Complex Director	\$44,490
Res Life	Complex Director	\$44,490
Fringe 52%		\$85,270
	Subtotal	\$249,249
Non-salary		
Office	Description	Total Salary/ Non-Salary
EOF - AC	Computer Technology for EOF expansion to AC campus	\$1,750
	Subtotal	\$1,750
	Total Operating	\$250,999



Operating Expenses FY 14 –18 with FY18 Budget Requests

	FY14 Actual Expenses	FY15 Actual Expenses	% change 14-15	FY16 Actual Expenses	% change 15-16	FY17 Expenses Projected to 6/30/17	% change 16-17	FY18 Budget Request w/new Priority Requests	% change 17-18 Proposed
Full/Part-time Staff	\$6,088,842	\$6,117,874	0.5%	\$6,256,210	2.3%	\$6,547,722	4.7%	\$6,560,640	0.2%
TES	\$171,494	\$165,629	-3.4%	\$162,665	-1.8%	\$185,194	13.8%	\$185,194	0.0%
Student Worker/ Grad Student Worker	\$175,743	\$182,436	3.8%	\$196,855	7.9%	\$227,310	15.5%	\$227,310	0.0%
Faculty/Staff Support	\$79,331	\$93,145	17.4%	\$90,863	-2.4%	\$59,254	-34.8%	\$65,625	10.8%
Total Salary	\$6,515,410	\$6,559,084	0.7%	\$6,706,593	2.2%	\$7,019,480	4.7%	\$7,038,769	0.3%
Total Non-Salary	\$1,502,212	\$1,612,980	7.4%	\$1,720,786	6.7%	\$1,864,740	8.4%	\$1,894,040	1.6%
Total Expenses	\$8,017,623	\$8,172,064	1.9%	\$8,427,379	3.1%	\$8,884,220	5.4%	\$8,932,809	0.5%

