

BOARD OF GOVERNORS
Rutgers, The State University of New Jersey
December 8, 2006

A regular meeting of the Board of Governors of Rutgers, The State University of New Jersey, was held on Friday, December 8, 2006, at 11:00 a.m. in the Board Room of Winants Hall, New Brunswick Campus. Mr. Gamper, Chairman of the Board, presided.

Present and constituting a quorum were Gamper, Giaconia, Goodman, Howard, Laudicina, MacMillan, Nachtigal, O'Hara, and Ryan.

Absent were Russo and Zoffinger.

Also in attendance was Gizinski, Chair of the Board of Trustees.

Also present were Cotter and Leath, faculty representatives to the Board of Governors and Curtis, student representative to the Board of Governors.

Attending for the University administration were Alger, Apfel, Cahill, Dennis, Diner, Fehrenbach, Furmanski, Manning, McCormick, and Winterbauer.

CLOSED SESSION

Pursuant to a resolution passed on October 13, 2006 the Board met in closed session from 8:30 a.m. until approximately 10:50 a.m. to discuss contracts, litigation and matters falling within the attorney-client privilege, and personnel, including faculty promotions, appointments and reappointments with tenure, in accordance with Chapter 231, Public Law 1975, Section 7, Items (b)7 and (b)8.

ANNOUNCEMENT PURSUANT TO CHAPTER 231, PUBLIC LAW 1975
(OPEN PUBLIC MEETINGS ACT)

Mr. Gamper opened the public session of the meeting at 11:00 a.m. and called upon Secretary Fehrenbach, who announced that "pursuant to Public law 1975, Chapter 231, (Open Public Meetings Act), public notice of this meeting was filed on June 22, 2006, and amended on December 6, 2006 with the Office of the Secretary of State of New Jersey and three newspapers, the Cherry Hill *Courier-Post*, the New Brunswick *Home News Tribune* and the Newark *Star-Ledger*. Public notice of the meeting was also posted in the following University libraries: the Alexander Library, New Brunswick; the Dana Library, Newark; and the Robeson Library, Camden. In addition, this meeting has been posted on the Rutgers Website, under Governing Boards."

APPROVAL OF MINUTES

Mr. Gamper drew the Board's attention to the minutes of the October 13, 2006 meeting of the Board and asked if there were any additions or corrections to the minutes. There being none, on motion and duly seconded, the Board unanimously approved the minutes as distributed by the Secretary.

MATTERS PRESENTED BY THE CHAIR

Mr. Gamper brought to the Board's attention his observation of the cultivation of the athletic department's overall level of quality and discipline since Mr. Robert Mulcahy's appointment as Director of Intercollegiate Athletics. He stated that the recent success of the football team is something for which the University and the state can be proud. Mr. Gamper stated further that the program's success has expanded beyond athletics and brought national recognition to the University, instilling great pride in all members of the Rutgers community.

RESOLUTION RECOGNIZING THE 2006 RUTGERS FOOTBALL TEAM

Mr. Gamper then called on Mr. Giaconia, Chair of the Committee in Intercollegiate Athletics, who presented for approval to the Board of Governors the following resolution recognizing the 2006 Rutgers Football Team:

WHEREAS, the Rutgers football team, led by Head Coach Greg Schiano and his coaching staff, finished the 2006 regular season with a 10-2 won-loss record, thus becoming only the second team in University history to win as many as 10 games in a single season; and

WHEREAS, the Rutgers football team accepted an invitation to play Kansas State in the Texas Bowl in Houston, Texas, on December 28, 2006, earning its second consecutive bowl bid; and

WHEREAS, the Rutgers football team has been ranked in the Top 25 for the final 11 weeks of the regular season and was ranked as high as No. 7 for the week of November 12, and is currently rated No. 16 in the Associated Press Poll and No. 17 in the *USA Today* Coaches Poll; and

WHEREAS, the team compiled a 5-2 record in BIG EAST play, to finish in second-place; and

WHEREAS, the team was undefeated in six games at Rutgers Stadium, and set a season-attendance record by averaging 41,112 fans in 2006, including four sold-out games; and

WHEREAS, Head Coach Greg Schiano was named the Home Depot national "Coach of the Year" and earned the same honor as voted on by the head coaches of the BIG EAST Conference; and

WHEREAS, the Rutgers defensive unit finished the season ranked No. 7 in total defense, No. 8 in sacks and No. 9 in scoring defense; and

WHEREAS, running back Ray Rice was No. 4 nationally in rushing, kicker Jeremy Ito was No. 7 nationally in field goals made per game, and punter Joe Radigan was No. 9 nationally in punting with an average of 44.1 yards per punt; and

WHEREAS, fullback Brian Leonard was the recipient of the prestigious Draddy Trophy, presented by the National Football Foundation and regarded as college football's "Academic" Heisman, which recognizes the absolute best in academic success, football performance and exemplary community leadership; and

WHEREAS, six Scarlet Knight players were recognized as BIG EAST Players of the Week for their outstanding performances during the season on 10 different occasions in 2006; and

WHEREAS, Defensive Tackle Eric Foster, Safety Ron Girault, Safety Courtney Greene, Tight End Clark Harris, Kicker Jeremy Ito, Fullback Brian Leonard, Defensive Tackle Ramel Meekins, Punter Joe Radigan, Running Back Ray Rice, Offensive Tackle Pedro Sosa, Offensive Guard Cameron Stephenson, Linebacker Devraun Thompson, and Offensive Tackle Jeremy Zuttah earned All-BIG EAST Conference honors; and

WHEREAS, the football team has brought extraordinary excitement and enjoyment to countless members of the Rutgers community, including students, faculty and staff, as well as to innumerable fans throughout the nation; and

WHEREAS, the football team has brought great focus and pride to the State of New Jersey with its outstanding performance;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Rutgers, The State University of New Jersey, congratulate Head Coach Greg Schiano, the coaching staff, the student-athletes, and the entire 2006 Rutgers University football program on an outstanding season.

Upon motion, and duly seconded, the Board approved the resolution.

Mr. Mulcahy thanked the Board and spoke of the character each member of the football team possesses noting the positive reflection this has on the University. He commented on the great pleasure that he and the community have experienced in witnessing the team's accomplishments and the bond their success has generated throughout the state. Mr. Brian Leonard and Mr. Ramel Meekins, both senior members of the team, expressed their appreciation to the Board and to the University for the opportunity to obtain their degrees, and to grow as athletes and as students.

MATTERS PRESENTED BY THE PRESIDENT

President McCormick extended his congratulations to the football team on the great success they have achieved this year. The president commented on the substantial development the football program has achieved over the past several years and expressed his optimism that Coach Schiano's leadership will continue to foster its growth. In addition, President McCormick noted the team's academic ranking of eighth in the field of 64 college teams who have been selected to play in NCAA bowl games this year.

President McCormick updated the Board on the continuing implementation of the number of changes resulting from the adoption of his recommendations on the Task Force on Undergraduate Education. He noted the complexity of the implementation process which involves 300 faculty, staff, and students but assured the Board that progress is continuing in a timely fashion. The efforts made by these members of the community will ensure that all students have full access to the quality programs and faculty available from the University. President McCormick stated further his excitement over the inaugural first-year student seminar program that will be announced in mid-December 2006. He explained that the program, which is being funded in large part by private donors, allows for first year students to participate in courses taught by senior members of the University faculty.

In other matters, President McCormick expressed his pride in the perseverance of our students to ensure the needs of higher education remain "visible" to our state legislators in Trenton. He noted the

students' efforts include helping the legislators gain a clear understanding of the impact of the 2006-2007 budget cuts along with possibly changing budget proposals for FY 2007-2008 to potentially favor higher education.

The president concluded his remarks by speaking briefly on the renewed discussions surrounding a possible merger between Rutgers, the University of Medicine and Dentistry of New Jersey (UMDNJ), and the New Jersey Institute of Technology (NJIT). President McCormick emphasized that there was nothing new to report about the potential merger; however, he did note the activities that he, Mr. Gamper, and Dr. Furmanski have been involved in relating to this topic. Those activities, the president stated, include discussions with members of a task force appointed by Governor Corzine and chaired by Dr. Richard Leone, chairman of the Commission on Government Efficiency and Reform Task Force on Higher Education. In addition, President McCormick and other representatives of the University testified on November 9, 2006 before a task force appointed by the legislature and chaired by Senator Raymond Lesniak and Assemblyman Frederick Caraballo. President McCormick noted his purpose in speaking to the task force was to set forth the academic goals and values that Rutgers University feels should be considered when discussing a merger of this magnitude. The president stated that the University will be diligent with its participation in these discussions while ensuring that the overall outcome is beneficial to both Rutgers and the state. Mr. Gamper followed President McCormick's remarks by emphasizing how critical it is for the University to approach this issue with patience and proper due diligence.

Before proceeding further, Mr. Gamper asked Ms. Curtis to provide a brief summary of the student's recent activities. Ms. Curtis informed the Board of the visit a group of students made to Trenton on November 20 to meet with legislators including Senator Lesniak. The discussions consisted of educating the legislators on the ongoing plight of students throughout the state who are in pursuit of their degrees, yet are confronted with financial challenges. To further underscore the seriousness of the situation, the students gave the legislators a visual presentation consisting of photos of overcrowded lecture halls and facilities that have been closed due to the budget cuts.

COMMITTEE ON INTERCOLLEGIATE ATHLETICS

Mr. Giaconia, Chair of the Committee, drew the Board's attention to the minutes of the November 30, 2006 meeting of the Committee. He reported that Mr. Alger advised the Committee of the completion of the land sale to Coach Schiano and that Mr. Mulcahy provided an update on the proposal involving the addition of club seating at the football stadium. Mr. Giaconia noted further that Mr. Mulcahy gave an update on the elimination of the six Olympic sports programs and the financial challenges that the remaining programs are facing. Mr. Giaconia concluded by reporting that Mr. Kevin MacConnell, Deputy Director of Athletics, reviewed the point systems for both the football and men's basketball programs.

COMMITTEE ON EDUCATIONAL PLANNING AND POLICY

Faculty Appointments with Tenure Mr. MacMillan, Chair of the Committee, recommended for approval to the Board of Governors certain faculty appointments with tenure.¹

Administrative Faculty Tenure Appointment Recommendation Mr. MacMillan continued by recommending for approval to the Board of Governors a certain administrative faculty appointment with tenure.²

¹ Available from the Office of the Secretary of the University

² Available from the Office of the Secretary of the University

Proposed Resolution Naming a Board of Governors Professor of English On behalf of the Committee, Mr. MacMillan recommended for approval to the Board of Governors the following resolution naming Professor Cheryl Wall as a Board of Governors Professor of English:

WHEREAS, the nomination of Cheryl Wall to be named Board of Governors Professor of English by the Department of English, School of Arts and Sciences in New Brunswick, has been endorsed by Ziva Galili, Acting Executive Dean of the School of Arts and Sciences, and Philip Furmanski, Executive Vice President for Academic Affairs, and approved by Richard L. McCormick, President of the University; and

WHEREAS, Professor Wall has been acclaimed in the documented testimonies of distinguished experts for her original and influential scholarship that transformed the aesthetic standards for and methods of study of 20th century African American literature; for her path-breaking books that have been instrumental in establishing the African American literary canon; and for her dedication to providing the needed tools for gaining access to this neglected area of study for scholars, students, and the general public; and

WHEREAS, Professor Wall has been recognized for her intellectual leadership in the fields of literary studies, African American literature, and women's studies as evidenced by her numerous books, essays, and refereed articles; her prestigious keynote addresses and invited lectures both in the U.S. and abroad; her service on editorial boards for leading journals in the field, including *African American Review*, *American Literature*, and *Signs*; and her seminal contributions to formation of the canon through her editorships of standard editions of neglected works and of the "Literature Since 1975" section of the *Norton Anthology of African American Literature*, in which her intelligent and sensitive critical judgments set the standard for synthesizing major intellectual, cultural, and literary achievements to define a complicated era; and for her legendary talent as an inspirational teacher of undergraduate and graduate students;

THEREFORE, BE IT RESOLVED that the Board of Governors of Rutgers, The State University of New Jersey, names Cheryl Wall as Board of Governors Professor of English, effective December 8, 2006.

Upon motion, and duly seconded, the Board approved the resolution.

Dr. Ziva Galili, Acting Executive Dean of the School of Arts and Sciences, (SAS) addressed the Board and informed them of the number of accolades that have been bestowed upon Professor Wall throughout her career. Professor Wall expressed her gratitude to the Board, President McCormick, and Dr. Furmanski for this great honor. Professor Wall also commented on how privileged she feels to work with the distinguished members of SAS over the years and extended her appreciation to Rutgers for its continuing support of African American studies programs.

Proposed Resolution Naming a Board of Governors Professor of History On behalf of the Committee, Mr. MacMillan recommended for approval to the Board of Governors the following resolution naming Professor Deborah Gray White as a Board of Governors Professor of History:

WHEREAS, the nomination of Deborah Gray White to be named Board of Governors Professor of History by the Department of History, School of Arts and Sciences in New Brunswick, has been endorsed by Ziva Galili, Acting Executive Dean of the School of Arts and Sciences in New Brunswick, and Philip Furmanski, Executive Vice President for Academic Affairs, and approved by Richard L. McCormick, President of the University; and

WHEREAS, Professor Gray White has been acclaimed in the documented testimonies of distinguished experts for her original and groundbreaking contributions to the field of African and African American History, her historical scholarship that expanded the traditional dialogue about slavery to include women, and her commitment to ensuring that this wider historical perspective was made available not only to scholars but to school children and the general public through her numerous publications; and

WHEREAS, Professor Gray White has been recognized for her broad contributions to our understanding of this critical period of American history as evidenced by her numerous books, monographs, and textbooks, her many prestigious honors and fellowships, including, among others, the Woodrow Wilson Foundation, the American Council of Learned Societies, the National Research Council, and the Ford Foundation; and for her excellence in teaching and mentoring students;

THEREFORE, BE IT RESOLVED that the Board of Governors of Rutgers, The State University of New Jersey, names Deborah Gray White as Board of Governors Professor of History, effective December 8, 2006.

Upon motion, and duly seconded, the Board approved the resolution.

Acting Executive Dean Ziva Galili pointed out to the Board that Professor Gray White began her studies in African American history as a graduate student at a time when a level of skepticism existed around the information she was researching. Dr. Galili noted the professor's perseverance and attributed that trait to her receipt of this honor from the Board today. Professor Gray White expressed her deep appreciation to the Board for this honor. She stated that this recognition validates the choice she made many years ago to pursue this field of study and expressed that she feels blessed to have the opportunity to turn her passion into a career.

Proposed Resolution Naming a Board of Governors Professor of Education Mr. MacMillan reported further that at the September 28, 2006 meeting, the Committee agreed to recommend for approval to the Board of Governors the following resolution naming Professor William Barnett as a Board of Governors Professor of Education:

WHEREAS, the nomination of William S. Barnett to be named Board of Governors Professor by the Department of Educational Theory, Policy, and Administration, Graduate School of Education, has been endorsed by Richard De Lisi, Dean of the Graduate School of Education, and Philip Furmanski, Executive Vice President for Academic Affairs, and approved by Richard L. McCormick, President of the University; and

WHEREAS, Professor Barnett has been acclaimed in the documented testimonies of internationally distinguished experts for his pioneering work in the area of benefit-cost analysis for pre-school education, widely credited with saving Head Start as a national program; for his careful and influential economic analyses which earned him the respect of scholars and policy makers across the disciplines and the political spectrum; and

WHEREAS, Professor Barnett has been recognized for his leadership as Director of the Center for Early Education Research, and as the Director of the National Institute for Early Education Research, the internationally recognized leader in early education research and policy; for his numerous influential publications and his steady funding by national public agencies and

private foundations, including the steady and significant support of the Pew Charitable Trusts; and for his excellence as a teacher, a doctoral advisor, and a mentor of post-doctoral fellows;

THEREFORE, BE IT RESOLVED that the Board of Governors of Rutgers, The State University of New Jersey names William S. Barnett as Board of Governors Professor of Education, effective December 8, 2006.

Upon motion, and duly seconded, the Board approved the resolution.

Dean Richard DeLisi of the Graduate School of Education addressed the Board on the leadership that Professor Barnett has demonstrated in the study of pre-school education. Professor Barnett expressed his gratitude to the University for providing the opportunity for him to pursue his commitment to bringing early education to the forefront.

Presentation of Resolution Naming Keith Wailoo as the Martin Luther King, Jr. Professor of History Mr. MacMillan noted that at the October 13, 2006 meeting, the Board of Governors unanimously approved the resolution naming Professor Keith Wailoo as the Martin Luther King, Jr. Professor of History. Professor Wailoo was introduced and presented with a copy of the resolution.

Acting Executive Dean Ziva Galili spoke of the major impact that Professor Wailoo has had in the short five years ago since he came to the University and the strong work ethic that he continues to demonstrate in everything he pursues. Professor Wailoo stated how honored he feels to have his work associated with the legacy of Dr. Martin Luther King, Jr. The professor then extended his thanks to the Board, President McCormick, and Dr. Furmanski and expressed his appreciation for shining special emphasis on his efforts.

Mr. MacMillan concluded by reporting the name change of the Department of Visual and Performing Arts to the Department of Arts, Culture, and Media and a nomenclature change of the Newark Faculty of Arts and Sciences B.A. program in Theater Arts and Speech to Theater.

COMMITTEE ON BUILDINGS AND GROUNDS

Ms. Nachtigal, Chair of the Committee, drew the Board's attention to the minutes of the November 3, 2006 meeting of the Committee. She continued by reporting that the Committee agreed to a codification of the current practice for awarding capital construction projects of \$1 million or more. Ms. Nachtigal then recommended for approval to the Board of Governors the following resolution:

WHEREAS, the Office of Facilities Project Administration ordinarily uses its existing capital construction bidding process for all capital construction projects costing \$2 million or more and for some construction projects under \$2 million (the others being awarded through University Purchasing procedures); and

WHEREAS, under extraordinary or emergency circumstances, including those situations where favorable weather conditions and time constraints are critical to the project completion, it may be in the best interest of Rutgers, The State University of New Jersey, to award a construction contract to a sole or single (preferred) vendor instead of proceeding under the capital construction bidding process, or to award a competitively bid capital construction contract, prior to the next regularly scheduled meeting of the Rutgers Board of Governors Committee on Buildings and Grounds and the Committee on Budget and Finance; and

WHEREAS, on February 10, 2005, the Board of Governors approved the Guidelines for Awarding Capital Construction Projects under Extraordinary or Emergency Circumstances; and

WHEREAS, the Committee on Buildings and Grounds has reviewed the attached Revised Guidelines for Awarding Capital Construction Project Contracts under Extraordinary or Emergency Circumstances and has recommended adoption for construction projects costing \$1 million or more;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Governors of Rutgers, The State University of New Jersey, approves the attached Revised Guidelines for Awarding Capital Construction Project Contracts under Extraordinary or Emergency Circumstances and directs that these Guidelines be incorporated into the existing capital construction bidding process.

Upon motion, and duly seconded, the Board approved the resolution.

Proposed Resolution on the Conveyance of Land to Middlesex County for Improvements to the Intersection at River Road and Cedar Lane, Highland Park, New Jersey Ms. Nachtigal further reported that the Committee agreed to recommend for approval to the Board of Governors the following resolution:

WHEREAS, Middlesex County has proposed a realignment of the intersection of River Road, Cedar Lane and Johnson Park Drive in Highland Park and accommodating pedestrian signals, crosswalks, and a bicycle path; and

WHEREAS, the county's project will improve traffic flow and safety in the environs adjacent to the Livingston campus; and

WHEREAS, completion of the proposed realignment requires Rutgers' conveyance to Middlesex County of a small parcel of land totaling 44 square feet and a temporary construction easement of 2,858 square feet from the adjoining Livingston campus; and

NOW, THEREFORE, BE IT RESOLVED, that upon the recommendation of the Committee on Buildings and Grounds, and subject to the consent of the Board of Trustees, the Board of Governors of Rutgers, the State University, approves the conveyance of 44 square feet of land and a temporary construction easement of 2,858 square feet to Middlesex County for roadway improvements at the River Road and Cedar Lane intersection in Highland Park in accordance with the attached project map.

Upon motion, and duly seconded, the Board approved the resolution.

Ms. Nachtigal continued by reporting that a discussion took place on the overall operations and methods in which the Administration presents related issues to the Committee. She noted that Mr. Apfel provided an update on the University's proposed acquisition of four floors of space in the Gateway Building to be located on Easton Avenue. Mr. Apfel also updated the Committee on the College Avenue Design Competition and development of the Livingston College campus.

Ms. Nachtigal concluded by reporting that Mr. Frank Wong, Executive Director of Facilities Planning and Development, gave an update on the Route 1 Gateway Project.

**MATTERS PRESENTED BY THE SENIOR VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER**

Mr. Jeffrey Apfel, Senior Vice President of Administration and Chief Financial Officer, drew the Board's attention to the minutes of the October 19, 2006 and November 8, 2006 meetings of the Joint Committee on Investments. He reported that the October 19 meeting was held via conference call and the Committee discussed the adoption of a policy to divest holdings in companies doing business in Sudan. Mr. Apfel reported that the Committee agreed to adopt a policy supporting this proposal. Mr. Gamper brought the following resolution to the Board of Governors for their approval:

WHEREAS, despite significant pressure from the United States and the world community, the human rights situation in Sudan has continued to deteriorate; and

WHEREAS, the Joint Committee on Investments has reviewed the human rights situation in Sudan and the escalating political and economic instability in that country and has determined that it would be in the best interests of the University to fully divest itself of investments in companies with operations in Sudan;

NOW, THEREFORE, BE IT RESOLVED:

- 1) That the Board of Governors, through a recommendation issued by the Joint Committee on Investments and subject to the concurrence of the Board of Trustees, authorizes the University's divestiture of holdings in companies with operations in Sudan. Implementation of this measure is delegated to the Investment Committee, with the understanding that divestiture shall generally be in keeping with the so-called "targeted" divestiture approach undertaken by the State of New Jersey.
- 2) That nothing in this resolution shall be deemed to direct the sales of holdings at an imprudent time; however, such sales shall take place as soon as prudently possible; and

BE IT FINALLY RESOLVED that the Board of Governors of Rutgers, The State University of New Jersey, hereby consents to the October 26, 2006 Board of Trustees resolution, and joins the Joint Committee on Investments in reasserting its belief in the fundamental importance of political neutrality.

Upon motion, and duly seconded, the Board approved the resolution.

Mr. Apfel continued with the report from the November 8 meeting at which the Committee discussed further the divestiture of investments in companies with operations in Sudan. He noted that Mr. Wilson of Cambridge Associates provided a report on the investment environment and the performance of the current managers. The Committee also discussed the addition of two managers for the Non Marketable Asset Allocation. Mr. Apfel concluded by reporting that a presentation was made by New Star Management on their current performance and proposed steps that can further improve return on the University's investments.

COMMITTEE ON BUDGET AND FINANCE

Mr. Goodman, Chair of the Committee, drew the Board's attention to the minutes of the November 3, 2006 meeting of the Committee. He continued by reporting that Dr. Nancy Winterbauer, Vice President for University Budgeting, gave the Committee a brief overview of enrollment for 2006-2007. Mr. Goodman stated that Mr. Apfel updated the Committee on the Gateway Project and the proposed acquisition by the University of several floors in the building. He also noted that Mr. Apfel updated the Committee on the development of the Livingston College campus. Mr. Goodman concluded by reporting that a discussion took place on financing the first group of projects that have been identified for the next bond issue.

COMMITTEE ON UNIVERSITY RELATIONS AND HONORARY DEGREES

Dr. William Howard, Chair of the Committee, drew the Board's attention to the previously distributed minutes of the November 16, 2006 meeting. He continued by reporting that Ms. Kim Manning-Lewis, Vice President for University Relations, provided an overview of the meetings that have taken place to discuss the new visual identity system and the accompanying guidelines. Dr. Howard stated that following the presentation of a draft document on the Rutgers Unified Visual Identity System the Committee agreed to recommend for approval to the Board of Governors the following resolution:

WHEREAS, Rutgers, The State University ("Rutgers"), at the direction of the Committee on University Relations and Honorary Degrees, has conducted extensive research into the public perceptions of the university among key constituencies in New Jersey; and

WHEREAS, the research indicated that general awareness of Rutgers is high among all New Jersey constituencies, but identified a clear need to clarify and demonstrate Rutgers' value to the state of New Jersey and its citizens; and

WHEREAS, the research indicated that Rutgers must differentiate itself from the other publicly funded schools in New Jersey; must sharpen its messages by better coordinating university communications; must manage and preserve the integrity of its brand, paying particular attention to the proliferation of logos and other visual representation of the university and its units and programs; and must leverage and mobilize the strong brand equity that Rutgers has among state residents, executives and alumni; and

WHEREAS, the Rutgers name and visual identity are substantial institutional assets and, therefore, their usage is under the purview of the Board of Governors; and

WHEREAS, a strong Rutgers identity has far-reaching benefits, enhancing the University's ability to recruit faculty, students, and staff; generate revenue; garner grants; engage alumni; and attract external support; and

WHEREAS, effective and efficient communication between the University and its many audiences requires (i) a clear graphic architecture and nomenclature that build equity in the Rutgers name, clarify organizational relationships, and maintain unit distinctiveness; (ii) a communications strategy that ensures the use of coherent and consistent messages about Rutgers' unique attributes and assets; (iii) an administrative office that is the central point for managing and enhancing the University's identity and messaging; and



**GUIDELINES ON
AWARDING CAPITAL CONSTRUCTION PROJECT CONTRACTS
UNDER EXTRAORDINARY OR EMERGENCY CIRCUMSTANCES**

**February 10, 2005
Revised December 8, 2006**

In general, Rutgers, The State University of New Jersey, shall use the normal bidding process for capital construction projects and shall follow the "Capital Construction Bidding and Award Process" maintained by the Office of Facilities Project Administration (FPA). These guidelines shall apply to all contract awards in the amount of \$1 million or above.

Extraordinary or Emergency Circumstances

Under extraordinary or emergency circumstances, including those situations where favorable weather conditions and time constraints are critical to the project completion, it may be in the best interest of Rutgers to award a capital construction contract to a sole or single (preferred) vendor, or to award a competitively bid capital construction contract, prior to the next regularly scheduled meeting of the Rutgers Board of Governors Committee on Buildings and Grounds and the Committee on Budget and Finance. In these instances, FPA shall submit to the Senior Vice President for Administration and Chief Financial Officer (SRVP/CFO) for approval:





- Sole or Single (Preferred) Vendor Contract: A written justification to award a capital construction project, outlining the nature of the extraordinary or emergency circumstances justifying why such an award should be made and documenting that the proposed vendor is of good standing and reputation and has demonstrated successful past performance with similar projects.
- Competitively Bid Capital Construction Contract: A copy of the bid tabulation and recommendation on award of contract to the lowest responsible bidder.

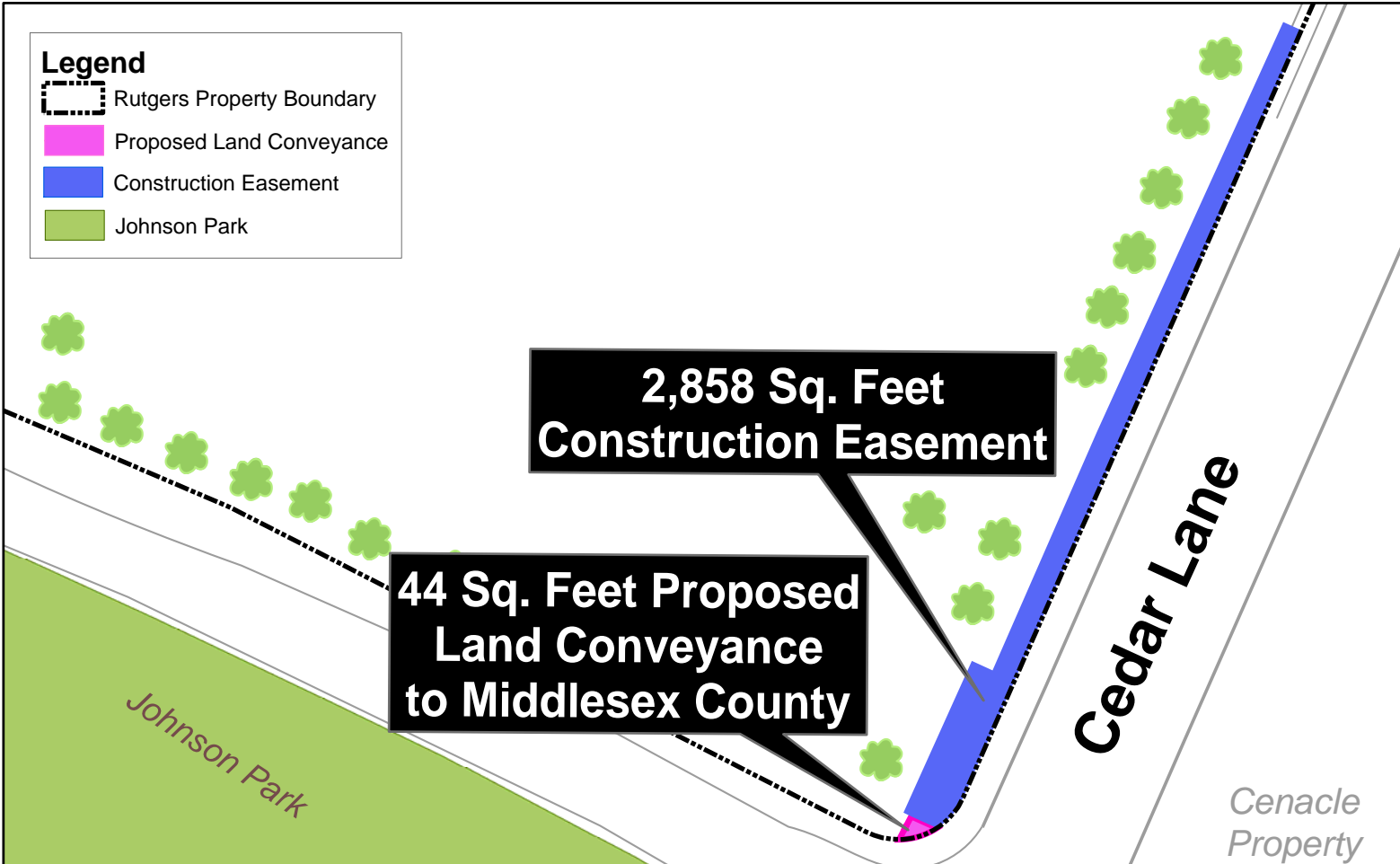
If the SRVP/CFO is in agreement with FPA's recommendation for such an award, the SRVP/CFO shall consult with the chair of the Board of Governors, the chair of the Committee on Buildings and Grounds,¹ and the chair of the Committee on Budget and Finance to obtain their agreement with the proposed contract award. Provided that the Board chair and the committee chairs agree with the recommendation of the SRVP/CFO to award the contract, the SRVP/CFO shall then authorize FPA to award the contract. If the contract award is to a sole or single (preferred) vendor, the SRVP/CFO shall authorize FPA, in consultation with the Vice President and General Counsel, to negotiate a contract with the recommended vendor.

At the next regularly scheduled meeting of the Board of Governors, the full Board will be asked to ratify the contract award.

¹ Upon notification to the chair of the Committee on Buildings and Grounds (B & G) by the SRVP/CFO on a recommendation to award a contract under emergency or extraordinary circumstances, including favorable weather conditions and time constraints, the chair of B & G shall initiate a 48-hour period during which time all Board of Governors members of B & G will be given an opportunity, if such consultation is possible, to provide feedback on the recommended contract award.

Legend

-  Rutgers Property Boundary
-  Proposed Land Conveyance
-  Construction Easement
-  Johnson Park



**2,858 Sq. Feet
Construction Easement**

**44 Sq. Feet Proposed
Land Conveyance
to Middlesex County**

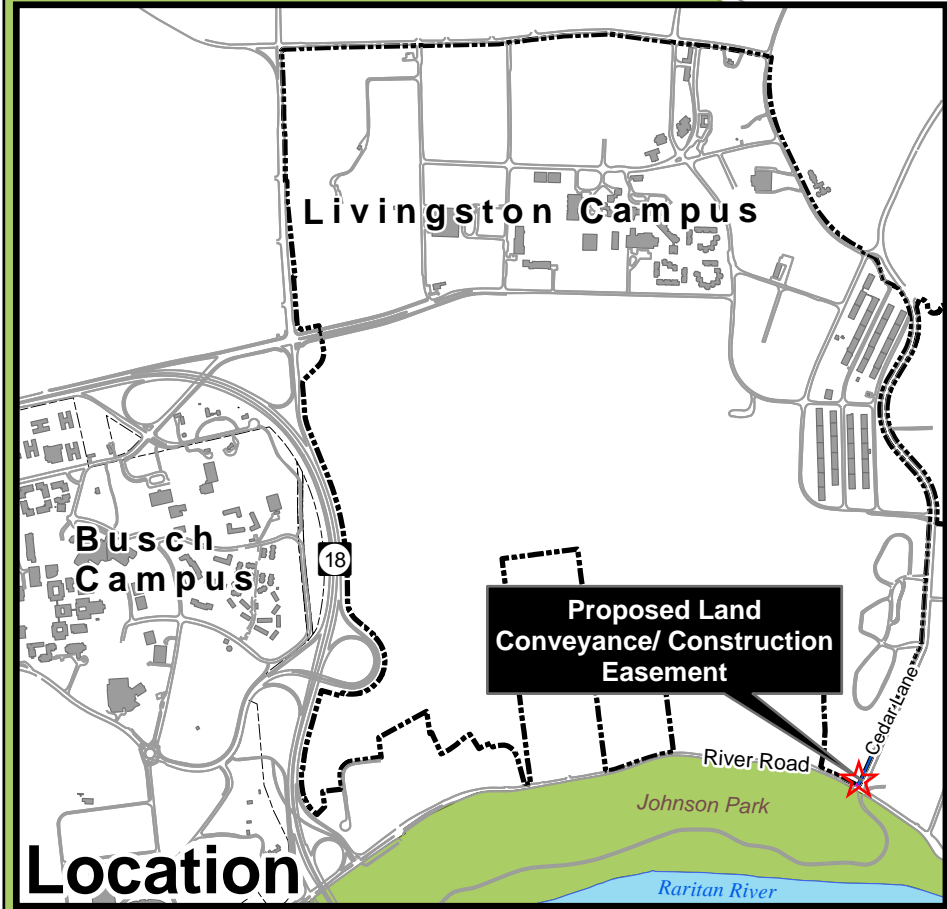
Cedar Lane

Cenacle
Property

Driveway

River Road

Johnson Park Drive



Livingston Campus

Busch
Campus

**Proposed Land
Conveyance/
Construction
Easement**

River Road

Johnson Park

Raritan River

Location





RUTGERS POLICY

Section: 80.1.3

Section Title: University Relations Policies

Policy Name: Purchase of External Advertising

Formerly Book: 6.4.11 (Note: This policy has been changed into four separate policies: 80.1.3 – Purchase of External Advertising (formerly 6.4.11a); 80.1.4 – Endorsements, Sponsorship Acknowledgements, and Paid Advertisements in University Print and Electronic Publications; 20.1.15 – Charitable Contributions and Expending University Funds Related to Charitable Causes; and 60.1.9 – Commercial and Charitable Solicitations)

Approval Authority: Board of Governors

Responsible Executive: Vice President for University Relations

Responsible Office: Office of Strategic Communications

Originally Issued: April 1962

Revisions: November 1982; December 8, 2006

Errors or changes? Contact: pblake@ur.rutgers.edu

1. **Policy Statement**

The university permits the purchase of advertising in external media to advance the institution and its individual units and programs so long as the advertisement incorporates the established Rutgers graphic identity, reflects key institutional messages, and adheres to the established guidelines and standards.

2. **Reason for Policy**

To ensure that the university and its campuses and units are presented to the public in a consistent, coherent manner, and that university resources are expended efficiently and effectively.

3. **Who Should Read Policy**

All members of the Rutgers University community

4. **Related Documents**

- Policy Section 20.1.15, Charitable Contributions and Expending University Funds Related to Charitable Causes
- Policy Section 50.1.4, University Seal Use
- Policy Section 60.1.9, Commercial and Charitable Solicitations
- Policy Section 80.1.1, Permission for Outside Vendors to Film, Videotape, and Photograph on Campus

- Policy Section 80.1.4, Endorsements, Sponsorship Acknowledgements, and Paid Advertisements in University Print and Electronic Publications
- Guidelines on the use of the University's name and graphic identity system, trademark licensing, Web sites, and print and electronic publications are available through the Department of University Relations and posted on-line at <http://ur.rutgers.edu/>

5. **Contact**

Office of Strategic Communications
732/932-7084

6. **The Policy**

80.1.3 PURCHASE OF EXTERNAL ADVERTISING

I. Definition

- A. An advertisement is a paid commercial message promoting the University and/or its campuses, units, programs, events, and people.
- B. An advertisement can appear in print or electronic publications, including internet sites and CDs; on radio, television or other means of electronic distribution (such as podcasts); and on public media such as banners, billboards, kiosks and signage in transportation hubs.

II. General Rules

- A. The university permits the purchase of advertising in external media to enhance the perception of the university among its various constituencies; to provide accurate and timely information about university programs, events, and services; to provide legal notice where required by law; and to inform the public of employment opportunities.
- B. All advertising should reflect the established Rutgers graphic identity and promote key institutional messages in ways that are consistent across campuses, departments, and units.

III. Standards

- A. The university must be identified by the use of the official wordmark in all advertisements placed by the university and its campuses and units. All graphic elements included in any advertising must conform to the standards set forth in the university's visual identity guidelines.
- B. Campuses and all other units must be clearly identified as part of the university.
- C. All advertising must provide a clear and accurate representation of Rutgers' policies, programs, and services.
- D. All advertising must communicate messages that are clear and support the university's comprehensive communications and marketing program.
- E. All advertising must enhance public perceptions of Rutgers.
- F. All advertising must meet professional standards of quality in design and content.
- G. All advertising must appear in media outlets appropriate to intended audiences.
- H. All advertising must be approved by the appropriate Vice President, Provost, Dean, or Director in addition to approval by the Vice President for University Relations or his/her designee.

- I. All advertising must be designed and purchased in compliance with all applicable university guidelines and procedures.

IV. Responsibilities

- A. The Vice President for University Relations will have direct responsibility for major advertising and marketing programs that have been designated as University priorities by the President, his/her cabinet, and the Board of Governors Committee on University Relations and Honorary Degrees.
- B. Under the Vice President's supervision, the Department of University Relations and its Office of Strategic Communications will oversee the content, placement, and purchase of all Rutgers advertising.
 1. To assist departments in their advertising efforts, University Relations will develop and maintain a Web-based toolbox that may include:
 - The university's graphic identity;
 - Common elements and sample layouts for print and Web-based advertisements;
 - Identifying language for use in radio and television advertisements;
 - Key institutional messages; and
 - Rutgers' editorial style guidelines.
 2. Where appropriate, University Relations will negotiate favorable university-wide contract rates with media outlets. While individual units may avail themselves of these favorable rates, budgetary responsibility will remain with each unit.
 3. University Relations will establish and convene university-wide groups to facilitate the integration of advertising and marketing activities across the university. These groups will include representatives from the three campuses and academic and administrative units, including but not limited to athletics, admissions, alumni relations, and continuous education.
- C. Individual units may pursue opportunities to promote their programs provided they adhere to the standards and procedures outlined above. To ensure that university resources are spent effectively and efficiently, and to facilitate coordination of advertising when appropriate, departments/units should advise the Vice President for University Relations or his/her designated representative of any advertising plans, including proposed placements and costs, and provide a copy of the advertisement and its objectives.

V. Exceptions to Section IV - Responsibilities

- A. The following types of advertisements are exempt from the oversight outlined above: job postings, legal notices, and classified advertisements. They are expected to comply with the general rules and standards outlined in this policy.
- B. All other exceptions must be approved by the Vice President or his/her designee on a case-by-case basis.