

**Newark Faculty Council**  
**Meeting of Monday, December 7, 2009 – 11:30 am**  
**Chancellor's Conference Room**  
**Minutes**

**I. President Richard McCormick**

After introductions of council members, Dr. McCormick stated he would answer the questions that the NFC Executive Cabinet had prepared for him.

The president first praised the Newark Faculty Council and the accomplishments of the Newark Campus. He noted campus achievements on a national scale and the continued increase in enrolment. He cited the new SPAA Public Service undergraduate major as aptly fitting the campus mission, the new Ph.D. in American Studies, new directions in RBS with its Global MBA, new deans for the School of Law and College of Nursing, and many accomplishments in FASN. The campus has earned a national reputation, he stated, for its coherent vision for developing academic programs and research in line with its urban mission.

**II. Responses to NFC questions**

**A. *In the last 5 years, the percentage increase of Rutgers' funding was the lowest of all 50 states. Given the progressive reductions in funding, what university institutions and functions will you strengthen in order to increase efforts for external funding?***

President McCormick agreed that the state budget did decline during the Corzine administration. However, the overall budget has grown, he said, from \$1.3 billion in 2002 to the current \$1.9 billion, due mostly to tuition increases, continuing education, and executive programs. The decline has been in state funding. Dr. McCormick emphasized the importance of revenue-generating programs. This is most challenging, he noted, in the arts and sciences. Fundraising is also essential. Research grants have increased significantly. The Newark campus is on target with enrolment growth, and out-of-state recruitment also serves to increase revenue.

A question was raised about funding for individual departments and units which have suffered large cutbacks in administrative staff, graduate, and post-graduate lines. Dr. McCormick noted the opportunities available for grant funding through the NSF and other government agencies.

Council members questioned the distribution of funds generated by summer school. Chancellor Diner noted that deans now receive 48 percent of ICR funds. All but 10.5 percent of this is held in an account for start up funding.

The president was also asked to address the equity among the Rutgers campuses, and particularly the limited resources in the sciences, including outdated labs and infrastructure. Gene Vincenti responded to the question on summer session revenue distribution, noting that academic units which sponsor summer session courses receive

the net amount realized after deduction of 27 percent for central administration overhead, direct expenses for Summer Session administration, course instruction, and supplemental costs for student recruitment and retention activities in Newark.

Council members also noted that the Newark Research Office is overburdened and needs additional support. Mr. Vincenti noted that an additional staff person will be hired shortly.

Dr. McCormick asked the NFC to prepare specific questions for a follow-up to the report that was prepared four years ago by VPs Furmanski and Winterbauer.

He also offered to ask Ray Caprio to share “best practices” data with the Newark campus on executive and continuing education, demonstrating how similar units manage budgetary issues and apply for funding.

***B. What institutions and functions will you strengthen on the Newark campus?***

The president noted again that several areas have been strengthened, including fundraising, with the hiring of Irene O’Brien in the Chancellor’s Office; a position to be filled in the Grants Office; increased personnel in FASN; and efforts to be made by Ray Caprio to inform faculty about fundraising and technology opportunities.

***C. Given that external funding is becoming a greater source of the university’s income than in the past, the science disciplines have far greater opportunities to apply for external funding than other divisions in the university, such as humanities and the arts. What are your thoughts on ensuring robust support for those areas in the university less able to access external support going forward?***

The president expressed a desire to make sure the humanities and social sciences get full university support and have all the information they require. Newark has already invested in several new programs, such as the Ph.D. program in American Studies, the MFA program in Creative Writing, and the interdisciplinary Global Affairs Ph.D. program. It was pointed out that a lack of space and administrative help in the American Studies program makes progress difficult. Dr. Diner noted that the business school move will soon make more space available.

Council members were concerned that budget cuts in the undergraduate areas were most severely felt. The president pointed to new undergraduate initiatives such as the Public Service undergraduate program, and summer school courses. Chancellor Diner suggested that at some point course fees may need to be considered in the arts departments to fund labs.

It was suggested that many units support other units without due compensation, and that this needs to be recognized.

***D. Given that external funding is becoming a greater source of the university’s funding, what efforts will be expended to promote, assist, and support a research intensive environment, in particular on the Newark campus?***

The Chancellor reiterated that the business school's move will make more space available for other units, and a new hire in the Grants Office will also assist the sciences. He noted, however, that an increase in state support is needed for capital investment in higher education. This is a top priority for Newark for the Life Sciences. The University is advocating to the state government in conjunction with other NJ institutions (President's Council) for support of a bond issue or a direct allocation for facilities. It was noted that support for facilities should benefit from indirect cost returns in proportion to the amounts generated (to add this to questions for VP Furmanski).

James Tepper will join the Executive Cabinet meeting to develop follow up questions.

Rachel Jones asked members to please send their suggestions.

***E. Given increases in undergraduate enrollment, what efforts will there be to recruit and retain faculty on the Newark campus in particular?***

Dr. McCormick offered reassurance that the university is doing all that is essential to recruit top faculty. The Office of University Diversity and Initiatives was created and extra resources (half of salary) are given for 'target of opportunity' faculty hires for the first three years. There also is a cluster hiring initiative, which has produced several hires in Urban Entrepreneurship in RBS and SPAA. Another round of proposals will be going out soon. Dr. McCormick also noted that no hiring freezes are projected.

A question was raised about the 100 faculty lines negotiated with the AAUP. Dr. Diner stated that many of these lines were being offered in commitments to new deans for faculty positions over the next few years. The 'target of opportunity' program also opens up new positions, as does the diversity clusters which will be funded. Last year the Newark campus added 34 new faculty.

The President offered to return in the spring semester with Vice Presidents Furmanski and Winterbauer who will answer follow up questions prepared by the NFC.

Rachel Jones thanked the president for his answers and for meeting with the council.

The meeting was adjourned at 1:00 pm.

The next NFC meeting is on **Monday, February 1, 2010, 11:30-1:00, Chancellor's Large Conference Room, CLJ.**

**!!HAPPY NEW YEAR!!**