APPENDIX A

UNIVERSITY MISSION AND GOALS

As the sole comprehensive public research university in the New Jersey system of higher education and the state's land-grant institution, Rutgers University has the mission of instruction, research, and service. Among the principles the university recognizes in carrying out this three-fold mission are the following:

- Rutgers has the prime responsibility in the state to conduct fundamental and applied research, to train scholars, researchers, and professionals, and to make knowledge available to students, scholars, and the general public.

- Rutgers should maintain its traditional strength in arts and sciences, while at the same time developing such new professional and career-oriented programs as are warranted by public interest, social need, and employment opportunities.

- Rutgers will continually seek to make its educational programs accessible to an appropriately broad student body.

- Rutgers is committed to extending its resources and knowledge to a variety of publics, and bringing special expertise and competence to bear on the solution of public problems.

Consistent with this mission, the Board of Governors in 1980, following a review of the university's achievements and capabilities as well as New Jersey's needs, adopted a statement of goals that set the bold aspiration of enhancing Rutgers' national and international standing and establishing the university as a major center of higher education.

By pursuing these goals in the 1980's the university has made major strides towards the attainment of a new level of national distinction. These goals shall continue to guide the development of the university in the decade ahead as Rutgers achieves even greater eminence and contributes even more fully to New Jersey's well being in the tradition of this nation's great land-grant universities. As the goals state, Rutgers will:

- Continue development of the university as a national and international resource by:

  -- improvements in the quality of its instruction, research and public service;

  -- increased emphasis on the contributions of its scholars; and

  -- increased emphasis on an atmosphere that stimulates learning, encourages creativity, rewards service, and contributes to the personal and professional growth of all the members of the Rutgers community.
- Increase the number of areas of graduate education, research, and scholarship of national and international renown.

- Improve the already high quality of the undergraduate experience in the liberal arts, seeking both to preserve the diversity of its programs and to develop students who will provide future leadership for the state, the nation and the world.

- Develop and improve programs to serve society's needs for broadly educated, humane, competent professionals.

- Serve the needs of the State of New Jersey by:
  -- conducting research on such basic issues of public policy as energy, transportation, urban affairs, agriculture, human services, coastal and marine science and similar areas, especially those of emerging importance;
  -- fostering programs in the arts, music, and theater to enhance the cultural environment;
  -- conducting research and retraining programs to improve education in the schools;
  -- working with state and local government officials to help improve the quality of citizens' lives;
  -- working with business, industry and labor to provide a resource for their research and development needs and for the future education of their personnel; and
  -- working to strengthen and improve the institutional capability and performance of state governmental bodies.
CAMPUS MISSIONS AND GOALS

Within the context of the overall university goals, each campus has articulated a statement of mission and goals appropriate to its history, traditions, location, population served, size, and stage of development.

CAMDEN CAMPUS

Rutgers-Camden is committed to assuming academic leadership for carrying out the university's goals of teaching, research and service in southern New Jersey. It will implement these goals through the development of a comprehensive campus that will provide a broad range of undergraduate and graduate educational opportunities to a diverse and expanding student body. While ensuring the continued quality of its undergraduate offerings, Rutgers-Camden will develop as a distinguished center for graduate and professional education, including participation in doctoral-level education in selected areas, in southern New Jersey. In addition, the campus will establish centers of research appropriate to its geographic region and expertise, and bearing national and international recognition for excellence. The campus will enhance the quality of its teaching, research and public service programs through recruitment and development of outstanding faculty to complement and augment the existing body of faculty. While continuing to serve the needs of students in southern New Jersey and the Delaware Valley region, Rutgers-Camden will expand the size of its student body through recruitment from a national pool, consistent with maintaining and improving student quality.

NEWARK CAMPUS

Rutgers-Newark is a major public university center committed to excellence in teaching, research, and service to the community. Through its undergraduate programs, the institution aims to equip students with knowledge and skills to participate in the economic, scientific, cultural and political life of the community and the nation. Through its graduate and graduate-professional schools, the institution aspires to prepare the nation's scientific, commercial, social and political leaders. This broad definition of goals is also shaped in significant ways by the metropolitan area location in which Rutgers-Newark operates -- a location which is one of the most densely populated regions in the nation.

Rutgers-Newark is ideally positioned, by its location, history, and program emphases, to take the leadership role in educating leaders and citizens who are technologically literate, racially and socially diverse, and readily adaptable to future opportunities and challenges.

Rutgers-Newark has entered into a new period in its history, an era in which institutional growth in size and stature will be the benchmarks of its future; a major goal is to offer educational and research programs of high quality and impact which will be recognized nationally and internationally. Rutgers-Newark aims to compete at national and international levels in the recruitment of faculty and students and, simultaneously, to pursue vigorously those initiatives that will facilitate access of students from northern New Jersey to its classrooms, laboratories and professional training programs. Indeed, in this highly urbanized state, Rutgers-Newark can become a national role model for urban university centers which wish to pursue the dual goals of excellence and access.
NEW BRUNSWICK CAMPUS

Rutgers-New Brunswick is committed to promoting excellence in graduate and undergraduate education, in research and scholarship, and in service to the community, state, and nation. With its rich traditions, its size and diversity, and its comprehensiveness of academic programs, it occupies a strategic leadership position within higher education in New Jersey and in the nation. The high quality of its faculty and programs in a wide array of areas, and its momentum toward increased distinction, provide rich opportunities for the campus to continue its evolution toward becoming one of the world's outstanding research universities. With its distinguished history in undergraduate education and its innovative educational structures, the campus will promote the highest quality of instruction and broad learning environments that benefit students at all levels and with varying needs. Rutgers-New Brunswick, through systematic and innovative program development, will continuously strive to meet the highest educational and research standards and thereby join the ranks of the small number of truly distinguished university centers.

Rutgers-New Brunswick is committed to increasing systematically the number of instructional, research, and service programs of distinction; to retaining and enhancing its strong commitment to undergraduate education; to attracting the most highly qualified students and faculty; and to insuring broad access to its programs. Only by achieving excellence across a broad array of educational, research, and service programs, while maintaining a vigorous commitment to diversity, can the campus fulfill its responsibility to the state and nation and be true to its own history and traditions.

Rutgers-New Brunswick is dedicated to providing instructional, research, and public service programs that will insure the continued economic, social, and cultural development of the state and its people. In pursuing these goals, the campus will insure that the interrelationship among undergraduate and graduate education, research, and service, which is the hallmark of the best public research university centers, is maintained and strengthened.

NEW JERSEY AGRICULTURAL EXPERIMENT STATION

In the land-grant tradition, the New Jersey State Agricultural Experiment Station (NJAES) is committed to the development and delivery of basic and applied research in the areas of food, agriculture, and environmental and life sciences, and the application of knowledge gained through research to help the people of New Jersey acquire the understanding and skills needed to address problems in the renewable natural resources. NJAES will seek to build strength in the relevant sciences that will lead to excellence in research and extension, and will give increased emphasis to multidisciplinary approaches to solving complex problems facing modern agriculture and the environment. In adapting the land-grant concept to contemporary circumstances, NJAES will exploit the new technologies which will permit greater efficiency in agriculture and food production and success in solving environmental problems.

Building on existing strengths, NJAES will focus on specific thrust areas of critical importance to New Jersey's economic and social development: intensive production agriculture; food science and nutrition; marine and coastal sciences; environment; and biotechnology.
## APPENDIX B

### Table 1

**BOARD OF GOVERNORS - January 1, 1998**

<table>
<thead>
<tr>
<th>Anne M. Thomas,Chair</th>
<th>Nancy K. Lotstein</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard A. Levao,Vice Chair</td>
<td>Eugene M. O'Hara</td>
</tr>
<tr>
<td>Joan L. Bildner</td>
<td>Thomas A. Renyi</td>
</tr>
<tr>
<td>Ruben Cardona</td>
<td>Louie Crew, Faculty Representative</td>
</tr>
<tr>
<td>Anthony S. Cicatiello</td>
<td>Harry W. Janes, Faculty Representative</td>
</tr>
<tr>
<td>Kevin J. Collins</td>
<td>Gwendolyn McLoof, Student Representative</td>
</tr>
<tr>
<td>Albert R. Gamper, Jr.</td>
<td>Mildred R. Schildkamp, Secretary</td>
</tr>
<tr>
<td>Nancy L. Lane</td>
<td>Enrica Gioe Chretien, Assistant Secretary</td>
</tr>
<tr>
<td>Francis L. Lawrence, Ex Officio</td>
<td>Joseph P. Whiteside, Treasurer</td>
</tr>
</tbody>
</table>
BOARD OF TRUSTEES - January 1, 1998

Dean J. Paranicas, Chair
David J. Harris, Jr., Vice Chair
Ronald W. Giaconia, Vice Chair
Alton A. Adler, Emeritus
Jerald D. Baranoff
Henry E. Bartoli
Felix M. Beck, Emeritus
E. Ralph Biggadike
Joan L. Bildner
Floyd H. Bragg, Emeritus
Ruth Ann M. Burns
Ruben Cardona
John Herbert Carman
Peter Cartmell, Emeritus
Judith T. Caruso
Anthony S. Cicatiello
Michele Cortese
Clinton C. Crocker
Thomas G. Dallessio
Frederick D. DeSanti
Donald M. Dickerson, Emeritus
Louis T. DiFazio
Carleton C. Dilatush, Emeritus
Milita B. Dolan
Robert P. Eichert
Evelyn S. Field
Jeanne M. Fox
Bruce G. Freeman
Albert R. Gamper, Jr.
Leslie E. Goodman
Kenneth J. Grispin
Jorge L. Hernandez
Richard W. Hill
Carleton A. Holstrom, Emeritus
Paul B. Jennings, Emeritus
Charles A. Jurgensen, Emeritus
Robert Kaplan, Emeritus
Robert A. Laudicina
Francis L. Lawrence, Ex Officio
Jeffrey M. Lawrence
Walter L. Leib
Janice H. Levin, Emerita
Edward V. Lipman, Emeritus
J. Bruce Llewellyn

Nancy K. Lotstein
Henry A. Lubinski
Michael C. MacDonald
Duncan L. MacMillan
Colleen M. McCann
Katherine N. McGinnis
James W. Mitchell
Ernest C. Mueller
Patricia Nachtigal
Claire W. Nagle, Emerita
E. Allen Nickerson
Eugene M. O'Hara
Brian D. Perkins
Harold S. Perl, Emeritus
Eileen L. Poiani
Gail L. Powers
Paul V. Profeta
Norman Reitman, Emeritus
Thomas A. Renyi
George T. Reynolds, Emeritus
Lillian Ringel
Alvin J. Rockoff, Emeritus
Bethany Rocque-Romaine
Jeanne G. Romer
Michael T. Salpas
John J. Scally, Jr.
Philip S. Schein
Marijane Singer, Emerita
Edward J. Slotkin, Emeritus
Dorothy M. Stanaitis
Arthur L. Taub, Emeritus
Anne M. Thomas
Karen J. Thorburn
Karen M. Torian
Michael R. Tuosto, Emeritus
Mary Vivian Fu Wells
W. Kevin Wright
Robert S. Boikess, Faculty Representative
Francoise S. Puniello, Faculty Representative
Michael A. Benevento, Student Representative
John D. Ruvolo, Student Representative
Mildred R. Schildkamp, Secretary
Enrica Gioe Chretien, Assistant Secretary
Joseph P. Whiteside, Treasurer
APPENDIX B
Table 2

1996-1997

Board of Managers

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>James A. Abma, Sr.</td>
<td>Louis S. Makrancy</td>
</tr>
<tr>
<td>Maria T. Bohle</td>
<td>Dean G. Marzocca</td>
</tr>
<tr>
<td>Dennis M. Donio</td>
<td>Hugh McKittrick</td>
</tr>
<tr>
<td>Leonard Dujets</td>
<td>Patrick O'Neill</td>
</tr>
<tr>
<td>Harold O. Farrand</td>
<td>Kenneth Porch</td>
</tr>
<tr>
<td>William Fox</td>
<td>Christopher Ruske</td>
</tr>
<tr>
<td>Richard D. Gardner</td>
<td>Jonathan Sayre</td>
</tr>
<tr>
<td>John A. Hargreaves, III</td>
<td>Doug Zee</td>
</tr>
<tr>
<td>John Kupcho</td>
<td></td>
</tr>
</tbody>
</table>

Statewide Advisory Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. Stephen Carnahan</td>
<td>Alison E. Mitchell</td>
</tr>
<tr>
<td>Burt D. Ensley</td>
<td>Takashi Moriuchi</td>
</tr>
<tr>
<td>Al J. Knipper</td>
<td></td>
</tr>
</tbody>
</table>

Ex Officio

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Francis L. Lawrence</td>
</tr>
<tr>
<td>Arthur R. Brown, Jr.</td>
</tr>
<tr>
<td>Bruce Carlton</td>
</tr>
</tbody>
</table>

1996-1997 Officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Fox</td>
<td>Hugh McKittrick</td>
</tr>
<tr>
<td>Patricia Kastner</td>
<td>Louise C. Wilson</td>
</tr>
<tr>
<td>Louis S. Makrancy</td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX B

**Table 3**

### RUTGERS UNIVERSITY SENATE

**Membership Roster, 1997-1998**  
*(As of October 1997)*

**CAMDEN**

*Faculty of Arts and Sciences - Camden*
- Michael Lang, Faculty Senator
- Jon Van Til, Faculty Senator

*Camden College of Arts and Sciences*
- Mirta Barrea Marlys, Faculty Senator  
  *(Vacant, Faculty Senator)*
- Nicole Rainey, Student Senator  
- Darrell Staton, Student Senator

*University College - Camden*
- Harvey Lesser, Faculty Senator  
  *(Vacant, Student Senator)*

*School of Business - Camden*
- Samuel Rabinowitz, Faculty Senator  
- Helen McCloskey, Student Senator

*Graduate School - Camden*
  *(Vacant, Faculty Senator)*
  *(Vacant, Student Senator)*

*School of Law - Camden*
- Arno Liivak, Faculty Senator  
- Matthew Kaplan, Student Senator

*At Large - Camden*
- Robert Bailey, Faculty Senator  
- Dinesh Bhoj, Faculty Senator  
- Robert Evans, Faculty Senator
NEWARK

Faculty of Arts and Sciences - Newark
Edward Boylan, Faculty Senator  
Stan Hall, Faculty Senator  
Pheroze Wadia, Faculty Senator  
Myroslava Znayenko, Faculty Senator

Newark College of Arts and Sciences
Louie Crew, Faculty Senator  
Ann Watts, Faculty Senator  
Matthew Drewes, Student Senator  
George Elias, Student Senator  
Alex Fitzgerald, Student Senator  
Erica Toth, Student Senator

University College - Newark
Henry Levinson, Faculty Senator  
(Vacant, Student Senator)

College of Nursing
Judith Lucas, Faculty Senator  
Carla Anderson, Student Senator

Faculty of Management
Nancy DiTomaso, Faculty Senator  
Leonard Goodman, Faculty Senator  
Bin Srinidhi, Faculty Senator  
Ted Szatrowski, Faculty Senator

Graduate School of Management
Robert McManus, Student Senator

School of Management - Newark  
(Vacant, Student Senator)

Graduate School - Newark
Frances Bartkowski, Faculty Senator  
Alan Gilchrist, Faculty Senator  
Max Rodriguez, Student Senator

School of Criminal Justice
Candace McCoy, Faculty Senator  
Jennifer LeBaron, Student Senator
School of Law - Newark
Peter Simmons, Faculty Senator
Curtis Tao, Student Senator

Other Research and Academic Units - Newark
Teresa Perney, Faculty Senator

At Large - Newark
Mark Feighn, Faculty Senator
Robert Rothberg, Faculty Senator
Beverly Whipple, Faculty Senator

NEW BRUNSWICK

Faculty of Arts and Sciences - New Brunswick
Benjamin Barber, Faculty Senator
Helen Berman, Faculty Senator
Alice Crozier, Faculty Senator
Philip Greven, Faculty Senator
Jennifer Jones, Faculty Senator
Lee Jussim, Faculty Senator
Peter Li, Faculty Senator
Richard Miller, Faculty Senator
Carlos Narvaez, Faculty Senator
Joseph Naus, Faculty Senator
Michael Rockland, Faculty Senator
Antonia Tripolitis, Faculty Senator
Aurea Vasconcelos, Faculty Senator
Terence Watts, Faculty Senator

Douglass College
Robert Boikess, Faculty Senator
Francoise Puniello, Faculty Senator
Gina Fischetti, Student Senator
Lori Krantz, Student Senator
Betty Pelaez, Student Senator

Livingston College
Melvin Gary, Faculty Senator
Gerald Pomper, Faculty Senator
Shanti Tangri, Faculty Senator
Jacqueline Douriet, Student Senator
Ameenah Poole, Student Senator
John Ruvolo, Student Senator
Rutgers College
Rudolph Bell, Faculty Senator
John Belton, Faculty Senator
Ellen Idler, Faculty Senator
John Kenfield, Faculty Senator
Joseph Pifer, Faculty Senator
Barbara Reed, Faculty Senator
Kathleen Scott, Faculty Senator
Arthur Tomie, Faculty Senator
Carlos Arias, Student Senator
Carrie Davenport, Student Senator
Chris Decker, Student Senator
Alexander D’Jamoos, Student Senator
Abosede George, Student Senator
Jonathan Kaplowitz, Student Senator
Gwendolyn McLoof, Student Senator
James Molnar, Student Senator
Michael Shapiro, Student Senator
Tony Solimine, Student Senator
Vacant (Student Senator)

University College - New Brunswick
Stanley Nash, Faculty Senator
Georgette Adamcik, Student Senator
Christine Tortajada, Student Senator

Cook College
Melvin Finstein, Faculty Senator
Chaim Frenkel, Faculty Senator
Harry Janes, Faculty Senator
Jack Rabin, Faculty Senator
Joseph Rosen, Faculty Senator
(2 Vacant, Faculty Senator)
William Appleton, Student Senator
Brian Shappell, Student Senator
Scott Sugarman, Student Senator

College of Engineering
William Bottega, Faculty Senator
Richard Lehman, Faculty Senator
Sigrid McAfee, Faculty Senator
Jerry Scheinbeim, Faculty Senator
Paul Calabrese, Student Senator
Vincenza Italiano, Student Senator
College of Pharmacy
Joseph Barone, Faculty Senator
Robert Snyder, Faculty Senator
Christopher Cooney, Student Senator

Mason Gross School of the Arts
Paul Bruner, Faculty Senator
Patricia Mayer, Faculty Senator
Jennifer Monaco, Student Senator

School of Business - New Brunswick
James O’Donnell, Student Senator

School of Communication, Information and Library Studies
Robert Kubey, Faculty Senator
Vacant (Student Senator)

Edward J. Bloustein School of Planning and Public Policy
(Vacant, Faculty Senator)
Jeffrey Doshna, Student Senator

School of Management and Labor Relations
Richard Beatty, Faculty Senator
Nicole Jarvis, Student Senator

Graduate School - New Brunswick
Carol Bagnell, Faculty Senator
Omer Bartov, Faculty Senator
P. Dennis Bathory, Faculty Senator
Robert Blumenschine, Faculty Senator
Joanna Burger, Faculty Senator
Ira Gang, Faculty Senator
Donald Krueckeberg, Faculty Senator
Paul Panayotatos, Faculty Senator
Henrik Pedersen, Faculty Senator
Susana Rotker, Faculty Senator
Gary Taghon, Faculty Senator
Richard Williams, Faculty Senator
Nikola Stojsin, Student Senator
Nuri Emanoglu, Student Senator
Kyle Haidet, Student Senator

Graduate School of Applied and Professional Psychology
Louis Sass, Faculty Senator
Ruth Orenstein, Student Senator
Overview
Appendix D

**Graduate School of Education**
Kenneth Carlson, Faculty Senator
Charlene Crupi, Student Senator

**School of Social Work**
(Vacant, Faculty Senator)
(Vacant, Student Senator)

**Other Research and Academic Units - New Brunswick**
Stephen Crystal, Faculty Senator
Lily Young, Faculty Senator

**At Large - New Brunswick**
Douglas Blair, Faculty Senator
Michael Shafer, Faculty Senator
George Sigel, Faculty Senator

**UNIVERSITY-WIDE**

**Libraries**
Natalie Borisovets, Faculty Senator
Myoung Chung Wilson, Faculty Senator

**Alumni Federation**
Beverly Aisenbrey, Faculty Senator
Robert Koehler, Faculty Senator
Mariagnes Lattimer, Faculty Senator
Phyllis Logie, Faculty Senator
Bert Manhoff, Faculty Senator
Robert McCloughan, Faculty Senator

**Non-Voting Membership**
Michael Benevento, Student Senator
Michele Cortese, Student Senator
Michael Salpas, Student Senator
ADMINISTRATORS

Roger I. Abrams, Dean, School of Law-Newark
P. George Benson, Dean, Faculty of Management
John F. Burton, Dean, School of Management and Labor Relations
Raphael J. Caprio, Vice President for Continuous Education and Outreach
Bruce C. Carlton, Executive Dean for Agriculture and Natural Resources; Dean, Cook College; and Executive Director of the New Jersey Agricultural Experiment Station
Ronald V. Clarke, Dean, School of Criminal Justice
John L. Colaizzi, Dean, College of Pharmacy
Mary E. Davidson, Dean, School of Social Work
Emmet A. Dennis, Dean, University College-New Brunswick
    Roger J. Dennis, Camden Provost
    Ellis H. Dill, Dean, College of Engineering
    Jay M. Feinman, Acting Dean, School of Law-Camden
    James M. Flanagan, Vice President for Research
Richard F. Foley, Dean, Faculty of Arts and Sciences-New Brunswick and Dean, Graduate School-New Brunswick
Susan G. Forman, Vice President for Undergraduate Education
    Marianne I. Gaunt, University Librarian
   Hurdis M. Griffith, Dean, College of Nursing
    Sandra L. Harris, Dean, Graduate School of Applied and Professional Psychology
    Christine M. Haska, Vice President for Institutional Research and Planning
    David H. Hosford, Dean, Faculty of Arts and Sciences-Newark
    James W. Hughes, Dean, Edward J. Bloustein School of Planning and Public Policy
    Todd T. Hunt, Acting Dean, School of Comm., Information, and Library Studies
    Arnold G. Hyndman, Dean, Livingston College
    Ian Jacobs, Camden Associate Provost, External Affairs
    Carl Kirschner, Dean, Rutgers College
    George G. Laskaris, Executive Director for Computing & Information Technology
    Francis L. Lawrence, President
Andrew Lees, Acting Dean, Camden Faculty of Arts and Sciences and Acting Dean, Graduate School-Camden
    Milton Leontiades, Dean, School of Business-Camden
    Donald L. McCabe, Newark Associate Provost
    Gary Roth, Associate Dean, Faculty of Arts and Sciences- Newark
    Norman Samuels, Newark Provost and Dean, Graduate School-Newark
    Joseph J. Seneca, University Vice President for Academic Affairs
    Barbara A. Shailor, Dean, Douglass College
    Marilyn F. Somville, Dean, Mason Gross School of the Arts
    Corinne M. Webb, Associate Vice President for Enrollment Management
    Louise C. Wilkinson, Dean, Graduate School of Education
    Roselle L. Wilson, Vice President for Student Affairs
    Nancy S. Winterbauer, Vice President for University Budgeting
## APPENDIX B

### Table 4

**MEMBERS OF THE ADMINISTRATIVE COUNCIL**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Francis L. Lawrence</td>
<td>President</td>
</tr>
<tr>
<td>Roger I. Abrams</td>
<td>Dean, School of Law-Newark</td>
</tr>
<tr>
<td>Sharon A. Ainsworth</td>
<td>Director, State Relations</td>
</tr>
<tr>
<td>P. George Benson</td>
<td>Dean, Faculty of Management</td>
</tr>
<tr>
<td>John F. Burton</td>
<td>Dean, School of Management and Labor Relations</td>
</tr>
<tr>
<td>Raphael J. Caprio</td>
<td>Vice President for Continuous Education and Outreach</td>
</tr>
<tr>
<td>Bruce C. Carlton</td>
<td>Executive Dean for Agriculture and Natural Resources;</td>
</tr>
<tr>
<td></td>
<td>Dean of Cook College; and Executive Director of the New Jersey Agricultural</td>
</tr>
<tr>
<td></td>
<td>Experiment Station</td>
</tr>
<tr>
<td>Michael W. Carroll</td>
<td>Vice President for Development and Alumni Relations</td>
</tr>
<tr>
<td>Ronald V. Clarke</td>
<td>Dean, School of Criminal Justice</td>
</tr>
<tr>
<td>John L. Colaizzi</td>
<td>Dean, College of Pharmacy</td>
</tr>
<tr>
<td>Mary E. Davidson</td>
<td>Dean, School of Social Work</td>
</tr>
<tr>
<td>Emmet A. Dennis</td>
<td>Dean, University College-New Brunswick</td>
</tr>
<tr>
<td>Roger J. Dennis</td>
<td>Camden Provost</td>
</tr>
<tr>
<td>Ellis H. Dill</td>
<td>Dean, College of Engineering</td>
</tr>
<tr>
<td>Jay M. Feinman</td>
<td>Acting Dean, School of Law-Camden</td>
</tr>
<tr>
<td>James M. Flanagan</td>
<td>Vice President for Research</td>
</tr>
<tr>
<td>Richard F. Foley</td>
<td>Dean, Faculty of Arts and Sciences-New Brunswick and</td>
</tr>
<tr>
<td></td>
<td>Dean of the Graduate School-New Brunswick</td>
</tr>
<tr>
<td>Susan G. Forman</td>
<td>Vice President for Undergraduate Education</td>
</tr>
<tr>
<td>Marianne I. Gaunt</td>
<td>University Librarian</td>
</tr>
<tr>
<td>Hurdis M. Griffith</td>
<td>Dean, College of Nursing</td>
</tr>
<tr>
<td>Sandra L. Harris</td>
<td>Dean, Graduate School of Applied and Professional Psychology</td>
</tr>
<tr>
<td>Christine M. Haska</td>
<td>Vice President for Institutional Research and Planning</td>
</tr>
<tr>
<td>David H. Hosford</td>
<td>Dean, Faculty of Arts and Sciences-Newark</td>
</tr>
<tr>
<td>James W. Hughes</td>
<td>Dean, Edward J. Bloustein School of Planning and Public Policy</td>
</tr>
<tr>
<td>Todd T. Hunt</td>
<td>Acting Dean, School of Comm., Information, and Library Studies</td>
</tr>
<tr>
<td>Arnold G. Hyndman</td>
<td>Dean, Livingston College</td>
</tr>
<tr>
<td>Carl Kirschner</td>
<td>Dean, Rutgers College</td>
</tr>
<tr>
<td>George G. Laskaris</td>
<td>Executive Director for Computing &amp; Information Technology</td>
</tr>
<tr>
<td>Andrew Lees</td>
<td>Acting Dean, Camden Faculty of Arts and Sciences and</td>
</tr>
<tr>
<td></td>
<td>Acting Dean of the Graduate School-Camden</td>
</tr>
<tr>
<td>Milton Leontiades</td>
<td>Dean, School of Business-Camden</td>
</tr>
<tr>
<td>Richard M. Norman</td>
<td>Vice President for Administration and Associate Treasurer</td>
</tr>
<tr>
<td>Brent D. Ruben</td>
<td>Executive Director, University Program for Quality and Communication Improvement</td>
</tr>
<tr>
<td>Norman Samuels</td>
<td>Newark Provost and Dean of the Graduate School-Newark</td>
</tr>
<tr>
<td>Mildred R. Schildkamp</td>
<td>Secretary of the University and Assistant to the President</td>
</tr>
<tr>
<td>Marilyn F. Somville</td>
<td>Dean, Mason Gross School of the Arts</td>
</tr>
<tr>
<td>David R. Scott</td>
<td>University Counsel</td>
</tr>
<tr>
<td>Joseph J. Seneca</td>
<td>University Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Barbara A. Shailor</td>
<td>Dean, Douglass College</td>
</tr>
<tr>
<td>William N. Walker</td>
<td>Executive Director for University Communications</td>
</tr>
<tr>
<td>Joseph P. Whiteside</td>
<td>Senior Vice President and Treasurer</td>
</tr>
<tr>
<td>Louise C. Wilkinson</td>
<td>Dean, Graduate School of Education</td>
</tr>
<tr>
<td>Roselle L. Wilson</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Nancy S. Winterbauer</td>
<td>Vice President for Budgeting</td>
</tr>
</tbody>
</table>
## APPENDIX B

### Table 5

**PROFILE OF THE 29 DEGREE GRANTING DIVISIONS OF THE UNIVERSITY**

**Divisions Granting Undergraduate Degrees Only**

**Camden**
- Camden College of Arts and Sciences
- University College-Camden

**Newark**
- Newark College of Arts and Sciences
- University College-Newark
- School of Management
- College of Nursing

**New Brunswick**
- Douglass College
- Livingston College
- Rutgers College
- University College-New Brunswick
- Cook College
- College of Engineering

**Divisions Granting Graduate Degrees Only**

**Camden**
- Graduate School-Camden
- School of Law-Camden

**Newark**
- Graduate School-Newark
- School of Law-Newark
- School of Criminal Justice
- Graduate School of Management

**New Brunswick**
- Graduate School-New Brunswick
- Graduate School of Education
- Graduate School of Applied and Professional Psychology
- School of Social Work
- School of Management and Labor Relations

**Divisions Granting BOTH Undergraduate and Graduate Degrees**

**Camden**
- School of Business-Camden

**New Brunswick**
- College of Pharmacy
- Edward J. Bloustein School of Planning and Public Policy
- Mason Gross School of the Arts
- School of Communication, Information, and Library Studies
- School of Business-New Brunswick
APPENDIX B
Chart 1
UNDERGRADUATE STUDENT PROFILE
Fall 1996
Total Undergraduate Enrollment: 35,059

Overview

GENDER
Female 54%
Male 46%

ETHNICITY
White 55%
Asian 16%
Latino 10%
African-American 11%
Unknown/Other 6%
Foreign 2%

AGE
18-21 61%
22-24 19%
below 18 1%
25+ 19%

RESIDENCY
In-State Resident 92%
Out-of-State Resident 6%
Foreign 2%
## APPENDIX B

### Table 6

**SIX-YEAR GRADUATION RATES FOR PUBLIC AAU INSTITUTIONS**

**Fall 1990 Full-Time, First-Year Students**

<table>
<thead>
<tr>
<th>Institution*</th>
<th>Graduation Rate**</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Virginia</td>
<td>91</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>84</td>
</tr>
<tr>
<td>University of North Carolina</td>
<td>82</td>
</tr>
<tr>
<td>University of California - Berkeley</td>
<td>80</td>
</tr>
<tr>
<td>University of Illinois</td>
<td>78</td>
</tr>
<tr>
<td>Pennsylvania State University</td>
<td>78</td>
</tr>
<tr>
<td>University of California - Los Angeles</td>
<td>77</td>
</tr>
<tr>
<td>University of California - Irvine</td>
<td>72</td>
</tr>
<tr>
<td>University of Wisconsin</td>
<td>72</td>
</tr>
<tr>
<td><strong>Rutgers, The State University of New Jersey</strong></td>
<td><strong>71</strong></td>
</tr>
<tr>
<td>University of California - Santa Barbara</td>
<td>70</td>
</tr>
<tr>
<td>Indiana University</td>
<td>70</td>
</tr>
<tr>
<td>University of Washington</td>
<td>69</td>
</tr>
<tr>
<td>Purdue University</td>
<td>69</td>
</tr>
<tr>
<td>University of Colorado</td>
<td>66</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>66</td>
</tr>
<tr>
<td>University of Texas</td>
<td>63</td>
</tr>
<tr>
<td>University of Florida</td>
<td>63</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>63</td>
</tr>
<tr>
<td>University of Pittsburgh</td>
<td>62</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>61</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>60</td>
</tr>
<tr>
<td>State University of New York - Buffalo</td>
<td>60</td>
</tr>
<tr>
<td>University of Missouri</td>
<td>57</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>56</td>
</tr>
<tr>
<td>University of Kansas</td>
<td>56</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>55</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>52</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>51</td>
</tr>
<tr>
<td>University of Nebraska</td>
<td>49</td>
</tr>
</tbody>
</table>

* Includes all students who graduated through August 1996.

**Data not available for: University of California - San Diego and University of California - Davis.

Source: NCAA 1997 Division I Graduation-Rates Report
APPENDIX B
Chart 2

GRADUATE STUDENT PROFILE

Fall 1996

Total Graduate Enrollment: 12,753

---

* ages below 22 are less than 1%
## APPENDIX B

### Table 7

**FACULTY MEMBERSHIPS**

The National Academy of Sciences, the National Academy of Engineering, the Institute of Medicine and the American Academy of Arts and Sciences

<table>
<thead>
<tr>
<th>NATIONAL ACADEMY OF SCIENCES</th>
<th>AMERICAN ACADEMY OF ARTS AND SCIENCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elihu Abrahams (Physics)</td>
<td>Felix Browder (Mathematics)</td>
</tr>
<tr>
<td>Felix Browder (Mathematics)</td>
<td>James Flanagan (Computer Engineering)</td>
</tr>
<tr>
<td>Allan Conney (Pharmacology)</td>
<td>Ronald Graham (Mathematics)</td>
</tr>
<tr>
<td>James Flanagan (Computer Engineering)</td>
<td>Rachel Hadas (English)</td>
</tr>
<tr>
<td>Israel Gelfand (Mathematics)</td>
<td>Henryk Iwaniec (Mathematics)</td>
</tr>
<tr>
<td>Ronald Graham (Mathematics)</td>
<td>Shirley Jackson (Physics)</td>
</tr>
<tr>
<td>Bela Julesz (Psychology)</td>
<td>Bela Julesz (Psychology)</td>
</tr>
<tr>
<td>Martin Kruskal (Mathematics)</td>
<td>Donald Kelley (History)</td>
</tr>
<tr>
<td>Joel Lebowitz (Mathematics)</td>
<td>Martin Kruskal (Mathematics)</td>
</tr>
<tr>
<td>David Mechanic (Behavioral Sciences)</td>
<td>David Mechanic (Behavioral Sciences)</td>
</tr>
<tr>
<td>Herbert Robbins (Mathematical Statistics)</td>
<td>Richard Poirier (Literature)</td>
</tr>
<tr>
<td>Aaron Shatkin (Biological Sciences)</td>
<td>Herbert Robbins (Mathematics)</td>
</tr>
<tr>
<td>Lawrence Shepp (Statistics)</td>
<td>Charles Wuorinen (Music)</td>
</tr>
<tr>
<td>Evelyn Witkin (Genetics)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NATIONAL ACADEMY OF ENGINEERING</th>
<th>INSTITUTE OF MEDICINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Flanagan (Computer Engineering)</td>
<td>Jack Elinson (Institute for Health)</td>
</tr>
<tr>
<td>Richard Frenkel (Computer Engineering)</td>
<td>Gerald Grob (History)</td>
</tr>
<tr>
<td>James Idol (Ceramics)</td>
<td>Casimir Kulikowski (Computer Science)</td>
</tr>
<tr>
<td>Bernard Kear (Materials Science and Technology)</td>
<td>Howard Leventhal (Behavioral Sciences)</td>
</tr>
<tr>
<td>Elias Snitzer (Ceramics)</td>
<td>David Mechanic (Behavioral Sciences)</td>
</tr>
<tr>
<td></td>
<td>Louise Russell (Economics)</td>
</tr>
<tr>
<td></td>
<td>Lawrence Shepp (Statistics)</td>
</tr>
</tbody>
</table>
APPENDIX B
Table 8

FULL-TIME FACULTY BY GENDER AND RACE/ETHNICITY - RANKING OF RUTGERS

Fall 1995

<table>
<thead>
<tr>
<th>Category</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent Female Faculty</td>
<td>Third</td>
</tr>
<tr>
<td>Rutgers ranked third among public AAU institutions</td>
<td></td>
</tr>
<tr>
<td>Percent Total Minority Faculty</td>
<td>Eighth</td>
</tr>
<tr>
<td>Rutgers ranked eighth among public AAU institutions</td>
<td></td>
</tr>
<tr>
<td>Percent African American Faculty</td>
<td>Third</td>
</tr>
<tr>
<td>Rutgers ranked third among public AAU institutions</td>
<td></td>
</tr>
<tr>
<td>Percent Asian Faculty</td>
<td>Thirteenth</td>
</tr>
<tr>
<td>Rutgers ranked thirteenth among public AAU institutions</td>
<td></td>
</tr>
<tr>
<td>Percent Latino Faculty</td>
<td>Tenth</td>
</tr>
<tr>
<td>Rutgers ranked tenth among public AAU institutions</td>
<td></td>
</tr>
</tbody>
</table>
# APPENDIX B

## Table 9

## TENURED FACULTY

1995

<table>
<thead>
<tr>
<th>Faculty Headcount and Percentage</th>
<th>AFRICAN AMERICAN</th>
<th>AMERICAN INDIAN</th>
<th>ASIAN</th>
<th>LATINO</th>
<th>WHITE</th>
<th>NON-RESIDENT ALIEN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>%</td>
<td>#</td>
<td>%</td>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td>FT Male</td>
<td>52</td>
<td>4.2</td>
<td>1</td>
<td>0.1</td>
<td>79</td>
<td>6.3</td>
<td>22</td>
</tr>
<tr>
<td>FT Female</td>
<td>30</td>
<td>7.4</td>
<td>14</td>
<td>3.5</td>
<td>8</td>
<td>2.0</td>
<td>348</td>
</tr>
<tr>
<td>TOTAL</td>
<td>82</td>
<td>5.0</td>
<td>1</td>
<td>0.1</td>
<td>93</td>
<td>5.6</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Integrated Postsecondary Education Data System (IPEDS) Fall Staff Survey 1995
APPENDIX B
Graph 1

RESEARCH, OTHER CONTRACTS AND GRANTS AWARDED

Fiscal Years 1985/86 - 1996/97

Source: Office of Research and Sponsored Programs
### APPENDIX B

#### Table 10

**SCHOLARLY QUALITY OF PROGRAM FACULTY**

By Mean Score of All Programs, for U.S. Public AAU Institutions

<table>
<thead>
<tr>
<th>RANK</th>
<th>INSTITUTION</th>
<th>(A) MEAN SCORE*</th>
<th>(B) NUMBER OF PROGRAMS RATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>University of California - Berkeley</td>
<td>4.49</td>
<td>37</td>
</tr>
<tr>
<td>2</td>
<td>University of California - San Diego</td>
<td>3.93</td>
<td>29</td>
</tr>
<tr>
<td>3</td>
<td>University of California - Los Angeles</td>
<td>3.85</td>
<td>36</td>
</tr>
<tr>
<td>3</td>
<td>University of Michigan - Ann Arbor</td>
<td>3.85</td>
<td>41</td>
</tr>
<tr>
<td>4</td>
<td>University of Wisconsin - Madison</td>
<td>3.70</td>
<td>39</td>
</tr>
<tr>
<td>5</td>
<td>University of Texas - Austin</td>
<td>3.63</td>
<td>37</td>
</tr>
<tr>
<td>6</td>
<td>University of Washington - Seattle</td>
<td>3.60</td>
<td>39</td>
</tr>
<tr>
<td>7</td>
<td>University of Illinois - Urbana</td>
<td>3.56</td>
<td>37</td>
</tr>
<tr>
<td>8</td>
<td>University of Minnesota - Minneapolis</td>
<td>3.45</td>
<td>39</td>
</tr>
<tr>
<td>9</td>
<td>University of North Carolina - Chapel Hill</td>
<td>3.44</td>
<td>34</td>
</tr>
<tr>
<td>10</td>
<td>University of California - Irvine</td>
<td>3.35</td>
<td>24</td>
</tr>
<tr>
<td>11</td>
<td>University of Virginia - Charlottesville</td>
<td>3.34</td>
<td>32</td>
</tr>
<tr>
<td>12</td>
<td>Purdue University - W. Lafayette</td>
<td>3.31</td>
<td>25</td>
</tr>
<tr>
<td>13</td>
<td>University of Arizona - Tucson</td>
<td>3.25</td>
<td>29</td>
</tr>
<tr>
<td><strong>14</strong></td>
<td>Rutgers, State University of New Jersey</td>
<td><strong>3.23</strong></td>
<td><strong>33</strong></td>
</tr>
<tr>
<td>15</td>
<td>University of California - Davis</td>
<td>3.18</td>
<td>26</td>
</tr>
<tr>
<td>16</td>
<td>Pennsylvania State University - University Park</td>
<td>3.18</td>
<td>39</td>
</tr>
<tr>
<td>16</td>
<td>Ohio State University - Columbus</td>
<td>3.16</td>
<td>39</td>
</tr>
<tr>
<td>17</td>
<td>Indiana University - Bloomington</td>
<td>3.15</td>
<td>28</td>
</tr>
<tr>
<td>18</td>
<td>University of California - Santa Barbara</td>
<td>3.08</td>
<td>32</td>
</tr>
<tr>
<td>19</td>
<td>University of Colorado - Boulder</td>
<td>3.05</td>
<td>31</td>
</tr>
<tr>
<td>20</td>
<td>University of Maryland - College Park</td>
<td>3.04</td>
<td>28</td>
</tr>
<tr>
<td>21</td>
<td>University of Iowa - Iowa City</td>
<td>2.97</td>
<td>33</td>
</tr>
<tr>
<td>22</td>
<td>University of Florida - Gainesville</td>
<td>2.92</td>
<td>32</td>
</tr>
<tr>
<td>22</td>
<td>University of Pittsburgh - Pittsburgh</td>
<td>2.92</td>
<td>40</td>
</tr>
<tr>
<td>23</td>
<td>Michigan State University - East Lansing</td>
<td>2.89</td>
<td>30</td>
</tr>
<tr>
<td>24</td>
<td>Iowa State University - Ames</td>
<td>2.81</td>
<td>23</td>
</tr>
<tr>
<td>25</td>
<td>University of Oregon - Eugene</td>
<td>2.70</td>
<td>20</td>
</tr>
<tr>
<td>26</td>
<td>State University of New York - Buffalo</td>
<td>2.65</td>
<td>35</td>
</tr>
<tr>
<td>27</td>
<td>University of Kansas - Lawrence</td>
<td>2.60</td>
<td>33</td>
</tr>
<tr>
<td>28</td>
<td>University of Missouri - Columbia</td>
<td>2.25</td>
<td>24</td>
</tr>
<tr>
<td>29</td>
<td>University of Nebraska - Lincoln</td>
<td>2.22</td>
<td>21</td>
</tr>
</tbody>
</table>

* The mean score (Column A) is the average of individual academic program ratings of all academic programs rated for each institution. Column B is the number of programs rated. Program areas include Arts and Humanities, Biological Sciences, Engineering, Physical Sciences and Mathematics, and Social and Behavioral Sciences. The scale used ranges from 0 ("Not sufficient for doctoral education") to 5 ("Distinguished"). These reputational ratings were derived by surveying thousands of scholars in specific disciplines in the National Research Council's 1993 survey conducted by the Committee for the Study of Research-Doctorate Programs in the United States.

Source: David S. Webster and Tad Skinner,
"Rating PhD Programs: What the NRC Report Says...and Doesn't Say"
# APPENDIX B

## Table 11

### NUMBER OF FULL-TIME STAFF BY RACE/ETHNICITY AND GENDER

Academic Year 1996-97

<table>
<thead>
<tr>
<th></th>
<th>TOTAL UNIVERSITY</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African American</td>
<td>Asian</td>
<td>Latino</td>
<td>White</td>
<td>Foreign</td>
<td>Total*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td>Female Male Total</td>
<td></td>
</tr>
<tr>
<td>Professor</td>
<td>14 23 37</td>
<td>3 10 13</td>
<td>147 723 870</td>
<td>0 10 10</td>
<td>170 815 985</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Prof.</td>
<td>14 29 43</td>
<td>5 13 18</td>
<td>229 381 610</td>
<td>5 11 16</td>
<td>261 473 734</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Prof.</td>
<td>17 18 35</td>
<td>6 4 10</td>
<td>167 184 351</td>
<td>21 50 71</td>
<td>231 288 519</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructor</td>
<td>0 2 2</td>
<td>1 1 2</td>
<td>39 23 62</td>
<td>8 28 36</td>
<td>52 59 111</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>2 2 4</td>
<td>5 2 7</td>
<td>46 45 91</td>
<td>5 8 13</td>
<td>60 63 123</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Faculty</td>
<td>47 74 121</td>
<td>20 30 50</td>
<td>628 1,356 1,984</td>
<td>39 107 146</td>
<td>774 1,698 2,472</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>6.1 4.4 4.9</td>
<td>2.6 1.8 2.0</td>
<td>81.1 79.9 80.3</td>
<td>5.0 6.3 5.9</td>
<td>100 100 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exec. Admin. Mgr.</td>
<td>9 15 24</td>
<td>2 1 3</td>
<td>65 140 205</td>
<td>0 0 0</td>
<td>77 160 237</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>149 78 227</td>
<td>49 28 77</td>
<td>926 571 1,497</td>
<td>3 11 14</td>
<td>1,159 716 1,875</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tech. Para-Prof.</td>
<td>42 11 53</td>
<td>15 6 21</td>
<td>179 133 312</td>
<td>0 1 1</td>
<td>264 164 428</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sec./Clerical</td>
<td>251 23 274</td>
<td>70 5 75</td>
<td>919 92 1,011</td>
<td>0 1 1</td>
<td>1,264 125 1,389</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>13 70 83</td>
<td>1 39 40</td>
<td>28 297 325</td>
<td>0 1 1</td>
<td>42 409 451</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serv. Maint.</td>
<td>195 202 397</td>
<td>192 154 346</td>
<td>158 310 468</td>
<td>3 0 3</td>
<td>583 683 1,266</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Staff</td>
<td>659 399 1,058</td>
<td>329 233 562</td>
<td>2,275 1,543 3,818</td>
<td>6 14 20</td>
<td>3,389 2,257 5,646</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>19.4 17.7 18.7</td>
<td>9.7 10.3 10.0</td>
<td>67.1 68.4 67.6</td>
<td>0.2 0.6 0.4</td>
<td>100 100 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Includes: American Indian.

Source: IPEDS Fall 1995 Staff Survey
## APPENDIX B

### TABLE 12

### ANALYSIS OF STAFFING TRENDS

Rutgers University and 29 Other U.S. Public AAU Institutions, Fall 1995

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PEER AVERAGE</th>
<th>RUTGERS UNIVERSITY (ALL CAMPUSES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive, Administrative and Managerial Employees per Faculty</td>
<td>0.19 %</td>
<td>0.10 % 23</td>
</tr>
<tr>
<td>Non-Instructional, Professional Employees per Faculty</td>
<td>1.01</td>
<td>0.75 % 20</td>
</tr>
<tr>
<td>Technical Employees per Faculty</td>
<td>0.28</td>
<td>0.19 % 19</td>
</tr>
<tr>
<td>Support Staff per Faculty</td>
<td>2.76</td>
<td>2.35 % 21</td>
</tr>
<tr>
<td>Secretarial Staff per Faculty</td>
<td>0.75</td>
<td>0.59 % 24</td>
</tr>
<tr>
<td>Skilled Craft and Service Employees per Faculty</td>
<td>0.54</td>
<td>0.72 % 7</td>
</tr>
<tr>
<td>Non-Faculty Staff per 100 FTE Students</td>
<td>20.93</td>
<td>14.99 % 23</td>
</tr>
<tr>
<td>Faculty per 100 FTE Students</td>
<td>7.71</td>
<td>6.38 % 22</td>
</tr>
<tr>
<td>Faculty as a Percent of Total Employees</td>
<td>28.30</td>
<td>29.90 % 10</td>
</tr>
</tbody>
</table>

Note: University of California - Davis and University of California - Irvine not included.

Source: Integrated Postsecondary Education Data System (IPEDS) Fall Staff Survey 1995
### APPENDIX B

#### TABLE 13

**REVENUE SOURCES AND UNIVERSITY EXPENDITURES**

**Fiscal Year 1997**

<table>
<thead>
<tr>
<th>Revenue Sources</th>
<th>$ in millions</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>374</td>
<td>34.5</td>
</tr>
<tr>
<td>Student tuition and fees</td>
<td>235</td>
<td>21.7</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>183</td>
<td>16.9</td>
</tr>
<tr>
<td>State and municipal grants and contracts</td>
<td>56</td>
<td>5.2</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>130</td>
<td>12.0</td>
</tr>
<tr>
<td>Gifts, private grants, and contracts</td>
<td>40</td>
<td>3.7</td>
</tr>
<tr>
<td>Other sources</td>
<td>66</td>
<td>6.1</td>
</tr>
<tr>
<td>TOTAL Revenues</td>
<td>1,084</td>
<td>100</td>
</tr>
</tbody>
</table>

*Consists principally of recovery of indirect costs from contracts and grants and investment and endowment income

**Source:** Division of University Accounting

<table>
<thead>
<tr>
<th>University Expenditures</th>
<th>$ in millions</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional and departmental research</td>
<td>325</td>
<td>30.0</td>
</tr>
<tr>
<td>Student aid and services</td>
<td>218</td>
<td>20.1</td>
</tr>
<tr>
<td>Auxillary expenses</td>
<td>128</td>
<td>11.8</td>
</tr>
<tr>
<td>Operation and plant maintenance</td>
<td>84</td>
<td>7.7</td>
</tr>
<tr>
<td>Sponsored research</td>
<td>76</td>
<td>7.0</td>
</tr>
<tr>
<td>General administration</td>
<td>64</td>
<td>5.9</td>
</tr>
<tr>
<td>Other separately budgeted research</td>
<td>53</td>
<td>4.9</td>
</tr>
<tr>
<td>Other</td>
<td>136</td>
<td>12.5</td>
</tr>
<tr>
<td>TOTAL Expenditures</td>
<td>1,084</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Division of University Accounting
APPENDIX B

GRAPH 2

STATE BUDGET SHORTFALLS, 1989-1995
(in millions)

[Graph showing state budget shortfalls from 1989 to 1995, with points indicating annual appropriations needed to cover prior new salary costs and actual appropriations received. A note indicates a $92.1 million effective reduction from FY89 to FY95.]

Source: Office of Budget and Resource Studies
APPENDIX C

MIDDLE STATES SELF-STUDY COMMITTEES

SELF-STUDY STEERING COMMITTEE

Chair: Barry V. Qualls, English, FAS-New Brunswick Dean’s Office (qualls@fas-admin.rutgers.edu)

Michael Benevento, student
Myra Bluebond-Langner, Sociology, FAS-Camden
Roger Dennis, Camden Campus
Yale Ferguson, Political Science, FAS-Newark
James L. Flanagan, Research
Richard F. Foley, FAS-New Brunswick
Ziva Galili, History, FAS-New Brunswick
Christine M. Haska, Institutional Research and Planning
Elpidio Laguna-Diaz, Classics and Modern Languages and Literatures, FAS-Newark
Richard A. Levaio, Board of Governors
David Levering Lewis, History, FAS-New Brunswick
Gwendolyn McLoof, student
Joan I. Morrell, Center for Molecular and Behavioral Neuroscience

Dean J. Paranicas, Board of Trustees
Norman Samuels, Newark Campus
Jonell Sanchez, Student Affairs
Joseph J. Seneca, Academic Affairs
Earl D. Shaw, Physics, FAS-Newark
English Showalter, French, FAS-Camden
George H. Sigel, Ceramics
Paul A. Snyder (staff), Institutional Research and Academic Planning (snyder@instlres.rutgers.edu)
Antonia Tripolitis, Religion, FAS-New Brunswick
George J. Weng, Mechanical and Aerospace Engineering
Joseph P. Whiteside, Treasurer
Nancy Winterbauer, Budgeting

SPECIAL TOPICS COMMITTEES

UNDERGRADUATE EDUCATION

Chair: Susan Forman, Undergraduate Education (forman@oldqueens.rutgers.edu)

John Bankert, student
Neenia C. Barlatt, student
P. Dennis Bathory, Political Science, FAS-New Brunswick
Kai Blisssett, student
Earl Farrow, Graduate School of Education
Robert J. Hefferman, Institutional Research and Academic Planning
Gregory Herzog (staff), Undergraduate Education (herozag@oldqueens.rutgers.edu)
David Hosford, FAS-Newark

Ian Jacobs, Camden Campus
Wilbert David Jerome, Music, FAS-Camden
Stanley Kaish, Faculty of Management
Carol Kaufman, School of Business-Camden
Thomas S. Kimbrell, student
Carl Kirschner, Rutgers College
Joan Apple Lemoine, Douglass College
Ian Maw, Cook College
Sophocles Orfanidis, Electrical and Computer Engineering
Clement Price, History, FAS-English
Overview

GRADUATE/PROFESSIONAL EDUCATION AND RESEARCH

Chair: Joan Morrell, Center for Molecular and Behavioral Neuroscience (morrell@axon.rutgers.edu)

Kenneth J. Breslauer, Chemistry, FAS-New Brunswick
Allan H. Conney, College of Pharmacy
Robert Davis, Graduate School of Education
Peter R. Day, Center for Agricultural Molecular Biology
Sarah Ellenzweig, graduate student, English, FAS-New Brunswick
Carol S. Goldin (staff), Institutional Research and Academic Planning (goldin@instlres.rutgers.edu)
J. Frederick Grassle, Institute of Marine and Coastal Sciences

Tomasz Imieliński, Computer Science, FAS-New Brunswick
Gene Miller Jonakait, FAS-Newark
Tomas Kovarik, graduate student, Graduate School of Education
Ronald M. Levy, Chemistry, FAS-New Brunswick
Bridget Gellert Lyons, FAS-New Brunswick
Wilma Olson, Chemistry, FAS-New Brunswick
Rosa Oppenheim, Faculty of Management
John Payne, School of Law-Newark
George H. Sigel, Ceramics

INFORMATION SYSTEMS/INFORMATION TECHNOLOGY

Co-Chairs: Marianne I. Gaunt, University Libraries (gaunt@rci.rutgers.edu)
George G. Laskaris, Computing Services (laskaris@rci.rutgers.edu)

Teuvo M. Airola, Natural Resources, Cook College
R. Michael Beals, FAS-New Brunswick
Susan Beck, Robeson Library
James Burkley (staff), Institutional Research and Academic Planning (burkley@instlres.rutgers.edu)
Maureen DeMaio-Esteves, College of Nursing
Michael Eisenmenger, Visual Arts, MGSA
Richard S. Falk, Mathematics, FAS-New Brunswick
Bruce C. Fehn, Controller
Gary A. Gigliotti, Teaching Excellence Center

Jane Grimshaw, FAS-New Brunswick
Ronald P. Hart, Biological Sciences, FAS-Newark
James Harte, student
Kenneth E. Kendall, School of Business-Camden
Sigrid McAfee, Electrical and Computer Engineering
Donald L. McCabe, Newark Campus
Shimmy Mehta, student
Lynn Mullins, Dana Library
Jose Manuel Reyes, student
Lisa Zussman, student
QUALITY AND COMMUNICATION IMPROVEMENT

Co-Chairs:  Brent D. Ruben, University Program for Organizational Quality and Communication Improvement (ruben@qci.rutgers.edu)

Daniel B. Fishman, Graduate School of Applied and Professional Psychology (dfish96198@aol.com)

Roger I. Abrams, School of Law-Newark
Nancy E. Anderson, student
Harold W. Beder, Graduate School of Education
P. George Benson, Faculty of Management
Douglas H. Blair, Economics, FAS-New Brunswick
Deborah Bowles, Admissions
Paul Breitman, Rutgers College
James Burkley (staff), Institutional Research and Academic Planning (burkley@instres.rutgers.edu)
Maria J. Canino, Public Administration, FAS-Newark
Dorothy J. DeMaio, University Professor
Emmet A. Dennis, University College-New Brunswick

Rosemary E. Howell, Administration and Public Safety
Linda C. Lederman, SCILS
Jennifer K. Lehr, graduate student, QCI
Cal Maradonna, Student Life
Timothy P. Martin, English, FAS-Camden
Richard M. Norman, Administration and Associate Treasurer
Corey D. Powell, student
William N. Walker, University Relations
Cheryl A. Wallace, graduate student, QCI
Matthew J. Weismantel, Campus Information Services

CAMPUS REPORTS
NEWARK OVERVIEW COMMITTEE

Chair: Harvey H. Feder, Newark Campus (hfeder@andromeda.rutgers.edu)
Vice Chair: Norman Schnayer, Newark Campus (schnayer@andromeda.rutgers.edu)

Nabil Adam, MS/CIS, Faculty of Management
John K. Adams, Intercollegiate Athletics and Recreation
Nicole Berliner, student, Graduate School of Management
Edward M. Bonder, Biological Sciences, FAS-Newark
Regina Brisgone, student, School of Criminal Justice
Geraldine Brooks, Newark Campus
Karl Buch, student, School of Law-Newark
Charles Campbell, student
Maria J. Canino, Public Administration, FAS-Newark
Tracey Cherry, student, Student Government Association, University College-Newark
Sunday DiPalma, Graduate School-Newark
Elaine Dolinsky, College of Nursing
Miguel Esteveira, Registrar
Carolyn Gerdes, student, Behavioral and Neural Sciences

T. Edward Hollander, Accounting and Information Systems, Faculty of Management
Phillip Huskey, Chemistry, FAS-Newark
Gene Miller Jonakait, FAS-Newark
Annette Juliano, Visual and Performing Arts, FAS-Newark
Asela Laguna-Diaz, Classical and Modern Languages and Literatures, FAS-Newark
Elpidio Laguna-Diaz, Classical and Modern Languages and Literatures, FAS-Newark
Jan Ellen Lewis, History, FAS-Newark
Jonathan Lurie, History, FAS-Newark
Rina Majumdar, student, Public Administration
Donald L. McCabe, Newark Campus
Lynn Mullins, Dana Library
Elizabeth M. Norman, College of Nursing
Rosa Oppenheim, Faculty of Management
Dan Palmon, Accounting and Information Systems, Faculty of Management
Phylis J. Peterman, Social Work, FAS-Newark
NEW BRUNSWICK OVERVIEW COMMITTEE

Chair: Patricia A. Roos, Sociology, FAS-New Brunswick Dean's Office (roos@fas-admin.rutgers.edu)

Akinbiyi Akinlabi, Linguistics, FAS-New Brunswick
Clayton P. Alderfer, GSAPP
Joseph Barone, College of Pharmacy
Lisa Bellincampi, student
Barbara Bender (staff), Graduate School-New Brunswick (bbender@rci.rutgers.edu)
Mary Lee Bretz, Spanish and Portuguese, FAS-New Brunswick
Eleanor L. Brilliant, School of Social Work
Abena P.A. Busia, English, FAS-New Brunswick
David Wildon Carr, SCILS
Margaret Christ, University Publications
Naima A. Cook, student
Roger N. Cornish, Theater Arts, MGSA
Jorge Garcia, Philosophy, FAS-New Brunswick
Leonardo A. Hernandez, student
Ian Hodos, Undergraduate Admissions

Edward Kozack, Auxiliary Services
Barbara A. Lee, School of Management and Labor Relations
Roberta Leslie (staff), Academic Affairs (leslie@oldqueens.rutgers.edu)
Alice Liu, Biological Sciences, FAS-New Brunswick
Marie Logue, Rutgers College
Marc K. Manganaro, English, FAS-New Brunswick
Eric L. Miller, student
George H. Nieswand, Natural Resources, Cook College
Albert Reid, Budget and Resource Studies
Barbara Shailor, Douglass College
Ryoko Toyama, Alexander Library
Robert Lee Wilson, FAS-New Brunswick
Abdelfattah Zebib, Mechanical and Aerospace Engineering

CAMDEN OVERVIEW COMMITTEE

Chair: Mark Rozewski, Camden Campus (rozewski@crab.rutgers.edu)

Georgia Arbuckle, Chemistry, FAS-Camden
Dianna Black, student
Deborah Bowles, Admissions
Marie Cornelia, Liberal Studies, FAS-Camden
Robert DeMartino, Sponsored Research
Ann Freedman, School of Law-Camden
Larry Gaines, School of Business-Camden
Gary Golden, Robeson Library

Nancy Gulick, University College-Camden
Louise Horowitz, French, FAS-Camden
Dennis Joslyn, FAS-Camden
Kathleen Kearns, student
Barbara Kreider, Biology, FAS-Camden
Paul Larkin, student
Milton Leontiades, School of Business-Camden
C. Paul Loane, Alumni Relations
Cal Maradonna, Student Life
James Marino, Career Planning and Placement

Donna Parker, School of Business-Camden
John Podolski, School of Law-Camden
Cynthia Riggs, Student Life
William Tucker, Psychology, FAS-Camden
Gary Urban, Administrative Services
Jon Van Til, Urban Studies, FAS-Camden
Robert Wood, Sociology, FAS-Camden
APPENDIX D

ORGANIZATIONAL CHARTS
Rutgers, The State University of New Jersey
University Administration
Rutgers, The State University of New Jersey
Institutional Research and Planning Administration

Vice President for Institutional Research and Planning
Christine M. Haska

Executive Director, University Program for Organizational Quality and Communication Improvement
Brent Ruben

Director, Office of Institutional Research & Academic Planning
Paul Snyder

Assistant Director, Office of Institutional Research & Academic Planning
Robert Heffernan

Director, New Brunswick Computing Services
Charles Hedrick

Director, Camden Computing Services
David Gwalthney

Director, Newark Computing Services
Marie Botticelli

Executive Director, University Relations
William Walker

Executive Assistant, Office of Community Affairs
John Cooney

Director, Marketing and Communications Services
William Owens

Director, Media Relations and Communications
Pamela Blake

Director, Office of Television and Radio
Kim Manning-Lewis

Director, University Publications
Margaret Christ

Executive Director, University Information Protection Program
Bernice Ginder

Director, Administrative Computing Services
Bernice Ginder (Acting)

University Director of Telecommunications and Planning
Kathleen Cociola

University-wide Support

Director, Administrative Computing Services
Bernice Ginder (Acting)

University Information Protection Administrator
Bernice Ginder

Campus Support

Director, Camden Computing Services
David Gwalthney

Director, Newark Computing Services
Marie Botticelli

Director, New Brunswick Computing Services
Charles Hedrick

Executive Director of Telecommunications and Planning
Kathleen Cociola
Office of Institutional Research and Academic Planning

Vice President for Institutional Research and Planning
Christine M. Haska

Senior Associate, QCI
Sherrie Tromp

Director, Institutional Research and Academic Planning
Paul A. Snyder

Telecommunications Analyst
David Dowd

Associate Director, Institutional Research
Robert J. Heffernan

Academic Planning Associate
James Burkley

Secretary Assistant III
Iris Bauman

Principal Secretary Confidential
Renee Orders

Senior Academic Planning Associate
Carol S. Goldin

Basic Skills Coordinator
April Pagano

Information Manager
Richard Tedesco

Information Specialist
Marie Paulette Matis

Institutional Research Associate I
Gayle Coryell

Project Director, Integrated Information Systems
Tina Grycenkov
Office of University Budgeting

Nancy Winterbauer
Vice President for University Budgeting

Marline Boslet
Secretarial Assistant II
Confidential

John Brugel
University Director
Financial Aid

Kenneth Iuso
University Registrar

Albert Reid
Director
Budget & Resource Studies

Corinne Webb,
Associate Vice President for Enrollment Management

Financial Aid Staff
(see attached)

Registrar’s Staff
(see attached)

Budget & Resource Studies Staff
(see attached)

Admissions Staff
(see attached)
Office of the Registrar

University Registrar
Kenneth J. Iuso

Newark Registrar
Miguel A. Estremera
  Associate Registrar
  Edith Frankel
  Associate Registrar
  Zarine Dotivala
  Office Manager
  Barbara L. Johnson

Camden Registrar
Terry L. Richartz
  Associate Registrar
  William S. Edens
  Graduate Registrar
  Richard R. Bird
  Assistant Registrar
  Norma J. Sawyer

Undergraduate Registrar
Theodore H. Koller
  Assistant Registrar
  Robert D. Whitman
  Undergraduate Registrar
  Kenneth F. Geigel
  Head
  Registration Clerk
  Arlene J. Hartley

Undergraduate Registrar
June B. Coates
  Assistant Registrar
  Zola Runyon

University Recorder
George Hryvniak
  Supervisor Records
  Laura J. Conover
  Transcript Supervisor
  Patricia Brophy
Office of Budget and Resource Studies

VP for University Budgeting
Nancy Winterbauer

Manager, Computing Services
Darren Jacobs

Director
Budget and Resource Studies
Albert J. Reid

Science and Technology Projects Administrator
Vacant

Associate Director
Richard L. West

Manager, Cost and Resource Studies
Vacant

Manager, Resource Allocation Officer
Robert W. Rossi

Secretarial Assistant III
Confidential
Carolyn D. Wacker

Asst. Director Finance and Resource Studies
Jeffrey A. Wilson

Budget and Planning Officer
Joann T. Paupe
University Undergraduate Admissions