

**Newark Faculty Council**  
**Meeting of Monday, October 1, 2014, 11:30 am- 1:00 pm**  
**Chancellor's Conference Room 590**  
**Center for Law & Justice**  
<http://nfc.newark.rutgers.edu>

**Minutes**

**In attendance:** *Elected Members John Aveni, Michael Crew, Jane Gilman, Jyl Josephson, John Kettle, Barry Komisaruk, Kenneth Kressel, Janet Larson, Ray Leibman, Susan Lyons, Lyra Monteiro, Keir Reavie, Ted Szatrowski, Miklos Vasarhelyi; Chancellor Nancy Cantor, Provost, Todd Clear; Arcelio Aponte, Vice Provost for Budget and Administration, Bonnie Veysey, Interim Vice Chancellor for Strategic Initiatives; Janice Friedland; Executive Associate, Chancellor's Office.*

- I. **Chancellor's Report:** Chancellor Nancy Cantor reported that she was very encouraged by the attendance at the Strategic Plan rollout, as well as by all the responses and positive reception from an array of people across all sectors. Everyone seems to be energized by the plan. Corporate and government leadership in Newark and beyond are paying increased attention and beginning dialogues on what it means to be an anchor institution. At today's Finance & Facilities Committee meeting in New Brunswick, members of the Board of Governors were excited about the Hahne's building refitting and they are inspired to think more about RU-Newark's history and legacy and how that fits into a broader perspective going forward. Feedback on the Strategic Plan is being received via the RU-N website. Bonnie Veysey's email asking for volunteers for implementation committees drew over 50 responses right away. We are already 'off and running,' Dr. Cantor stated. We have a good base thanks to the efforts of Professor Jyl Josephson and Provost Todd Clear and their Strategic Plan Oversight Committee (S.P.O.C.).

As we move forward, Dr. Cantor noted, we will be sure to keep people involved and maintain the momentum. The ideas that develop will engender other ideas and projects, and lead to new collaborations. Successfully leveraging those collaborations will help greatly in the current economic and educational environment. We will need to point to concrete projects to convince people it's real. All unit leaders will be involved in determining where opportunities and challenges exist.

Provost Clear stated he is very pleased that Interim Vice Chancellor for Strategic Initiatives, Bonnie Veysey, has agreed to manage the implementation process.

Ray Leibman commented about a need for follow through and creation of a unifying theme to bring everyone on board, such as a catch phrase for banners. Dr. Cantor assured that there will be a well-defined implementation plan. A dashboard of metrics has been developed against which we will measure ourselves.

NFC Chair, Barry Komisaruk, inquired about funding for the plan, whether new funds have been set aside, the amounts, and if there are separate pools of funds for seed grants, for post docs and exchange students, etc. Dr. Cantor explained that separate funding allocations for RU-Newark and Camden were built into the reorganization legislation. Chancellor Cantor and Todd Clear are working very closely through the RCM budget transition to protect these strategic initiative funds. Up to \$2 million was allocated for seed grant competition, to be spread across a number

of projects. There will also be funds contributed by schools, deans, and sponsored programs. Support for facilities and the student experience are also in the mix. The extra boost the legislation provided was very helpful. We are working to make sure the budget is designed so that strategic initiatives might evolve and keep developing. Funds will be set aside for continual strategic investment.

Dr. Clear advised that RU-N has joined with RBHS on scientific research projects. The RU-N Research Advisory Committee, chaired by Prof. Nabil Adam, Vice Provost for Research, has asked VP Chris Molloy to create grants for cross-unit pilot study projects, to be separate from the seed grant dollars. Faculty groups will review these projects and make recommendations. These grants, in conjunction with Bonnie Veysey's seed grant initiatives, will be a multi-year venture.

- II. **Strategic Plan Implementation**: Bonnie Veysey reported that implementation of the strategic plan would have a multifaceted approach, making use of our natural resources and enthusiasm. It will involve as many people in the community as possible. Up to \$2 million a year has been set aside to support seed grants for priority strategic initiatives. As described in the Strategic Plan, the Chancellor's Office will work with the Newark Faculty Council to appoint a committee, comprised of faculty, staff and students, to evaluate proposals for the seed grants. Projects will be small to large, with an advantage given to collaborations across units and programs. The smaller projects, Dr. Veysey noted, could actually have a greater impact over a shorter term, and could be the first step in a longer process.

Four study groups will be formed to continue the participatory dialogues afforded by the visioning process. They will deal with the new professoriate, staffing for the new mission, the anchor institution, and leveraging diversity.

Dr. Veysey highlighted one of the signature cross-cutting initiatives described in the strategic plan, the development of a new honors living-learning community, offering 500 first and second year students housing, dining, recreational and academic space, and an honors college curriculum centered on "Local Citizenship in a Global World." In addition to creating an additional physical residential facility, it will increase residential life at RU-Newark and advance the Strategic Plan's social mobility themes through a curriculum across schools and colleges. The first major initiative to be completed will be the renovation of the Hahne's building - approximately 55,000 sq. ft. of space dedicated to multidisciplinary arts, including among others the Institute of Jazz Studies, art galleries, NJPAC space, a media center and a print shop.

Provost Clear advised that the RU-N Research Advisory Committee (RAC), chaired by Professor Nabil Adam, is developing an initiative to provide multi-disciplinary research awards. The RAC was created to expand work in the research community to include research and collaborative activities with funding from outside sources other than Federal grants. Dr. Clear further noted that efforts are being made to change RU-N's structural relationship with "Central." Both the Financial Aid and Admissions areas are undergoing changes. Susan Tintorer has stepped down as head of RU-N Human Resources. The new HR director will have a different relationship with "Central" and will be more RU-N dedicated. Vice President Molloy has agreed to help grow RU-N's research base and is contributing approximately \$80,000 of his own resources to match ours, with a goal of doubling RU-N's research output.

Dr. Cantor explained that an overlap in initiatives is encouraged and “more is better.” The strategic plan is meant to evolve and have a broad approach, with many different layers and pieces.

Barry Komisaruk introduced a discussion on how funding will be provided for the various initiatives, and if current deficiencies in specific areas would be targeted for improvement. Jyl Josephson noted that a better approach would be to find ways to collaborate on innovative projects which in turn would have an array of benefits. Ray Leibman suggested that faculty need to know who to approach to seek funding. Dr. Cantor explained that funds will come from various sources and will be assigned to projects as warranted. The intent is to minimize paperwork and bureaucracy. Dr. Cantor emphasized that everyone, not just the administration, is responsible for making the plan work – “We Are The Ones We’ve Been Waiting For.”

Dr. Veysey stressed the importance of getting involved, breaking down silos, and taking chances. The study groups that are being formed will act as mini policy and planning groups. The groups are currently small, but there will be a role for everyone who wants to take part. Group members will reach out and engage in best practices studies. The RU-N website will be updated with additional information on the implementation process, including photo updates on capital projects. Susan Lyons suggested documenting existing cross-unit collaborations. Dr. Cantor noted that is part of the metrics being collected.

Jane Gilman commented that a discussion of financing and more detailed information is essential. Dr. Cantor noted that funding has been dedicated in two major arenas - for research and for seed grants. Ideas, or “sparks,” from deans and other units are also being encouraged and considered. Funding will be obtained from various sources. There are no contradictions between seeking out innovative projects and funding commitments. Rather than think about the need for more Ph.D. students, for example, it may be more important to think about the types of projects the Ph.D. students could be doing. Projects would inspire solutions.

Dr. Cantor emphasized that the strategic plan is a fluid document, designed to encourage a creative environment. It is important that we no longer compare RU-N with Rutgers-New Brunswick, Dr. Clear added – “We can become what we want to be.”

Dr. Komisaruk thanked the Chancellor and Provost for their open and optimistic remarks. The meeting adjourned at 1:00 pm. The next NFC meeting is on Monday, November 24, 2014, 11:30 am -1:00 pm in the Chancellor’s Office Large Conference Room, CLJ 590.