

Newark Faculty Council
Meeting of Monday, November 8, 2004
CLJ - Provost Conference Room – 10:00 a.m.
Minutes

In attendance: N. Adam, M. Chang (arr. 11:30), J. Christian, B. Ferguson, S. Gifford, P. Golden, R. Jones, A. Kasper, N. Mahon (arr. 11:30), A. Sadovnik, D. Sclar, B. Stern, L. Zaborszky, S. Diner; H. Feder; C. Martancik, G. Massenberg, M. Ryan; J. Friedland, President Richard McCormick.

I. Welcome to President McCormick

Chair, Nabil Adam, welcomed the President and thanked him for making time to meet with the NFC. The members introduced themselves.

II. Council Members' Presentations of Outstanding Newark Programs

Lazslo Zaborszky - Dr. Zaborszky spoke about the nationally and internationally recognized Integrative Neuroscience Program at the Center for Molecular and Behavioral Neuroscience (CMBN). This PhD program is run jointly with UMDNJ and attests to the successful cooperation among Newark's institutions of higher learning.

Alan Sadovnik (Urban Education and Institute on Educational Law and Policy) discussed initiatives in urban education at RU-N, including the IELP School takeover report, the IELP School Choice Report and external funding of almost \$1 million over the past 4 years; the Department of Urban Education's grant funded research and projects in the Newark Schools, including a \$5.6 million NSF grant in mathematics education to Roberta Schorr and \$1.3 million NSF grant in science education to Jeffrey Kidder; and Academic Foundation Center projects with the Newark Schools, including Project Most, a middle school science program and a variety of other pre-college programs.

Rachel Jones discussed Health Sciences Research initiatives in the College of Nursing. CoN faculty conducting urban research have received two NIH federal training grants and a grant from the National Institute of Nursing Research. The latter involves HIV/AIDS prevention. Much is being done to involve the community and area hospitals.

Barbara Stern (RBS) spoke about long-range marketing plans to integrate the city of Newark with Rutgers-Newark and neighboring institutions of higher education. Marketing and brand awareness will be important factors in raising the status of the campus and the city at the same time, and in marketing Newark as a college town.

Nabil Adam (RBS and CIMIC) mentioned other distinctive Newark Campus programs, such as the Police Institute, the Dept. of Public Administration, the Cornwall Center for Metropolitan Studies, and CIMIC.

Brian Ferguson (Sociology & Anthropology) also mentioned the Center for Global Change and Governance (CGCG) and the Institute on Ethnicity, Culture and the Modern Experience. Campus collaborations and community outreach, he noted, are among the campus' most critical assets.

III. President McCormick summarized common characteristics in the NFC members' presentations:

- Programs, particularly in neuroscience and urban education, take advantage of local needs and opportunities and strive to make a difference in the community.
- Collaborations abound within the campus and with neighboring institutions, business and government.
- Relevance to real human problems such as urban schools, neuroscience, business applications.
- Research-based service to humankind.

Although not much was said about teaching in the presentations, the NFC members stressed that collaborations in teaching and offerings to students were also campus priorities.

In discussing local opportunities and the unsuccessful restructuring effort, Dr. McCormick noted that more work is needed to foster cooperation between NJIT, UMDNJ and RU-N. UMDNJ has been more resistant to collaborating with RU-N, and NJIT has drawn back a bit. RU-N will have to take the lead in reaching out to these other schools. RU-N shares the university's AAU status, which it would not be able to attain independently. Through devolution, the Newark campus now has responsibility for many budgetary, administrative and academic functions.

IV. Questions for Dr. McCormick – The president answered questions prepared for him before the meeting:

- **What process do you recommend be put in place to assure that RU-N's accomplishments will be recognized whenever you address the university's various internal and external constituencies about the importance of the university's activities?** President McCormick pointed out that he does not list all examples in his speeches, but uses some for emphasis, focusing on "theme and theory" rather than all-inclusiveness. He said Dr. Diner was an excellent advocate for the campus and that he successfully communicates the Newark vision. He suggested the NFC write to him in August with Newark highlights to use in his yearly address.
- **What process do you follow to assure that the two Provosts are full and equal participants in University wide academic policies and resource allocation decisions with the Executive Vice President?** President McCormick stated that all efforts are made to minimize conflicts of interest. Devolution has allowed the Newark and Camden campuses to independently manage many administrative functions. A 'sunshine' philosophy which provides transparency of resources and All Funds Budgeting, which appropriates dollars where they belong, also give the Provosts more authority. The President suggested that the NFC review the budget before the next fiscal year.
- **What is the formula for allocating resources among the three RU campuses?** President McCormick noted that appropriation of resources is largely based on research activity and enrolment numbers. Teaching loads are set locally, by the schools and colleges, and are a function of budgets. Dr. Diner noted that the university is moving to allocate more control of grant overhead to the campus.
- **What steps do you recommend be taken to assure that RU-N faculty are proportionately represented on all university committees.** Dr. McCormick assured the Council that he invites nominations from all campuses for university committees.

- **What policies can best support and increase research productivity at RU-N and RU-C, without undermining the outstanding record of RU-NB?** The President assured that an increase of grant activity on one campus would not threaten the other campuses. When grants are shared across campuses, PI's and Co-PI's need to negotiate the terms of the grant to avoid having funds disproportionately appropriated. Dr. McCormick said the university will be searching for a new VP of Research, to possibly be VP for Research and Graduate Studies. Dr. Diner has already submitted a list of possible search committee members.
- **What procedures do you intend to follow in developing the overall plan to assure that the unique features of the Newark campus are recognized and disseminated to the university's constituencies?** The Constituency Research Project, the President noted, made it clear that all three Rutgers' campuses suffer from the lack of a properly informed public. The university's next step will be to invite a public relations firm to develop strategies based on the projects' findings. A committee will be formed to work with University Communications and the selected firm. Barbara Stern, RBS/Marketing, would be a good candidate to serve on the committee. The President agreed that Rutgers-New Brunswick should not be referred to as the "flagship" campus and will try to discourage use of that term.

The council members also discussed with President McCormick the potential for further collaborations with NJIT and UMDNJ in the aftermath of unsuccessful restructuring efforts. Dr. Diner and Dr. McCormick noted that NJIT has been reluctant to pursue additional joint projects and has even pulled back somewhat. UMDNJ has not been very enthusiastic either, but more cooperation may be forthcoming when their new President is inducted. Rutgers-Newark will continue to approach the other two institutions in this regard. Provost Diner has been continuing discussions with both schools. CHEN, which meets monthly, recently discussed the possibility of collaboration on graduate student housing, as well as the drafting of a joint master plan to present to the City. CHEN also favors reviving the plan for a Newark Graduate Center.

President McCormick thanked the Council for inviting him and said he would like to visit the campus more often. The NFC will plan to invite him again in the spring.

V. Additional discussion

After the President left, the council members agreed the meeting was positive and productive. It was decided to invite him to the May NFC meeting and to obtain budget figures before then. Some discussion followed about the perceived difference in teaching loads on the New Brunswick and Newark campuses. It is hoped that All Funds Budgeting may move more tuition money to the campus. It was observed that the size of teaching loads may be relative to PhD programs, which provide teaching assistants. Units having grant-generating faculty also have more to devote to graduate assistants. It was also suggested that some formula for more even distribution of indirect costs would compensate faculty in fields that do not generate grants, providing additional funding for travel.

The meeting was adjourned at 1:00 pm. The next meeting is scheduled for Monday, February 7, 2005.

Have a Happy Thanksgiving!