

Report on Progress Toward 2006–2007 Areas of Emphasis and Effort

The Rutgers University Board of Governors and President McCormick have identified five long-term strategic goals for the university related to academic excellence; students and campuses; service and constituency relations; resources for Rutgers; and leadership and administration. Within each strategic goal, the board and the president selected several areas of emphasis and effort for the 2006–07 academic year. This report, part of the annual accountability cycle for President Richard L. McCormick, describes briefly what has been accomplished in each of those areas.

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

- **Complete implementation of the current phases of the initiatives for transforming undergraduate education across the university (New Brunswick/Piscataway, Newark, Camden)**
 - Accomplished. In New Brunswick, the School of Arts and Sciences has been formed from Douglass, Livingston, Rutgers, and University Colleges and has admitted its entering class for fall 2007. Cook College has been renamed the School of Environmental and Biological Sciences. The School of Arts and Sciences has in place an interim general education curriculum and provides its students with a choice of more than 70 majors in the humanities, social sciences, biological/life sciences, and physical and mathematical sciences, as well as those provided by the upper-division professional schools. It has established an honors program that will substantially enhance the opportunities for high-achieving students. It has organized its Office of Academic Services to provide advising and scholastic services to all students, with an expanded focus on transfer students (including establishment of a transfer office) and renewed commitment to nontraditional students. It will maintain advising offices on the local campuses, as a part of the commitment to the local delivery of services made in the recommendations on the transformation process. The newly reorganized Office of the Vice President for Undergraduate Education has arranged for more than 120 First-Year Seminars in the coming academic year, taught by full-time faculty. Rutgers is also establishing an Office of External Fellowships and Postgraduate Guidance to assist students in applying to

graduate and professional schools and work with them in applying for national fellowships such as Rhodes and Fulbright.

- In Newark, the Committee on Undergraduate Education, appointed by FAS-N Dean Edward Kirby, completed its report. Dean Kirby held public hearings on the report. An implementation committee, appointed by the provost, is looking at implementing the committee's recommendations as resources became available. It is also examining the connection between undergraduate education and the unique strengths of Newark's professional schools.
 - In Camden, the Dean's Task Force for the Faculty of Arts and Sciences (CFAS) completed its year-long examination of the overall CFAS experience, and offered specific recommendations toward the enhancement of the programs that serve Camden's largest undergraduate population. The CFAS also developed and implemented expanded opportunities in the area of dual-degree/accelerated baccalaureate/master's programs. The School of Business–Camden received approval to expand its undergraduate profile from an exclusively upper-division school to a four-year program, which will provide students with a richer learning experience; the school will begin recruiting its inaugural first-year undergraduate class for the fall 2008 semester.
- **Continue to develop major new academic programs, including:**
 - **Institute for Advanced Materials and Devices (NB/P)**
 - Accomplished. The institute has been formed and, following an international search, a director appointed, effective July 1: Professor Leonard Feldman, director of the Vanderbilt Institute of Nanoscale Science and Engineering, former distinguished senior scientist at Bell Labs, and holder of two Rutgers degrees. He has begun working with faculty to organize the institute, recruit in strategically targeted areas, and develop plans for the institute and major proposals for grant support.
 - **Multidisciplinary program in nutrition (NB/P)**
 - Ongoing. A search was initiated for a university director of nutrition programs and chair of the Department of Nutritional Sciences at SEBS, which is still in progress. In the interim, programs to bolster our presence in nutrition, research in that discipline, and partnerships with other institutions including RWJ School of Medicine and RWJUH are continuing.

- **International and global programs (NB/P)**
 - Ongoing. A committee led by Professor Joanna Regulska made proposals for enhancing our international and global studies. The university announced a seed grant program to support new multidisciplinary initiatives in the area of international and global studies. The first round of seed grants has been awarded for collaborative projects related to global security; sugarcane production for use in bioethanol; global sexualities and women's human rights; and multiple aspects of water, including engineering, health, and community. The university also has provided funding for other efforts to coalesce and advance our current teaching and scholarship in international and global studies. Study Abroad, now headed by historian Stephen Reinert, is launching a major effort to promote studying around the world among our undergraduates.

- **Undergraduate major in public service (N)**
 - Ongoing. A proposal for a new undergraduate major in public service is being developed by the new School of Public Affairs and Administration, which will be the primary academic home for the program.

- **School of Public Affairs and Administration (N)**
 - Accomplished. This new school has recruited the staff needed to function administratively, has developed a school brochure, and is planning several public events in honor of its establishment. It has built working ties to the Corzine and Booker administrations and is about to launch a new Executive MPA program for Newark government employees.

- **Doctor of nursing practice and online Ph.D. in nursing (N)**
 - Accomplished. The doctorate in nursing practice has been approved by the Board of Governors and will admit its first students in fall 2007. The online Ph.D. has also been initiated.

- **Ph.D. and M.A. in American studies (N)**
 - Accomplished. The first class of students for the new Ph.D. and M.A. in American studies has been admitted and will begin study in fall 2007. A new faculty member has been appointed to teach the core course in the program.

- **Ph.D. in childhood studies (C)**
 - Accomplished. The program is recruiting nationally for its first students, who will arrive on campus as the inaugural class in September 2007. The childhood studies department successfully completed a national search for two senior faculty members: Dr. Daniel Cook, a highly regarded scholar in the area of children and consumerism; and Dr. Lynne Vallone, an expert on children's literature.

- **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)**
 - Ongoing. The revamped Office of Research and Sponsored Programs, which will welcome a new director, Sheryl Goldberg, on July 1, reflects the universitywide focus on gaining increased research support from all possible sources. To increase federal funding, ORSP has invited program officers from the U.S. Department of Education, the National Institutes of Health, and the National Science Foundation to give talks at Rutgers on funding. The office has also paid for faculty, particular junior faculty, to attend funding and grants workshops in Washington. ORSP has created internal workshops on using *grants.gov* for submitting grants and applying for specific grants and has created a newsletter on strategies for identifying funding. To increase corporate funding, ORSP has created template contracts for corporations. The Office of Corporate Liaison and Technology Transfer has streamlined the conflict-of-interest review process by making sure that all information is submitted before the review process begins. OCLTT has exhibited more flexibility in contract terms (e.g., signing an open source license with IBM) and placed an emphasis on accepting cash rather than equity whenever possible in license negotiations. OCLTT will not run a deficit in 2007, the first year this has been accomplished in many years. The Division of Grant and Contract Accounting has not yet been reorganized.

- **Strengthen collaborations with UMDNJ on all three campuses and explore the issue of medical education at Rutgers**
 - Ongoing. In addition to continuing discussions related to the possible reorganization of the system of higher education in the state of New Jersey, President McCormick has been meeting on a regular basis with UMDNJ interim president Bruce Vladeck to increase collaborations between the two institutions and reduce barriers to development of interinstitutional programs. Three

committees have been formed in New Brunswick to examine ways of enhancing collaboration and eliminating administrative impediments between the institutions in the areas of 1) graduate training in the biomedical sciences, 2) research involving human subjects, and 3) research involving experimental animals. In addition, a committee has been established to examine improved relationships and the development of collaborative programs in education and research between the Rutgers College of Nursing and the School of Nursing at UMDNJ. A distinguished nursing researcher and educator, Dr. Marla Salmon, dean of the School of Nursing at Emory University, has agreed to serve as facilitator to advance these discussions.

- **Strengthen graduate programs through the reorganization of graduate fellowship programs and the establishment of presidential fellowships**
 - Accomplished. The university created a process for programs to nominate Ph.D. students for presidential fellowships. After screening 86 nominations, the university awarded 24 fellowships with the expectation that 10 would accept offers of admission (and exactly 10 did). Offers were made to candidates from all three campuses and a variety of Ph.D. programs including humanities, sciences, engineering, education, management, and public policy.

- **Continue strategic investments in programs to advance academic excellence through the Academic Excellence Fund**
 - Accomplished. Even in this year of great budget stress, the university committed to continued investment in strategically targeted, very high priority programs that will advance academic excellence and leverage our resources. This year, \$1.5 million was allocated for this purpose. A total of 106 proposals from all three campuses were submitted and 23 received funding. A sampling of funded projects includes establishing the Rutgers University Energy Institute; Global Wetland Distribution and Climate Change; the Center for the Study of Genocide and Human Rights; and Master of Fine Arts in Creative Writing at Rutgers–Camden.

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

- **Complete the reorganization of student affairs programs related to transforming undergraduate education including: student fee structure; campuswide and consistent student services; establishing roles and responsibilities of campus deans; and developing residential college(s) and campus learning communities**

- Ongoing. Five residential campus options are now available to returning and new undergraduates in New Brunswick: Busch, College Avenue, Cook, Douglass, and Livingston. Students living off campus will be encouraged to affiliate with one of many learning communities established on each of the five campuses. Women will also have the option of selecting Douglass Residential College, located on the Douglass Campus, as their community. Working adults and other nontraditional students may select the University College Community.

A student-fee consolidation committee, with representation from all three campuses, has proposed a significant consolidation of student fees. Under the committee's recommendation, the number of fees has been reduced from 30 to fewer than 10, and all students on the same campus will pay the same set of fees. The proposal also provides for annual consultation with students about fee increases. The University Senate is being consulted regarding the proposal, with implementation expected shortly thereafter.

- **Begin development of a comprehensive plan for the Livingston Campus, including academic, residential, and commercial facilities, and begin Livingston Student Center construction**

- Ongoing. Significant progress has been made in defining the university's academic and development goals for the Livingston Campus, including a clear articulation of its academic development as a campus oriented toward professional education, identification of departments and other functions that would reside on campus, and the beginnings of both a master plan and a financial plan for development. The university has obtained professional advice regarding master planning, finance, and real estate, and is establishing a schedule for activity. Further, plans for the Livingston Student Center and

adjacent dining area have been revised and updated to correspond with the emerging plan for the campus as a whole. The center project is on a schedule that is consistent with President McCormick's previous commitment for commencement of construction.

- **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)**
 - College Avenue: Following completion of the architectural competition in December 2006, the university is in the process of formalizing its contractual relationship with the winning team of architect TEN Arquitectos and design firm Wallace, Roberts, and Todd. The first steps in the project will focus on landscape changes in the area of the Rutgers Student Center. The university will include \$15 million in its next bond issue for this initial stage.
 - Gateway: With eminent domain issues nearly resolved, the university is in the process of memorializing an agreement to purchase condominium interest in the planned building for use by Rutgers University Press and for a new bookstore that will contain a welcome center.
 - Center for Integrative Proteomics Technologies: The programming phase of the project is complete and schematic design is under way, with completion expected during the summer of 2007. Construction should begin in the summer of 2008.
 - Camden Law School: Construction of the new facility is under way. Fifth Street between Lawrence and Penn Sts. has been closed temporarily to allow the construction of the bridge that will link the new and existing facilities at the third-floor level; that construction is under way. Renovations have begun on the existing facility.
 - Camden Dining Hall: Comprehensive renovations will begin in mid-May and be completed before the fall semester. Upon completion of the project, Rutgers University Dining Services (NB/P) will manage Camden dining operations.
 - University Square (Newark), a 600 bed residence hall, opened on time and on budget in August 2006. It was 96 percent occupied in its first year.
 - The university has selected the firm Campus Apartments with which to work in developing a plan for renovation of Fifteen Washington Street as graduate student apartments.
 - Last fall, Rutgers closed on the acquisition of 11 floors of One Washington Park as the new home of the business school. Design is under way.

- **Continue improvements in student safety on all campuses in cooperation with Rutgers' host cities**
 - Universitywide: In response to the Virginia Tech tragedy in April, the university has instituted a system by which students, faculty, and staff can be notified by text message on their cell phones in an emergency such as a weather event that forces the cancellation of classes or an imminent threat to safety.
 - Camden: The Campus Safety Committee meets multiple times each semester during day and evening sessions to engage students, faculty, and staff in discussing on-campus security. The committee serves in an advisory capacity to the Rutgers University Police Department. In addition, two shuttle buses have been purchased to maintain consistent transportation between the main parking lot and the Camden Campus.
 - Newark: The Public Safety Department has continued in its focus on community policing and meets weekly with the Newark police to review crimes in the city and in areas around the campus. The campus maintains an extensive system of blue-light emergency phones, visible from anywhere on the campus grounds, parking lots, or parking deck floors. A dedicated alarm technician group has been systematically upgrading all security systems and is installing night-vision cameras in some remote parking lots and on a campus street where incidents of crime have increased. The department provides public safety escort service to all who request any escorts and tracks and posts its response time for these escorts. The crime rate on and near campus is in the bottom 20 percent of urban AAU research universities as reported by the National Clery Crime reporting system.
 - New Brunswick/Piscataway: The New Brunswick and Rutgers police departments continued to educate residents of the 5th and 6th ward community about safety issues. RUPD has committed an officer to the Middlesex County Prosecutor's Office Crime Task Force unit and has participated in training exercises and classes to ensure an effective response should a major public safety emergency occur at the university. The Division of Public Safety has upgraded the 911 system to allow for mapping of the location of wireless calls using information from the wireless service provider. The Emergency Services Department conducts regular meetings with neighboring emergency services (fire and EMS) to ensure that preparations are made for large-scale or special events. The Rutgers University Police Department and Emergency Services employees are "mutual aid" partners with the local community departments. When a major event in any of the cities surrounding Rutgers University occurs, the Rutgers

departments assist with the emergency response duties for the local police, fire, and emergency medical units. The public safety departments also work with major corporations (e.g., Johnson & Johnson) in collaborative efforts to improve safety. The Department of Transportation Services has begun putting messages on its NextBus screens at campus bus stops regarding service interruptions, accidents, or campuswide emergencies.

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

- **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**
 - Ongoing. An ad hoc committee of board members and administrators, chaired by vice chairman Ron Giaconia, is working with the Richard T. Ingram Center for Public Trusteeship and Governance to develop strategies to strengthen the relationship between Rutgers and state government. A half-day retreat, facilitated by consultants from the Association of Governing Boards, is being planned for the Board of Governors and senior administrators. A committee led by Provost Roger Dennis developed a list of ideas for improving the university's relationship with Trenton to be used in formulating a deeper strategy. In early 2007 President McCormick hosted a meeting with key faculty members and administrators to discuss how state relations could be strengthened. During the year, the administration began giving consideration to increasing the university resources devoted to state relations (currently two full-time staff members) and to hiring a senior executive who would (1) develop the annual advocacy strategy; (2) work closely with alumni and communications on relationship-building; (3) take some of the burden off President McCormick as the day-to-day state relations leader; (4) serve as chief advisor to the president on these matters. Discussion is still under way on pursuing this approach and also on integrating Friends of Rutgers more closely into state relations.

- **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**
 - Ongoing. A joint leadership team has been formed between Rutgers and J&J. Areas of collaboration include workforce, research, alumni, community, and communication. Singular projects are being identified for implementation and completion within a one-year timeframe beginning with the new fiscal year.

- **Begin incremental implementation of the comprehensive communications plan, including the phase-in of a new visual identity and standards for its use**
 - Ongoing. The visual identity initiative has been completed, the board has approved it, and guidelines have been promulgated. Across the university more than 80 schools, centers, and other subunits have converted their materials to the new system. The university has revised and instituted a new advertising policy, approved by the Board of Governors. University relations will evaluate the availability of funding to determine the next phases of the marketing plan in the coming year.

- **Improve publicity and external communications about Rutgers, including more cohesive and effective use of electronic media**
 - Ongoing. The Department of University Relations cultivated news media in a number of ways, including coordinated visits by senior editorial and news staff of the *Star-Ledger* and *Home News Tribune*. Cultivation of news media helped to increase coverage of Rutgers programs and faculty members as compared with prior years. Aggressive placement efforts have led to opinion articles in leading newspapers by President McCormick and other university voices on academic initiatives, undergraduate education, campus security, the football program, university restructuring, and stem cell research. The football team’s success was also a springboard for strategic placement of external advertising, in particular an ad honoring New Jersey Professor of the Year Awardees from Rutgers, which ran in every major daily in the state, the *Philadelphia Inquirer*, and the *New York Times*. University relations is leveraging its publications, Rutgers *Focus* and *Rutgers Magazine*, through online use in website stories and banners.

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

- **Establish the Committee on Efficiency and Entrepreneurship at Rutgers to develop specific recommendations for cost savings and revenue enhancements**
 - Ongoing. The Committee on Efficiency and Entrepreneurship was intended as a vehicle not only for short-term dollar savings but also longer-term objectives. For the short term, the committee has identified opportunities for significant savings and efficiencies, particularly in the area of energy, and is working to implement its recommendations. From a longer-term perspective, the committee has made significant progress in its first year in identifying the focus for study and follow-through in such areas as business processes, expanded real estate opportunities, purchasing, and the delivery of academic content.

- **Identify fund-raising priorities and prepare the launch of the quiet phase of a new capital campaign, and increase funds raised by at least 10 percent over the previous fiscal year**
 - Ongoing. The process of identifying priorities began in spring 2006 and yielded 670 proposals for funding. A committee of faculty, students, alumni, and foundation staff, led by Executive Vice President Philip Furmanski, has reviewed and vetted all of the proposals in order to help identify the priorities that will form a case statement and goals for the campaign. A prospectus will be shared with donors, volunteers, and faculty in anticipation of the final case statement. Other preparations include the reorganization of the foundation staff and the hiring of additional fundraisers, the engagement of volunteers and faculty, and feasibility studies to determine the fundraising capacity of the prospect pool. While the fiscal year ends in June, the likelihood of a 10 percent increase, or more, is strong; cash revenues as of April 30 were up by 30 percent over the same time last year.

- **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**
 - Ongoing. The task force was appointed in the fall and met throughout the academic year. In February, consultants presented the task force with recommendations based on their review of the alumni relations office and alumni associations; an alumni survey; and research into best practices at other institutions. The task force will consider the consultant's report and issue its own recommendations to President McCormick at the end of the summer.

- **Develop and begin implementation of a plan to enhance resources by strengthening programs of continuous education, distance learning, outreach, interuniversity collaborations, and executive education**
 - Ongoing. Through an agreement between Rutgers and Atlantic Cape Community College (ACCC) involving several academic units, citizens in the state's southern coastal communities have access to upper-division Rutgers degree completion programs at ACCC campuses. Enrollment of several thousand students in distributed access programs is expected within three to five years in the Atlantic, Cape May, and coastal Burlington regions. Online course development continues to advance, with enrollments in entirely online courses now exceeding 1,000. The Division of Continuous Education and Outreach has expanded faculty training and development for this important strategic area and anticipates accelerating growth in both credit and noncredit online programs. For example, the CEO online supplier diversity course, offered in partnership with the National Minority Supplier Diversity Council, positions Rutgers as a national provider to business and industry. Other outreach efforts focused on continuing professional development include partnerships with the New Jersey Professional Educational Portal and the New Jersey Learning Management Network. The Committee on Efficiency and Entrepreneurship is looking at how best to initiate or expand upon these initiatives.

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

- **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**
 - Michael Cooper has been appointed dean of the Rutgers Business School–Newark and New Brunswick.
 - Philip Yeagle has been named dean of the Faculty of Arts and Sciences–Newark.
 - Adam Graycar has been named dean of the School of Criminal Justice.
 - Several searches are ongoing, including pharmacy and the School of Arts and Sciences in New Brunswick, or are newly established, such as those for the provost in Camden, the senior vice president for administration and chief financial officer, and the dean of the School of Communication, Information and Library Studies.

- **Continue to enhance the diversity of the university at all levels, including the faculty, staff, student body, and administration**
 - Ongoing.
 - *Faculty:* Despite a sharp, budget-related decrease in faculty hiring, the Office of Faculty Diversity Initiatives (OFDI) provided financial support to deans and chairs seeking to increase the diversity of their faculty and of their curricular offerings. Over the past three years, OFDI funding has been used in making offers to 39 faculty candidates, of whom 27 have accepted offers to date. The university awarded Board of Governors Professorships to three faculty members (history professor Deborah Gray White, English professor Cheryl Wall, and Martin Luther King, Jr. Chair Keith Wailoo) whose work contributes to the promotion of diversity in Rutgers' research and curricular offerings. The new Office for the Promotion of Women in Science, Engineering, and Mathematics, headed by Dr. Joan W. Bennett, is now staffed, has a website and a faculty Advisory Committee, and is developing initiatives to carry out its mission. Rutgers has funded a new Center for Race and Ethnicity, led by Dr. Wailoo, to facilitate research and enrich

education on matters of race and ethnicity in contemporary life. President McCormick has endorsed (and committed funding to) a proposal to the Ford Foundation by professors Mary Hartman and Cheryl Wall to conduct a National Summit on Diversity in Education, hosted by Rutgers, in 2008.

- *Staff:* Diversity of Rutgers' full-time staff continues to grow. In addition, the administration has studied the effects of the recent budget cuts and staff layoffs with regard to staff diversity, and is satisfied that the cuts did not have a negative effect on the diversity of the staff.
 - *Students:* Care has been taken to ensure that any changes in admissions practices arising out of the implementation of the recommendations of the Task Force on Undergraduate Education do not have a deleterious effect on the diversity of our student body. Initial data on the incoming September 2007 first-year class show a slight increase in diversity. Graduate programs continue to be sensitive to the need to maintain diversity in their student bodies as well.
 - *Administration:* Professor Margaret Marsh, Dean of the Faculty of Arts and Sciences on the Camden Campus, was appointed Interim Provost as a search is launched to replace departing Provost Roger Dennis. Last fall Rutgers attracted Courtney McAnuff, a national expert on college admissions, retention, and financial aid, as Vice President for Enrollment Management. In each of the current leadership searches, the committees have been urged to conduct broad, inclusive, and diverse searches.
- **Review and revise university policies and procedures regarding contracts and signatory authority**
 - Ongoing. Policies in specific contractual areas of particular importance, such as purchasing and charitable contributions, have been identified and revised with regard to signatory authority and related issues. A team from various administrative offices (including the Office of General Counsel) is now reviewing the university's existing policies and procedures regarding other types of contracts to identify areas where policies and procedures need to be updated, clarified, or strengthened. The team has received an expert consultant report that includes an overview of evolving best practices at peer institutions, and is also studying the use of technology (e.g., template agreements, contract/signatory authority websites) to improve information-sharing and efficiency. The team expects to provide recommendations to the administration as needed for specific updates to existing policies and procedures, along with any necessary dissemination of such information and training for employees with responsibilities in these areas.

- **Review and revise policies on ethics, consulting, and conflict of interest in light of evolving state requirements and best practices in higher education**
 - Ongoing. Reflecting recent changes in state law and regulation, Rutgers has revised its policies on ethics and conflicts of interest with regard to governing board members and senior administrative officials. Information on new legal requirements and training has been disseminated and is periodically updated. A team from various administrative offices (including the Office of General Counsel) is now reviewing the university's policies on ethics, consulting, and conflicts of interest for all employees in light of ongoing changes and clarifications in state law and regulations. Following up on a public hearing at the State Ethics Commission, the team has coordinated with representatives from other state colleges and universities to review best practices nationally in these areas, and to recommend particular legislative and regulatory approaches to state government officials that reflect the special mission and context of public higher education. The university anticipates that the state will update and clarify its rules with regard to employees in public colleges and universities in 2007, and that Rutgers may need to revise its own policies and procedures once the state rules are in place. The team is also planning for employee training that may be needed in light of such changes.