



EMPOWERING  
REGIONAL  
GROWTH

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

At Rutgers-Camden, the Office of the Provost spearheads a number of initiatives that contribute significantly to developing, strengthening and sustaining a vibrant southern New Jersey region. Rutgers-Camden's commitment to partnership, collaboration and civic responsibility focuses on the immediate neighboring community of Camden City and expands to the entire region. Faculty, staff and students engage everyday in projects that target education, job training; pre-K through 12 education; access to arts and culture; capacity building; innovation and entrepreneurship; and real estate and infrastructure development.

Rutgers-Camden focuses the world-class resources of Rutgers, The State University of New Jersey, to the state's citizens through many diverse programs, including:

- **Center for Strategic Urban Community Leadership**
- **Senator Walter Rand Institute for Public Affairs**
- **Rohrer Center for Management and Entrepreneurship**
- **Forum for Policy Research**
- **Rutgers-Camden Technology Campus**
- **Small Business Development Center**



Rutgers is renowned for generating extraordinary breakthroughs in knowledge that save lives, improve societies, and provide hopeful opportunities for our children.

Rutgers' advances in science, medicine, agriculture, industry, government, and other diverse areas are known internationally and have helped to build New Jersey's reputation as America's Garden State for innovation. Our faculty are equally respected as educators, and Rutgers is a destination for the very best undergraduate and graduate students.

As New Jersey's premiere public research university, Rutgers is dedicated, by passion and purpose, to serving the citizens of our state. That commitment is an intrinsic quality at Rutgers-Camden, where our faculty, students, staff, and graduates apply their expertise and skill daily on behalf of our communities. Across southern New Jersey, Rutgers-Camden is helping to launch small businesses and lift existing enterprises to their next growth stage. Municipal and county governments are learning new ways to bring efficiency to their constituents, thanks to Rutgers-Camden initiatives. New vistas are opening for children in urban and suburban schools alike, while their teachers are embracing best practices, courtesy of Rutgers-Camden programs.

This brochure spotlights just a few key exemplars of Rutgers-Camden's portfolio of service to the State of New Jersey. Through our academic and administrative units, Rutgers is making a profound impact on the lives of the state's citizens every day. We are supported in these endeavors by foundations, federal and state agencies, corporations, and private donors who recognize that their investments in Rutgers-Camden programs net an improved quality of life for us all. Their bright vision lights the way for strong and vital communities that contribute to the economic prosperity of New Jersey.

I invite you to learn more about how Rutgers-Camden serves the region that we are proud to call home.



Roger J. Dennis  
Provost  
Rutgers University — Camden



## EMPOWERING REGIONAL GROWTH





# TRANSFORMING COMMUNITIES THROUGH LEADERSHIP AND EDUCATION

## Community Development, Capacity Building and Education

The Center for Strategic Urban Community Leadership (CSUCL) was founded in 1990 and has since evolved into a major university effort touching the lives of thousands of people, while also creating a legacy of accomplishment, leadership and community building.

The CSUCL fosters the understanding of the importance of providing new organizational environments and strategies while building partnerships between urban communities and academia to improve race relations and spur urban development.

Through the CSUCL, Rutgers-Camden delivers a diversified portfolio of programs to improve the lives of Camden residents by building capacity through education and leadership development. This innovative strategy has attracted more than \$20 million in program funding. The CSUCL also advances education in New Jersey by working with stakeholders to craft effective policies and programs by advocating for school improvement and equity in public education.

The CSUCL's work supports four areas of commitment: education initiatives; community leadership and training programs; school leadership and academic programs; and applied research and replication of innovative practices.

**Strong schools today will deliver promising futures in skilled careers for New Jersey's children tomorrow. Rutgers works with area school districts and state leaders to create new models of excellence that benefit students, teachers and parents and that form a stable core for our communities. The Center for Strategic Urban Community Leadership spearheads a growing agenda of initiatives and programs to strengthen education for children in Camden through a partnership with the LEAP Academy University Charter School. The CSUCL also is improving approaches for working with children from birth through five years old through the Early Learning Research Academy and is building the capacity to transform public education through the Teacher Development and Performance Institute and the Institute for Best Practices in Education.**

### **LEAP Academy University Charter School**

The LEAP Academy was founded with one goal: to help children in Camden, one of the country's poorest cities. Since opening its doors in 1997, LEAP has done that and much more. This initiative truly has transformed the lives of children and families and the community. Rutgers/LEAP is a holistic model for innovative collaboration among a major research university, a public charter school, parents, and business and community partners. Its comprehensive approach supports students from early childhood through college and is regarded widely as a national model for school reform, particularly in urban districts.

The evidence of the school's success is in the numbers. When LEAP opened in 1997, it taught students in kindergarten through fifth grade. Now, LEAP educates 800 students annually, from pre-K through high school. One hundred percent of the students in LEAP's first two graduating classes enrolled in college.

In 2003, LEAP Academy University Charter School received an inaugural New Jersey Public Charter School Exemplary School Award and a 2002-2003 Pioneer Award from the New Jersey Department of Education. The Annie E. Casey Foundation cited the LEAP Academy as a **"sign of hope"** and one of Camden's **"recent successes in improving its overall academic environment and expanding civic engagement."**

Beyond educating students, LEAP is empowering parents and families. The school has extended hours and a longer academic year, which helps families who might not be able to afford child care. LEAP also runs parent programs through its Parents Center, and many parents are employed at the school.

A self-sustainable school-based health center that provides students and their families with high quality medical care. For many LEAP families, the Health Center represents the first and only opportunity they have ever had to receive comprehensive medical care. The center also works with UMDNJ's medical students and physicians to provide a free clinic twice a week to Camden residents who are uninsured.







## Sustaining Community Building through Training

**The Center for Strategic Urban Community Leadership sponsors a variety of national and international training institutes for the public and private sectors. Collectively, these programs have trained over 2,000 leaders. Participants learn to work together as they develop the organizational and political skills necessary for professional effectiveness and learn how such skills can be applied to a broad range of community and public services.**

**Four programs are at the forefront of this capacity-building effort:**

**The South Jersey Regional Leadership Institute** brings together regional leaders to create positive change and address the social and economic needs and challenges facing South Jersey.

**New Brunswick Leadership Tomorrow and NB Leadership Now** prepare the next generation of leaders, while nurturing existing leaders who will sustain the city's successful revitalization.

**The Salem County Leadership Institute** enhances the leadership pool for southern New Jersey by cultivating individuals who will shape the region in years to come.

**The Latino Fellows Public Policy Leadership Institute** provides opportunities for training and experiential learning to Latino college students, while encouraging them to pursue policy positions in New Jersey, where Latinos represent the second-largest population.

## Teacher Development and Performance Institute

A school is only as good as its teachers, which is why the Teacher Development and Performance Institute (TDPI) plays a crucial role in improving education in southern New Jersey. TDPI works to improve the performance of schools and achievement of students by strengthening its teachers and school management teams and engaging in a vibrant discourse about strategies for creating a culture of learning.

TDPI focuses on providing teachers with opportunities to engage in rich and sustained educational experiences that contribute to their intellectual development, enrich their spirits, and expand their understanding of their craft. Since 2001, TDPI has worked with 178 teachers from 27 schools in the region.

Replicating LEAP's best business practices, TDPI strengthens the competencies of teachers and school management teams by addressing the following critical areas:

- Creating a culture of learning
- Transforming the school climate
- Training teachers, principals and administrators
- Building the school community
- Engaging in a philosophy of life-long learning

The TDPI addresses the needs for building capacity and developing leadership to provide the necessary human and organizational resources to transform schools across New Jersey and the nation.

## Rutgers Early Childhood Literacy Initiative

Traditional education might begin at kindergarten, but learning starts much earlier than age five, which drives the Rutgers Early Childhood Literacy Initiative to strengthen early childhood education and family literacy in Camden.

Combining cutting-edge theory and practice, the program provides parents and educators opportunities to develop the skills necessary to become change agents and improve earlychildhood literacy development at home and in the classroom.

The program offers ongoing training and coaching services to students, teachers and parents. The program shows teachers how to make the school climate one of accelerated learning, rather than a babysitting service. They also are taught how to engage parents in early learning while parents are taught effective literacy practices and are empowered to become advocates for their children's education.

This program operates in 146 preschool classrooms in Camden, serving over 2,115 children and training 282 teachers and paraprofessionals, 80 directors and administrators, and 600 parents.







# PROMOTING BEST PRACTICES THROUGH APPLIED RESEARCH AND SERVICE

**The next step in this program is extending education and training all the way to when learning begins: at birth. The Camden Early Learning Research Academy is in the planning stages and will serve as a model for preparing children younger than five years old for elementary school. The Rutgers/LEAP Early Childhood Research Academy will become a premier national institution addressing early childhood education and care. In the context of the urban child, the facility will provide a combination of direct services, while serving as a laboratory for research and the replication of exemplary practices.**



## The Educational Policy and Leadership Track

Rutgers-Camden is producing the next generation of principals and school administrators through the Educational Policy and Leadership Track within the Rutgers-Camden master of public administration program. As the South Jersey region grows, it will be in desperate need of highly trained school principals, and the Rutgers-Camden MPA program is fulfilling this need. This two-year program allows educators and students to engage in rigorous graduate-level coursework, emphasizing such areas as policy analysis, leadership strategies, communication skills, and systemic school reform.

## Institute for Best Practices and Innovations in Urban Education

The replication of best practices is central to the work of the CSUCL, where the Institute for Best Practices and Innovation in Urban Education engages faculty in applied research that lead to effective and innovative approaches. Through various programs, it provides educational leaders with access to information about outstanding educational alternatives for serving urban children and families, while engaging partners in a regional dialogue about collaboration and partnership-building to improve education.





# STRENGTHENING NEW JERSEY'S ECONOMY

**Rutgers is helping to grow southern New Jersey's economy for a more prosperous state and region. In recent years, Rutgers-Camden has helped deliver on this commitment in the following ways:**

- **More than 155 well-paying jobs created in the City of Camden through client companies in the Rutgers-Camden Business Incubator, with a combined payroll of approximately \$6 million;**
- **Four new companies graduated from the Rutgers-Camden Business Incubator and now adding to the stability of the regional economy;**
- **Seed funding begun for a venture capital fund located in the City of Camden;**
- **Workshop training for more than 1,500 southern New Jersey citizens seeking to launch their own businesses;**
- **Comprehensive counseling for 1,100 area entrepreneurs;**
- **Each year, Rutgers helps to launch approximately 350 businesses in southern New Jersey.**



## ■ Rutgers-Camden Technology Campus

The Rutgers-Camden Technology Campus is a lab in more ways than one. Besides providing office, lab and light manufacturing space to growing businesses, the RCTC acts as an incubator that has helped 35 on-site and 15 virtual clients add 155 well-paying jobs and \$6 million in payroll to Camden and the region. The RCTC delivers essential services for entrepreneurs, such as access to capital, individual and multidisciplinary professional team consulting, Rutgers MBA support, and shared conference and office support. The RCTC also gives recommendations to government agencies and private-public partnerships regarding access to financial incentives and other programs.

The RCTC is the principal tenant of the Camden Waterfront Technology Center, a state-of-the-art facility that will include 18 wet laboratories to expand opportunities for exploration in the biosciences and reignite the commercialization of scientific, bio/life and healthcare developments in the region.

## ■ Small Business Development Center

It all starts with an idea, and the Rutgers-Camden Small Business Development Center pushes that idea along to fruition. By helping businesses get off the ground, new businesses flourish, and current businesses grow, the Small Business Development Center is making new ventures work in southern New Jersey.

Through low-cost workshops on everything from financing a business to writing a business plan, and by providing free one-on-one consulting, the Small Business Development Center has launched and grown exciting new businesses in southern New Jersey. In 2005, the SBDC held 111 training events for over 1,500 people, and consulted with more than 1,000 business owners, giving them step-by-step guidance to start businesses in New Jersey and keep them here as they grow.

The SBDC also provides a vital bridge between businesses and important resources, such as the U.S. Small Business Administration; the New Jersey Commerce, Economic Growth & Tourism Commission; the Rutgers University School of Business at Camden; other college-based centers throughout New Jersey; and the private sector.

## ■ Rutgers Rohrer Center for Management and Entrepreneurship

The Rutgers Rohrer Center for Management and Entrepreneurship delivers training and guidance that transforms businesses from good companies into great ones. The Rutgers CME empowers employees with skills for business success and helps managers become better supervisors. Through customized training, consulting and strategic planning, the Rutgers CME tailors its services to business instead of the other way around.

The Rutgers CME also offers training for the downsized and unemployed through free online business and management certificate programs in areas such as budget and fiscal control, human resources management, IT management, marketing management, and supervision. It supports family-owned businesses through the Family Business Forum, which addresses issues unique to family-owned and closely held firms through education, information sharing and practical, hands-on support.



# ENHANCING GOVERNMENT AND NON-PROFIT ORGANIZATIONS

**Rutgers provides training and expertise to help municipal, county, and state governments and organizations expand their abilities to serve the public with increased efficiency.**

## **Senator Walter Rand Institute for Public Affairs**

The Senator Walter Rand Institute for Public Affairs (WRI) at Rutgers-Camden was established in 1999 to honor the legacy of Senator Rand and his tireless efforts to improve the quality of life for citizens of southern New Jersey.

The WRI partners with government, non-profit, and community organizations in addressing regional challenges by providing an array of services, including:

- Policy analysis
- Program and process evaluation
- Neutral convening
- Survey and data instrument design
- Organizational and governmental capacity development
- Program design
- GIS analysis
- Focus group facilitation





**Every year, the Senator Walter Rand Institute for Public Affairs at Rutgers-Camden celebrates the region's rich leadership by presenting the annual Senator Walter Rand South Jersey of the Year Awards to three prominent southern New Jersey citizens.**

**In keeping with the legacy of Senator Rand and his wife, Leah, the awards applaud regional growth, service, and identity, and address the region's efforts to balance competing desires for growth with the preservation of the quality of life that makes South Jersey such an attractive place to live. Recent recipients of the award include (pictured left to right) Kenneth Parker, president of Atlantic City Electric; New Jersey State Senator Diane Allen (District 7); and Edward Salmon, founder of Salmon Ventures in Millville.**

The Senator Walter Rand Institute for Public Affairs connects Rutgers-Camden faculty and students with public administrators, elected officials, non-profit organizations, and community leaders to apply Rutgers' world-class academic resources toward the resolution of public problems and to create meaningful educational experiences around Rutgers' public service mission.

The WRI contributes to Rutgers' southernmost host city through the Camden Safer Cities Initiative, in which the WRI serves as the neutral convener and crime data analyst for a collaborative of police, courts, prosecutors, community, social service providers, and others working to reduce crime in Camden.

Partnering with the Builders League of South Jersey and the Delaware Valley Regional Planning Commission, the WRI is leading an effort of Burlington, Camden, and Gloucester counties, as well as the New Jersey Farm Bureau and the Pinelands Alliance, to develop a sensible regional development plan that balances open space and commercial and housing development with the needs of a growing population.

### **Forum for Policy Research**

The Forum for Policy Research and Public Service regularly partners with the Senator Walter Rand Institute for Public Affairs on significant public policy issues affecting southern New Jersey and the greater Delaware Valley. The Forum sponsors lectures and conferences on critical issues. Recent lecture topics have included the impact of immigration on local governments, rural development and agri-tourism, and eminent domain and urban redevelopment.

# RUTGERS IS MAKING A DIFFERENCE ACROSS SOUTHERN NEW JERSEY

For more information about how Rutgers is working to improve communities and bolster economic growth in the region and the state, we invite you to visit our many Web sites:

## COMMUNITY DEVELOPMENT

### Center for Strategic Urban Community Leadership

- Parents Academy for School Reform
  - Salem County Leadership and Capacity Building Institute
  - South Jersey Regional Leadership Institute
  - The John J. Heldrick Institute for Leadership Development
- <http://camden.rutgers.edu/Camden/CFSUCL>  
856.225.6348

### Senator Walter Rand Institute for Public Affairs

<http://wrand.rutgers.edu>  
856.225.6566

## COMMUNITY LEARNING

### Camden Campaign for Children's Literacy

<http://children.camden.rutgers.edu/literacy>  
856.225.6739

### STARR (Sports Teaching Adolescents Responsibility and Resiliency)

<http://children.camden.rutgers.edu/STARR>  
856.225.6741

## ECONOMIC GROWTH

### Family Business Forum

<http://camden-sbc.rutgers.edu/cme/family-business-forum>  
856.225.6685

### Rutgers Food Innovation Center

<http://foodinnovation.rutgers.edu>  
856.459.1125

### Rutgers-Camden Business Incubator

<http://camden-sbc.rutgers.edu/cme/camden-business-builders>  
(856) 225-6685

### Shellfish Research Laboratory

<http://hsrl.rutgers.edu>  
856.785.0074

### Small Business Development Center

<http://rsbdc.org>  
856.225.6221

### Rohrer Center for Management and Entrepreneurship

<http://camden-sbc.rutgers.edu/cme>  
856.225.6685

## EDUCATION

### Arts Education Programs

<http://ruarts.org>  
856.225.6306

### Center for Strategic Urban Community Leadership

- Institute for Best Practices and Innovations in Urban Education
  - Leadership Academy for Principals
  - Teachers Development and Performance Institute
  - Rutgers Centers of Excellence
  - Rutgers Early Childhood Literacy Initiative
  - Rutgers/LEAP Initiative
- <http://camden.rutgers.edu/Camden/CFSUCL>  
856.225.6348

### SPARC (Science Preparation Alliance of Rutgers and Camden)

[children.camden.rutgers.edu/Service\\_Outreach/sparc.htm](http://children.camden.rutgers.edu/Service_Outreach/sparc.htm)  
856.225.6544

## HEALTH AND ENVIRONMENT

### Expanded Food and Nutrition Education Program

<http://rcrc.rutgers.edu/efnep>  
856.225.6169

### LEAP Health and Human Services Center

<http://camden.rutgers.edu/Camden/CFSUCL>  
856.225.6348

### Food Stamp Nutrition Education Program

<http://rutgers.njfsnep.org>  
732.932.8253

### Rutgers Cooperative Research & Extension

<http://rcrc.rutgers.edu/extension>

### Rutgers EcoComplex

<http://ecocomplex.rutgers.edu>  
609.499.3600

### Rutgers Pinelands Field Research Station

<http://marine.rutgers.edu/pinelands>  
609.894.8849

## LAW AND PUBLIC POLICY

### Bankruptcy Pro Bono Project

<http://camlaw.rutgers.edu/site/probono/bank.shtml>  
856.225.6608

### Rutgers/LEAP Family School-Based Law Clinic

<http://camden.rutgers.edu/Camden/CFSUCL>  
856.225.6348

### Camden Safer Cities Initiative

856.225.6566  
<http://wrand.rutgers.edu>

### Center for State Constitutional Studies

<http://camlaw.rutgers.edu/statecon>  
856.225.6625

### Civil Practice Clinic

<http://camlaw.rutgers.edu/site/clinics>  
856.225.6608

### Community Dispute Resolution

**Committee Mediation Project**  
<http://camlaw.rutgers.edu/site/probono/mediation.shtml>  
856.225.6408

### Domestic Violence Project

<http://camlaw.rutgers.edu/organization/o-dvp>  
856.225.6425

### Immigration Law Pro Bono Project

<http://camlaw.rutgers.edu/site/probono/immigration.shtml>  
856.225.6608



# INVESTORS FOR STRONG REGIONAL GROWTH

Rutgers-Camden is truly fortunate to be blessed with partners — both organizations and individuals — who recognize the wisdom of investing in an institution that creates the future today.

The noteworthy accomplishments reported in the preceding pages suggest the deep impact that the donors listed below have made upon the campus and, by extension, communities both regional and global in scope. The support for these endeavors offers an endorsement of Rutgers-Camden's profound commitment to advancing southern New Jersey and the State of New Jersey.

## COMMUNITY DEVELOPMENT, CAPACITY BUILDING AND EDUCATION

The Honorable Robert E. Andrews  
and Camille Spinello Andrews  
Blank Rome, LLP  
Gloria Bonilla-Santiago, Ph.D  
Bowman & Company LLP  
Brandywine Senior Care  
Brown & Guarino  
Peter Burke  
Camden Bar Association  
Camden Board of Education  
Campbell Soup Foundation  
Center for Latino Arts and Culture/  
Rutgers University  
Commerce Bank  
Cooper Health System  
Jon S. Corzine Foundation  
Cushman & Wakefield  
Delaware River Port Authority  
Anthony DePetris  
Geraldine R. Dodge Foundation  
Flaster/Greenberg  
Ford Foundation  
The Fund for New Jersey  
Luis Garcia, Ph.D., and Ana Garcia  
Wanda Garcia  
James Garnett, Ph.D., and Petra Garnett  
Garrison Architects  
Genova, Burn & Veronia  
Hessert Construction  
Holman Enterprises  
J&J Snack Food  
Janssen Pharmaceutical  
Johnson & Johnson  
John S. and James L. Knight Foundation  
L3 Communications  
LEAP Parents Council  
Management & Evaluation Associates  
Rory P. Maradonna  
New Brunswick Tomorrow  
New Jersey City University  
New Jersey Department of  
Community Affairs  
New Jersey Department of Education  
New Jersey Department of Human Services  
William Penn Foundation

Perks Reutter Associates  
Prudential Foundation  
Public Service Electric  
& Gas Company  
Reed Smith  
Estate of Elizabeth and Arthur Reich  
Robert Wood Johnson Foundation  
William G. Rohrer Charitable Foundation  
Rutgers University Foundation  
Saul Ewing, LLP  
Dean Rayman Solomon  
and Carol Avins, Ph.D.  
Sun National Bank  
Susquehanna Patriot Bank  
U.S. Department of Education  
U.S. Department of Housing  
and Urban Development  
United Way of Essex County  
University of Medicine and  
Dentistry of New Jersey  
Verizon Foundation  
Wachovia Corporation  
Washington Mutual

## ECONOMIC GROWTH

AmeriHealth New Jersey  
Burlington Department of Economic  
Development  
Delaware River Port Authority  
Fox Rothschild LLP  
Morowitz and Company LLC  
New Jersey Commerce, Economic Growth  
and Tourism Commission  
New Jersey Commission on  
Science and Technology  
William G. Rohrer Charitable Foundation  
U.S. Department of Housing and  
Urban Development  
U.S. Economic Development Administration  
U.S. Small Business Administration

## ENHANCING GOVERNMENT

The Honorable John Adler  
AIDS Coalition of Southern New Jersey  
American Community Partnership  
Archer & Greiner PC  
Atlantic City Electric/Conectiv

AUS Pathways  
Bally's Atlantic City/Caesars Entertainment  
Burlington County Workforce  
Investment Board  
Camden County Improvement Authority  
Camden Development Agency  
Camden Empowerment Zone  
Campbell Soup Company  
Annie E. Casey Foundation  
Catholic Charities  
Commerce Bank  
Cozen O'Connor Attorneys  
Delaware River Port Authority  
Diocese of Camden  
Geraldine R. Dodge Foundation  
Envision EMI  
Richard Harris, Ph.D., and Ellen Wolf, Esq.  
The Honorable Patricia Egan Jones  
Katz Foundation  
Licata & Tyrrell PC  
Lourdes Health System  
New Jersey Department of Law  
and Public Safety  
New Jersey Department of Law and Public  
Safety-Police Institute  
New Jersey Laborers'-Employers'  
Cooperation and Education Trust  
New Jersey State Carpenters Non-Partisan  
Political Education Committee  
New Jersey-American Water Company  
OKI Data Americas, Inc.  
William Penn Foundation  
Perks Reutter Associates  
PSE&G  
The Honorable Charles M. Rand  
Leonard Rand Fellowship  
Respond, Inc.  
Lauren Rose Foundation  
Salmon Ventures, Ltd.  
South Jersey Industries  
South Jersey Port Corporation  
South Jersey Transportation Authority  
Sun National Bank  
Susquehanna Patriot Bank  
United Way of Camden County  
Verizon Foundation  
Wachovia Foundation  
Zeller & Bryant, LLP



Office of the Provost  
303 Cooper Street  
Camden, New Jersey 08102

856/225-6095  
[www.camden.rutgers.edu](http://www.camden.rutgers.edu)

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**Photography:** David Michael Howarth, Robert J. Laramie, Gus Power and Nick Romanenko