



Larry Gaines
Associate Provost Administration and Finance

EDUCATION

Burlington County College, AAS, Accounting May, 1972

Rutgers University, BS, Accounting May, 1976

Monmouth College, MBA May, 1978

EMPLOYMENT

Rutgers University School of Business at Camden

Associate Dean for Finance & Administration 1986 - Present

The Associate Dean for Finance and Administration is responsible for the daily administration and

academic operations of the School of Business at Camden. The Associate Dean is also responsible for

all financial operations of the School of Business at Camden and its outreach programs: the William G.

Rohrer Center for Management and Entrepreneurship and the Regional Small Business Development

Center.

Budgetary Authority

Manage an operations budget of approximately \$2M and a personnel budget of approximately \$4M.

Created a technological system that monitors and reports the SBC budget which is funded through

multiple sources: state funding; external contributions; four off-campus programs; Summer Session

operation; and Winterim operations.

Work with Executive Director of William G. Rohrer Center to continuously monitor projected revenue

against forecasted budget and expenditure and evaluate financial feasibility of new programs and services.

Work with Dean to create and execute strategic plans for reallocation of funds associated with unfilled

positions.

Achievements

- Developed Transfer Scholarship Program which has attracted 50 high-achieving (G.P.A. of 3.5-

4.0) business transfer students from area community colleges. Forged relationships with key administrators of Atlantic-Cape, Camden, Burlington, Gloucester Community Colleges. Created mutually beneficial Articulation Agreements which facilitate the smooth recruitment and transition

of business students. This and other strategic recruitment efforts have resulted in the School raising its entrance G.P.A. requirement from 2.7 to 3.0

- Guided a collegial and collaborative process with Dean and faculty to develop and implement a new academic governance structure which transfers academic administration to a Coordinating Council, comprised of the four area coordinators (accounting, finance, management, and marketing), the MBA Director, and the Associate Dean for Administration. Chair Coordinating Council and work to make faculty committee appointments, PTL appointments, and prepare/maintain a two-year schedule. This structure is designed to provide the School of Business faculty with maximum input into academic governance.

- Worked with business leaders at Lockheed-Martin, Cendant, Virtua Health and the Atlantic City

casino industry to develop and execute MBA classes. These programs generate over \$200,000 profit annually for the operation of the SBC.

- Worked to create and build consensus among administrators and leaders of Rutgers University, Atlantic City casinos and Atlantic-Cape Community College to design and implement the Bachelors in Hospitality Management program located in Atlantic City. This program generates about \$30,000 annually for the operation of the SBC.

- Created process to capture statistical information and generate planning documents—including student credit hours, enrollment trends, and faculty workloads. Analyze information and—with Dean and faculty—create strategies to plan for most efficient utilization of faculty resources.

- Created first administrative process which helped secure AACSB accreditation. Subsequently, have created systems to insure that the SBC is in compliance with AACSB regulations. This includes monitoring of faculty credit hour coverage requirement, utilizing this process during the pre-registration period to determine if shifting of faculty resources is necessary. Annually create and review statistics on the performance of graduating students, comparing transfer student performance with non-transfer student performance to insure there is not a significant difference and addressing such issues.

- Represented Dean and faculty on renovation team for third floor of the Business & Science Building. Worked collaboratively with architect and construction manager to uphold faculty/student needs and maintain financial budget. Project developed the first computerized classroom in the SBC and the Focus Group Room.

- Identified need and devised a plan for supporting a line for Unit Computing Manager. In collaborative and collegial manner, developed a position description, coordinated hiring and maintain on-going oversight of the staff member. Have upgraded the SBC's network; developed and implemented a systematic plan to continuously upgrade and fund SBC computing equipment.

- Worked with Management Faculty to survey staff and faculty on their attitudes about the effectiveness of allocation of administrative assistant resources. Held focus groups among faculty

and staff to encourage productive dialogue and problem-solving.

- Created a method for recruiting and cataloging potential part-time lecture candidates, distributing

the information on the candidates to the Coordinators, recording the Coordinator's decision on the appropriateness of the candidate, and maintaining an inventory of qualified part-time lecturers by discipline.

- Helped establish the SBC academic advising and policies. Created the *SBC Student Advising Handbook*, which supports the undergraduate catalog and outlines the SBC's policies on specific advising issues.
- Created the *SBC Faculty Guidebook*, which acts as a resource for faculty in the areas of office services, classroom services and support, travel and research support, computer support, academic issues, and staff benefits.

Rutgers Federal Credit Union

President and Chairperson, Board of Directors 2001 – Present

Member, Board of Directors 1999 – Present

The Rutgers Federal Credit Union is an independent, financial institution, with approximately \$63 million in assets.

- Establish goals and objectives for the CEO of the Credit Union. Prepare and discuss annual performance evaluation of the CEO. Meet with CEO on a regular basis to support him in fulfilling the goals of the Board. Responsible for keeping the balance between management and governance, insuring that the Board of Directors does not interfere with the CEO's ability to manage the Credit Union.
- Member of Search Committee for the selection of the CEO.
- Member of the Investment Committee. The Credit Union has \$26.5 Million in 1 to 3 year investments. Committee meets semi-monthly by conference call to discuss current investment climate with outside consultant, review potential investment opportunities, and make appropriate decisions.
- Advised the Board of Directors on development of a marketing plan for the Credit Union.

Worked closely with the Product Development overseeing the implementation of the plan.

Gwynedd-Mercy College

Gwynedd Valley, PA

Director of Accounting 10/83 to 11/86

Responsible for the day to day operations of the accounting operations, including payroll, accounts payable/purchasing, student accounts receivable, and general ledger/financial accounting operations.

- Worked with the Vice President for Financial Services to upgrade the administrative computing system. Reviewed various administrative software programs and the hardware required to operate the software, visited user sites, and participated in the choice of the appropriate vendor.
- Directed and reconciled the conversion of the student accounts receivable from the old system to the new system. Directed and reconciled the conversion of the financial accounting system, including creation of the chart of accounts for the various funds. Directed the conversion of the computerized purchasing/accounts payable system. Developed and implemented the computerized personnel package.

- Coordinated the external audit. Worked with the auditors in the creation of the work papers and in the resolution of issues and problems.
- Converted the payroll system from an in-house system to an out-sourced system provided by Provident Bank. Implemented the out-sourced system and supervised its operation.

Special Assistant for Computing to the President 11/85 to 11/86

Dual appointment while serving as Director of Accounting. Reported to the President of the College on all issues concerning administrative and academic computing.

- Created a process to co-ordinate the planning for continuous improvement for academic and administrative computing. Established committees for each area (Academic Computing, Administrative Computing, and the President's Council). Utilizing the committees, created an overall college plan to allocate resources in the areas of software, hardware, and personnel support.

Dugan and Gaines, Business Services

Cherry Hill, NJ

Partner 10/81 to 10/83

Provided general business services to small business, such as sales tax recordkeeping and reporting, payroll recordkeeping and tax reporting, and personal income tax preparation.

Salem Community College

Carneys Point, NJ

Director of Administrative Services 3/78 to 10/81

Responsible for the financial activities, purchasing, computer operations, plant operations, and auxiliary operations (bookstore).

- Converted financial recordkeeping system for students accounts receivable and general ledger from a manual system to a computerized system. Supervised the conversion, operation of a "dual system" and implementation of the computerized system.

Burlington County College

Pemberton, NJ

Internal Auditor 9/72 to 3/78