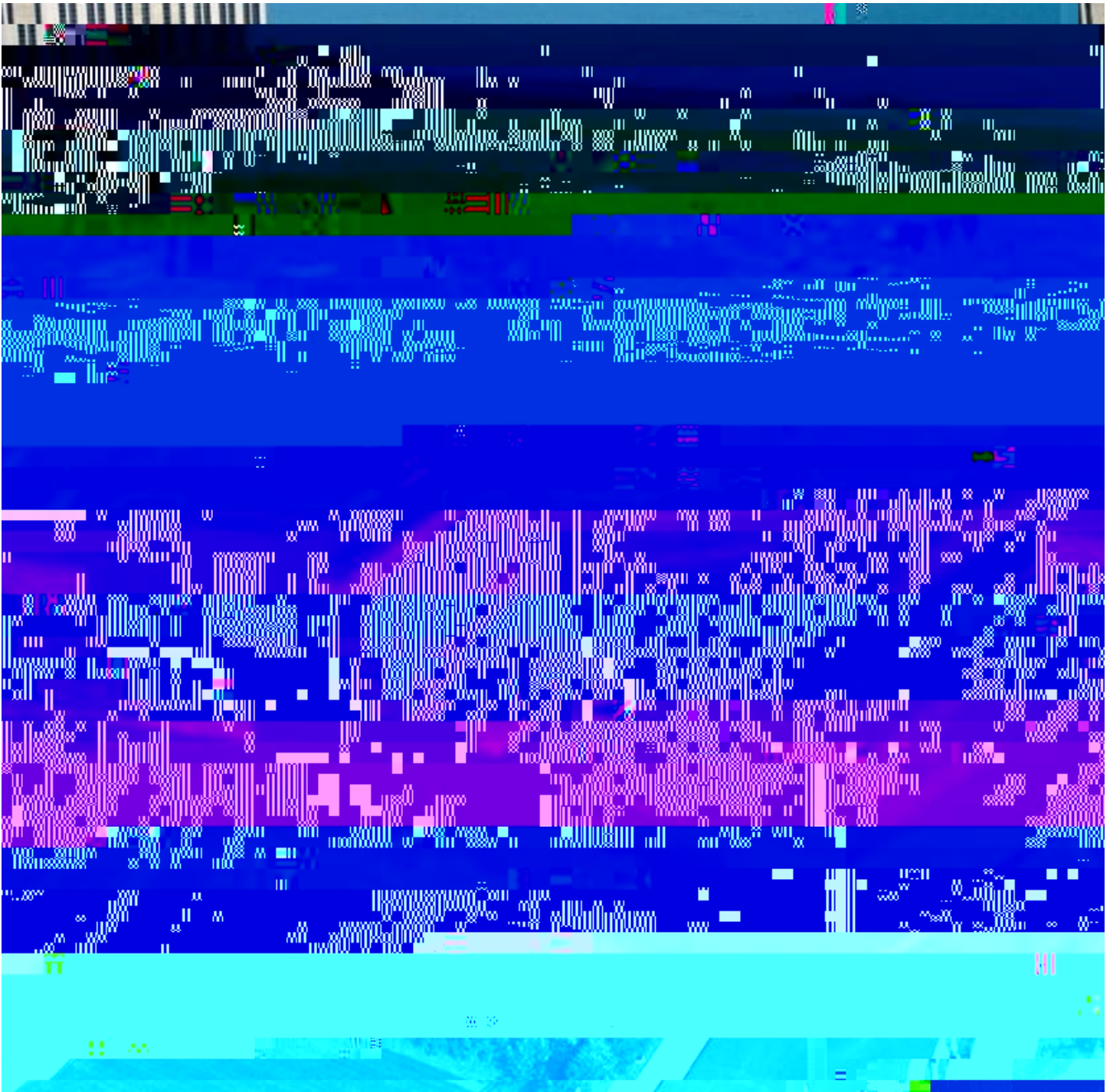


Atlantic City Campus Expansion Feasibility Assessment

BRIEFING DOCUMENT | JULY 2024



A full list of Strategic Plan Subcommittee Members is provided in the Appendix.

* * *

The following members of the B&D Project Team contributed to the effort:

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facilities. Recommendations for campus expansion in the long-term (five to ten years) are outlined as academic programs that could be relocated to the AC Campus to optimize synergistic value in business, healthcare, and technology. Although there is demand for additional Stockton and market-rate uses, to ensure financially responsible strategic advancement, academics are the most important means to drive enrollment and solidify the purpose of the AC campus.

In the case of a future opportunity for campus expansion, the recommendation is to relocate, centralize, and expand existing related Stockton business-, healthcare-, and technology-related academic offerings from Stockton's other instructional sites to AC. The most immediate opportunities would be to relocate specialized instructional business, healthcare, and technology spaces from four locations – the Parkway Building and Galloway, Manahawkin, and Hammonton Campuses. Relocating academic programs from Manahawkin enables the University to end an existing lease, while relocating programs from Hammonton and the Parkway Building enables Stockton to sell two properties, facilitating an opportunity for more strategic resource allocation. If Stockton endeavors to expand in AC, the Team encourages the University to study the potential impacts of additional facilities on the surrounding community.



Figure 6. The share of Hispanic graduates is expected to climb in the state, even while a slowdown is anticipated for overall high school graduation beginning in 2025.^{xii}

CURRENT CHALLENGES & OPPORTUNITIES

From its start at the Mayflower Hotel to its current location on the site of an unrealized casino, Stockton's presence in AC has always remained deeply intertwined with the City's longstanding history of hospitality and gaming. Stockton's activities in AC will inevitably continue to unfold against the backdrop of the City's economic realities, and the AC Campus' success will hinge in part on its ability to help the City and region diversify its industries, especially in the face of increased competition from online gaming and the expansion of casino licenses across state lines. Likewise, given potential uncertainties of future enrollment with the impending "demographic cliff," it is imperative that Stockton consider ways in which the identity of the AC Campus can most effectively bolster student enrollment by responding to regional trends and meeting urgent industry needs.

Through dozens of conversations with Stockton University students, faculty, and staff, as

2

REPUTATION

CHALLENGE: HISTORICAL

The City's historic reputation as crime-ridden and corrupt continues to overshadow community successes and undercut justification for expanding Stockton's presence. At the same time, continued emphasis on gaming and casinos discourages entry of non-adjacent industries and threatens AC's long-term viability.

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Stockton may envision a new future for AC in its capacity as an anchor institution by leveraging external partnerships to advance community relations, maintain clean / safe standards, and expand professional opportunities for students. In addition, by encouraging entrepreneurship and industry diversification, Stockton can help reposition the city for future economic success and change the prevailing narrative.

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CHALLENGE:

Insufficient variety of spaces and amenities discourage members of the Stockton community from spending time on the AC Campus and hinder the University's ability to create a sense of place.

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Stockton should seek to create a vibrant hub with flexible spaces and additional amenities to maximize utilization, enhance campus community, and support the needs of neighborhood residents. In addition, by rethinking academic scheduling the University may keep students on campus for longer periods at a time.

These key challenges & opportunities highlight the critical sequence of elements that must be addressed with this Feasibility Assessment to optimize the success and impact of the AC Campus.



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Figure 12. Despite a recent decline in online Bachelor completions in New Jersey, completions of online nursing and business administration programs have emerged as high-growth areas. Source: NCES, IPEDS

Further, while online certificate and non-

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food and beverage and fitness or a partnership to produce workforce housing, would diversify local offerings and expand the quality of life on campus as well as for surrounding neighborhoods.

Above all, the inclusion of any market components outlined above in future expansion opportunities must not only help advance the academic strategy identified for the AC Campus, but also align with the needs of external partnerships to leverage capital, share operating costs, and achieve greater institutional impact.

Recommendations

In response to the greatest needs of Stockton and Atlantic City (“AC”), this effort recommends repositioning the AC Campus as Stockton’s Pre-Professional and Professional Urban Campus. This clarified campus identity will enhance space utilization, increase enrollment, and reinforce the University’s presence in the city. **This assessment recommends prioritizing the reposition of existing assets in terms of immediate and sustained success, and delaying expansion opportunities until Stockton is better positioned for growth.** When considering long-term campus expansion, the University should focus on the relocation of academic functions related to AC’s clarified academic focus on business, healthcare, and technology from other Stockton instructional sites to the AC Campus to drive greater synergistic value.

OVERVIEW

Establishing a target market for each campus, Galloway and AC, allows Stockton to dedicate resources to each market more comprehensively at its respective locations, enabling more student satisfaction, greater space utilization, and more optimized mission delivery. Campus specialization prevents resource duplication, an

Consolidating these programs at AC would allow Stockton to sell the Hammonton facility and Parkway Building for a potential profit while saving on existing annual lease and operating expenses of \$563,200 (Figure 27).

Campus	Academic Program(s)	GSF	Annual Operating Costs (2024)
Manahawkin (Leased)	Accelerated BSN Nursing Program	11,239	\$220,434.12 (Lease) \$123,550 (Utilities/Operations)
Hammonton (Owned)			

Next Steps

Appendix

Strategic Plan Working Group Subcommittees

* *Subcommittee Chair*

Academic Programs

*Keith Diener, MBA Director & Assoc. Professor of Business Studies, Public Law
Warren Kleinsmith, Dean, School of Business
Loretta Mooney, Assistant Professor of Social Work
Stephanie Sussmeier, Metadata Librarian / Library Instructor

Community Engagement

*Michael Cagno, Exec. Director, The Noyes Museum of Art & Noyes Arts Garage
Merydawilda Colon, Assoc. Professor of Social Work
Mark Rizzo, Interim Director, Small Business Development Center

Finance & Resources

*Michael Busler, Professor of Finance & Finance Program Chair
Mariah Duffy, Assistant Director, Continuing Studies & Adult Education
Alex Marino, Director, Academic Operations, AC Campus

Student & Other Support Services

Lindsay Beddiges, Assistant Director, Event Services
Marques Johnson, Assoc. Dean of Students
*Monica Viani, Assistant Supervisor, Student Engagement & Community Development
Joseph Wozniak, AC Campus Student Representative

Additional Stockton University Participants:

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Haley Baum, Assist. Vice President for Student Advocacy, Belonging & Campus Standards /
Dean of Students
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Erika Cassetta, Exec. Assist. to VP for Advancement
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Kimberly Dickerson, Interim Dean, School of Education
Ana Edmondson, Assist. VP for Student Transitions, Access & Retention Prog.
Fred Everson, Professional Services Specialist 2, Computer Services
Sara Faurot, Director of Alumni Relations
Diane Garrison, Exec. Director, Budget, Financial Planning & Campus Services

ENDNOTES & REFERENCES

- ⁱ Stockton University History: stockton.edu/about-stockton/history.html; Stockton University History: stockton.edu/about-stockton/history.html;
stockton.edu/news/2022/fifty-year-history-in-buildings.html
- ⁱⁱ Stockton University:



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