2018 Institutional Program Review
2018 Institutional Program Review

- Broad, comprehensive overview
- Institutional perspective
- Collaborative planning process
2018 Institutional Program Review

Mr. Michael Angulo - Vice President for Administration and Finance

• Financial Overview
• Direct State Appropriations
• Budget Challenges and Strategies
• FY19 Program Review Requests
## Financial Overview

### (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>FY18*</th>
<th>FY17</th>
<th>FY 16**</th>
<th>FY15**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td>$225,556</td>
<td>$206,315</td>
<td>$204,084</td>
<td>$200,356</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$224,651</td>
<td>$202,170</td>
<td>$201,490</td>
<td>$196,722</td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>$905</td>
<td>$4,145</td>
<td>$2,594</td>
<td>$3,634</td>
</tr>
<tr>
<td>Capital</td>
<td>$12,037</td>
<td>$15,612</td>
<td>$8,608</td>
<td>$7,224</td>
</tr>
<tr>
<td>Net Deficit</td>
<td>$(11,132)</td>
<td>$(11,467)</td>
<td>$(6,014)</td>
<td>$(3,590)</td>
</tr>
</tbody>
</table>

* Estimated through FY18
** Excludes Showboat revenues and expenses
## Advantages & Challenges

<table>
<thead>
<tr>
<th>Operating Strategies</th>
<th>Advantages</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase operating revenues</td>
<td>Stockton can control</td>
<td>Increase enrollment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase tuition</td>
</tr>
<tr>
<td>Decrease operating expenses</td>
<td>Stockton can control</td>
<td>Stockton is growing; more</td>
</tr>
<tr>
<td></td>
<td></td>
<td>students, faculty, and space</td>
</tr>
<tr>
<td>Limit or freeze deferred maintenance</td>
<td>Our biggest expense (FY18 = $12 million)</td>
<td>Galloway campus is 47 years old</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Essential projects cannot be deferred indefinitely</td>
</tr>
<tr>
<td>Maintain status quo</td>
<td>✓ Modest enrollment growth</td>
<td>Still causes annual net deficit;</td>
</tr>
<tr>
<td></td>
<td>✓ Modest tuition increases</td>
<td>requires withdrawal from</td>
</tr>
<tr>
<td></td>
<td>✓ Cost containment efforts</td>
<td>University investment account</td>
</tr>
<tr>
<td></td>
<td>✓ Ongoing deferred maintenance</td>
<td>(currently at $78 million)</td>
</tr>
</tbody>
</table>
Direct Appropriations

FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

24% 21% 20% 16% 15% 14% 14% 13% 12% 10% 10%
Key Budget Challenges

- Tuition price sensitivity
- Flat/declining operating revenue from state
- Significant increase in operating costs to Galloway (ex: Academic Quad utilities increase)
- Operating costs with new Atlantic City campus
Key Budget Challenges

- Facilities and IT capital project requests
- Deferred maintenance
- Rising operating fixed costs
- Enrollment, competition, free community college
Budget Planning Strategies

- Develop strategic enrollment growth plan for specific undergraduate and graduate programs
- Identify sustainable revenue enhancement strategies
- Implement cost-containment initiatives
Budget Planning Strategies

- Make prudent capital investments
- Evaluate, reallocate strategic financial resources
- Establish a robust, multi-year financial planning and cash forecast model
## FY19 Budget Request

**Total Request = $26.75 million**

<table>
<thead>
<tr>
<th></th>
<th>Galloway (additional)</th>
<th>Atlantic City (new)</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>$3,700,000</td>
<td>$7,600,000</td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>$8,400,000</td>
<td>$1,300,000</td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td></td>
<td>$3,950,000</td>
<td>$1,800,000</td>
</tr>
<tr>
<td>Student Aid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$12,100,000</strong></td>
<td><strong>$12,850,000</strong></td>
<td><strong>$1,800,000</strong></td>
</tr>
</tbody>
</table>
LEGS Themes

Learning | Engagement | Global Perspectives | Sustainability
Today’s Presentation

- Academic Affairs: Dr. Lori Vermeulen
- Student Affairs: Dr. Chris Catching
- Additional University Operating: Dr. Susan Davenport
- Additional University Capital: Mr. Don Hudson
Effective Resource Alignment: The Old and The New
Academic Affairs

Learning

- Faculty Lines
  - FY19: 7 lines requested
  - FY20: 6 lines requested

Excellence in teaching and learning; civic engagement
Engagement

Global Perspectives

- Center for Human Security
  - Executive Director to be funded by Provost
  - Salary request for Program Assistant

*Civic engagement; globally diverse community*
Learning

- Non-Salary Requests
  - Enhanced programming
  - Atlantic City initiatives

Excellence in teaching and learning; Anchor Institution
Student Affairs
Supports Stockton’s future growth efforts by engaging diverse students from prospect to alumnus with transformative co-curricular learning opportunities and services that prepare them for lifelong success in a multicultural, interdependent world.
Student Affairs

- Enhance our knowledge about our students
- Expand access for first-generation students
- Ensure students’ health, wellness, and safety
- Engage new and continuing students
- Create an inclusive learning community
Learning

- Strategic planning and assessment initiatives
  - Alignment of co-curricular programs, services, and resources with divisional and university goals
  - Allocate existing resources

*Strengthen internal processes to support learning*
Engagement  Global Perspectives

- Social Justice Initiatives and Programs
  - Cultivate awareness with social justice issues
  - Existing resources

Civic engagement; diversity and inclusion
Engagement  Global Perspectives

- Assistant Director for Transfer Admissions
  - Will come from existing savings
  - Help increase domestic, international enrollment

Enrollment growth; globally diverse community
EOF Achieve Program in Atlantic City

- Room and board to support A.C. cohort
- Programming support

High-value learning experiences; Anchor Institution
Engagement

- Coordinator for New Student & Family Programs
  - New position
  - Increase engagement of new students

Enrollment growth; new student experiences
University Operating Budget Requests
Learning

- Hosting Title IX Investigator training
  - Certification for 10 employees

- Increase Leadership Training
  - “Deep dive” training on leadership competencies and respectful workplace initiatives
University Operating Budget

Engagement

- Implementation of Academic Works Engage
  - Increases relationship building and donor stewardship

- Increase focus on initiatives like Ospreys Give
  - Highly effective donor acquisition and retention event

- Increase strategic volunteer management
  - Target friends that give back and make an impact
Engagement

- Employee Assistance Program
  - Provide comprehensive support services to employees and household members

- Increase number of full-time coaches
  - Transition coaches in high demand sports to full-time to improve support for student athletes
University Operating Budget

Engagement

- Support campus life & activities in AC
  - Provide staffing and resources for activities, engagement, recreation and weekend programming

- Safety resources in AC
  - Add police, security personnel and supportive resources
University Operating Budget

Engagement

- Adapting to a changing world
  - Strengthen University’s commitment to diversity and inclusion in Stockton’s Strategic Communications

- Staying ahead of the curve
  - Geo-Fencing, Micro-targeting and Remarketing, Retargeting, and Contextual Digital Advertising
**Engagement**

- **2019 Unite Against Hate Day**
  - Campus-wide effort to study, discuss and better understand hate and terror

- **Community outreach in AC**
  - Engage with Atlantic City’s diverse and participative community
University Operating Budget

Sustainability

- Eye in the Sky
  - Expand CCTV capabilities through increased personnel and software

- Go Green
  - Continue to transition printed publications into engaging and impactful digital content
University Capital Budget Requests
Capital Request for FY19: $9,700,000

- Response to costs for deferred maintenance and new & growing program initiatives
- Determining Institutional Concept Priorities
  - Health & Safety
  - Accessibility
  - Program Growth
  - Security & Safety
  - Systems & Infrastructure
  - University Initiatives
This website contains information about institutional committees that work on a variety of topics for Stockton University. This list is meant to be comprehensive, but not necessarily exhaustive, and has been formulated based on three general criteria:

- The committee should be institutionally sanctioned
- The committee should be addressing on-going issues rather than one-time or issues
- The committee should be focused on matters internal to the University

For more information, or to request a committee to be added to this list please contact Peter Baratta.

<table>
<thead>
<tr>
<th>Academic Honesty Appeals Board (Procedure 2005)</th>
<th>Information Technology Advisory Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisory Board on Grades and Standing (Procedure 2006)</td>
<td>Space Management Committee</td>
</tr>
<tr>
<td>Academic Affairs: Task Force on Shared Governance</td>
<td>The Stockton Americans with Disabilities Act (ADA) Rehabilitation Act Steering Committee</td>
</tr>
<tr>
<td>Atlantic City Initiatives Task Force</td>
<td>Strategic Enrollment Management Council</td>
</tr>
<tr>
<td>Committee on Campus Diversity and Inclusive Excellence</td>
<td>Student Banner User Group (SBUG):</td>
</tr>
<tr>
<td>Data Standards Group</td>
<td>Parking Committee</td>
</tr>
<tr>
<td>Faculty Senate</td>
<td>Veterans Advisory Committee</td>
</tr>
</tbody>
</table>

Other Working groups:
- Biodiversity Committee (2020)
- Emergency Management work groups
- Police & Safety work groups
- Taskforces for Nursing Mothers & All Gender
- Student Senate and Student taskforces
Previous capital projects have responded to institutional priorities

- **FY14**: Lakeside parking lot; B & F wing roof replacement
- **FY15**: Housing 2 parking; Housing 3 mechanical replacement; police station expansion
- **FY16**: Parking lot 0; stair and elevator replacement throughout academic spine; wireless expansion
Previous capital projects have responded to institutional priorities

- **FY17**: Parking Lot 8a & 8b; restrooms in A & C wings; mechanical replacement in Housing 2; Computer network upgrades
- **FY18**: Parking Lot 6 & student rec area; K wing sidewalks; Housing 4 mechanical improvements; Business Intelligence reporting tool
Previous Budgets
Previous Budgets
Sustainability

- New projects and renovations
  - Parking Lot 8c (expansion of North Athletic Campus Parking)
  - Housing 1 bathroom renovations (critical repair)
  - Water plant renovations (priority renovation)

Deferred maintenance; improve operational efficiencies
Capital Budget Requests

Sustainability

- New projects and renovations
  - Roof repairs: Phase 1 of 5 (commencement of needed replacement)
  - North Athletic Complex and Pomona Road (road improvements and intersection)
  - Renovations and repairs to housing and grounds (annual allowance to address the maintenance of residential facilities)

 Deferred maintenance; improve operational efficiencies
Capital Budget Requests

- **Engagement**
  - **Sustainability**

- **Safety and Security**
  - Signage and Wayfinding (Phase 2 – ADA, directional & identification)
  - Surveillance equipment & software: better video analytics; ability to share with local municipalities

*Improve campus safety; improve operational efficiencies*
Capital Budget Requests

Engagement

Safety and Security
- Security vehicle for A.C. parking garage
- Additional police equipment: defibrillators, radios

Improve campus safety; improve operational efficiencies
Capital Budget Requests

Learning

- Information Technology Services
  - Academic & network equipment replacement (5 Yr)
  - Wireless access point replacement (5 Yr)
  - Enterprise data server replacement (5 Yr)

Engagement

Excellence in teaching and learning; improve service
Capital Budget Requests

~Thank You~
Question & Answer Session

Audience can ask questions to all Cabinet members