

Stockton University Presidential Task Force on Atlantic City Expansion FY2024
Appointed by President Joe Bertolino
July 12, 2024

Board of Trustees Representatives

- Ray Ciccone, *Task Force Co-Chair*
- Jose Lozano, *Task Force Co-Chair*
- Rev. Collins Days, Sr.
- Kristi Hanselmann
- Stephanie Lutz-Koch

External Constituents

- Michael Chait, President, Atlantic City Chamber of Commerce
- Dr. Barbara Gaba, President, Atlantic Cape Community College
- Bert Lopez, Senior Public Affairs Manager, Atlantic City Electric
- Maisha Moore, Deputy Executive Director, Casino Reinvestment Development Authority
- Chris Paladino, President, DEVCO

Faculty Senate Representatives

- Dr. Brian Tyrrell, Professor of Hospitality & Tourism Management Studies
- Dr. Kerrin Wolf, Associate Professor of Business Administration, Public Law
- Dr. Robin Hernandez-Mekonnen, Associate Professor of Social Work / Faculty Senate Exec. Committee

Stockton Federation of Teachers Union Representatives

- Dr. Noel Criscione-Naylor, Associate Professor of Hospitality & Tourism Management Studies

Staff Senate Representatives

- Dan Hickson, Professional Services Specialist 2, Information Technology Services
- Diana Allen, Professional Services Specialist 3, Housing

Student Representatives

- Juan Diego Chaparro, Student Trustee
- Garrett Testut, Student Senate Vice President

University Cabinet Representatives

- Dr. Terricita Sass, Executive Vice President / Chief of Staff
- Don Hudson, Senior Vice President for Facilities & Operations
- Jennifer Potter, Senior Vice President for Administration & Finance / Chief Financial Officer
- Brian K. Jackson, Vice President for Community Engagement
- Brian Kowalski, General Counsel

Presidential Task Force Recommendation Summary

In August 2023, following the successful construction of Phases I and II at its Atlantic City (“AC”) Campus, Stockton University (“Stockton” or “University”) initiated efforts to study additional expansion opportunities in AC. President Bertolino established a Presidential Task Force with members representing Stockton’s Board of Trustees, alumni, students, faculty, and staff, as well as AC business and community leaders. President Bertolino charged the Task Force to study options that would enhance the University’s impact in AC and to recommend alternative enhancements to Stockton’s AC footprint, and specifically a potential Phase III project on a 2.25-acre unimproved property (“Block 21”) located between Hartford and Albany Avenues and owned by AC DEVCO. The Task Force engaged the firm Brailsford & Dunlavey (“B&D”) to study, among other things, the feasibility of a prospective Phase III campus project on Block 21.

In assessing potential physical and academic directions for the AC Campus to increase the University’s capacity to serve its students and broaden its regional impact, B&D ultimately determined that before the University considers expansion with a Phase III project, it must first establish a clear identity and purpose for the AC Campus. In June 2024, B&D delivered a draft report which was then finalized in July 2024 (attached as Appendix A) to the Presidential Task Force which recommends prioritizing the repositioning of existing assets in AC and delaying expansion opportunities with a Phase III project.

Moreover, B&D’s report recommends the following critical actions:

1. Continue to dedicate resources at the Galloway Campus, specifically to first-year and sophomore undergraduate students.
2. Leverage the experiential and professional resources of AC for junior and senior undergraduate and beyond.
3. Realign the University’s assets in AC to optimize value and minimize risk.

B&D also presented the following short-, medium-, and long-term recommendations that outline the academic programs, asset modifications, and corresponding policies to optimize value at AC for upper-division, graduate and non-traditional students:

- **Short-Term (1-2 Years):** Revise on-campus housing policies to ensure that first-year and sophomore students are assigned to Galloway and limit AC Campus residency primarily to upperclassmen and graduate students.
- **Medium-Term (3-4 Years):** Prioritize retaining current and introducing new programs that align with the AC Campus’ clarified target markets and concentration on business, healthcare, and technology, along with assigning new uses to existing AC assets to advance this academic identity rather than pursuing physical expansion.
- **Long-Term (5-10 Years):** Focus on relocating relevant business, healthcare, and technology programs from Stockton’s other campuses to centralize pre-professional offerings in AC and begin to consider participating in potential expansion opportunities only to the extent that they allow Stockton to collaborate as part of partner-led initiatives.

The Task Force agrees with B&D's recommendation that the University should reposition the AC Campus as Stockton's pre-professional and professional urban campus serving upper-division, graduate, and non-traditional students and focused on academic programs related to business, healthcare, and technology.

In support of advancing these efforts, the Task Force also agrees with B&D's recommendations that the University undertake the following immediate next steps:

1. Inform upcoming University-wide Strategic Plan and modify recommendations as necessary to coordinate activities across campuses and ensure alignment;
2. Define a comprehensive undergraduate residential experience across the Galloway and AC Campuses by reassessing housing policies, procedures, and facilities to promote the student development continuum;
3. Continue building relationships and exploring partnerships in AC and across the region to provide students with pre-professional experiential learning opportunities;
4. Reassess Stockton's existing real estate portfolio to optimize assets, concentrate resources, and increase operational efficiency in Galloway and AC; and
5. Conduct a master plan for the University District to enhance the sense of place and improve the pedestrian experience around the AC Campus, inform decision-making, and reinforce Stockton's role as an anchor institution.

Based on B&D's determination as outlined in the final report and summarized above, the Task Force submits the following final recommendation to the President for further action:

To reposition Stockton's AC Campus as a pre-professional and professional urban campus, the Task Force recommends that the University concentrate resources and programs for first year students and sophomores at the Galloway Campus and designates the AC Campus for junior, senior, graduate, professional, continuing studies, and adult education students. The Task Force concludes that establishing a clear identity and purpose for the AC Campus as Stockton's pre-professional and professional urban campus and focusing academic offerings on business, healthcare and technology will improve the student experience and significantly enhance the University's impact in AC and the region. This approach leverages the unique strengths of each campus, is responsive to market demands, and streamlines resources to facilitate delivery of student services. Repositioning and optimizing existing assets rather than pursuing campus expansion through a Phase III project will best position Stockton strategically and financially for future growth.