

~~Rutgers~~ The State University of New Jersey
Newark Faculty Council

To: President Francis L. Lawrence

From: MaryAnn Scoloveno, Chair
Newark Faculty Council

Mary Ann Scoloveno

Subject: Feedback on The University Strategic Planning Draft of November 1994

Date: January 11, 1995

We appreciate the opportunity given to the Newark Faculty Council to provide input and to make recommendations about the University Strategic Plan. The Council's Budget and Planning Committee carefully reviewed the November 1994 draft, and solicited comments and suggestions from other Council members. Our collective recommendations follow:

1. Before we get to more specific recommendations, we need to address a few broad matters. First, although we recognize that the University Strategic Plan cannot include much of the specific content of the three campus plans, we consider it crucial that the university plan consistently draw upon all the campus plans in illustrating its broad themes. We believe that at a number of points the specifics dealt disproportionately with New Brunswick programs. A more consistent effort should be made to incorporate appropriate references to Camden and Newark programs. We will make some specific recommendations in that regard about Newark programs; representatives of the Camden campus, obviously, are better situated than we to provide appropriate examples of their programs.
2. A second broad point relates to the place of the humanities in the University Strategic Plan. Although we recognize the importance of the university being responsive to economic, political and social developments in New Jersey, the nation and the world, we believe that one of the abiding pillars of a fine university is a commitment to the liberal arts. We know that you agree. Yet, perhaps inadvertently, the draft University Strategic Plan seems to us to give short shrift to the humanities. The few references seem almost perfunctory. We recommend the inclusion of a more enthusiastic statement about the essentiality of the liberal arts, perhaps in the form of an indication that the ever-accelerating pace of change in our world places a great premium on inculcating in our students the habit of lifelong learning and self-improvement.
3. The final broad point relates to the strategic plan's theme that "there is a need to increase cooperation and collaboration among units at Rutgers, on each campus, and across campuses" (page 10). We think this is an important point and deserves some elaboration in the plan. Short of describing specific mechanisms, the document should indicate at least some possible directions for increased cooperation and collaboration. For example, a statement could be made relative to the merger of the New Brunswick School of Business and the Newark School of Management.

4. Returning to the first point in a more specific way, we recommend that the University Strategic Plan's theme of "one university, three campuses" (page 11) should be elaborated to include a specific goal. To accomplish this, we propose that the following language be inserted at page 12 of the November 1994 draft, immediately before the last sentence of the existing paragraph:

The university plan, in embracing a "one university, three campuses" model, recognizes that the campuses will have unequal sizes but will be equal in quality of faculty, students and administrators and in educational and research opportunities. The "one university, three campuses" model, commits the University to distribute resources equitably among the campuses, including capital construction funds, scholarships to recruit highly qualified students, and funds necessary to recruit highly qualified faculty.

5. Also relevant to the first broad point, in the section beginning at page 30 of the draft there are a number of places where more specific reference to Newark campus programs would advance the "one university, three campuses" theme. For example, at page 32 (and at page 42), the law school's Women's Rights Litigation Clinic and Women's Rights Law Reporter, should be added. At page 35, the projected 1996 opening of the New Jersey Center for the Performing Arts should lead to a wide variety of cooperative arrangements with the Newark campus, and this should be highlighted. At page 37, the law school's Environmental Law Clinic as a major statewide presence should be included. At page 41, the Newark campus' professional programs in criminal justice and nursing, deserve more substantial treatment. For example, the criminal justice program is rated the best in the country and the nursing program is ranked in the top 40 of 200 graduate programs in the country.

Further, we suggest that the Newark public administration program be added. As national attention focuses upon restructuring and reinventing government, the Newark public administration program provides leadership to the state and its localities, the region, and the nation on public sector concerns.

The most prominent reference to the law schools in the university plan appears under Distance Learning. We recommend more substantial treatment of the law schools in the section on professional education beginning at page 41. Also, the characterizations of the schools and their respective specializations are misleading. Although the Newark law school certainly has substantial expertise in civil rights law and clinical legal education, it also includes on its faculty prominent senior professors focusing on international law, jurisprudence and tax. This semester it has initiated, through a substantial U.S. Department of Education grant, a new tax law clinic.

6. Finally, in the sections on Distance Learning (page 52), and New Computing and Information Technologies (page 53), there are significant developments on the Newark campus that warrant inclusion. With regard to Distance Learning, we recommend several changes. First, at the end of the first paragraph of the section, we recommend addition of the following sentence:

The Newark campus already is proceeding with plans to use distance learning technology to conduct classes throughout the state.

7. With regard to New Computing and Information Technologies, we recommend that a new sentence be added on page 53, after the second sentence of the second paragraph, reading as follows:

For example, the Newark campus already is fully networked and almost every school on the campus is connected through a local area network.

Again, we appreciate the opportunity to provide input, and we hope that these suggestions are helpful. If we can answer any questions about them, or provide further assistance, please let us know.

cc: Dr. Norman Samuels, Provost
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