

CAMDEN BOARD OF DIRECTORS
Rutgers, The State University of New Jersey
December 16, 2019

A meeting of the Camden Board of Directors of Rutgers, The State University of New Jersey was held on Monday, December 16, 2019 at 10:00 a.m. in the Rutgers–Camden Nursing and Science Building, Camden, New Jersey. Dr. Dougherty presided as Chair.

Present but not constituting a quorum were Dietrich, Dougherty, and Stewart (via teleconference).

Absent were Hundley and McCue.

Attending for the university administration were Haddon, Jones, and Welsh.

Also present were Rabinowitz, faculty representative to the Board of Directors, and Adepoju, undergraduate representative to the Board of Directors.

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

Ms. Jones, 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 December 6, 2019 with the Office of the Secretary of State of New Jersey and three newspapers, the *Cherry Hill Courier-Post*, the *New Brunswick Home News Tribune*, and the *Newark Star-Ledger*. Public notice of the meeting was posted in the following University libraries: the Alexander Library, New Brunswick; the Dana Library, Newark; and the Robeson Library, Camden. In addition, notice of this meeting was posted on the Rutgers–Camden Board of Directors website.

CONFLICT OF INTEREST STATEMENT

Ms. Jones asked the board members if they had read the meeting agenda and supporting documents and if anyone had a possible conflict of interest to disclose. No conflicts were reported.

ROLL CALL

Ms. Jones noted that roll would be taken during the meeting.

APPROVAL OF MINUTES OF THE SEPTEMBER 13, 2019 MEETING

In the absence of a quorum, consideration of the minutes of the September 13, 2019 meeting for approval will take place at a future meeting.

CHANCELLOR'S UPDATE

Chancellor Haddon provided the Board with an update on important happenings since the last Board meeting on September 13, 2019, including enrollment, recent funding achievements, and Rutgers–Camden's commitment to civic learning.

Enrollment continues to grow at Rutgers University–Camden and has grown consistently over the five years of Chancellor Haddon's leadership. Since 2014, total enrollment has grown by approximately twelve percent, the number of first year students has doubled, and the number of graduate programs offered has increased across all schools. In the last year, Law School enrollment at the Camden Campus

has grown by seventeen percent. The student body reflects the rich racial, ethnic, and inter-generational diversity of the region and state. By serving students better through robust student success and counseling initiatives, retention rates have increased and the time it takes for students to graduate has decreased. Enrollment growth has created infrastructure challenges, and the need for new buildings for student housing and the School of Business–Camden are priorities.

As a world-class research university, Rutgers University–Camden’s faculty has a history of receiving tremendous recognition and grant money to support their research. To that end, Chancellor Haddon listed a number of recent grants received by faculty from USAID, the Knight Foundation, the National Institute of General Medical Sciences, and a generous donation from an alumna to benefit the Childhood Studies Department.

Rutgers University–Camden has a history of tremendous commitment to civic learning. The Office of Civic Engagement, directed by Associate Chancellor Nyeema Watson, is celebrating its tenth anniversary in the spring. Thanks to the campus’ work and reputation in this area, Rutgers University–Camden was chosen as a lead university at the Coalition of Urban and Metropolitan University’s annual conference held in Philadelphia in October. Chancellor Haddon and former Mayor Dana Redd participated on a plenary for university presidents. Provost and Executive Vice Chancellor Michael Palis conducted a provosts’ panel, along with colleagues from Temple University and the University of Pennsylvania. Associate Chancellor for Civic Engagement Nyeema Watson, Vice Chancellor for Student Academic Success Jason Rivera, and Vice Chancellor for Enrollment Management Craig Westman conducted a panel entitled “Increasing Access Through Equity: How to Develop an ‘All-In’ Strategy for Student Success.” Moreover, Rutgers University–Camden hosted a sold-out bus tour which enabled a group of 30 leaders to see first-hand that the city of Camden is truly rising.

Contributing to the renaissance of Camden city, the Joint Health Sciences Center, a state-of-the-art research initiative of the Rowan University/Rutgers–Camden Board of Governors, was dedicated in October. Located near the Nursing and Science Building, the new center provides premier laboratory, classroom, and meeting facilities for students and faculty. In addition, the Community Health Center at the Branches opened in November. Located in an apartment building in Camden, the off-campus clinic provides accessible healthcare for residents and learning and teaching opportunities for students.

In closing, Chancellor Haddon expressed appreciation for the Rutgers University–Camden team and announced some staffing changes. The search committee has completed its search for a new dean of the School of Business–Camden, and an announcement is forthcoming. Provost and Executive Vice Chancellor Michael Palis will take a research sabbatical in the spring, and Dr. Daniel Hart, distinguished professor of psychology and director of the Institute for Effective Education, will serve as interim provost.

Chancellor Haddon concluded her report by answering questions from board members.

REPORT ON THE STRATEGIC PLAN

Chancellor Haddon called on Dr. Michael Palis, provost and executive vice chancellor, and Mr. Michael Sepanic, associate chancellor for external affairs, to provide an update on the five-year strategic plan, which concluded in 2019.

In 2014, Chancellor Phoebe Haddon built out a fully-realized strategic plan based on a framework left for her by the outgoing chancellor, Dr. Wendell Pritchett. Aligned with President Robert Barchi’s university-wide strategic plan, the plan for Rutgers University–Camden became a defining point by which to set goals for the campus with respect to five strategic directions: providing a first-rate undergraduate education grounded in research and providing experiential learning; enhancing high-quality and interdisciplinary graduate and professional programs; advancing faculty research excellence; playing a leadership role in revitalizing Camden and in the Greater Delaware Valley; and increasing

enrollment to support strategic goals. Based on preliminary feedback, Dr. Palis and Mr. Sepanic provided a high-level overview of progress achieved in each strategic direction, indicating that a full report will be compiled early next year and shared publicly.

Innovations in technology and advising by the Office of Student Success have created measurable results in advancing a first-rate undergraduate education at Rutgers University–Camden. Retention rates have increased dramatically, particularly for students in the Roadmaps to Success cohort. Implementation of EAB’s student success collaborative platform has provided technology to bring together administrators, faculty, advisors, and staff to support students from enrollment to graduation. Experiential learning provides opportunities for students to apply classroom learning in the world through internships, learning abroad, engaged civic learning courses, of which there are now over 300, and undergraduate research. In fact, many undergraduates who conduct research publish articles with faculty prior to graduating.

Creation of cutting-edge programs has contributed to advancing the second strategic goal of enhancing high-quality and interdisciplinary graduate and professional programs. Among these include New Jersey’s first master of science program in forensic science, a doctoral program in nursing practice, a professional master of business administration and a master of science in business analytics, and a host of certificate programs in business, law, education, and nursing. The certificate program in business is particularly innovative and flexible because it enables students to apply certificates toward a master of business administration degree. More interdisciplinary programs are being developed.

Rutgers University–Camden has been particularly successful in moving forward the third strategic direction of advancing faculty research excellence. In 2018, Rutgers University–Camden was reclassified as a Doctoral University: High Research Activity (R2) institution by the Carnegie Classification of Institutions of Higher Learning, placing the campus among the nation’s top research universities. Rutgers University–Camden’s robust faculty publish in top journals and receive steadily increasing extramural funding from highly competitive agencies. Internally, the Provost’s Fund for Research provides seed funding for new faculty to start their research and to multi-disciplinary teams of faculty to work on projects together. In addition to supporting faculty research, undergraduate research is also supported by the Provost’s Fund for Research, with faculty receiving larger funding awards for projects that include undergraduate and/or graduate students. In addition, the Office of Scholarly Development and Fellowship Advising was created to assist students in applying for top national and international scholarships and fellowships.

Largely under the umbrella of civic engagement, Rutgers University–Camden has worked to advance the fourth strategic initiative of playing a leadership role in revitalizing Camden and in the Greater Delaware Valley. Based on this effort and core value of the campus, the Carnegie Foundation for the Advancement of Teaching selected Rutgers University–Camden to receive its Community Engagement Classification in 2015, a highly selective designation and signature accomplishment that is valid through 2025 and eligible for renewal at that point. Rutgers University–Camden’s institutionalized practices of community engagement include an ever-increasing portfolio of courses that incorporate civic learning into the curriculum as well as a robust array of programs that focus faculty research and student involvement to address issues confronting the city of Camden and the Delaware Valley region. Seeking to support economic development in the city and across the region, Rutgers University–Camden has attracted retail establishments to Camden and, as a lead partner of Cooper’s Ferry Partnership, has brought a \$1 million Bloomberg Philanthropy grant into the city. Rutgers University–Camden has also sought to forge partnerships with its neighbors, including Lockheed Martin and Michaels.

As Chancellor Haddon indicated in her report, with almost 900 more undergraduates than five years ago, Rutgers University–Camden is on target with respect to the fifth strategic goal of increasing enrollment to support strategic goals. Many factors, including achievements in the first four strategic goals, have fueled enrollment growth. In addition, the Bridging the Gap financial aid program has attracted an increasingly diverse population of first-year students to the campus. The innovative program,

which seeks to reduce or eliminate student loan debt, is the first of its kind among New Jersey's four-year public four-year colleges and universities. The campus has also opened a welcome center at 330 Cooper Street. The center provides a world-class place for students and their families to learn more about Rutgers University–Camden and its host city.

Dr. Palis and Mr. Sepanic concluded their presentation by answering questions from board members.

REPORT TO COMMITMENT ON ACCESS AND EQUITY

Chancellor Haddon introduced Dr. Nyeema Watson, associate chancellor for civic engagement, Dr. Jason Rivera, vice chancellor for student academic success, and Dr. Craig Westman, vice chancellor for enrollment management, to report on Rutgers–Camden's commitment to access and equity. She noted that Drs. Watson, Rivera, and Westman made this standing ovation-garnering presentation entitled "Increasing Access through Equity: How to Develop an 'All-In' Strategy for Student Success" at the Coalition of Urban and Metropolitan Universities' conference in Philadelphia in October.

Dr. Watson started the discussion by providing some historical background on access and equity at Rutgers University–Camden and the elements it has come to include in its all-in approach. College access and equity emerged as pressing issues during listening sessions conducted with the Camden community ten years ago at the request of Dr. Wendell Pritchett, who was then chancellor. In response to the community's strong desires for increased rates of college matriculation and graduation for Camden's youth and for high-quality, high-impact after-school programming, college access programs such as Rutgers Future Scholars, a university-wide initiative, the Hill Family Center for College Access, begun through the generous contributions of alumni Drs. George and Washington Hill, and STEM-based after-school programming through the Rutgers–Camden Schools Partnership were initiated at various times. To these efforts, under the guidance of Chancellor Phoebe Haddon, Rutgers University–Camden has added initiatives to make college more affordable through the Bridging the Gap Program and to retain matriculated students through student academic success initiatives. Over the last decade, Rutgers University–Camden has developed an all-in strategy to college access and equity, which encompasses a comprehensive, strategic, and deliberate approach to helping all students, in general, but specifically to helping under-represented students and first-generation students of color matriculate in and graduate from college.

In 2015, Chancellor Haddon tasked Dr. Craig Westman and his enrollment management team with increasing college affordability at Rutgers University–Camden for residents of New Jersey. A deep analysis of data from the Free Application for Federal Student Aid (FAFSA) revealed that many families of students at Rutgers University–Camden were on supplemental programs, many owned businesses, which are viewed as assets when calculating the Expected Family Contribution (EFC), some students were in foster care, and students were graduating with an average student loan debt of \$28,000. The Bridging the Gap Program (BTG) was developed in response to the need revealed by this information. Based on adjusted gross income, for qualifying students, BTG covers any remaining costs after other need-based federal, state, and/or institutional aid have been applied. The program is designed specifically to make college more affordable for working class families and to reduce or eliminate student loan debt. With 1,000 students participating in the program as of fall 2019, many of whom are first-year, first-generation, African American, and Hispanic students, BTG has changed the composition of the undergraduate student body, increasing both accessibility to and affordability of a college education, particularly for underrepresented students.

As Dr. Jason Rivera continued, helping students graduate is another critical component of Rutgers University–Camden's "all-in" strategy for student success. Viewed as a campus-wide responsibility, a framework for student success has been developed to help students proceed from access to completion by incorporating high-impact practices, considering students' multiple identities, cultivating an ethic of care, and creating a sense of belonging. Specifically, Rutgers University–Camden

has built an all-in process around student success that is data-driven. Raptor Connect, a predictive analytic tool, provides real-time course performance data, enabling faculty and staff to predict at risk students, leverage targeted supports for these students, and communicate easily with them. Data on student performance, retention, and completion are reviewed regularly to identify challenges and develop strategies to address them. Forums are convened to engage faculty and staff in conversation about advancements in the industry and promising tools for supporting students. In addition, the Office of Student Academic Success utilizes a variety of student-facing efforts, including a revised, student-focused orientation process, targeted programming for students identified as high need (e.g. males of color, first generation students, veterans, and formerly incarcerated students), personal retention counseling for students seeking to withdraw from all coursework, scholarships for qualifying seniors to help them complete their degrees, and workshops for parents to help them better understand the demands of college life. Increased student retention rates and decreased time for degree completion are among the parameters that demonstrate the efficacy of these efforts.

Drs. Watson, Rivera, and Westman concluded their presentation by answering questions from board members.

OLD BUSINESS

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

NEW BUSINESS

Dr. Dougherty directed the Board's attention to new business. There was no further 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 at 11:20 a.m.

Minutes prepared and submitted by,

Michele L. Robinson
Rutgers University–Camden Chancellor's Office