

**RUTGERS SCHOOL OF
BUSINESS-CAMDEN**

STRATEGIC PLAN 2023-28



RUTGERS
UNIVERSITY | CAMDEN
School of Business

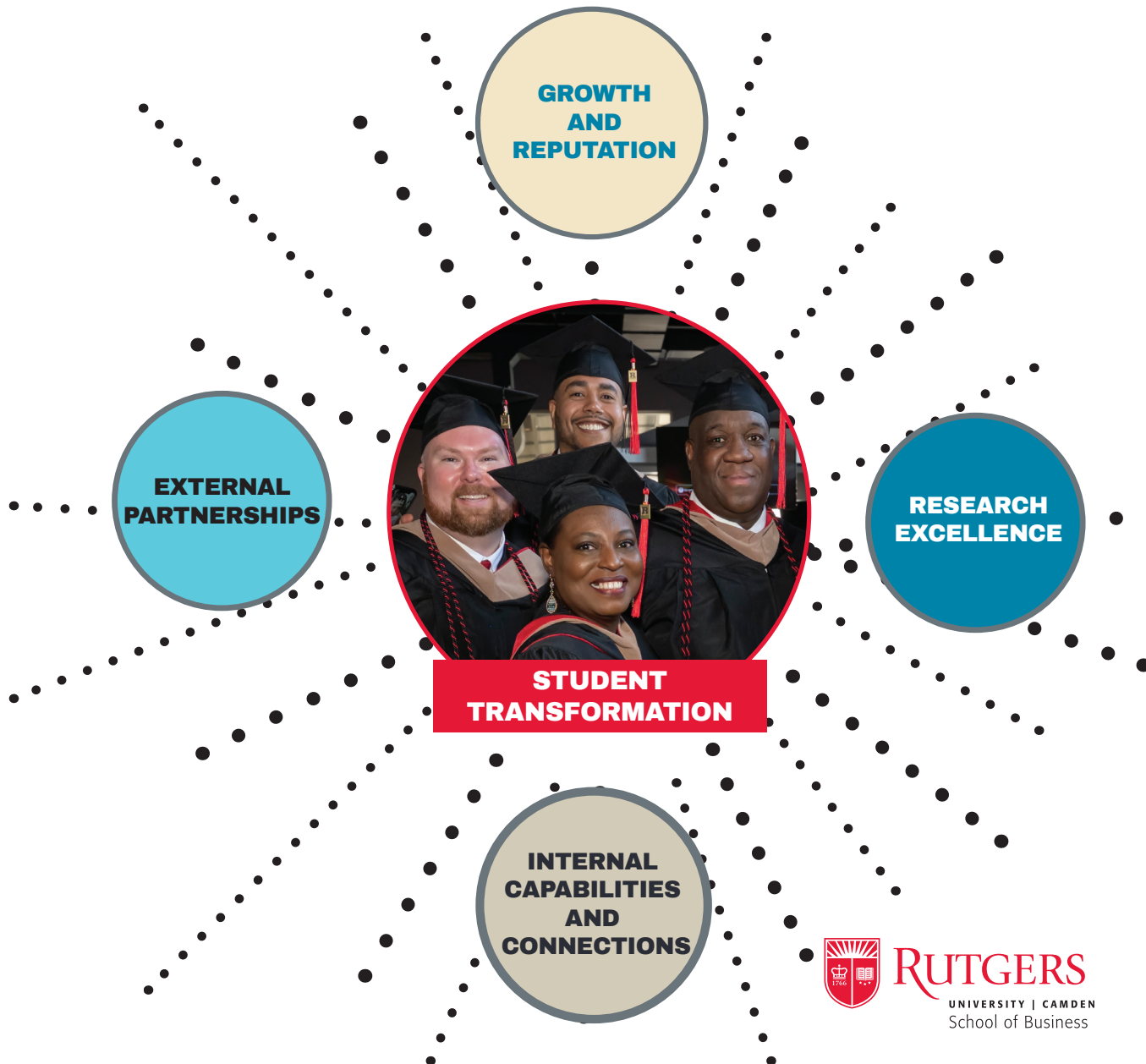
POSITIONED FOR GROWTH



Vision for 2028

**To serve as a catalyst for
transformation through research,
academic excellence, and engagement**

AREAS FOR STRATEGIC PRIORITIES



Mission

As a leading public business school, Rutgers School of Business–Camden (RSBC) applies high-quality research and industry knowledge to provide a holistic academic experience that prepares our students to be responsible professionals and influential leaders. By fostering collaboration between academia and practice, RSBC delivers impactful student evolution, advances faculty research, and enriches our alumni, corporate partners, and community.

Core Value Proposition

- Rutgers brand
- Diverse, inclusive, and beloved community in an urban setting
- Internationally recognized faculty
- Opportunity creation
- Mentorship

Vision for 2028

To serve as a catalyst for transformation through research, academic excellence, and engagement



“We are at a pivotal moment in our history, where changing student preferences and demographics, technological disruption, and a repositioning of higher education institutions are creating seismic shifts that necessitate reimagining our role as a business school in New Jersey. Our strategic plan, a roadmap to 2028, embraces these shifts and underscores our agility and responsiveness as fundamental to our future success.”

MESSAGE FROM THE DEAN

Monica Adya, PhD
Dean and Professor of Management

Since its formalization in 1988, RSBC has seen strong and consistent growth in our student, faculty, staff, programs, and reputation as a business school in a leading public university. We are at a pivotal moment in our history, where changing student preferences and demographics, technological disruption, and a repositioning of higher education institutions are creating seismic shifts that necessitate reimagining our role as a business school in New Jersey. Our strategic plan, a roadmap to 2028, embraces these shifts and underscores our agility and responsiveness as fundamental to our future success.

Foremost, our responsibility as a business school that empowers through education remains fundamental to our new strategic plan. As an integral part of Rutgers–Camden, RSBC takes pride in providing high-quality, affordable business education that intellectually and economically transforms both our traditional and non-traditional students. Our work in this domain is, by no means, complete. In fact, now more than ever before, it is incumbent upon us to create new pathways for students desirous of learning in any modality or discipline.

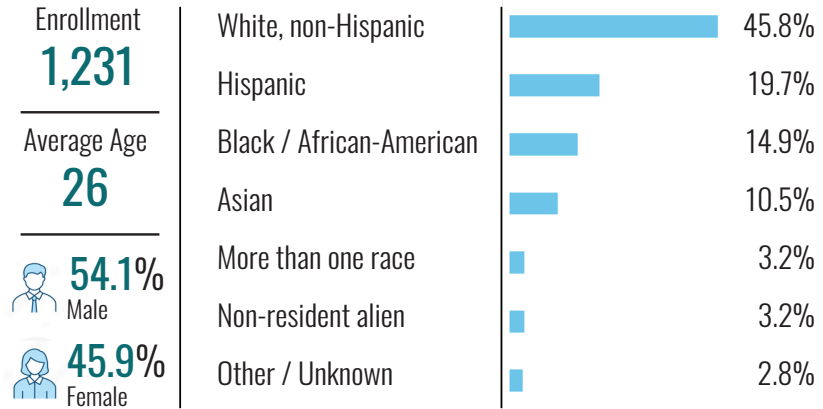
Our new plan will extend this commitment to intellectual and economic transformation to our business and community partners. As a leading business school, RSBC is positioning itself to support our partners in ways that uniquely serve our constituents – as a convenor of public, private, and individual thought leaders, a provider of customized programs that develop organizational leaders, and a catalyst for innovation and entrepreneurship in the region.

RSBC faculty and staff are central to this vision. It is incumbent upon us to continue to invest strategically in their development and evolution as leaders. Our faculty are delivering superior research in high-impact areas, such as technological transformation, consumer sentiment, sustainability, and corporate responsibility. Translating their research for pragmatic application by our partners is crucial to our plan. Our staff, leaders in management of higher education and student success, are poised to use their expertise to grow our community partners. And most importantly, our alumni and friends, who have experienced first-hand the transformative work at RSBC, are crucial partners in creating opportunities for our students and faculty.

Our emphasis on business and community engagement brings us full circle to our focus, our students. A stronger alignment with our partners will fortify our ability to deliver academic excellence for our future business professionals who will transform their organizations, as well as the communities in which they live. Our vision is bold. **You can play a vital role in enhancing our ability to make a difference every day, one student at a time. Join us in actualizing our vision.**

Undergraduate Programs

DEMOGRAPHICS

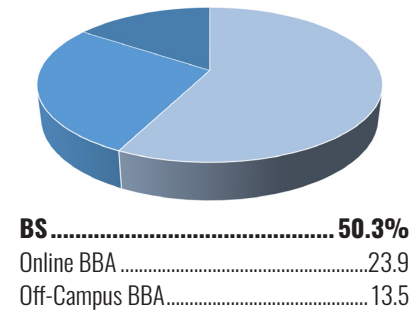


COLLEGE PATH
60.7%

Transfer Students
80% Retention Rate
63% Graduate in 4 years

39.3%
First-Year Students
79% Retention Rate
58% Graduate in 6 years

PROGRAMS



RESIDENCY

91.4%
NJ In-State

| | |
|---------------|------|
| Out-of-State | 6.8% |
| International | 1.8% |



27.7%
First-Generation College Student

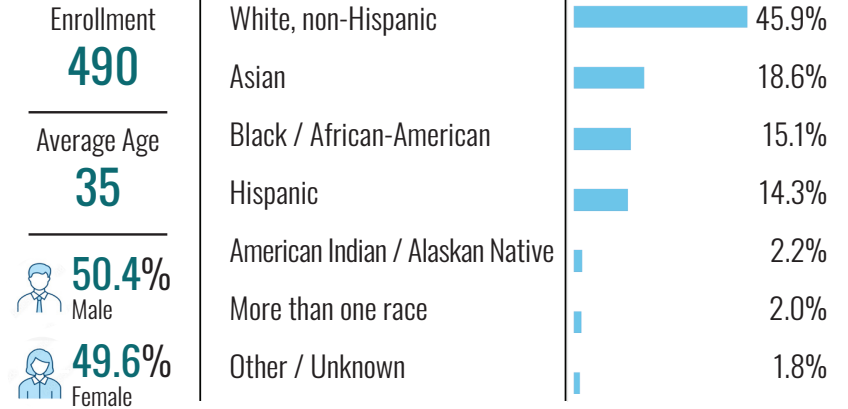


RSBC Profile

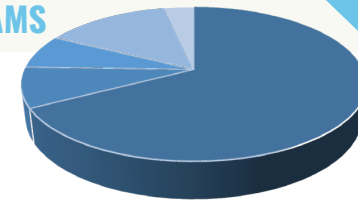
Total Enrollment: 1,721
71.6 % Undergraduate
28.4 % Graduate

Graduate Programs

DEMOGRAPHICS



PROGRAMS



| | |
|--|--------------|
| Online MBA | 67.1% |
| On-Campus MBA..... | 8.4 |
| Professional MBA | 7.1 |
| MS in Business Analytics..... | 14.1 |
| Online Master of Accountancy (MAcc)..... | 3.3 |

MS in Finance
Wealth Management
LAUNCHING
FALL 2022

RESIDENCY

83.3%
NJ In-State






| | |
|---------------|-------|
| Out-of-State | 15.7% |
| International | 1.0% |



Average Cumulative Undergraduate GPA
3.61



KEY METRICS FOR PROGRESS MONITORING

| | MEASURES | KEY GOALS/OBJECTIVES SUPPORTED | OWNERS |
|---|---|--|--|
|  | STUDENT TRANSFORMATION <ul style="list-style-type: none"> ○ Participation in experiential opportunities – Internships, study abroad, civic engaged learning, research, professional development (by program and modality) ○ Student demographics*- Gender, Ethnicity, First Generation | GOAL 1: Student transformation GOAL 2: Transformative experiences GOAL 3: Research collaborations | Ralph Giraud Rachel Tomlinson Shy Yi |
|  | EXTERNAL ENGAGEMENT <ul style="list-style-type: none"> ○ # of corporate and community internships ○ Participation in SBC events ○ Donor impact | GOAL 1: All GOAL 2: Transformative experiences GOAL 3: Industry-academic bridge | Monica Adya Shy Yi |
|  | FINANCIAL STABILITY & GROWTH <ul style="list-style-type: none"> ○ Revenue, expense, and shortfall % ○ Head count by majors ○ Enrollment by majors ○ Persistence rates* ○ Graduation rates* ○ Cost per student* ○ # of students receiving bridging the gap support* ○ Donor contributions* ○ Grant dollars | GOAL 1: All GOAL 2: First destination institution | Monica Adya Rich Michelfelder |
|  | FACULTY MEASURES <ul style="list-style-type: none"> ○ Scholarly impact – quality and quantity ○ External exposure – media, public policy, thought leadership, and keynotes | GOAL 1: Research Excellence GOAL 2: Transformative experiences GOAL 2: Reputation GOAL 3: Industry-academic bridge GOAL 3: Research collaboration | Rich Michelfelder Rachel Tomlinson |
|  | STAFF PROFESSIONAL DEVELOPMENT <ul style="list-style-type: none"> ○ Participation in professional development | GOAL 2: Reputation | Rachel Tomlinson Monica Adya |

*These metrics tracked at campus level.

STRATEGIC PRIORITIES

As a prominent business school, and one of two at Rutgers, The State University of New Jersey, Rutgers School of Business–Camden (RSBC) is poised to accelerate its growth as a national leader in public business school education and research. This national stature will continue to build on our core capabilities and vision as a leading public business school.

Strategic Goals: Between 2023 and 2028, this vision will be accomplished through successful execution of three goals:

1. DELIVER SOCIETAL IMPACT THROUGH STUDENT TRANSFORMATION AND RESEARCH EXCELLENCE

Business schools at prominent public universities play a crucial role in leading the intellectual and economic transformation of our students, as well as of our corporate and community partners. Such transformation will rely on four principles:

- high-quality and industry-relevant curricula
- internationally recognized faculty scholarship
- innovative staff, and
- corporate and community partnerships supported by alumni and friends

2. ENHANCE RSBC'S GROWTH AND REPUTATION

As a school that provides access to affordable business education, RSBC is fiscally constrained and must enhance resources to deliver successfully on its strategic goals. These resources will emerge from:

- growth in reputation as a leading public business school
- improved visibility of our faculty and their scholarship, and
- promotion of pathways for lifelong learners through a robust portfolio of traditional programs, certificates, and professional and executive education

3. GROW INTERNAL CAPABILITIES TO DELIVER ON STRATEGIC GOALS

Within its resource constrained environment, RSBC must be efficient and innovative operationally and strategically. This requires an internal team that creatively delivers sustainable solutions. Successful delivery on this goal requires partnerships that can:

- create opportunities for faculty to engage with, and learn from, our constituents
- develop mechanisms for our staff to grow professionally and pay forward
- deliver the necessary infrastructure, including new facilities, to support our future

PARTNER WITH US TO MAKE A DIFFERENCE:

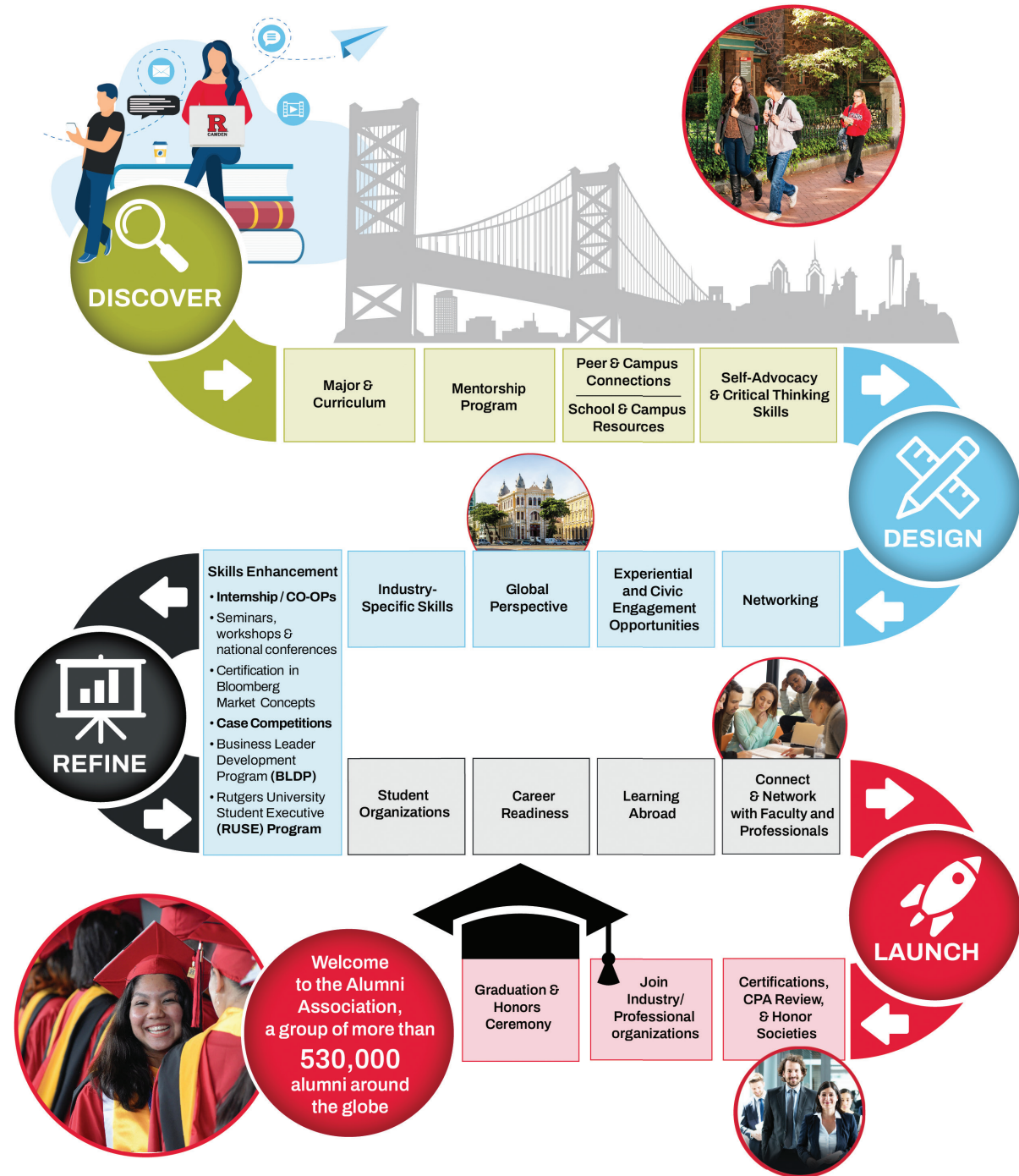
Mentor and Connect

- Mentor and develop shadow opportunities for students
- Serve as guest speaker in classes
- Support internships and job placements
- Facilitate specialized programs designed to provide leadership experience for students
- Make connections for students as well as the Office of the Dean

Enhance Capabilities

- Support a new business school facility
- Endow internship, academic, and scholarships for civic-engaged learning
- Endow named chaired faculty positions in areas - digital marketing, entrepreneurship, technology and analytics, health administration, finance
- Sponsor annual round tables and conferences
- Endow centers for excellence
- Endow an executive-in-residence program

UNDERGRADUATE STUDENT JOURNEY



STRATEGIC GOAL 1

Deliver Societal Impact through Student Transformation, Research Excellence, and Partnerships

OBJECTIVE 1A: Become leaders in delivering social mobility through affordable and responsible business education.

- **EXPAND** partnerships with high schools, community colleges, and technical schools
- **INCREASE** responsibility and merit-based scholarships to support timely degree completion
- **ENHANCE** student career readiness through robust internship and placement programs
- **PARTNER** with the campus teams to develop data informed strategies for student retention and graduation

OBJECTIVE 1B: Leverage and grow faculty expertise and international reputation.

- **OBTAIN** endowments to attract and develop faculty with international recognition
- **REBRAND** existing Centers to deepen faculty engagement with partners
- **DEVELOP** opportunities for dialog between industry and academia through quarterly and annual meetings
- **FUND** and develop a center for business solutions based on faculty expertise

OBJECTIVE 1C: Harness external partnerships to stimulate innovation and entrepreneurship for intellectual and economic development of the region.

- **DELIVER** strategies with the Small Business Development Center (SBDC) at Rutgers–Camden to deliver regional impact
- **PARTNER** with public and private agencies to deliver programming for corporate and workforce development
- **INCREASE** the involvement of students with our communities through civic engaged and experiential learning programs

RSBC faculty are crucial to leading the intellectual and economic transformation of our students and our corporate and community partners.



STRATEGIC GOAL 2

Enhance RSBC's Growth and Reputation

OBJECTIVE 2A: Become a first destination institution that develops discerning business leaders.


- **RECRUIT** high-caliber students who can transform and be transformed by a diverse and beloved community
- **DEVELOP** and enhance interdisciplinary programs that prepare RSBC students for influential professional careers
- **CHAMPION** lifelong learning by growing professional and executive education programs

OBJECTIVE 2B: Deliver transformative experiences to nurture student belonging and engagement.

- **ENGAGE** key influencers – RSBC alumni, friends, parents, staff, employers, and families – to enhance student experiences through mentorship
- **ENHANCE** leadership experiences to deliver ethical future business professionals
- **DEVELOP** and implement strategies for recruitment and retention of faculty to improve alignment with our diverse student body

OBJECTIVE 2C: Enhance reputation as a business school committed to excellence through teaching, research, thought leadership, and engagement.

- **PROMOTE** faculty reputation through improved branding and communication
- **DEVELOP** integrated curricula that deliver a consistent knowledge base for student learning
- **BUILD** leadership capacity of staff to serve as thought leaders in higher education management
- **BUILD** academic leadership capacity among faculty
- **ENGAGE** donors to deliver a named business school that can support transformative opportunities for future business professionals

A man and a woman are standing back-to-back in a modern office hallway. The man, on the left, is wearing a dark suit and tie, with his arms crossed and a slight smile. The woman, on the right, is wearing a light-colored cardigan over a blue top and a pink patterned scarf, also with her arms crossed and a smile. The background shows a hallway with a grid ceiling and recessed lighting.

**You can play a vital role
in enhancing our ability
to make a difference every day,
one student at a time.**

STRATEGIC GOAL 3

Grow Internal Capabilities to Deliver on Strategic Goals.

OBJECTIVE 3A: Bridge industry and academia through research and expertise that deliver positive impact on corporations and community partners.

- **IMPLEMENT** an executive-in-residence program to support student and faculty engagement with corporations
- **DEVELOP** and implement a faculty externship program in partnership with corporate and community organizations
- **ENGAGE** key influencers, including alumni and subject matter experts, in revising and developing new curricula

OBJECTIVE 3B: Foster research collaboration among faculty, students, and external partners across disciplines, campus, and institutions.

- **DEVELOP** a coordinated series of brown bags, research seminars, and how-to workshops to enhance faculty collaboration
- **IDENTIFY** and implement strategies for student engagement in faculty research
- **PARTNER** with other units to develop cluster proposals for collaborative research

OBJECTIVE 3C: Align infrastructure and programs to deliver student-focused effectiveness.

- **CONTINUE** to deliver professional growth opportunities for, and diversity in, staff
- **GROW** faculty capacity to support current and future programs and student engagement
- **ALIGN** staff bandwidth to deliver successfully on strategic initiatives
- **PARTNER** with campus community to develop better facilities to support student success

BACKGROUND

Rutgers, The State University of New Jersey, is a top national research university and the state of New Jersey's preeminent public institution of higher education. An academic, health, and research powerhouse, Rutgers is a university of opportunity and a changemaker for the greater good, locally, and globally. Chartered in 1766, Rutgers has a unique history as a colonial college, a land-grant institution, and a state university. It is the sole comprehensive public research university in New Jersey's state system of higher education.

- 68,000+ Undergraduate and Graduate students
- \$750.8 Million in research grants and sponsored programs
- 23,600+ Faculty and Staff
- 530,000+ Strong alumni network

RUTGERS-CAMDEN

Located in the heart of the Camden Waterfront, nestled at the foot of the Ben Franklin Bridge, just across the Delaware River from Philadelphia, Rutgers University-Camden is a diverse, research-intensive campus of approximately 7,400 undergraduate and graduate students and 1,100 faculty and staff members. The campus thrives with a supportive culture that helps students achieve their goals and fosters collaboration among employees.

The university is recognized as a national model for civically engaged urban universities and was selected by the Carnegie Foundation for the Advancement of Teaching for its Community Engagement classification. Washington Monthly magazine consistently ranks Rutgers University-Camden among its "Best Bang for the Buck" universities and best national research universities. Recently, Rutgers-Camden earned Carnegie classification as an R2 research university.

RUTGERS SCHOOL OF BUSINESS-CAMDEN

RSBC was established on April 8, 1988, by the Rutgers Board of Governors and approved by the New Jersey State board of Higher Education on May 20, 1988. Initial accreditation from the Association to Advance Collegiate Schools of Business (AACSB) was achieved in 1995.

1,700+ Total Enrollment

1,200+ Undergraduate Students

490+ Graduate Students

6 Undergraduate Degree Programs

| | |
|------------------|-----------------|
| BS in Accounting | BS in Marketing |
| BS in Finance | Off-Campus BBA |
| BS in Management | Online BBA |

3 Dual Degree Programs

| | |
|----------------------|---------------|
| Bachelor/MBA | Bachelor/MSBA |
| Bachelor/Online MAcc | |

7 Graduate Degree Programs

| | |
|------------------|----------------|
| Online MBA | Online MSF |
| Traditional MBA | Online MSBA |
| Professional MBA | On-Campus MSBA |
| Online MAcc | |

7 Stackable Graduate Certificates

Professional and Executive Education Center

Small Business Development Center

Ragone Center of Excellence in Accounting

RSBC Student Wins Scholarship for International Study:

Accounting major Bielka Gonzalez received the U.S. Department of State Benjamin A. Gilman International Scholarship for study abroad at Ewha Woman's University, South Korea.



OUR FOUNDATION – FACULTY AND STAFF

46
Full-time Faculty

40+
Part-time Faculty

35
Full- and Part-time Staff

| | | | | | |
|---|---|--|---|---|--|
|  |  |  |  |  |  |
| <p>Dr. Jun Guo Associate Professor of Accounting</p> <ul style="list-style-type: none"> • PhD – SUNY Binghamton • Area of Focus: Financial Reporting and Disclosure, Corporate Social Responsibility • Received multiple research awards • Publishes in the top accounting journals, like <i>The Accounting Review</i> and <i>Contemporary Accounting Research</i> | <p>Dr. Andrei Nikiforov Assistant Professor of Professional Practice, Finance</p> <ul style="list-style-type: none"> • PhD – Univ. of Missouri • Area of Focus: Financial market's response to information flow • Research profiled in <i>Wall Street Journal</i> and <i>Quartz</i> | <p>Dr. Ram Gopalan Associate Professor of Professional Practice, Management</p> <ul style="list-style-type: none"> • PhD – MIT • Area of Focus: Supply Chain Management, Business Analytics • Industry Experience: American Express, IBM, US Airways | <p>Dr. Kristie McAlpine Assistant Professor of Management</p> <ul style="list-style-type: none"> • PhD – Cornell Univ. • Area of Focus: Virtual Work, Diversity, Work-Family Interface, HRM • Research and expertise featured in <i>The New York Times</i> and the <i>BBC</i> | <p>Dr. Rakesh Sambharya Professor of Management</p> <ul style="list-style-type: none"> • PhD – Temple • Area of Focus: International Business • Recognized as top 20 researchers in IB by international peers | <p>Dr. Maureen Morrin Henry Rutgers Professor of Marketing</p> <ul style="list-style-type: none"> • PhD – NYU • Area of Focus: Sensory Marketing • Recent research on sensory eating featured in media outlets, such as <i>Journal of Marketing Research</i> |

RSBC faculty conduct research in areas of high impact for our academic, practitioner, and community partners. Faculty research spans six important clusters including digital transformation; environment, social, and corporate governance (ESG); leadership in the workplace; organizational strategy; markets and pricing; and behavioral science. Across these clusters, our faculty bring strong analytical skills that enrich their academic research, as well as industry partnerships through their consultative work.

Staff provide the full range of academic and student services and administrative functions of the school, along with internal and external capabilities. The teams are divided into six functional areas, including the **Undergraduate Programs, Graduate Programs, Academic Administration, Operations and Marketing, Finance, Professional and Executive Education**. RSBC also hosts the New Jersey Small Business Development Center. Through two staff-focused committees, RSBC provides regular professional development and social/engagement activities for staff and faculty. Annual and quarterly awards honor staff for their achievements and contributions to the mission of the School.

STUDENT ENGAGEMENT & TRANSFORMATION

As a minority and first-generation serving institution, RSBC is deeply committed to student transformation. This commitment is reflected in numerous initiatives that are already in place to support the success of our students. For instance, the Student Engagement, Empowerment, & Development (SEED) Office at RSBC leverages co-curricular opportunities to transform and empower students as future business professionals, change makers, ethical leaders, and empathetic advocates for themselves and their communities. The Financial Markets lab enhances student learning and research capabilities at RSBC by providing students hands-on experience and Bloomberg certification needed to compete in the fast-paced world of financial markets.

- Student Engagement, Empowerment, & Development (SEED) Office
- Business Leader Development Program (BLDP)
- Financial Markets lab (Bloomberg)
- Rutgers University Student Executive (RUSE) Program
- Professional Skills Forum (PSF)
- Professional Development Strategies (PDS)
- Internships and Co-op Opportunities
- Responsibility-based Scholarships



RUTGERS

UNIVERSITY | CAMDEN
School of Business

Business & Science Building
227 Penn Street
Camden, New Jersey 08102-1656
Main Office: (856) 225-6800

STRATEGIC PLANNING & GROWTH COMMITTEE (2020 – ONGOING)

Dr. Richard Michelfelder (Chair)

Associate Professor of Professional Practice, Finance

Dr. Murad Mithani (Vice Chair)

Assistant Professor, Management

Dr. Ram Gopalan

Associate Professor of Professional Practice, Management

Dr. Ivo Jansen

Area Head & Associate Professor, Accounting

Dr. Kristie McAlpine

Assistant Professor, Management

Dr. Maureen Morrin

Henry Rutgers Professor, Marketing

Nathan Levinson

Director of Academic Administration

Shy Yi, Ed.M.

Assistant Dean, External Partnerships

STRATEGY GOAL OWNER TEAM (2023 – 2028)

Dr. Monica Adya

Dean & Professor, Management

Dr. Richard Michelfelder

Associate Professor of Professional Practice, Finance

Ralph Giraud, MS

Instructor of Professional Practice, Finance

Dr. Rachel Tomlinson

Director of Operations and Administration

Shy Yi, Ed.M.

Assistant Dean, External Partnerships