CAMDEN BOARD OF DIRECTORS
Rutgers, The State University of New Jersey
September 16, 2025

A meeting of the Camden Board of Directors of Rutgers, The State University of New Jersey was held at 10 a.m. Tuesday, September 16, 2025. Dr. James F. Dougherty presided as Chair.

Present and constituting a quorum were Dr. Dougherty, Dr. Walter B. MacDonald, Amy B. Mansue, James P. McCarthy, and Jose A. Piazza.

Attending for university administration were Chancellor Antonio D. Tillis, Michael Sepanic, William Castner, and George Loeser.

Also present were the following representatives to the Board of Directors: Gaylene Gordon, graduate student representative; Jennifer Levy, undergraduate student representative; and Dr. Samuel Rabinowitz, faculty representative.

CALL TO ORDER

Dr. Dougherty called the meeting to order.

ANNOUNCEMENT PURSUANT TO CHAPTER 231, PUBLIC LAW 1975 (OPEN PUBLIC MEETINGS ACT)

Mr. Sepanic, Secretary of the Rutgers–Camden Board of Directors, announced that pursuant to Public Law 1975, Chapter 231 (Open Public Meetings Act), public notice of this meeting was filed on September 8, 2025 with the Office of the Secretary of the State of New Jersey and three media outlets: the Cherry Hill *Courier-Post*, the New Brunswick *Home News Tribune & Courier News*, and New Jersey Advance Media. Public notice of the meeting was posted in the following University libraries: the Alexander Library, New Brunswick; the Dana Library, Newark; the Smith Library, Rutgers Health; and the Robeson Library, Camden. In addition, notice of this meeting was posted on the Camden Board of Directors website, under Governing Boards.

CONFLICT OF INTEREST STATEMENT

Mr. Sepanic asked the Board members if they had reviewed the meeting agenda and supporting documents and if anyone had a possible conflict of interest to disclose. No conflicts were reported.

Mr. Sepanic asked members to review and sign the Policy Statement on Confidentiality of Proceedings and the Annual Conflict of Interest form, which were emailed to each board member and representative, and return them to the Office of the Secretary.

INDUCTION OF NEW BOARD MEMBERS

Dr. Dougherty introduced Ms. Mansue and Mr. McCarthy, who were to be inducted to the Board of Directors. Mr. Castner, University General Counsel and member of the Bar of the State of New Jersey, administered the oath of office to Ms. Mansue and Mr. McCarthy.

ELECTION OF OFFICERS OF THE RUTGERS-CAMDEN BOARD OF DIRECTORS

Dr. Dougherty turned the role of Chair over to Dr. MacDonald, who asked Dr. Dougherty to leave the room. Dr. MacDonald then presented Dr. James Dougherty for the position of Chair of the Board of Directors for the term September 2025 through September 2026. Dr. MacDonald called for a motion, which was seconded. The motion carried, and Dr. Dougherty returned to the room.

Dr. MacDonald returned the role of Chair to Dr. Dougherty, who then asked Dr. MacDonald to leave the room. Dr. Dougherty presented Dr. MacDonald for the position of Vice Chair of the Board of Directors for the term September 2025 through September 2026. Dr. Dougherty called for a motion, which was seconded. The motion carried, and Dr. MacDonald returned to the room.

Dr. Dougherty asked Mr. Sepanic to leave the room and presented him for the position of Secretary for the term September 2025 through September 2026. Dr. Dougherty called for a motion, which was seconded. The motion carried, and Mr. Sepanic returned to the room.

ELECTION OF APPOINTEE TO THE ROWAN UNIVERSITY/RUTGERS–CAMDEN BOARD OF GOVERNORS

Dr. Dougherty suggested that Dr. MacDonald fill the vacant position of representative of the Board of Directors on the Rowan University/Rutgers–Camden Board of Governors concurrent with his active Rutgers–Camden Board of Directors role. Dr. Dougherty called for a motion, which was seconded. The motion carried.

APPROVAL OF MINUTES OF THE JUNE 12, 2025 MEETING

Dr. Dougherty called attention to the minutes of the June 12, 2025, meeting that were distributed to the Board and asked if there were any additions or corrections to the minutes. Receiving no objections, Dr. Dougherty called for a motion, which was seconded, and asked if there was any discussion. Hearing none, the minutes were approved.

MATTERS PRESENTED BY THE CHAIR

Dr. Dougherty welcomed Ms. Mansue and Mr. McCarthy as new Board members. He introduced the new undergraduate student representative, Ms. Levy, who is the Student Government Association president and a second-year nursing and gender studies student. Dr. Dougherty introduced the Board's returning members: Dr. MacDonald, Mr. Piazza, Dr. Rabinowitz, and Ms. Gordon.

CHANCELLOR'S REPORT

Chancellor Tillis delivered a campus report that included updates on new leadership; enrollment; graduation and retention rates; Rutgers–Camden distinctions; the budget; grant funding and institutional advancement; current and future capital projects; faculty, student, and alumni achievements; athletics; and the Year of the Arts.

Chancellor Tillis acknowledged the rich history of Rutgers–Camden and noted that upcoming academic year would see the continuation of the Year of the Arts and, throughout 2026, the campus's centennial celebration.

He introduced and acknowledged three new members of the Rutgers–Camden leadership team: Olivia Glenn as the new Chief of Staff and Senior Advisor; Dallas Grundy as the new Senior Vice Chancellor for Finance and Administration; and Lee Wacker as the new Senior Associate Vice President for Development and Alumni Engagement. He also welcomed the incoming Class of 2029, while complimenting current student engagement during residential move-in and the annual Welcome Back Barbeque. Both events were a great success with a large turnout of incoming students and their families.

Next, Chancellor Tillis offered an update on student enrollment, emphasizing that diligent efforts in admissions, enrollment management, student success, and retention have helped Rutgers–Camden to reverse post-pandemic trends during the past two academic years. Rutgers–Camden's current fall enrollment is up by about one percent over the previous academic year, primarily due to first-time-in-college students who enrolled in large numbers for the 2025-26 academic year. Chancellor Tillis noted that this increase speaks to Rutgers–Camden's appeal to new generations of students, a result of the campus' proven record of employment, personal development, and long-term professional success for graduates. While not conclusive, the numbers represented where campus enrollment stood as of the meeting date. Additionally, Chancellor Tillis reported that campus residency is at 97% occupancy, compared to 84% the same time last year.

Chancellor Tillis noted that Rutgers–Camden's international student enrollment increased in first-time-in-college students in the Class of 2029 by approximately 83%. The new and continuing graduate student numbers declined, which may be due to the new guidelines for Optional Practical Training and/or students electing to defer admissions to the spring semester.

Rutgers–Camden's four- and six-year graduation rates are comparable to national averages and continue to increase over time, explained Chancellor Tillis, who added that these metrics are essential to the health of the institution. He credited the student success team at

Rutgers–Camden for making sure students have the support they need to graduate and get the most out of their college experience. Similarly, retention rates are strong across demographics. One of the biggest challenges regarding retention in higher education is the phenomenon of students "stopping out" of college. Rutgers–Camden's student success efforts have been critical in helping these students resume their college education and, ultimately, graduate.

Chancellor Tillis shared examples of the many points of distinction for Rutgers University–Camden. He noted that Rutgers–Camden holds three distinct Carnegie Classifications for Institutions of Higher Education and that Rutgers–Camden is an R2-designated Carnegie institution, recognizing the university's substantial research activity, significant investment in research, and extremely strong output of doctoral degrees. He additionally reported that Rutgers–Camden is classified as an Opportunity College and University due to higher access and higher earnings for members of our student body and has secured an elective classification for community engagement.

Earlier in September, *Washington Monthly* named Rutgers–Camden one of 25 Best-in-Class Colleges in the nation – a unique and prestigious ranking given to institutions that "show what's possible when colleges put students and the public good first." The only other New Jersey institution to make the list was Princeton. As the publication noted about Rutgers–Camden, "The school performs especially well on what we call 'outcomes'—a category that includes graduation rates and how much alumni earn after college. That's not just good news for students; it's a signal that a degree from Rutgers–Camden means something in the real world." Chancellor Tillis stated that this recognition affirms that Rutgers–Camden is a place where academic rigor, personal support, and civic purpose meet to create extraordinary impact.

Chancellor Tillis reported that the faculty's success in securing prestigious grants and our rankings in *U.S. News & World Report* – among top 50 public universities at #49; top 100 national universities at #98; and #15 ranking as a top performer in social mobility – are points of pride and evidence of Rutgers–Camden's unwavering commitment to excellence and equity. He said that new *U.S. News and World Report* rankings would be shared when the embargo lifted on September 23.

Rutgers–Camden's student-centered approach to producing the next generation of leaders, change agents, and difference-makers commands attention. Chancellor Tillis reported that Rutgers–Camden has received designations from the U.S. Department of Education that recognize service to minority students and the Asian American/Pacific Islander populations. Rutgers–Camden's commitment to student veterans and their families earned the campus the title of New Jersey's first Purple Heart University in 2016, and Chancellor Tillis shared his pride in deepening that commitment. He shared some impacts from the loss of the U.S. Department of Education for MSIs: Rutgers–Camden was slated to receive roughly $1.9 million in federal funding for a five-year period resulting in a potential loss of approximately $1.2 million for the final three years of the grant. Chancellor Tillis assured the Board that the Rutgers–Camden team had planned for this scenario.

Chancellor Tillis shared that Rutgers–Camden secured $20.8 million in grant funding for Fiscal Year (FY) 2025, which was the campus's second-highest total since 2020 – a remarkable

achievement given the recent deceleration in federal grant funding. He credited the upward trajectory to the ingenuity and tenacity of the Rutgers–Camden faculty and research teams.

Rutgers–Camden surpassed its FY2025 development goal by $1.3 million, raising a total of $7.8 million for the fiscal year. This fundraising success reflects the exceptional work of the advancement team, the Rutgers Foundation, and the enduring generosity of alumni, current and retired faculty and staff, community partners, and institutional friends.

Chancellor Tillis next discussed capital projects that will expand the footprint of the campus. Working with Rutgers Chief Administrative Officer Kimberly Lewis, Chancellor Tillis indicated that these projects aim to improve the quality of the campus in terms of space offerings and amenities to enhance instruction, expand events space, and elevate the campus' community. He described the Cooper Street Gateway project, which is renovating four empty or underutilized properties along Cooper Street to consolidate the faculty and administration of the College of Arts and Sciences and provide modernized instructional spaces for students. The project will significantly upgrade the Cooper Street corridor, the historic gateway to Camden's waterfront. The design of more outdoor and pedestrian spaces will add to the vibrancy of the campus.

Chancellor Tillis then described potential projects, including the transformation of an unused property into a world-class athletic fieldhouse and community facility and the restoration of a former city library building into a hub for the arts.

Next, Chancellor Tillis discussed Rutgers–Camden's biggest point of pride – its students, who excel in and out of the classroom and garner prestigious national student awards and prizes. He presented two exceptional examples. Sophia Westfall CCAS'25 earned a Fulbright Award to study English literature and creative writing at Cardiff University in Wales. Duane Horne CCAS'26 was named the second Truman Scholar finalist in Rutgers–Camden history, following in the footsteps of his friend, Paul Boyd, Rutgers–Camden's first Truman Scholar.

Rutgers–Camden faculty and staff are distinguished for their many accomplishments. Chancellor Tillis offered two examples. Dr. Daniel Semenza, associate professor of criminal justice, received a $525,000 fellowship from the Stoneleigh Foundation to study the effects of gun violence on Philadelphia youth. Dr. Yoona Kang, assistant professor of psychology, launched Daily Compassion, a meditation app that uses neuroscientific principles to encourage the spread of compassion online and in person.

The outstanding alumni of Rutgers–Camden provide a shining example of what students can achieve. Alumni couple Gar Miller CCAS'60, and Rhoda Miller CCAS'62 have committed to more than doubling their current endowed scholarship, the Gar and Rhoda Miller Endowed Fund. Through the generosity of the Honorable Stephen Orlofsky, a graduate of Rutgers Law in Camden, the law school recently received an endowed gift of $500,000 to create the Steven M. Orlofsky Appellate Advocacy Fund. The fund will allow the law school to enhance its appellate advocacy curriculum and strengthen its ability to provide a world-class legal education.

Chancellor Tillis extended the invitation for the members of the Board to experience all that Rutgers–Camden has to offer. He described the Scarlet Raptors Athletics programs as a

celebration of skillful and academically motivated student-athletes who bring energy and excellence to their respective sport. Chancellor Tillis highlighted some upcoming Year of the Arts events: Reynier Llanes' "Pursuit of Grace" exhibit at the Stedman Gallery and Arturo Sandoval's performance at the Walter K. Gordon Theater on September 27. He noted the opportunity for fun and fellowship at the Rutgers–Camden Homecoming on Saturday, October 4.

Chancellor Tillis concluded his presentation by thanking the members of the Board of Directors and offering to address questions. Ms. Mansue extended congratulations and expressed appreciation for the dynamic and ongoing progress at Rutgers–Camden, calling it a valuable opportunity for the region. In response to a question about the timeline for the field house and the old library, it was noted that the field house renovation could take approximately 10 months, as the interior has already been gutted and prepped. Regarding the library facility, no decisions have been finalized. Mr. McCarthy also offered congratulations and asked about housing trends, noting a discrepancy between modest enrollment growth (1%) and a significant increase (15%) in campus housing. Chancellor Tillis explained that more first-time, out-of-state, and international students are choosing to live on campus, contributing to the rise. He acknowledged the need to expand housing options, particularly for non-traditional students such as those who are married or parenting. In response to a final question about international student enrollment and visa challenges, Chancellor Tillis noted that while total numbers are slightly down, there has been an increase in first-year international students. Some continuing international students have deferred due to uncertainty around the political climate, and only a few undergraduate students have experienced visa issues so far this year.

FOCUS ON THE SENATOR WALTER RAND INSTITUTE FOR PUBLIC AFFAIRS

As part of the campus's upcoming Centennial celebration, Chancellor Tillis acknowledged the 25th anniversary of the Walter Rand Institute for Public Affairs (WRI), recognizing its continued excellence and impact. The institute was highlighted as a key example of how Rutgers–Camden leverages its research strengths to address policy issues specific to South Jersey. Before turning the floor over to Director Mavis Asiedu-Frimpong for an overview of WRI's work, special recognition was given to Professor Roger Dennis, provost of Rutgers–Camden from 1996 to 2007, under whose leadership the institute was founded. Professor Dennis, who passed away in July, was remembered for his enduring contributions to the campus and region, with WRI standing as a lasting part of his legacy.

Ms. Asiedu-Frimpong provided an overview of the WRI's mission and work. She began by thanking the Rutgers–Camden Board of Directors, Chancellor Tillis, and Mr. Sepanic for the opportunity to present. She explained that WRI has been active for 25 years and serves South Jersey through three core functions: conducting community-facing, data-driven research; convening stakeholders to facilitate conversations around actionable solutions; and supporting students and faculty through impactful programming, scholarships, and fellowships. She emphasized that WRI's research strategy is entirely shaped by input from the community, which she broadly defined to include residents, legislators, business owners, and others engaged in the region. The WRI focuses on South Jersey's eight southernmost counties, which often face significant social and economic challenges compared to other areas of the state. Most of WRI's

work and nearly all research undertaken by the institute is done in collaboration with key community stakeholders, including community-based organizations, health systems, and service providers across the state.

Ms. Asiedu-Frimpong noted that the WRI manages between 15 and 25 active research projects at any given time. A spotlight was placed on two major transportation research initiatives aimed at exploring the consequences of limited public transportation in South Jersey, particularly in Camden County. These projects sought to highlight community recommendations and assess both the strengths and gaps in the region's transportation infrastructure. The findings were widely recognized, receiving positive feedback from stakeholders and mentions by regional leaders, including NJ Transit CEO Kris Kolluri SBC'91.

Another highlighted project involved a longstanding partnership with Inspira Health and Ms. Mansue, which utilized community feedback to shape strategic decisions that impact hundreds of thousands of residents. Ms. Asiedu-Frimpong stated that the work of the WRI exemplifies Rutgers–Camden's commitment to community-engaged scholarship with a strong reputation for convening stakeholders and providing trusted, data-driven insights to help advance regional decision-making. The WRI is celebrating its 25th anniversary and recently launched a new strategic plan aimed at expanding research capacity and regional impact.

Ms. Asiedu-Frimpong concluded her presentation by thanking the members of the Board and offering to address questions. Ms. Mansue expressed gratitude to the WRI for its ongoing partnership with Inspira Health in addressing challenges in Cumberland and Salem counties. She highlighted the WRI's key role in facilitating meaningful stakeholder conversations and helping align priorities through consistent, long-term engagement. The partnership, which has included two major initiatives over six years, continues to uncover both persistent challenges and emerging opportunities. Ms. Asiedu-Frimpong thanked Ms. Mansue and the Inspira team for their continued collaboration.

Ms. Levy inquired about student involvement opportunities at the WRI. Ms. Asiedu-Frimpong noted that WRI has a robust student engagement program. She emphasized her personal commitment to supporting students. particularly those interested in policy and social science research outside the hard sciences. She noted that students can join the WRI as research assistants, where they engage directly in regional research projects and learn about the unique dynamics of South Jersey. Additionally, WRI offers scholarships and fellowships to support student-led research related to the region.

Ms. Asiedu-Frimpong also discussed recent innovations in student training, including the launch of the Research Translation and Dissemination Seminar, which teaches students how to conduct impactful, community-focused research, and to effectively communicate that research to public audiences by writing op-eds, fact sheets, and presenting findings to legislators. The seminar serves as a foundation for the upcoming Rand Legacy Internship, in which students will be placed in the offices of South Jersey legislators to apply their research skills in real-world policy environments. This initiative reflects WRI's commitment to both student development and public impact.

OLD BUSINESS

Dr. Dougherty directed the Board's attention to old business.

Dr. Dougherty recognized the meeting as Ms. Gordon's last, as she is completing her Ph.D. in childhood studies, making it her third degree from Rutgers–Camden. Ms. Gordon thanked Chancellor Tillis and the members of the Board for the opportunity to serve on the Board.

NEW BUSINESS

Dr. Dougherty directed the Board's attention to new business. There was no new business.

ADJOURNMENT

Dr. Dougherty asked if there was any further business. Hearing none, he called for a motion and a second to adjourn the meeting.