



**Handbook
for
Members of
Governing Boards**



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Mission and History of the University

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RUTGERS AT-A-GLANCE

Total Enrollment: 50,016
Undergraduate: 37,072 (74 percent)
Graduate and Professional: 12,944 (26 percent)
Full-time: 38,215 (76 percent)
Part-time: 11,801 (24 percent)
Women: 26,918 (54 percent)
Men: 23,098 (46 percent)
Minority: 18,681 (37 percent)
Foreign: 2,778 (6 percent)
Total Faculty: 4,766
Student/Faculty Ratio: 14:1
Living U.S. Alumni: 335,667

- Chartered in 1766 as Queen's College, Rutgers is the eighth oldest college in the nation.
- Rutgers became Rutgers College in 1825, honoring Col. Henry Rutgers, a former trustee and Revolutionary War veteran.
- Rutgers was named New Jersey's land-grant university in 1864 and has a special responsibility for serving the needs of the state.
- In 1989, Rutgers became a member of the prestigious Association of American Universities.
- In 1924, Rutgers College assumed university status and by 1956 legislative acts designated all of Rutgers' divisions as The State University of New Jersey, making it the youngest state university in the country at that time.
- Rutgers is the only university in the nation to have been a Colonial college, a land-grant college and a state university.
- Rutgers is New Jersey's largest public research university and is located on three regional campuses in Camden, Newark, and New Brunswick/Piscataway.
- The university's mission encompasses teaching, research, and public service.
- Rutgers is a member of the Association of American Universities (AAU), a highly selective organization composed of the 62 leading research universities in North America.
- There are 29 degree-granting schools and colleges, offering more than 100 distinct bachelor's, 100 master's, and 80 doctoral and professional degree programs.
- The library system ranks among the top university research libraries in the nation.
- Rutgers is one of New Jersey's major employers with some 2,661 faculty and 6,350 staff.
- For every dollar New Jersey invests in Rutgers, the university channels \$5 into the state's economy. In 2003, the amount of state support was \$524 million, while the combined effect of university direct and indirect spending was estimated at \$2.8 billion.
- Rutgers enrolls more than 50,000 students: 37,000 undergraduates and 12,000 graduate students.
- More than 10,000 students each year earn a degree from Rutgers.
- The university has more than 347,000 living alumni; nearly 200,000 alumni reside in New Jersey.

A BRIEF HISTORY

Rutgers, The State University of New Jersey, is one of the leading universities in the nation. The university is made up of 29 degree-granting divisions; 12 undergraduate colleges, 11 graduate schools, and three schools offering both undergraduate and graduate degrees. Five are located in Camden, seven in Newark, and 14 in New Brunswick/Piscataway.

Rutgers has a unique history as a colonial college, a land-grant institution, and a state university. Chartered in 1766 as Queen's College, the eighth institution of higher learning to be founded in the colonies, the school opened its doors in New Brunswick in 1771 with a lone instructor, a single sophomore, and a handful of first-year students. During its early years, the college developed as a classic liberal arts institution. In 1825, the name of the college was changed to honor a former trustee and Revolutionary War veteran, Colonel Henry Rutgers.

Rutgers College became the land-grant college of New Jersey in 1864, resulting in the establishment of the Rutgers Scientific School, featuring departments of agriculture, engineering, and chemistry. Further expansion in the sciences came with the founding of the New Jersey Agricultural Experiment Station in 1880, the College of Engineering (now the School of Engineering) in 1914, and the College of Agriculture (now Cook College) in 1921. The precursors to several other Rutgers divisions were also established during this period: the College of Pharmacy (now the Ernest Mario School of Pharmacy) in 1892, the New Jersey College for Women (now Douglass College) in 1918, and the School of Education in 1924.

Rutgers College assumed university status in 1924, and legislative acts in 1945 and 1956 designated all its divisions as The State University of New Jersey. During these years the university expanded significantly with the founding of an evening division — University College — in 1934 and the addition of the University of Newark (now Rutgers–Newark) in 1946 and the College of South Jersey at Camden (now Rutgers–Camden) in 1950.

Since the 1950's, Rutgers has continued to expand, especially in the area of graduate education. The Graduate School—New Brunswick, Graduate School—Newark, and Graduate School—Camden each serve their respective campuses. In addition, professional schools have been established in such areas as management, social work, criminal justice, applied and professional psychology, the fine arts, and communication, information and library studies. (A number of these schools offer undergraduate programs as well.) Also at the undergraduate level, Livingston College was founded in 1969, emphasizing the urban environment.

The first Summer Session began in 1913 with one six-week session. That summer program offered 47 courses and had an enrollment of 314 students. Currently, Summer Session offers over 1,000 courses to more than 15,000 students on the Camden, Newark, and New Brunswick/Piscataway campuses, off-campus, and abroad.

Today, Rutgers continues to grow, both in its facilities and in the variety and depth of its educational and research programs. The university's goals for the future include the continued provision of the highest quality education, along with the increased support of research and commitment to public service to meet the needs of society.

Our Vision

Rutgers, New Jersey's preeminent public university, is one of a small number of comprehensive research universities that is both prepared and committed to exercise national leadership for higher education. We are dedicated to a standard of quality that makes Rutgers a preferred choice for students, a first-rate intellectual environment for faculty, and an outstanding place to work for staff.

We are committed to:

- Creating knowledge and ideas for the improvement of the human condition.
- Preparing students to meet the needs of a changing society and encouraging their personal and professional growth.
- Advancing the well-being of our communities, state, and nation.

Rutgers seeks nothing less than to become one of America's very best universities.

A Commitment to Excellence

To realize our vision, Rutgers will:

- Sustain the highest standards in learning, discovery, and engagement with our constituents.
- Serve our communities, our state, our nation, and the international community.
- Advance scholarship and intellectual vitality in our academic disciplines.
- Attract, welcome, develop, and retain outstanding students, faculty, and staff.
- Encourage the open and civil exchange of ideas and perspectives.
- Provide superior curricular and cocurricular opportunities for students at all levels.
- Educate exceptional leaders and citizens for future generations.
- Foster a supportive and collaborative social environment, and a community dedicated to respecting and valuing diversity.
- Maintain a safe, clean, and attractive physical environment.
- Maintain accessible, responsive, and cost effective programs and services.
- Dedicate our learning community to ongoing self-assessment, and unceasing improvement of all that we do.

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.

Strategic Goals for Rutgers University and 2006-2007 Areas of Emphasis and Effort

Below are the five strategic goals for Rutgers University established by the university president and the Board of Governors in 2004. They are intended to provide a pathway for achieving our two overarching aspirations for the University – greater academic distinction and more significant service to communities beyond our campus, particularly to the citizens of our state. These strategic goals remain the basic framework for determining the focus of our activities over the next several years.

Within each goal are specific areas of emphasis and effort for 2006-07. They have emerged from ongoing discussions within the university community, and they are designed to delineate key benchmarks against which our progress in accomplishing the goals can be evaluated. In almost every case, the areas of emphasis will yield measurable outcomes that can be assessed in one way or another.

Each spring the university president will report to the Board of Governors on accomplishments related to that year's areas of emphasis and effort. Each fall the president and the Board will together decide on an updated complement of objectives for the year ahead.

ACADEMIC EXCELLENCE

Strategic Goal: Improve the quality of Rutgers' academic programs, especially in areas where there are comparative advantages and opportunities.

Areas of Emphasis and Effort for 2006-07

- 1) Complete implementation of the current phases of the initiatives for transforming undergraduate education across the university (New Brunswick/Piscataway, Newark, Camden)
- 2) Continue to develop major new academic programs, including:
 - Institute for Advanced Materials, Devices and Nanotechnology (NB/P)
 - Multidisciplinary program in nutrition (NB/P)
 - International and global programs (NB/P)
 - Undergraduate major in public service (N)
 - School of Public Affairs and Administration (N)
 - Doctor of Nursing Practice and online Ph.D. in Nursing (N)
 - Ph.D. in childhood studies (C)

- 3) Complete a comprehensive analysis and reorganization of research support structures, including the Office of Research and Sponsored Programs (ORSP), Office of Corporate Liaison and Technology Transfer (OCLTT), and Division of Grant and Contract Accounting (DGCA)
- 4) Strengthen collaborations with UMDNJ on all three campuses and explore the issue of medical education at Rutgers
- 5) Strengthen graduate programs through the reorganization of graduate fellowship programs and the establishment of Presidential Fellowships
- 6) Continue strategic investments in programs to advance academic excellence through the Academic Excellence Fund

STUDENTS AND CAMPUSES

Strategic Goal: Enhance the effectiveness of student services, the livability of our residence halls, and the attractiveness and accessibility of our campuses.

Areas of Emphasis and Effort for 2006-07

- 1) Complete the reorganization of student affairs programs related to transforming undergraduate education including: student fee structure; campus-wide and consistent student services; establishing roles and responsibilities of campus deans; and developing residential college(s) and campus learning communities
- 2) Begin development of a comprehensive plan for the Livingston campus, including academic, residential, and commercial facilities, and begin Livingston Student Center construction
- 3) Advance capital projects including College Avenue and Gateway (NB/P), Proteomics Research Center (NB/P), Newark Residence Halls, Rutgers Business School building (N), Camden Law School, and Camden Dining Hall (consistent with the availability of the required resources)
- 4) Continue improvements in student safety on all campuses in cooperation with Rutgers' host cities

SERVICE AND CONSTITUENT RELATIONS

Strategic Goal: Improve Rutgers' service to, and reputation among, all the relevant internal and external constituencies.

Areas of Emphasis and Effort for 2006-07

- 1) Review the university's State Relations and advocacy programs to enhance Rutgers' outreach, service and communication with executive and legislative branches of state government and other constituencies

- 2) Using the university's growing relationship with Johnson & Johnson as a model, become better integrated with the corporate community by improving internship opportunities, recruitment, continuous education, and collaborative research with J&J and other regional companies
- 3) Begin incremental implementation of the comprehensive communications plan, including the phase-in of a new visual identity and standards for its use
- 4) Improve publicity and external communications about Rutgers, including more cohesive and effective use of electronic media

RESOURCES FOR RUTGERS

Strategic Goal: Increase Rutgers' resources to the levels of peer AAU public universities and manage those resources more strategically and efficiently.

Areas of Emphasis and Effort for 2006-07

- 1) Establish the Committee on Efficiency and Entrepreneurship at Rutgers to develop specific recommendations for cost savings and revenue enhancements
- 2) Identify fundraising priorities and prepare the launch of the quiet phase of a new capital campaign, and increase funds raised by at least 10% over the previous fiscal year
- 3) Appoint a presidential task force to examine the structure of alumni organizations and make recommendations to create a national model for alumni loyalty, involvement and advancement of the university
- 4) Develop and begin implementation of a plan to enhance resources by strengthening programs of continuous education, distance learning, outreach, inter-university collaborations, and executive education

LEADERSHIP AND ADMINISTRATION

Strategic Goal: Continue to develop an administration that will provide leadership for achieving Rutgers' strategic goals.

Areas of Emphasis and Effort for 2006-07

- 1) Complete key searches for academic leadership, including deanships of the School of Arts and Sciences (NB/P), Pharmacy, Rutgers Business School-Newark and New Brunswick, Faculty of Arts and Sciences-Newark, and School of Criminal Justice
- 2) Continue to enhance the diversity of the university at all levels, including the faculty, staff, student body, and administration

- 3) Review and revise university policies and procedures regarding contracts and signatory authority
- 4) Review and revise policies on ethics, consulting, and conflict of interest in light of evolving state requirements and best practices in higher education

RUTGERS-NEWARK

History

The University of Newark was formed in 1936 by joining the New Jersey Law School, Mercer Beasley Law School, Seth Boyden School of Business, the Newark College of Arts and Sciences (consisting of the joined Institute of Arts and Sciences and Dana College), University College and the Rutgers College of Pharmacy. Nine years later, Rutgers University was officially designated the State University of New Jersey, and in 1946, the University of Newark merged with Rutgers University. Additional schools and colleges were organized at Rutgers-Newark, the Graduate Faculty became the Graduate School-Newark (1952); the College of Nursing was established (1956); the School of Criminal Justice was founded (1974), and the School of Public Affairs and Administration in 2006.

As the scope of academic programs at Rutgers-Newark grew, a physically consolidated campus was constructed in the 1960s to replace the scattered brewery, factory, stables and brownstones which had earlier housed classes and offices. Building and renovation continued in the 1970s. However, the defining event of this period in Newark was the race riot of 1967 and the extended period of decline and disinvestments which followed it. In the aftermath of the riot, the Rutgers-Newark campus pioneered programs to enroll low-income and minority students, and embraced the city with extensive outreach and service activities.

The Newark campus has always provided access to high quality and comprehensive undergraduate programs for students from working-class families of limited means and first-generation college students. This mission was paired with the campus's role as the state's center of professional education and training for future business, legal, government and civic leaders. But, in the 1980s the Newark campus went beyond these challenges and took a gamble that few, at the time, thought had any possibility of success. Convinced that the decline of cities such as Newark would be reversed over time, and that universities in the heart of great metropolitan centers must be prepared to contribute to that revitalization, the campus's leadership developed high quality research and graduate programs in the sciences particularly, and in those selected areas of social sciences and humanities most relevant to urban settings. The presence of a technological research university and a major medical university adjacent to Rutgers-Newark in University Heights provided the foundation for a new economy for this old industrial city built in part on biomedical science and technology. Newark is home to six higher educational institutions with well over 30,000 students.

MISSION of RUTGERS-NEWARK

Rutgers-Newark is an urban university that takes fullest advantage of its location in New Jersey's largest and most important city, and in New York/northern New Jersey's global metropolis. We are dedicated to providing superior college education to undergraduate students, regardless of their socio-economic background. We are also devoted to cutting-edge research and to graduate and professional education of the highest caliber. Today, our students represent a broader mix of ethnic, racial, cultural, religious and economic backgrounds than nearly any other campus in America. Living and learning with fellow students of such diverse backgrounds adds extraordinary value to a Rutgers-Newark education, and we seek to capitalize on this advantage in the ways we teach and in student life outside the classroom. Although historically a commuter campus, we now have a growing residential population and seek to develop a vibrant twenty-four/seven life in and around our campus. Our urban location shapes our teaching, our research and our service to the larger community. We take full advantage of the extraordinary resources in our city and metropolitan region in our educational programs, and these resources also provide a wealth of opportunities for faculty and student research. We are a university deeply engaged with its surrounding community, and this engagement is reflected in the wide range of service activities we undertake in Newark and our metropolitan region.

September 8, 2006

RUTGERS-CAMDEN

Mission & Goals

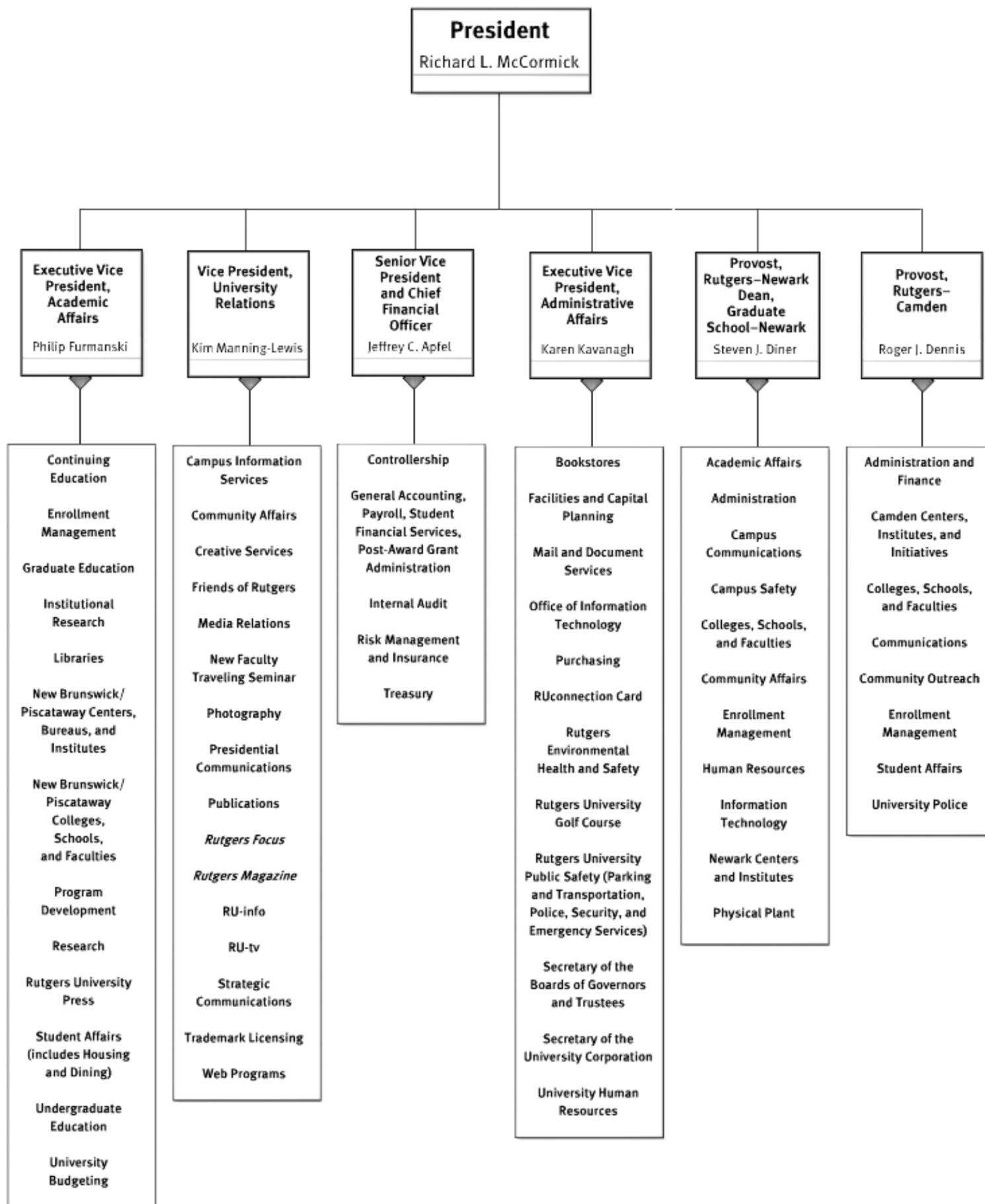
Rutgers-Camden is committed to assuming academic leadership for carrying out the University's goals of teaching, research and service in southern New Jersey. It will implement these goals through the development of a comprehensive campus that will provide a broad range of undergraduate and graduate educational 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 maintain and improving student quality.



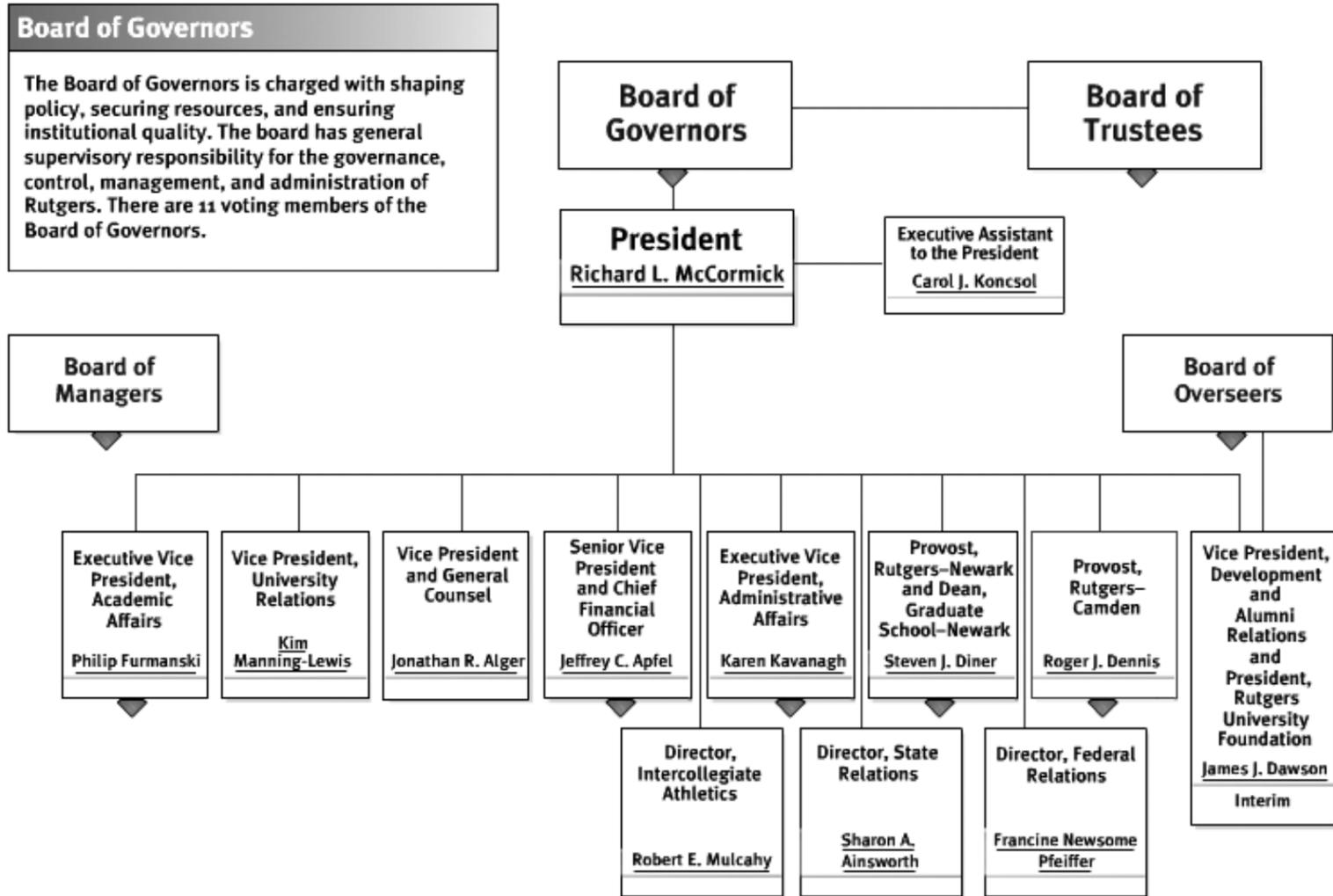
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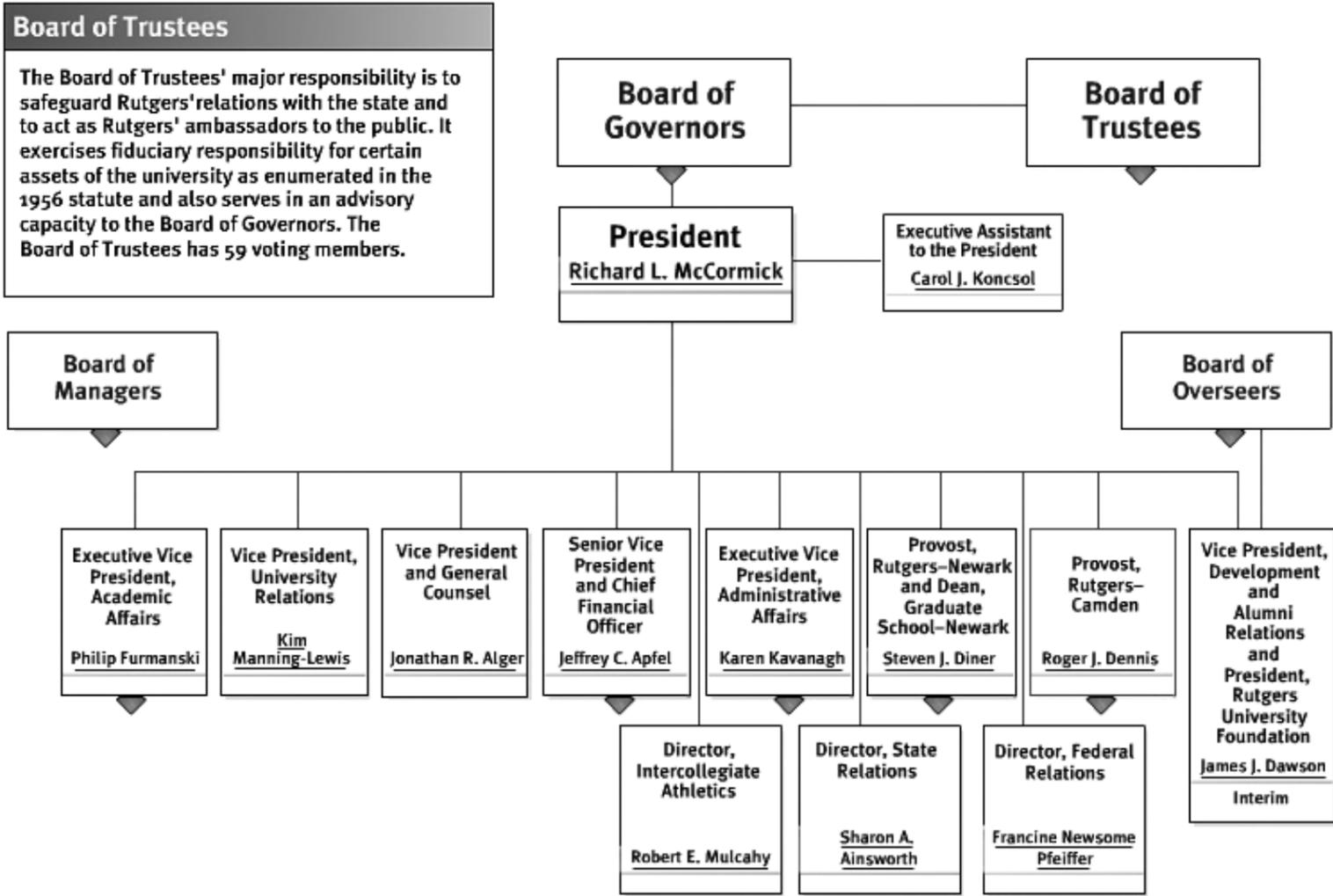
Administrative Structure by Function



**Rutgers, The State University of New Jersey
Organizational Structure
Key Governing Boards and Administrators**



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Board of Managers
The New Jersey Agricultural Experiment Station Board of Managers, appointed by the Board of Governors of Rutgers, is an advisory group to the executive dean of agriculture and natural resources/executive director of NJAES. The board consists of a representative from each county; the president of Rutgers, the executive director of NJAES, and the state secretary of agriculture as ex officio members; and a six-member statewide advisory committee.

Board of Governors

Board of Trustees

President
Richard L. McCormick

Executive Assistant to the President
Carol J. Kocsol

Board of Managers

Board of Overseers

Executive Vice President, Academic Affairs
Philip Furmanski

Vice President, University Relations
Kim Manning-Lewis

Vice President and General Counsel
Jonathan R. Alger

Senior Vice President and Chief Financial Officer
Jeffrey C. Apfel

Executive Vice President, Administrative Affairs
Karen Kavanagh

Provost, Rutgers–Newark and Dean, Graduate School–Newark
Steven J. Diner

Provost, Rutgers–Camden
Roger J. Dennis

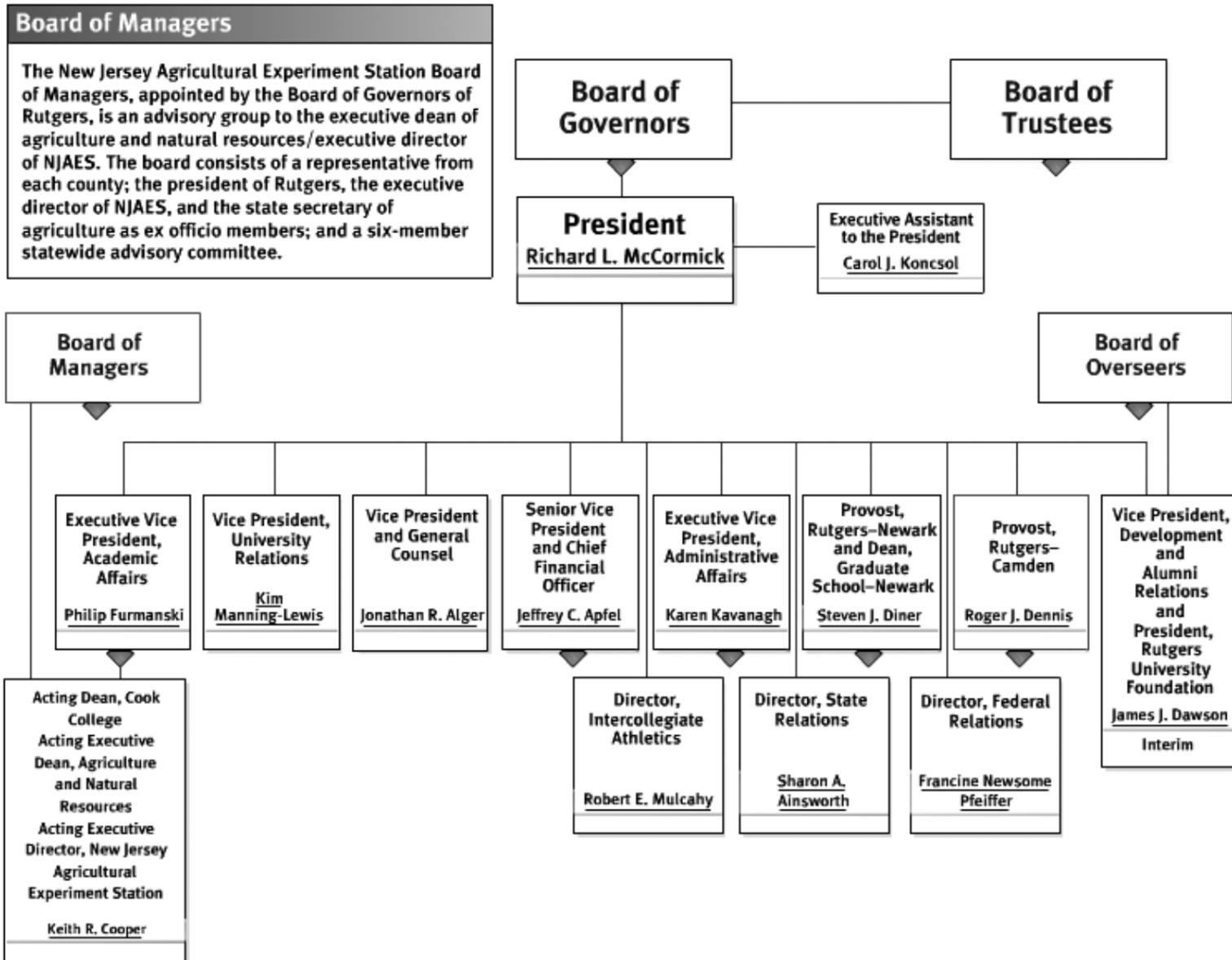
Vice President, Development and Alumni Relations and President, Rutgers University Foundation
James J. Dawson
Interim

Acting Dean, Cook College
Acting Executive Dean, Agriculture and Natural Resources
Acting Executive Director, New Jersey Agricultural Experiment Station
Keith R. Cooper

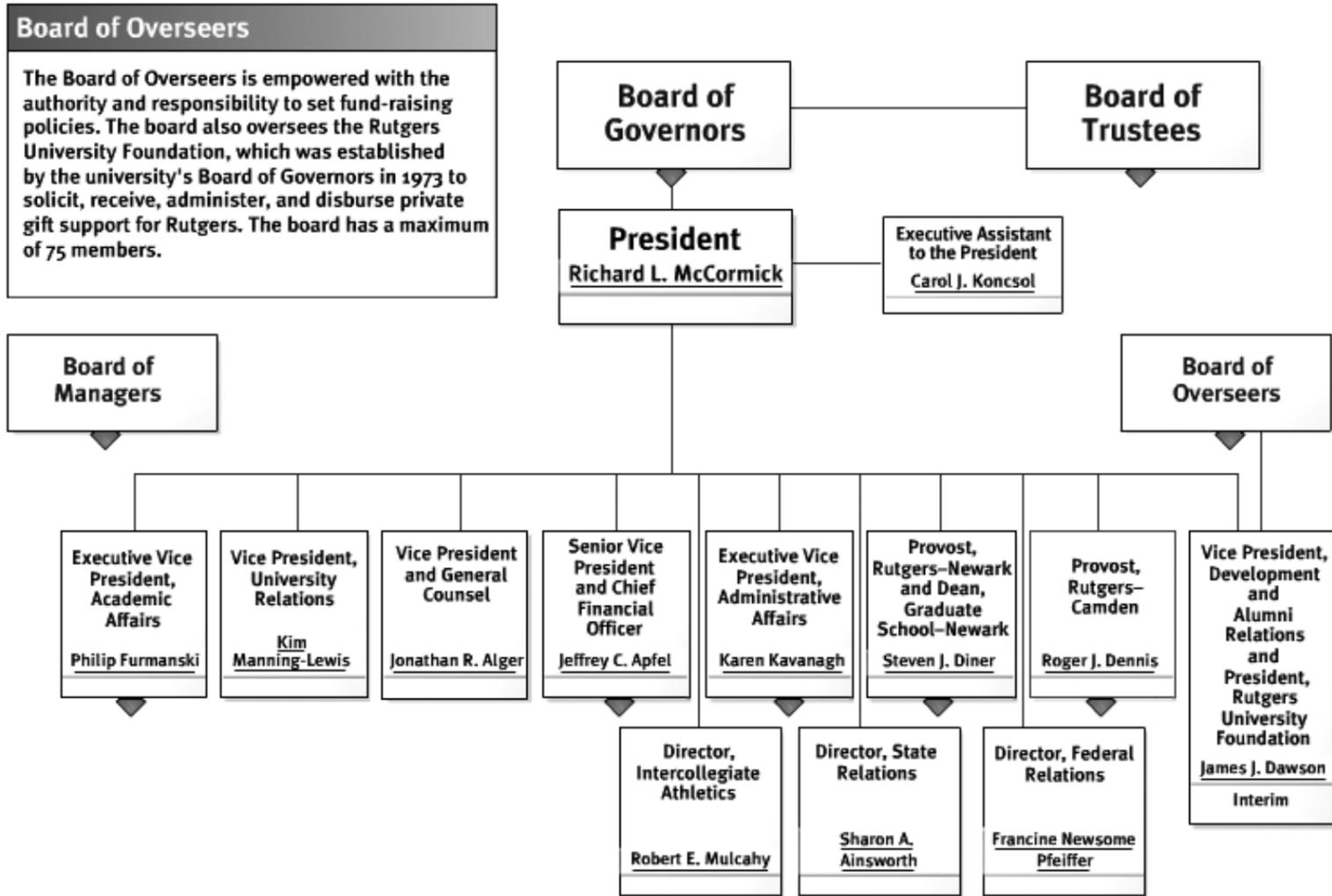
Director, Intercollegiate Athletics
Robert E. Mulcahy

Director, State Relations
Sharon A. Ainsworth

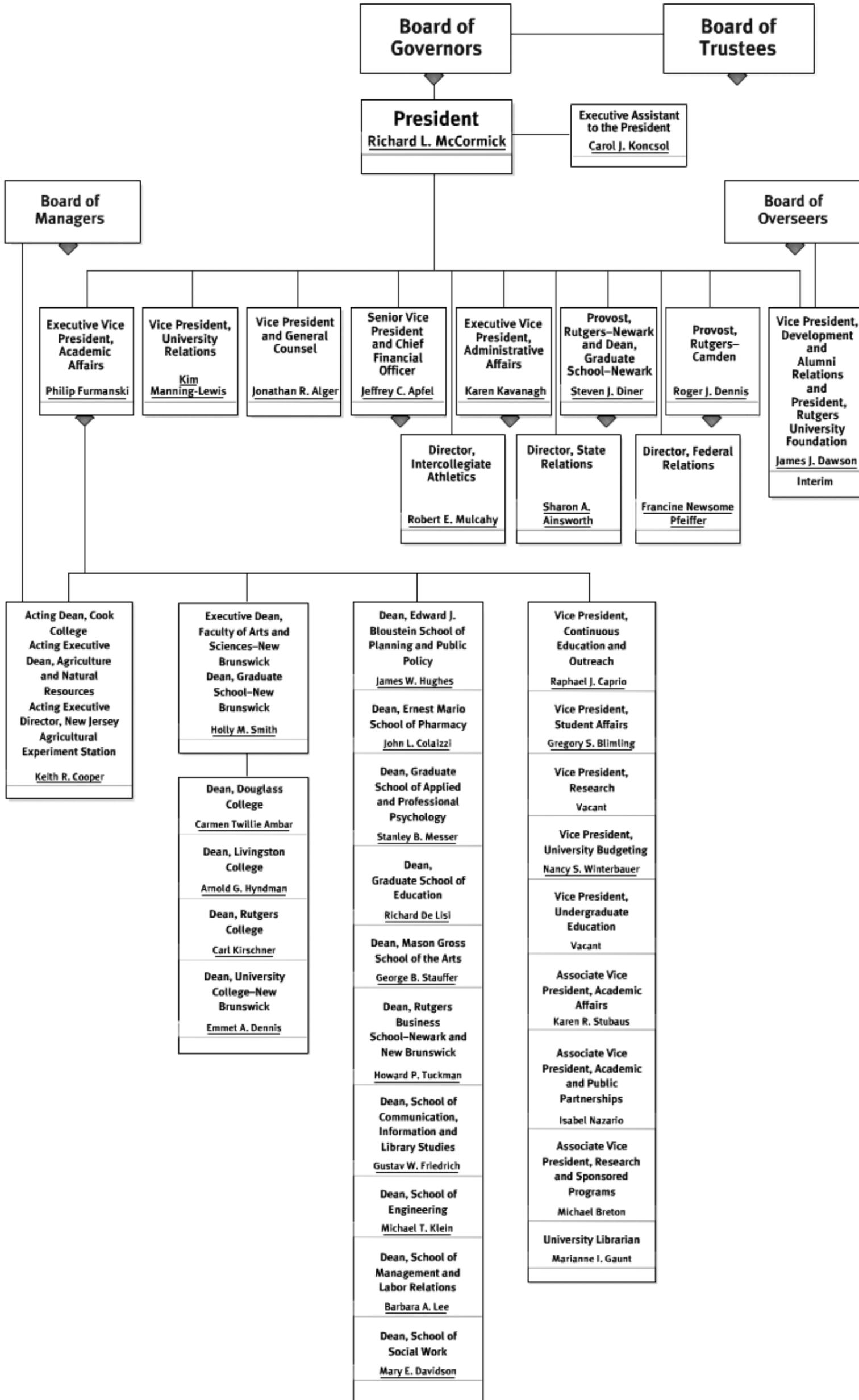
Director, Federal Relations
Francine Newsome Pfeiffer



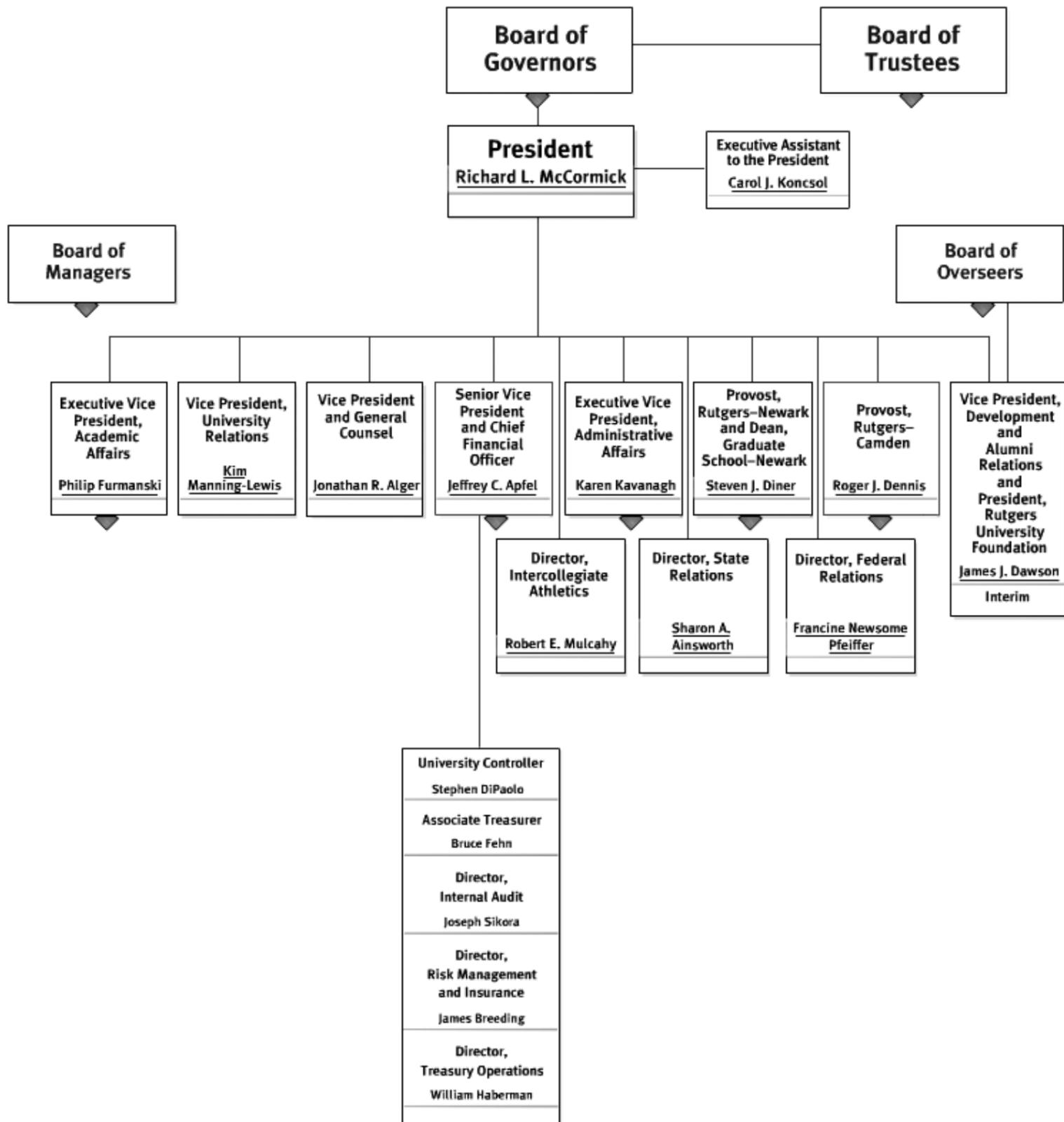
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Organizational Structure
Key Governing Boards and Administrators**



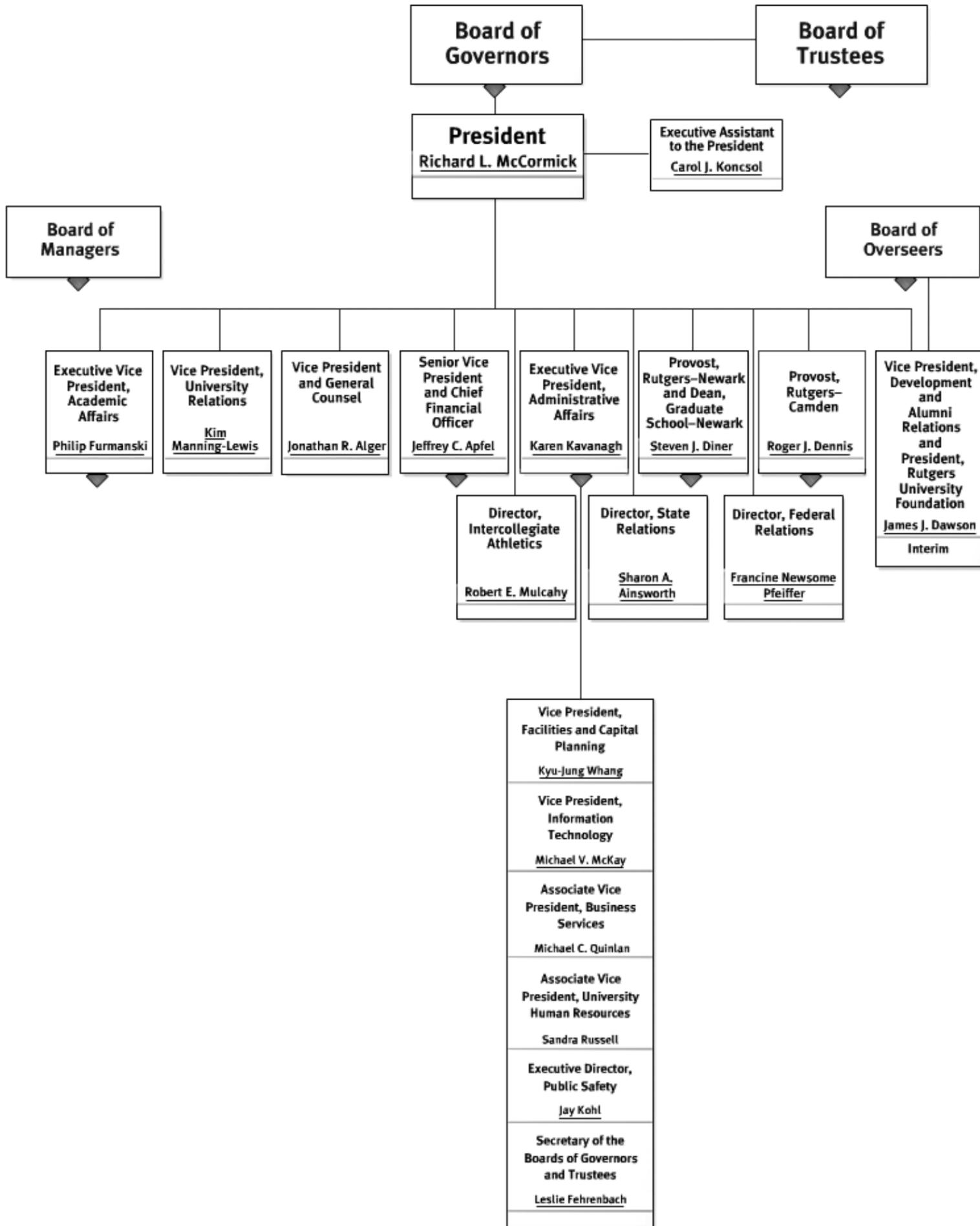
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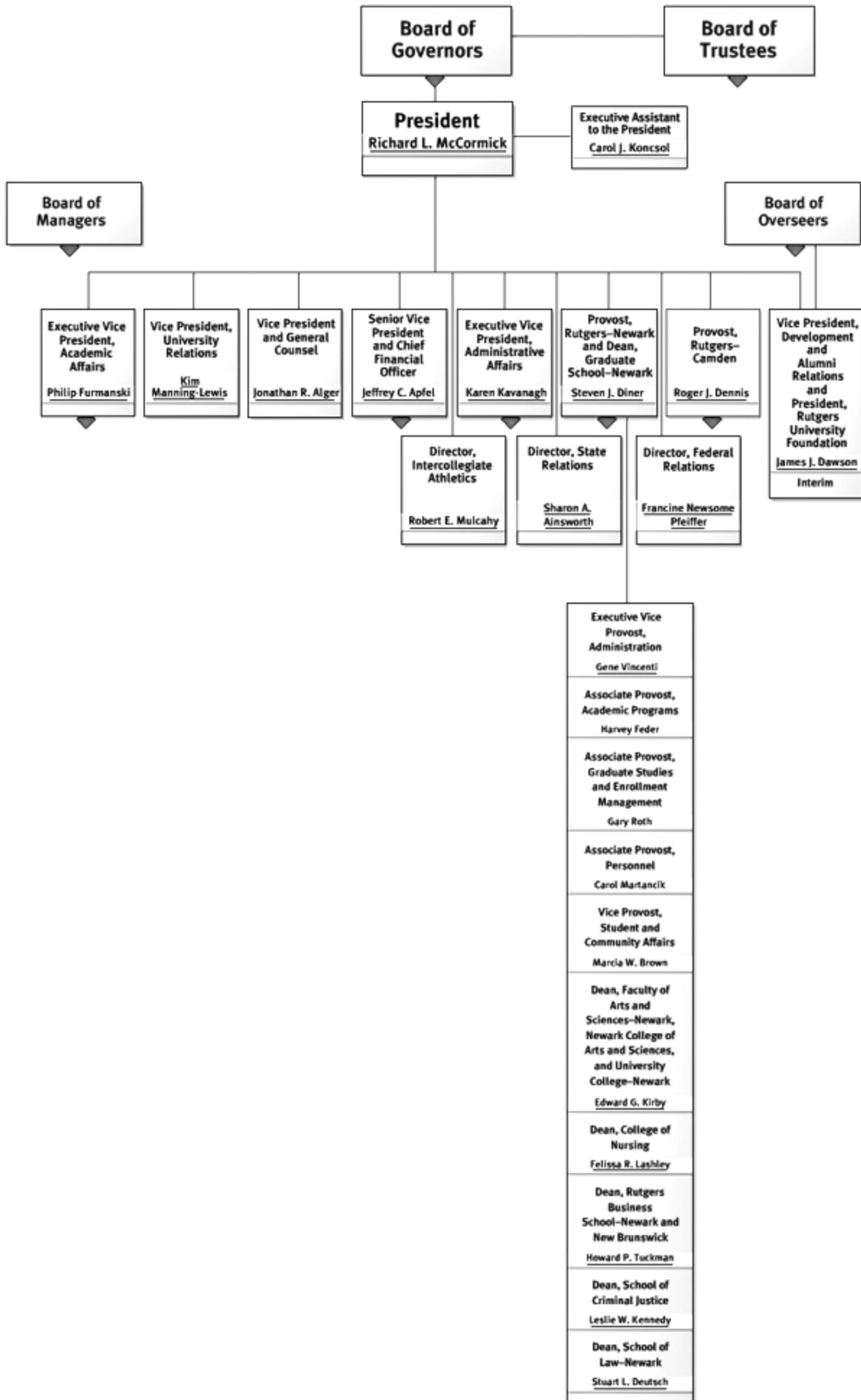
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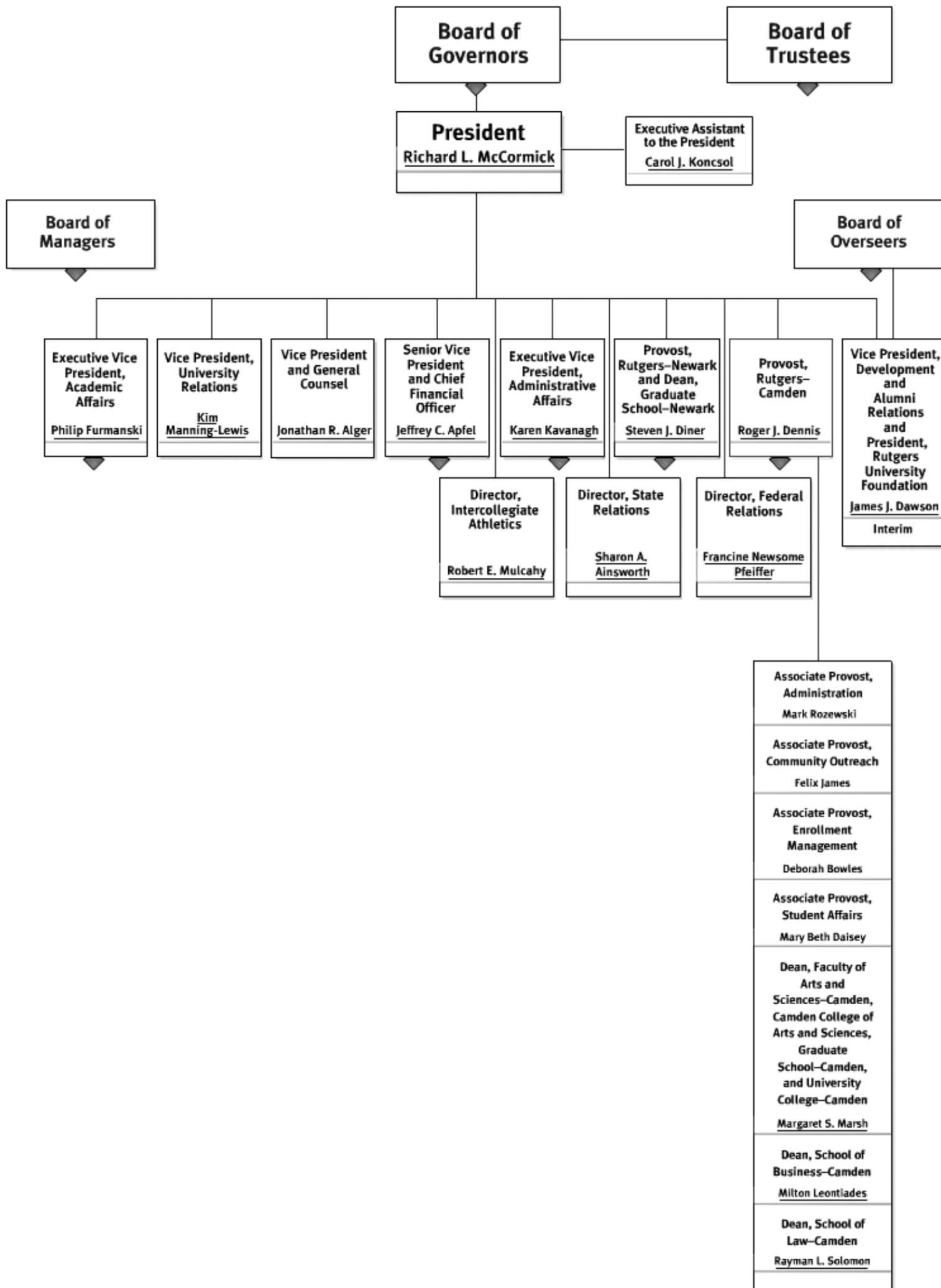
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Organizational Structure
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ACADEMIC DIVISIONS OF THE UNIVERISTY

Rutgers, The State University of New Jersey, provides educational and research services throughout the state on campuses located in Camden, Newark, and New Brunswick/Piscataway. The principal university center is located in New Brunswick, where Rutgers originated two centuries ago.

CAMDEN

Camden offers programs at three undergraduate colleges and at three graduate schools. With an enrollment of 5,200 students, it offers exceptional educational opportunities in addition to providing the advantages and resources associated with a major state university.

Faculty of Arts and Sciences–Camden

Margaret Marsh, Ph.D., Dean

Established in 1983 as a result of academic reorganization of the Camden campus, the Faculty of Arts and Sciences- Camden offers academic programs for undergraduate and graduate work in 23 arts and sciences disciplines and in a variety of interdisciplinary areas.

Camden College of Arts and Sciences

Margaret Marsh, Ph.D., Dean

A coeducational, liberal arts college, CCAS is the successor institution to the College of South Jersey, which was established in 1927 and became part of the state university in 1950.

University College–Camden

Margaret Marsh, Ph.D., Dean

University College-Camden is an evening college of liberal arts and professional studies serving part-time students since 1950.

School of Business–Camden

Mitchell P. Koza, Dean

Established in 1988, the School of Business-Camden sets major requirements and teaches all courses leading to the bachelor of science degree in the professional areas of accounting and management. The School of Business also sets the major requirements and teaches all courses leading to a master of business administration degree.

Graduate School–Camden

Margaret Marsh, Ph.D., Dean

Graduate programs in the liberal arts were started in Camden in 1971 under the jurisdiction of the Graduate School-New Brunswick. The Graduate School-Camden was established as an autonomous unit in 1981.

School of Law–Camden

Rayman L. Solomon, J.D., Ph.D., Dean

Founded in 1926, the School of Law-Camden joined the university in 1950 as the South Jersey division of the School of Law-Newark. It became an independent unit of the university in 1967. The law school offers a curriculum leading to the degree of juris doctor, including advanced study in special areas.

The Honors College – Camden

Allen Woll, Ph.D., Director

Initiated in 1997 and established in 2000, The Honors College at Rutgers-Camden is a community of student and faculty scholars who participate in a challenging academic program that includes honors seminars, junior and senior year projects, and extracurricular activities. Selection into this program is very competitive; approximately 90 new students are enrolled into The Honors College each year.

Summer & Winter Session–Camden

Thomas Venables, Ed.D.

The Summer Session, begun in 1913 and established as a division of the university in 1960, offers a wide variety of graduate and undergraduate courses during three sessions in the summer months. This office also provides administrative and academic support for the Winterim, an accelerated session held between the fall and spring terms at Camden.

NEWARK

Newark offers programs at three undergraduate colleges and at four graduate schools. With an enrollment of approximately 10,300 students, it offers strong academic programs, excellent facilities, and an outstanding faculty.

Faculty of Arts and Sciences–Newark

Edward G. Kirby, Ph.D., Dean

The Faculty of Arts and Sciences-Newark was established in 1985 to expand and strengthen the instructional program for undergraduate students at the Newark campus. The combined faculties of Newark College of Arts and Sciences and University College-Newark offer courses and academic programs in more than 60 subject areas.

Newark College of Arts and Sciences

Edward G. Kirby, Ph.D., Dean

Founded in 1930 as Dana College, this undergraduate, coeducational, liberal arts college became part of Rutgers when the University of Newark was integrated into the state university in 1946.

College of Nursing

Felissa R. Lashley, Ph.D., Dean

The College of Nursing was established in 1956 as an expansion of the university's offerings in the former School of Nursing of the Newark College of Arts and Sciences. Its graduate program is conducted through the Graduate School-Newark.

University College–Newark

Edward G. Kirby, Ph.D., Dean

University College-Newark is an evening and weekend college of liberal arts and professional studies serving part-time students since 1934. Within the context of the liberal arts tradition, University College students are offered a full range of courses and curricula, including programs in business and preparation for the professions leading to the degrees of bachelor of arts and bachelor of science.

Rutgers Business School–Newark

Rose Oppenheim, Acting Dean

Rutgers Business School offers undergraduate and graduate programs on or through the university's Newark and New Brunswick/Piscataway campuses. Rutgers Business School: Undergraduate-Newark is a four-year undergraduate school. It offers the bachelor of science degree jointly with either the Newark College of Arts and Sciences or University College-Newark. Rutgers Business School: Undergraduate-New Brunswick is a two-year, upper-division school offering programs in accounting, finance, management, management science and information systems, and marketing. The school admits students from Douglass, Livingston, Rutgers, and University Colleges in their junior year. The bachelor of science degree is awarded jointly by the business school and the undergraduate college the student attended. Rutgers Business School: Graduate Programs-Newark and New Brunswick offers the master of business administration, an M.B.A. degree in professional accounting, a master of accountancy in taxation, a master of accountancy in governmental accounting, a master of quantitative finance, and a variety of dual degrees. The Ph.D. degree in management is offered jointly by the Graduate School-Newark and the New Jersey Institute of Technology.

Graduate School–Newark

Steven J. Diner, Ph.D., Dean

The Graduate School-Newark was established as a separate instructional division of the university with degree-granting authority in 1976.

School of Criminal Justice

Leslie W. Kennedy, Ph.D., Dean

The School of Criminal Justice, which opened in 1974, offers a graduate program that provides students with a sound foundation for work in teaching, research, or criminal justice management. The master of arts degree is offered through the school, and the Ph.D. degree is offered in conjunction with the Graduate School-Newark.

School of Law–Newark

Stuart L. Deutsch, J.D., Dean

The university's graduate programs in law originated in other institutions. The New Jersey School of Law, founded in 1908, and the Mercer Beasley School of Law, founded in 1926, merged in 1936 to become the University of Newark School of Law, which became part of Rutgers in 1946.

School of Public Affairs and Administration – Newark

Marc Holzer, Dean

The School of Public Affairs and Administration at Rutgers-Newark is dedicated to four goals: competence, diversity, knowledge, and service. The school offers a Masters in Public Administration, an Executive MPA, and a Ph.D. degree, as well as professional certificates in various areas including Non-Profit Management and Urban Educational Administration. The MPA Program is rated very highly by **U.S. News and World Report**, ranking 11th in the nation in public administration and 26th in the broader category of public affairs.

Summer & Winter Session–Newark

Elizabeth C. Rowe, Director

The Office of Summer and Winter Sessions, begun in 1913 and established as a division of the university in 1960, offers a wide variety of graduate and undergraduate courses during three sessions in the summer months and a two week session during the winter.

The Honors College–Newark

Edward G. Kirby, Ph.D., Dean

The Honors College-Newark was established in 1999 as a four-year program within the Faculty of Arts and Sciences-Newark. The Honors College promotes experiential learning, undergraduate research, and internships both on campus and in the urban community. The Honors College provides additional academic opportunities and support for undergraduate students selected for participation from the Newark College of Arts and Sciences and University College-Newark.

NEW BRUNSWICK/PISCATAWAY

The New Brunswick/Piscataway campus is the largest and most diversified of the university's three campuses, with 16 academic units, 1,800 faculty, and 36,000 students enrolled in undergraduate and graduate programs.

School of Arts and Sciences–New Brunswick

Ziva Galili, Acting Executive Dean

Established in 1981 as a result of academic reorganization of the New Brunswick campus, the Faculty of Arts and Sciences–New Brunswick teaches all arts and science courses for undergraduate and graduate students in degree-granting units and sets the major requirements for all arts and science majors. Organized into disciplines and departments, it offers 44 undergraduate major programs and 29 graduate programs, which are administered by the Graduate School–New Brunswick.

Douglass College

Carmen Twillie Ambar, J.D., Dean

Founded in 1918 as the New Jersey College for Women, Douglass is the largest women's college in the nation. While maintaining rigorous standards of instruction in the fundamental disciplines of the liberal arts, Douglass supports and develops programs that link major courses of study to future careers. The college also implements special programs as well as independent activities designed to help women students develop the qualities required for achievement in any field of endeavor.

Livingston College

Arnold Hyndman, Ph.D., Dean

Livingston College opened in 1969 as a coeducational institution dedicated to serving a diverse student body reflecting the racial, ethnic, and socioeconomic composition of today's society. As a college of the liberal arts and professions, Livingston is committed to a multidisciplinary program that brings together a diverse group of students, faculty, and staff in a cosmopolitan community dedicated to learning.

Rutgers College

Carl Kirschner, Ph.D., Dean

Rutgers College was chartered in 1766 and is the original nucleus around which the university developed. Formerly an undergraduate college for men, it is now coeducational. Dedicated to the promotion of excellence in undergraduate education, Rutgers College provides its students with clear guidelines in the pursuit of a liberal arts education.

University College–New Brunswick

Emmet A. Dennis, Ph.D., Dean

University College-New Brunswick is an evening college of liberal arts and professional studies serving part-time students since 1934. Within the context of the liberal arts tradition, University College-New Brunswick students are offered a full range of courses and curricula, including programs in business and preparation for the professions leading to the degrees of bachelor of arts and bachelor of science.

School of Environmental and Biological Sciences

Robert M. Goodman, Ph.D., Dean

A coeducational and residential college, Cook offers undergraduate programs in various applied disciplines with an emphasis on environmental, agricultural, food, and marine sciences. Formerly the College of Agriculture and later the College of Agriculture and Environmental Science, Cook College adopted its present name in 1973. Graduate programs are offered through the Graduate School- New Brunswick.

Ernest Mario School of Pharmacy

John L. Colaizzi, Ph.D., Dean

First organized in 1892 and incorporated into the state university in 1927, the Ernest Mario School of Pharmacy offers a six-year professional program leading to the doctor of pharmacy (Pharm.D.) degree and a graduate program offering a post-B.S. Pharm.D. degree (both traditional two-year and nontraditional). Other graduate programs leading to advanced degrees through the Graduate School-New Brunswick are available. In addition, the school sponsors a continuing education program for the benefit of practicing pharmacists throughout the state.

Mason Gross School of the Arts

George B. Stauffer, Ph.D., Dean

This branch of Rutgers opened in July 1976. The school grants both undergraduate and graduate degrees. Formed to provide an education in the arts of the highest professional caliber, the school offers an M.F.A. degree in visual arts and theater arts; D.M.A., A.Dpl., M.M., and B.Mus. degrees in music; and a B.F.A. degree in visual arts, dance, and theater arts.

Rutgers Business School–New Brunswick

Rose Oppenheim, Acting Dean

Rutgers Business School offers undergraduate and graduate programs on or through the university's Newark and New Brunswick/Piscataway campuses. Rutgers Business School: Undergraduate-Newark is a four-year undergraduate school. It offers the bachelor of science degree jointly with either the Newark College of Arts and Sciences or University College-Newark. Rutgers Business School: Undergraduate-New Brunswick is a two-year, upper-division school offering programs in accounting, finance, management, management science

and information systems, and marketing. The school admits students from Douglass, Livingston, Rutgers, and University Colleges in their junior year. The bachelor of science degree is awarded jointly by the business school and the undergraduate college the student attended. Rutgers Business School: Graduate Programs-Newark and New Brunswick offers the master of business administration, an M.B.A. degree in professional accounting, a master of accountancy in taxation, a master of accountancy in governmental accounting, a master of quantitative finance, and a variety of dual degrees. The Ph.D. degree in management is offered jointly by the Graduate School-Newark and the New Jersey Institute of Technology.

School of Communication, Information and Library Studies

Gustav Friedrich, Ph.D., Dean

This school was formed in 1982 by a merger of two schools to provide academic programs that focus on various facets of communication and information science. The school offers undergraduate programs of study in communication, and journalism and mass media. Students are admitted to the school in their junior year from the five residential undergraduate colleges in New Brunswick/Piscataway: Cook, Douglass, Livingston, Rutgers, and University Colleges. Bachelor of arts degrees are awarded jointly by the School of Communication, Information and Library Studies and the undergraduate college. At the graduate level, programs are offered that lead to the degree of master of library and information science, the master of communication and information studies, and, jointly with the Graduate School-New Brunswick, the doctor of philosophy degree. Courses for in-service librarians also are provided.

School of Engineering

Michael T. Klein, Sc.D., Dean

Instruction in engineering began at Rutgers in 1864 when New Jersey designated Rutgers College to be the State College for the Benefit of Agriculture and Mechanic Arts. The College of Engineering became a separate unit in 1914 and was renamed the School of Engineering in 1999. The school is dedicated to the sound technical and general education of the student. It offers a bachelor of science degree in seven disciplines as well as a curriculum in applied sciences. Its graduate programs are conducted through the Graduate School-New Brunswick.

Edward J. Bloustein School of Planning and Public Policy

James W. Hughes, Ph.D., Dean

Founded in 1992, the Edward J. Bloustein School of Planning and Public Policy provides focus for all of Rutgers' programs of instruction, research, and service in planning and public policy. The school offers undergraduate programs in urban studies and public health, each leading to the baccalaureate degree. On the graduate level, the school confers master of city and regional planning, master of city and regional studies, master of public affairs and politics, master of public policy, master of public health, and doctor of public health degrees; the latter two degrees are offered jointly with the University of Medicine and Dentistry of New Jersey-School of Public Health. A dual-degree program in public health

and applied psychology leading to the master of public health and doctor of psychology degrees is offered with the Graduate School of Applied and Professional Psychology. A program also is offered that leads to the doctor of philosophy degree in urban planning and policy development; this degree is conferred by the Graduate School-New Brunswick. In addition, the school offers joint-degree programs with Rutgers' two law schools, with the Rutgers Business School: Graduate Programs-Newark and New Brunswick, and with the Graduate School-New Brunswick.

School of Management and Labor Relations

David Finegold, Dean

The School of Management and Labor Relations, formed in 1994, provides undergraduate instruction in labor studies and employment relations. At the graduate level, programs are offered that lead to the degrees of master in human resource management, master in labor and employment relations, and doctor of philosophy in industrial relations and human resources.

Graduate School–New Brunswick

Jolie Cizewski, Acting Dean

Graduate programs in the arts and sciences have been offered since 1876. The Graduate School-New Brunswick awards advanced degrees in more than 60 disciplines and is responsible for all doctor of philosophy degrees at Rutgers-New Brunswick/Piscataway. The faculty is drawn from virtually all academic divisions of the university.

Graduate School of Applied and Professional Psychology

Stanley B. Messer, Ph.D., Dean

GSAPP was established in 1974 to train direct-service psychologists who have a special commitment to community involvement. It offers the doctor of psychology (Psy.D.) degree in professional psychology with specializations in the areas of clinical psychology, school psychology, and organizational psychology. GSAPP also awards the master of psychology (Psy.M.) degree en passant to the doctorate; the Psy.M. is not offered as a terminal degree.

Graduate School of Education

Richard De Lisi, Ph.D., Dean

Courses in education were first offered by Rutgers College in the late 19th century. A separate school offering its own curricula was organized in 1924. GSE offers programs leading to the degrees of master of education and doctor of education.

School of Social Work

Richard L. Edwards Ph.D., Dean

Established in 1954 to prepare students for professional social work practice, SSW offers a two-year graduate curriculum leading to the master of social work degree. Jointly with the Graduate School-New Brunswick, it offers a program leading to the doctor of philosophy degree, and its faculty also teaches an undergraduate social work program.

Summer Session–New Brunswick

Thomas A. Kujawski, Ed.M.

The Summer Session, begun in 1913 and established as a division of the university in 1960, offers a wide variety of graduate and undergraduate courses during three sessions in the summer months.

ACADEMIC CENTERS, BUREAUS, AND INSTITUTES

Academic Foundations Center. Conklin Hall, Newark Campus

Advanced Food Technology, Center for. Nabisco Institute for Advanced Food Technology, Cook Campus

Advanced Information Processing, Center for. CoRE Building, Busch Campus

Agricultural Experiment Station, New Jersey. Martin Hall, Cook Campus

Alcohol Studies, Center of. Smithers Hall, Busch Campus

American Women and Politics, Center for. Wood Lawn, Douglass Campus

Art Museum, Jane Voorhees Zimmerli. College Avenue Campus

Biological Research, Bureau of. Nelson Biology Laboratories, Busch Campus

Biostatistics, Institute of. Hill Center, Busch Campus

Biotechnology Center for Agriculture and the Environment. Cook Campus

Ceramic Research, Malcolm G. McLaren Center for. 607 Taylor Road, Busch Campus

Coastal and Environmental Studies, Center for. Doolittle Hall, Busch Campus

Computer Science Research, Laboratory for. Hill Center, Busch Campus

Controlled Drug-Delivery Research Center. Pharmacy Building, Busch Campus

Crime Prevention Studies, Center for. Center for Law and Justice, Newark Campus

Criminological Research, Institute for. Lucy Stone Hall, Livingston Campus

Critical Analysis of Contemporary Culture, Center for the. 8 Bishop Place, College Avenue Campus

Discrete Mathematics and Theoretical Computer Science, Center for. CoRE Building, Busch Campus

Eagleton Institute of Politics. Wood Lawn, Douglass Campus

Economic Research, Bureau of. New Jersey Hall, College Avenue Campus

Edison Papers, Thomas A. 16 Seminary Place, College Avenue Campus

Education Law and Policy, Institute for. Center for Law and Justice, Newark Campus

Engineered Materials, Institute for. Engineering Building, Busch Campus

Engineering Research, Bureau of. Engineering Building, Busch Campus

Entrepreneurial Studies, Center for. Management Education Center, Newark Campus

ACADEMIC CENTERS, BUREAUS, AND INSTITUTES - CONT'D

Fiber Optic Materials Research Program. 607 Taylor Road, Busch Campus

Financial Services, Whitcomb Center for Research in. Management Education Center, Newark Campus

Fisheries and Aquaculture Technology Extension Center. Martin Hall, Cook Campus

Governmental Accounting Education and Research, Center for. Janice H. Levin Building, Livingston Campus

Government Services, Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Health, Health Care Policy, and Aging Research, Institute for. 30 College Avenue, College Avenue Campus

Historical Analysis, Rutgers Center for. 88 College Avenue, College Avenue Campus

Human Evolutionary Studies, Center for. 131 George Street, College Avenue Campus

Human Resource Strategy, Center for. School of Management and Labor Relations, 94 Rockefeller Road, Livingston Campus

Information Management, Integration, and Connectivity, Center for. Ackerson Hall, Newark Campus

International Business Education, Center for. Janice H. Levin Building, Livingston Campus

International Conflict Resolution and Peace Studies, Center for. Hickman Hall, Douglass Campus

International Faculty and Student Services, Center for. 180 College Avenue, College Avenue Campus

Jazz Studies, Institute of. Dana Library, Newark Campus

Jewish Life, Center for the Study of. 12 College Avenue, College Avenue Campus

Journalism Resources Institute. 185 College Avenue, College Avenue Campus

Marine and Coastal Sciences, Institute of. 71 Dudley Road, Cook Campus

Materials Synthesis, Center for. Engineering Building, Busch Campus

Mathematical Sciences Research, Center for. Hill Center, Busch Campus

Mathematics, Science, and Computer Education, Center for. Science and Engineering Resource Center, Busch Campus

Metropolitan Studies, Joseph C. Cornwall Center for. Smith Hall, Newark Campus

Middle East/North Africa Business, Center for. Management Education Center, Newark Campus

Molecular and Behavioral Neuroscience, Center for. Aidekman Center, Newark Campus

ACADEMIC CENTERS, BUREAUS, AND INSTITUTES - CONT'D

Negotiation and Conflict Resolution, Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Neighborhood and Brownfields Redevelopment, National Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Operations Research, Center for. Hill Center, Busch Campus

Packaging Science and Engineering, Center for. Engineering Building, Busch Campus

Pharmaceutical Management, Blanche and Irwin Lerner Center for. Management Education Center, Newark Campus

Physics Research, Bureau of. Serin Physics Laboratories, Busch Campus

Prudential Business Ethics Center. Management Education Center, Newark Campus

Regulated Industries, Center for Research in. Ackerson Hall, Newark Campus

Rutgers Accounting Research Center. Ackerson Hall, Newark Campus

Rutgers Cooperative Extension. Martin Hall, Cook Campus

Supply Chain Management, Center for. Ackerson Hall, Newark Campus

Surface Modification, Laboratory for. Serin Physics Laboratories, Busch Campus

Technology Management Research Center. Management Education Center, Newark Campus

Transportation Center, Alan M. Voorhees. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Urban Policy Research, Center for. 33 Livingston Avenue, College Avenue Campus

Waksman Institute of Microbiology. 190 Frelinghuysen Road, Busch Campus

Walt Whitman Center for the Culture and Politics of Democracy. Hickman Hall, Douglass Campus

Wireless Information Network Laboratory. Electrical Engineering Building, Busch Campus

Women, Institute for Research on. 160 Ryders Lane, Douglass Campus

Women and Work, Center for. School of Management and Labor Relations, 162 Ryders Lane, Douglass Campus

Women's Leadership, Institute for. 162 Ryders Lane, Douglass Campus

Workforce Development, John J. Heldrich Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Workplace Transformation, Center for. School of Management and Labor Relations, Labor Education Center, 50 Labor Center Way, Cook Campus

UNIVERSITY LIBRARY SYSTEMS

Alcohol Studies Library. Smithers Hall, Busch Campus

Archibald Stevens Alexander Library. 169 College Avenue, College Avenue Campus

Art Library. 71 Hamilton Street, College Avenue Campus

Blanche and Irving Laurie Music Library. Douglass Library, Douglass Campus

Center for Electronic Texts in the Humanities (CETH). Alexander Library, College Avenue Campus

Chemistry Library. Wright-Rieman Laboratories, Busch Campus

Don M. Gottfredson Library of Criminal Justice. Newark Law Library, Newark Campus

East Asian Library. Alexander Library, College Avenue Campus

Humanities and Social Sciences Data Center. Alexander Library, College Avenue Campus

Institute of Jazz Studies. Dana Library, Newark Campus

John Cotton Dana Library. 185 University Avenue, Newark Campus

Kilmer Library. 75 Avenue E, Livingston Campus

Libraries Annex. 47 Davidson Road, Busch Campus

Library of Science and Medicine. 165 Bevier Road, Busch Campus

Mabel Smith Douglass Library. 8 Chapel Drive, Douglass Campus

Margery Somers Foster Center. Douglass Library, Douglass Campus

Mathematical Sciences Library. Hill Center, Busch Campus

Media Center. Kilmer Library, Livingston Campus

Paul Robeson Library. 300 North Fourth Street, Camden Campus

Physics Library. Serin Physics Laboratory, Busch Campus

RU-Online: The Rutgers Digital Library. <http://www.libraries.rutgers.edu>

Scholarly Communication Center (SCC). Alexander Library, College Avenue Campus

School of Law-Camden Library. Law School, Fifth and Penn streets, Camden Campus

School of Law-Newark Library. Center for Law and Justice, 123 Washington Street,
Newark Campus

School of Management and Labor Relations Library, James Carey. 50 Labor Center
Way, Cook Campus

SERC Reading Room. Science and Engineering Resource Center, Busch Campus

Special Collections and University Archives. Alexander Library, College Avenue
Campus

Stephen and Lucy Chang Science Library. Foran Hall, Cook Campus

LIBRARIES AND CENTERS

University-Wide

- RU-Online: The Rutgers Digital Library

Camden

- Camden Law
- Robeson

Newark

- Dana
- Don M. Gottfredson Library of Criminal Justice
- Institute of Jazz Studies
- Rutgers Law Library-Newark

New Brunswick / Piscataway

- Alcohol Studies
- Alexander
- Annex
- Art
- Center for Electronic Texts in the Humanities (CETH)
- Chang
- Chemistry
- Douglass
- East Asian
- Humanities and Social Sciences Data Center
- Kilmer
- Library of Science & Medicine
- Margery Somers Foster Center
- Mathematical Sciences
- Media Center
- Music
- Physics
- SERC Reading Room
- Schimmel Rare Book Library
- Scholarly Communication Center (SCC)
- School of Management and Labor Relations
- Special Collections and University Archives

Related Libraries

- American Hungarian Foundation
- Center for Research Libraries
- Sage (Seminary)
- Whitman Collection

Source: <http://www.libraries.rutgers.edu/rul/libs/libs.shtml>



Authorizing Statutes & Bylaws

- ❖ The Rutgers Act of 1956 (Annotated Version)
- ❖ Bylaws of the Board of Governors
- ❖ Bylaws of the Board of Trustees

Effective: [See Text Amendments]

New Jersey Statutes Annotated Currentness

Title 18A. Education

Subtitle 9. Public Higher Education

→ Chapter 65. Rutgers, The State University ([Refs & Annos](#))

Article 1. Short Title

18A:65-1. Short Title

This chapter shall be known as and may be cited as the "Rutgers, the state university law."

Effective: [See Text Amendments]**Article 2. Definitions and Declaration of Public Trusts ([Refs & Annos](#))****18A:65-2. The term "the corporation" defined; trusts imposed**

The term "the corporation," as used in this chapter, shall mean the said body corporate and politic, incorporated under the name of "the trustees of Queen's-College, in New Jersey," by royal charter dated November 10, 1766 (amended March 20, 1770), confirmed and amended by acts of the legislature of the state of New Jersey adopted June 5, 1781, and May 31, 1799, respectively, and having perpetual succession and existence; its name having been changed to "the trustees of Rutgers college in New Jersey" by act of the legislature adopted November 30, 1825 and to "Rutgers, the state university" pursuant to an act of the legislature, approved June 1, 1956; one of the departments maintained by which is and continues to be the land grant college of New Jersey; the property and educational facilities, rights and privileges of which are and shall continue to be impressed with a public trust for higher education of the people of the state of New Jersey; and which is the instrumentality of the state for the purpose of operating the state university. Nothing herein contained shall impress with such trust any property of the state.

Effective: [See Text Amendments]**18A:65-3. "The state university" or "the university" defined and described**

The term "the state university" or "the university," as used in this chapter, shall, unless the context clearly indicates to the contrary, include and mean the educational entity conducted by the corporation, heretofore designated "the state university of New Jersey," as now and hereafter constituted, including all departments, colleges, schools, centers, branches, educational and other units and extensions thereof, including the state college for the benefit of agriculture and the mechanic arts, the agricultural experiment station, the New Jersey agricultural experiment station managed and directed by the board of managers, Douglass college, the Paterson college, the graduate school of social work, the school of ceramics, the departments of higher education, formerly maintained by the university of Newark, including the college of arts and sciences, the school of business administration and the school of law, and those, formerly maintained by the college of South Jersey, including the junior college and the school of law, and all other departments of higher education maintained by the corporation.

Effective: [See Text Amendments]**Article 3. Construction of Chapter**

18A:65-4. Vested rights, grants, charter privileges, etc., not affected; exceptions

Nothing herein contained shall be construed to impair, annul or affect any vested rights, grants, charter rights, privileges, exemptions, immunities, powers, prerogatives, franchises or advantages heretofore obtained or enjoyed by the corporation or the university or any constituent unit thereof, under authority of its charter or any act of this state or under any grant, deed, conveyance, transfer, lease, estate, remainder, expectancy, trust, gift, donation, legacy, devise, endowment or fund, all of which are hereby ratified and confirmed except insofar as the same may have expired or have been repealed or altered or may be inconsistent with this chapter or with existing provisions of law; subject, however, thereto and to all of the rights, obligations, relations, conditions, terms, trusts, duties and liabilities to which the same are subject.

Effective: [See Text Amendments]

18A:65-5. Officers or outstanding commitments not affected

The enactment and adoption of this chapter shall not of itself affect the official status of any officer of the corporation or the university, or any outstanding authorization of any officer, agent or employee to take any specified action, or any outstanding commitment or undertaking of or by the corporation or the university, except to the extent that any of the same may be inconsistent with this chapter.

Effective: [See Text Amendments]

18A:65-6. Tenure, civil service and retirement rights

Nothing in this chapter shall be construed so as to deprive any person of any right of tenure, or under civil service, or under any retirement system, or to any pension, disability or social security or similar benefits, to which he is entitled by law or contractually.

Effective: [See Text Amendments]

18A:65-7. Repealed by L.1994, c. 48, § 307, eff. July 1, 1994

Effective: [See Text Amendments]

18A:65-8. State's credit not pledged

No provision in this chapter contained shall be deemed or construed to create or constitute a debt, liability, or a loan or pledge of the credit, of the state of New Jersey.

Effective: [See Text Amendments]

18A:65-9. Chapter liberally construed

This chapter, being deemed and hereby declared necessary for the welfare of the state and the people of New Jersey to provide for the development of public higher education in the state and thereby to increase the efficiency of the public school system of the state, shall be liberally construed to effectuate the purposes and intent thereof.

Effective: [See Text Amendments]

18A:65-9.1. Certain repealers saved

Section 36 of chapter 61 of the laws of 1956 [FN1] entitled "An Act concerning The Trustees of Rutgers College in New Jersey, the State University of New Jersey, changing its name to Rutgers, The State University, reorganizing the Board of Trustees thereof, and creating a Board of Governors having general supervision over and vested with the conduct of the University, amending its Charter, and repealing Section 3 of Chapter 49 of the Laws of 1945, approved March 26, 1945 [FN2] (P.L.1945, page 115), and all acts and parts of acts inconsistent with this Act," approved June 1, 1956 (P.L.1956, c. 61), [FN3] is saved from repeal. [This section repeals certain acts and also provisions of the charter and resolutions of the board of trustees of the university inconsistent with the provisions of this chapter.]

[FN1] N.J.S.A. § 18:22-15.60 (see Historical Note this section).

[FN2] N.J.S.A. § 18:22-15.3 repealed.

[FN3] N.J.S.A. § 18:22-15.25 et seq. (see schedule A, allocation of source material).

Effective: [See Text Amendments]

Article 4. Name and Corporate Seal [\(Refs & Annos\)](#)

18A:65-10. Name

The name of the body corporate and politic, which operates the state university of the state of New Jersey, is continued as "Rutgers, the state university," hereafter referred to as the "corporation."

Effective: [See Text Amendments]

18A:65-11. Corporate seal

The seal of the corporation now in use, shall continue to be the common seal of the corporation, unless and until a new or different seal be adopted by joint or concurrent action of the boards.

Effective: [See Text Amendments]

Article 5. Government of the Corporation and the University [\(Refs & Annos\)](#)

18A:65-12. Board of governors continued, powers, etc.

The board of governors of the corporation is continued and it shall have and exercise the powers, authority, rights and privileges, and be subject to the duties, obligations and responsibilities set forth and expressed in this chapter.

Effective: [See Text Amendments]

18A:65-13. Board of trustees continued, powers, etc.

The board of trustees of the corporation is continued and it shall have and exercise the powers, authority, rights and privileges, and be subject to the fiduciary and other duties, obligations and responsibilities, set forth and expressed in this chapter.

Effective: [See Text Amendments]

18A:65-14. Board of governors, membership, classification, terms, succession

The membership of the board of governors shall be classified as follows and consist of:

- a. the president of the corporation, serving as an ex officio non-voting member; and
- b. 11 voting members,
 - i. six of whom shall be appointed by the Governor of the State, with the advice and consent of the Senate, and
 - ii. five of whom shall be appointed by the board of trustees, from among their members elected and serving under the provisions of subsection I.c. or I.d. of 18A:65-15.

All members shall serve for terms of six years, except that the terms of those initially appointed by the Governor which began on September 1, 1956, shall expire respectively (as designated by him) one, two, three, four, five and six years after June 30, 1956, and terms of those initially appointed by the board of trustees which began on September 1, 1956, shall expire respectively (as designated by the board) two, three, four, five and six years after June 30, 1956; all of whose respective successors shall be appointed to serve six-year terms. Governors may succeed themselves for not more than one additional term after having served one full six-year term (including an initial term beginning on September 1, 1956, and expiring on June 30, 1962).

Effective: [See Text Amendments]

18A:65-15. Board of trustees, members, classification, terms, etc.

I. The membership of the board of trustees shall be classified as follows and consist of:

- a. the president of the corporation, serving as an ex officio non-voting member;
- b. 11 public trustees, appointed and to be appointed by the Governor of the State, with the advice and consent of the Senate, viz.,
 - i. five public trustees, serving under section 4 of chapter 49 of the Laws of 1945 for five-year terms expiring respectively, one, two, three, four, and five years after June 30, 1956, whose respective successors shall be appointed upon the expiration of such terms and annually thereafter to serve five-year terms; and
 - ii. six public trustees appointed governors under subsection b.i. of [section 18A:65-14](#) and serving by virtue thereof for and during their respective initial and subsequent terms as governors;
- c. not less than 12 nor more than 20 trustees who shall be alumni or alumnae of Rutgers, The State University, as may be determined from time to time by the board of trustees, elected by the board in accordance with such rules, regulations and schedules, and modifications thereof, as may be prepared and adopted from time to time by the board, the terms of such alumni trustees or alumnae trustees to be six years for full terms, with power in the board to provide for shorter or interim terms when deemed by it to be advisable.
- d. Charter trustees:
 - i. in the number of trustees serving as such on August 31, 1956 without definite term, who shall continue to serve

indefinitely; provided, that upon the occurrence of any vacancy among such charter trustees, no successor shall be elected to fill such vacancy until such time as the number of such trustees has been reduced below 25, and thereafter vacancies within that number shall be filled by the board subject to the following paragraph II; ii. two women elected by the board of trustees serving six-year terms expiring respectively on June 30, 1963 and 1965 and one woman elected by the board of trustees serving a five-year term expiring June 30, 1961, whose respective successors shall be elected by the board upon the expiration of such terms and thereafter to serve six-year terms.

II. All trustees elected or appointed for terms commencing on or after September 1, 1956, other than those serving ex officio pursuant to subsections I.a. and I.b.i. of this section, shall serve for terms of six years (subject to the provisions of subsection I.c. of this section and of subsection (a) of [section 18A:65-16](#)), and may succeed themselves for not more than one additional term after having served one full six-year term.

III. The ex officio members of the board of trustees as constituted on August 31, 1956, pursuant to the charter, statutes, or resolutions of the board from time to time adopted, ceased to be such members on August 31, 1956, with the exception of the president of the corporation who continued as ex officio trustee and ex officio governor, without voting power as hereinabove provided and the commissioner of education who so continued until July 1, 1967.

Effective: [See Text Amendments]

18A:65-16. Governors and trustees, beginning and ending of terms, vacancies

(a) The terms of all governors and trustees which are limited shall, unless otherwise expressly provided herein, commence on July 1 in the first year, and end on June 30 in the last year, of such term.

(b) In case a governor or a trustee is elected president and he thereby becomes a nonvoting governor or trustee ex officio, a vacancy in his prior office as governor or trustee shall thereby occur.

(c) In case a trustee is appointed a governor by the Governor of the State, and he thereby becomes a trustee during his term as governor, a vacancy in his prior office as trustee shall thereby occur.

(d) Any vacancy occurring during the term of any governor or trustee (other than by the expiration of his term) shall be filled for the unexpired term only, in the same manner and subject to the same provisions, as in the case of his appointment or election; subject, however, to the provisions of subsection I.d. of [section 18A:65-15](#).

Effective: [See Text Amendments]

18A:65-17. Restriction on receiving certain remuneration by members of boards

No person, other than the president, shall be eligible to membership on the board of governors, if he is a salaried official of the State of New Jersey, or shall be eligible to membership on either the board of governors or the board of trustees, if he is receiving remuneration for services from the corporation or the university. If any member of either board shall become ineligible by reason of the foregoing, a vacancy in his prior office as governor or trustee, as the case may be, shall thereby occur.

Effective: [See Text Amendments]

18A:65-18. Oaths

Each governor and each trustee taking office, before entering on the duties of his office, shall take and subscribe an oath or affirmation to support the constitution of the state of New Jersey and of the United States, to bear allegiance to the government of the state, and to perform the duties of his office faithfully, impartially and justly, to the best of his ability.

Effective: [See Text Amendments]

18A:65-19. Procedure for removal of governor or trustee

(a) Any governor shall be subject to removal after hearing, by a majority of the board of governors, for malfeasance or conduct injurious to the interests of the corporation or the university, subject to review and confirmation (i) by the governor of the state in the case of his appointees, and (ii) by the board of trustees in the case of its appointees.

(b) Any trustee other than one serving under the provisions of subsection I.a. of 18A:65-15 shall be subject to removal after hearing for malfeasance or conduct injurious to the interests of the corporation or the university (i) by the governor of the state in the case of a trustee appointed by him or (ii) in the case of a trustee elected by the board of trustees, by a majority of the then membership of the board of trustees.

Effective: [See Text Amendments]

18A:65-20. No compensation; expenses paid

The governors and trustees shall not receive compensation for their services as such. Each governor and trustee shall be reimbursed for his actual expenses reasonably incurred in the performance of his duties or in rendering service as a member of or on behalf of either board or any committee of either board.

Effective: [See Text Amendments]

18A:65-21. No personal liability

No governor, trustee or officer of the corporation shall be personally liable for any debt, obligation or other liability of the corporation or of, or incurred by or on behalf of, the university or any constituent unit thereof.

Effective: [See Text Amendments]

18A:65-22. Quorums

- a. Six members of the board of governors shall constitute a quorum.
- b. Such number, not less than 12, of the board of trustees as shall be determined by the board, and until so determined, 12 members, shall constitute a quorum.
- c. A quorum of a joint meeting of the boards shall be present if six governors and not less than a majority of the trustees then in office (other than those who are governors), are present.

Effective: [See Text Amendments]

18A:65-23. Chairman of each board to be elected

The board of governors and the board of trustees shall each elect its own chairman from among its respective members.

Effective: [See Text Amendments]

18A:65-24. Government, control, administration, etc., of corporation and the university

The government, control, conduct, management and administration of the corporation and of the university shall be respectively vested in and allocated between the board of governors and the board of trustees as set forth and expressed in this chapter.

Effective: [See Text Amendments]

18A:65-25. Authority and responsibility of board of governors

The board of governors shall have general supervision over and be vested with the conduct of the university. It shall have the authority and responsibility to:

- a. Determine policies for the organization, administration and development of the university;
- b. Study the educational and financial needs of the university, annually acquaint the Governor and Legislature with the condition of the university, and prepare and present the annual budget to the Governor, the Division of Budget and Accounting in the Department of the Treasury and the Legislature, in accordance with law;
- c. Disburse all moneys appropriated to the university by the Legislature, moneys received from tuition, fees, auxiliary services and other sources, and from or by direction of the board of trustees;
- d. Direct and control expenditure and transfer of funds appropriated to the corporation and the university by the State in accordance with the provisions of the State budget and appropriation acts of the Legislature; and, as to funds received from the trustees and other sources, direct and control expenditures and transfers in accordance with the terms of any applicable trusts, gifts, bequests, or other special provisions, reporting changes and additions thereto and transfers thereof to the Director of the Division of Budget and Accounting in the State Department of the Treasury. All accounts of the university shall be subject to audit by the State at any time;
- e. Borrow money for the needs of the corporation and the university, as deemed requisite by the board, in such amounts and for such time and upon such terms as may be determined by the board, with the consent and advice of the board of trustees; provided, that no such borrowing shall be deemed or construed to create or constitute a debt, liability, or a loan or pledge of the credit, or be payable out of property or funds (other than moneys appropriated for that purpose) of the State;
- f. 1. Purchase all lands, buildings, equipment, materials and supplies; and
2. Employ architects to plan buildings; secure bids for the construction of buildings and for the equipment thereof; make contracts for the construction of buildings and for equipment; and supervise the construction of buildings;
- g. Manage and maintain, and provide for the payment of all charges on and expenses in respect of, all properties utilized by the university;
- h. In accordance with the provisions of the budget, have the sole power (subject to the provisions of [section 18A:65-31](#)) to elect, appoint, remove, promote or transfer all corporate, official, educational and civil administrative personnel, and fix and determine their salaries in accordance with salary schedules adopted by the board of governors. Such salary schedules shall prescribe qualifications for the various classifications and shall limit the percentage of the educational staff that may be appointed or promoted to any given classification;
- i. In accordance with the provisions of the budget, appoint, remove, promote and transfer all other officers, agents, or employees, assign their duties, determine their salaries, and prescribe qualifications for all positions, and in accordance with the salary schedules of the State Civil Service Commission wherever possible; and
- j. Authorize any new educational department or school consistent with the institution's programmatic mission or approved by the Commission on Higher Education.

Effective: [See Text Amendments]

18A:65-26. Board of trustees; control of properties, funds, trusts, investments, etc.; committee memberships

The board of trustees:

- (1) Shall act in an overall advisory capacity;
- (2) Shall (a) control (i) properties, funds and trusts vested, as of August 31, 1956, in the corporation in possession or remainder or expectancy (other than and expressly excluding properties and funds owned by or title to which is in the state of New Jersey or which are held upon an express trust for the use of the state, or which have been acquired by the use of moneys appropriated by the state or by the federal government to the use of the corporation or the land grant college of New Jersey, including but not limited to real estate, buildings, improvements, fixtures, and appurtenances thereto, and tangible personal property); and (ii) properties, funds and trusts received by the corporation on or after September 1, 1956, by private gift, donation, bequest or transfer, in any manner, under the terms of any applicable trust, gift, bequest or donation dated or delivered (aa) prior to September 1, 1956, unless otherwise designated, or (bb) on or after September 1, 1956, if so designated; provided, however, that all property, educational facilities, rights and privileges which are impressed with a public trust for higher education of the people of the state of New Jersey shall continue to be so impressed; and (b) make available (after meeting all expenses of its administration) to the board of governors the income from such funds and the use of or income from such properties, subject to the provisions stated hereinafter in [section 18A:65- 27](#);
- (3) Shall have sole authority over the investment of funds under its control;
- (4) Shall have power to maintain such administrative staff and incur and pay such expenses as it deems reasonably necessary to the effective exercise of its functions and responsibilities under this chapter or by reason of any other fiduciary responsibilities to which it is subject; and
- (5) Shall be represented on the membership of the committees of the several colleges.

Effective: [See Text Amendments]

18A:65-27. Public policy of state

I. It is hereby declared to be the public policy of the State of New Jersey that:

- a. the corporation and the university shall be and continue to be given a high degree of self-government and that the government and conduct of the corporation and the university shall be free of partisanship; and
- b. resources be and continue to be provided and funds be and continue to be appropriated by the State adequate for the conduct of a State university with high educational standards and to meet the cost of increasing enrollment and the need for proper facilities.

II. In consideration of the utilization by the State for the purposes of public higher education of privately donated properties and funds valued as at September 1, 1956 at approximately \$50,000,000, and the prospect of future private donations, the State by this chapter agrees with the board of trustees and its successors that:

- a. if the properties and funds controlled by the trustees shall not be properly applied in accordance with the provisions of subsection d. of [section 18A:65-25](#) for the purpose of higher education and in accordance with the terms of any applicable testamentary, [FN1] trust, or other special provision; or
- b. if, without the consent of the board of trustees,

- (1) the university is not continued to be designated and maintained as the State University of New Jersey, or

(2) the name of the university shall be changed, or

(3) a vacancy in the office of the president of the university shall be filled otherwise than by appointment of the board of governors with the advice and consent of the board of trustees, or

(4) the provisions for the essential self-government of the university, viz., the provisions of [sections 18A:65-12 to 18A:65-16](#), inclusive, [18A:65-19](#), [18A:65-24](#) to [18A:65-26](#), inclusive, [18A:65-28, subsection b.](#) of 18A:65-29, 18A:65-30, subsection c. of 18A:65-31, 18A:65-33, 18A:65-6, 18A:65-9 and 18A:65-4, or any of them or of this section 18A:65-27, are amended or altered in any substantial respect or repealed; or

c. if provision shall not be made by the State sufficient to enable the board of trustees to discharge its trust to apply the trust assets described in [subsection 2 of section 18A:65-26](#) for public higher education through the conduct of a university with high educational standards, the board of trustees, after careful consideration and on not less than 60 days' prior written notice to the board of governors and to the Governor, shall have and may exercise the right to withhold or withdraw the use of the properties and funds above described in [subsection 2 of section 18A:65-26](#), or any part of them, (aa) subject to adjudication by the courts of the State, and (bb) subject to their proper application for the purposes of public higher education and in accordance with the terms of any applicable testamentary, trust or other special provision.

[FN1] So in original.

Effective: [See Text Amendments]

18A:65-28. Boards' powers, rights, etc., incident to their responsibilities

The boards shall have and exercise the powers, rights and privileges that are incident to their respective responsibilities for the government, conduct and management of the corporation, and the control of its properties and funds, and of the university, and the powers granted to the corporation or the boards or [FN1] reasonably implied, may be exercised without recourse or reference to any department or agency of the state, except as otherwise expressly provided by this chapter or other applicable statutes. The provisions of sections 11 and 13 of chapter 20 of the Laws of 1944 shall not be deemed or construed to be applicable to the corporation or the university.

[FN1] So in official text of Laws of New Jersey.

Effective: [See Text Amendments]

18A:65-29. Joint sessions of boards

a. The boards may meet in joint session for the purpose of consultation and discussion, or to act upon any matter which requires joint or concurrent action of both boards.

b. The boards by joint or concurrent action may adopt, and from time to time amend, bylaws, ordinances, statutes, rules, regulations and orders applicable to such matters as require or are subject to the exercise of joint responsibility or action, and each board may adopt, and from time to time amend, bylaws, ordinances, statutes, rules, regulations and orders applicable to such matters as require or are subject to the exercise of its responsibility or its action, subject, in either case, to the provisions of this chapter and other applicable statutes.

Effective: [See Text Amendments]

18A:65-30. Each board to appoint and regulate duties, functions, etc., of committees

Each board shall have the power to appoint and regulate the duties, functions, powers and procedures of committees, standing or special, from its members and such advisory committees or bodies, as it may deem necessary or conducive to the efficient management and operation of the corporation and the university, consistent with this chapter and other applicable statutes. The board of governors may appoint trustees who are not governors to membership on its committees, without vote.

Effective: [See Text Amendments]

18A:65-31. President of corporation; powers; term; filling vacancy

- a. There shall be a president of the corporation and of the university.
- b. He shall be responsible to the boards, and shall have such powers as shall be requisite, for the executive management and conduct of the corporation and the university in all departments, branches and divisions, and for the execution and enforcement of the bylaws, ordinances, rules, regulations, statutes and orders governing the management, conduct and administration thereof. He shall hold office at the pleasure of the board of governors.
- c. In case of a vacancy in the office, the president shall be elected by the board of governors, with the advice and consent of the board of trustees.

Effective: [See Text Amendments]

18A:65-32. Annual report; contents; filing

The corporation shall, annually on or before July 31, file in the office of the secretary of state a report (a) of the election and appointment of the, and the names and residences of the, members of the board of governors and of the board of trustees, and (b) of the election and appointment of the executive officers of the corporation, including the president, provost, vice president if any, secretary, assistant secretaries, treasurer and assistant treasurers, and the comptroller and assistant comptroller, at the time in office.

Effective: [See Text Amendments]

Article 6. Property Rights

18A:65-33. Gifts, grants, legacies, endowments, etc.; to vest in and inure to the benefit of the corporation

Every gift, grant, legacy, bequest, devise, endowment, estate, remainder, or expectancy, contained in any will, deed, declaration of trust, transfer, or other instrument, to or for or inuring to the benefit of the corporation or the university, or any constituent unit thereof, whenever established or acquired, and every chose in action, to which the corporation is or shall be entitled, in whatever name and under whatever title, made heretofore or hereafter to become effective or to be made, shall continue to be vested or shall vest in and shall inure to the benefit of the corporation as completely and effectually as though expressly made to it in its name and for its use and benefit; and none of the same shall lapse, terminate or revert by reason of the enactment of this chapter; subject, however, to the provisions of this chapter and other applicable laws, and to all of the rights, obligations, relations, conditions, terms, trusts, duties and liabilities to which the same are subject; and it may effectually execute and give receipts and discharges therefor and other instruments in its name or in the name in which the same may have been made or given for its use and to its benefit.

Effective: [See Text Amendments]

18A:65-33.1. Care, custody and control of state property

The corporation shall have the care, custody and control of such property as the State now has or shall hereafter acquire at the university, subject to the visitorial powers of the Chairman of the Commission on Higher Education at the request of the Governor.

Effective: [See Text Amendments]

18A:65-33.2. Legislative findings and declarations

The Legislature finds and declares that the land owned or operated by Rutgers, The State University, in central New Jersey represents one of the few significant parcels of undeveloped land in a region experiencing extraordinary development pressures; that Rutgers as the State university bears a special responsibility to the people and the interests of New Jersey; and that it is imperative that public policy decisions that will shape the face of New Jersey for centuries be made with a commitment to the overall interests of the State and its people.

Effective: [See Text Amendments]

18A:65-33.3. Sale, exchange, lease or disposal of undeveloped real property by board of governors; written notice of intent

Whenever the Board of Governors of Rutgers, The State University intends to sell, exchange, lease or dispose of, or otherwise convey any interest, legal or equitable, in undeveloped real property held by the university or held by the State and in the custody of the university, the board shall, not less than six months prior to the intended conveyance, provide written notice of intent to the Governor, the Senate Revenue, Finance and Appropriations Committee, or its successor, and the General Assembly Appropriations Committee, or its successor.

Effective: [See Text Amendments]

18A:65-33.4. Public hearing

Within sixty days after providing notification pursuant to section 2 of this act, [FN1] of the intent to sell, lease or otherwise convey land, the Board of Governors shall conduct a public hearing for the purpose of permitting the public to comment on the proposed conveyance.

[FN1] [N.J.S.A. § 18A:65-33.3.](#)

Effective: [See Text Amendments]

18A:65-33.5. Development of real property subject to local land use planning and zoning requirements

Notwithstanding any other law to the contrary and except with regard to facilities which are directly related to the provision of educational services, any development of real property held by the Board of Governors of Rutgers, The State University or held by the State and in the custody of the university, shall be subject to local land use planning and zoning requirements.

Effective: [See Text Amendments]

Article 7. Board of Higher Education; Visitorial, Etc., Powers ([Refs & Annos](#))

18A:65-34. Visitorial powers of supervision and control

The visitorial general powers of supervision and control of the Chairman of the Commission on Higher Education at the request of the Governor over Rutgers, The State University, are continued and are defined as the powers to visit the university to examine into its manner of conducting its affairs and to enforce an observance of its laws and regulations and the laws of the State.

Effective: [See Text Amendments]

18A:65-35. Board of governors and board of higher education; recommendations to the governor and the legislature

The board of governors shall advise, in consultation with the Commission on Higher Education and the Presidents' Council, to the end that the facilities and services of the university may be so utilized as to increase the efficiency of the public school system and provide higher education for the people of the State, and the board of governors shall make recommendations to the Governor and the Legislature, respecting the needs for the facilities and services, of the university, as an instrumentality of the State for said purposes.

Effective: [See Text Amendments]

Article 8. The State College for the Benefit of Agriculture and the Mechanic Arts ([Refs & Annos](#))

18A:65-36. State college for benefit of agriculture and the mechanic arts continued

The state college for the benefit of agriculture and the mechanic arts maintained by the university is continued as part of the university.

Effective: [See Text Amendments]

18A:65-37. Payments, in lieu of interest, on proceeds of public land scrip

The sum which is paid by the state annually in semiannual payments pursuant to the certificates of indebtedness which were issued under section 2 of the act entitled "A supplement to the act entitled 'An act appropriating scrip for the public lands granted to the state of New Jersey by the act of congress, approved July 2, 1862,' approved April 4, 1864," approved June 13, 1895 (L.1895, c. 417, § 2, p. 805), together with the amendment thereto approved March 30, 1896 (L.1896, c. 135, p. 192), upon the payment or transfer to the state sinking fund of the fund of \$116,000.00 which arose from the sale of the scrip for public lands granted to the state by the act of congress approved July 2, 1862, shall be paid to the corporation for the special purposes and upon the special conditions set forth in [sections 18A:65-38](#), [18A:65-39](#) and [18A:65-40](#) incl.

Effective: [See Text Amendments]

18A:65-38. Moneys devoted to courses in agriculture and mechanic arts

The corporation shall devote the moneys paid to it under the provisions of [section 18A:65-37](#) wholly and exclusively to the maintenance of such courses of instruction as shall carry out the intent of the act of congress mentioned in said section, in the manner specially prescribed by section 4 of said act of congress.

Effective: [See Text Amendments]

18A:65-39. Free scholarships; number; qualifications and terms

The university shall, in each year, furnish gratuitous education in the courses of instruction described in [section 18A:65-38](#), in such manner as may be prescribed by the legislature, or otherwise, to such number of students of the university as would expend for their instruction in the university a sum equal to one half of the payment, under [section 18A:65-37](#), for said year, if they were required to pay therefor at the regular rates charged therefor to other students.

The students so nominated and received shall be citizens of this state, and shall be admitted into the university upon the same terms, and subject to the same rules and discipline, as apply to all other students of the university, save that they shall not be required to pay for their instruction.

Effective: [See Text Amendments]

18A:65-40. Annual reports of board of governors

The board of governors shall annually make and distribute the reports required by paragraph 4 of section 5 of the act of congress cited in [section 18A:65-37](#).

Effective: [See Text Amendments]

18A:65-41. Payment for agricultural college; application; courses of instruction

The moneys received and to be received by this state under the act of congress approved August 30, 1890, shall immediately and as soon as received be paid over by the state treasurer, upon the warrant of the director of the division of budget and accounting in the department of the treasury and the order of the corporation, to the treasurer of the corporation, for the more complete endowment and maintenance of the agricultural college or agricultural department of the college, established in accordance with the act of congress approved July 2, 1862, for the benefit of agriculture and the mechanic arts, to be applied only to instruction in agriculture, the mechanic arts, the English language and the various branches of mathematical, physical, natural and economic science, with special reference to their applications in the industries of life and to the facilities of such instruction, in accordance with the acts of congress relating thereto.

Effective: [See Text Amendments]

18A:65-42. Maintenance of courses

The corporation shall maintain therein a college or department which shall provide nondegree courses in agriculture, equipped and designed for the practical education of students, in both general and specific lines of farming.

Effective: [See Text Amendments]

18A:65-43. Subjects of instruction

The college or department shall offer special instruction in agricultural fields including forestry, horticulture, nutrition and biochemistry, food science, wildlife conservation--conservation biology, environmental science (including air and water pollution), meteorology and climatology, plant and animal pathology, plant and animal physiology, entomology, nematology, soils and crops, agricultural marketing and economics, dairy, poultry, and animal husbandry, turf management, weed control, agricultural crop breeding and genetics, soil microbiology, and agricultural engineering.

Effective: [See Text Amendments]

18A:65-44. Buildings, apparatus and machinery

The college or department shall be provided with suitable buildings for stock judging, butter making, milk testing, and lecture rooms. The buildings shall be equipped with the necessary apparatus and machinery for carrying out the specific instruction provided for in [section 18A:65-43](#).

Effective: [See Text Amendments]

18A:65-45. Instructors

The corporation shall employ competent instructors of the necessary educational and scientific acquirements, to conduct the college or department. They shall teach the theoretical and practical part of the subjects provided for in [section 18A:65-43](#).

Effective: [See Text Amendments]

Article 9. Agricultural Experiment Stations ([Refs & Annos](#))

18A:65-46. Board of managers of agricultural experiment station; number; appointment; terms; vacancies

The board of managers of the New Jersey agricultural experiment station shall consist of the president of the university, the director of the New Jersey agricultural experiment station and the secretary of agriculture ex officio and of one member appointed from the residents in each county in the state, who shall be appointed by the board of governors for terms of three years, beginning on July 1 and ending on June 30, in such manner that so far as practicable the various agricultural and other institutions served by the station shall be represented thereby and vacancies in the appointed membership shall be filled in the same manner but for the unexpired terms only.

Effective: [See Text Amendments]

18A:65-47. Appointed members in office, retained

The appointed members of the board of managers in office upon the effective date of this chapter shall continue in office until the expiration of the respective terms for which they were appointed.

Effective: [See Text Amendments]

18A:65-48. Members, no compensation except for expenses

The members of the board of managers shall receive no compensation for their services but shall be reimbursed for actual expenditures incurred in the performance of their duties.

Effective: [See Text Amendments]

18A:65-49. Board of managers, functions, powers and duties

The board of managers shall act as agent of the board of governors in managing and directing the New Jersey agricultural experiment station.

Effective: [See Text Amendments]

18A:65-50. Appropriations

Appropriations for the maintenance of the New Jersey agricultural experiment station and for the utilization of its services shall be separately made by line items.

Effective: [See Text Amendments]

18A:65-51. Designation of the corporation to receive federal appropriations

The assent of the state to the grants of moneys for the purposes, upon the terms and in accordance with the several conditions and provisions of the acts of congress hereinafter enumerated having been heretofore signified and expressed, and certified copies of the acts giving such assent having been transmitted to the secretary of the treasury of the United States, the corporation, being the state agricultural college of New Jersey, at which the state agricultural experiment station is established and located, is designated the college to receive the benefit of the said acts of congress, and the corporation is designated as the public educational corporation to which all moneys appropriated by congress under such acts, or supplements thereto, shall be paid for the purposes mentioned therein:

- a. The act approved March 2, 1887;
- b. The act approved March 16, 1906;
- c. The act approved February 24, 1925.

Effective: [See Text Amendments]

Article 10. Extension Works in Agriculture and Home Economics [\(Refs & Annos\)](#)

18A:65-52. Authority of corporation to receive federal appropriations and conduct the work

The assent of the legislature having been heretofore given to the provisions and requirements of the act of congress of May 8, 1914, and May 22, 1928, the corporation is authorized and empowered to receive the grants of money appropriated under said acts and to organize and conduct extension work in agriculture and home economics in connection with the state agricultural college, in accordance with the terms and conditions expressed in said acts of congress.

Effective: [See Text Amendments]

18A:65-53. Supplemental appropriations by counties or municipalities

In all cases where agricultural extension, home demonstration or boys' and girls' club work receives, or shall receive, funds or aid from the federal government or the state government, the board of chosen freeholders of any county or the governing body of any municipality may appropriate such sums of money as shall seem to it just and proper, to be expended in the county or municipality making such appropriation under the direction of the corporation in the New Jersey agricultural experiment station, for the purpose of promoting or carrying out such agricultural extension,

home demonstration or boys' and girls' club work.

Appropriations made by any county or municipality shall be used only in such county or municipality in addition to the funds appropriated by the federal government or the state government in furtherance of the projects contemplated by this section.

Effective: [See Text Amendments]

Article 11. School of Ceramics ([Refs & Annos](#))

[18A:65-54. School of ceramics continued](#)

The corporation shall maintain a department in the university known as the school of ceramics which shall offer undergraduate and graduate instruction in accordance with recognized standards of engineering education in the fields of ceramics and ceramic engineering. It may also offer campus or extension courses, lectures, conferences, or other formal or informal educational activities for the benefit of the ceramic industry and of persons engaged in it or related fields.

Effective: [See Text Amendments]

[18A:65-55. Ceramic research station](#)

The corporation shall in the school of ceramics establish programs of research in the field of ceramics to aid in carrying on its programs of instruction and to assist the ceramic industry of the state in the solution of technical problems and in the development of new ceramic products and processes. The research activities of the school may be conducted, as heretofore, under the title of the "New Jersey ceramic research station."

Effective: [See Text Amendments]

Article 11A. School of Criminal Justice ([Refs & Annos](#))

[18A:65-55.1. Legislative findings](#)

The Legislature finds there is need in New Jersey for academic contributions to the administration of criminal justice through teaching, research and leadership, including the training of administrators and those requiring scientific background in this field, by study and searching inquiries into crime causation, juvenile delinquency, law enforcement procedure, criminal rehabilitation, and judicial doctrine relating to the trial of criminal cases, which dictate establishment of a school of criminal justice.

Effective: [See Text Amendments]

[18A:65-55.2. Establishment and maintenance](#)

The President and the Board of Governors of Rutgers, The State University, are authorized and directed to establish and maintain within the University a School of Criminal Justice.

Effective: [See Text Amendments]

Article 12. Graduate School of Social Work

18A:65-56. Graduate school of social work continued

The corporation shall maintain in the university a graduate school of social work to be known as the graduate school of social work.

Effective: [See Text Amendments]

18A:65-57. Courses of instruction

The school of social work shall offer courses of instruction in accordance with professional standards in the field of social work for persons preparing to enter this profession. It shall also provide part-time instruction for the benefit of persons already employed as social workers. Its instruction shall be conducted with particular reference to the training of personnel for the public and private social agencies located within the state of New Jersey and serving the people of this state.

Effective: [See Text Amendments]

18A:65-58. Advisory committee for school of social work

In order that the school of social work may be responsive to the needs of the New Jersey social agencies, the corporation may appoint an advisory committee for the school of social work which shall be broadly representative of the profession of social work in New Jersey. The advisory committee shall advise the university with respect to any matters affecting the welfare of the school of social work and the conduct of its program. The commissioner of institutions and agencies of the state of New Jersey shall be a member of the advisory committee ex officio.

Effective: [See Text Amendments]

18A:65-59. Programs of research

The school of social work shall establish programs of research in the field of social work to aid in carrying on its program of instruction and to improve the standards of social service in New Jersey.

Effective: [See Text Amendments]

Article 13. Integration with State Colleges (Refs & Annos)

18A:65-60. Reciprocal use of university and state colleges buildings

The board of trustees of any state college may permit the use, in whole or in part, of any of the buildings or other facilities of the state college, by the university and the corporation may permit the use, by the state college of any part of the buildings or other facilities of the university, in whole or in part, in order to integrate the state colleges and the university in such manner that the training of teachers for the public schools and other branches of higher education conducted in the university shall be conducted cooperatively by the state colleges and the university, to the end that higher educational services may be made more widely available to the people of the state.

Effective: [See Text Amendments]

18A:65-61. Care, custody and control of buildings jointly used

The care, custody and control of any building used jointly by any State college and the corporation shall be vested in the board of trustees of the State college or in the corporation, as the case may be. The care, custody and control of any building of a State college wholly utilized by the corporation shall be exercised by the corporation subject to the visitorial power granted herein and the care, custody and control of any building of the corporation wholly utilized for any State college shall be exercised by the board of trustees of the State college.

Effective: [See Text Amendments]

18A:65-62. Laws affecting students

Students enrolled in courses conducted by the university in the divisions thereof established in the state colleges pursuant to this article shall not be subject to the provisions of law affecting students enrolled in courses for the training of teachers for the public schools conducted by such colleges.

Effective: [See Text Amendments]

Article 14. Institute of Management and Labor Relations [\(Refs & Annos\)](#)

18A:65-63. Institute of management and labor relations continued

The corporation shall maintain in the university an institute of management and labor relations.

Effective: [See Text Amendments]

18A:65-64. Purpose

The purpose of this article is to promote harmony and cooperation between management and labor, and greater understanding of industrial and labor relations, thereby to enhance the unity and welfare of the people of the state.

Effective: [See Text Amendments]

18A:65-65. Advisory council

The corporation shall appoint an advisory council for the institute of management and labor relations consisting of representatives of labor, management and the public, in equal numbers. The advisory council shall advise the corporation as to the manner of carrying out the purposes of this article. Members of the advisory council shall serve without compensation, but shall be reimbursed for their actual and necessary expenses.

Effective: [See Text Amendments]

18A:65-66. Programs of research

The corporation shall establish in the institute programs of research in the field of management and labor relations in order to develop new material and techniques to aid in carrying on the educational activities required by this article,

and otherwise to carry out its purposes.

Effective: [See Text Amendments]

18A:65-67. Programs of instruction

(a) The corporation shall establish in the institute programs of instruction at convenient centers throughout the state designed to achieve the purposes set forth in [section 18A:65-64](#), and to bring about among management, labor and the public better understanding of their mutual problems and obligations.

(b) These programs of instruction may consist of instruction given in classes, or by means of lectures, conferences, institutes, demonstrations, forums or other informal educational services found to be particularly effective in teaching adults.

(c) Tuition for all instruction in the institute of management and labor relations in programs or courses not offered for academic credit to students who are candidates for degrees in the university shall be free to residents of New Jersey, but the corporation may establish a registration fee or other incidental fees in connection with the operation of such educational activities; provided, however, that the corporation may charge its usual tuition fees for courses offered by the institute of management and labor relations for academic credit to students who are candidates for degrees in the university.

Effective: [See Text Amendments]

Article 15. Medical Education [Repealed]

18A:65-68 to 18A:65-72. Repealed by L.1970, c. 102, § 31

Effective: [See Text Amendments]

18A:65-68 to 18A:65-72. Repealed by L.1970, c. 102, § 31

Effective: [See Text Amendments]

Article 15A. Specific Study Programs, Etc. ([Refs & Annos](#))

18A:65-72.1. Chronic drunkenness offender problems; conduct of study

The Attorney General is authorized and directed to enter into a contract with Rutgers, The State University for the conduct by the Rutgers Center of Alcohol Studies of a study and pilot facility involving the development of a program or programs to meet the problems of the chronic drunkenness offender.

Effective: [See Text Amendments]

18A:65-72.2. Assistance of federal funds and private grants

The Attorney General subject to the approval of the Director of the Division of Budget and Accounting in the Department of the Treasury is authorized to apply for Federal funds and to accept private grants in assistance of the purposes of this act.

Effective: [See Text Amendments]

Article 16. Pension Rights of Officers, Employees, Etc.

18A:65-73. Membership in public employees' retirement system of New Jersey

Any person holding office, position or employment in the university who was a member of the public employees' retirement system of New Jersey on April 16, 1945 may continue his membership therein and any person thereafter appointed to any office, position or employment in the university shall be eligible to membership therein on the same terms and conditions as persons holding office, position or employment under the state, except as otherwise provided in this article.

Effective: [See Text Amendments]

18A:65-74 to 18A:65-85. Repealed by L.1969, c. 242, § 1

Effective: [See Text Amendments]

18A:65-74 to 18A:65-85. Repealed by L.1969, c. 242, § 1

Effective: January 18, 2000

Article 17. Fisheries Information & Development Center

18A:65-86. Fisheries Information and Development Center; purposes and objectives; research programs

a. There is established the Fisheries Information and Development Center, hereinafter referred to as the center, at the Institute of Marine and Coastal Sciences at Rutgers, The State University. The center shall be administered by the Director of the Institute of Marine and Coastal Sciences in consultation with the coordinating board of the center established in subsection a. of section 2 of this act. The director in consultation with the coordinating board shall administer funding and provide scientific support for the center, and shall coordinate the distribution of funds, program design and research team development, oversight of project accomplishments, and information transfer activities for the center.

b. The purposes and objectives of the center shall be to:

(1) Address the most urgent research and development needs of the commercial and recreational fisheries industries in the State, including all fisheries species landed in the State throughout the geographic range of those fisheries resources;

(2) Provide critical, unbiased data for the Marine Fisheries Council established pursuant to section 4 of P.L.1979, c. 199 (C.23:2B-4), the Department of Environmental Protection, the fishing public, the commercial fishery industry, including shellfish and finfish fisheries in the State and fisheries in State and federal waters, and the recreational fishery industry, including the hook and line and party and charter boat fisheries industries; and

(3) Continue the viability of New Jersey fisheries through research and development concerning the enhancement of fish stocks and the improvement of fish stock management.

For the purposes of this act, "fisheries" means all harvesting of marine fish and aquatic organisms not defined as "

aquaculture" pursuant to section 3 of P.L.1997, c. 236 (C.4:27-3).

c. The center, at the direction of the coordinating board and with the approval of the Commissioner of the Department of Environmental Protection and in cooperation with any nonprofit groups related to the fisheries industries in the State, shall carry out scientific research programs including, but not limited to, those which:

- (1) Provide the scientific basis for improvements in stock assessment methodology and the development of improved stock assessment models;
- (2) Develop ways to utilize the most up-to-date satellite and oceanographic data in stock assessment models to analyze and assess the annual fluctuations in stock size and distribution;
- (3) Develop new and improved methods of data collection;
- (4) Reduce the impact of fishing on the mortality of juvenile fish and aquatic life, and reduce the mortality of non-targeted species and threatened and endangered species by the development and implementation of improvements in fishing technology, by-catch reduction devices, and fishing and processing methods;
- (5) Provide the best scientific data available on species population dynamics and processes controlling age structure, sources and rates of mortality, rates of recruitment, catch and release mortality, the relationship of oceanographic variables to fish stock distribution patterns, the degree of reproductive isolation of species populations and the location of brood stocks, and the relationship of food supply to fish yield;
- (6) Enhance understanding of the economic and sociological issues affecting fisheries in the State and evaluate the influence of State and local policies, changes in fishing technology, and variations in demand and supply on jobs, income, and business success or failure; and
- (7) Address issues including, but not limited to, horseshoe crab resource questions, incidental catches of marine mammals and their resulting injury or death, hook and line mortality in the recreational fluke fishery, menhaden resource questions, and stock assessments of surf clam and ocean quahog populations.

Effective: January 18, 2000

18A:65-87. Coordinating Board

a. The Fisheries Information and Development Center Coordinating Board, hereinafter referred to as the board or the coordinating board, shall consist of seven members, as follows: the Chairman of the Marine Fisheries Council; three representatives of the commercial fishery industry, representing the range of commercial fisheries in the State, including shellfish and finfish fisheries and fisheries in State and federal waters; and three representatives of the recreational fishery industry, representing the range of recreational fisheries in the State, including the hook and line and the party and charter boat fishery industry. The Governor, the President of the Senate and the Speaker of the General Assembly each shall appoint one representative of the commercial fishery industry and one representative of the recreational fishery industry. Other public and private institutions of higher education and their faculties may be considered for participation in the work of the center in the future, as determined by the coordinating board.

b. The coordinating board shall organize as soon as practicable following the enactment of this act. The Chairman of the Marine Fisheries Council shall serve ex officio. Each appointed member of the board shall serve a term of four years. Board members shall be reappointed or replaced in the same manner as the original appointment or selection of the board member being reappointed or replaced. All policies and procedures concerning the hiring of board employees and reimbursement of board member expenses shall be the same as and consistent with the policies and procedures of Rutgers, The State University.

c. The coordinating board shall meet at least quarterly and shall meet as soon as practicable following the appointment of members to choose a chairperson, by a majority vote of the board members. The chairperson shall serve a term of two years and may be re-elected.

The coordinating board shall coordinate communication and information exchange between the center and the private and public sectors of the State.

The coordinating board shall have the authority to approve all expenditures and staffing of the center, except:

- (1) expenditures and staffing decisions that may be delegated to the director by the board; and
- (2) any administrative, salary or staffing expenditures that would cause the approved administrative, salary and staffing expenditures for the year to exceed 5% of the initial appropriation to the center for the establishment of the center and organization of the board or, after the first year of the board's operation, 5% of the total funding available to the center annually.

The administrative, salary and staffing costs of the center shall not exceed 5% of the total funding available to the center annually. The coordinating board shall review, assess, approve or deny annual statements of work for the research and development program, identify key research and development initiatives, and approve the final design of research programs and the members of research teams, and shall ensure that 95% of the total funding available to the center annually and from the initial appropriation to the center made by this act is used to accomplish the goals of the scientific research programs conducted pursuant to subsection c. of section 1 of this act.

The coordinating board shall convene a peer review committee appropriate to each science initiative which shall include representatives of the management and industry groups expected to be affected by the initiative. The coordinating board shall conduct a yearly assessment of research needs of the fishery, set priorities of work to be accomplished, review and assess the progress of the research and development programs and recommend the continuation or termination of specific projects to the director of the center.

Effective: January 18, 2000

18A:65-88. Powers and responsibilities of the Department of Environmental Protection

Nothing in this act shall be construed to alter any of the powers or responsibilities of the Department of Environmental Protection related to shellfish or finfish fisheries in federal and State waters as established under federal and State law.

Effective: December 12, 2002

Article 18. New Jersey Collaborating Center for Nursing

18A:65-89. Legislative findings

The Legislature finds and declares that:

- a. New Jersey Colleagues in Caring Collaborative was established in 1996 through a Robert Wood Johnson Foundation grant to assist nursing schools, hospitals and other nursing service institutions to initiate concerted workforce development systems within the State;
- b. Under the terms of the grant, New Jersey Colleagues in Caring is responsible for: conducting a comprehensive assessment of the current and projected nursing care needs in the State; developing a dependable system for estimating future needs; analyzing the capacity of the State's nursing workforce to meet these needs and the area's educational infrastructure to produce the numbers and types of nursing professionals required; developing a Statewide nursing workforce consortium among schools, providers and other relevant institutions to plan and implement State models that enhance educational and career mobility for nurses; and establishing a formal

mechanism to keep the consortium in place over the long term so that monitoring of nursing care needs and the building of a workforce with corresponding strengths become ongoing components of the State's health care structure;

c. Establishment of an independent nursing center, which will function as a future-oriented research and development organization that will develop and disseminate objective information and provide an ongoing strategy for the allocation of State resources directed toward the nursing work force, will assure the best possible nursing care for the residents of the State; and

d. Therefore, it is appropriate to establish the New Jersey Collaborating Center for Nursing to provide an investment in nursing by ensuring that the strategic work begun by New Jersey Colleagues in Caring continues under a State-supported infrastructure.

Effective: December 12, 2002

18A:65-90. New Jersey Collaborating Center for Nursing established

There is established the New Jersey Collaborating Center for Nursing at Rutgers, The State University of New Jersey, to address issues of supply and demand of the nursing workforce, including education, recruitment, retention and utilization of adequately prepared nursing personnel. The center shall be administered by an executive director under the direction of the New Jersey Collaborating Center for Nursing board established pursuant to this act.

The primary goals of the center shall be to:

a. develop a strategic plan for the continuing development of an adequate nursing workforce, in number and in education and training, to meet the needs of New Jersey residents by:

(1) collecting and analyzing information about and maintaining a database of the current and projected supply and demand of the nursing workforce, including home health aides, nursing assistants, unlicensed assistive personnel, registered nurses, practical nurses, advanced practice nurses and doctorally prepared faculty; and

(2) determining priorities to be addressed from the plan;

b. continue the collaborative approach originating from New Jersey Colleagues in Caring by convening representative groups of health care stakeholders to:

(1) review and comment on the data analysis conducted by the center;

(2) recommend systemic changes in the State's health care system, including strategies for the implementation of the changes; and

(3) disseminate the results of the reviews and recommendations to the Legislature, health care stakeholders and consumers;

c. acknowledge the valued contribution of the nursing work force to the health of the State by:

(1) promoting positive image-building efforts in nursing;

(2) supporting existing mechanisms for rewarding outstanding nurses; and

(3) reporting with evidence-based data the relationship of nursing care to the positive outcomes of the health of consumers;

d. provide consultation, technical assistance and information related to nursing resources within and outside of the State and serve as a clearinghouse for data related to nursing resources;

- e. foster collaboration among members of the health care community to achieve policy consensus, promote diversity and enhance the knowledge of nurses and others in health policy and health services research; and
- f. seek competitive funding to support specific research endeavors or model programs to enhance the resources available in supporting innovative projects.

Effective: December 12, 2002

18A:65-91. Governing board

The New Jersey Collaborating Center for Nursing shall be governed by a 17- member board. A majority of the members first appointed to the board shall include nurse representatives from among the members of the New Jersey Colleagues in Caring collaborative.

a. The members shall be appointed as follows:

(1) four members appointed by the President of the Senate who include: one representative of acute care facilities recommended by the New Jersey Hospital Association; one representative of long-term care facilities recommended by the Health Care Association of New Jersey; one registered professional nurse recommended by the New Jersey State Nurses Association; and one representative of home health care agencies recommended by the Home Health Assembly of New Jersey;

(2) four members appointed by the Speaker of the General Assembly who include: one registered professional nurse recommended by the New Jersey State Nurses Association; one registered professional nurse recommended by the Organization of Nurse Executives--New Jersey; one representative of acute care facilities recommended by the New Jersey Council of Teaching Hospitals; and one licensed practical nurse recommended by the Licensed Practical Nurse Association of New Jersey; and

(3) nine members appointed by the Governor who include: one registered professional nurse recommended by the New Jersey State Nurses Association; one registered professional nurse recommended by the New Jersey League for Nursing; one health care facility staff nurse providing direct patient care, who is recommended by an organization that represents such nurses; two consumers of health care; one representative of baccalaureate and higher degree university nursing programs recommended by the Council of Baccalaureate and Higher Degree Programs; one representative of associate degree nursing programs recommended by the Council of Associate Degree programs; one representative of diploma nursing programs recommended by the Association of Diploma Schools of Professional Nursing; and one representative of practical nursing programs recommended by the Licensed Practical Nurses Education Council.

b. The term of office of each member shall be two years; except that, of the members first appointed, two members appointed by the Senate President shall serve for a term of one year and two for a term of two years; two members appointed by the Speaker of the General Assembly shall serve for a term of one year and two for a term of two years; and four members appointed by the Governor shall serve for a term of one year and five for a term of two years.

A member shall hold office for the term of his appointment and until his successor has been appointed and qualified. All vacancies shall be filled for the balance of the unexpired term in the same manner as the original appointment. A member of the board is eligible for reappointment, but no member shall serve for more than two consecutive terms.

c. The board shall meet at least quarterly and shall meet as soon as practical following the appointment of its members to choose, from among the members and by a majority vote of the members, a chairperson and such other officers as it deems appropriate. The chairperson and other officers shall serve in their elected office for a term of two years and may not succeed themselves in office.

d. Members shall serve without compensation but shall be reimbursed for the reasonable travel and other out-of-pocket expenses incurred in the performance of their duties in a manner consistent with the policies and procedures of Rutgers, The State University of New Jersey.

Effective: December 12, 2002

18A:65-92. Powers and duties

The board shall:

- a. determine global policies for the center;
- b. implement the primary goals of the center as established in this act;
- c. appoint a multidisciplinary advisory council to provide input and advice on policy matters. The advisory council shall include representatives from all of the organizations represented in the collaborative of New Jersey Colleagues in Caring;
- d. appoint a full-time executive director who shall serve at the pleasure of the board and shall be a person qualified by training and experience to perform the duties of the office. The board shall authorize the executive director to employ such other staff as the executive director deems necessary and within the limits of funds available to the center. All policies and procedures concerning the hiring of center employees shall be the same as and consistent with the applicable policies and procedures of Rutgers, The State University of New Jersey;
- e. apply for and accept grants of money available for carrying out the policies and activities of the center from the federal government, and accept gifts, grants and bequests of funds from individuals, foundations, corporations, governmental agencies and other organizations and institutions to carry out the purposes of this act; and
- f. submit a report to the Governor and the Legislature one year after the center is established, and every two years thereafter, on its activities and findings. The report may include such recommendations for legislative action as the board deems appropriate. The board shall make its annual report available to members of the public, upon request.

Effective: December 12, 2002

18A:65-93. Interim authority; New Jersey Colleagues in Caring

Until such time as the members of the board are appointed, the New Jersey Colleagues in Caring collaborative shall be responsible for establishing the center and implementing the purposes of this act.

Current through L.2006, c. 103 (End) and L.2007, c. 47 and J.R. No. 4.
END OF DOCUMENT

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
BYLAWS OF THE BOARD OF GOVERNORS
OF THE CORPORATION
(Amended February 13, 2004)

PREAMBLE

A. General

Rutgers, The State University, is a body incorporated under the name of "The Trustees of Queen's College in New Jersey," by Royal Charter dated November 10, 1766 (amended March 20, 1770) confirmed and amended by Acts of the Legislature of the State of New Jersey adopted June 5, 1781, and May 31, 1799, respectively, and having perpetual succession and existence, its name having been changed to Rutgers, The State University, by act of the Legislature in 1956. Hereinafter the corporation of Rutgers, The State University, shall be known as Rutgers, The State University.

Members of the Board of Governors are covered by the "special state officer or employee" provisions of the State Conflicts of Interest Law, N.J.S.A. 52:13D-12 et seq and by the University Conflicts of Interest policy, adopted by the Board of Governors on November 11, 1983. Members of the Board of Governors are covered by the indemnification provisions of the Rutgers Law of 1956 (N.J.S.A. 18A:65-1 et seq) and the University Indemnification Policy (University Regulation 6.4.4).

B. Functions of the Board

The Board of Governors has general supervision over and is vested generally with the government, control, conduct, management and administration of Rutgers, The State University. To this end, it appoints a President, Secretary and Assistant Secretary, and Treasurer of the Board, and a Secretary, Treasurer and Assistant Treasurer of the University Corporation. Subject to consultation with the Board of Governors, the President appoints an Executive Vice President for Academic Affairs, an Executive Vice President for Administrative Affairs, the Provost-Newark, the Provost-Camden, a Chief Financial Officer, and University Counsel. Moreover, the Board of Governors delegates to the President and his or her administration specific responsibilities in the management and administration of its policies regarding, among other matters, the organization, administration and development of the University. It also delegates certain powers to the Senate and the faculties under existing regulations. Each Governor has a duty to attend regular and special meetings of the Board and his or her assigned committee meetings.

C. Open Public Meetings Act

Meetings of the Board of Governors shall be in conformance with the Open Public Meetings Act, P.L. 1975, Chapter 231, (N.J.S.A. 10:4-6 et seq.) and any amendments thereto, hereafter referred to as the said Act.

I. MEETINGS OF THE BOARD

A. General

1. An annual meeting for the election and appointment of officers of the Board and for the consideration of such other business as may come before the Board shall be held in June on such date as the Board shall designate.
2. At least six regular meetings shall be held, at such hours as the Board of Governors may determine, on any campus of Rutgers University or at such other place in New Jersey as the Board shall designate.
3. Special meetings of the Board may be called by the Chair, and shall be called by the Chair at the request of three voting Governors, on notice stating the purpose of the meeting, served personally or by mail, email, telefax or telephone.
4. It is the policy of the Board that all Governors attend all meetings of the Board and all Committee meetings in person whenever possible. When such attendance in person is impossible, the Chair of the Board or the Chair of a Board Committee may permit participation by a Governor via telephone conference call or videoconferencing. All such requests should be made to the Chair of the Board of Governors for the Board of Governors meetings or to the Chair of the Committee for the Committee meetings at least two days in advance of the meeting. It is the policy of the Board that the use of such communications equipment should be requested and permitted only sparingly.

B. Notice and Agenda of Open Meetings

1. Notice of meetings shall be given in accordance with the said Open Public Meetings Act.
2. The agenda of each meeting shall be prepared by the President of the University in consultation with the Chair and mailed, emailed, or telefaxed to each Governor at least five days before the meeting. At the meeting, the Board in its judgment may remove agenda items or in accordance with said Act may add agenda items.
3. The agenda shall be made available at the Office of the Secretary of the Board a reasonable time before each meeting. Memoranda or other materials pertinent to the agenda similarly shall be made available when distribution is consistent with public policy, University Regulations, precedent and said Act.
4. Any organization, group or individual from within or without the University may request that an item of business be placed on the agenda.

(a) The request shall be filed in writing with the Secretary of the Board of Governors who, after consultation with the Chair and the President, shall respond promptly to the petitioner. The request shall (i) define the issue, and (ii) demonstrate that the issue has been explored fully and sequentially with the Dean or Director of the University division concerned, the Provost of the campus concerned, the Executive Vice President for Academic Affairs or the Executive Vice President for Administrative Affairs and, finally, the President, and specify the results at each level of consideration. The Chair of the Board shall have the discretion to recognize individuals and groups, when the Chair deems appropriate, who have not made a request to the Secretary of the Board of Governors in accordance with the procedures set forth in this paragraph.

(b) When the request involves an administrative decision not normally reviewable by the Board, the request also shall show affirmatively that a substantial injustice has been or may be suffered or that there has been a substantial failure of academic due process in the consideration of the issue presented to the Administration. (The sole fact that the petitioner's request has been rejected by the Administration is not sufficient reason for the Board to review it.)

C. Conduct of Meetings

1. Open Meetings

(a) The Board shall conduct open meetings in accordance with the said Act.

(b) Where action is the subject of concern or dispute, the Chair or the President shall explain the basis of such action.

(c) Any organization, group or individual from within or without the University may be recognized to be heard only on agenda items approved in accordance with Section I.B. above, provided that requests to be heard shall have been registered with the Secretary at least twenty-four hours before the meeting. Presentations shall be subject to reasonable time limits.

2. Closed Meetings

(a) Closed meetings shall be held only under circumstances and conditions in said Act.

II. OFFICERS OF THE BOARD AND THEIR DUTIES

A. The officers of the Board shall be a Chair, a Vice Chair, a Secretary and a Treasurer. The Chair and Vice Chair shall be voting Governors.

B. The Chair shall preside over meetings of the Board and shall be a voting member of all committees except the Committee on Nominations. The Chair shall serve for no more than three successive one year terms.

C. The Vice Chair shall act as Chair in the absence of the Chair.

D. The Secretary of the Board shall attend all meetings of the Board, act as its clerk and record all votes and the minutes of all proceedings in a book to be kept for the purpose; shall perform like duties for the committees of the Board; shall give notice of all meetings of the Board and of its committees; and shall perform such other duties as may be prescribed by the Board or the Chair. In the absence of the Secretary, the Assistant Secretary shall perform such duties. For administrative purposes, the Secretary of the Board will report to the Executive Vice President for Administrative Affairs, and the Assistant Secretary of the Board will report to the Secretary.

E. The Treasurer of the Board shall be the chief fiscal officer of the Board. The Treasurer shall render to the Board regular reports of the financial condition of the University and shall perform such other duties for the Board as may be prescribed by the Board or the Chair.

F. For any reason that the Board may deem sufficient, it may delegate the powers and duties of any officer of the Board to any other officer of the Board, or to any Governor, for the time being.

III. OFFICERS OF RUTGERS, THE STATE UNIVERSITY AND THEIR DUTIES

A. The officers of the University shall be a President, an Executive Vice President for Academic Affairs, an Executive Vice President for Administrative Affairs, a Provost-Newark, a Provost-Camden, a Chief Financial Officer, a Secretary of the University Corporation, University Counsel and such other officers as the Board in consultation with the President may determine.

B. The President shall have such duties as are or may be prescribed by law, University Regulations, and the Board.

C. The Executive Vice President for Academic Affairs, the Executive Vice President for Administrative Affairs, the Provost-Newark, the Provost-Camden, the Chief Financial Officer, or their designees, pursuant to a written delegation of authority on file with the office of the Secretary of the Board of Governors, shall execute contracts on behalf of Rutgers, The State University, and shall be custodians of the deeds, securities and other documents, and monies of Rutgers, The State University. The Chief Financial Officer shall give bond for the faithful performance of the duties of that office, with surety approved by the Board, in the sum of \$250,000 or such larger sum as the Board may determine. The Chief Financial Officer shall make disbursements from the funds which are under the control and management of the Board by check signed personally or by facsimile by the Chief Financial Officer, an Associate Treasurer or by an Assistant Treasurer. Any check in excess of \$250,000 shall be countersigned by the Chair, President, Executive Vice President for Academic Affairs, or the Executive Vice President for Administrative Affairs.

D. University Counsel. University Counsel shall have the duty to manage and supervise all legal affairs for the University, shall serve as the general legal officer of the Board of Governors and the University, and shall serve as legal adviser to the Board of Governors, to the President, and to other administrative officers of the University. University Counsel shall, in general, give advice on specific matters and represent the University and the Board of Governors in all legal proceedings, and has the responsibility and authority to designate outside counsel to fulfill these functions as needed.

E. Other officers of the University shall have such duties as may be prescribed by law or by the Board or the President in conformance with law and University Regulations.

F. For any reason that the Board may deem sufficient, it may delegate the powers and duties of any officer of the University to any other person, including another officer of the University and any Governor, for the time being.

IV. COMMITTEES OF THE BOARD

A. Standing Committees. The standing committees shall be:

1. Committee on Audit. This committee, which shall meet quarterly, or as requested by the Chair, shall advise the Board concerning all appropriate audit and accounting matters. Members of the committee shall meet alone at least once with the University's independent auditors to receive their report on their findings at the conclusion of the annual audit of the University. The Committee on Audit shall recommend to the Board of Governors the appointment of the University's independent auditors. The University's Internal Audit Department shall report to the Committee on Audit, and for administrative purposes to the Chief Financial Officer. The committee shall be furnished by the Chief Financial Officer with reports on any matters of procedure or fiscal operation involving or requiring changes of significance. It shall be kept informed by the officers of the corporation of any irregularities or need for changes in fiscal procedures which may become known to them. The Chief Financial Officer shall report to the committee all recommendations of the independent auditors and shall state with reasons agreement or disagreement with such recommendations.

2. Committee on Budget and Finance. This committee shall advise the Board on the preparation of the University's annual budget and its presentation to the Governor, the Legislature and the Commission on Higher Education, on the administration of the budget, and on the financial affairs of the University generally, including the University's need for public and private funds. Unless the Board determines otherwise, every proposal for significant expenditure of funds beyond ordinary operations shall be submitted to the committee for review before consideration by the Board.

3. Committee on Buildings and Grounds. This committee shall conduct a continuing study of the University's facility needs and shall advise the Board with respect to the real estate, buildings, grounds and equipment owned, possessed, occupied or utilized by the University. It shall request of or receive from Trustees Advisory Committees reports which will assist in such

study. Such committees shall be invited to meet with the committee when matters of significant concern to them are under consideration. It may recommend to the Board, subject to the applicable powers of the Board of Trustees, the acquisition, sale or other disposition or use of real estate or buildings by purchase, exchange, sale or lease, and the alteration, improvement, erection or construction of buildings or equipment. This committee shall also advise the Board on policy for the naming of University divisions, campuses and other facilities and shall recommend specific names therefore.

4. Committee on Educational Planning and Policy. This committee shall conduct a continuing study of the University's organizational and educational effectiveness and shall advise the Board on immediate action and long-term plans to determine and advance the instructional, research and public service missions of the University. It shall request of or receive from Trustees Advisory Committees reports which will assist in such study. Such committees shall be invited to meet with the committee when matters of significant concern to them are under consideration. It shall have general oversight of the educational program of the University. It shall consider tenure appointments and promotions of academic personnel and make recommendations to the Board with respect thereto. It shall anticipate contingencies which might hamper performance of the University's missions and shall inform the Board of them. It shall advise the Board on the University's need for public and private funds.

The standing subcommittee of the Committee on Educational Planning and Policy will be the Subcommittee on National Issues in Higher Education. This subcommittee will examine current national issues in higher education, the impact of such issues on Rutgers and the leadership role Rutgers might play in these issues, such as technology and instruction, and relationships with other institutions.

5. Committee on Executive Compensation and Nominations. This committee shall conduct a continuing study of the compensation of the President, the Executive Vice President for Academic Affairs, the Executive Vice President for Administrative Affairs, the Chief Financial Officer, the Provosts, and University Counsel, and shall determine the salary of the President and consult with the President regarding appropriate compensation for senior University officers. This committee also shall present at the annual meeting a slate of candidates for officers of the Board and of the corporation to be elected or appointed for the following fiscal year.

6. Committee on University Relations and Honorary Degrees. This committee shall advise the Board and the President on the effective means and programs for relating the University to its constituencies and the public in general, including providing information about the University, its goals, responsibilities, needs and services in accomplishment of its missions. It also shall advise on both State and Federal government relations. In consultation with the President and a regularly designated committee of the faculty, this committee shall make recommendations to the Board of persons to receive honorary degrees who are of acknowledged distinction or high professional attainment.

7. Committee on Multicultural Concerns and Student Affairs. This Committee shall have ongoing responsibility to review the University's efforts to attain a fully realized multicultural community as well as all other issues regarding student life and policy, but shall not concern itself with the resolution of individual complaints raised by students. (Such problems shall be resolved through established University procedures as set forth in the Board Resolution of January 11, 1974.)

8. Committee on Intercollegiate Athletics. This Committee shall have an ongoing responsibility to review the University's operations with respect to intercollegiate athletics.

B. Ad Hoc Committees. Ad hoc committees may be created by the Chair with the approval of the Board.

C. Joint Committees.

1. Joint committees may be created by the Board and the Board of Trustees.

2. Committee on Investments. This committee, which shall meet at least quarterly, shall consist of four Governors and four Trustees of whom one shall be designated as chair by the Chair of the Board of Trustees. It shall oversee the investment of funds and monetary assets under the control and management of the respective Boards and advise each on the policy and procedure with respect thereto, including retention of investment advisers and oversight of the adviser's function.

D. General

1. Membership. Except as otherwise provided, (a) committees shall consist of such numbers of voting Governors, voting Trustees and representatives of the University Senate elected to either Board as the Board of Governors shall determine; (b) the Chair of each Board shall name the candidates from his or her respective Board, and the Chair of the Board of Governors shall then appoint the membership from these candidates; and (c) the Chair of the Board of Governors shall designate each committee chair.

2. Open Meetings. When a committee has been delegated power to act in the name of the Board, action shall be taken only at a meeting open to the public of which notice has been given in conformance with the said Open Public Meetings Act.

V. FISCAL YEAR

The fiscal year shall be from July 1 through June 30.

VI. AMENDMENTS

These Bylaws may be altered, amended or repealed by majority vote of the Board at any regular, annual or special meeting provided that five days' notice of the proposal shall have been given.

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

BYLAWS OF THE BOARD OF TRUSTEES

(As Amended October 16, 2003)

I. PURPOSE, POWERS AND MEMBERSHIP

1. The Board of Trustees shall have and exercise the powers prescribed by the laws of the State of New Jersey, which include (a) acting in an overall advisory capacity, (b) controlling properties, funds, and trusts as permitted by statute, (c) sole authority over the investment of funds under its control, (d) representation on the membership of the committees of the several colleges of the University, (e) electing five of its members to membership on the Board of Governors, and (f) providing, at the request of the Chair of the Board of Governors, Trustee members of Board of Governors committees.

2. As prescribed by the laws of the State of New Jersey and as further specified by the Board of Trustees, the membership of the Board of Trustees shall consist of sixty Trustees classified as follows:

- A. One ex-officio Trustee without vote, the President of the University.
- B. Eleven public Trustees, including five public Trustees appointed by the Governor of the State of New Jersey to the Board of Trustees, and six public Trustees appointed by the Governor to the Rutgers University Board of Governors.
- C. Twenty alumni Trustees, elected by the Board of Trustees.
- D. Twenty-eight charter Trustees, of whom at least three shall be women, elected by the Board of Trustees. Commencing with the charter Trustee election of 1991 and continuing biannually thereafter, with the final total of three being reached in 1995, three of the charter Trustees shall be initially elected as undergraduate students entering their junior year at the University following the completion of a minimum of two full years of study at the University. Efforts will be made to the extent possible to diversify representation among the three Rutgers campuses in the selection of the student charter Trustees. Commencing in 1995, at least one of the three student charter Trustee seats shall be occupied by a student from the Camden or Newark campuses. If a student charter Trustee resigns during his or her term of office, the vacancy shall be filled by an undergraduate student entering his or her junior year at the University following the completion of a minimum of two full years of study at the University.

3. From time to time the Board may elect as emeriti Trustees former members of the Board who have rendered distinguished service to the Board and the University. Emeriti Trustees shall enjoy all privileges of membership except the vote.

II. MEETINGS OF THE BOARD

1. At least three regular meetings and one annual meeting of the Board shall be held each year, upon the call of the Chair, on the campus of Rutgers University at New Brunswick, New Jersey, or at such other place in New Jersey as the Board or the Chair shall designate, at such time as shall be specified in the notice of the meeting.
2. An agenda of each meeting shall be prepared by the Chair, in consultation with the President, which shall be mailed to each Trustee, including each Trustee Emeritus, at least five days prior to each meeting.
3. An annual meeting shall be held during the month of May or June in each year, upon the call of the Chair, for the election or appointment of Governors, Trustees and officers, and members of the Executive Committee and the Nominating Committee, and for the consideration of such other business as may require action by the Board.
4. Special meetings of the Board may be called by the Chair, or by the Secretary upon the written request of seven or more Trustees, upon notice to the Trustees not less than forty-eight hours prior to the hour fixed for the meeting, stating the purpose of the meeting, either given personally or sent by mail, email, telefax or telephone.
5. Meetings of the Board of Trustees shall be in conformance with the Open Public Meetings Act, P.L. 1975, Chapter 231 (N.J.R.S. 10:4-6, et seq.) and any amendment thereto.

III. OFFICERS OF THE BOARD

1. The officers of the Board shall be a Chair, two Vice-Chairs, a Treasurer, a Secretary, and an Assistant Secretary, all of whom shall hold office until the annual meeting next succeeding their election and until their respective successors shall be elected, so long as they shall continue to be Trustees, except that the Treasurer, the Secretary, and Assistant Secretary shall not be required to be Trustees and shall normally be the Chief Financial Officer and Treasurer of the University, the Secretary of the Boards of Governors and of Trustees, and the Assistant Secretary of the Boards of Governors and of Trustees, respectively. The Chair and Vice-Chairs shall be ineligible to succeed themselves in their respective offices after serving three consecutive terms.
2. The Chair shall preside over and be the chief officer of the Board; he or she shall be ex officio a member of all committees. In the absence or disability of the Chair, the Vice-Chair designated by the Chair, or, in the absence of such designation, the Vice-Chair who is senior in service, shall serve in his or her stead.

3. The Secretary or Assistant Secretary shall attend all sessions of the Board and act as clerk thereof and record all votes and the minutes of all proceedings in a book to be kept for that purpose; and shall perform like duties for the committees of the Board when required. He or she shall give notice of all meetings of the Board and of its committees and shall perform such other duties as may be prescribed by the Board or by the Chair, under whose supervision he or she shall be.

4. The Treasurer shall act as the chief fiscal officer of the Board.

5. In case of the absence of any officer of the Board, or for any other reason that the Board may deem sufficient, the Board may delegate the powers or duties of such officer to any other officer, or to any Trustee, for the time being.

IV. COMMITTEES OF THE BOARD

1. The Board shall have the following committees, the Trustee members of which, with the exception of the Executive and Nominating Committees, shall be appointed by the Chair following each annual meeting:

A. Standing Committees

(1) An Executive Committee which shall consist of not less than seven nor more than nine Trustees, including the Chair and Vice-Chairs of the Board, elected at the annual meeting. Except as limited by statute, it shall have and exercise any and all powers of the Board in the intervals between meetings of the Board and shall be available for consultation and advice with the President, the Chair of the Board of Trustees, and the Chair of the Board of Governors as may be desired. No member of the Executive Committee shall serve for more than three consecutive terms, except that any member who may be elected Chair or Vice-Chair of the Board shall continue his or her membership until his or her term of service as an officer of the Board expires. At the request of the Chair, meetings of the Executive Committee may be convened via telephone conference call.

(2) A Nominating Committee which shall consist of not less than three Trustees elected at the annual meeting. Each member of the Nominating Committee shall serve for one three-year term and shall not be immediately eligible for another term, and the chair of the Committee shall serve as chair for no more than two years. The chair of the Committee shall be appointed by the Chair of the Board. Members shall be elected according to a rotation system so that no more than two members shall be elected in one year except in cases of resignation or death when a successor shall be elected to fill the unexpired term. In addition to the above mentioned members of the Committee, all former Chairs of the Board who are still active members of the Board may serve on the Committee.

(a) At each annual meeting or at the meeting immediately preceding each annual meeting, the Committee shall make nominations for officers of the Board, members of the Executive Committee, and members of the Nominating Committee, and for Governors and Trustees who are to be elected at such meeting, including Trustees recommended by alumni or alumnae associations, and student charter Trustees recommended by the University Senate to be selected by the Committee from among at least three names to be submitted by the University Senate for each student charter Trustee vacancy. It shall also make nominations from time to time in order to fill vacancies in the foregoing positions arising from resignation or death. Nominations may also be made by an instrument or instruments in writing signed by at least seven Trustees and filed with the Secretary at least ten days before the date on which the election will take place. From time to time the Committee shall also nominate former Trustees for election as emeriti Trustees.

(b) Upon expiration of the maximum statutory period for service as an alumni Trustee or as a charter Trustee, two consecutive six-year terms, or equivalent service as a Trustee for at least twelve of the preceding sixteen years, there shall be a presumption against the renomination of an alumni Trustee or a charter Trustee until four years have elapsed since the last year of service.

(c) There shall be a presumption against the renomination of a Trustee or former Trustee who, at the conclusion of the term for which nomination is proposed, will have served a total of more than twelve of the last sixteen years.

(d) In considering nominations to fill charter Trustee vacancies, the Committee shall actively seek able individuals, prepared to serve the University, who otherwise might not be proposed for membership on the Board.

(3) A Committee on Buildings and Grounds, which shall consist of not less than three Trustees and shall include the Trustees appointed to the Committee on Buildings and Grounds of the Board of Governors. It shall have advisory powers only, and shall make recommendations to the Board and to the President or Chair when requested, with respect to buildings, grounds, and other property of which the Board has control pursuant to the Reorganization Act of 1956.

(4) A Budget and Finance Committee, which shall consist of not less than three Trustees, and shall include the Trustees appointed to the Committee on Budget and Finance of the Board of Governors. It shall have advisory

powers only and shall make recommendations to the Board and to the President or Chair when requested, with respect to matters which have special financial implications for the Corporation and the University.

(5) An Audit Committee, which shall consist of not less than three Trustees. It shall cause an audit to be made annually of the funds, securities and assets within the control of the Board of Trustees and report annually to the Board.

(6) A Committee on University Relations. This Committee shall consist of at least three Trustees, and shall include the Trustees appointed to the Committee on University Relations of the Board of Governors. It shall advise the Board and the President on the effective means and programs for relating the University to its constituencies and the public in general, including providing information about the University, its goals, responsibilities, needs and services in accomplishment of its missions, and shall review and make recommendations concerning all allocations of Trustees funds for such purposes.

B. Joint Committees

(1) Joint committees are created by actions of the Board of Governors and the Board of Trustees.

(2) Committee on Investments. This Committee, which shall meet at least quarterly, shall consist of four Governors and four Trustees of whom one shall be designated as chair by the Chair of the Board of Trustees. It shall conduct a continuing study of the investment of funds and other assets under the control and management of the respective Boards and advise each on the policy and procedure with respect thereto, including retention of investment counsel and oversight of counsel's function. It shall have supervision of such funds, securities and monies belonging to the Corporation as are within the control of the Board of Governors and the Board of Trustees and the investment and reinvestment thereof. It shall report quarterly to the Boards all purchases, sales, earnings on investments and overall investments performance.

C. Advisory Committees

(1) There shall be an advisory committee for each of the undergraduate colleges, for each of the professional schools, for the University's graduate schools and research programs, for the Faculty of Arts and Sciences-New Brunswick, for the University's libraries and for the University's athletic programs.

(2) All committees shall consist of not less than three Trustees, appointed annually by the Chair of the Board, one of whom shall be designated by the Chair as chair of the committee, and other non-Trustee members appointed by the President on recommendation of the dean of the college. The number of non-Trustee members shall not exceed the number of Trustee members. One member may be asked by the dean to serve as liaison between the committee and the academic unit's alumni.

(3) Non-Trustee members of advisory committees shall be appointed annually and shall normally serve no more than three successive terms.

(4) Advisory Committees for Undergraduate Colleges. There shall be a committee for each of the undergraduate colleges. The duties of these committees shall be to consider the general education of the undergraduates studying in the respective colleges, and all the circumstances surrounding such education, with particular reference to extra curricular programs, the circumstances of student life, including housing and dining services, and the general level of education maintained in the several colleges. Each such committee shall make to the Board from time to time such reports and recommendations as it may deem appropriate and shall advise with respect to such matters within its province as may be requested by the President or the Chair or the Chair of the Board of Governors.

(5) Advisory Committees for Professional Schools. There shall be such committees for the professional schools as the Chair of the Board shall deem advisable from time to time. The duties of the committees for the professional schools shall be to examine the curricula of the respective faculties, both as to academic soundness and adequacy for preparing people for the particular profession; and to examine the needs of the profession within the State of New Jersey to ascertain whether the professional faculty is meeting all such needs. The committees shall also consider the research activities of the professional schools. The Trustee and non-Trustee members shall be appointed, if possible, because of their professional affiliations with or interest in the particular group. Such committees shall meet jointly with the professional advisory associates in those cases where the Board of Governors shall have authorized the appointment of such professional advisory associates. The committees shall report regularly to the Board and to the President.

(6) Committee for Research and Graduate Education. The duties of the committee for graduate education and research shall be to examine the programs and curricula of the University's graduate schools and faculties and all the circumstances surrounding graduate education. The committee shall also consider research activities carried on within the University, including the University support and administration of such activities. They shall report regularly to the Board and to the President.

(7) Committee for the Faculty of Arts and Sciences-New Brunswick. There shall be a committee for the Faculty of Arts and Sciences-New Brunswick. The committee shall consider the educational programs conducted by the Faculty of Arts and Sciences and the educational needs of the undergraduate and graduate units served by that faculty. The committee shall meet with the dean and shall report to and advise the Board and the President with respect to matters within the committee's province as it may deem appropriate.

(8) Advisory Committee on the Libraries. There shall be a committee on the University's libraries, which shall consider the adequacy of the University library system with respect to the educational programs of the University. It shall meet with the University Librarian, and from time to time shall advise the President, the Board of Governors and the Board of Trustees in matters pertaining to the library system.

(9) Advisory Committee on Athletics. There shall be a committee on athletics. The committee shall meet with the University's Director of Intercollegiate Athletics and other University administrators, and from time to time shall advise the President, the Board of Governors, and the Board of Trustees in matters pertaining to the University's athletic programs.

D. Special Committees. The Chair of the Board may also appoint special committees from time to time and prescribe their powers and duties.

2. All committees shall report to the Board from time to time and make such recommendations as they may deem appropriate, and shall advise with respect to such matters within their province as may be requested by the President or the Chair of the Board.

3. Members of all committees shall hold office until the next annual meeting following their appointment, or until their successors shall be appointed.

V. FISCAL YEAR

The fiscal year shall begin on the first day of July and end on the thirtieth day of June in each year.

VI. AMENDMENTS

These Bylaws may be amended or supplemented by the affirmative vote of two-thirds of those present at any regular meeting or at any special meeting called for that purpose. Five days' notice of any proposed amendment or supplement shall be given, either setting forth such proposed amendment or supplement in full or summary thereof.



Organization of the Boards

- ❖ Statement on Origin, Composition, Organization and Interrelationship of the Rutgers Boards
- ❖ Committees of the Boards

BOARD OF GOVERNORS AND TRUSTEES RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

Origins and Duties

The Board of Trustees was the governing body of Rutgers, The State University of New Jersey, from the time of its founding as Queen's College in 1766 until it was made the state university under Chapter 61, Laws of 1956 (NJSA:18A:65-1 *et seq.*). The 1956 law created a new governing board, to be known as the Board of Governors, and provided for the continuation of the Board of Trustees in an advisory capacity with certain fiduciary responsibilities over assets of the university in existence before 1956. In addition, the Board of Trustees shares responsibility with the Board of Governors for the selection of the President of the University.

Composition of the Boards

The Board of Governors is composed of eleven voting members and the President of the University is an *ex officio*, non-voting member. Two non-voting faculty representatives and one non-voting student representatives are appointed by the University Senate each year. All Trustees serve for six-year terms and may succeed themselves for one additional term, except the five Public Trustees, who serve five-year terms and may succeed themselves indefinitely.

In accordance with the law, the fifty-nine voting members are chosen in the following way:

- 28 Twenty-eight charter members (three of whom must be women and, by 1995, three shall have been elected as undergraduate students of the university) nominated by the Nominating Committee of the Board and elected by the full membership. Of the twenty-eight charter seats, three are reserved for students with full voting rights.
- 5 Five public members appointed by the Governor of the State with the consent of the Senate.
- 6 Six governor members appointed by the Governor of the State as public members of the Board of Governors with the consent of the Senate.
- 20 Twenty alumni members selected from candidates recommended by the alumni organizations to the Nominating Committee of the Board and elected by the full membership. These twenty positions are distributed among the alumni associations.

In 1992, the Nominating Committee of the Board reviewed the composition of the university's living alumni, including the numbers of alumni enrolled in alumni organizations of the various academic units, and allocated the Alumni Trustee seats to reflect the contemporary composition of the university's alumni. This distribution will be adjusted every twelve years by the Board.

Emeriti Trustees. A number of former Trustees continue to serve the university as

Emeriti Trustees. Emeriti are elected to lifetime membership because of outstanding service to the Boards and the university. Emeriti Trustees have no vote, nor do they serve on Governors' committees, but are active participants in Board of Trustees' committee work and meetings.

Meetings of the Boards

The **Board of Governors** holds six regular meetings and one annual meeting per year. All meetings of the Board are held in compliance with the New Jersey Open Public Meetings Act. During closed sessions, only matters relating to personnel, real estate, contracts, pending litigation, collective bargaining and matters falling within the attorney-client privilege can be discussed. Final approval of all Board actions must take place in the Board's public sessions.

The **Board of Trustees** holds three regular meetings and one annual meeting per year. One meeting each year is held at either Camden Campus or Newark Campus. Trustees' meetings are also conducted in compliance with the Open Public Meetings Act.

Organization of the Boards

The Board of Governors functions through a system of standing committees: Athletics, Audit, Budget and Finance, Buildings and Grounds, Education Planning and Policy, Executive Compensation and Nominations, Multicultural Concerns & Student Affairs, and University Relations and Honorary Degrees. These committees make recommendations for action to the full Board.

The Board of Governors and the Board of Trustees also have a Joint Committee on Investments.

Members of the Board of Trustees generally participate on three kinds of committees; Board of Governors standing committees, Board of Trustees standing committees, and advisory committees. The committees are as follows:

1. Board of Governors Standing Committees:

Audit, Budget and Finance, Buildings and Grounds, Educational Planning and Policy, Intercollegiate Athletics, Multicultural Concerns and Student Affairs, and the University Relations and Honorary Degrees

The Budget and Finance, Buildings and Grounds, and Educational Planning and Policy committees meet approximately two weeks prior to the full Board of Governors' meetings. The Audit Committee meets on a quarterly basis. The Intercollegiate Athletics, Multicultural and Student Affairs, and University Relations and Honorary Degrees committees meet a minimum of twice a year.

2. Board of Trustees Standing Committees:

Executive and Nominating committees

Generally, the Executive Committee meets several days before each full Board of Trustees' meeting and the Nominating Committee typically meets several times each spring prior to the Annual Meeting.

3. Advisory Committees:

A Trustee Advisory Committee exists for each of the undergraduate colleges, professional schools, the University's graduates schools and research programs, the Faculty of Arts and Sciences-New Brunswick, the University's libraries, and the University's athletics programs.

Advisory Committees serve as a vital link among the governing Boards, the university administration, individual academic or program units, and other university constituencies. The committees meet with the Dean or Director of the college or operating unit every 18 months and report their findings and recommendations to the Boards and the university administration.

Trustees generally serve on four Advisory Committees each year based on their stated preferences, their professional strengths, and the needs of the committees. Meetings are planned to include information about the strategic goals and programs of the units. Through service on Advisory Committees, Trustees have the opportunity to broaden their understanding of the university and its complexity.

A report on each Advisory Committee meeting is submitted by the committee chairperson to the full Board. When deemed appropriate, an Advisory Committee may make specific recommendations to both the Board and the administration on matters of concern.

Interaction of the Boards

The Boards interact both formally and informally in several ways. Five members of the Board of Governors are elected by and from the Board of Trustees, and the six Public Governors are, by statute, active Trustees as well as Governors. The Chair of the Board of Governors may report at Board of Trustees' meetings and also may participate in sessions of the Trustees' Executive Committee. The Chair of the Board of Trustees is an *ex officio* member of all major Board of Governors' committees and attends the meetings of the Board of Governors.

University investments are monitored by a joint Trustee-Governor committee. Certain standing committees of the Board of Governors include Trustee members as well as Governors.

In addition, members of the both Boards are active in the work of the Rutgers University Foundation which seeks private support to enhance the excellence of the university.

BOARD OF TRUSTEES

BOARD OF GOVERNORS

PRESIDENT

GRADUATE & PROFESSIONAL ADVISORY COMMITTEES		UNDERGRADUATE ADVISORY COMMITTEES	OTHER ADVISORY COMMITTEES	TRUSTEES STANDING COMMITTEES	GOVERNORS STANDING COMMITTEES
School of Communication, Information & Library Studies	School of Management and Labor Relations	Camden College of Arts & Sciences/ University College	Athletics	Executive Committee	Executive Compensation & Nominations
Cook College	Mason Gross School of the Arts	Douglass College	Faculty of Arts & Sciences-NB	Intercollegiate Athletics	Intercollegiate Athletics
School of Criminal Justice	College of Nursing	Livingston College	Libraries	Nominating	
Graduate School of Education	College of Pharmacy	Newark College of Arts & Sciences/ University College		Educational Planning & Policy	Educational Planning & Policy
College of Engineering	Graduate School of Applied & Professional Psychology	Rutgers College		Budget & Finance	Budget & Finance
Edward J. Bloustein School of Planning and Public Policy	Research & Graduate Education	University College-NB		Multicultural Concerns & Student Affairs	Multicultural Concerns & Student Affairs
School of Law – Camden	School of Social Work			Buildings & Grounds	Buildings & Grounds
School of Law – Newark	School of Business - Camden			Audit	Audit
	School of Business-NB/Newark			Investments	Investments
				University Relations & Honorary Degrees	University Relations & Honorary Degrees

**BOARD OF GOVERNORS AND TRUSTEES
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**

Committees of the Board

A. STANDING COMMITTEES

1. Committee on Audit. This committee, which shall meet quarterly, or as requested by the Chair, shall advise the Board concerning all appropriate audit and accounting matters. Members of the committee shall meet alone at least once with the University's independent auditors to receive their report on their findings at the conclusion of the annual audit of the University. The Committee on Audit shall recommend to the Board of Governors the appointment of the University's independent auditors. The University's Internal Audit Department shall report to the Committee on Audit, and for administrative purposes to the Chief Financial Officer. The committee shall be furnished by the Chief Financial Officer with reports on any matters of procedure or fiscal operation involving or requiring changes of significance. It shall be kept informed by the officers of the corporation of any irregularities or need for changes in fiscal procedures which may become known to them. The Chief Financial Officer shall report to the committee all recommendations of the independent auditors and shall state with reasons agreement or disagreement with such recommendations.

2. Committee on Budget and Finance. This committee shall advise the Board on the preparation of the University's annual budget and its presentation to the Governor, the Legislature and the Commission on Higher Education, on the administration of the budget, and on the financial affairs of the University generally, including the University's need for public and private funds. Unless the Board determines otherwise, every proposal for significant expenditure of funds beyond ordinary operations shall be submitted to the committee for review before consideration by the Board.

3. Committee on Buildings and Grounds. This committee shall conduct a continuing study of the University's facility needs and shall advise the Board with respect to the real estate, buildings, grounds and equipment owned, possessed, occupied or utilized by the University. It shall request of or receive from Trustees Advisory Committees reports which will assist in such study. Such committees shall be invited to meet with the committee when matters of significant concern to them are under consideration. It may recommend to the Board, subject to the applicable powers of the Board of Trustees, the acquisition, sale or other disposition or use of real estate or buildings by purchase, exchange, sale or lease, and the alteration, improvement, erection or construction of buildings or equipment. This committee shall also advise the Board on policy for the naming of University divisions, campuses and other facilities and shall recommend specific names therefore.

4. Committee on Educational Planning and Policy. This committee shall conduct a continuing study of the University's organizational and educational effectiveness and shall advise the Board on immediate action and long-term plans to determine and advance the instructional, research and public service missions of the University. It shall request of or receive from Trustees Advisory Committees reports which will assist in such study. Such committees shall be invited to meet with the committee when matters of significant concern to them are under consideration. It shall have general oversight of the educational program of the University. It shall consider tenure appointments and promotions of academic personnel and make

recommendations to the Board with respect thereto. It shall anticipate contingencies which might hamper performance of the University's missions and shall inform the Board of them. It shall advise the Board on the University's need for public and private funds.

The standing subcommittee of the Committee on Educational Planning and Policy will be the Subcommittee on National Issues in Higher Education. This subcommittee will examine current national issues in higher education, the impact of such issues on Rutgers and the leadership role Rutgers might play in these issues, such as technology and instruction, and relationships with other institutions.

5. Committee on Executive Compensation and Nominations. This committee shall conduct a continuing study of the compensation of the President, the Executive Vice President for Academic Affairs, the Executive Vice President for Administrative Affairs, the Chief Financial Officer, the Provosts, and University Counsel, and shall determine the salary of the President and consult with the President regarding appropriate compensation for senior University officers. This committee also shall present at the annual meeting a slate of candidates for officers of the Board and of the corporation to be elected or appointed for the following fiscal year.

6. Committee on University Relations and Honorary Degrees. This committee shall advise the Board and the President on the effective means and programs for relating the University to its constituencies and the public in general, including providing information about the University, its goals, responsibilities, needs and services in accomplishment of its missions. It also shall advise on both State and Federal government relations. In consultation with the President and a regularly designated committee of the faculty, this committee shall make recommendations to the Board of persons to receive honorary degrees who are of acknowledged distinction or high professional attainment.

7. Committee on Multicultural Concerns and Student Affairs. This Committee shall have ongoing responsibility to review the University's efforts to attain a fully realized multicultural community as well as all other issues regarding student life and policy, but shall not concern itself with the resolution of individual complaints raised by students. (Such problems shall be resolved through established University procedures as set forth in the Board Resolution of January 11, 1974.)

8. Committee on Intercollegiate Athletics. This Committee shall have an ongoing responsibility to review the University's operations with respect to intercollegiate athletics.

B. AD HOC COMMITTEES

Ad hoc committees may be created by the Chair with the approval of the Board.

C. JOINT COMMITTEES

1. Joint committees may be created by the Board and the Board of Trustees.

2. Committee on Investments. This committee, which shall meet at least quarterly, shall consist of four Governors and four Trustees of whom one shall be designated as chair by the Chair of the Board of Trustees. It shall oversee the investment of funds and monetary assets

under the control and management of the respective Boards and advise each on the policy and procedure with respect thereto, including retention of investment advisers and oversight of the adviser's function.

D. GENERAL

1. Membership. Except as otherwise provided, (a) committees shall consist of such numbers of voting Governors, voting Trustees and representatives of the University Senate elected to either Board as the Board of Governors shall determine; (b) the Chair of each Board shall name the candidates from his or her respective Board, and the Chair of the Board of Governors shall then appoint the membership from these candidates; and (c) the Chair of the Board of Governors shall designate each committee chair.

2. Open Meetings. When a committee has been delegated power to act in the name of the Board, action shall be taken only at a meeting open to the public of which notice has been given in conformance with the said Open Public Meetings Act.



Board Policies & Procedures

- ❖ New Jersey Open Public Meetings Act
- ❖ Indemnification Policy
- ❖ Policy Statement on Confidentiality
- ❖ Policies on Requests to meet with the Board of Governors
- ❖ Policy on Conflicts of Interest
- ❖ Operating Procedure for the Nominating Committee of the Board of Trustees
- ❖ Report of the ad hoc Committee on Advisory Committees of the Board of Trustees
- ❖ Operating Guidelines for Trustees' Advisory Committees Chairs and Deans

STATE OF NEW JERSEY
Open Public Meetings Act
Chapter 231, P. L. 1975

An Act concerning meetings of certain public bodies and repealing
P. L. 1960, c. 173.

Be it enacted *by the Senate and General Assembly of the State of New Jersey:*

c. 10: 4-6 Short title.

1. This act shall be known and may be cited as the “Open Public Meetings Act.”

c. 10: 4-7 Declaration of policy.

2. The Legislature finds and declares that the right of the public to be present at all meetings of public bodies, and to witness in full detail all phases of the deliberation, policy formulation, and decision making of public bodies, is vital to the enhancement and proper functioning of the democratic process; that secrecy in public affairs undermines the faith of the public in government and the public’s effectiveness in fulfilling its role in a democratic society, and hereby declares it to be the public policy of this State to insure the right of its citizens to have adequate advance notice of and the right to attend all meetings of public bodies at which any business affecting the public is discussed or acted upon in any way except only in those circumstances where otherwise the public interest would be clearly endangered or the personal privacy or guaranteed rights of individuals would be clearly in danger of unwarranted invasion.

The Legislature further declares it to be the public policy of this State to insure that the aforesaid rights are implemented pursuant to the provisions of this act so that no confusions, misconstructions or misinterpretations may thwart the purposes hereof.

The Legislature, therefore, declares that it is the understanding and the intention of the Legislature that in order to be covered by the provisions of this act a public body must be organized by law and be collectively empowered as a multi-member voting body to spend public funds or affect persons’ rights: that, therefore, informal or purely advisory bodies with no effective authority are not covered, nor are groupings composed of a public official with subordinates or advisors, who are not empowered to act by vote such as a mayor or Governor meeting with department heads or cabinet members, that specific exemptions are provided for the Judiciary, parole bodies, the State Commission of Investigation, and political party organizations; that to be covered by the provisions of this act a meeting must be open to all the public body’s members, and the members present must intend to discuss or act on the public body’s business; and therefore, typical partisan caucus meetings and chance encounters of members of public bodies are neither covered by the provisions of this act, nor are they intended to be so covered.

c. 10: 4-8 Definitions.

3. As used in this act:

a. “Public body” means a commission, authority, board, council, committee or any other group of two or more persons organized under the laws of this State, and collectively empowered as a voting body to perform a public governmental function affecting the rights, duties, obligations, privileges, benefits, or other legal relations of any person, or collectively authorized to spend public funds including the Legislature, but does not mean or include the judicial branch of the government, any grand or petit jury, any parole board or any agency or body acting in a parole capacity, the State Commission of Investigation or any political party committee organized under Title 19 of the Revised Statutes.

b. “Meeting” means and includes any gathering whether corporeal or by means of communication equipment, which is attended by, or open to, all of the members of the public body, held with the intent, on the part of the members of the public body present, to discuss or at as a unit upon the specific public business of that body. Meeting does not mean or include any such gathering (1) attended by less than an effective majority of the members of a public body, or (2) attended by or open to all the members of three or more similar public bodies at a convention or similar gathering.

c. “Public business” means and includes all matters which relate in any way, directly or indirectly, to the performance of the public body’s functions on the conduct of its business.

d. “Adequate notice” means written advance notice of at least 48 hours, giving the time, date, location and, to the extent known, the agenda of any regular, special, or rescheduled meeting, which notice shall accurately state formal action may or may not be taken and which shall be (1) prominently posted at least one public place reserved for such or similar announcements, (2) mailed, telephoned, telegraphed, or hand delivered to at least two newspapers which newspapers shall be designated by the public body to receive such notices because they have the greatest likelihood of informing the public within the area of jurisdiction of the public body of such meetings, one of which shall be the official newspaper, where any such has been designated by the public body or if the public body has failed to so designate, where any has been designated by the governing body of the political subdivision whose geographic boundaries are coextensive with that of the public body and (3) filed with the clerk of the municipality when the public body’s geographic boundaries are coextensive with that of a single municipality, with the clerk of the county when the public body’s geographic boundaries are coextensive with that of a single county, and with the Secretary of State if the public body has Statewide jurisdiction. For any other public body the filing shall be with the clerk or chief administrative officer of such other public body and each municipal or county clerk of each municipality or county encompassed within the jurisdiction of such public body. Where annual notice or revisions thereof in compliance with section 13 of this act sets forth the location of any meeting, no further notice shall be required for such meeting.

c. 10: 4-9 Notice of meetings; exceptions.

4. a. Except as provided by subsection b. of this section, or for any meeting limited only to consideration of items listed in section 7. b. no public body shall hold a meeting unless adequate notice thereof has been provided to the public.

b. Upon the affirmative vote of three-quarters of the members present a public body may hold a meeting notwithstanding the failure to provide adequate notice if:

(1) such meeting is required in order to deal with matters of such urgency and importance that a delay for the purpose of providing adequate notice would be likely to result in substantial harm to the public interest; and

(2) the meeting is limited to discussion of and acting with respect to such matters or urgency and importance; and

(3) notice of such meeting is provided as soon as possible following the calling of such meeting by posting written notice of the same in the public place described in section 3. d. above, and also by notifying the two newspapers described in section 3. d. by telephone, telegram, or by delivering a written notice of same to such newspapers; and

(4) either (a) the public body could not reasonably have foreseen the need for such meeting at a time when adequate notice could have been provided; or (b) although the public body could reasonably have foreseen the need for such meeting at a time when adequate notice could have been provided, it nevertheless failed to do so.

c. 10: 4-10 Announcement at opening of meetings.

5. At the commencement of every meeting of a public body the person presiding shall announce publicly, and shall cause to be entered in the minutes of the meeting, and accurate statement to the effect:

a. that adequate notice of the meeting has been provided, specifying the time, place, and manner in which such notice was provided; or

b. that adequate notice was not provided, in which case such announcement shall state (1) the nature of the urgency and importance referred to in subsection 4. b. (1) and the nature of the substantial harm to the public interest likely to result from a delay in the holding of the meeting; (2) that the meeting will be limited to discussion of and acting with respect to such matters of urgency and importance; (3) the time, place, and manner in which notice of the meeting was provided ; and (4) either (a) that the need for such meeting could not reasonably have been foreseen at a time when adequate notice could have been provided, in which event, such announcement shall specify the reason why such need could not reasonably have been foreseen; or (b) that such need could reasonably have been foreseen at a time when adequate notice could have been provided, but such notice was not provided, in which event the announcement shall specify the reason why adequate notice was not provided.

c. 10: 4-11 Exclusion of members from meeting notice.

6. No person or public body shall fail to invite a portion of its members to a meeting for the purpose of circumventing the provisions of this act.

c. 10: 4-12 Open and closed meetings.

7. a. Except as provided by subsection b. of this section all meetings of public bodies shall be open to the public at all times. Nothing in this act shall be construed to limit the discretion of a public body to permit, prohibit or regulate the active participation of the public at any meeting.

b. A public body may exclude the public only from that portion of a meeting at which the public body discusses:

(1) Any matter in which, by express provision of Federal law or State statute or rule of court shall be rendered confidential or excluded from the provisions of subsection a. of this section.

(2) Any matter in which the release of information would impair a right to receive funds from the Government of the United States.

(3) Any material the disclosure of which constitutes an unwarranted invasion of individual privacy such as any records, data, reports, recommendations, or other personal material of any educational, training, social service, medical, health, custodial, child protection, rehabilitation, legal defense, welfare, housing, relocation, insurance and similar program or institution operated by a public body pertaining to any specific individual admitted to or served by such institution or program, including but not limited to information relative to the individual's personal and family circumstances, and any material pertaining to admission, discharge, treatment, progress or condition of any individual, unless the individual concerned (or, in the case of a minor or incompetent, his guardian) shall request in writing that the same be disclosed publicly.

(4) Any collective bargaining agreement, or the terms and conditions which are proposed for inclusion in any collective bargaining agreement, including the negotiation of the terms and conditions thereof with employees or representatives of employees of the public body.

(5) Any matter involving the purchase, lease or acquisition of real property with public funds, the setting of banking rates or investment of public funds, where it could adversely affect the public interest if discussion of such matters were disclosed.

(6) Any tactics and techniques utilized in protecting the safety and property of the public, provided that their disclosure could impair such protection. Any investigations of violations or possible violations of the law.

(7) Any pending or anticipated litigation or contract negotiation other than in subsection b. (4) herein in which the public body is, or may become a party. Any matters falling within the attorney-client privilege, to the extent that confidentiality is required in order for the attorney to exercise his ethical duties as a lawyer.

(8) Any matter involving the employment, appointment, termination of employment, terms and conditions of employment, evaluation of the performance of, promotion or disciplining of any specific prospective public officer or employee or current public officer or employee employed or appointed by the public body, unless all the individual employees or appointees whose rights could be adversely affected request in writing that such matter or matters be discussed at a public meeting.

(9) Any deliberations of a public body occurring after a public hearing that may result in the imposition of a specific civil penalty upon the responding party or the

suspension or loss of a license or permit belonging to the responding party as a result of an act or omission for which the responding party bears responsibility.

c. 10: 4-13 Closed meetings; resolution to conduct.

8. No public body shall exclude the public from any meeting to discuss any matter described in subsection 7. b. until the public body shall first adopt a resolution, at a meeting to which the public shall be admitted:

- a. Stating the general nature of the subject to be discussed; and
- b. Stating as precisely as possible, the time when the circumstances under which the discussion conducted in closed session of the public body can be disclosed to the public.

c. 10: 4-14 Minutes of meetings.

9. Each public body shall keep reasonably compensable minutes of all its meetings showing the time and place, the members present, the subjects considered, the actions taken, the vote of each member, and any other information required to be shown in the minutes by law, which shall be promptly available to the public to the extent that making such matters public shall not be inconsistent with section 7 of this act.

c. 10: 4-15 Proceedings to void actions in violation of act.

10. a. Any action taken by a public body at a meeting which does not conform with the provisions of this act shall be voidable in a proceeding in lieu of prerogative writ in the Superior Court, which proceeding may be brought by any person within 45 days after the action sought to be voided has been made public; provided, however, that a public body may take corrective or remedial action by acting de novo at a public meeting held in conformity with this act and other applicable law regarding any action which may otherwise be voidable pursuant to this section; and provided further that any action for which advance published notice of at least 48 hours is provided as required by law shall not be voidable solely for failure to conform with any notice required in this act.

b. Any party, including any member of the public, may institute a proceeding in lieu of prerogative writ in the Superior Court to challenge any action taken by a public body on the grounds that such action is void for the reasons stated in subsection a. of this section, and if the court shall find that the action was taken at a meeting which does not conform to the provisions of this act, the court shall declare such action void.

c. 10:4-16 Injunctive relief.

11. Any person, including a member of the public, may apply to the Superior Court for injunctive orders or other remedies to insure compliance with the provisions of this act, and the court shall issue such orders and provide such remedies as shall be necessary to insure compliance with the provisions of this act.

c. 10:4-17 Penalty enforcement.

12. Any person who knowingly violates any of the foregoing sections of this act shall be fined \$100 for the first offense and no less than \$100 no more than \$500 for any subsequent offense, recoverable by the State by a summary proceeding under the

“Penalty Enforcement Law” (N.J.S. 2A: 58-1 et seq.) The county district court of the county in which the violation occurred shall have jurisdiction to enforce said penalty upon complaint of the Attorney General or the county prosecutor, but the Attorney General or county prosecutor may refer the matter to the Public Advocate. Whenever a member of a public body believes that a meeting of such body is being held in violation of the provisions of this act, he shall immediately state this at the meeting together with specific reasons for his belief which shall be recorded in the minutes of that meeting. Whenever such a member’s objections to the holding of such meeting are overruled by the majority of those present, such a member may continue to participate at such meeting without penalty provided he has complied with the duties imposed upon him by this section.

c. 10: 4-18 Notice of regularly scheduled meetings.

13. At least once each year, within 7 days following the annual organization or reorganization meeting of a public body, or if there be no such organization or reorganization meeting in the year, then by not later than January 10 of such year, every public body shall post and maintain posted throughout the year in the place described in subsection 3. d. (1), mail to the newspapers described in subsection 3. d. (2), submit to the persons described in subsection 3. d. (3), for the purpose of public inspection a schedule of the regular meetings of the public body to be during the succeeding year. Such schedule shall contain the location of each meeting to the extent it is known, and the time and date of each meeting. In the event that such schedule is thereafter revised, the public body, within 7 days following such revision, shall post, mail and submit revision in the manner described above.

c. 10: 4-19 Copies of meeting schedules.

14. Any person may request that a public body mail to him copies of any regular meeting schedule or revision described in section 13 of this act and any advance written notice described in subsection 3. d. of this act of any regular, special or rescheduled meeting of such body, and upon repayment by such person of a reasonable sum, if any has been fixed by resolution of the public body to cover the costs of providing such notice, the public body shall mail to such person written advance notice of all of its meetings within the time prescribed by subsection 3. d. herein, subject only to the exceptions set forth in subsection 4. b. herein. Such resolution may provide that notice requested by the news media shall be mailed to such news media free of charge. All requests for notices made under this section shall terminate at midnight on December 31 of each year, but shall be subject to renewal upon a new request to the public body.

c. 10: 4-20 Severability.

15. If any section, subsection, clause, sentence, paragraph, or part of this act or the application thereof to any person or circumstance, shall, for any reason, be adjudged by a court of competent jurisdiction to be invalid, such judgment shall not affect, impair, or invalidate the remainder of this act.

c. 10: 4-21 Construction.

16. This act shall be liberally construed in order to accomplish its purpose and the public policy of this State as set forth in section 2.

Repealer.

17. P.L. 1960, c. 173 (C. 10: 4-1 to 10: 4-5) is repealed.

Effective date.

18. This act shall take effect 90 days after its enactment.

Approved October 21, 1975.

INDEMNIFICATION POLICY

The Rutgers Act of 1956 states that no member of the Board of Governors or Board of Trustees may be liable for any liability of the University. [NJSA 18A:65-21] If a situation were to arise where a board member were sued in his/her personal capacity, there is additional protection pursuant to the New Jersey Tort Claims Act. Public entities, including Rutgers, are authorized to provide indemnification to board members who are sued for actions arising out of the performance of their Board duties. [NJSA 59:10-4] The University's longstanding indemnification policy provides indemnification to the fullest extent permitted by the Tort Claims Act. Indemnification is provided so long as the conduct does not constitute actual fraud, actual malice, willful misconduct or an intentional wrong. The University purchases insurance to fund its duty to indemnify board members.



**Policy Statement for Committees of the Board of Governors
on Confidentiality of Proceedings of Governors' Committee Meetings**

The Board of Governors of Rutgers, The State University of New Jersey is empowered to perform a variety of functions, including the expenditure of public funds, and is therefore subject to Public Law 1975, Chapter 231, The Open Public Meetings Law. The various committees created by the Board are empowered only to investigate, advise and recommend actions to the Board. The membership of these committees does not comprise an "effective majority" for the purpose of acting in the name of the Board. Therefore, under the terms of the Open Public Meetings Law, Board committees are not required to hold open meetings.

The principal reason committee meetings without an "effective majority" were not required by law to be open to the public was to encourage the freest possible exchange of information, feelings and opinions among committee members; the intention was to encourage tentative suggestions, imaginative, creative and unusual solutions to problems, and full participation in discussion of members of the Board who might be reticent to "open up" fully in public. These objectives can only be attained if committee meetings are held on the principle of confidentiality of discussion, and without press publicity or other forms of disclosure to non-committee members.

We note, however, that on some occasions, committees of the Board invite public participation in their meetings, prior to their own confidential discussions. This serves the very helpful purpose of informing the committee of all relevant facts and community attitudes. Moreover, we note that once a committee agrees upon a recommendation which is to be brought before the full Board, committee members are free to discuss the substance of that recommendation publicly. This should be done, however, without violating the confidential nature of the discussion which preceded the recommendation and especially without publicly associating ideas or opinions expressed with individual committee members. Finally, we note that once a committee recommendation is brought before the full Board, members of the committee and the other members of the Board may be called upon publicly to state their views on the matter, thereby insuring public accountability.

Some other related issues of detail should be touched upon briefly:

(1) With the exceptions noted below, matters pending before a committee may be the subject of discussion outside the committee even before public action or a committee recommendation is made as long as the confidentiality of committee discussions is not breached.

(2) No discussion of real estate transactions, contracts, negotiations, litigation, or personnel actions considered in committee meetings should be publicly aired before action is taken, however, because of the adverse effect disclosure could have on the University and other parties. Even after public action on such a matter, the general injunction above against disclosing views of committee members should still be observed.

(3) To preserve the attorney-client privilege concerning matters relating to present or anticipated future litigation involving the Board or the University, all such matters should be discussed only in the presence of University legal counsel whenever possible.

(4) Members of the Board and other committee members are under no obligation to respond to press inquiries about committee meetings or other matters before the Board. Where a question is still before a committee the policy of confidentiality set out above would require that inquiries not be answered. If a committee has agreed upon a recommendation, however, members of the committee are free to discuss its substance with the press or anyone else. It is suggested, however, that frequently information concerning committee action can be communicated most clearly and effectively by the University's Department of University Relations and press calls should be directed there.

(5) Another requirement of the system of maintaining the effectiveness and confidentiality of committee meetings is that members of the University administration release confidential information to all members of the committee, if any are to receive it. Therefore, requests for such material should be made at committee meetings or should be made to the President, the Executive Vice President for Academic Affairs, the Senior Vice President for Administration and Chief Financial Officer, or the Secretary of the University who will then transmit the required information to all members of the committee or the Board, as the occasion permits and requires.

Revised and Confirmed on September 20, 2000

Revised and Confirmed on June 29, 2004

Revised and Confirmed on July 7, 2006

POLICY ON REQUESTS TO MEET WITH THE BOARD OF GOVERNORS

From time to time organizations and individuals in and out of the University express a wish to meet with the Board of Governors to discuss issues of mutual concern. While fully appreciating that these meetings can be helpful to the Board members in their consideration of major University policies, the Board nonetheless asks, because its regular monthly meetings are invariably crowded with University business which requires prompt handling, that the following guidelines be considered by all organizations and individuals contemplating a request to meet with the Board:

1. Determination of what items of business shall be on the agenda of the Board's meetings is, of course, the responsibility of the Board itself. In a university as large and complex as Rutgers, there is always a great amount of business which must be acted on by the Board as promptly as possible, and only the Board can determine the priority of the topics which are to be considered.

2. The Board must be satisfied that any organization or individual requesting a meeting has fully explored its petition with the appropriate officers of the University. These include the Deans of the Schools and Colleges concerned, the Provost or Campus Administrator of the major campus concerned (New Brunswick, Newark, Camden), the appropriate senior administrative officer (such as the Senior Vice President for Academic Affairs or the Senior Vice President and Treasurer), and, finally, the President of the University.

3. The Board must also be satisfied that a substantial injustice has been or may be suffered or that there has been a substantial failure of due process in the consideration of the petition. The sole fact that the petition has been rejected by the Administration is not sufficient reason for the Board also to review it.

4. Requests to meet with the Board are to be filed in writing with the Secretary of the Board, who will, after consulting with the President of the University and the Chairman of the Board, promptly respond to the petitioner. The requests must not only define the issue but also show proof that the foregoing policy and procedure have been fully complied with.

On motion duly made and seconded, the revised policy was adopted.

Board of Governors
Rutgers, The State University
of New Jersey
January 11, 1974

**GUIDELINES FOR MEMBERS OF THE UNIVERSITY COMMUNITY OR
THE PUBLIC WHO WISH TO APPEAR AT MEETINGS OF
THE BOARD OF GOVERNORS TO SPEAK ON AGENDA ITEMS***

The Board of Governors of Rutgers, The State University of New Jersey, welcomes statements from members of the University community and the public on agenda items. To establish an orderly procedure and allow equal opportunity to those who wish to make statements, while at the same time ensuring adequate consideration by the Board of all matters before it, the following guidelines based on the Bylaws of the Board and the Open Public Meetings Act of 1975 have been prepared:

1. Those who wish to address the Board on an agenda item should notify the Office of the Secretary, Room 112, Winants Hall, Queens Campus (Extension 7434) at least twenty-four hours before a scheduled meeting. Requests to speak will not be accepted after the meeting has begun.
2. Written statements are welcomed. When possible twenty copies should be given to the Secretary or the Assistant Secretary for distribution to Board members and appropriate administrators before the meeting.
3. At the time an agenda item on which public statements are to be heard is presented, the Chair will announce the length of time that will be devoted to hearing such public statements and will inform the audience of the time limit (usually three minutes for individuals and five minutes for representatives of organizations). The order of speakers will be determined by the order in which requests are received in the Office of the Secretary. The Secretary or Assistant Secretary will act as time-keeper.
4. Before statements from the public are heard, the Chair may ask appropriate administrators to discuss the agenda items and members of the Board may be recognized to present amendments or substitutions and discuss the item. After all speakers have been heard Board members may wish to speak to points raised or resume discussion before taking final action.

*For Board policy on non-agenda items, please call the Office of the Secretary.

Board of Governors
April 6, 1979

THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS

Office of Vice President and General Counsel
Rutgers, The State University of New Jersey
Winants Hall • 7 College Avenue • New Brunswick • New Jersey 08901-1258
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August 8, 2005

To: Members of the Boards of Governors and Trustees

From: Jonathan R. Alger
Vice President and General Counsel



As you may recall, the Rutgers Boards of Governors and Trustees recently approved a revised Conflicts of Interest Policy applicable to members of the Boards of Governors and Trustees and to University Officers. As recommended by the Committee on Audit, the revised policy provides more information about the specific substantive standards set forth in the New Jersey Conflicts of Interest Law and the manner in which potential conflicts can be avoided. In keeping with evolving best practices in this area, the Boards also approved a requirement for the filing of an Annual Conflicts of Interest Certification and Disclosure Form. The revised policy and new disclosure form are both enclosed.

We would deeply appreciate it if you would take the time to fill out and return the form by Friday, August 26, 2005. For your convenience, we have included a stamped, self-addressed envelope in which you can return the form. If you have any questions about the policy or the form, please do not hesitate to contact Leslie Fehrenbach, Secretary to the Boards, or me.

Thank you for your service and attention. We deeply appreciate your dedication to Rutgers and look forward to continuing to work with you.

Enclosures

Conflictsltr 8.8.05-1

Rutgers, the State University Conflicts of Interest Policy for Members of the Boards of Governors and Trustees and University Officers¹

Rutgers, the State University is an instrumentality of the State of New Jersey and provides public higher education services. The University is “impressed with a public trust,” and members of the Boards of Governors and Trustees and University officers have a fiduciary duty to the University. A Board member’s and officer’s fiduciary duty provides that he or she shall always be guided by the best interests of the University. Thus, Board members and officers may not act on matters in which they have a financial or personal interest that might interfere with the performance of their duties. This policy addresses how issues of actual, potential or perceived conflict should be addressed. Particular care shall be exercised by the Board member or officer to assure that no detriment or appearance of detriment to the University’s interests results from a conflict between those interests and any personal, financial or other interests which a Board member or officer may have.

I. Applicability of the New Jersey Conflicts of Interest Statute (NJSA 52:13D-12 et seq.

¹ Pursuant to Board of Governor’s Bylaw III.A., the officers of the University are defined to be “a President, an Executive Vice President for Academic Affairs, an Executive Vice President for Administrative Affairs, a Provost-Newark, a Provost- Camden, a Chief Financial Officer, a Secretary of the University Corporation, University Counsel and such other officers as the Board in consultation with the President may determine.”

Members of the Boards of Governors and Trustees are “Special State Officers” and University officers are “State officers” under the terms of the New Jersey Conflicts of Interest Law (NJSA 52:13D-12 et seq.). The general standards of conduct in the New Jersey Conflicts of Interest Statute specifically applicable to members of the Board of Governors, Board of Trustees and University officers are set forth in the Code of Ethics approved by the Executive Commission on Ethical Standards (the language reflects the wording found in the New Jersey Conflicts of Interest Law):

(1) Members of the Boards of Governors or Trustees or University officers shall not have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity, which is in substantial conflict with the proper discharge of his or her duties in the public interest.

(2) Members of the Boards of Governors or Trustees or University officers who engage in any particular business, profession, trade or occupation which is subject to licensing or regulation by a specific agency of State Government shall promptly file notice of such activity with the University’s Executive Vice President for Academic Affairs.

(3) Members of the Boards of Governors or Trustees or University officers shall not use or attempt to use their official positions at the University to secure unwarranted privileges or advantages for themselves or others.

(4) Members of the Boards of Governors or Trustees or University officers shall not act in their official capacities in any matter wherein they have a direct or indirect personal financial interest that might reasonably be expected to impair their objectivity or independence of judgment.

(5) Members of the Boards of Governors or Trustees or University officers shall not accept any gifts, favors, services or other things of value under circumstances from which it might be reasonably inferred that such gifts, services or other things of value were given or offered for the purpose of influencing them in the discharge of their official duties.

(6) Members of the Boards of Governors or Trustees or University officers shall not undertake any employment or service, whether compensated or not, which might reasonably be expected to impair their objectivity and independence of judgment in the exercise of official duties.

(7) Members of the Boards of Governors or Trustees or University officers shall not knowingly act in any way that might reasonably be expected to create an impression or

suspicion among the public having knowledge of their acts that they may be engaged in conduct violative of their trust as a special State officer or State officers.

(8) University officers shall file secondary or outside employment forms with the Executive Vice President for Academic Affairs concerning negotiation, appearance or representation on behalf of any party other than the State in connection with any cause, proceeding, application, or other matter pending before any State agency.

In addition to the general code of conduct, which sets forth guiding principles, there are also numerous specific prohibitions. Of course, these specific provisions would raise issues under the code of conduct provisions, but the legislature determined that conduct crossing certain lines should be beyond debate.

For example, no public employee or official may represent or negotiate with any company in which he or she has a 10% interest in any matter pending before any state agency (not just the agency with which the individual is involved) (N.J.S.A. 52:13D-16). Uncompensated “Special State Officers” may represent or negotiate on behalf of third parties on matters that do not concern the agency involved; so members of the Boards may not represent or negotiate on behalf of third parties on Rutgers matters. The statute also prohibits disclosure, whether or not for pecuniary gain, of information a Board member or officer acquires in the course of University service which is not generally available to the public (N.J.S.A. 52:13D-25).

The conflicts of interest law generally does not address how potential conflicts of interest issues are monitored. As a practical matter, most situations in which an employee could potentially have a conflict require approval of a supervisor for the employee to proceed. As a control group, members of the Boards, Trustees, and Officers

need to be personally sensitive to potential conflicts issues so that possible conflicts are disclosed and discussed.

II. Identification of Potential Conflict of Interest Situations

Pursuant to the New Jersey Conflict of Interest Statute, a member of the Board of Governors or of the Board of Trustees or a University officer must recuse himself or herself from a matter involving an outside entity in which he or she has an interest if he or she or an immediate family² member has:

1. Any financial interest, direct or indirect, exceeding 10% of the profit, assets or stock of that outside entity or any financial interest, of whatever magnitude, that is incompatible with the discharge of his or her public duties; or
2. Any personal interest, direct or indirect, that is incompatible with the discharge of his or her public duties with respect to that matter.

An incompatible financial or personal interest includes, but is not limited to, outside employment; a debtor/creditor relationship; a fiduciary relationship; a source of income; any matter pertaining to a relative or cohabitant; a relationship with a person providing funds, goods or services without compensation; any matter pertaining to a business associate or business investment; and a leadership role in a professional or trade organization, where such relationship or interest might reasonably be expected to impair a Board member's or an officer's objectivity and independence of judgment in the

² Immediate family includes one's spouse, child, parent or sibling residing in the same household (pursuant to the definition given in NJSA 52:13D-13.i.).

exercise of his or her official duties, or might reasonably be expected to create an impression or suspicion among the public having knowledge of his or her acts that he or she may be engaged in conduct violative of his or her trust as a Board member or University officer.

III. Annual Financial Disclosure Form

Each member of the Board of Governors and of the Board of Trustees and each University officer shall be required to file with the Secretary of the Boards of Governors and Trustees an annual financial disclosure form, certifying: (1) that he or she has read the Board Conflict of Interest Policy; (2) and agrees to be governed by it; and (3) agrees not to disclose any confidential information acquired in the course of University service which is not generally available to the public. The form will include the following questions:

1. Are you or a member of your immediate family³ an officer, director, trustee, partner (general or limited), employee or regularly retained consultant of any company, firm or organization that presently has business dealings with the University or which might reasonably be expected to have business dealings with the University in the coming year? _____Yes _____No

If yes, please list the name of the company, firm or organization, the position held, and the nature of the business which is currently being conducted with the University or which may reasonably be expected to be conducted with the University in the coming year:

³ Immediate family includes one's spouse, child, parent or sibling residing in the same household (pursuant to the definition given in NJSA 52:13D-13.i.).

2. Do you or does any member of your immediate family have a financial interest of 10% or greater in a company, firm or organization which currently has business dealings with the University or which may reasonably be expected to have such business dealings with the University in the coming year? _____Yes _____No

If yes, please list the name of the company, firm or organization, the nature of the interest and the name of the person holding the interest, and the nature of the business which is currently being conducted with the University or which may reasonably be expected to be conducted with the University in the coming year:

3. Have you or your immediate family accepted gifts, gratuities, lodging, dining, or entertainment that might reasonably appear to influence your judgment or actions concerning the business of the University? _____Yes _____No

If yes, please provide details below:

If any material change to the responses provided on the annual financial disclosure form occurs before the next form is due, the Board member or officer is required to update the information on the form in writing, and submit the update to the Secretary of the Boards of Governors and Trustees.

IV. Procedures for Disclosure and Management of Conflicts of Interest

In the event the University is considering any transaction which may constitute a conflict of interest for a Board member or University officer, the Board member or officer at the first knowledge of such a transaction must disclose fully in writing the

precise nature of the interest (unless previously disclosed) to the Secretary of the Boards of Governors and Trustees and the Vice President and General Counsel, the latter of whom (in consultation with the chair of the Committee on Audit) shall promptly make a written determination as to whether such interest constitutes a conflict of interest requiring recusal. The written determination of the Vice President and General Counsel shall be transmitted to the Board member or officer, the chair of the Committee on Audit and the Chair of the Board on which the member sits, and the Secretary to the Boards of Governors and Trustees. In the case of University Officers, the report shall be transmitted to the University President.

Recusal constitutes a bar to any participation by the Board member or officer on the matter which relates to the Board member's or officer's financial or personal interest and includes a prohibition on all communication by the Board member or officer on the matter to any Board member, University officer or employee. Recusal specifically requires that the Board member or officer absent himself or herself from the room during consideration or discussion of the proposed matter during a Board committee or Board meeting. Recusal also requires that the Board member may not cast a vote on such an issue.

This policy statement shall be interpreted and applied in a manner that will best serve the interests of the University.

On an annual basis, the Vice President and General Counsel shall provide a summary report to the Committee on Audit summarizing the results of these disclosures and the ways in which they were addressed. The chair of the Committee on Audit and the Vice President and General Counsel will subsequently give a brief summary report to the full Board of Governors.



**Annual Conflicts of Interest Certification and Disclosure Form for Members of
the Rutgers Board of Governors and Board of Trustees,
and University Officers**

1. Are you or a member of your immediate family¹ an officer, director, trustee, partner (general or limited), employee or regularly retained consultant of any company, firm or organization that presently has business dealings with the University or which might reasonably be expected to have business dealings with the University in the coming year?
_____ Yes _____ No

If yes, please list the name of the company, firm or organization, the position held, and the nature of the business which is currently being conducted with the University or which may reasonably be expected to be conducted with the University in the coming year:

2. Do you or does any member of your immediate family have a financial interest of 10% or greater in a company, firm or organization which currently has business dealings with the University or which may reasonably be expected to have such business dealings with the University in the coming year?
_____ Yes _____ No

If yes, please list the name of the company, firm or organization, the nature of the interest and the name of the person holding the interest, and the nature of the business which is currently being conducted with the University, or which may reasonably be expected to be conducted with the University in the coming year:

¹ Immediate family includes one's spouse, child, parent or sibling residing in the same household (pursuant to the definition given in NJSA 52:13D-13.i.).

3. Have you or your immediate family accepted gifts, gratuities, lodging, dining, or entertainment that might reasonably appear to influence your judgment or actions concerning the business of the University? _____ Yes _____ No

If yes, please provide details below:

If any material change to the response provided on the annual financial disclosure form occurs before the next form is due, the Board member or officer is required to update the information on the form and file such update with the Secretary of the Boards of Governors and Trustees.

I agree to update the foregoing disclosures at any time when material changes to my circumstances occur which would change my responses to these questions.

I certify that I have read the Conflict of Interest Policy adopted by the Rutgers Board of Governors on April 7, 2005 and the Board of Trustees on June 9, 2005 and I agree to be governed by its terms. I also agree not to disclose any confidential information acquired in the course of University service which is not generally available to the public.

Name (print) _____

Date _____

Signature _____

Operating Procedure of the Nominating Committee Board of Trustees

- [1] No person may serve on the Nominating Committee who is eligible for appointment or reappointment to any position under consideration by the Nominating Committee other than as exempted below.
- [2] In the event that the name of any person on the Nominating Committee is submitted for consideration for a position under consideration by the Committee, that person shall so be notified. The individual, if he/she desires to be considered, shall resign from the Nominating Committee. In the event that the individual wishes his/her name withdrawn from consideration, he/she shall so advise the Chair in writing. The Chair of the Board shall select a member of the Board of Trustees to fill his/her position on the Committee.
- [3] Suggestions for nominees to positions shall be submitted in writing to the Committee no later than ten days prior to the first meeting of the Nominating Committee convened for the purpose of reviewing candidates. Each Committee member shall receive a biographical background sketch of each candidate. Any name not discussed at the first meeting of the Nominating Committee must be submitted in writing with biographical information to the Committee no later than ten days prior to the Committee's subsequent meeting. No person may be considered for any position where his/her name has not been submitted in the above manner. The biographical background information shall also designate the name of the person who is submitting the candidate.
- [4] At the first meeting to consider nominations, there shall be a review and discussion of each candidate before any vote is taken with respect to the positions to be filled.
- [5] At the first meeting, no selection shall take place if at least two members of the Committee request additional time for consideration of the candidate. In that event, a second meeting shall be scheduled for further discussion and voting.
- [6] The Chair of the Board of Trustees is presently a member ex officio of the Nominating Committee. The Chair shall not be disqualified from serving on the Committee unless he/she is being considered for a position other than Chair of the Board of Trustees.
- [7] These rules shall not apply to members of the Nominating Committee who are members of the Committee at the time of the meetings unless those members are being considered for positions other than as members of the Nominating Committee.
- [8] There shall be no prohibition of members of the Executive Committee from serving on the Nominating Committee unless those members of the Executive Committee are being considered for positions other than as members of the Executive Committee.

**Operating Procedure of the Nominating Committee of the
Board of Trustees for its May 7, 1992 Meeting**

(and subsequent meetings)

Members of the Nominating Committee whose names are submitted to the Committee for consideration as a nominee to any position which is before the Committee will be required to recuse themselves from that portion of the meeting during which potential nominees for that position are being discussed or voted upon.

REPORT OF THE AD HOC COMMITTEE ON
ADVISORY COMMITTEES
OF THE BOARD OF TRUSTEES

Kevin J. Collins, Chair
Evelyn S. Field
Ann T. Gagliardi
Dean J. Paranicas
Richard A. Levao, *ex officio*

June 10, 1994

REPORT OF THE AD HOC COMMITTEE ON ADVISORY COMMITTEES OF THE BOARD OF TRUSTEES

June 10, 1994

I. Board of Trustees

The 1993 Ad Hoc Committee on Advisory Committees of the Board of Trustees chaired by Kevin J. Collins was charged by Board of Trustees Chair Richard A. Levao to study carefully the role of the Trustee Advisory Committees (TACs) and to recommend a Committee structure designed to best achieve the multiple goals of increasing the members' understanding of Rutgers, adopting a greater advocacy role to the public and the legislature, encouraging development of future officers of the Board and increasing commitment to the university. Among the areas to be addressed are: improving attendance, stimulating discussion of major issues facing the university, and asking Trustees to take a strong leadership role in grass-roots advocacy.

This is not the first time since 1956 that the Board of Trustees has engaged in intense self-examination, reflection, and discussion concerning its role. In 1970 and again in 1988, special Trustee committees appointed by the Board Chair have assessed the functioning of the Board and have made recommendations to implement better its role *vis-à-vis* the university. A short summary of these studies and their results shows that, if the wheel of trusteeship does not necessarily need to be reinvented every few years, the role of the Board does need to be reexamined periodically to insure that the Board fulfills its critical roles in the functioning of Rutgers.

The Gaskill Report in 1970 was occasioned, among other things, by the Trustees' frustration over such events as "students occupying buildings at Newark" and "sudden invasion of the executive session of the Board of Governors," and the perception of insufficient communication between the Board of Trustees and the Administration. Under these stresses, several Trustees questioned the usefulness of their Board and even raised the question of whether it should be eliminated and its duties turned over to the Board of Governors. To address these grave questions, a Special Committee on the Governing Structure of the University produced a report on "Governance As It Relates to the Board of Trustees." Because the committee was formed to consider a fundamental challenge to the existence of the Board, it conducted an extensive study that included face-to-face interviews, telephone interviews, and correspondence with governors, trustees, and administrators at Rutgers, as well as with experts in governance affiliated with other universities and higher education associations.

The Gaskill Report wisely and properly reviewed first the provisions of the Act of 1956 which, in effect, constituted a contract between the Board of Trustees and the State of New Jersey wherein Rutgers was renamed Rutgers, The State University of New Jersey, and became an instrumentality of the state for providing public higher education. According to the 1956 legislation, the Board of Trustees turned over the supervision of the university to the Board of Governors, but it retained a primary guardian

role for the university in reference to the state and an advisory role in reference to the university. Among the important provisions of the Act over which the Board of Trustees is expected to keep a watchful eye are those pertaining to the high degree of essential self-government of the university *vis-à-vis* the state. The self-governance provisions may not be altered or infringed upon without the consent of the Board of Trustees. The committee found that this arrangement, unique among state universities, represents a more effective way of guarding the general public interest than many more direct means under other public university charters. As the Trustees and the state intended, the arrangement was very successful in providing the state with a university of enviable reputation that grew and developed to supply superior service to the state. The role of the Board of Trustees as a basic guardian was affirmed as necessary and fruitful. Nevertheless, the committee reported dissatisfaction among some Trustees frustrated by their "lack of power and lack of having much to do with the day-to-day operations of the university." The Gaskill Committee made it clear that control over day-to-day university operations is not the role of the Trustees, but it viewed sympathetically and as "fundamentally healthy" the evidence of interest in Rutgers and the desire to play a significant role in the university. A long list of recommendations was offered to improve communication with the Board of Trustees and to encourage Board members to become much more actively involved in legislative advocacy and in fundraising for the university. The suggestions ranged from special research projects sponsored by the Board to non-voting faculty and student representation on the Board.

Then, as now, the Trustees found it difficult to generalize on the TACs: "The idea of the Advisory Committee is conceptually sound. The functioning of the committee is very spotty. A great deal of improvement is in order." It was recommended that the role of the Advisory Committees be clearly delineated; people be placed on committees according to their interest; new members tour the unit to meet administrators, students, and faculty; an award be given for extraordinary service; committees be formed for new units; campus advisory committees meet yearly as a council; and faculty and students be invited regularly to meetings.

The Thomas Report in 1988, as some Trustees may remember, addressed concerns of Trustees and Deans centered around the effectiveness of the TACs and the need to encourage more participation by Trustees or otherwise strengthen the committees. The 1988 self-study was based on a written survey of Trustees, Deans, and other administrators, to which the committee received a 47% response rate (out of 107 potential respondents), including 32 responses from Trustees. The responses revealed that most of the Trustees responding were satisfied with the current status of the Board. Trustees overwhelmingly regarded the TACs as valuable, did not want to change their size or the frequency of meetings, and favored continuance of summary reports of the meetings. The major changes proposed were adding non-Trustee members to the committees and instituting more structured meetings with more clearly defined agendas. Changes in the bylaws updated the description of TACs and added a provision for the appointment of non-Trustee members.

II. The Role of a Trustee

As prescribed by the Rutgers Act of 1956, the powers of the Board of Trustees of Rutgers, The State University of New Jersey include, in part, the following designations: (1) shall act in an overall advisory capacity, (2) shall control properties, funds and trusts as permitted by statute, (3) shall have sole authority over the investment of funds under its control, and (4) shall select five Trustees to sit on the Board of Governors. On behalf of the university, the Board of Trustees became a party to the contract established between Rutgers and the state by the Act of 1956. Any action by the state that would materially change the terms of that contract would require the approval of the Trustees. Therefore, the Trustees are the guardians of the autonomy of Rutgers under the agreed provisions of the Act, which includes several clauses affirming the self-governing powers of the university.

In addition to their statutory obligations as guardians of the pre-1956 assets of Rutgers and of the contract created by the Act of 1956, members of the Rutgers Board of Trustees act as informed and committed ambassadors for the university to the public. Trustees interact with government officials, civic and corporate leaders, and others who can provide valuable professional and social contacts. By virtue of their contacts and skills, Trustees enhance the standing of the Board and attract public support to the university in the form of funds, recognition of the university's achievements and contributions to the public good, or other crucial resources and forms of support for the institution. Trustees take a leadership role in creating a culture of giving that supports and strengthens the university's ability to fulfill its mission at the highest level. Trustees also offer the perspective of the general population of the state. The Rutgers Board of Trustees is composed of outstanding people in leadership positions who can forge a link between the university and the state government and corporate worlds by bringing to the attention of the administration the needs of the citizens of the state and of the business community. At the same time, Trustees can inform and persuade influential members of the state government and the business community of the support the university must have to carry out its mission.

The advisory functions of the Board of Trustees are exercised in relation to the Deans and Provosts through unit TACs, in relation to the Board of Governors through membership on Board of Governors joint committees, and in relation to the President through committee reports and recommendations. This is enhanced through the ongoing relationship between the Chair of the Board of Trustees and the President.

In order to provide effective advocacy, whether in the form of lobbying or fundraising, Trustee familiarity with Rutgers is essential. The TAC structure gives the unit administrator an opportunity to acquaint the Trustees with the teaching, research and service carried out by the unit. This provides valuable information to the Trustees for their use in advocacy efforts. Participation of a Trustee on the committees, therefore, is both a duty and a privilege.

The advisory capacity of the TACs may be manifested within certain appropriate parameters and provinces as may be requested by the Chair of the Board of Trustees or by the President of the university after consultation with the Chair.

III. The Trustees Advisory Committee Structure

In light of the history of Board of Trustees self-studies, and taking into consideration the concerns revealed in the current study by the poll of the Trustees described below, the current Ad Hoc Committee considered many options for advisory committee structure. The first step of the Committee's work was to poll the Trustees. Despite the recurrent problem of uneven attendance and interest among the advisory committees, the overwhelming majority of Trustees polled opposed the abolition of unit advisory committees and did not favor a radical transformation of the focus of committee organization to university-wide concerns. Nevertheless, several Trustees expressed interest in topical ad hoc committees, such as committees to examine the issues of crime on campus or student preparation for the work world. There is already a provision in the bylaws that enables the Chair of the Board to appoint such committees. To improve the current committee structure and operation, several Trustees suggested:

- an enhanced orientation program for new Trustees.
- a mentorship program.
- prior determination by the Nominating Committee that prospective nominees are willing to make the necessary time commitment. Some suggested that Trustees might be better able to participate if they were assigned to fewer committees. Many believed that Trustees would show greater interest and involvement if they were given more detailed information and were consulted in advance on the agenda for meetings as well as their time, place, and frequency. Some suggested various devices that would promote greater identification with the university and closer relationships among Trustees. Among them were to:
 - schedule meetings in conjunction with university events;
 - use name tags;
 - involve students (in addition to those serving on the Board);
 - select more personal or convenient venues for meetings, such as homes or clubs;
 - group Camden, Newark, or New Brunswick-Piscataway meetings on a single day;
 - evaluate annually each committee's performance.
- The two topics most frequently mentioned were the legislative influence the Trustees ought to exercise and the desire for a yearly presentation program centered around a cultural or athletic event that would bring old and new Trustees together and would feature a means of Trustee recognition.

The purpose of the TACs is to offer opportunities for the Trustees to become thoroughly familiar with the breadth of programs and the accomplishments of distinguished faculty and talented students in each of the university's units. Having achieved this knowledge, Trustees would then be able effectively to contribute their talents to enhance further that unit's goals and mission. To achieve this objective the Ad Hoc Committee recommends the following:

1. Deans should be encouraged to nominate non-Trustee members to serve on the unit's Trustees Advisory Committee.
2. In response to the different requirements of the professional schools, the TACs for these schools should meet jointly with the Dean's Advisory Group under the jurisdiction of the Dean of the unit. The Trustees should serve as liaison between the unit and the Board of Trustees. The Dean should consult closely with the Secretary of the University and the Chair of the TAC in planning agendas and meeting dates. Examples of such units are Cook College, the College of Pharmacy, and the School of Communication, Information and Library Studies.
3. The TACs for the other academic units should meet at least once a year. As they arise, substantive matters may be discussed at additional meetings throughout the year. Such meetings should be scheduled at the call of the Secretary of the University at the request of the Chair of the Committee in consultation with the Dean of the unit.
4. So that efficient use may be made of the Trustees' time, creative planning of meetings should be considered; e.g., scheduling joint meetings or meetings on the same day between campus groups, units with similar missions, or committees with similar memberships.
5. To ensure that Trustees have an opportunity to become as knowledgeable as possible about the university during their six-year terms, the Chair of the Board of Trustees should give strong consideration to rotating TAC assignments. At the prerogative of the Chair of the Board the usual practice should be to avoid long term appointments of more than two years, basing the judgment on the interest and expertise of the individual Trustee and the needs of the University.
6. The Chairs of the TACs, in consultation with other Committee members, should prepare an annual assessment of the work of the Committee based on the substance of the matters discussed and may suggest agenda items for the following year.

7. The Chairs of the TACs should serve as mentors for newly-elected Trustees by encouraging them to take a more active role in budget advocacy and fundraising, and to participate fully in Committee work as well as other university programs and events. In addition, the Secretary of the University should engage the assistance of Trustees Emeriti to aid new Trustees by describing the role of a Trustee and encouraging them to become more familiar with the University. At the suggestion of individual Trustees, the Secretary of the University should assist in facilitating programs centered around a cultural or athletic event, or other identified time, in an effort to increase communication between the members of the Board of Trustees.
8. The Secretary of the University should develop appropriate programs for implementing the Ad Hoc Committee's report by distributing an annual schedule of TAC meetings, enhancing the orientation of newly-elected Trustees, scheduling a briefing for Chairs of the TACs, and revising and expanding the Handbook for Board Members.
9. This report will supersede in its entirety the report of the Thomas Ad Hoc Committee and its proposed guidelines that were adopted by the Board on June 18, 1988.
10. Following approval by the Board of Trustees, implementation of this report will begin July 1, 1994.

**BOARD OF TRUSTEES
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**

**Trustees' Advisory Committees
Operating Guidelines for Chairs and Deans**

- (1) Deans are encouraged to nominate non-Trustee members to serve on the unit's Trustees Advisory Committee. In selecting non-trustee members of advisory committees, as provided for in the Bylaws of the Board of Trustees, each dean should consult with the chair of his or her advisory committee. One such non-trustee may be selected specifically to serve as a liaison between the advisory committee and the unit's alumni.
- (2) The Dean should consult closely with the Chair and the Assistant Secretary in planning agendas and meeting dates. Deans and Chairs should plan events and opportunities to encourage and develop committee members' knowledge and understanding of the academic unit the committee serves.
- (3) Committees should offer opportunities for the Trustees to become thoroughly familiar with the breadth of programs and the accomplishments of distinguished faculty and talented students in each of the university's units. Having achieved this knowledge, Trustees would then be able effectively to contribute their talents to enhance further the unit's goals and mission.
- (4) All written materials to be distributed to committee members at the meeting should be sent to the Office of the Secretary at least two weeks prior to the meeting.
- (5) Chairs may report orally to the Board of Trustees the findings or recommendations of their committee. Chairs are encouraged to discuss such reports with the Chair of the Board.
- (6) Chairs should encourage the Trustees appointed to the committee to participate fully in Committee work as well as other university programs and events.
- (7) The Chairs, in consultation with other Committee members, may prepare an annual assessment of the work of the Committee based on the substance of the matters discussed and may suggest agenda items for the following year.

September 6, 1994



Commencement

- ❖ University Commencement
- ❖ Convocations
- ❖ Academic Regalia and Hoods

UNIVERSITY COMMENCEMENT

University Commencement is a university-wide ceremony at which the president of the university formally confers all undergraduate and graduate degrees awarded throughout the past academic year. Commencement is traditionally held on the third Wednesday of May. Members of the Board of Governors and Board of Trustees are encouraged to join the president, deans and administrators in celebrating this annual culmination of the academic year. A letter is sent to you each year advising you of the timetable of events surrounding the commencement ceremony.

CONVOCATIONS

In addition to the University-wide commencement, each member of the Board is welcome to participate in some of the many convocations held by individual schools. Trustees are encouraged to attend the convocation ceremonies for the Trustee Advisory Committees to which they have been assigned. The Office of the Secretary will also notify you of these ceremonies and assist in navigating your way through the various events.

ACADEMIC REGALIA AND HOODS

Board members will be provided with academic regalia on a loaner basis. The current process for distribution of academic regalia is facilitated through the Office of the Secretary and the Material Services department. The University will purchase an academic hood for new Board members who do not already have one in their possession. The robes and tams must be returned to the University following the last ceremony you attend during the convocation season. Additional details on this process are available from the Office of the Secretary.

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