SOARING FORWARD:
STRENGTHENING COMMUNITY, ADVANCING EXCELLENCE

Five Strategic Priorities

Goals (Broad qualitative statements to achieve)

Objectives (Quantitative statements on what will be achieved and by when)

Strategies (Initiatives that will support objective achievement)

Actions (The detailed unit plans that identify the who, what, when and how in support of each strategy)

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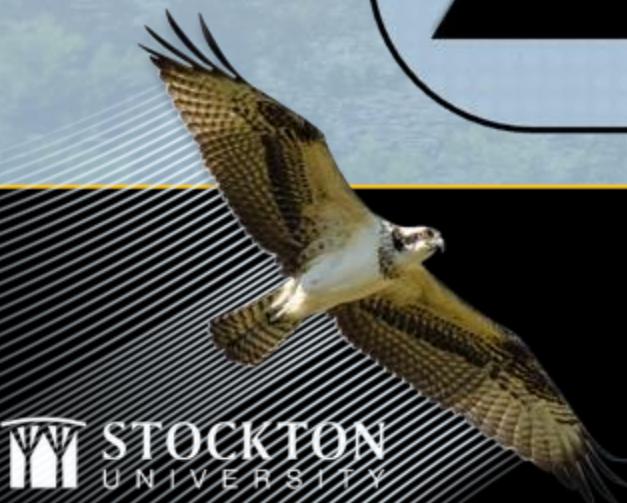
STRATEGIC PLAN IMPLEMENTATION AND ACCOUNTABILITY STRUCTURE 2025

Board of Trustees

Senior Leadership Team

Executive Vice President and Chief of Staff

Strategic Priorities

Cultivate a Community of Care: Belonging and Pride

Inspire Minds: Teaching, Learning, and Scholarship

Empower Student Success

Anchor in Purpose: Serving the Region and Beyond

Sustain Tomorrow: Stewardship and Innovation

Data & Assessment Team

Communications Team

Divisional and Cross-Functional Action Teams

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- Not reflecting on **past** planning efforts

- Not being **brutally honest** about your current state

- Not challenging the **status quo**

- Not aligning **people, policies and practices**

- Not choosing **priorities instead of wish lists**

- Not linking **budgeting and planning**

- Not **selling** the plan

- Not **owning** the plan

- Not **working** the plan

- Lack of **Leadership**

- Set **unrealistic goals** (EAB)

- A significant focus on **activities more than outcomes** (EAB)

Seymore, D. (2025). Can Strategic Planning be Saved? *Change: The Magazine of Higher Learning, 57(4), 11-18.*

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Strategic Priorities

Cultivate a Community of Care

Inspire Minds

Empower Student Success

Anchor in Purpose

Sustain Tomorrow

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Strengthening Community, Advancing Excellence

Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#1 Cultivate a Community of Care: Belonging and Pride	**Goal 1** - Foster a culture of connection, dialogue, and belonging.	**Objective 1:** Increase the overall positive average response for the ***Inclusion, Belonging, and Community*** thematic area of questions on the "Great Colleges to Work For" survey (Stockton's campus climate survey) from **72% to 75%** by Spring 2027.
	Goal 2 - Improve campus climate through the execution of the Campus Morale Working Group's adopted recommendations.	**Objective 1:** Through the implementation of Campus Morale Working Group recommendations, increase the **overall positive average** response for the institution on the "Great Colleges to Work For" survey (Stockton's campus climate survey) from **60% to 65%** by Spring 2027.
	Goal 3 - Create and commit to the process of systemically collecting and utilizing individual and community feedback to support professional development and succession planning that address current and future organizational needs.	**Objective 1:** Increase the overall positive average responses for the ***Performance Management*** thematic area of questions on the "Great Colleges to Work For" survey (Stockton's campus climate survey) from **41% to 50%** by Spring 2027.
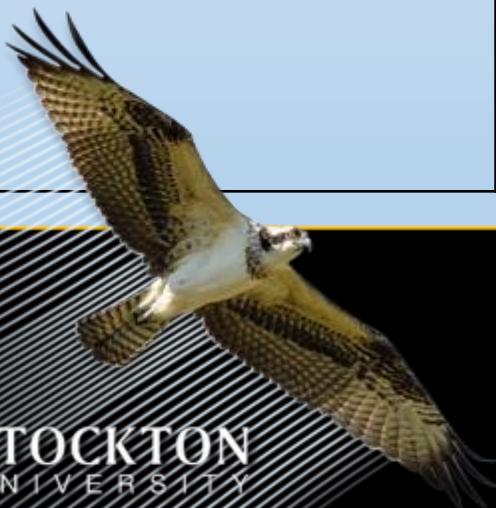
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Strengthening Community, Advancing Excellence

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#2 Inspire Minds: Teaching, Learning, and Scholarship	**Goal 1** - Develop and effectively communicate clear, structured, and inclusive pathways that empower Stockton community members to engage in scholarly, professional, and creative activities across multiple disciplines.	**Objective 1: Create a robust system to measure** participation and assess the impact of scholarly and creative works by faculty, staff, and students by Fall 2026. **Objective 2:** Increase the percentage of **graduating seniors completing research** with faculty from 20% to 22% by the NSSE 2028 report. **Objective 3:** Increase the percentage of graduating seniors that have completed or are completing a **culminating senior experience** from 38% to 40% by NSSE 2028 report.
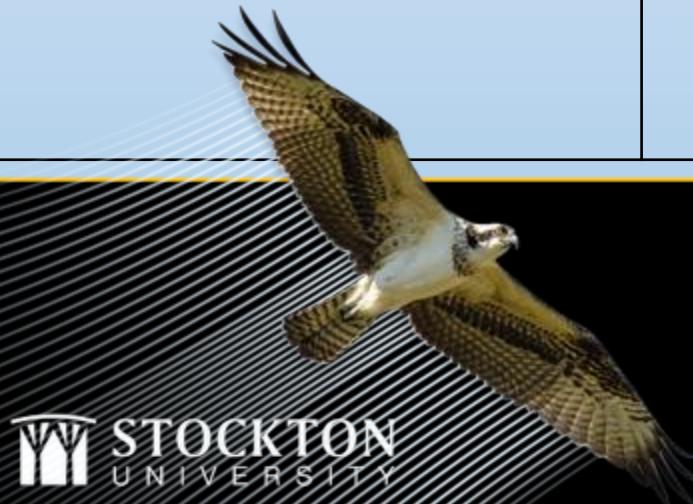
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#2 Inspire Minds: Teaching, Learning, and Scholarship	**Goal 2** - Create data-informed, innovative new undergraduate and graduate academic programs and modalities that meet student and market demand.	**Objective 1: Launch 10-12 new academic programs** or program options (including tracks, degrees and certificates) by Fall 2028. **Objective 2:** Increase overall annual **graduate student enrollment** from AY26 to AY28 by 10%. **Objective 3**: Increase the percentage of courses offered as **hybrid or online modalities** (undergraduate and graduate) from 28% to 31% by AY28.

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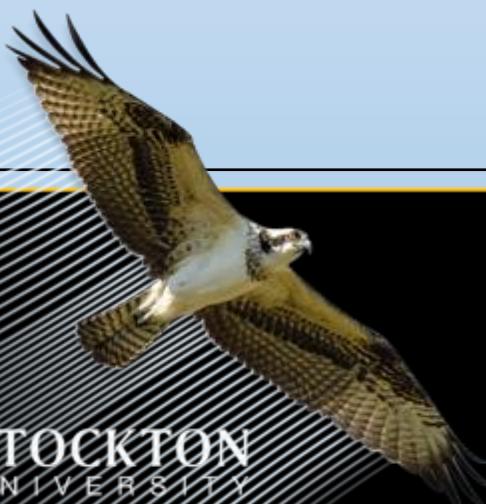
| Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#2 Inspire Minds: Teaching, Learning, and Scholarship	**Goal 3** - Demonstrate the unique attributes of student academic experiences and competitive advantages provided to Stockton graduates through an innovative general studies curriculum, life-transforming educational opportunities, and experiences in the majors.	**Objective 1: By Spring 2027, contract for and complete a comprehensive external study of Stockton's competitive advantages, market position, and value proposition, aimed at supporting strategic plan goals.** **Objective 2:** Increase the percentage of 2026-2027 **graduates employed, enrolled in graduate or professional school, or serving in the military** from 83% to 86% by Fall 2027 demonstrating competitive advantages. **Objective 3:** Increase the percentage of Stockton **graduates employed** from 68% to 71% by 2027.

SOARING FORWARD

Strengthening Community, Advancing Excellence

Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#2 Inspire Minds: Teaching, Learning, and Scholarship	**Goal 4** - Ensure high standards of curricular and pedagogical quality through continuous improvement informed by meaningful assessment.	**Objective 1:** Complete a **comprehensive Gen-Ed program red**esign, including assessment plans by Spring 2028. **Objective 2: 100% of academic programs will utilize assessment data** for continuous improvement by Spring 2028. **Objective 3:** By Fall 2028, **four (4) general studies program learning outcomes** will have completed an assessment cycle.

SOARING FORWARD

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#3 Empower Student Success	**Goal 1** - Establish a supportive and inclusive learning environment that leads to increased retention and degree completion and fosters a sense of belonging.	**Objective 1:** By the end of Fall 2026, develop or identify a **tool to measure students' perceptions of a supportive and inclusive learning environment** and their relation to students' retention, degree completion, and sense of belonging. **Objective 2:** Increase the first **to second-year retention rate from 79% to 81%** for the Fall 2026 class. **Objective 3:** Increase the **four-year graduation rate for the Fall 2023 cohort from 50% to 51%** by September 2027. **Objective 4:** Increase the **six-year graduation rate for the Fall 2022 cohort from 69% to 70%** by September 2028.

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#3 Empower Student Success	**Goal 2** - Implement best practices to give students a strong foundation of future preparedness. This includes building professional competencies, increasing career readiness, and developing knowledge to drive students' postgraduate outcomes.	**Objective 1:** Increase the percentage of 2026-2027 graduates employed, enrolled in graduate or professional school, or serving in the military from 83% to 86% by Fall 2027.
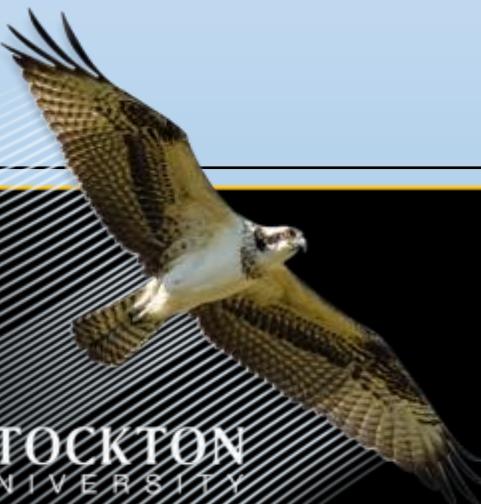
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#3 Empower Student Success	**Goal 3** - Support the development of opportunities to expand global awareness and engaged citizenship.	**Objective 1:** By Spring 2028, increase the percentage of graduating seniors who indicate on the NSSE their experience at Stockton contributed "very much" or "quite a bit" to their **global awareness and engaged citizenship** by 2%. **Objective 2:** By Fall 2027, redesign and launch the Osprey Advantage **co-curricular transcript** to include a focus on global awareness and engaged citizenship.
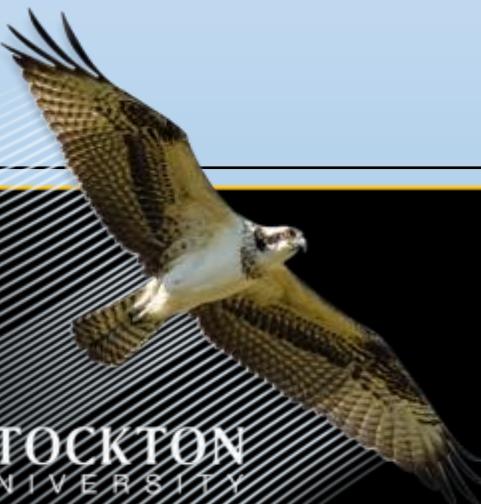
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#3 Empower Student Success	**Goal 4** - Advance faculty and staff development dedicated to student success.	**Objective 1:** Inventory all **existing faculty and staff development opportunities related to student success** and document participation levels by the end of Fall 2026, establishing a baseline to inform future strategic targets. **Objective 2:** By Fall 2026, develop or identify a method for students to **report experiences with student success services** and initiatives. **Objective 3:** Students will report greater satisfaction with experiences through the **precepting survey** by Spring 2028.
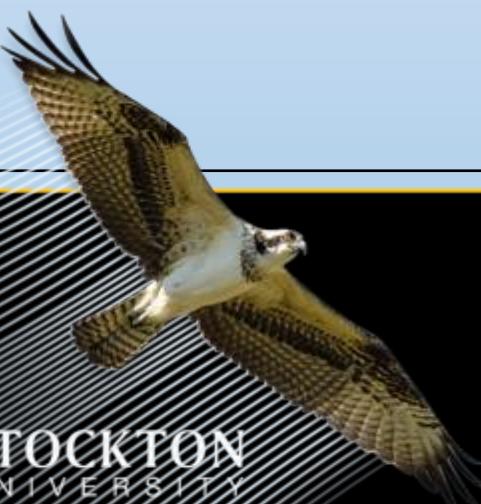
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#3 Empower Student Success	**Goal 5** - Strengthen initiatives that directly support and enhance student physical and mental well-being.	**Objective 1:** Increase the rate of students reporting strong **awareness of services** (agree to strongly agree) on the "Healthy Minds Study" from 55% to 62% from the 2024 survey to the 2027 survey. **Objective 2:** Establish a benchmark for students using **mental health services and engaging in evidence-based outreach programs** by the end of Fall 2026. **Objective 3:** Increase the unique participation rate in **intramurals and exercise classes** by 25% by AY28.

SOARING FORWARD

Strengthening Community, Advancing Excellence

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#4 Anchor in Purpose: Serving the Region and Beyond	**Goal 1** - Foster purposeful collaboration with students, colleagues, and stakeholders to support community needs and enhance Stockton's regional and global interconnectedness.	**Objective 1:** Increase the number **of faculty teaching a Service-Learning course** from 34 in AY25 to 45 by AY28 to further students' experiential learning. **Objective 2:** Increase the number of **faculty conducting community-engaged research** by 50% by Spring 2028.

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Strengthening Community, Advancing Excellence

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#4 Anchor in Purpose: Serving the Region and Beyond	**Goal 2** - Invest in strategic employment programs, local recruitment and procurement, and economic and workforce development to contribute to quality of life throughout the region.	**Objective 1:** As an Anchor institution, by Fall 2026, **adopt a regional economic and workforce development plan that identifies specific targets, partnerships, and initiatives which contribute to quality of life throughout the region**. *(Note: An additional objective to support this strategic goal will be developed once this plan is created.)*
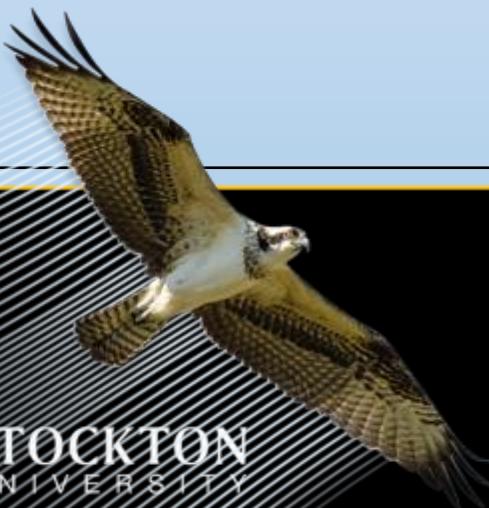
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#4 Anchor in Purpose: Serving the Region and Beyond	**Goal 3** - Partner with local, regional and global communities to share research, knowledge, creative practices, and resources to support and enhance social, cultural, and economic vitality.	**Objective 1:** Develop a **plan to broaden and expand external partnerships** that create opportunities for stakeholders to share knowledge throughout the local, regional, and global communities by Spring 2027.
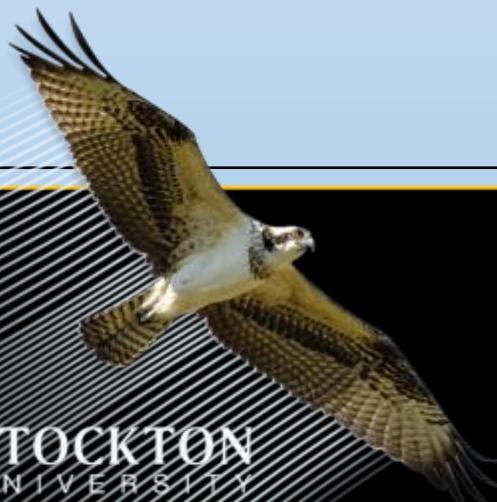
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#4 Anchor in Purpose: Serving the Region and Beyond	**Goal 4** - Strengthen Stockton's commitment to and impact in Atlantic City through expanded educational access, urban engagement initiatives, and collaborative partnerships by implementing the Strategic Plan for the Atlantic City campus.	**Objective 1:** Complete 75% of the adopted recommendations within the **Strategic Plan for the Atlantic City** campus by Spring 2028. **Objective 2:** Increase the number of **formal relationships** between the university and Atlantic City regional community partners by 15% by Spring 2028. **Objective 3:** Increase the number of **home-grown collaborative community engagement initiatives** from five to eight by Spring 2028.

SOARING FORWARD

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#4 Anchor in Purpose: Serving the Region and Beyond	**Goal 5** - Partner with communities to expand access and opportunity in our region and around the world.	**Objective 1:** By Fall 2027, identify, evaluate, and address **operational and cultural barriers for external partners and community members** who interact and work with the university. *(Note: An additional objective to support this strategic goal will be developed once the barriers have been identified.)* **Objective 2:** Increase the number of **international university partnerships from five to ten** by Spring 2028 for the exploration and growth of cultural heritage, collaborative research, and transformative global engagement.

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#5 Sustain Tomorrow: Stewardship and Innovation	**Goal 1** - Develop and execute new Strategic Enrollment Management and Student Retention and Success plans to recruit and retain students and ensure the University thrives in an increasingly competitive market.	**Objective 1:** Develop and launch the **Strategic Enrollment Management (SEM) Plan** by Fall 2026 with benchmarks to increase new student enrollment overall by 0.5-1% by Fall 2028. **Objective 2:** In alignment with the SEM Plan, adopt and launch a **Student Retention and Success plan** by Spring 2027 to increase first-year retention from 79% to 81%.
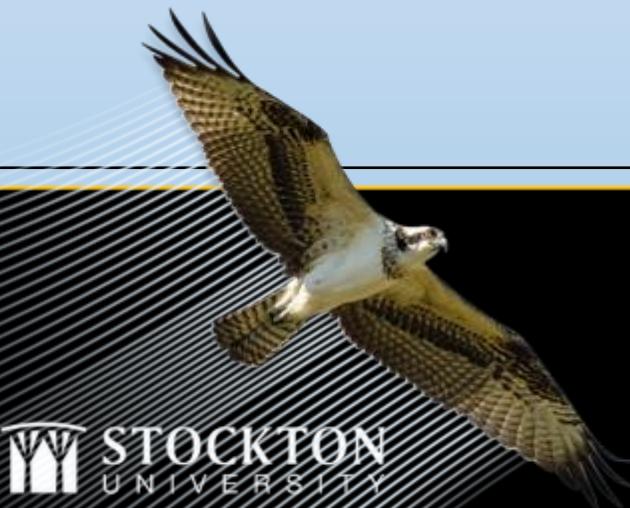
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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#5 Sustain Tomorrow: Stewardship and Innovation	**Goal 2** - Expand and diversify institutional revenue sources	**Objective 1:** By 2028, increase **tuition and fee revenue** by 5%. **Objective 2**: By 2028, increase **auxiliary student revenue** by 5%. **Objective 3:** Diversify and expand **non-tuition revenue** by 2% annually. **Objective 4:** Complete **a feasibility study and launch a fundraising campaign** aimed at supporting strategic plan goals by June 30, 2027.

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#5 Sustain Tomorrow: Stewardship and Innovation	**Goal 3** - Strengthen long-term financial planning and the strategic management of institutional reserves.	**Objective 1:** Enhance the University's **multi-year financial sustainability plan** by Fall 2026 based on current information and new strategic objectives to address the institution's structural deficit, strengthen the financial position, protect reserves, and generate additional revenue. **Objective 2: Design and implement a long-term deferred maintenance and capital funding plan** by Spring 2027 that establishes project priorities and full cost estimates, supported by an annual University investment of $5-10 million to address the highest-priority critical infrastructure needs.

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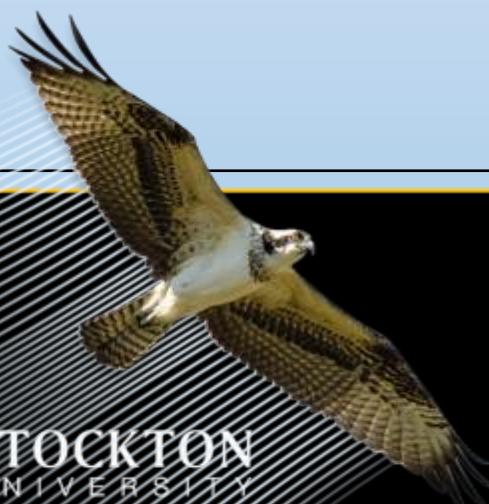
Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#5 Sustain Tomorrow: Stewardship and Innovation	**Goal 4** - Enhance operational efficiency and cost management.	**Objective 1:** Modernize and optimize academic operations to improve **institutional efficiency** and achieve a 10% increase in contribution margin by AY28. **Objective 2:** Modernize and optimize and administrative processes by implementing at least **three broad initiatives to improve operational efficiencies** by AY28.

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Priority	Goal # (Broad qualitative statement)	Objectives (Quantitative & time-bound)
#5 Sustain Tomorrow: Stewardship and Innovation	**Goal 5** - Align financial sustainability efforts to environmental stewardship and sustainability programs, resources, and commitments.	**Objective 1:** Establish at least **three partnerships with international, regional, or state "green" organizations** and strengthen engagement with global sustainability networks by Fall 2028 to enhance sustainability programming and student engagement.

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Managing Implementation & Execution

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Next Steps
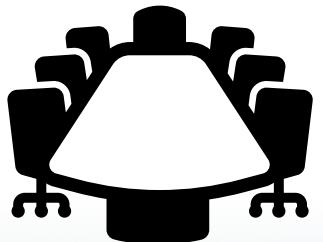
BOT Feedback

Communicate KPI's, Supports, and Accountability Expectations
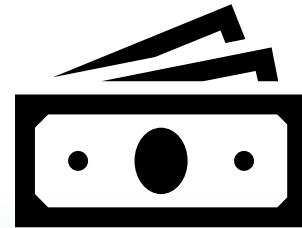
Prioritize & Align

Launch Tool, Train and Socialize
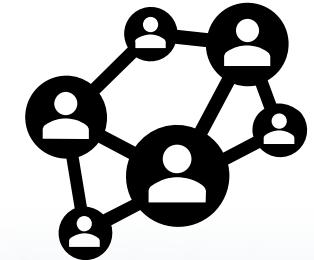
Monitor, and Report Progress Towards Achievement

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