

## STRENGTHS (+)

- Leadership team, diverse, experience and together
- Strong economic understanding, conservative approach to decision.
- The faculty
- The facilities

## WEAKNESSES (-)

- Ambition to grow too fast, can reduce the quality of great work and education that is in progress. Must be observed and addressed.
- Poor economic and financial planning – the university is a business, it must be able to thrive, then it can be sustainable and effective.
- Lack of students and programs
- Aging facilities



## OPPORTUNITIES (+)

- Strong political support, enables growth and alignment with governing authorities
- Atlantic City – provides growth and allows the university to align with being a participant in the economic engine for recovery.
- Recruit more student from non-traditional groups
- Maintaining facilities

## THREATS (-)

- Financial limitations and support from State
- Reduced numbers of potential high school and transfer students
- Other universities approaching, poaching students and programs
- Allowing facilities to defer too long and must replace

## STRENGTHS (+)

- Faculty
- Student focus
- Paying attention to financial planning
- Fierce loyalty to the institution
- Campuses

## WEAKNESSES (-)

- Transfer students declining
- Brain drain of NJ college students
- Administrative secrecy / lack of information sharing
- Very large teaching and service burdens on faculty
- Faculty/staff/admin burnout



## OPPORTUNITIES (+)

- Recruiting students from throughout NJ and other states
- Redesign personnel process to make it more rational
- Make Stockton more family friendly for all forms of family
- Growth to 10,000

## THREATS (-)

- Faculty / staff / admin burnout
- Employee burnout
- Student anxieties throughout campus
- Constrained space on MC
- People stuck at Associate Professor who can't get promotion to full professor / lack of rationality in the promotional process
- Meeting module for faculty incompatible with family friendly work policies

## STRENGTHS (+)

- Item 1 – Our reputation as a strong, regional comprehensive university
- Item 2 – student-faculty ratio related to the % of FT, tenured faculty teaching
- Item 3 – strong student services and overall staff support for mission
- Item 4 – Improved relations with State Legislative bodies
- Item 5 – Rebuilding of trust between the Board of Trustees and President
- Item 6 – Stockton’s level of shared governance
- Item 7 – The beauty of our campuses and facilities
- Item 8 - Improvement in University branding and Community Engagement

## WEAKNESSES (-)

- Item 1 - Lack of a mentoring program for faculty, staff and managers
- Item 2 – Inability to grow academic offerings and interest in Woodbine and Hammonton
- Item 3 - High maintenance costs associated with Seaview Hotel and Golf Club
- Item 4 - Too much of our state appropriation supporting scholarships. Need to increase funding through the Foundation for scholarships
- Item 5 - Some departments are slow or hesitant to change to improve work.



## OPPORTUNITIES (+)

- Item 1 – Ability to recruit students from out of state
- Item 2 – Growth opportunities in Atlantic City Campus
- Item 3 – Growth in Manahawkin beyond Health Sciences
- Item 4 - Leveraging our designation as an Anchor Institution
- Item 5 – Improve our level of diversity from among faculty, staff, managers, and students
- Item 6 – Ability and openness to collaborate in public-private partnerships

## THREATS (-)

- Item 1 – Competition from other universities for shrinking pool of NJ students
- Item 2 - Perceptions ‘vs’ reality regarding the City of Atlantic City
- Item 3 – Showboat debacle
- Item 4 – Increasing “brain drain” of students leaving the state upon graduation and not seeing Atlantic County and south jersey as a place to live and work. Also, lack of highly skilled, job opportunities in the County.
- Item 5 - That State’s focus on Community Colleges (3+1 initiative)
- Item 6 – Not meeting of recruitment goals

## STRENGTHS (+)

- Real interdisciplinarity
- High overall faculty satisfaction/loyal staff, faculty, students/lots of alum hired on in various positions, etc.—community, essentially
- Improving at aligning resources with goals
- Balanced, trusted leadership
- Growth in support areas (engagement, service learning, internship coordinator, career center, etc) that can help us do more with the local communities on multiple levels
- Recent shows of creative thinking to long-time problems (Senate moving meetings outside meeting modules, new schedules in AC, more than lip-service to diversity, faculty lines by need, rather than retirement replacement, etc.) are encouraging signs

## WEAKNESSES (-)

- Communication
- Cannibalism—growing new programs and faking that we can support them with existing resources often actually diverted from other programs
- Strategic planning for future budget needs once reach 10K students.
- Lack of racial and ethnic diversity, esp. among students and faculty
- Lack of space to grow on main campus
- Inadequate resources (classrooms! Teachers in some areas! Support staff of some kinds! for classes currently needed/student support still needed/residential rooms still needed, even with new buildings and planned hires for next year.)
- Burnout among administrator, faculty, and staff likely at current level of workload/pace



## OPPORTUNITIES (+)

- New Atlantic City campus=optimism, honeymoon period of community good will
- New Manahawkin expansion and period of community good will
- Improved visibility of University and good press
- Many new faculty and staff and administrative hires in last 5 years who bring new energy, ideas, etc. (although also bring different expectations about support for research/balance of research/service—leapfrogging existing faculty in part by doing more research and less service which could lead to a changed focus and more tribalism)
- New state administration means new political goals may be met in some areas

## THREATS (-)

- Continued competition from other universities/colleges/community colleges
- Perhaps increased competition from some other schools
- Changing demographics=fewer college-aged students
- Serious impacts likely if community colleges become free tuition
- Uneven treatment in state allocations compared to other places
- Increased incurred debt for buying/building
- New state administration means new political threats may occur in some areas
- Growing political attention and pressures on Stockton and higher ed in general, including people attending events, etc. with goal of then complaining/suing.
- Harder to remain a strong community when geographically distributed.

## STRENGTHS (+)

- Political support from Governor and Legislature
- Engaged faculty
- Effective and motivated Leadership team
- Enrollment and retention
- Positive/growing brand recognition
- Available land for growth
- Relative affordability of area (for faculty/staff recruiting)
- Proximity to and affiliation with FAA Hughes Technical Center
- SRI-ETTC, Coastal Research Center, Health Sciences, Sustainability

## WEAKNESSES (-)

- Debt ratio imbalance
- Cash deficit if revenue does not increase
- Disproportionate fixed costs (salary) compared to other public colleges
- Significant/growing capital costs/deferred maintenance
- Few/limited academic programs compared to other public colleges
- Inequity in TAG awards
- Inequity in State direct appropriated support
- Distance from major metropolitan area (for recruiting faculty)
- Declining transfer student enrollment
- Investment account balance
- Need for more housing and parking



## OPPORTUNITIES (+)

- Atlantic City expansion
- State funding equity
- State college contract law reform
- Technology
- Distance learning
- Out of state student enrollment
- Tuition Aid Grant (TAG) equity
- Diversifying student population
- North Jersey recruitment
- Public/Private partnerships
- Latin/South American academic exchanges
- Continuing studies for adult learners

## THREATS (-)

- Mission creep (e.g., 3+1 program)
- Encroachment by (in-State and out-of-State) competitors
- Declining State direct appropriated support
- Declining international student interest/enrollment
- Rating agency downgrade
- Regulatory / unfunded mandates
- Declining NJ high school student population
- Atlantic City reputation/economy (in the event of negative news)

## STRENGTHS (+)

- Faculty quality
- Student support
- Student quality
- Main campus renovations
- Union solidarity

## WEAKNESSES (-)

- Classroom spaces outdated
- Administratively top heavy
- Budget shortfalls
- Commitment to shared governance not equal to action
- Recruitment efforts not as strong compared to other institutions



## OPPORTUNITIES (+)

- Development funding for scholarship and physical plant
  - Curricular options (faculty driven)
  - Diversity growth – faculty and students
  - Space upgrades and redesigns
  - Increased funding of faculty

## THREATS (-)

- Local economy/Atlantic City campus failure
  - Political environment for higher education
  - Societal view of higher education/Administrative disrespect of faculty
  - Increased reliance on non-tenured faculty

## STRENGTHS (+)

- We do put students first as a guiding principle
- There truly is a caring/nurturing environment at Stockton
- Stockton is a 'hot' school right now in the region
- Dynamic institutional leadership
- Atlantic City initiative and the buzz it is creating

## WEAKNESSES (-)

- Resources constraints
- Overwhelming bureaucracy/red tape at times
- Infrastructure has not kept pace with growth
- Lack of student/staff diversity
- Fundraising limitations: relatively small alumni base due to the young age of the institution and not an established culture of giving



## OPPORTUNITIES (+)

- Use Stockton popularity to expand north Jersey and out-of-state recruiting
- Use Stockton popularity to increase student diversity
- Capitalize on Atlantic City name recognition of Stockton to advance the University
- Cultivate new Governor relationship to obtain increased state support
- Continue momentum of Stockton Day of Giving to increase donor support for the University

## THREATS (-)

- Enrollment challenges especially transfer students
- Aggressive peer institutions e.g., Rowan University
- Three + one CC/4 year institutions arrangement
- Perception of some of the public that college is not worth the investment
- Out migration of NJ high school graduates

## STRENGTHS (+)

- Strong Academic Programs
- Over 90% of professors hold the highest degree in their field
- President is visible and actively involved

## WEAKNESSES (-)

- Could continue to improve in diversity
- Difficult to get students to stay on weekends
- Our inability to attract a nontraditional based student population



## OPPORTUNITIES (+)

- Over 100 clubs and organizations on campus
- Service learning provides opportunities for students to gain experience
- Career fair also provides great services and opportunities for students
- Opportunities for non-work study qualifying students to get jobs too
- Stockton hosts many events that allow students to find their path

## THREATS (-)

- With the AC campus coming together some fear it will create a disconnect between Stockton students on both campuses



## STRENGTHS (+)

- Uniqueness of main campus: can't easily be duplicated by competitors
- Flexible curriculum allows students to engage in explorations (but: students and parents are more career-focused now and want ROI; they don't always see the value of this strength; we need to do a better job of "marketing" this unique Stockton strength)
- No real physical competition (unlike schools in Philly -- Temple, Penn, Drexel, etc. -- our closest competitor is 30 miles away)
- For the most part, faculty and staff respect one another and work collaboratively to fulfill Stockton's "Student First" philosophy
- University-wide, we are becoming more "systems focused" -- SEMP Council, Strategic Planning Steering Committee, more access to data, etc.

## WEAKNESSES (-)

- Difficult process to start new academic programs
- Culture supports faculty choosing when and how to teach classes; ex: no real online or part-time presence (we teach the way we want to and students must learn to live with that)
- Married to the concept that 70% of courses should be taught by full-time faculty; can we get culture to accept a lower percentage (ex: 60% 50%)
- We are "states-rights" focused (individual programs have great autonomy) vs. "federal-rights" -- we are more of a more confederation vs. federation; and this can make us less efficient and more focused on "boutique" issues that are important to small groups vs. big-picture issues (like: starting new majors).

## OPPORTUNITIES (+)

- Northern NJ market: we need to leverage HS and transfer student pop.
- Out of state recruiting: DE, MD, NY, and PA specifically
- International recruiting: we need to decide once and for all if this is a market we want to pursue; if so, we need resources; if not, we can then decide to apply resources (personnel, money) to other areas
- AC campus: how best to leverage this with existing and new markets?
- New academic programs: Stockton's enrollment growth will require new academic opportunities (we can't grow steadily without new majors)
- More scholarship opportunities from outside supporters: corporate, alumni, etc. -- provide more \$ support to FR, TR, and GR students

## THREATS (-)

- High school population in NJ decreasing by 5% over next several years
- Transfer numbers at feeder community colleges and statewide continue to decrease; this means more intense competition (statewide) for fewer transfer students)
- In-state competitors (Rowan, Rutgers, Kean, etc.) continue to expand partnerships agreements with South Jersey community colleges (articulation agreements, etc.) Stockton is behind on these efforts.
- Decreasing FA from state and federal govt. (less work study money, etc.)



## STRENGTHS (+)

- Utilization of data in decision-making
- Steadily increasing philanthropic support for programs and scholarships
- Expectation from leadership that all units across campus work collaboratively to launch projects and confront challenges

## WEAKNESSES (-)

- Insufficient number of well-trained alumni volunteer leaders working to support philanthropic/engagement programs among their peers
- Ability to attract and retain qualified staff



## OPPORTUNITIES (+)

- Growing positive reputation, both locally and throughout the state
- High level of institutional pride among alumni
- Apparent willingness among faculty and staff to support the University philanthropically, as demonstrated by Ospreys Give
- Gateway Campus provides numerous opportunities for growth in support, reputation, community outreach

## THREATS (-)

- Increased competition from peer institutions for students
- Increased competition from rapidly growing number of charitable causes competing for donor dollars
- Diminished tax incentive due to increase in standard deduction could lead to decrease in philanthropic support

## STRENGTHS (+)

- Very strong health sciences graduate programs
- Beautiful main campus
- DC Internship program

## WEAKNESSES (-)

- Lack of appreciation from upper management about providing quality education (just really care about getting the numbers, collecting the tuition, and getting the graduation statistics) – Examples, the proliferation of the LIBA degree and the development and maintenance of the Ed.D. program which is really a degree mill so Stockton staff can get promoted.
- Problems allowed to fester until work environment is toxic (somewhat regular occurrence among faculty AND staff)
- Lack of shared governance
- We continue to operate as a tiny school (no chairs)
- We have a small school feel here in the pine barrens, but we task the students with big-school problems, such as now having to shuttle to different places , etc. This might make us less attractive, as we have the lack of activities typical of small schools (completely empty on weekends), but the inconveniences of large schools.



## OPPORTUNITIES (+)

- Recent funding increases from the state
- Increased space due to construction
- Potential to make health sciences programs signature programs (only if the lines are there)

## THREATS (-)

- Our extremely precarious financial situation that now consumes every single meeting that the administration has with faculty
- Other schools setting up in our “territory” of the southern NJ counties
- Being able to get degrees mostly at community college prices from Rutgers and Rowan
- The possibility that the Atlantic City campus does not catch on
- Our real estate holdings fail and weigh us down to the point where we cannot survive

## STRENGTHS (+)

1. Dedicated faculty and staff - commitment to students and each other despite insufficient resources
2. Collaboration within and across programs  
IT and e-Learning support for faculty, staff and students
3. A President who really seems to care about the institution.

## WEAKNESSES (-)

1. SHS expansion (new programs and new instructional sites) without expanding necessary resources and staff support
2. Demands for instructional space exceeding current building plans; building / new space barely keeping up with current needs vs planning for future growth
3. Learning Access staffing not keeping up with growing student needs for support services
4. Needs outpace resources provided for Graduate Programs – from admissions through retention. Ex: Not enough pre-req courses being offered, not enough courses offered in the evenings.
5. *Global initiatives as well without adequate resources.*



## OPPORTUNITIES (+)

1. Expansion into AC, Manahawkin increasing our influence in the region;
2. Increased marketing of our campus and programs

## THREATS (-)

1. Other institutions forming exclusive relationships with clinical partners – we are losing clinical internship sites in southern NJ to Philadelphia institutions who have expanded their networks
2. Increasing competition from other academic health professions programs in our region

# STRENGTHS (+)

- Positive reputation in the external communities
- Successful/high graduation rates- with high percentage of graduates employed.
- Dedicated staff and Expert faculty. Always doing more with less, particularly in the Library. We recently expanded library hours for the weekends as the result of the library survey with no added personnel. Librarians all have liaison duties to each of the academic program (subject reference consultation, information literacy instruction classes, collection development, streaming video requests to course work on Blackboard) added to their regular job responsibilities.
- shared governance and Campus wide involvement in planning
- Strong, active and supportive Board of Trustees, especially in recent years.
- Library's unique collections (i.e. Special Collections relating to the Pinelands, local businesses and people)

# WEAKNESSES (-)

- Main campus is in restrictive Pinelands which inhibit growth of space and future expansion/ planning.
- Fiscal/ budget uncertainty
- Limited study space in the library; Library's Learning commons is bursting at the seam with students from early morning to late evening, yet outside departments are taking away student studying space, example, the "late study quiet area". Similarly, students group study rooms are being used as faculty offices since the renovation of the Library in 1994. 2017 LibQual library survey conducted, both graduate and undergraduate students commented: "The library needs more group study rooms."
- Lack of space and climate control to house University archives and special collections in the Library. HVAC in the Special Collections area is not appropriate for collections storage (temp and humidity vary too widely and are not locally controlled)
- Lack of budgetary support for Library resources
- Physical constraints of various satellite and gateway campuses



# OPPORTUNITIES (+)

- Growth potential, such as partnership with Atlantic Cape Community College where their students can have a clear path to a four-year degree at Stockton University.
- New and expanded constructions, such as Atlantic City Gateway Project, Unified Science Center 2 and the Health Sciences Center, Stockton at Manahawkin.
- Growing demand for graduates and graduate programs- Pharmacy Dual Degree Program, Doctor of Nursing Practice, M.S. in Data Science & Strategic Analytics
- Increased interest in global initiatives – faculty and students received Fulbright and other awards to work internationally
- Collaboration and development of projects with area communities- such as Stockton Aviation Research and Technology Park, which combines industry, government and academics with the goal of conducting private and public research in the aviation industry. Stockton Aviation Research and Technology Park is being constructed adjacent to the FAA Tech Center "Stockton research park will be the perfect conduit for joint research opportunities between the academy and industry." Ground breaking for the first building of 7 facilities planned was on Monday, May 15, 2017.

# THREATS (-)

- State legislatures reduce spending on public universities
- Moving more of the cost of higher education onto students
- State exodus of high school graduates-brain drain – Almost 40 percent of New Jersey high school graduates enroll in colleges and universities out of state. Many don't come back. Falling enrollment. This is according to a study by the New Jersey Business & Industry Association
- State colleges and universities fighting to raise enrollment by "invading" other territories/ areas not within their close proximities. Example, Kean University setting up satellite campus in Toms River, Ocean County; Fairleigh Dickinson University offering FDU bachelor's or master's degree classes at Atlantic Cape Community College.
- Increased external competition and emergence of new approaches to education such as State free tuition for community colleges will threaten recruitment and enrollment of first and second years students.

## STRENGTHS (+)

- Caring faculty/staff/administration
- Teaching and research that spans disciplines is encouraged
- Small class sizes: i) good student/faculty interaction, ii) allow for nontraditional teaching methods
- Internal funding for research, travel, and other endeavors is considerable
- Culture encourages collaboration

## WEAKNESSES (-)

- Slow to change/adapt
- Excessive bureaucracy
- Underperforming faculty and staff retained
- Purchasing is onerous; requirements not static or clear
- Multiple small campuses thin resources for questionable benefit (I am unsure of this)
- Large teaching load; makes research difficult



## OPPORTUNITIES (+)

- Atlantic City campus (so trite but true nevertheless)
- New buildings offer chances to expand
- Recruitment outside of New Jersey

## THREATS (-)

- Limited and declining funding from the state
- 3+1 degree programs in New Jersey
- Significant and rapid expansion of Rowan University
- Unintelligent growth could lead to weakening of student level and subsequent pressure to compromise course and program objectives

## STRENGTHS (+)

- Current employee skills and dedication
- Genuine concern for student well-being and success
- Location, location, location- including proximity to mass transit
- Investments in technology, smart classrooms, and our technology support team
- Marketable past performance – retention, graduation, and accreditation rates

## WEAKNESSES (-)

- Cost of our facility needs may be growing faster than the resources available
- Land use restrictions affecting Galloway campus
- Aging buildings and infrastructure
- Stockton appears to allocate resources to stop-gap measures and not invest readily in permanent solutions (“nickel and dime approach”)
- Frequency, clarity, and accuracy of communication (human factor)



## OPPORTUNITIES (+)

- Affordable real estate adjacent to or nearby the Atlantic City campus
- Untapped potential student or employee population residing in or around AC campus (walking distance)
- Needs of an expanding medical industry in general and its effect on our programs, including (perhaps especially) in Ocean County
- Falling unemployment rates and increased job competition positively affect the value of our product
- Technological advances allow for more opportunities related to at-distance learning or on-line degree programs

## THREATS (-)

- Competing universities and colleges
- University growth is currently centered in an unstable and in some ways unpredictable urban environment that is unfamiliar territory to many
- Potential tuition and fee increases due to rising costs (locally and globally)
- Increases in regulation and costs of compliance (not always predictable)
- Effects of weather on Absecon Island and the roads leading in and out of Atlantic City and surrounding towns.

## STRENGTHS (+)

- Item 1: Faculty know each other across disciplines
- Item 2: Shared governance model/ strong union
- Item 3: Faculty-student ratio
- Item 4: Majors/programs incorporating rural location as well as nearby cities like Philadelphia and NYC
- Item 5: Pedagogical value of sharing research with students

## WEAKNESSES (-)

- Item 1: Growing “panic culture” among administrators about finances leading to unsustainable enrollment growth
- Item 2: Number of majors most important factor for investing in a program/faculty
- Item 3: Administrators jumping on “bandwagon” ideas like ELOs and MOOCs
- Item 4: Very few faculty serving on many committees making them overburdened
- Item 5: Slavish adherence to teaching/time modules fit for a small college (under 5,000 students)



## OPPORTUNITIES (+)

- Item 1: Globalization (Study Abroad for students/ standardized visa policy for faculty/diversity initiatives)
- Item 2: Creative university partnerships at local, national, and international levels
- Item 3: Presence in Atlantic City
- Item 4: Environmentalism/Sustainability (location ideal to be trendsetter in campus design and programs/majors)
- Item 5: Creative business partnerships

## THREATS (-)

- Item 1: State funding remaining at 10% or dropping
- Item 2: Increased globalization while Stockton remains provincial making graduates non-competitive
- Item 3: Corporate culture infiltrating higher education
- Item 4: Declining population of 18-25 yr olds in NJ/Outflux of college students
- Item 5: The alt-right/ anti-intellectualism



## STRENGTHS (+)

- Item 1 – Students first; vision and strategy follow as guiding principles
- Item 2 – Student support
- Item 3 – Dedicated faculty, administrators and staff
- Item 4 – Active Committee on Campus Diversity & Inclusive Excellence
- Item 5 – Service learning and community engagement

## WEAKNESSES (-)

- Item 1 – Deeper understanding of student success by racial/ethnic groups
- Item 2 – Balancing growth with opportunity
- Item 3 – competitive marketing of institution in neighboring states
- Item 4 – innovative partnerships with institutions inside and outside of NJ



## OPPORTUNITIES (+)

- Item 1 – Balancing growth with opportunity
- Item 2 – Grow in national and international stature as an institution
- Item 3 – Engaging alumni in support of equity, diversity and inclusion
- Item 4 – To take the high road when others take the low road; calculated risks
- Item 5 – Increase diversity of faculty, staff and students

## THREATS (-)

- Item 1 – competition from other NJ publics for students in our region
- Item 2 – balancing growth with opportunity
- Item 3 – state funding
- Item 4 – reputational interests associated with individual and group perceptions of the institution's commitment to diversity, equity and inclusion

## STRENGTHS (+)

- Historical commitment to mission
- Undergraduate retention rates
- Strong faculty commitment
- State support through recent increase in central appropriation
- Growing positive reputation: Stockton friendly

## WEAKNESSES (-)

- Uncertainty over Atlantic City
- Increasing dominance of applied programs and effect on mission
- Space constraints
- Need for growth that puts pressure on facilities, personnel, resources
- Need for greater diversity in faculty and student body



## OPPORTUNITIES (+)

- Atlantic City
- New recruitment efforts in other parts of state
- Development of innovative curricula
- International recruiting possibilities
- Possibilities of greater regional impact

## THREATS (-)

- Competition from Rutgers, Rowan
- 3 plus 1 programs
- Negative public attitudes toward higher education
- Declining state support
- Negative public attitudes toward Atlantic City

## STRENGTHS (+)

- Dedicated Staff/Faculty in most areas
- Gorgeous campus
- High retention and graduation rates
- Focus on student success
- Data driven decision making

## WEAKNESSES (-)

- Academic program creation process
- High acceptance rates at UG level
- Lack of online and night/weekend degree programs
- Documenting administrative practices within offices



## OPPORTUNITIES (+)

- Partnering more with community colleges in our state
- Recruiting out of state students
- Further expansion in AC
- External partnerships
- Adult population – would need to have online and/or night/weekend degree programs

## THREATS (-)

- Outward migration of HS students in NJ for post-secondary education
- 4 Year institutions partnering with community colleges in our state
- Shrinking population of college age students in NJ
- Increasingly diverse population – we want to be more diverse at Stockton, but we need to make changes internally so diverse populations feel more welcome

## STRENGTHS (+)

- Unique location and atmosphere
- Faculty driven initiatives
- Cross content exposure (ie – office locations)
- Exposure (Noyes, AC, Hammonton, Manahawkin, Seaview...)
- Friendly, helpful and knowledgeable staff throughout the campus

## WEAKNESSES (-)

- “The Way We Used To Do It” mentality
- Still relatively new in the business – lack of reputation – need for more national/international recruitment
- Conflicting philosophies – tradition vs progress



## OPPORTUNITIES (+)

- Internal grants/funding/programs
- G course development
- IFD
- Faculty/student collaboration
- Flexibility with involvement/course load

## THREATS (-)

- Community Colleges and Online Programs
- Rowan University
- Decreased funding at federal/state level for faculty support

## STRENGTHS (+)

- 1) High caliber faculty hired from top-notch places with strong credentials (many are from big schools and ivy leagues)—who continue to stay strong in their scholarship and current in teaching. Additionally, faculty bring a lot of heart and emotional investment to the university, the students, and local community—this is rare balance to strike—good credentials with an attitude of philanthropy and doing good for others.
- 2) Incredible resources and opportunities made available to students with close working and mentoring by faculty—this is rare compared to top research institutes (e.g., I am mentoring 12 undergraduate research students who are receiving nationally-visible opportunities through this experience)

## WEAKNESSES (-)

- 1) Lack of sufficient diversity including culturally, linguistically, and racially different faculty and staff and increase of international students/faculty
- 2) Lack of a good international office that manages legal paperwork like visas (currently, an outside legal firm is working for us, but it has not been very Reliable or available according to the anecdotal reports)
- 3) Brand recognition & visibility: People outside of south jersey don't know Stockton—we should be a known and well-respected name in Philly, NJ, NY
- 4) Replication of efforts and initiatives without an overseeing body that ties it all together (e.g., diversity issues, enrollment issues; assessment issues etc)
- 5) Faculty are doing too many activities that could be easily done by hired staff or graduate students (e.g., open houses and campus events)—high burn out rates and threat to scholarly productivity, in turn reduced visibility in field



## OPPORTUNITIES (+)

- Find ways to partner with other universities rather than compete with them
- Maybe look at the budget to see if there are ways to make us financially viable at the current state of numbers, without growing it so rapidly—can the expenditures be reduced or maintained efficiently, so we don't have to necessarily grow more to be viable
- Finding ways to leverage our strengths and relationship with the State—we need to find ways to have the state invest in us more (as well as better endowments as a source of income rather than student growth as the only main source of income growth)

## THREATS (-)

- Rapid rate of growth expected in the near future, without adding new resources adequately—it will strap the current system and put too much pressure on everything (faculty, resource programs, classroom space, residence space, parking space etc.)...
- High burnout for faculty and staff in the interim while things balance out—faculty/staff will have to take on more work to hire people, find resources, train personnel, prepare students, teach extra classes, do more service etc.
- We can grow but may still not be visible and recognized throughout the tristate without working on that kind of visibility as a marketing goal—eventually that can lead to us not being competitive enough with other schools and our status not sustainable over long term

## STRENGTHS (+)

- Student-focused instruction through small class sizes and student/faculty interactions
- New teaching spaces to highlight strengths in the sciences & health sciences
- Strong internal support for scholarly work and professional development

## WEAKNESSES (-)

- Growing pressures to accommodate more students by increasing class and lab sizes
- Lack of a clear plan to maintain new spaces & equipment used for teaching
- Faculty in high-demand programs have limited ability to contribute to general studies



## OPPORTUNITIES (+)

- New instructional sites offer new partnership possibilities
- Develop better connections to alumni to provide support and also feedback on specific programs

## THREATS (-)

- Increase competition from other regional institutions
- Shrinking state support and reliance on tuition revenue and constant growth in student headcount

## STRENGTHS (+)

- Strong horizontal (interdisciplinary) faculty leadership
- Student-faculty relationships / collegiality
- Institutional/program/faculty commitment to first-year students
- Healthy admin-faculty relationships
- Strong support for innovation and creativity in teaching and research
- Liberal Arts College feel
- Ambition and desire to grow and become more impactful
- SFT Union

## WEAKNESSES (-)

- Many overlapping committees, diffusion of work and responsibility
- Sedimented curricular categories, some of which are used in curious ways (G-courses, H-I-V-A, W1, W2, Q1, Q2, ASD requirements, etc.)
- Increasing territorialism / balkanization of programs
- Losing sight of “green” mission
- 4 credit structure, plus accelerated programs and flat-rate tuition, “pushes” students through too quickly / expediently
- Diversity



## OPPORTUNITIES (+)

- Marketing/branding the “elite liberal arts” education at a public school cost
- Philadelphia and out-of-state recruitment
- Atlantic City campus – we should call ourselves “AC State University” or something
- Expansion of project-based, experiential learning and service learning components in curriculum
- Power to reach out to SJ and regional communities in myriad ways to advance education and public good

## THREATS (-)

- Atlantic City Revitalization/Redevelopment slows
- Incursion of narrowly-defined “career” education paths that limit students from realizing mission of university
- Getting edged out of growth if we do NOT provide narrowly-defined career education paths
- Too few faculty/students willing to exchange with AC Gateway

## STRENGTHS (+)

- Committed leadership, faculty, and staff
- Stockton never built the silos others have to work to tear down
- General education addresses fairly well the “soft skills” employers are looking for
- Enrollments have been growing (which many schools these days aren’t)

## WEAKNESSES (-)

- We can get into trying to be “all things for all people” and end up not serving particular groups well
- Leadership can be overly reactive to bad news, instead of being proactive and strategic
- Stockton can be very fixed in its ways, both faculty and administration. The world is changing and we’re going to have to change (even if many of us like it just the way it is now)
- I like the model for shared governance as being one of “each has it’s own areas” and Stockton just doesn’t have those boundaries established. We’ve tried to grow in distance ed (to compensate for that sparsely populated geographic area) but it hasn’t really opened up new markets or programs. Mainly lets faculty not come in on Fridays (or not at all).



## OPPORTUNITIES (+)

- Close to monopoly in our geographic area
- Sought after employer for staff
- Not having those silos lets us experiment and be more flexible than many other higher education institutions
- We have some areas of particular distinction --- Holocaust studies, Pineland Institute
- Many expansion opportunities (AC, other outling sites)

## THREATS (-)

- Our geographic area is sparsely populated
- Our geographic area has a low college completion rate (threat for grad programs)
- Competition is all around us – encroachment from Rowan and others
- Higher education is going through a time of great disruption



## STRENGTHS (+)

1. Diverse academic programs that are recognized as quality and are affordable – many accredited programs- undergrad and grad
2. Collaborative culture that transcends academic schools
3. Excitement surrounding new programs, buildings and enrollment growth
4. Culture of service and core value service to the region
5. Stockton Idea (liberal arts education) is still a hallmark of our culture.

## WEAKNESSES (-)

- Item 1 Geographically local footprint- growth has not been into other parts of the state. (Kean in Union) (Stockton in Somerset?). All of our expansion has been in the Atlantic County catchment area
- Item 2 Rapid growth- drain on ancillary services and existing resources.
- Item 3 Purpose for growth is based on closing deficit and not addressing a regional need (Atlantic City expansion is in part due to demands to rebrand Atlantic City)
- Item 4 High demand programs are at enrollment capacity- while lower enrolled programs struggle to promote the value of a liberal Arts Education
- Item 5 Lack of University College model where adult learners can complete a degree at night. Lack of developed online learning programs that are developed for pedagogical reasons and not because of a lack of classrooms



## OPPORTUNITIES (+)

- Item 1 Many in the area need to be retrained/retooled as a result of casino closures
- Item 2 Untapped Markets in north, southwest (out of state) markets
- Item 3 Underdeveloped online market
- Item 4 lack of executive model degree completion in the region. (EXAMPLE: Exec model degree completion in AC or Hammonton- hybrid – Saturday and online)
- Item 5- Market penetration for cohort based programs at host sites (hybrid delivery of graduate programs at businesses within one hour of Stockton – at the business' site. EX: Accounting, MBA, Health Science degree offerings at health care providers insurance companies etc.)

## THREATS (-)

- Item 1 Encroachment into the region from other institutions
- Item 2 Ancillary services to meet increased demand due to rapid growth
- Item 3 Decreasing student population in 18-24 year old demographic
- Item 4 Increasing cost of college
- Item 5 slow traction for Gateway site launch (low enrolled courses, dorms at low capacity during first few years)- financially supporting Gateway with non-instructional lines.
- Outward migration of area residents due to gaming industry and high foreclosure rate

## STRENGTHS (+)

- Stockton's unique Interdisciplinary focus
- Academic Excellence
- Sense of Family and Commitment
- High Level of Community Engagement
- Stockton friendly atmosphere
- High Quality Student centered teaching and learning experiences supported by committed faculty and staff

## WEAKNESSES (-)

- Lack of integrated plan to support diversity across campus
- Lack of Strategic Recruiting
- Enrollment Growth is uneven, fragmented, and not strategic
- Lack of agility and responsiveness to changing market
- Insufficient financial and material resources such as space
- Financial aid limitations for summer that inhibit implementation of innovative programming



## OPPORTUNITIES (+)

- Expansion in Atlantic City and beyond
- Expansion of regional market to national/international
- Meeting the needs of adult learners and non completers
- Expansion of community engagement
- Expansion of Dual-credit with HS
- Expansion in Diversity
- Utilization of off-campus sites

## THREATS (-)

- Declining college-seeking population
- Encroachment of Competitors (Rowan)
- Free Community college and other poorly conceived legislative possibilities
- Increased opportunities provided by competitors

## STRENGTHS (+)

- Student Centered environment
- Strong presidential leadership
- Faculty autonomy and support
- Campus growth (multiple sites)

## WEAKNESSES (-)

- Lack of corporate/external partners /relationships/suport
- Alumni data, jobs. Long term commitment
- Willingness to change - embrace disruption
- Online education
- Open house model
- Bureaucracy



## OPPORTUNITIES (+)

- To strategic plan for the future (data driven – tied to resources including financial, human and facilities)
- Embrace all constituents in communication through this process
- Research Regional, National and International education trends

## THREATS (-)

- Nation wide declining enrollments
- Maintaining affordable tuition
- Increasing student financial aid debt
- Shifting demographics (southern NJ)
- Changing Student interests
- Perceptual “value” of the a degree

## STRENGTHS (+)

- Strong sense of community and “family”
- Stockton friendly
- Beautiful, unique campus
- Student/faculty ratio
- Quality education at an affordable price
- Small campus feel

## WEAKNESSES (-)

- Lack of student engagement in weekend activities; encourages “suitcase” mentality
- Unwillingness to change because “that’s the way it’s always been done”



## OPPORTUNITIES (+)

- Athletic events could draw larger student crowds if promoted; would create more “Stockton pride”
- Greater alumni engagement
- Recruitment of out of state students
- Partnerships with community colleges beyond articulation agreements
- International student recruitment
- Online degree programs for adult learners
- Night time degree programs for adult learners

## THREATS (-)

- Growth of competitors
- Will we need to raise tuition or fees to support our growth?
- Do we have the resources to support our large student enrollment growth?

## STRENGTHS (+)

- Location/Setting
- Affordability
- Academics
- Culture/Friendliness
- Veteran Friendly
- Transfer Friendly
- "Students first" mentality
- Safety
- Community Outreach
- Engaged faculty

## WEAKNESSES (-)

- State aid funding gap, especially for Stockton
- Socioeconomic demographics of South Jersey and high poverty rate make college expensive.
- Stockton still not well known enough in North Jersey and out of state.
- Limited space to expand on the main campus / Pinelands preservation restricts main campus growth
- Reputation of "suitcase college," not active on weekends
- Overcoming old perspectives of Stockton being an "easy" school, better promoting University-level academic quality
- Limited online offerings or full online degree programs / Lack of hybrid/online courses offered using existing resources



## OPPORTUNITIES (+)

- Branding study/refresh – Last one was done in 2010 (research, updated positioning statement, marketing messages, etc. in advance of future capital campaign)
- Leverage faculty and student success / promoting faculty expertise
- Leverage alumni success
- Further expansion of additional locations across South Jersey
- Additional academic programs, especially at the graduate, doctoral and continuing studies levels / Expand programs/accreditations
- Community and business partnerships as AC presence expands
- Atlantic City-presence/collaboration/building relationships/ a larger statewide and out-of-state profile for recruiting.

## THREATS (-)

- Other colleges/universities expanding their reach and programs offered
- Risk of spreading resources too thin in expansions/student body growth
- Downward trend of community college attendance hurting potential feeder schools for transfers
- Competition expanding (in facilities, programs and reach)
- Limited Space
- Social Movements/Politics
- Declining local population (decline in community colleges)
- Decline of high school grads in NJ
- Perception (or lack of) of AC/South Jersey outside of the region

## STRENGTHS (+)

- Size of student body
- Full-time faculty ratio/not research focused
- New buildings on the Galloway campus and expansion into Atlantic City
- Harvey Kesselman
- Student-centered mission

## WEAKNESSES (-)

- Lack of program growth compared to other NJASCU schools
- Parking
- Location/Some things are hard to do off campus if students don't have a car
- Shuttles-slow/inaccurate
- Food-not a lot of options/things students like/quality
- Program Sizes-some programs are really small and classes are only offered by one professor every once in a while
- Lack of diversity among students, faculty and staff
- Limited marketing budget for awareness and recruitment



## OPPORTUNITIES (+)

- Atlantic City campus and its ability to give Stockton other business expansion in Atlantic City (new casinos etc.) and the potential for Stockton to benefit from a revitalized Jersey Shore area that could increase employment opportunities and the local population of families with future students.
- Internships-for students with local businesses
- Hospital (right around the corner)-collaboration/added benefit when marketing the school
- Resurgence of AC / Development of SARTP
- FAA Research
- Fellowships/Fulbright awards

## THREATS (-)

- State funding
- Free community college proposal in Trenton.
- 4-year / community college mergers
- Shrinking population of high school graduates statewide/enrollment impact.
- Atlantic City issues – crime, bad weather and their potential trickle-down effect on the AC campus. (Any crime or news near the campus could include a mention of the campus – i.e. The assault took place a block from Stockton's AC campus; Nor'easter flooding evacuates Stockton campus).
- Rapid decline of traditional media outlets

## STRENGTHS (+)

## WEAKNESSES (-)



## OPPORTUNITIES (+)

- Casinos-Jobs/recognition/collaboration
- Mobile friendly and optimized templates can lead to increase SEO ranking of webpages (notably mobile) search results as compared to similar competitor webpages which are not as mobile friendly or optimized.
- Attract high caliber faculty with new programs
- Campus expansions provide opportunities for new or expanded programs that take advantage of the new resources and equipment. We have shiny new buildings to promote.
- Expanding recruitment footprint regionally
- Geofencing top high schools/towns
- Programmatic marketing

## THREATS (-)

- Overextending ourselves with rapid expansion
- Not adapting to ever-changing landscape of media and media consumption: news, social, print, music
- If AC resurgence/growth stalls or evaporates

## STRENGTHS (+)

## WEAKNESSES (-)

## OPPORTUNITIES (+)

- Influencer marketing
- Ever-changing landscape of media: news, social, print, music
- Academic program development that attracts corporate partners/job creators and students – What more can we do as a University to promote regional economic growth?

## THREATS (-)

