

Stockton University's "Choosing Our Path" Strategic Plan

Strategic Theme #5: Financial Sustainability – FY24 Update (Nov 2024)

Complete (possibly ongoing)
 On Track
 Some Progress
 Little or No Progress

Theme #5	Financial Sustainability (3 priorities, 18 goals)	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10			G11
Priority 5.1	Enhance Fiscal Responsibility of University Resources	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY22	FY22			FY23
Priority 5.2	Develop and Update Facilities Master Plan	FY21	FY21	FY22	FY22									
Priority 5.3	Enhance Institutional Fundraising and Alumni Engagement	FY21	FY21	FY22										

Strategic Theme #5 Financial Sustainability

- Coordinate efforts between strategic, academic, and financial planning, including the determination of enrollment strategies specific to academic programs and the financial impact of particular pedagogic strategies.
- Implement a University-wide, zero-based budgeting exercise for non-salary expenditures to ensure optimal resource allocations (in alignment with our strategic plan), particularly with respect to discretionary expenses, and an accurate understanding of program costs.
- Coordinate with key stakeholders to institute appropriate space- and time-management practices, a capital investment strategy, and an accompanying campus master plan update that aligns with the University’s academic and student life goals, and describes new facility needs and appropriate reinvestment in existing facilities, along with information technology and infrastructure.
- Create strategies to enhance the University’s financial ratios and ensure the integrity of the University’s credit rating. Together, we will hold true to our mission, and shape what we become.
- Leverage capital and intellectual assets to optimize revenue-generating operations.
- Reallocate existing resources toward uses that strengthen operations, revenue, FTE enrollment, and the University brand.
- Maintain and routinely test a multi-year financial planning model.

Priority 5.1 Enhance Overall Fiscal Responsibility of University Resources: Develop a plan to enhance overall fiscal responsibility of University resources, including pursuit of alternative revenue sources, identification and implementation of cost savings measures, optimization of resource allocation through zero-based budgeting, the inclusion of financial sustainability as a core principle in decision-making, and continued advocacy at the State level for increased support.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Administration & Finance	Continue to enhance overall fiscal responsibility of University resources by identifying alternative revenue sources, cost saving measures, and strategic resource allocation opportunities. <ul style="list-style-type: none"> ■ <i>DEI connective action: n/a</i> 	50%	75%	75%	75%	

FY24 Update

- *The Division of Administration & Finance, specifically Fiscal Affairs, continued to demonstrate fiscal responsibility of University resources with unmodified (clean) audit opinions on the University, the Foundation, and the NARTP financial statement audits, and timely filing of IRS not-for-profit tax returns, bond-related continuing disclosure, surveys, quarterly/annual grant reports, and various other required submissions.*
- *The Office of Procurement & Contracting team continued its focus on identifying cost savings and ensuring that University dollars are spent effectively and efficiently. More than \$790,000 in savings was accomplished through the review of vendor contracts and vendor proposals and utilization of National Cooperatives for purchasing. Further, Procurement & Contracting continued to promote the use of publicly advertised bids (RFPs) for purchasing.*
- *The Office of Budget and Financial Planning worked closely with all divisions to continuously monitor FY24 budgets. During FY24, the University called for mid-year non-salary budget cuts of 10% to reduce the year-end projected deficit. Those efforts resulted in approximately \$4.4 million in savings.*
- *The Office of Budget and Financial Planning worked closely with all University divisions in the development of the FY25 operating and capital budget. Divisions were required to identify beginning of the year non-salary cuts of 15% (this was in addition to FY24's 10% cut). Those efforts resulted in approximately \$4.6 million in savings. Additionally, vacant positions were scrutinized and after multiple meetings with Divisional Executives, 57 vacant positions were eliminated or frozen resulting in \$3.9M in savings.*
- *The Office of Budget and Financial Planning convened a Budget and Financial Planning Advisory Committee. The purpose of the committee is to review the University's financial position each month. Members work together to identify and recommend cost savings measures that can be implemented to further reduce costs. Members also work to identify alternative revenue streams that will further support the University's long-term financial sustainability. The Senior VP for Administration & Finance and CFO and Executive Director of Budget and Financial Planning serve as co-chairs. Members include representatives with budget responsibilities from all divisions. Additionally, there is faculty, staff, and student representation on the Committee.*

FY23 Update

- *The Division of Administration & Finance partnered with colleagues across the University in the submission of three grant applications to the State of New Jersey Office of the Secretary of Higher Education for Higher Education Capital Facilities Grant Program funding. The University's applications were as follows: 1) Library Learning Commons Project, 2) Academic Classroom Technology Innovation Project, and 3) Health Sciences Center Expansion Project. The University anticipates receiving \$19.5M for the Library Learning Commons Project and \$1.8M for the Academic Classroom Technology Innovation Project.*
- *The Division of Administration & Finance, specifically Fiscal Affairs, continued to demonstrate fiscal responsibility of University resources with unmodified audit opinions on the University, the Foundation, and the NARTP financial statement audits, and timely filing of IRS not-for-profit tax returns, bond-related continuing disclosure, surveys, quarterly/annual grant reports, and various other required submissions.*
- *The Fiscal Affairs team successfully implemented Governmental Accounting Standards Board (GASB) Statement No. 87, Leases. Under Statement No. 87, a lessee is required to recognize a lease liability and an intangible right-to-use asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about the University's leasing activities.*
- *The Procurement & Contracting team continued its focus on identifying cost savings and ensuring that University dollars are spent effectively and efficiently. In addition to the usual enforcement of quote and bid thresholds, Procurement & Contracting continued to promote the use of publicly advertised bids (RFPs) for purchasing. Utilizing RFPs is an effective means of purchasing goods or services since the scope of work is determined by the University's faculty and staff and accommodates specific goals. Additionally, the public bidding process helps reduce upfront costs and increases over the contract duration due to its competitive nature.*
- *The Office of Procurement and Contracting modified internal procurement procedures to provide additional access to vendors and make ordering easier for end users as follows: 1) The New Jersey Business Registration Certificate (BRC) was previously required for vendors when the fiscal year spend exceeded \$5,325. The new threshold for the NJ BRC is \$15,000 per fiscal year. 2) Currently, when purchasing goods or services a quote solicitation is required for orders in excess of \$7,100. Effective July 1, 2023, the threshold for requiring a quote solicitation will be for orders in excess of \$20,000.*
- *The Office of Budget and Financial Planning worked closely with all divisions to continuously monitor budgets and to anticipate salary and non-salary savings. In FY23, the University is projecting an operating surplus despite the continued effects of COVID on enrollment and retention.*
- *The Office of Budget and Financial Planning worked closely with the Division of Academic Affairs to perform position control analyses. This resulted in the reallocation of funding to support faculty/NTTP lines needed in specific areas to help maintain ratios and meet programmatic needs.*
- *Risk Management secured favorable renewal terms and prices for certain insurance policies such as cyber insurance and Atlantic City property insurance. In instances where a challenging insurance market resulted in premium increases, such as Galloway property insurance, Risk Management met with key stakeholders to ensure a comprehensive understanding of the reasons for the increase. Risk Management also conducted a market exercise to obtain quotes from other insurers and ensure that, despite the increase, we are still*

obtaining the most cost-effective insurance for the University. These actions enabled the University to gain a greater understanding of the process and identify areas for potential cost savings and improvements in the future.

- Disbursement Services started the process of rolling back COVID-related Pcard restrictions and additional approvals required for spending. Further, Accounts Payable is committed to reviewing, and where appropriate enhancing, the Chrome River process. These changes begin to address areas of concern identified in the Faculty Senate's Task Force report on Funding Accessibility and Purchasing.

FY22 Update

- The Division of Administration & Finance, specifically Fiscal Affairs, continues to demonstrate fiscal responsibility of University resources with unmodified ("clean") audit opinions on the University, the Foundation, SASI, and NARTP financial statement audits, and timely filing of IRS not-for-profit tax returns, bond-related continuing disclosure, surveys, quarterly/annual grant reports, and various other required submissions.
- The Procurement & Contracting team continued its focus on identifying cost savings and ensuring that University dollars are spent effectively and efficiently. In addition to the usual enforcement of the quote and bid thresholds, Procurement & Contracting released more RFPs and bids in FY22 than in any recent year. Utilizing RFPs is an effective means of purchasing goods or services since the scope of work is determined by the University's faculty and staff and accommodates our specific goals. Additionally, the public bidding process helps reduce upfront costs and increases over the course of the contract duration due to its competitive nature. Procurement & Contracting also developed sensible internal rules to implement the significant changes to the State College Contracts Law to ensure the University continues to obtain quotes for all significant purchases.
- In collaboration with ITS, Procurement & Contracting's "e-RFP Notification System" was rebranded as the "Vendor Portal." The Vendor Portal is designed as an all-inclusive solution that accounts for all phases of public advertisement and provides vendors with a singular platform from start to finish. The added benefit for vendors is that they do not require a login with a third-party company; everything is hosted directly on Stockton's servers and is available on the Office of Procurement & Contracting website. The Vendor Portal offers the following features and functionality, including: 1) access to public bidding and Request for Proposal opportunities; 2) ability to electronically submit bids and proposals; 3) vendors can electronically view their own bids and proposals, which allows vendors to view the full history of all submissions; 4) automatic email notifications for public advertisements and addenda, and 5) access to update vendor information.
- The Office of Budget and Financial Planning worked closely with all divisions to perform position control analyses and recommended approaches that resulted in cost-savings measures to the University. Additionally, careful and continuous monitoring of the FY22 budget resulted in an overall positive outcome as the University anticipates a healthy surplus for the fiscal year despite the continued effects of COVID on enrollment.
- Working closely with ITS, the Office of Budget and Financial Planning automated several processes to create efficiencies. This included the implementation of a FUPLOAD process for loading original budgets, as well as the creation of customized reports in Argos for better monitoring of Divisional orgs/accounts.
- The Payroll Office, as part of Disbursement Services, worked to enhance time and effort reporting with improvements to the timesheet recap recording and tracking process and implementation of leave reporting audits.
- Accounts Payable (AP), as part of Disbursement Services, continued to manage the rigorous pre-approval process which enables the University to eliminate unnecessary spending and ensure that proper payment methods are utilized. Further, AP is constantly identifying and implementing new efficiencies to streamline existing processes. For example, the team worked with Athletics to develop an effective, meal money process. Accounts Payable also enrolled vendors in ACH whenever possible to save money on check stock and toner and reduce staff time.

FY21 Update

- In light of COVID-19, our focus in FY-21 was to maintain a balanced budget despite the pandemic's negative impact on enrollment and student housing. Our efforts included strategic budget cuts, implementation of a rigorous expenditure pre-approval process, continuous financial modeling, and prudent use of federal and State COVID relief funding. The University had to remain flexible and pivot when necessary.
- As we close out the fiscal year, it is clear that we were successful in our efforts from a financial perspective as we anticipate a healthy FY21 operating surplus. Efforts to enhance overall fiscal responsibility of University resources will continue in FY22 and thereafter.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Administration & Finance	Partner with Academic Affairs and Strategic Enrollment Management Team to determine enrollment strategies specific to academic programs and the financial impact of various pedagogic strategies.	50%	50%	75%	75%	
		<ul style="list-style-type: none"> DEI connective action: n/a 					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> No major updates for FY24. Administration & Finance continues to partner with Academic Affairs and Enrollment Management. 							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> The Division of Administration & Finance continued to partner with Enrollment Management, the Chief Planning Office, and Student Affairs and others to project Academic Year and Summer Session enrollment, housing occupancy, and the corresponding financial impact. Representatives from the Office of Budget and Financial Planning met monthly with members of Academic Affairs and Student Affairs to review the budget, new initiatives, enrollment, retention, and personnel changes. The meetings were held to be proactive and maximize resources, while supporting pedagogical strategies. 							
<u>FY22 Update</u>							
<ul style="list-style-type: none"> Representatives from the Office of Budget and Financial Planning met monthly with members in the Office of the Provost (Academic Affairs Administration) and the Office of the Vice President for Student Affairs to review the budget, new initiatives, enrollment, retention, and personnel changes. The meetings were held in an effort to be proactive and maximize these divisions' resources to maintain fiscal responsibility, while supporting pedagogical strategies. The Divisions of Administration & Finance, Academic Affairs, and Enrollment Management are working collaboratively on several new and existing programs, including a 3+1 LIBA program with ACCC, the Live, Work, Learn Program in Atlantic City, programs qualifying for the fully online tuition rate (MAED, MAIT, MAHG), discounted partnership programs (healthcare and criminal justice), and student/parent enrollment. 							
<u>FY21 Update</u>							
<ul style="list-style-type: none"> The Division of Administration & Finance has successfully partnered with Enrollment Management and the Chief Planning Office to project Academic Year and Summer Session enrollment and housing occupancy and the corresponding financial impact. During FY22, this group will work with Academic Affairs to determine enrollment strategies specific to academic programs and to model the financial impact of such strategies. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Administration & Finance	Monitor all budgets and utilize zero-based budgeting University-wide for non-salary and hourly expenditures as needed/requested.	100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: n/a 					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> No major updates for FY24. 							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> The Office of Budget & Financial Planning continued to maintain and monitor zero-based budgeting in FY23. Although the process was optional for this fiscal year, many divisions/departments elected to continue the exercise for hourly and/or non-salary expenses. Zero-based budgeting resulted in the reallocation of budgets and alignment of budget with actual spend. 							
<u>FY22 Update</u>							
<ul style="list-style-type: none"> The Office of Budget & Financial Planning continued to maintain and monitor zero-based budgeting (ZBB) for the entire University in FY22. During this fiscal year, zero-based budgeting was expanded to include hourly expenditures. All divisions participated in the hourly ZBB exercise, while many requested to continue the non-salary ZBB process. As a result of zero-based budgeting, the University has realized cost-savings, but more importantly, reallocated budgets so that they are more closely aligned to actual spending. 							
<u>FY21 Update</u>							
<ul style="list-style-type: none"> The University successfully implemented zero-based budgeting for all non-salary expenditures. In FY22, the zero-based budgeting effort will be expanded to include hourly expenditures. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Administration & Finance	Continue to identify and implement strategies to enhance the University's financial ratios.	75%	75%	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: n/a 					

FY24 Update

- The Office of the Secretary of Higher Education rolled out their Financial Assessment and Risk Monitoring Program during FY2024. The survey addressed financial management, risk assessment, and strategic planning. Additionally, institutions were required to provide details and calculate a Composite Financial Index for the last three fiscal years. This information can be used to monitor the financial health of the university and can be shared with university leadership moving forward.

FY23 Update

- Key enrollment and financial ratios measuring market position, operations, financial reserves, and debt to liabilities are reviewed annually and monitored. Additionally, we compare the University's ratios to the NJ Public Mean, Moody's Public Baa1 (now A3) Median, and select senior public colleges and universities in NJ. Historical trends are also considered. Details are reported to senior management as well as the Board of Trustees.
- The Division of Administration & Finance and the Division of Enrollment Management worked collaboratively on the annual Fitch Ratings and biannual Moody's Investors Service reviews.
- Fitch Ratings upgraded Stockton from 'A-' to 'A' with a stable outlook. Fitch cited the following key rating drivers: 1) Broader student market reach within the State and solid State support, 2) Improving cash flow margins and manageable capital needs, and 3) High leverage offset by improved reserves and state pension support.
- Moody's Investors Service upgraded Stockton from 'Baa1' to 'A3' with a stable outlook. Moody's identified the following credit strengths: 1) Very good brand and strategic positioning, 2) Improvements to wealth and liquidity relative to operations, 3) Successful execution of the Phase 2 expansion of the Atlantic City Campus, and 4) Solid management credibility and very good financial strategies.

FY22 Update

- The University continues to review key enrollment and financial ratios measuring market position, operations, financial reserves, and debt/liabilities, and compares the University's ratios to the NJ Public Mean, Moody's Public Baa1 Median, and the other senior public colleges and universities in NJ. Historical trends are also considered. Details are reported to senior management, as well as the Board of Trustees.

FY21 Update

- Annually, the University completes a review of key enrollment and financial ratios measuring market position, operations, financial reserves, and debt / liabilities. To provide perspective the University's ratios are compared to the NJ Public Mean, Moody's Public Baa1 Median, and the other senior public colleges and universities in NJ. The ratio's historical trend is also considered. Details are reported to senior management as well as the Board of Trustees.
- In FY22, strategies for monitoring and enhancing ratios will be evaluated and certain University ratios will be monitored on a quarterly basis.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
5.	Information Technology Services	Support financial sustainability by enhancing protection of institutional and user data.	100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: n/a 					

FY24 Updates

- Clean IT audit, no findings or recommendations by Grant Thornton during their Information Technology audits.
- Planned a successful disaster recovery exercise leading to the restoration of desired enterprise systems both on premise and in the cloud.
- Conducted information technology security awareness training programs along with a self-conducted phishing exercise to test employee alertness.
- Evaluated and completed the deprovisioning of stale and abandoned user accounts to reduce cybersecurity threat vector
- ITS took a strategic approach to vendor management, procurement, negotiations, and software/hardware spend to project an additional \$285k in FY25 savings.

FY23 Updates

- Moved Comcast ethernet contracts to NJEDGE at a large savings to the University.

- Implementation of employee PCI Compliance and Cash Handling training along with Cybersecurity awareness training. Completion of employee baseline susceptibility assessments.
- New 24/7 SOC monitoring firewall, Dell Managed Detection and Response (Taegis platform). Sunset of SecureWorks platform and de-provisioning of instance complete.
- EPAF (Employee Personnel Action Form) process enhancements (continued from last cycle, roll-out now complete). Iterative cross-divisional process enhancements throughout the last year. Involved Administration & Finance, Information Technology Services, and Human Resources. Employee training processes updated. Assist onboarding and deprovisioning IT entitlements.
- Ongoing enhancements to IT vendor management processes. Usage of HECVAT and SOC reports in contract evaluation. Updated IT vendor database.
- Implemented DUO multifactor authentication for student's accessing VDI resources on campus
- Enhanced system security through a comprehensive review, reevaluation, and restricting of local administrator access across the organization to minimize attack vectors.
- Started the process of decommissioning non-named shared user accounts in favor of named user accounts and delegated access for shared resources.

FY22 Update

- Deployed Microsoft A5 security controls to provide mobile device management, asset management, and enhanced endpoint detection and response facilities.
- Conducted cross-divisional baseline phishing susceptibility assessment.
- Responded to emerging threats in the cybersecurity ecosystem (Log4J).
- Implemented LAPS (automated Local Admin Password rotation).

FY21 Update

- Implemented new information security controls and tools to protect institutional data.
- Conducted a remote penetration test against IT systems to test for vulnerabilities that could lead to data loss or exfiltration.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
6.	Facilities & Operations	Investigate opportunities to increase implementation of green energy and high efficiency measures including upgrading the mechanical and electrical systems using LEED construction principles where appropriate. <ul style="list-style-type: none"> ▪ DEI connective action: n/a 	50%	90%	90%	90%	

FY24 Update

- The University is very active in a new NJ Clean Energy grant program that may yield up to \$5,000,000 for deferred maintenance directly related to decarbonization. The work will include mechanical, electrical and related infrastructure projects. The results of the submission are expected by the end of calendar year 2024.

FY23 Update

- Recent additions to the Facilities & Operations staff include the position of Director of Energy & Sustainability. This position will facilitate and advance the results of recommendations from consultants to implement short- and long-range energy-savings measures, plan for utility master planning, and improve on recognized sustainability benchmarks.

FY22 Update

- The Sightlines project is near complete with the final data and recommendations from the vendor due during the summer 2022. This data will be critical and necessary for the next steps in planning for forthcoming energy efficient mechanical and electrical upgrades and renovations.

FY21 Update

- F&O has retained the consulting services of Sightlines to update the University's commitments to sustainability and establish the new benchmarks for compliance and planning. This data will be critical and necessary for the next steps in planning for forthcoming energy efficient mechanical and electrical upgrades and renovations.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
7.	General Counsel	Implement a University compliance program.	100% complete				
		<ul style="list-style-type: none"> DEI connective action: n/a 					
<u>FY21 Update</u>							
<ul style="list-style-type: none"> Prepared draft material for new website information. Discussed compliance program with former Chief Officer for EEO and Compliance. Prepared outline for Institutional Risk Management Plan. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
8.	Human Resources/ Government Relations	Work with elected officials to increase support the University's growth in Atlantic City and increased funding for the University necessary to support enrollment goals.	100% complete				
		<ul style="list-style-type: none"> DEI connective action: n/a 					
<u>FY21 Update</u>							
<ul style="list-style-type: none"> State budget includes an additional \$8.292 million plus funding for AC Phase II that will support increased enrollment capacity, student retention. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
9.	Student Affairs	Implement internal budget, vacancy review, and space management processes.		100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: n/a 					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> No major updates for FY24. 							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> Instituted Executive Leadership Team budget position review and updated meetings to strengthen stewardship of resources. 							
<u>FY22 Update</u>							
<ul style="list-style-type: none"> Created new Student Affairs budget review template with Administration and Finance to strengthen strategic usage of financial resources. Trained Student Affairs Executive Leadership Team on position vacancy review process to strengthen stewardship of personnel resources. Collaborated with institutional Budget and Financial Planning in fiscal year 2022 to implement zero-based budget pilot for salary (e.g., hourly) positions. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
10.	Student Affairs	Integrate strategic planning, budgeting, and assessment operations to support financial sustainability.		100% complete & ongoing	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: n/a 					
<u>FY24 Update</u>							
<ul style="list-style-type: none"> Facilitated an assessment workshop on how to leverage data to tell one's story regarding planning and budgeting. 							
<u>FY23 Update</u>							
<ul style="list-style-type: none"> Facilitated the fiscal analysis, successful advocacy and stewardship of nearly \$3.4 million in institutional resources to support the hiring of approximately 30 full-time staff in FY23. 							

FY22 Update

- Co-support successfully written Office of the Secretary of Higher Education (OSHE) New Jersey Opportunity Meets Innovation Challenge (OMIC) grants that awarded over \$700,000 to Stockton University. The grants include Safe and Inclusive Learning Environments, Cultivating Research, Innovation and Talent and Hunger Free Campus Grants. Designed and implemented the use of a Business Purpose Form to ensure accountability with the approval and record-keeping processes for expenditures.
- Integrated Athletics and Recreation budgets into Student Affairs financial operations and procedures.
- Aligned organizational hierarchy with Student Affairs Operational areas to strengthen financial stewardship.
- Implemented division-wide fiscal operations and controls (i.e., business purpose form) that resulted in an estimated 15% institutional savings during the COVID-19 pandemic.
- Coordinated personnel, administration and finance trainings for Student Affairs leadership, professional and support staff.
- Provided financial operations training for Athletics and Recreation staff.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
11.	Administration & Finance	Maintain and expand financial accuracy and technological efficiencies by utilizing new/expanded technology tools and reporting opportunities and implementing Banner Finance/Self-Service/Argo applications and functionalities. <ul style="list-style-type: none"> ▪ DEI connective action: n/a 			75%	75%	

FY24 Update

- The Office of Procurement and Contracting in partnership with ITS implemented a process for purchase orders to be emailed directly to end-users as a single PDF. This modification will provide added efficiency since vendors will receive orders faster (through email rather than physical mail) and offer end-users greater oversight and control of their purchases.

FY23 Update

- Fiscal Affairs continues to work with Information Technology Services (ITS) on the implementation of an Effort Reporting module within Banner. Implementation of this module will streamline a currently manual process and help to ensure compliance with Federal Uniform Guidance requirements.
- Fiscal Affairs assisted the Office of Advancement Services with the implementation of CRM Advance to improve efficiency in tracking donations, constituents, and fundraising efforts.
- The Office of Procurement and Contracting in partnership with ITS has developed an internal public bidding software platform. The Software has the capability to send advertisements and addendum notifications and provides functionality for bidders to upload electronic submissions. In addition to the ease of use for bidders, the University no longer has to store excess physical bid submissions.
- The Office of Procurement and Contracting in partnership with ITS is currently developing a process for purchase orders to be emailed directly to end-users as a single PDF. This modification will provide added efficiency since vendors will receive orders faster (through email rather than physical mail) and offer end-users greater oversight and control of their purchases.
- The Office of Budget and Financial Planning worked with ITS to develop a customized report in Argos to track budget, expenses, and encumbrances and their alignment with the Strategic Plan/Cabinet Priorities. This process addresses a Middle States recommendation. Effective in FY24, each Banner “org” will be linked with up to four Cabinet priorities.
- The Executive Director of Budget, Financial Planning, and Campus Services worked collaboratively with the Office of Human Resources (OHR) to redesign the Personnel Action (PACT) format. In addition, the Office of Budget & Financial Planning provided OHR with feedback used to revise the format and functions within PageUp (implemented in FY23, replaces HireTouch) to make the process more user-friendly and efficient for all.
- Disbursement Services – Accounts Payable worked with ITS to develop an automated notification to end users prompting them when receiving is required in Banner. Additionally, a workflow notification to budget unit managers (BUMs) is under development that will notify BUMs when documents are in their queue for approval. This enhancement will facilitate timely approvals and disbursements.
- Disbursement Services – Payroll worked with OHR and ITS on a student worker Electronic Personnel Actions Form update related to location of work.

Priority 5.2 Develop and Update Facilities Master Plan: Update Stockton’s facilities master plan for all campus locations to align with the University’s strategic priorities. This plan should be based on the core principles of financial and environmental sustainability, beautification of the campuses, and commitment to continuously addressing deferred maintenance.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Advancement & Communications	Develop individual cases for support aimed at securing philanthropic funding for University priorities, including opportunities for naming gifts, capital improvements, and other modes of partnership. <ul style="list-style-type: none"> ▪ <i>DEI connective action: n/a</i> 	50%	60%	90%	100% complete & ongoing	
<p><u>FY24 Update</u></p> <ul style="list-style-type: none"> • Worked with campus partners, including deans, to identify funding priorities. • Updated campus naming opportunities master list. • Updated individual giving brochures. • Developed proposals for multiple campus initiatives, including in the Holocaust Resources Center and Alliance Heritage Center. <p><u>FY23 Update</u></p> <ul style="list-style-type: none"> • Developed revised plans to support expansion of Athletic facilities: Athletic Center and North Athletic Complex • Engaged donors in conversations about potential capital support. • Opened Claire’s Classroom, a donor funded expansion of the Holocaust Resource Center. • Wrote stories and/or sent out news releases about gifts to the University Foundation including OceanFirst Bank, Alton Mental Health Fund, Elmore donation and Ospreys Give. These stories received media mentions, were posted to the website and shared on social media. Also coordinated a social media campaign encouraging students to apply for scholarships. • Supported Alumni and Development in their campaigns, social media, and communication that inform prospective donors and private sector about opportunities for naming gifts, capital improvements, and other partnerships. • Delivered presentation to new and current Student Affairs managers about best practices, how to work with URM, developing timelines for promoting events and initiatives and tips for keeping their web pages up to date. • Assisted with setup of short redirect urls for ease in sharing and promoting alumni activities and communications. • Produced collateral in support of university fundraising events including but not limited to: Ospreys Give, Stockton University Foundation Scholarship Benefit Gala and Stockton University Foundation Golf Classic. <p><u>FY22 Update</u></p> <ul style="list-style-type: none"> • Formed Multicultural Center Fundraising Committee, comprised of alumni and community members, with a goal of soliciting gift to fund the Center and its activities. • Developed solicitations for a variety of University initiatives including support for students from underrepresented communities, capital projects and faculty research. <p><u>FY21 Update</u></p> <ul style="list-style-type: none"> • Created multiple donor-specific proposals soliciting capital support for various partners including Holocaust Resource Center, Marine Field Station, Alliance Heritage Center and others. • FY22 work will include the creation of specific cases for support for each of the schools and business units, highlighting specific capital projects contained in the master plan. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Facilities & Operations	Apply the updated Facilities Master Plan to address the needs of Stockton University based on the core principles of financial and environmental sustainability over the next ten years. and in alignment with the requirements of the New Jersey Pinelands Commission and the New Jersey Department of Environmental Protection.	30%	60%	75%	90%	
		<ul style="list-style-type: none"> DEI connective action: Provide an environment for excellence to a diverse student body, including those from underrepresented populations (Mission). 					
<p><u>FY24 Update</u></p> <ul style="list-style-type: none"> Continued progress continues in alignment with the NJDEP and NJ Pinelands Commission, specifically regarding deed restrictions and compliance. The work associated with NJDEP is related to the development of a new water tank replacement project on campus. <p><u>FY23 Update</u></p> <ul style="list-style-type: none"> The University's Facilities Master Plan 2020 establishes initial planning guidelines for improvements to existing campus facilities and develop strategies for new and evolving programs. In FY24, the University plans to commence with the concept programming of a new renovation project for the Library Learning Commons and technical improvements to core academic classrooms in A, B, C, and D wings on the Galloway campus. <p><u>FY22 Update</u></p> <ul style="list-style-type: none"> Significant projects have been initiated and in accordance with the University's Facility Master Plan 2020, including AC Residential Phase 2 to be complete in FY2023, Galloway Campus Multicultural Center to be completed in FY2023 and the Athletic & Recreation Center Expansion Project (Hub1 Phase 1) to be completed in FY2024. Other projects that are under consideration and in accordance with the University's Facility Master Plan 2020 include Renovations to the Library Building, development of a new Student Center and various space management initiatives to address operational efficiency within the University. <p><u>FY21 Update</u></p> <ul style="list-style-type: none"> The University's Facility Master Plan was completed and approved in September 2020. Several projects within the plan have already commenced in the early stages of development or concept study including AC Residential Phase 2, Multicultural Center, Sports Center Expansion, (Hub 1, Phase 1), North Athletic Campus and Coastal Resiliency Institute in Atlantic City. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Atlantic City Operations	Collaborate on the reimagining of existing space and planning for beautification improvements on the Atlantic City campus.		50%	65%	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: Maintain a safe, respectful, and affirming environment (Equity). 					
<p><u>FY24 Update</u></p> <ul style="list-style-type: none"> Served as Co-chair, AC Strategic Plan Working Group, completed in summer 2024. Report recommendations are under review as University considers an implementation plan. <p><u>FY23 Update</u></p> <ul style="list-style-type: none"> The planning, development, design and construction of a new community-services-based tenant (Chelsea Economic Development Corporation) in existing retail space located in the Kesselman Hall is complete as of Summer 2023. Design and construction for a new Mailroom Operation to support the advanced shipping and delivery needs of AC students was completed in Kesselman Hall in summer 2023. Design and construction for a new mailroom operation to support the advanced shipping & delivery needs of AC students in complete in Kesselman Hall in Summer 2023. New improvements to the existing Rothenberg Building Parking Lot, including paving, stripping, lightning, fencing, and signage completed in Summer 2023." <p><u>FY22 Update</u></p> <ul style="list-style-type: none"> Decorative planters with seasonal plantings have been installed along the Kramer Veranda (Albany Ave. side of the Scarpa Center) and additional landscaping improvements at the Scarpa and Residential Complex have been completed. Plans for the repurposing of retail space on the first floor of Residential Complex and space in Rothenberg Building for expanded academic, student, and community use are underway. Resurfacing, lighting and fence replacement of the Rothenberg parking lot scheduled for FY23. 							

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
4.	Atlantic City Operations	Collaborate on the planning and execution of the Phase II residential project and Multicultural Center.		50%	90%	100% complete	
		<ul style="list-style-type: none"> DEI connective action: Develop resource networks (Equity); active, intentional, and ongoing engagement with diversity (Inclusion). 					
<p><u>FY24 Update</u></p> <ul style="list-style-type: none"> Goal is complete – no updates. <p><u>FY23 Update</u></p> <ul style="list-style-type: none"> Development, design, construction, and final approval for occupancy is complete for the new Multicultural Center in Winter 2023. Completion and dedication of the new AC Phase II project was completed in Spring 2023. <p><u>FY22 Update</u></p> <ul style="list-style-type: none"> Bid for the construction of the Multicultural Center has been awarded, with an anticipated completion of the project set for late November 2022. Construction of Phase II on time and within budget. 							

Priority 5.3 **Enhance Institutional Fundraising and Alumni Engagement Efforts:** Promote comprehensive fundraising and alumni engagement efforts to support the University’s strategic priorities. Work with campus divisions to identify specific needs and opportunities.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
1.	Advancement & Communications	Complete a comprehensive review of funding opportunities for key administrative units, outline strategic priorities for the advancement of each, and create plans for partnerships with internal and external stakeholders. Continue to update and enhance existing fundraising plans for academic units.	70%	85%	100% complete & ongoing	100% complete & ongoing	
		<ul style="list-style-type: none"> DEI connective action: Advance curricular/co-curricular and interactional campus diversity as appropriate (Diversity); develop resource networks (Equity). 					
<p><u>FY24 Update</u></p> <ul style="list-style-type: none"> Strengthened relationships with University Advancement teams and academic schools that have allowed for greater access and participation from the Deans and their teams. Completed quarterly newsletters for each of the seven schools, helped create ARHU advisory board and began examining school specific alumni and friend prospects. Implemented new workflow to identify prospects in the top quadrant (Tiers 1-2) based on wealth screening for prospect management. Individual portfolios re-evaluated and organized with priority on high capacity and high inclination. Contracted with FreeWill as our partner for legacy and planned giving. Partnered with Give Campus to integrate an event module that enhances event registration and donation processes for customers while also simplifying guest attendee tracking. Launched new senior class giving opportunity during Ospreys Give and continued promotion throughout the year. <p><u>FY23 Update</u></p> <ul style="list-style-type: none"> Created integrated University Advancement teams for each individual school. Division team members meet regularly with each dean to identify fundraising goals and opportunities, plan alumni engagement opportunities, and work to target school-specific alumni communications. Created school-specific digital alumni newsletters. Completed a comprehensive attitudinal survey to measure alumni interest in and satisfaction with Stockton. Components included measuring overall satisfaction and likelihood to become engaged socially and philanthropically in the future. Created new donor profile social media campaign. Completed initial implementation of Advance CRM, a leading relationship management tool, to strengthen outreach and data efforts. Exceeded fundraising goals for Ospreys Give in donors and dollars. Hired two new Associate Directors of Development, one to focus on annual giving and one dedicated to personalized individual outreach. Offered discounted young alumni rates for the Golf Classic and Gala to make experiences more affordable to more recent graduates to introduce them to a culture of philanthropy. 							

- *Featured alumni champions for Golf Classic, Gala and the Spring appeal.*
- *Mailed nearly 75,000 direct mail pieces as well as full digital and social media campaigns.*
- *Launched a campus partner Ospreys Give bootcamp for Student Affairs, School of Education and Athletics in an effort to help them raise money for their respective area.*
- *Hosted a reunion for alumni weekend of the 70s and 80s and established the Spring Bash Scholarship, raising more than \$17,000.*
- *Promoted new alumni councils and highlighted successful alumni on the website, social media and Stockton Now.*
- *Assisted with setup of short redirect urls for ease in sharing and promoting alumni activities and communications.*

FY22 Update

- *Developed and launched John R. Elliott Character & Leadership Program website.*
- *Boosted social media posts that share information on scholarships and their impact on students.*
- *Publicized gifts and scholarships and their impact on students to media, on the Stockton website and through social media.*
- *Increased strategic messaging and communication to segmented athletic audiences.*
- *Completed strategic fundraising plan for Student Affairs.*
- *Developed initial fundraising plan for expansion of University Athletic Center.*
- *Completed strategic fundraising plan for Multicultural Center.*

FY21 Update

- *Completed two-year long comprehensive review of funding opportunities for each of the University’s schools.*
- *Worked in partnership with deans and other faculty to create plans to increase funding for facilities, scholarships, faculty research and additional staff.*
- *Work in FY22 will focus on administrative units including Student Affairs, Athletics and other areas.*

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
2.	Advancement & Communications	Implement a strategic alumni engagement plan aimed at increasing participation among graduates in programming based on affinity, degree, industry, workplace, and other factors. Expand opportunities for students, recent graduates, those living outside the immediate campus area, and other specific constituencies to become engaged. <ul style="list-style-type: none"> ▪ <i>DEI connective action: Develop resource networks (Equity).</i> 	75%	85%	100% complete & ongoing	100% complete & ongoing	

FY24 Update

- *Established the Golden Ospreys, a 50th-anniversary alumni group, by developing a detailed plan that includes segmented communications, group-specific activities and enhanced branding and publication strategies.*
- *The Young Alumni Club was rebranded and a leadership group of 15 graduates of the past ten years has been installed.*
- *Developed and implemented communication plan to share findings from Comprehensive Alumni Survey.*
- *Created alumni communications based on survey results including post event recap emails, quarterly volunteer updates and academic school news.*
- *Invited and hosted alumni from every class to the Presidential Inauguration. Alumni helped lead the procession, received stoles and special recognition throughout the program.*

FY23 Update

- *Completed individual strategic plans for young alumni, student alumni association, alumni council on engagement, corporate alumni program.*
- *Created the Associate Director of Alumni Relations position to focus on career readiness, mentorships and post-graduate success.*
- *Alumni Business Directory created to promote alumni-owned businesses and foster new connections between business owners, successful entrepreneurs, industry leaders and students.*
- *Development and Alumni Relations collaboration with the School of Education to host end of the school year teacher appreciation happy hour.*
- *Featured alumni champions Howard Berchtold '81 and Casey Berchtold '22, a long term and first-time donor, in the Spring Appeal.*
- *Development and Alumni Relations collaboration with the School of Arts and Humanities to host a Meet the Dean event.*

FY22 Update

- *Retained Chris Marshall Advancement Consulting to assist with completion of Strategic Alumni Engagement Plan.*

- Completed Strategic Alumni Engagement Plan.
- Realigned department goals to represent appropriate milestones and benchmarks.
- Began work on developing strategic plans for key areas of focus – young alumni, student alumni association, alumni council on engagement, corporate alumni program.

FY21 Update

- A five-year plan has been created, focusing on enhancing opportunities for engagement and networking, and strengthening the alumni network. Life-cycle engagement will focus on cultivating relationships from the time constituents are on campus as students, throughout their careers, in retirement and beyond. Chris Marshal Advancement Consulting was brought in to provide an executive assessment of the Alumni Relations program as it correlates to annual giving among alumni. The report is being used to tailor initiatives aimed at increasing engagement and philanthropy.

Goal	Lead Unit/s	Description	Percentage Complete				
			FY21	FY22	FY23	FY24	FY25
3.	Student Affairs	Develop Student Affairs fundraising priorities and strategies in conjunction with Development and Alumni Affairs.		75%	85%	88%	
		<ul style="list-style-type: none"> ▪ DEI connective action: Develop resource networks (Equity). 					

FY24 Update

- Engaged with alumni during the President’s Seattle reception.

FY23 Update

- Successfully secured \$35,000 gift to support student mental health initiatives.

FY22 Update

- Developed a draft Student Affairs Strategic Fundraising Plan.
- Established a Fundraising and Alumni Engagement committee for the Multicultural Center.
- Sponsored events with intentional alumni and fundraising efforts.
- Collaborated with campus partners to bring University Weekend back in person.
- Event Services and Campus Center Operations partnered with Alumni Relations to host a 10-year reunion for student employees to engage with the current team.
- Raised more than \$25,500 in the G. Larry James Legacy Bike Ride, bringing the 14-year total raised for scholarships to more than \$272,500.
- Collaborative planning with the Office of Development has been initiated for a fall '22 5K running race with the intent of raising funds for Athletics and Recreation.
- Re-developed Summer Youth Rowing Camp to occur on Galloway Campus and raise funds for Stockton Rowing Programs.
- Created position of Associate Director of Athletics for Athletic Development/Head Rowing Coach to strengthen Athletics fundraising strategies.