

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

October 14, 2014
12:00 p.m.
Waterfront Technology Center
200 Federal Street
Camden NJ 08103

AGENDA

EXECUTIVE SESSION

(11:00 am. to 12:00p.m. as authorized by Resolution #2014.08.04) (Rm 206)

PUBLIC SESSION – 12:00p.m. (Rm. 119)

CALL TO ORDER

STATEMENT OF COMPLIANCE WITH THE OPEN PUBLIC MEETINGS ACT

ROLL CALL

PLEDGE OF ALLEGIANCE

CEO REPORT

PUBLIC COMMENT ON AGENDA ITEMS

MATTERS PRESENTED BY THE CHAIRMAN

- 2014.10.01** Resolution approving appointment of a project manager.
- 2014.10.02** Resolution authorizing the award of architectural services contract.
- 2014.10.03** Resolution authorizing the Chief Executive Officer to enter into a shared services agreement with the Camden County Improvement Authority.
- 2014.10.04** Resolution approving an accounting policy.
- 2014.10.05** Resolution authorizing the initiation of an entry level ambulatory care education/training program.
- 2014.10.06** Resolution approving the Chief Executive Officer to develop an employee handbook.

COMMENTS BY BOARD MEMBERS

PUBLIC COMMENT ON NON-AGENDA ITEMS

CLOSING COMMENTS

ADJOURNMENT

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

RESOLUTION

Appointment of Project Manager

No. 2014-10-01

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter "Board"), has been constituted under the "New Jersey Medical and Health Sciences Education Restructuring Act," P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board is tasked with the development and construction of a Health Science Building in Camden and as such will require technical expertise with regards to engineering and cost estimating matters; and

WHEREAS, the Board is in the process of developing the program, design and costs for the Health Sciences Building; and

WHEREAS, pursuant to Board Resolution No.2014-08-01, the Board approved an operating budget, which contained within it an allocation for program management expenditures;

WHEREAS, the Capital Committee authorized the Chief Executive Officer to publicly advertised for the Project Manager position; and

WHEREAS, the Capital Committee conducted an interview process with qualified candidates and recommended that Mr. Dean M. D'Astuto be appointed as a Project Manager; and

WHEREAS, Mr. D'Astuto has worked as a project engineer, cost estimator and served as a direct supervisor of Project Managers on multiple facilities projects;

WHEREAS, Mr. D'Astuto has a civil engineering degree from Drexel University; and

WHEREAS, the Finance and Executive Committees reviewed the Capital Committee's recommendation of Mr. D'Astuto and endorsed his appointment as a Project Manager.

NOW, THEREFORE, BE IT RESOLVED that the Board is approving the appointment of Mr. Dean M. D'Astuto as Project Manager pursuant to the terms contained in the employment letter executed by the Chair; and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers-Camden Board of Governors

October 14,2014

Attachment: Employment Letter

Dean M. D'Astuto

Professional Experience:

D'Astuto Construction, Inc.
Principal - Vice President

1989 – Present

Chief estimator and direct supervisor of project managers for commercial, institutional, and educational general construction work.

· successfully estimated over \$200 million of public bid general construction projects, work with the estimating team and subcontractors to place the jobs under contract. Coordinate the project management of several simultaneous construction projects either directly or while supervising other project managers within the firm. Attend prebid, preconstruction and construction project meetings to oversee all of the firm's projects. Review shop drawings, subcontractor invoices and schedules. Develop the project's schedule of values and implement it for invoicing purposes. Visit project sites on a regular basis to check on progress, organization and safety issues. Supervise the close-out and warranty period of each project.

Notable projects included:

- Scott Hall at Gloucester County College
- Camden County Fire Training Center
- Bridgeton High School Stadium
- Additions to Gloucester County Institute of Technology
- New Elementary School for Lumberton, NJ
- 2nd Floor Addition to the Oak Knoll Elementary School
- Gloucester township Senior Housing Project
- Bunce Hall Renovation at Rowan University – Exterior & Tohill Theater
- Old Gloucester County Courthouse Historical Renovation
- Camden County Library at Winslow
- Shore Radiology – Two Imaging Centers

Work with various bonding companies to obtain a \$37 million bonding capacity for the firm. Handle all insurance matters including the commercial package, worker's compensation, health and the company's property & equipment. Attained a \$1 million credit line from a large regional bank for company use. Implemented a 401K and profit sharing plan for the firm's employees including managing assets and administering the plan. Handle all facility matters concerning the company headquarters including landscaping, cleaning, normal building maintenance and mechanical system maintenance and upgrades.

Campenella Construction, Philadelphia, PA
Chief Estimator - Project Engineer

Handled all aspects of various commercial projects within the city. Responsible for the projects from the bidding stage to project final completion. Clients included PNC Bank, Girard Bank, DuPont, Smith.K.line, Pennwalt Corp., the Franklin Institute, XTL Trucking, SEPTA, the US Parks Service and the City of Philadelphia.

Oyster Creek Nuclear Generating Station, Forked River, NJ
Co-Op Employment – Quality Assurance Engineer

Worked with the inspectors and engineers to insure plant upgrade work was completed within specified parameters during a reactor shutdown.

United States Department of Defense - US Navy, Philadelphia Naval Shipyard
Co-Op Employment - Design Engineer

Designed and drafted various ship's systems during re-fits at the Navy Yard.

RS Cook & Associates, Inc., Philadelphia, PA
Internship

Assisted project managers and estimators on projects located throughout the Delaware Valley.

Education:

Drexel University – Bachelors of Science in Civil Engineering
Construction Management

OSHA 30 Certification

LEED Green Associate (currently completing certification)

Associations:

Building Contractor Association of South Jersey - Board Member

Harrison Twp. Soccer Club

ROWAN UNIVERSITY/RUTGERS-CAMDEN

BOARD OF GOVERNORS

RESOLUTION Architectural Services No. 2014-10-02

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter "Board"), has been constituted under New Jersey Medical and Health Sciences Education Restructuring Act (hereinafter "Restructuring Act"), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board will be undertaking the development and construction of a Health Science Building in Camden (hereinafter the "Project"); and

WHEREAS, as a part of its submission for funds for the Project, the Board must provide architectural concepts and baseline facility plans; and

WHEREAS, the Board does not employ architects in house and therefore must seek such services from a qualified outside vendor.

WHEREAS, pursuant to Board Resolution No. 2014-09-03, the Chief Executive Officer issued a Request for Proposal for architectural services; and

WHEREAS, the Procurement Committee evaluated all the proposals in accordance with the Board's Procurement Policy and submitted its recommendation for consideration and endorsement by the Capital, Finance and Executive Committees; and

WHEREAS, The Capital, Finance and Executive Committees endorsed the selection put forward by the Procurement Committee.

NOW, THEREFORE, BE IT RESOLVED that the Board is authorizing the award of pre-design architectural services contract for the Project to HOK/Joseph F. McKernan Jr. Architects & Associates; and

BE IT FURTHER RESOLVED that the Board is authorizing the engagement of pre-design services for a flat fee of \$85,000 (inclusive of all expenditures); and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers-Camden Board of Governors
October 14, 2014

ROWAN UNIVERSITY/RUTGERS CAMDEN BOARD OF GOVERNORS

RESOLUTION Shared Services Agreement No. 2014-10-03

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter "Board"), has been constituted under the "New Jersey Medical and Health Sciences Education Restructuring Act," P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board will be undertaking the development and construction of a Health Science Building in Camden; and

WHEREAS, pursuant to Board Resolution No. 2014-09-02 , the board authorized the Chief Executive Officer to issue a Request for Proposal for property appraisal services;

WHEREAS, the Chief Executive Officer publicly advertised for property appraisal services; and

WHEREAS, no vendors responded to the property appraisal services Request for Proposal; and

WHEREAS, the Board must follow established legal protocols to acquire property, including but not limited to, conducting appraisals of property in a manner prescribed by state law; and

WHEREAS, the Board does not possess in house expertise to conduct appraisals of property and therefore must seek such services from a qualified outside vendor; and

WHEREAS, the Camden County Improvement Authority , which oversaw the development of the Rowan Medical School Building in Camden, has property appraisers on its approved vendor list; and

WHEREAS, the Board finds that it is efficient and cost effective to enter into a shared services agreement with the Camden County Improvement Authority to utilize an existing task order list of property appraisers and other personnel and support services, as necessary, to advance the Health Sciences Building and the Board's mission; and

NOW, THEREFORE, BE IT RESOLVED that the Board is authorizing the Chief Executive Officer to enter into a shared services agreement with the Camden County Improvement Authority; and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers- Camden Board of Governors
October 14, 2014

ROWAN UNIVERSITY/RUTGERS CAMDEN BOARD OF GOVERNORS

RESOLUTION Accounting Policy No.2014-10-04

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter "Board"), has been constituted under the New Jersey Medical and Health Sciences Education Restructuring Act," P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey and, as such, is required to ensure that the funds it receives from Rowan University and Rutgers University -Camden are handled in accordance with standards required of governmental bodies;

WHEREAS, the Board during its inaugural meeting on April 7, 2014 authorized the Chair to take necessary actions to initiate operations of the Board;

WHEREAS, to Board Resolution No. 2014-08-03, the Board hired Ms. Christie Ehret, CMFO, as Accountant to the Board; and

WHEREAS, the Chief Executive Officer and the Accountant have developed an Accounting Policy for the Board; and

WHEREAS, the Finance Committee was presented with and approved of the Accounting Policy and recommended that it be sent by the full Board for its approval.

NOW, THEREFORE, BE IT RESOLVED that the Board is approving an Accounting Policy for the handling of receipts and expenditure of funds, inventory management and auditing requirements; and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately .

Attachment: Accounting Policy
Rowan University/Rutgers- Camden Board of Governors
October 14,2014

**ROWAN UNIVERSITY/RUTGERS-CAMDEN
BOARD OF GOVERNORS**

ACCOUNTING POLICIES AND
PROCEDURES MANUAL

Adopted October 14, 2014

1.1 BACKGROUND INFORMATION

1.2 Tax Status

The following manual is a description of the accounting system and responsibilities for the accountant of Rowan University/Rutgers - Camden Board of Governors ("Board"). The Board is an instrumentality of the State of New Jersey and therefore subject to federal and state tax laws applicable to governmental bodies incorporated within the State of New Jersey.

1.3 Service Area

The primary service areas include Camden, Glassboro and surrounding areas.

2.00 ACCOUNTING PRINCIPLES & PROCEDURES

2.10 Policies

The accounting principles of Board will be consistent with all applicable laws.

2.20 Procedures

2.21 Matching of Revenues and Expenses

In order to present accurate and consistent financial statements, the revenues and expenses attributable to each period will be reflected in that period to the degree possible. Generally, all entries required to accurately reflect the revenues and expenses of each period will be made in that period.

The organization records transactions on the accrual basis of accounting.

2.22 Data Cutoff

The monthly financial statements are due to the Board. The Accountant may need to use estimates if final information is not available on a significant additional transaction.

The year end financial statements are due to the Board. Since the year end is the most important period cutoff, the general ledger will continue to be held open for additional material transactions through the conclusion of the financial audit fieldwork.

3.00 CASH DISBURSEMENTS

3.10 Policies

The positions authorized to sign checks are; Chief Executive Officer, Chairman and Vice-Chairman. Only one signature will be required on checks. Individuals may not sign a check payable to themselves.

The Accountant will maintain the accounts payable system. Prior to payment, the Accountant will code each invoice and the office assistance will prepare the checks and organize the documentation.

3.20 Procedures

3.21 Capital Acquisitions

The Chief Executive Officer shall follow the procurement policy that was adopted by the Board on June 2, 2014 (Resolution No.2014-07-02).

3.22 Supplies, Services, and Other Invoices

Purchase requisitions may be generated by anyone in the office. The requisitions are turned in to the Chief Executive Officer for approval and given to the office assistant for order placement. The approved purchase requisitions are given to the Accountant.

Mail is received and opened by the office assistant. All invoices are routed to the office assistant, who matches the invoice to the approved purchase requisition and the accountant determines an account coding for the transaction. The office assistant gives the invoice and support documentation to the Chief Executive Officer for approval to pay. The Accountant enters the approved invoice into the accounting system.

3.23 Invoice Payment Procedures

Invoices are paid on a monthly basis. The Assistant will indicate which invoices need to be paid. This outstanding invoices are reviewed and approved by the Chief Executive Officer. Once checks have been signed and mailed, the Accountant is provided a copy of the check, invoice and purchase order for entry into the accounting system.

3.24 Payroll Procedures

Payroll is processed bi-weekly. The Chief Executive Officer forwards approved timesheets to the payroll service at the end of each period. Each timesheet must be signed by the employee and by the Chief Executive Officer. The Accountant reviews the payroll register and enters the totals into the computer system.

4.00 BANK RECONCILIATION

4.10 Policies

The bank statements are forwarded to the Chief Executive Officer unopened.

Upon opening the statements, the Chief Executive Officer reviews for unusual items or changes.

The bank statements are to be reconciled by the Accountant on a monthly basis. The general ledger and the reconciled bank statements will be adjusted to agree monthly.

4.20 Procedures

Upon receiving the bank statement from the Chief Executive Officer, the Accountant prepares the monthly bank reconciliation. The bank reconciliations will reconcile the bank balance to the general ledger balance. A journal entry will need to be posted each month for items on the bank statements which are not already recorded in the general ledger. These reconciling items may include: interest earned, service charges, NSF checks, direct deposits and other debit or credit memos.

After the general ledger is reconciled to the bank statement, the monthly bank statement and cancelled checks and other forms and the actual reconciliation form are filed in the bank reconciliation file.

5.00 END OF MONTH ACCOUNTING PROCEDURES

5.10 Policies

The Accountant prepares the monthly financial statements

The Chief Executive Officer approves the financial statements before being sent to the Board.

The Board of Governors will be presented the monthly financial statements.

5.20 Procedures

Upon completion of the monthly bank reconciliations, the Accountant will formulate the monthly journal entries. There are two types of monthly journal entries, those that remain consistent from month to month (recurring) and those that are specific to that month. The recurring journal entries are determined after the annual audit with the help of the CPA firm.

The Accountant prepares a budget to actual expense report for the Chief Executive Officer and the Board to be included with the monthly financial statements.

The year end financial statements will be delayed for additional procedures.

6.00 END OF YEAR ACCOUNTING PROCEDURES

6.10 Policies

The Accountant prepares the year-end financial statements.

The Accountant is responsible for preparing for the annual financial audit and for working with the outside accountants to complete the audit.

The Chief Executive Officer approves the financial statements before being sent to the Board.

The Board approves the year - end financial statements.

6.20 Procedures

Upon completion of the June financial statements, the preliminary year-end report is run by the Accountant and given to the Chief Executive Officer for review.

The Accountant calculates the recurring entries (with the help of the CPA firm if needed) for the new year.

6.21 Financial Audit

The Accountant will contact the independent accountants as soon as the Chief Executive Officer signs the audit engagement letter to begin planning the scheduling and work needed to complete the audit.

The Accountant will make available to the CPA firm any records they need to complete the annual audit.

The Accountant and Chief Executive Officer will plan a meeting with the independent accountants at the end of the audit to discuss any issues raised, review the audit journal entries, evaluate the audit process and plan improvements for the following year.

7.00 INVESTMENTS

7.10 Policies

All cash will be maintained in an interest bearing account.

The Board will maintain the cash in a bank that is covered under the Governmental Unit Deposit Protection Act ("GUDPA").

8.00 INTERNAL CONTROLS AND FINANCIAL AUDIT

8.10 Policies

The review of internal controls and the annual audit are two of the most important procedures the Board has for fulfilling its fiduciary responsibilities to the Board.

Internal controls pertaining to the accounting records are established by the Chief Executive Officer in consultation with the Finance Committee and the Accountant.

The Board selects the public accounting firm which will perform the year-end financial audit. The financial audit report is presented to the Board who has the authority to approve the audit.

8.20 Procedures

The Board will approve, as part of the budget process, the public accounting firm to perform the annual audit.

The Chief Executive officer and the Accountant will attend the audit exit conference at the conclusion of the audit. The public accounting firm will present the audit to the Board each year. The Board will review and approve the financial audit.

The Accountant and Chief Executive Officer will be responsible for scheduling the audit, preparing the information needed by the auditors and answering questions during the audit.

9.00 COMPLIANCE

9.10 Policies

In order to continue receiving government grants and restricted donations, Board must have systems in place to ensure compliance with the restrictions imposed by those grants and restricted donations.

The Accountant is designated as the Board's compliance officer and will be responsible for overseeing the compliance with all applicable grant restrictions.

The Chief Executive Officer will be responsible for communicating the nature of all donor restrictions to the Accountant. This information will be used to ensure that the General Ledger restricted donations account will reflect the restricted donations and the spending of those restricted amounts, as appropriate.

9.20 Procedures

9.21 Compliance Committee

A compliance committee will be chaired by the Accountant and consist of the Chief Executive Officer and primary program personnel. The Accountant will be responsible for discussing new compliance requirements in the grants which fund the programs with the committee. The Accountant will be responsible for preparing a report documenting how they are ensuring compliance with grant rules in each grant program. The Accountant will also produce a similar report for overall compliance procedures of the agency.

10.00 BUDGETING

10.10 Policies

The Board is responsible for guiding the budget process and for approval of the annual budget.

The Chief Executive Officer and Accountant will be responsible for preparing the proposed budget.

10.20 Procedures

All budget documents will be submitted to the Accountant for consolidation into an overall agency budget. The Chief Executive Officer and Accountant will then review this to determine if there are any obvious areas which may need to be reworked. The collated budget will be submitted to the Finance Committee for review and feedback. Any further revisions will be made and the budget presented to the Board.

The responsibility for each area of the budget is as follows:

Chief Executive Officer -- Program revenues and expenses, fundraising revenues and expenses, donations revenue, operations expenses, and capital budget.

Accountant -- Accounting expenses, investment income, projected balance sheet.

After completion and approval of the budget by the Board, the budget will not be modified for subsequent activities. Board may always amend the budget at its discretion.

11.00 COMPUTER AUTHORIZATION AND BACKUP

11.10 Policies

The accounting computer and software will have access controlled by passwords. The Chief Executive Officer will control the master password. The Accountant will be given a complete system password and will control which other personnel will be given passwords.

The Accountant will use a cloud based system which is backed up.

11.20 Procedures

11.21 Passwords

The Accountant will maintain a record of all authorized users and the level of password access each user has.

12.00 ACCESS TO RECORDS AND RECORD RETENTION

12.10 Policies

The records of Board are generally open to public inspection and shall follow the records retention policy that was adopted by the Board.

13.00 PROPERTY AND EQUIPMENT INVENTORY

13.10 Policies

An inventory of all property and equipment will be maintained. The inventory document will contain sufficient information for insurance and grant requirements.

13.20 Procedures

The office assistant will maintain a database of all property and equipment owned by the Board.

14.00 GRANTS AND CONTRACTS

14.10 Policies

Grant and contract billings will be prepared and filed timely. Adequate documentation will be maintained to support all billings.

Complete grant and contract files will be maintained.

14.20 Procedures

Grant and contract billings will be prepared monthly or as needed. Billing will be done according to funding source requirements based on reimbursements of expenses, units of service or equal installment as required.

Documentation of billings will be prepared and maintained. For billings based on a reimbursement of expenses, a copy of the program expenses from the software and any reconciliations to the billing will be maintained. For billings based on units of service, a copy of the detailed units of service will be maintained.

The Accountant and Chief Executive Officer will each approve billings prior to issuance.

Billings will be recorded as accounts receivable in the appropriate accounting period.

Grant and contract files will contain at least the following documents: signed copy of contract, application and budget, correspondence, periodic billings and the documentation supporting the billings.

ROWAN UNIVERSITY/RUTGERS-CAM DEN BOARD OF GOVERNORS

RESOLUTION Employee Handbook No. 2014-10-05

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter "Board"), has been constituted under New Jersey Medical and Health Sciences Education Restructuring Act (hereinafter "Restructuring Act"), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board, as a public body with full time employees on its payroll, should have a uniform employment policy that governs the conduct of employees and their supervisors during their tenure with the Board.

NOW, THEREFORE, BE IT RESOLVED that the Board is authorizing the Chief Executive Officer to develop an employee handbook and human resource policies consistent with state and federal laws; and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers-Camden Board of Governors
October 14, 2014

ROWAN UNIVERSITY/RUTGERS-CAMDEN

BOARD OF GOVERNORS

RESOLUTION

Program to Train and Educate Entry Level Ambulatory Care Employees

No. 2014-10-06

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter "Board"), has been constituted under New Jersey Medical and Health Sciences Education Restructuring Act (hereinafter "Restructuring Act"), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Legislature created the Board with the vision that it would leverage existing education, research and medical assets in Camden to create and sustain a pipeline of educational and employment opportunities for residents of Camden and the surrounding areas; and

WHEREAS, the Board has an affirmative duty to develop programs that will augment a broader effort to prepare a new generation of health care providers in southern New Jersey and the region; and

WHEREAS, the demand for health care professionals will continue to grow and be a sustaining source of employment; and

WHEREAS, New Jersey projects a twenty to thirty percent retirement turnover and a critical shortfall of trained health care workers in many areas; and

WHEREAS, health care employment in the eight southern counties is projected to experience growth of more than 17 percent from 2008 through 2018-adding nearly 50,000 new positions in the health care and social assistance and education and health services employment sectors.

WHEREAS, there is a tremendous need in Camden and the surrounding areas for entry level ambulatory care employees; and

WHEREAS, training and educating high school students in Camden in the health space is a pragmatic approach to developing a pipeline of city residents who can be trained, educated and employed by various health care institutions in the city; and

WHEREAS, the concept for this program was developed in consultation with the Camden Board of Education, Camden County College, area hospitals and the Camden Coalition of Health Care Providers; and

WHEREAS, the Board adopted an operating budget for Fiscal Year 2015, which contained an allocation of funds for program; and

WHEREAS, the program was presented to the Finance and Executive Committees by the Chairwoman of the Academic Affairs Committee and the Chief Executive Officer; and

WHEREAS, the Finance and Executive Committees endorsed the program and recommended it be sent to the full Board for its consideration.

NOW, THEREFORE, BE IT RESOLVED that the Board is authorizing the initiation of a training and education program for an entry level ambulatory care employee program focused on high school students in Camden in conjunction with Camden County College, Camden Coalition of Health Care Providers, Rutgers – Camden, Rowan University and the Camden Board; and

BE IT FURTHER RESOLVED that the Board is authorizing the Chief Executive Officer to expend up to Thirty Thousand Dollars (\$30,000) from the Board's Fiscal Year 2015 operating budget to fund program and curriculum development efforts along with initial start-up costs associated with implementing this program, which will be led by the Camden Coalition of Health Care Providers and supplemented by Camden County College; and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers-Camden Board of Governors
October 14, 2014

ROWAN UNIVERSITY/RUTGERS-CAMDEN

BOARD OF GOVERNORS

Program to Train and Educate Entry Level Ambulatory Care Employees

October 12, 2014

This memo outlines an educational/training program to be initiated by the Rowan University/Rutgers-Camden Board of Governors ("Board") to train entry level ambulatory care employees in Camden. The Legislature created the Board with the vision that it would leverage existing education, research and medical assets in Camden to create and sustain a pipeline of educational and employment opportunities for residents of Camden and the surrounding areas. This program translates that vision into a program with verifiable benefits for the community; it will be developed in partnership with the Camden School Board of Education ("BOE"), Camden County College ("CCC"), Rutgers - Camden, Rowan University, the Camden Coalition of Health Care Providers ("Coalition ") and area healthcare organizations.

Background:

The Board has an affirmative duty to develop programs that will augment a broader effort to prepare a new generation of health care providers in southern New Jersey and the region. The reason is simple. According to the Bureau of Labor Statistics, "eds and meds" support 86,000 jobs in the Camden metropolitan area and outperform other sectors with the exception of transportation, utilities and trade.¹ The demand for health care professionals will continue to grow and be a sustaining source of employment.

Specifically, "...New Jersey projects a twenty to thirty percent retirement turnover and a critical shortfall of trained health care workers in many areas."² Equally important, "...health care employment in the eight southern counties is projected to experience growth of more than 17 percent from 2008 through 2018-adding nearly 50,000 new positions in the health care and social assistance and education and health services employment sectors."³

The Board's involvement in preparing high school students to meet the demands of the market place is not only a core function, but it creates an opportunity to help city residents. Training and educating high school students in Camden in the health space is a pragmatic approach to developing a pipeline of city residents who can be trained, educated and employed by various health care institutions in the city. It is not the entire effort, but a meaningful investment in fostering growth of an important segment of society. Training Camden high school students in entry level ambulatory care positions gives them a window into health care education and employment, while filling a critical industry need.

¹Bureau of Labor Statistics. *Camden Metropolitan Ecotro!J!Y at a Glance* (2014)

²Rowan University. *A Visionfor Health Sciences in Southern New Jersey* (2013).

³ Id.

Program Objective:

There is a tremendous need in Camden and the surrounding areas for entry level ambulatory care employees. While doctors and nurses are typically the focus of health care delivery services, many other medical occupations are essential. Ambulatory care workers is one such occupation. According to the Coalition, healthcare organizations in the region are struggling to hire front-line staff with the right mix of skills and aptitude. Further, the existing training programs are falling short of teaching students in the new frameworks of population health and giving them the proper tools to succeed. The Board should play a role in filling this important need by developing a workable program in partnership with the Coalition, BOE, CCC, Rutgers - Camden, Rowan University and area healthcare organizations.

Program Structure:

This program is geared to recruiting current high school students with the goal of training, educating and employing them in ambulatory care fields at area healthcare organizations. The Board will work in conjunction with the BOE to identify 10-15 high school students from the Camden school district. Once the students are identified, the Board will work in partnership with the Coalition and area healthcare organizations to provide these students apprenticeships during the last six months of their schooling. The healthcare organizations that participate in this apprenticeship program will pay the students a stipend or hourly wages for the duration of the program.

Once the students have completed the apprenticeship program and have successfully graduated from high school, they will be enrolled in an ambulatory care training program. This program will be facilitated by the Board, but developed by CCC and the Coalition. This training program will be conducted in Camden to alleviate any transportation challenges that maybe faced by the students. The curriculum will be developed in a manner that will give these students college credit towards an Associate's degree should they chose to pursue it at some time in the future. Rutgers – Camden and Rowan University will be consulted during the development of this curriculum.

The curriculum will be taught by professors from CCC, staff from the Coalition and area healthcare organizations. AmeriCorps volunteers from the Coalition will become mentors to the participants. The AmeriCorps volunteers are all college educated and mostly pre-med or pre-nursing students.

Once the students successfully complete the training program, they will be given fulltime employment opportunities at area healthcare organizations. The Board will enter into a continuing partnership with the Coalition and participating agencies to recruit new students and to ensure that the graduates of the program are tracked for their progress for at least 3 years.

It is our intention to scale the program beyond Camden City into Camden County and Gloucester County once we have determined that all appropriate protocols are in place.

Program Time Frame:

The recruitment of students will start in December 2014. The apprenticeship program will start in January of 2015 . The educational training program will begin in July 2015.

Program Budget:

The Board is going to initiate this important program, but is not going to bare the entire cost of it. There are three financial components of this program. First is the program development budget. The Board has allocated \$315,000 for academic programs in its fiscal year 2015 budget. It is expected the Board will need to expend \$30,000 of that line item to develop this program. The funds will be used to develop the curriculum, stand-up immediate staffing efforts to manage the development and initiate the implementation efforts of this program. In fiscal year 2016, a budget will be developed to implement the program, which will primarily involve one support staff member on a consulting basis.

Second, is the apprenticeship program for the students and the costs associated with paying their wages. The partnering healthcare organizations will fully pick up the costs of the apprenticeship programs. The wage levels are yet to be determined by these institutions, but it is expected all the students will be placed in the same wage category.

Third, is the training program to be conducted by CCC and associated tuition costs. It is anticipated that the cost to train each student will total \$4000. In researching funding opportunities, we have identified a funding source that will potentially pay for the students' training program. The federal Workforce Investment Act (WIA) funds Youth Training through the Camden County One-Stop Career Center.

Under this initiative, full-time occupational training programs can be funded for those eligible. In order to qualify for grant funding, the youth must be: (1) between the ages of 18-21; (2) out of School- eligible youth who is a school dropout or has graduated from high school/GED and is basic skills deficient, unemployed or underemployed; (3) a US Citizen or authorized to work in the US (Subject to definition and proof); (4) low Income and have at least two barriers to employment; and (5) registered for Selective Service if the recipient is a male.

It is important to ensure that the students participating in this program do not incur debt. Their inability to pay for a training program cannot be a barrier to what a good opportunity and a bright future. Prior to finalizing the recruitment of students into the ambulatory care program, the Board will work with Camden County's One-Stop Operator, which administers the federal grant program at the local level. The goal is to evaluate the candidacy of potential students to ensure they will be eligible to receive federal WIA grants. If challenges to funding are identified, the Board will need to explore other funding opportunities.

Conclusion:

It is no secret that Camden houses an impressive array of education and medical assets, which in turn play a pivotal role in supporting the local and regional economy. From Cooper Hospital/Rowan University Medical School to Rutgers University - Camden, from Coriell Institute for Medical Research to Camden County College, Camden's landscape is dominated by "eds and meds." The evidence proves and the future dictates that fostering the growth of this vibrant economic driver is a natural extension of Camden's health niche.

Of those 25 years or older in Camden, less than 12% have an Associates, Bachelor's or Graduate degree.⁴ For the same population group in New Jersey as a whole, close to 41% have an Associate, Bachelor's or Graduate degree.⁵ Without meaningful opportunities and established pathways, we cannot reverse these trends. The Board's involvement in facilitating and developing a training program for high school students in the ambulatory care field is a gateway to not only provide employment opportunities, but to incentivize a generation of Camden residents to pursue higher education.

⁴ American Community Survey. *Selected Economic Characteristics* - New Jersey & Camden 2008 - 2012.

⁵ Id.