

Committee Meeting

of

SENATE HIGHER EDUCATION COMMITTEE ASSEMBLY HIGHER EDUCATION COMMITTEE

"The Committees will hear testimony regarding the recommendations submitted to the Governor in the final report of the UMDNJ Advisory Committee"

LOCATION: Chamberlain Student Center
Rowan University
Glassboro, New Jersey

DATE: March 19, 2012
11:00 a.m.

MEMBERS OF COMMITTEES PRESENT:

Senator Sandra B. Cunningham, Chair
Senator Nellie Pou, Vice Chair
Assemblywoman Celeste M. Riley, Chair
Assemblyman Thomas P. Giblin, Vice Chair
Assemblyman Craig J. Coughlin
Assemblywoman Connie Wagner
Assemblyman Christopher J. Brown
Assemblyman John DiMaio
Assemblywoman Dianne C. Gove



ALSO PRESENT:

Sarah B. Haimowitz
Jonathan Tang
Adrian Crook
Office of Legislative Services
Committee Aides

Tina LaCasse
Senate Majority
Keith White
Assembly Majority
Committee Aides

John Gorman
Senate Republican
Kevin Nedza
Assembly Republican
Committee Aides

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The Office of Legislative Services, Public Information Office,
Hearing Unit, State House Annex, PO 068, Trenton, New Jersey

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ASSEMBLYWOMAN CELESTE M. RILEY (Co-Chair):

Good morning, everyone. Good morning.

Welcome to the Joint Legislative Committee on Higher Education. I am Assemblywoman Celeste Riley; I am Chair of the Higher Education Committee. And my partner here, sitting next to me, is Senator Cunningham.

We'd like to get started. We don't have everyone here, but they're all on the way.

Since we are only here until 3:00 -- we only have the room until 3:00 -- we would like to be expeditious in starting.

That being said, go ahead.

SENATOR SANDRA B. CUNNINGHAM (Co-Chair):

Good morning, everyone; Senator Cunningham. I'm Chair of the Senate Higher Ed Committee.

Just a few housekeeping rules before we begin. We're going to ask you, first of all, other than a few people who will be testifying first, if you are called to speak please remember that there is a three-minute limitation. Because time is of the essence, we do want to stick with three minutes. And secondly -- and this is very important -- we're going to ask you to please respect the views of whoever is speaking and, if you can, try very hard to try not to boo, or clap, or cheer, or laugh at any of the speakers.

Thank you very much. Let's get started.

We're going to start with a person from Gloucester County -- our Senate President, Steve Sweeney.

S E N A T O R S T E P H E N M. S W E E N E Y: Thank you, Madam Chairwoman. We are thrilled to have you here, Senator, in southern New Jersey, in beautiful Gloucester County. And, obviously, the other Chairwoman is very familiar with it.

But you know we're here talking about an issue of great importance to this state. And I know there's a lot of emotion going on throughout. And there are some very critical issues to deal with, from the Newark campus -- although we're here in southern New Jersey -- that issue of Newark and northern New Jersey is not lost on me as the Senate President, and how important it is to get that component correct. In the central part of the state -- to get that portion correct; and then down here in the southern portion. And there is a lot of emotion here, and I understand it. But I'm focused on jobs and the economy of this region, and the fact that we have the least amount of higher ed degrees in this region than anywhere else in the state. We're not going to get pharmaceutical industries, we're not going to get high tech industries in this area unless we do something better.

This suggestion that the Governor has come up with will give us an opportunity to see what higher education could be like in southern New Jersey, and how we can strengthen the economy of this region; because at the end of the day it comes to jobs. You've heard that we have 30 percent of the population and 12 percent of the seats. We lose way too many young people in this state to other states. We're the number one exporter in the nation of children. So finding a way to improve higher education, to keep our talented young people here and growing our economy is, obviously, extremely important.

So what I'm hoping is the people of this region who are very passionate and caring -- on both sides -- find a way to work together to create -- whether it's a partnership or a new consortium, something -- to strengthen this region.

And I said this before, and I'm going to say again: The worst thing in the world we could possibly do is kill an idea that you don't know what it is yet. We do not have the details. We need to look to make it better. And as far as both campuses, again, there are a lot of very great people. The Governor put out a concept without a plan. There's a great opportunity for people to put details on paper and provide some guidance to us as the Legislature, also.

But we shouldn't kill this concept or this idea when we're looking at the economy of this region and this State. So for the people in the southern part of this state, there are some serious issues in the northern part. And this plan can't move forward with one section being saddled and the other not.

So again, we're going to be working very hard throughout this state to ensure that this is done properly, that it works, and we respect each other.

So thank you for being here. I know you have 50 people speaking; but again, I wanted to urge the people who are so emotional on both sides -- with good reason -- to put their emotions aside and sit down and start thinking about how we can improve the economy of this region. Because this region lacks a whole lot of opportunities for people that we would love to see them have here.

Thank you, Madam Chairwoman.

SENATOR CUNNINGHAM: Thank you, President Sweeney.

ASSEMBLYWOMAN RILEY: We would like to call up the Mayor of Glassboro, Leo McCabe.

MAYOR LEO J. McCABE, Ph.D. (off mike): First, I would like to welcome all of you to the Borough of Glassboro. We are pleased to have you to discuss this very important matter, one more time.

ASSEMBLYWOMAN RILEY: Thank you so much for having us here, Mayor.

MAYOR McCABE: Thank you.

Senator Cunningham, Assemblywoman Riley, and members of the Committee, my name is Leo McCabe and I am the Mayor of the Borough of Glassboro.

It's my privilege to testify before you today on behalf of the residents, business owners, and students living in Glassboro and throughout the southern New Jersey region.

The State's higher education restructuring plan recognizes the absolute need for a research designation for Rowan University. The proposed merger of Rutgers-Camden and Rowan University is pivotal, and the result would mean greater equity in higher education funding and a more educated workforce. It would generate new avenues for public-private partnerships and create limitless economic development opportunity not just for Glassboro, but for New Jersey's eight southern counties.

In Glassboro, we rely on relationships with local businesses and private developers whose entrepreneurial spirit are creating jobs and ratables despite the down economy. And our ever-broadening relationship with

Rowan University will ensure academic, economic, and cultural prosperity region-wide for generations to come.

I became Mayor of Glassboro about 11 years ago at the beginning of a new partnership among the Borough, Rowan, and private developers for the revitalization of downtown Glassboro. I committed to the challenge of public service because I believe in the power of this relationship to create the quintessential college town. Rowan Boulevard is a \$300 million redevelopment project that physically links the campus with the downtown, bringing 60 new retail opportunities, multi-generational residential space, offices, and classrooms. The project is creating 750 temporary construction jobs and more than 1,000 permanent jobs, and is expected to generate \$2 million in annual ratables within the next five years. Rowan Boulevard is the largest municipal construction project in the state, and similar efforts in college towns across the country pale by comparison in size and scale.

The State of New Jersey has honored the participants in the Rowan Boulevard project with the Smart Growth Award and it has been recognized nationally for its economic impact.

Rowan's commitment to this project's potential is a primary reason for the success of the project. In addition to being at the table for all facets of development, the University has given a \$1 million grant to Glassboro over 10 years for pre-construction expenses. The University also supports tax incentives to their employees who purchase homes in Glassboro, and more than 100 faculty and staff have taken advantage of this option.

I cannot emphasize strongly enough that Rowan's commitment to Glassboro's revitalization is just one example of the vision this University brings to the entire region.

In New Jersey, far too many people will leave the state for higher education -- we hear this so many times -- and a good many of them never return. Rowan understands the ramifications of this out-migration, so they have leveraged Henry Rowan's \$100 million donation to develop an engineering school that is superb. In just 10 years the chemical engineering program is ranked third-best in the nation. Similarly, the new Cooper Medical School at Rowan University will train New Jersey native physicians committed to quality health care for New Jersey families. The medical schools' partnership with the Coriell Institute in Camden provides access to biomedical research. The merger would allow for the creation of a new College of Health Sciences, further capitalizing on expanding career opportunities in the sciences, technology, and medicine.

I am particularly encouraged and excited by Rowan's commitment to the high-growth medical and technical fields because of my background as an organic chemist. I earned a Ph.D. from The Ohio State University, and spent most of my career in research and management with Mobil Oil. There I managed environmental research focused on fuels and air quality. But the success of our research required fostering relationships with auto manufacturers worldwide, university researchers, and, of course, with governmental entities.

In Gloucester County we have two other projects: the LS Power natural-gas powered electric plant now under construction; as well as the Port of Paulsboro, which promises to create career opportunities similarly

tied to alternative energy. The success of these industrial investments will require relationships and innovation that offers the opportunity for research and access to a prepared workforce.

The effort will result in the local economy creating better jobs, opening doors to educational partnerships for students at every level, and providing a much better quality of life for all residents.

The southern New Jersey region is primed for the promise of world-class higher education opportunities and the economic access that accompanies it. Rowan has long been a leading partner in regional growth, but the challenge of today's economy and workforce demands require much more.

On behalf of the residents and businesses in Glassboro and in the region, I encourage the Legislature to take this proposal to the next step. Rowan has proven itself equal to the challenge, and the citizens of New Jersey deserve the advantages it will undoubtedly provide.

Thank you, Senator Cunningham, Assemblywoman Riley, for granting me the privilege of testifying today.

SENATOR CUNNINGHAM: Thank you, Mayor.

ASSEMBLYWOMAN RILEY: Next, we'd like to hear from Ali Houshmand, Rowan University Interim President.

A L I A. H O U S H M A N D, Ph.D.: Senator Cunningham, Assemblywoman Riley, and members of the Committee. My name is Ali Houshmand. It is my pleasure to testify today as Interim President of Rowan University

In the weeks that have passed since Governor Christie's endorsement of the higher education reorganization, talk of change has

dominated discussions throughout the state. It has been lively discussion, to say the least, and it is familiar territory for Rowan to consider new challenges and opportunities, including another transformation of our institution.

In our 89-year history, we have purposefully evolved as a result of strategic planning, wise investment, public-private partnerships, and plain hard work. The Advisory Committee's proposal and the Governor's support of it present us the potential for another transformative moment.

This time, however, the potential for transformation of higher education in southern New Jersey will extend throughout this state and the nation. It is no secret that there is no model in higher education for merger such as the proposal presents. But the lack of a pattern to follow, and the magnitude of the challenge, should not deter any of us from doing our best to improve higher education in the great State of New Jersey.

Rowan University is a pro at responding to change, seeking it, and embracing it. Just three examples prove the point: our nationally ranked engineering school, the soon-to-open Cooper Medical School of Rowan University, and our exceptional record in fundraising to anticipate and replace the reduced State funding without compromising quality and service.

From our perspective in higher education, the merger will address well-documented and far-reaching concerns:

A stronger, single university will help remedy New Jersey's historic brain drain -- the nation's worst -- that sees more than 35,000 of our New Jersey best and brightest leave the state each year for education. They rarely return to become part of our economy and communities. A

powerhouse institution with the increased capacity for research will attract and keep bright minds and productive initiatives in the Garden State.

The merger will increase educational access, the percentage of residents with college degrees, and the stability and development of our economy and communities that comes with a better educated population. In the current structure, southern New Jersey is home to 30 percent of the state's residents, but can only serve 12.5 percent of its student population. With the exception of Burlington County, degree attainment in all of the eight southern New Jersey counties is lower than all but one of the 13 northern New Jersey counties. Only 24.19 percent of South Jersey adults have earned a bachelor's degree, while 37.14 percent of North Jersey adults have done so. The U.S. average is 27.5 percent.

One of the most important developments of a Rowan/Rutgers-Camden merger would be the creation of a College of Health Sciences. Our resources and the impressive track record of our affiliates -- that is, Cooper University Hospital doctors, Coriell Institute scientists, and Rutgers-Camden and Rowan faculty -- present unprecedented opportunities to cooperate and collaborate. This synergy would enable the new Rowan to become a major force in both health sciences research and education.

We have heard plenty of arguments for and against the reorganization in the past several weeks. Emotions have run high and likely will continue to punctuate conversations, both formal and informal, throughout the state and our academic communities. Even so, the question "How should we improve higher education in New Jersey?" begs an answer borne of rational consideration and free from rancor. We need to do what's best for higher education in New Jersey. We must respond thoughtfully

and decisively to the fact that higher education resources decrease each year while demand rises for what only we can provide.

Both Rutgers-Camden and Rowan have remarkable strengths that will build upon each other in a merger and increase benefits to the students and communities that we serve. The merger addresses this decisively.

Once accomplished, the merged institution will be one of less than 70 in the nation with both a law school and a medical school. And if you consider engineering, business, and education, it will be probably one of 40 in the nation. It's worth noting that this national distinction isn't just another higher education statistical trivia, but the practical result of strategic planning and investment. No matter the uniqueness of its history or structure, this merged institution will emphatically address issues of education, economy, society, health care, and much more in New Jersey and beyond.

We urge the Legislature to support the recommendations of the distinguished Advisory Committee.

Thank you again for allowing me to testify to the benefits of the reorganization.

ASSEMBLYWOMAN RILEY: Thank you very much, Dr. Houshmand.

Does anyone on our Committee have questions for Dr. Houshmand?

Senator Pou.

SENATOR POU: Thank you, Madam Chair.

Good morning, and thank you very much. Is it still morning? It certainly is. Good morning to you.

I just want to quickly ask you the same question that we had the opportunity -- that I had the opportunity of asking the -- I believe it was Dr. Rodgers, at our first hearing. And it's my understanding that there currently is a steering committee that, essentially, is pulling together information in terms of the issues like faculty transfer, student transfer, building assets, information technology issues -- just a wide range of issues. Have you been a part of those discussions?

DR. HOUSHMAND: Internally we have been meeting for the past several months.

SENATOR POU: Did you say internally?

DR. HOUSHMAND: Internally.

SENATOR POU: Okay.

DR. HOUSHMAND: We meet with the Rowan administration, specifically my cabinet, a number of the deans, some of the managers, and many faculty members. We have been meeting regularly trying to respond to the challenges that were just mentioned. And this is, indeed, a (indiscernible) challenge. And we have done a great deal of work. I really think that this is the time for us to get together with our distinguished Rutgers-Camden colleagues and have a serious discussion with them. Because without that discourse, without the real close collaboration within our colleagues, this is going to be very difficult. And we urge our colleagues to please come in; we have the highest regard and respect for all of them. We have the highest regard and respect for Rutgers-Camden. We really like our colleagues and we would like an opportunity to sit down and

have a discussion with them so that we can respond to these issues. These are important, but it requires both sides. I mean, it takes more than one person to dance the tango here. (laughter)

SENATOR POU: I absolutely agree and certainly understand.

Doctor, so am I to assume that you are not a member of that steering committee, and you have, thus, not been asked to participate in that committee discussion?

DR. HOUSHMAND: That is correct, that is correct.

SENATOR POU: Is there any reason that you're aware of that you have not been asked to come to the table for that discussion?

DR. HOUSHMAND: I am not aware of the reason. If there is one, I'm not aware of it.

SENATOR POU: My understanding is that this steering committee was put together by the Governor's Office. Has that not been-- Have you not been invited to come to those discussions?

DR. HOUSHMAND: To those discussions, no. I had a wonderful meeting with the Governor's staff this past Friday. And in our meeting and discussion we urged the Governor's staff to create an opportunity so that there would be serious discussion between our colleagues at Rutgers-Camden and Rowan.

SENATOR POU: Given the degree and a lot of the information that we've heard, both from our Senate President-- The Mayor just mentioned some very impressive information, and a great deal of revenue and finances that are being put forth here in this great town. It would be vitally important that a plan such as this, that really makes such an incredible difference, and will have such a great impact -- that you and

members of your staff and your team should be part of those discussions in order to make a smooth transition -- if at all -- if that's to take place.

There was some discussion and comments made by the Senate President just earlier with regards to a plan; a plan, unfortunately, that we have yet to see ourselves in its entirety. It's important as we move forward, though, that that plan is made available to us or at least -- and certainly in light of some of these discussions, in these hearings that something to that effect would be made available to us. And we're learning the bits and pieces of that -- from these hearings, not necessarily from any other formal information that's come forward.

So I'm really concerned that Rowan University, given that this is a major part in all of this, is not part of those discussions. That should have happened; that should have happened from day one. And if it's not happening now, I'm questioning why that is not.

Thank you very much.

Thank you, Madam Chair.

ASSEMBLYMAN BROWN: Madam Chairwoman.

SENATOR CUNNINGHAM: I apologize.

Assemblyman.

ASSEMBLYMAN BROWN: That's quite all right.

May I ask a couple of questions?

SENATOR CUNNINGHAM: Absolutely.

ASSEMBLYMAN BROWN: Thank you.

Doctor, how long have you been here with Rowan, and how long have you been in your position now -- as far as being a part of the Rowan community? And what is your educational background, and how

did you come about becoming the acting President? And what is your, basically, your résumé -- your rundown of your credentials.

DR. HOUSHMAND: I joined Rowan as the Provost in August 2006. Prior to that I was a Dean and then, subsequently, the interim Provost at Drexel University for six years. Prior to that I was a Professor and Program Director at the University of Cincinnati in Ohio for 10 years; prior to that I was a staff analyst and researcher at United Airlines. My background is I have a bachelor's degree and a master's degree in mathematics from the United Kingdom -- University of Essex. Subsequent to that I came to the University of Michigan and obtained another master's degree and a Ph.D. in industrial and operations research. So I am an engineer, a system engineer; I'm very much into data analysis and statistics. And I guess I answered all your questions you asked. (laughter)

ASSEMBLYMAN BROWN: Clearly your background demonstrates you're well-rounded in the educational field.

DR. HOUSHMAND: Yes, sir.

ASSEMBLYMAN BROWN: I read over your testimony and one of the things that stuck out to me: You used words like *decisive*--

DR. HOUSHMAND: Yes.

ASSEMBLYMAN BROWN: --*action now* -- a lot of action words. A lot of statistics on the drain of what's happening here in South Jersey; not just in South Jersey but in New Jersey across the board. Do you find this merger to be critical to saving higher education? Or not rather save, but to compete nationally with our neighbors as far as our bordering states, states across the board, and against other countries and other universities?

DR. HOUSHMAND: Absolutely, sir; absolutely.

Let me, again, throw some statistics at you: The southern New Jersey counties have 2.5 million population. If it was a state, it would be the 35th largest state in the union. If you look at the 15 states, currently, whose population is smaller than southern New Jersey, every single one of them has at least one, many of them more than three, major comprehensive research institutions. Furthermore, every one of those states, including places like Delaware -- with one-third of the population of the state of southern New Jersey -- have substantially many more seats available to the population (indiscernible) -- substantially many more -- that's number one. Number two: If you go back into history -- only four years back -- you will see that the countries like China and India, if they wanted to educate their workforce -- the best and brightest -- they will send them to the United States to get a Ph.D. Not only are they going to do that, but currently China also produces substantially many more engineers than the United States does. This is the number one economy in the world. This is the major country in the world. This is the country that everybody else has to follow in order to structure their economy and their workforce. We cannot possibly fall behind countries like China. It is a danger for this region and for this state to export this many of the young people, and not have the necessary and trained workforce in here to bring the kind of business that this region deserves.

This is really frightening for me to think that we are allowing this to happen and allowing our competitors to take over the world economy. So to me it is absolutely essential. This is-- Strategic collaboration in whatever form is absolutely essential for us to increase and

enhance the educational assets in this region, and beyond that, really, in the nation.

ASSEMBLYMAN BROWN: Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

Next we'll hear from John Sheridan, President and CEO of Cooper Health System.

J O H N P. S H E R I D A N Jr.: Madam Chairs and Committee members, good morning. My name is John Sheridan; I'm President and CEO of Cooper Health System and Cooper University Hospital. Thank you for the opportunity to speak with you this morning.

I wholeheartedly support the reorganization plan for higher education proposed by the Governor's Advisory Committee.

Today I will focus my remarks on the recommendations that impact South Jersey and Camden, in particular. This plan provides an opportunity to address significant issues in South Jersey related not only to higher education, but also to economic development. South Jersey is the fastest-growing area of the state and will continue to be so in the decades ahead. South Jersey has close to 30 percent of the population, but South Jersey has only 12.5 percent of the undergraduate seats in New Jersey. South Jersey receives only slightly more than 10 percent of the State appropriations for higher education. South Jersey does not have a research university; North Jersey has three: Rutgers, UMDNJ, and NJIT. South Jersey has only a handful of doctoral programs; North Jersey has numerous programs.

The budgets of the State's higher education institutions total more than \$5 billion; however, Stockton and Rowan's budgets combined total considerably less than 10 percent of that amount.

What are the effects of this public policy? One, there are inadequate opportunities for our students to attend college in South Jersey. Two, there are inadequate opportunities for our students to attend graduate school in South Jersey. Only 24 percent of South Jersey adults have a college degree; this is 13 percent lower than North Jersey and 3 percent lower than the U.S.

New Jersey leads the nation in exporting some of our brightest children and their parents' hard-earned dollars to pay tuition and fees to out-of-state colleges and universities.

These policies need to be revised. Creating a research university as envisioned by the Higher Education Committee is the quickest and most efficient way to do so. This plan combines two highly ranked regional universities to create a university that can achieve national stature in a relatively short time. There are 3,000 universities in this country; this university would be one of only 70 in the country that has a medical school and a law school. It would have close to 20,000 students and it would have a nationally ranked engineering program.

Research university status in New Jersey means more than creating a university that does research. A research university is the master of its own destiny. It can initiate and develop doctoral programs and other terminal degrees as it determines the need; State colleges cannot.

What are the benefits of this new research university in South Jersey? One, it will greatly increase educational opportunities for our high

school students today and for generations to come. Two, it will create a well-educated workforce for the jobs of the 21st century. Three, it will be a magnet that attracts dynamic, technologically advanced industries and businesses. Four, it will continue the exceptional expansion of Rowan's Glassboro campus into a major academic center. And five, it will spur the redevelopment of Camden by creating a long overdue residential campus; and expanding a health sciences campus anchored by the Cooper Medical School of Rowan University, emphasizing the biosciences, biomedical engineering, nursing, and allied health.

The question for South Jersey is: Do we reject this once-in-a-generation opportunity in favor of the status quo, or do we embrace the Committee's visionary plan and move forward to create a dynamic new research university that will benefit not only our children, but our children's children and theirs too?

I think the answer is clear and I urge you to support the Committee's plan for South Jersey.

Thank you very much.

ASSEMBLYWOMAN RILEY: Thank you, Mr. Sheridan.

Does anyone on the Committee have questions?

Senator Pou.

SENATOR POU: Thank you, thank you very much.

Good morning. I wanted to ask you the same question that I asked previously. Could you tell me what your involvement, if any at all, any participation in terms of discussions with respect to this merger has there been? Cooper Hospital plays a very important role in what you've described, not only in your testimony, but also some of the speakers before

you spoke with regards to Rowan University and the involvement of that. Could you please share with us what information or plans or discussions have you had with anyone to this date?

MR. SHERIDAN: Yes, Senator. We had some discussions with the Chancellor and his staff back in the fall. We've had no formal process put in place to address the opportunity presented by this plan. That has not been a lack of willingness on our part to do so; it's been, I think, a lack of willingness on Rutgers' part to engage, at this point in time, without knowing for sure exactly what is going to happen.

SENATOR POU: So you believe that this is a responsibility of Rutgers and not--

MR. SHERIDAN: No, I think it's a -- I'm sorry -- I think it's a responsibility of all of ours; I'm just trying to explain to you why it hasn't happened. I know that Rowan took the opportunity to address the issue with the Governor's staff last week, and hopefully something will be forthcoming quickly out of that process.

But all is not lost because a lot of work has been done by Rowan in preparing for those meetings. And I'm sure Rutgers has done the same.

SENATOR POU: What kind of preparation or--

MR. SHERIDAN: There's an extensive report that has been done by Rowan University.

SENATOR POU: Is that report public?

MR. SHERIDAN: No. (laughter)

SENATOR POU: Who has participated in the creation of that report?

MR. SHERIDAN: As Dr. Houshmand testified, he said it was done internally.

SENATOR POU: When will that report be made available to the public?

MR. SHERIDAN: You're asking the wrong person; I don't know.

SENATOR POU: I'm sorry, I didn't know that--

MR. SHERIDAN: I'm sorry -- you're asking the wrong person.

SENATOR POU: No, I understand. I'm just sorry that I did not have that information ahead of time. I would absolutely-- Certainly, we don't-- For the sake of time, we're not going to ask the Doctor to come back and speak again. But I would certainly, through the Chair, ask that we find out what kind of plan and information and reports are available for this Committee to review so that, if plans are in fact being put together -- in order for us to make a very informed decision we're going to need to know what that information is and what those facts are.

Thank you very much.

MR. SHERIDAN: Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

Next, we will be calling up James Gruccio, Rowan University Board Chair.

JAMES J. GRUCCIO: It's still morning, so good morning.

ASSEMBLYWOMAN RILEY: Good morning.

MR. GRUCCIO: Senator Cunningham, Assemblywoman Riley, and members of the Committee. Senator, I handed you the report that you've referenced -- or was referenced by my confrere who spoke now. I

happen to be sitting next to Ali, so that's the report. I'll make certain that everyone gets a copy of it.

I am Jim Gruccio, the Chairman of Rowan University. I represent the Board of Trustees today, and will speak to you very briefly -- because I have only 2 minutes and 40 seconds left (laughter) -- about the commitment of the Rowan Board of Trustees.

By the way, I'm sure you recognize a close resemblance between myself and Senator Sweeney. We are not related. (laughter)

Rest assured that our Board takes very seriously its commitment and the stewardship, with fiduciary responsibility, that we have. And we are, and have, an unwavering determination to serve not only Rowan, but indeed, the entire Garden State with regard to the development of Rowan University and the opportunity it's presented.

Importantly, we are cognizant of our duty not only to serve the economic -- those who are economically fortunate enough to attain an education at Rowan, but probably more importantly to serve those who face adversity and rely on education as their proverbial way out, so to speak.

Permit me a personal anecdote. It is personal, it is an anecdote, but it's on point. I am keenly aware, personally, of the tremendous impact that higher education has when coupled with a heavy dose of hard work which allows one to achieve a life of accomplishment. Please consider this: In 1902 my father was born in a converted potato shack on Wheat Road in the City of Vineland. In 1972, my older brother was sworn in as a Superior Court judge, and later as an Appellate Division Court judge. And, at that same time, I became the senior managing partner of the largest firm in the

county, and at that time the largest firm in three counties. My sisters are equally accomplished.

I say that not for personal aggrandizement, but to demonstrate clearly how in one generation -- from a potato shack on Wheat Road to the Appellate Court, to whatever success I have and now the ability to speak to you as Chairman of a great university. That's what this is really all about.

And what we are about, as a Board, is furthering the effort to create a vehicle with the concept that in unity there is strength. And South Jersey does not have that vehicle, not that unified effort that we need, at least in our perception, to struggle against the competition from across the river and, indeed, across the country. This merger will allow that vehicle the impetus that it needs.

Back to my script.

In our inexorable effort to improve higher education, the Board of Trustees establishes policies that are targeted not just toward the individual but also at improving society as a whole by providing a workforce, and energized economic development and stability in our community. When we implement these policies and fund educational incentives, we of course invest in infrastructure, public and private. However, in addition to that we focus and zero in on the academic side. It's important to keep in focus that we achieve today benefits that will benefit countless thousands from generation to generation.

The opportunity to help reorganize higher education in southern New Jersey, and specifically to merge Rowan and Rutgers-Camden, presents Rowan with yet another challenge. Although Rowan was not the architect or the original proponent of the merger recommendation,

we now embrace the opportunity it presents wholeheartedly and unequivocally, and we accept the challenge to do the right thing -- because it's the right thing for public higher education in the State of New Jersey.

Therefore, it's important that you are aware that Rowan is committed to supporting the progressive, thoughtful public policy for higher education planning, funding, and development that is needed. Rowan continues to demonstrate that our strategic and creative approach to public-private partnership actually works. Witness the high ranking of its engineering school and, indeed, its other schools, including the medical school which will open in August on time and, incredibly, under budget.

The institutional strengths of Rutgers-Camden and the public component of the joint collaboration with private enterprise serve to ensure that the combined institutions will only be stronger and make more attractive and compelling those investments in higher education that people choose to make.

Rowan's history is replete with unparalleled accolades and achievements. Our funding success and our endowment demonstrate the confidence that both individual and corporate donors have in our ability to accomplish any goal that we undertake. When opportunities arise, Rowan has a remarkable proven track record of turning opportunities into huge successes.

As conscientiously as we at Rowan take our mandate to provide excellent public higher education, we now must necessarily depend upon the unwavering commitment of our elected officials such as yourselves to support our efforts with both policy and funding.

On behalf of the University Board of Trustees, I encourage the Legislature to take any and all action necessary to move the merger proposal forward, thus taking advantage of this singular, historic moment in history for higher education in New Jersey.

Thank you, Senator Cunningham, Assemblywoman Celeste Riley -- who is a kissing cousin of mine because we're both from Cumberland County. Thank you for-- (laughter)

ASSEMBLYWOMAN RILEY: That's right; we're all related down there, aren't we?

MR. GRUCCIO: Thank you for giving me the opportunity for a presentation, my thoughts; and again welcome to Glassboro and Rowan.

ASSEMBLYWOMAN RILEY: Any questions? (no response)
Thank you so much.

MR. GRUCCIO: Thank you.

ASSEMBLYWOMAN RILEY: Next, could we hear from Wendell Pritchett, Chancellor of Rutgers-Camden.

W E N D E L L E. P R I T C H E T T, Ph.D.: Good morning. Good morning, Madam Chairs, members of the Committee. I appreciate the opportunity to speak with you today.

There has been a lot of discussion related to the proposal of the UMDNJ Committee. But let me state that there's far more upon which we all agree than we disagree. We all agree that southern New Jersey's fine colleges and universities need real investment in order to grow and thrive. We all agree that we can find new and better ways to collaborate. We agree that southern New Jersey should have more resources to expand the number

of higher education seats in the region. And we agree that the expansion of research capacity in southern New Jersey is crucial to the region's future.

We agree on 98 percent of everything. We disagree on the mechanism for achieving these goals.

I stated publicly, and will do so again here, that I'm opposed to the proposal to eliminate Rutgers-Camden. I'm opposed to the removal of the opportunity for South Jersey residents to earn a Rutgers degree here in southern New Jersey. Let me be clear: I am not here to denigrate our friends and colleagues at Rowan University. Rowan University is a fine institution, and I will argue with anyone who suggests otherwise. I have had many opportunities to collaborate and spend time down here in Glassboro; it is a wonderful institution.

Rutgers-Camden is also a fine institution. Both universities serve their students and their communities. New Jersey has every reason to be proud of Rutgers-Camden and to be proud of Rowan. While we are both strong universities, we are also different universities. I'm not saying that one is better than the other; we are simply different. And the differences in our institutional DNAs are profound.

The forced merger of two sharply different cultures poses extraordinary challenges. The cost implications for the proposal set forth by the UMDNJ Advisory Committee is tremendous. The loss of Rutgers research professors and the elimination of Rutgers-Camden will exacerbate, not improve, our current challenge with the departure of bright graduate and undergraduate students from our region. This flight will, in turn, deplete the availability of knowledge-driven workers to advance those South Jersey businesses and organizations.

Many of Rutgers-Camden's innovative and effective service programs are funded by Federal agencies and foundations that are willing to invest in the Rutgers' brand. That funding and those services for thousands of South Jersey citizens will disappear with the elimination of Rutgers-Camden.

And perhaps most worrisome is the cost to South Jersey's working families. Right now, South Jersey families have a choice: Some families will choose the Rowan experience and all that entails. Some families want the Rutgers' degree which offers a global reputation and the brand promise of learning from world-class research professors. Many of our families at Rutgers-Camden cannot afford to send their children to New Brunswick. Many of our students have personal and work obligations that keep them well-rooted here in South Jersey. These are students who made a deliberate choice when they enrolled at Rutgers-Camden. These are students who will be solicited aggressively by Philadelphia colleges and universities, and by the University of Delaware. They will not automatically accept the loss of options in favor of a Rowan degree. Many will find alternatives with many of those taking them out of New Jersey.

Competition is good; it's healthy. And so is collaboration. Rutgers-Camden and Rowan already collaborate in our host city of Camden, where Rutgers provides library services to Rowan's Camden students. And we both, along with Camden County College, share the University District Bookstore.

There is far more that we can do together. Rowan and Rutgers-Camden, partnering with Cooper Medical School and Coriell Institute, have the framework in place to develop an institute for genomic research that

would define our region as a global center for the biosciences. Working together, our institutions can compete for and achieve the Federal grant resources that will serve all institutions well. And we can do this at a fraction of the cost of forcing an inorganic merger between two very different institutions.

There are other opportunities. As partners, Rutgers and Rowan can, and should, enter into formal agreements to allow our students to cross-register. The Rowan student earning her master's in engineering could, at the same time, work to earn her Rutgers-Camden law degree -- graduating with two highly desirable degrees at the same time.

That's just one example. Working together collaboratively, we can develop so very many more, allowing both Rutgers-Camden and Rowan to retain their unique identities and missions while also offering new opportunities for the families of our region -- all without forcing an extraordinary price tag on citizens of this state.

As I said at the onset, we agree on 98 percent of the issues here. Maintaining the status quo is not an option. At the same time, removing opportunity and options from our region, and forcing the dissolution of Rutgers-Camden into Rowan will set these plans back by decades. The people of South Jersey don't deserve that. They demand choices, and they want progress now. Rutgers and Rowan, working as partners, can deliver that promise.

We at Rutgers-Camden stand ready to collaborate, and we look forward to working with all of you to advance this agenda.

Thank you for your time. (applause)

ASSEMBLYWOMAN RILEY: Thank you very much.

Does anyone have any questions?

Assemblyman Brown.

ASSEMBLYMAN BROWN: Thank you.

Chancellor, I'll offer you the same question as Dr. Houshmand.

Can you give us your background, your résumé, how long you have been with Rutgers, your educational background, your relationship with South Jersey? Thank you.

DR. PRITCHETT: Thank you for the question.

I've spent all of my life in the region. I have a Ph.D. in history and a J.D. My last job before coming to Rutgers-Camden was -- I was a Professor of Law at the University of Pennsylvania across the river; I was there for 10 years. I've been at Rutgers-Camden for three years -- almost three years. And what drew me to the opportunity was the opportunity to work -- to lead a research institution which had a very, very strong urban mission. And I think that we have done-- We have made a lot of progress in the last decade in expanding our research capacity and also meeting our urban mission. And I'm very proud of both of those things.

ASSEMBLYMAN BROWN: So is it your testimony that this particular merger in South Jersey will be dysfunctional to higher education and our opportunities to get additional grant funding in the future, if this merger were to take place?

DR. PRITCHETT: Yes. I think that there are opportunities within collaboration, existing structures for us to advance research education in South Jersey that are much more efficient and much less risky than the potential merger.

ASSEMBLYMAN BROWN: So give me the educational structure of Rutgers-Camden Law School and its relationship with Rutgers University.

DR. PRITCHETT: Rutgers-Camden Law School has a long and prestigious history. It is a part of Rutgers-Camden. The Dean of the Law School reports to me, and I also happen to be a proud member of the faculty of the Law School. And, of course, Rutgers-Camden Law School is one of only three law schools in the state, supports graduates -- students all across the state. We recruit students from not only the rest of the State of New Jersey, but from all around the country.

But to answer your question: Rutgers-Camden Law School is part of Rutgers-Camden University, and a crucial part of it.

ASSEMBLYMAN BROWN: Am I to understand that Rutgers-Camden Law School is its own charter? That it's an operational institution unto itself, but with the assistance of Rutgers University for funding through the State of New Jersey.

DR. PRITCHETT: I don't think that's accurate, but we're certainly happy to get you more information on that.

ASSEMBLYMAN BROWN: Okay. So when it was created in 1926, it was once known as The South Jersey School of Law. And it merged with Rutgers nearly 25 years later -- with Rutgers -- to create, what? A better educational opportunity, okay? So where I'm going here -- that evolution of the law school created in an inorganic transformation -- or merger -- somewhat similar to what we're even discussing here today.

DR. PRITCHETT: A little bit more on the history: The South Jersey College of Law was created in 1926; in 1927, South Jersey College

was created as a partner with South Jersey College of Law. So Rutgers-Camden has offered undergraduate degrees since 1927. Both of those institutions -- South Jersey College of Law and South Jersey College -- expanded over several decades, and both of them became part of Rutgers University in the early 1950s. And so both of them have grown and, over time -- the last 60 years -- as part of Rutgers, they have continued to grow.

It is certainly true that Rutgers-Camden, South Jersey College of Law, have changed over time. So I understand your question to be that, and there have been changes in the past. And I think that there should be changes in the future. The question is, what are the right changes? And again, my view is that the proposal of the UMDNJ Committee is not the right approach to future education.

ASSEMBLYMAN BROWN: So just going along with connecting and creating synergies between two educational institutions, given the cost of education -- which almost rivals health care, let's put it to you that way -- and with the next balloon being student loans -- being not being able to be paid, being deferred, interest rates on top of interest rates that are collecting because kids can't get jobs. Merger and consolidation -- and I'm a business guy, I run multiple companies -- seems the only logical but hard decision that sometimes has to be made to create greater synergies, to create more efficiencies, to match up with our competitors.

DR. PRITCHETT: Assemblyman, that's an excellent question, and I take it seriously.

I lose a lot of sleep about the cost that our students incur for their education and the debt that they have to go into. I agree with you -- it's a gigantic challenge. The answer -- my answer -- to your question,

however, is that this approach would not improve those opportunities for students. They would not deal with the cost to students for going to school, and it would weaken opportunities of choice for the students.

Now, your question is well taken. We need, as an institution -- all of our institutions of higher education, especially the public ones -- need to be very cost-effective; need to be much more efficient about how we operate, and need to think much more deeply about what we charge our students. There's no question about that. But this proposal of the UMDNJ Committee does not solve that problem.

ASSEMBLYMAN BROWN: Are you familiar with Toledo University and Toledo Medical School's merger in 2006?

DR. PRITCHETT: Somewhat. Not to a great deal, but I have investigated it -- yes. And I do think that is an interesting approach that they have taken.

ASSEMBLYMAN BROWN: And the success that it brought to the city of Toledo -- it actually rejuvenated the city on an economic development path that's second to none. And the educational grants and research centers that it is creating have been amazing, from what I'm reading. Have you read anything different than what I'm speaking of?

DR. PRITCHETT: Well, I would say the story is a little bit more complicated than that. I think that actually that school has struggled financially. And Toledo, while it is a lovely place and I've been there, it certainly struggles still.

But you are right. That collaboration -- consortium, partnerships -- in promoting medical research is an important avenue for cities and regions to pursue. And we believe that we should pursue them.

The only question is what are the appropriate institutional mechanisms to pursue them.

I would say that Rutgers-Camden has and is building a very strong relationship already with the Cooper/Rowan Med School. Our faculty sits on searches for faculty at the Cooper/Rowan Med School; our faculty has staff on planning committees for the Cooper/Rowan Med School; our administration has talked and has worked to collaborate with the med school on administrative programs that we could use to save costs. So we're already doing that. In my mind the question isn't whether we should be doing those things; the question is what are the proper mechanisms by which to do them?

ASSEMBLYMAN BROWN: But these things occur because of our economic conditions. These conversations occur because of what we face as a society right now, whether it be to strive for higher educational efficiency or to make economic development -- or redevelopment, in this case -- a reality. And that only happens in hard times. And we are certainly facing some really serious hard times which creates us to have -- make these hard decisions -- to have to have them. But when I look at Toledo University -- and that wasn't a consortium; that was a merger. That was a merger between two educational institutions that had the same difficulties in creating that merger. But yet when you look five years later, what I'm reading and seeing statistically -- in the research and the funding that they're able to obtain because they have merged together to make them a much stronger and bigger institution -- it sounds like a success story that is relevant to what we're trying to do here in South Jersey -- or it's discussed what we're doing here in South Jersey.

DR. PRITCHETT: Assemblyman, I agree it's relevant. It's completely relevant and it is something that we will try to get you more information on.

I do disagree with you that it was a merger. I think it was more complicated than that and, in fact, it is a model that we are willing to discuss pursuing. But I will say again that I don't think that the UMDNJ Committee proposal, as proposed, will effectuate the kind of changes that you and I both seek to effectuate.

ASSEMBLYMAN BROWN: I guess we beg to differ.

Thank you very much for your testimony.

ASSEMBLYWOMAN RILEY: Thank you, Assemblyman.

Assemblyman Giblin, did you have a question?

ASSEMBLYMAN GIBLIN: Chancellor, I try to look at things kind of practical. We all know that Rowan University has certainly evolved into one of our State's better institutions as far as higher education is concerned; and, of course, Rutgers-Camden has a long legacy. Have you been able to sit down with your colleagues here at Rowan and Rutgers-Camden to see if there is any way of really developing some type of consensus as far as delivery of higher education in this region of the state? Is there any talking going on at all, or are you just waiting for direction from the Administration?

DR. PRITCHETT: The answer to your question, Assemblyman, is actually both: yes and yes. We have had conversations; again, I've been at Rowan University many times over my three years at Rutgers-Camden. We've had several conversations; I've already mentioned some of the partnerships that we have ongoing at Camden with the Cooper/

Rowan Med School. But the answer to a question that Senator Pou had asked earlier: It is my understanding that after the first UMDNJ Committee report in September, the Governor's Office directed that there be a committee created to focus on issues of merger between Rutgers-New Brunswick and Robert Wood Johnson Medical School. And that is the committee that has been meeting. We have not participated in those discussions because the direction of the Governor's Office was that that committee was to focus on those issues.

There has not been a committee created by the Governor's Office of similar structure regarding the recommendations of the committee in December, and, therefore, we have not participated in that.

ASSEMBLYMAN GIBLIN: So going forth, what's your timetable, from your end, and the costs involved with this? I mean, it just seems that we're trying to reinvent the wheel here when we could put people together and have a consortium and make all of our lives a lot easier. And I know it was alluded to about the economics, but all of the reports that I've seen, this is going to break the bank with this whole merger, up and down the state. And I'm just trying to figure out where the money is coming from.

DR. PRITCHETT: So we at Rutgers stand ready to engage in those discussions. I do think that there are many potential collaborations/partnerships that we could engage in that would be cost-effective, that we could advance quickly and it would be beneficial for the region.

ASSEMBLYMAN GIBLIN: Well, if you were going to estimate: Everybody looks at polls these days. What's the percentage of people at Rutgers-Camden who want this merger?

UNIDENTIFIED MEMBERS OF AUDIENCE: Zero.

DR. PRITCHETT: I ask my colleagues to respect the Chairs' wishes that nobody from the audience interject their opinion.

I would answer your question by saying this, Assemblyman: I've been affiliated with universities for almost all my adult life -- way over 20 years. It is extremely rare within academia that people agree about something. (laughter) We usually disagree violently; that is what we do. Every single person that I have interacted with -- faculty, staff, students, alums -- connected to Rutgers-Camden is opposed to this merger -- every single person that I have interacted with. I have never, ever seen, in my 20 years connected to a university, unanimity of position on something. But there is in this case.

ASSEMBLYMAN GIBLIN: Thank you.

SENATOR CUNNINGHAM: Good morning, Dr. Pritchett.

DR. PRITCHETT: Good morning.

SENATOR CUNNINGHAM: You know, you said a few things that were interesting. One of them I thought was interesting was the cultural difference between Rowan and Rutgers. And I also know that many of the students I've spoken to are not for this merger.

But what I also find interesting is that you have not had an opportunity to sit down and talk with anyone on the Governor's Committee about what your feelings are or your colleagues' feelings are, or even to make suggestions. Especially considering the fact that I think the Governor's plan for this is to make it happen by July 1, 2012. Have you been told that?

DR. PRITCHETT: I'm going to actually invite my colleague, Pete McDonough, up to answer that. Pete, do you want to come up and answer the last question, please?

I'm going to have Pete introduce himself.

It's about the timeline, Pete.

P E T E R J. M c D O N O U G H Jr.: Good morning, everyone. It's nice to see you again.

The timeline for the first steering committee was to come up -- which was the UMDNJ parts in New Brunswick and Piscataway, and their merger into Rutgers-New Brunswick. We've been working towards -- and I sit on that steering committee -- a July 1 date for having some clarity toward some action. Probably, I think what we see now is legislation coming through your Committees, as opposed to an executive reorg, which was the topic *du jour* a month ago. That's that timeline. We don't have any timeline for a Camden-Rowan merger because we really haven't seen a specific plan yet. And there are lots of issues: there are issues about bonding, there are issues about-- There are practical issues, there are financial issues, and we really haven't even begun to look at those.

SENATOR CUNNINGHAM: Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

DR. PRITCHETT: Thank you.

ASSEMBLYWOMAN RILEY: As we move forward, we will now be adhering to our time limits. We thank you very much, the testimony from the previous speakers.

So we're going to call people up in sets of four. And if you're on opposing teams, that's okay. Please be respectful of each other.

Howard Gillette, Professor at Rutgers; Margaret Marsh; Vincent Manco; and John Wall.

I also want to remind you to turn your cell phone off when you come up to testify; it does interfere with the microphone.

You all can decide which one of you wants to go first.

H O W A R D G I L L E T T E, P h . D . : I think we'll go in the order you called our names.

I thank you, Madam Chair, for the prelude that we might be on opposing sides. My wife is to my left, and I'll try not to say anything she won't approve of. (laughter)

Thank you for the opportunity to address your Committee. I'm Howard Gillette; I spent the last 12 years of my career at Rutgers-Camden as Professor of History before retiring in July 2011.

I'm speaking today to the effect of the proposed merger on the City of Camden, a subject that is informed by my 2005 prize-winning book, *Camden After the Fall*. Your Committee has already heard from Mayor Cory Booker about the adverse effects the Barer proposal, if implemented, would have on Newark. The proposal would be no less harmful to Camden, all claims of proponents to the contrary.

Ten years ago the State stepped in to Camden with similar claims that it could reverse Camden's decline. No doubt the millions invested under the municipal recovery legislation in the city's eds and meds had positive results. Plans to revitalize city neighborhoods failed, however, largely because they advanced over the intense opposition of Camden residents whose primary needs were not addressed.

Dissent and litigation followed. As a result, no one can claim the city is safer or more prosperous today because of the State's intervention.

If the Barer proposal for a merger is approved we will head in the same direction. We've had dissent; soon we'll have litigation. Even the most touted results of the proposal cannot be achieved for decades.

Make no mistake, this proposal severely damages Rutgers-Camden, one of the major success stories in the City of Camden. It would deprive the campus not just of its name, but of the resources that make it possible to recruit and maintain top research and faculty and students from around the country and the world. Undercutting Rutgers-Camden in such a way will weaken the city as well by reversing campus growth and the consequent boost to the city institutions that comes with it.

A logical extension of the municipal recovery effort is to boost both Rutgers-Camden and Cooper Hospital. But appropriating the intellectual and monetary resources from Rutgers-Camden in aid of the new Rowan diminishes Rutgers without assuring the desired end of nationally recognized research status for Rowan. To work, any partnership should be mutually arrived at thorough assessment and consideration of costs and consequences, none of which has been provided through the Barer report. No such precedent of taking resources from a public university and giving it another university has ever happened in the history of higher education. Your Committee should demand research and a thorough assessment before making any decisions which have long-term consequences for higher education, the region, and the City of Camden.

And I did attach my own comments, along with George Norcross', from the *Inquirer* from February 5.

ASSEMBLYWOMAN RILEY: Thank you very much.

MARGARET MARSH, Ph.D.: Good morning, everybody. My name is Margaret Marsh and I'm a Professor of History at Rutgers. I'm a historian, that's why you have so many references attached to my three-minute testimony.

I also served for two years as Interim Chancellor of Rutgers-Camden, just preceding Wendell Pritchett, and as Dean and Executive Dean for more than a decade. I'm also a life-long South Jerseyan, and I grew up just down the road in Vineland.

So I'm just one of more than 44,000 alums, hundreds of faculty members, thousands of existing students who oppose the elimination of Rutgers-Camden. And I want to remind you that the people of New Jersey agree with us. Across the state, only 22 percent support the idea of the takeover of Rutgers-Camden; and in southern New Jersey, only 19 percent are in favor of it.

So why is this such a bad idea? First, it would remove from the region the one university whose name is recognized around the world. Second, it would make it harder for adult learners, including veterans who are very important to our campus, to attend Rutgers. Almost 30 percent of our students are older than 25 years old, and hardly any of them would be able to travel to New Brunswick or to Newark for a Rutgers' education. Third, removing Rutgers-Camden from the Rutgers system would cause an exodus of its world-class faculty. After all, they are faculty members at a university ranked among the top 60 in the world. Fourth, it will be

incredibly costly. The Barer Committee chose not to consider costs, but they will be enormous and they will go on for decades. How can the Legislature enact into law a proposal that has no plan and no idea of cost?

There is a better way to make higher education great in South Jersey, my home. Follow the lead of other states that have created successful, formal alliances between universities. That way, each one retains its individual identity and its strengths while they leverage the resources of both to create new opportunities for students and faculty. Let's look to the future, not the past.

Shame on us, shame on all of us if we allow this elimination of Rutgers-Camden to happen, weakening what strengths are already in place in the region and leaving to speculation what might happen to make up for those losses many years down the road.

Thank you very much.

ASSEMBLYWOMAN RILEY: Thank you.

J O H N W A L L, Ph.D.: It's my pleasure to say good afternoon, Madam Chairs, and members of the Joint Committee.

I'm John Wall; I'm Professor and Chair of the Department of Philosophy and Religion at Rutgers-Camden. I'd like to thank you for holding these very important discussions, and I'd like to thank Rowan for generously hosting them.

I want to talk here about some of the facts of the situation in the Barer proposal. The two main reasons put forth for the takeover are: first, to retain more college students in South Jersey; and second, to create another major research university in the area. And together, thirdly, these should boost the economy.

Do these reasons, in fact, stand up? A 2009 Seton Hall study found that the vast majority of students leave New Jersey to attend private universities, not public ones, and that they don't leave for lack of seats, they leave for lack of choices. Eliminating Rutgers in South Jersey will obviously make these choices even fewer, not only now but also for our children and grandchildren.

Up until seven years ago, Rutgers-Camden had only about 4,000 students and survived on financial support from the larger Rutgers system. Great efforts grew this enrollment to a level of financial self-sustenance and we actually -- until a point where, today, we actually send about \$50 million up north.

But I ask you to imagine what the situation will be like four years from now as the last Rutgers' student graduates from our region. Will Rowan students flock to Rowan-Camden in sufficient numbers to maintain this growth? Or will they, instead, attend the main campus, the larger campus and the safer -- and frankly more beautiful -- campus in Glassboro? I've seen no study on this, but I doubt it. Rather, it is more likely that enrollments will go down at Rowan-Camden, as we're already seeing for next year. The gains will be lost and in four more years enrollment could very well be so low that the campus can't even go on. And so, of course, that will lose more students.

As for research, let me to briefly offer my own story as a typical one. I came here 12 years ago fresh out of grad school. I have since then published five books in top presses like Oxford University, 50 articles, and I give keynote addresses around the world several times a year. This level of research is possible because I work at a major research university with an

international reputation which has invested large sums for many decades in research infrastructure synergies across its three campuses, research-level teaching loads and sabbaticals, the best library in the state, and in these and many other ways its own long-standing global reputation.

Rutgers-Camden is on its way towards becoming a Carnegie doctoral institution in the next few years with its graduate programs. It could cost billions to create another such major research university in the south, and these would mostly be duplicate costs to taxpayers -- and it would assume that the merger succeeds, which may not happen.

South Jersey could have its cake and eat it too with partnership and consortium models in which both institutions can grow their distinct identities from the bottom up instead of from the top down.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you.

V I N C E N T M A N C O: Thank you for the opportunity to speak today.

My name is Vincent Manco; I'm from Jackson Township. I'm a senior economics major here at Rowan University. I'm also an elected Senior Class Senator in student government.

I'm here today because I'm in favor of the proposed merger -- the proposed realignment, more specifically, between Rowan University and Rutgers-Camden. Rowan's been a steadily growing institution over the past few decades. I'm excited to see Rowan University grow right in front of my eyes. With the addition of Rowan's new medical school and the Rutgers-Camden business and law schools, I see a great future ahead for our University.

The merger would benefit both campuses. Becoming a major research university would only help both campuses and improve the value of both our degrees. Our university could become more notable and enhance our image through our own merits. We would also receive more Federal funding. I understand that there's a little disparity between universities in the north and south in terms of funding.

I believe that it is important that New Jersey has another major research institution in the state; more specifically, that it be in the southern portion of the state. Since I started attending Rowan University (indiscernible) while I'm living in South Jersey, I've seen more of, like, an identity to this portion of the state, and I think it would be definitely beneficial that there be another major research institution.

We also need to give more incentive for New Jersey students to go to college in-state. I know plenty of my friends who go to West Virginia, North Carolina, and Pennsylvania to college, and I'm sure that they would be more willing to stay in-state if there were more notable and large research institutions.

One of the concerns I keep hearing from students is that class size may increase. I will have to disagree. Just about every classroom on this campus has a maximum capacity of 25 or 35 people. I don't think class size will be an issue. There are very few lecture halls that could seat hundreds of students.

I do not believe that the proposed school realignment is a partisan issue. Governor Christie, a Republican, supports this plan; Senator Sweeney -- Senate President Sweeney -- a Democrat who represents Glassboro here, seems to have support for this also. I am President of the

College Republicans on this campus and I am in favor of this merger; and the President of Democratic Club is also.

I hope that you will come together and support the school realignment with Rowan University and Rutgers-Camden.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much for your testimony.

Does anyone from the panel have questions?

SENATOR POU: Just a quick one.

ASSEMBLYWOMAN RILEY: Senator Pou.

SENATOR POU: To the young man who just spoke: What year are you in?

MR. MANCO: I'm a senior.

SENATOR POU: And prior to being accepted at Rowan University, how many colleges or universities did you apply for? Was this your first choice?

MR. MANCO: I originally went to Ocean County College and got an associate's degree there and transferred here. I applied to three colleges: TCNJ, Rowan University, and Arcadia in Pennsylvania.

SENATOR POU: Okay, thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

MS. MARSH: Thank you all.

ASSEMBLYWOMAN RILEY: Next, we'd like to hear from Rafey Habib, Kate Epstein, Daniel Cook, and Dr. Martin Rosenberg.

Is class starting? I see a mass exodus. (laughter)

DANIEL T. COOK, Ph.D.: I guess I'll start.

I'm Dan Cook. I'm an Associate Professor in the Department of Childhood Studies at Rutgers-Camden. And I want to thank you for having these hearings and paying attention to this matter in such a serious way.

I came to New Jersey in 2007 to help build a new, innovative program in Childhood Studies, which remains the first and only doctoral-granting degree program of its kind in North America. I left a comfortable, tenured position at the University of Illinois in Champaign Urbana, a campus with considerable resources and a fine academic reputation, to invest my knowledge, skills, energy, and enthusiasm into the Childhood Studies program, into Rutgers-Camden, and into South Jersey.

Had I seen an advertisement for a similar start-up program being launched at Rowan University, I would not have given it a second thought and would have remained in Illinois. I say this not because of any negative associations with respect to Rowan; I had none. I had no knowledge of Rowan. But simply because I would not have embarked on such a risky venture at a small and unknown place to me, anyway at that time.

I'm not alone, of course. Since we began, we have attracted outstanding faculty and graduate students to our program from all over the region, the country, and the world. Every one of us came to Childhood Studies, and to Camden, because the program was backed with the name, good faith, and resources of Rutgers University.

I tell this story not simply to ring the bell of my program, but to illustrate the drawing power of the Rutgers name, and what one program

has been able to do with it. We are quite successful and we are already known internationally.

The problem with the Barer report and with the general rhetoric surrounding the Rowan issue and its aftermath is the shortsightedness and wrong-headedness in its approach to bringing money and resources to South Jersey. The recommendations in the report are, as we know, unsubstantiated. There is no plan, no budget, no timetable, no research whatsoever to back it up.

One striking aspect of the Barer Report and discussion is that the Rutgers-Rowan issue is framed from a position of weakness -- based on fear of losing students, offering pie-in-the-sky remedies for arresting this loss. It is not based on building something that will attract people -- like myself, my colleagues, and graduate students -- to New Jersey, to South Jersey.

The thinking is short-sighted, in part because to cut the Camden campus from Rutgers and to enfold it into Rowan will decimate a significant equity of scholarship and human capital already accumulated and invested that is right now drawing faculty and students to the state. If this happens, anyone who can leave will leave Rutgers-Camden, including graduate students, professional students, undergraduate students, and faculty. Those who leave will do so because they have the most value to offer other places.

It is faculty, their quality of teaching and research, which make a great higher educational institution. It is the quality of programs, the reputation, that draws students to a university. The higher-quality faculty, the higher-quality students who then, in turn, draw better faculty and better

students. Smart money is investment that builds on itself. In higher education nothing builds on itself like human capital -- particularly the faculty and the students. Dumb money is a one-off infusion of funds with no plan, no timetable, and no thought put into it.

Is that my time?

There is a great deal of talk about seats, but there is very little talk about the brains that are attached to the heads that are attached to the bodies in those seats.

So what I want to say is to think about the kinds of loss in human capital and reputation that will be gone if Rutgers is gone, and what that does to attract people like myself and, I think, many people here.

ASSEMBLYWOMAN RILEY: Thank you.

KATHERINE C. EPSTEIN, Ph.D.: Hi. Thank you for the opportunity to speak here today.

My name is Kate Epstein; I'm a tenure-track Assistant Professor of History at Rutgers-Camden.

I strongly oppose the proposed hostile takeover of Rutgers-Camden by Rowan, which will set back higher education in the region for decades to come.

First, if the merger goes through there will be an exodus of research faculty. I took the job at Rutgers-Camden, turning down two other offers -- one of which would have paid me almost twice -- more than twice as much money -- not just because of the prestige of the Rutgers' name, but because it gave me the opportunity to research as well as teach. At Rutgers-Camden I teach two courses a semester, which leaves me time to do research; tenure and promotion standards value research along with

teaching; and I have seamless access to an excellent library system which contains 3.5 million volumes. By way of comparison, the teaching load at Rowan in the Humanities is four courses per semester, leaving faculty far less time to pursue research; tenure and promotion standards do not emphasize research; and the library contains only 420,000 volumes as opposed to 3.5 million. You cannot have a research university without research faculty.

Second, proponents of the merger have yet to explain how the merged university would acquire the resources that Rowan lacks, but that Rutgers-Camden enjoys through its participation in the Rutgers' system. Where will the money come from -- tuition hikes? How long will it take the law school to reacquire accreditation from the American Bar Association, without which its graduates cannot practice law? When will the merged university join the elite American Association of Universities, to which Rutgers belongs but Rowan does not? A proposal that did not offer answers to such basic questions as these would be laughed out of corporate board rooms; it astonishes me that it is being taken seriously in public debate.

Third, the merger proposal is already hurting Rutgers-Camden, and it will continue to hurt us until it is killed. Faculty and students are naturally wary of joining an institution that may no longer exist. I've seen that wariness up close since I recently served on a search committee to hire a new junior faculty member in the History Department. There is a real urgency to kill the merger proposal before it does any more damage than it has already done.

Contrary to what proponents of the merger would have you believe, South Jersey already has a research university, and it is Rutgers-

Camden. It is outrageous that my colleagues and students are having to waste time fighting a proposal whose proponents have not performed even minimal due diligence and are transparently motivated by political and financial interests. I'm sick and tired of hearing our opposition characterized as being purely self-interested, emotional -- when we are the only side that has offered evidence and facts -- or "just about a name." It's about much more than that; it's about values at the heart of higher education. The Higher Education Committee should immediately condemn the merger proposal for the travesty it is.

Thank you, and I look forward to your next meeting in Camden. (applause)

ASSEMBLYWOMAN RILEY: We've asked you not to show any form of public outbreak.

M. A. R A F E Y H A B I B, Ph.D.: Assemblywoman Riley, members of the Higher Education Committees, and respected colleagues of Rowan University, I appreciate you giving me the opportunity to speak.

And I apologize for my funny accent, but I spent a long time in Camden. (laughter)

My name is Rafey Habib. I'm a Professor of English at Rutgers University, Camden, and the author of seven books. Please understand that my comments are directed not at my Rowan colleagues; I know a lot of them are equally concerned as to what this proposal will bring. I have written a detailed critique of the Barer Commission (*sic*) report and have provided you with copies of this. Here, I just want to offer a summary of my critique and my concerns.

As I have tried to show in detail, the Barer Commission report contains no actual analysis of higher education in South Jersey. It offers no arguments or evidence to support its proposals, and contains no indication as to the implications of its recommendations in fiscal or educational terms. And the Committee clearly failed to consult with numerous groups of stakeholders.

This is a proposal that has the potential to affect the future of the entire State of New Jersey and the lives of millions of its residents. We are agreed -- politicians, educators at Rutgers, educators at Rowan, and the people of South Jersey -- we are all agreed on one thing: We need to improve the education and economy of our region. But let us not short-change ourselves by adhering to a hastily conceived plan. Let us take the time to address these issues properly with consultation from the appropriate experts in finance and education. Because the consequences will affect not just us, but our children. New Jersey deserves better.

Thank you.

MARTIN ROSENBERG, Ph.D.: Thank you, Assemblywoman Riley and Senator Cunningham, for having us; and the other Committee members. I'm Dr. Martin Rosenberg, Professor of Art History at Rutgers; and I chaired the Department of Fine Arts on the Camden campus from 2002 to 2011.

Like my colleagues, I came to Rutgers, in my case, already as a tenured full professor at another public university in another state; and, again, I came because it was Rutgers. I really didn't even hardly know Rowan existed. That's nothing against Rowan; it's simply a mark of the reputation that Rutgers has.

As a senior faculty member of Rutgers-Camden, I wish to express our unanimous opposition of the proposed takeover of our Rutgers-Camden by Rowan University -- an act being misrepresented as a merger. Why is the proposal for Rutgers-New Brunswick to incorporate some units of UMDNJ been tied to giving Rutgers-Camden to Rowan? Why the linkage? There is no logical reason. We believe that such a takeover would be devastating to our students, faculty, the City of Camden, and to Rutgers University as a whole.

In addition, it will be of indeterminate but extremely high cost, likely involve litigation, and have a whole range of unintended negative consequences. The entire range of Rutgers-Camden stakeholders, including students, faculty, staff, and many of our 45,000 alumni, as well as many others throughout our state, have already expressed overwhelming opposition to this so-called merger because they believe, with good reason, that it is unjustifiable, has had no due diligence or true cost-benefit analysis, and will be extremely costly.

They also feel that everyone associated with Rutgers-Camden will be disenfranchised and materially damaged by this plan, and that the residents of South Jersey will have diminished educational choice and will go elsewhere in ever-greater numbers should it come to pass.

Every faculty member on our campus, including the nine world-class faculty hired in our Department while I was Chair, came in large part to join the faculty of Rutgers, a research university with all the necessary aspects of support, culture, and resources to allow them to be highly productive scholars and teachers. These include an international reputation as a top AAU research university, an unparalleled research library, rich

collaborations across Rutgers campuses; and a culture that focuses on, supports, and rewards achievements in research. As faculty members at Rutgers we have all these necessary conditions and support; at Rowan we would have none of them -- none of them -- because Rowan is a totally different type of institution than Rutgers, focusing on teaching as the top priority rather than research. That's not a difference in quality; it's just a difference in culture, and it's profound.

Our tenured faculty -- tenured according to the same standards as all faculty at Rutgers -- have passed one of the most rigorous reviews of scholarship of any public university in the country. Why would we simply allow ourselves to be traded to Rowan? Our students have made it clear that they are in Camden to go to Rutgers and to study with its world-class faculty. Why would they attend a branch campus of Rowan in Camden? If someone can give me an answer to that, I'd love to hear it.

I just want to end by saying we urge you to scrutinize every aspect of this extraordinarily complex non-proposal, at this point. And to quote your own Vice Chair of Higher Education: It's time to put the brakes on this merger proposal, talk to all the stakeholders, and evaluate not only the dollar costs, but also the human costs of implementing it. And fully consider not only the intended, but the likely unintended consequences.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

Any questions from the panel? (no response)

Thank you very much.

Next, Vibiana Cvetkovic, Eric Milou, Adam Scales, and Ed Rentezelas. I apologize if I mispronounced someone's name.

I'll remind you about your cell phones when you're testifying.

Would you like to go in the order that I called you?

All right, thank you.

VIBIANA BOWMAN CVETKOVIC: Okay, now I'm on?

Okay, thank you.

Madam Chair, and distinguished members of this Committee, should this proposed merger go through it would be devastating to the citizens of New Jersey.

I forgot to introduce myself. I'm Vibiana Cvetkovic; I'm the head of Access Services for the Paul Robeson Library, which is part of the Rutgers University Library System.

So it would be devastating, not only to the citizens of New Jersey but, in particular, to the citizens of South Jersey.

In addition to being a librarian, I am also a proud, all but dissertation student in the Childhood Studies program. So borrowing from a Grimm fairy tale, should this proposed merger go through it will be killing the goose that lays the golden egg -- educationally and economically for the people of New Jersey, but particularly South Jersey.

In my brief remarks today I'd like to give the Committee some information that is absent from the Barer report, information about an entity vital to any research institution -- the library. And I would like to examine some popular misconceptions about what a research library is and what it does.

First, what is a research library? Again, to borrow from children's literature -- this time Tolkein's *Lord of the Rings* -- one does not simply call oneself a research library. In other words, it's not a designation

that one can make for oneself; it is a designation that comes through the Academy. The bodies that determines whether an institution is a research library are the Association of Research Libraries and the Center for Research Libraries. Neither Rowan nor the Paul Robeson Library at Rutgers-Camden, as a stand-alone, is eligible for membership. But the Rutgers' library system is.

This designation is not an empty honorific. Once an institution receives this designation it is eligible for participation in national consortium for collection development, archiving materials, and borrowing agreements.

Second, what does a research library provide? Contrary to popular belief, the information resources faculty and students in the humanities and sciences need are not freely available on the web. The databases, data sets, and current scholarly articles that are vital to their research are only available through subscription. And these are typically purchased through the library -- and they are very expensive.

According to statistics self-reported to the National Center for Education statistics, Rutgers University Library spends \$6.2 million annually on its database. By comparison, Rowan spends one-tenth that amount -- \$650,000. The Robeson Library, where I am a faculty member, spends nothing; that is because we have no electronic subscriptions. All of our subscriptions come through the Rutgers Library Services.

Finally, what does a research library do? The Paul Robeson Library serves not only the Camden campus of students and faculty, but also the Camden community. It serves the citizens of Camden, the local, State, and regional officials. It also serves scholars and extension services

throughout South Jersey, the Rutgers marine field stations, the Rutgers Business College in Atlantic Cape County, the Rutgers program at the Fort Dix-McGuire Joint Base. We also provide access to scholarly materials to independent and unaffiliated scholars throughout the region. And there is a very hefty dollar amount attached to all these services.

Thank you for kind attention, and please keep Rutgers united.

E R I C M I L O U, Ph.D.: Senator Cunningham, Assemblywoman Riley, members of the Committee. Thank you for the opportunity to address you today.

My name is Eric Milou. I address you as the Rowan University Senate President, serving my fifth term as Senate President, and a mathematics professor, serving 15 years of service at Rowan.

First, let me extend a welcome to the scores of distinguished faculty and staff from Rutgers-Camden.

All of us in this room are well aware we await a final decision from the Governor and politicians. Unlike many reports, Rowan faculty and staff are not pushing for this merger to happen. But together with our Administration, in the spirit of shared governments, we have merely taken the position that if comes, we want to be ready, and therefore have alerted our campus and set up planning teams to do some preliminary work, just in case.

Change is reality at Rowan, and we have little choice but to embrace it. If the merger does become a reality, the first and foremost difficult challenge will be how to repair relations between Rutgers-Camden and Rowan. Whether intentional or not, much of what has been said by the Rutgers-Camden Administration, faculty, staff, and students has been

perceived by the Rowan community as derogatory, even demeaning. My hope, and that of my colleagues, is that the conversation can become professional and civil.

Rowan has a proud history of civil conversation. Many of you may recall that just across the street from this very building, in 1967, Soviet Premier Alexis Kosygin and President Lyndon Johnson spent more than three days in discourse that led to a greater understanding between the two countries.

In the 45 years since, Rowan has grown from a state normal school to a multi-accredited regional institution.

It's important to note, however, that the upfront cost commitments necessary for just the initial integration of administration systems could well be projected into the millions. Moreover, Rowan will have to absorb the financial burden of maintaining components such as major upgrade in our library holdings, IT support, and a host of other things that are covered centrally by Rutgers University.

None of this is noted in the Barer report, and it is naïve to believe that there are not significant costs associated with this merger.

Let's be clear: A merger is not something that can happen by fiat or order. It is going to take interaction, faculty-to-faculty, student-to-student, staff member-to-staff member, administrator-to-administrator. Across all these groups the Rowan community is ready and willing to undertake this work, as hard and as time-consuming as it promises to be, for the sake of the larger good that could come from joining our two excellent institutions.

Politicians, colleagues, students -- please remember that universities are not businesses and that the heart of a university is its students, and the soul of a university is its faculty. Please, as you continue to debate the pros and cons of this merger, don't forget to consult with, engage, and listen to the heart and soul of our universities.

Thank you for your time.

A D A M F. S C A L E S, ESQ.: Good afternoon. I'm Adam Scales, Professor at the Law School at Rutgers-Camden.

I'd like to express my appreciation to many of the comments just put forward by my colleague -- I can call him, for the purposes of today's meeting -- to my right. I think a lot of this comes across as quite thoughtful.

I have a number of concerns with the process that has brought us to this point. And the first (indiscernible) involved process. Because the Barer Committee did not -- has not disclosed any supporting documents or records, we are really left only with the report itself. The Committee appears to have rather selectively consulted with interested parties to reach the conclusion that Camden should be separate from Rutgers. Now, given the strong recommendation of President McCormick against that, it's interesting that the Committee did not actually consider that recommendation in the context of the report. In fact, from reading the report one would not be aware of any opposing views whatsoever.

That's a very strange way to evaluate a problem -- pick the arguments that you like and ignore the rest. But it does seem to be how the Committee proceeded in this case.

Of course, I could be wrong about that; just as it's clear that the Committee consulted with people or sources not mentioned in this report, perhaps the Committee really did consider opposing views. But we can't know that without a full disclosure of the Committee's consultations, records, and sources of information. I hope that this body will exercise its power to demand a fuller accounting of the Committee's thought process.

Sunshine is always an excellent policy. I was gratified to hear the Chair of Rowan's Board a few moments ago offer to this Committee, and anyone on this Committee, a copy of Rowan's internal report. On behalf of Rutgers, I would love to have a copy of that report. And since I'm here at Rowan, perhaps I can take a copy back with me to Rutgers later today.

Sunshine is particularly called for when the reasoning process appears to be opaque. The Committee has documented a number of problems with higher education in New Jersey, but its conclusion that dismembering Rutgers is the best way to solve them does not follow. If one is concerned with the number of seats in South Jersey -- and my colleague John Wall did address that a few moments ago -- you should note that this proposal won't do anything to do that. That's a consistent theme with the portion of the Barer Committee that deals with Rutgers-Camden. There appears to be the solution -- merge Rutgers-Camden to Rowan -- without a clear tie-in to the actual problem in which it is in aid of solving.

Ask yourselves: Suppose the Commission had, instead, concluded the key to fixing higher education in New Jersey was to double spending and open more Rutgers campuses? That might be a great idea. But from my conversations with a number of your colleagues in Trenton

last week, I suspect that a number of you might think it's a terrible idea, because Rutgers-New Brunswick would simply gobble up all these new resources.

Whether or not that's true should turn on evidence, and the report points to none.

Thank you.

E D R E N T E Z E L A S, ESQ.: Good afternoon, Senator Cunningham, Assemblywoman Riley, and Committee members. My name is Ed Rentezas and I am the current Chancellor of the Rutgers School of Law-Camden Alumni Association, an organization which represents over 9,000 alumni.

After Governor Christie announced his support of the UMDNJ Advisory Committee report in late January, the Alumni Association received countless communications from alumni which, almost unanimously, came out against the Committee's conclusions regarding the Rutgers-Camden campus. In response, we drafted and distributed a statement which I have provided to you.

A portion of the statement states, "The Rutgers School of Law-Camden Alumni Association has received e-mails, social network postings, and calls from alumni expressing significant concern regarding the merger proposal. We share those concerns and strongly oppose any merger of the Law School into Rowan University that will result in the loss of our Rutgers' affiliation and identity. We appreciate the thoughtful debate that is occurring across the state on how best to restructure health sciences education. We were surprised, however, to learn of the recommendation that the Law School merge into Rowan University. That recommendation

was made without consulting the affected stakeholders, including our Law School Dean, Chris (*sic*) Solomon, student leaders, and representatives of our alumni constituency. The report fails to consider the adverse impact a merger of the law school into Rowan would have on student admissions, faculty retention, and the philanthropic efforts of law school alumni to support scholarships, public interest advocacy, and legal education programs. The report also does not consider ongoing efforts by the law school to collaborate and pool resources with the Rutgers School of Law at Newark.”

Our statement called upon all alumni to contact the Rutgers Board of Trustees, the Rutgers Board of Governors, President McCormick’s office, Governor Christie’s office, and their local elected officials to express their views regarding the proposed merger.

Since that time, I have attended two alumni gatherings and the opposition to the merger has not changed since late January.

The Law School Alumni Association has given back to the Camden community by organizing events with local school children, by working with Habitat for Humanity, and, most recently, offering free general legal guidance at a local farmer’s market. It is our hope that we can continue to give back to the Camden community under the Rutgers’ banner for years to come.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

Any questions?

Assemblyman.

ASSEMBLYMAN BROWN: Chancellor, can you give me the operational structure of the Law School and its relationship to the University? I asked Chancellor--

MR. RENTEZELAS: Pritchett.

ASSEMBLYMAN BROWN: Pritchett, thank you -- that question prior to you. He had referred it back to you. How do you operate in terms of-- When tuition comes in for the Law School, do you handle -- like it's its own business unit that then sends funding to the University to pay for your operational costs, you know, like physical plant, things of that nature, payroll, what have you?

MR. RENTEZELAS: Assemblyman, I'm not an administrator at the Law School. I can answer some other questions that you pose about the Law School, but not that particular one.

ASSEMBLYMAN BROWN: I guess where I'm going is, I'm just trying to determine: Is Rutgers Law School separate and apart in some way in its charter than the University? And what is the financial relationship between the two? That's all I'm looking for.

MR. RENTEZELAS: Well, I can partly address this. I mean, certainly, operationally the Law School, while enjoying a degree of autonomy that is common to law schools, does not operate, I think, quite as separately as your question suggests; although I believe Chancellor Pritchett agreed to look into that and get you more information about it.

You are correct, also, about the events in the 1950s that led to the joining of what was then the South Jersey College of Law and Rutgers. But it was a very different situation. Enrollment at the law school in 1950 was 100; and because of its financial problems, that had declined, actually,

to about 40 within a couple of years -- within a meeting or two of actually being shut down. That's a very different situation from the thriving law school of 800 students that we have today.

ASSEMBLYMAN BROWN: No, I don't disagree with that. I'm just looking at, from the standpoint -- from the business acumen of the Law School, is the Law School the attractor of the Rutgers college, or is the college the attractor for the Law School? And are they separated by charter in their operation, in terms of maintaining separate books or what have you? Not to make it remedial, but that's what I'm looking to know. I guess I'll wait for Chancellor Pritchett to bring that back, but I'm very curious about that. And there's a reason for everything.

MR. RENTEZELAS: Sure. I'll leave to the Chancellor your second question in terms of which is the dominant attractor of students and faculty. There's no question that it's the association with Rutgers University and the imprimatur of that that makes the Law School as good as it is, and as attractive as it is. I just joined Rutgers this year after 14 years at a private law school in Virginia. An absolute key component of my decision to pack everything up and move here was the assurance as to be part of advancing legal education across Rutgers University. It was very important to me.

ASSEMBLYMAN BROWN: I don't disagree with you. I think the Rutgers Law School is phenomenal. It's almost like a relationship of the Wharton Business School at the University of Penn. I see something of that being of a question -- whether it is the Rutgers Law School at the University of Rutgers, or could there be a Rutgers Law School at the University of Rowan? Something along that mentality. I don't know if it's

been explored; I'm just curious to see as this Committee moves forward -- to see if that is a possibility for discussion.

ASSEMBLYWOMAN RILEY: Is that all we have?

ASSEMBLYMAN BROWN: That's it.

ASSEMBLYWOMAN RILEY: Thank you very much.

I do want to commend this audience. You are wonderful and very well behaved, even though -- I've only had to speak to you once or twice (laughter). I am very proud of you.

Next, I will be calling up Dee Jonczak, Lara Saguisag, Nicole Lister, and Joe Perella.

You can go in the order I called you.

D E E J O N C Z A K: Hi, my name is Dee Jonczak, and I'm a staff member at Rutgers-Camden.

I've been employed at Rutgers for the past 17 years. I'm a secretary for the Department of English. My husband is also a staff member at Camden. He's been there for 36 years.

We both planned on staying at Rutgers until we retired. And now with all the talk of the Rutgers-Rowan merger, we are both very worried about what our future holds.

And I've read every article pertaining to the merger and, to date, no one has given a fact-based, in-depth analysis as to how this Rutgers to Rowan change will be implemented.

And yet Governor Christie keeps saying, "This will happen." My major concern is: What is the impact on the employees at Rutgers-Camden? What happens to our jobs and our futures? And as a taxpayer in South Jersey I would like to see more, not less, educational choices. I would

like to see my grandchildren have the choice of where they go to college in South Jersey.

I thank you for your time.

L A R A S A G U I S A G: My name is -- is this on? (referring to PA microphone). Good afternoon. My name is Lara Saguisag and I'm a member of both the Rowan and Rutgers-Camden communities.

I teach as an adjunct lecturer at the Rowan English Department, and I'm also a part-time lecturer and a Ph.D. candidate in Childhood Studies at Rutgers-Camden.

I wish to thank the Higher Education Committees of the Senate and Assembly for giving us this venue to exercise our right to free speech.

I'm here to voice my opposition to the proposed merger of Rowan and Rutgers-Camden. Opposing the merger -- I want to be clear about this -- is not equivalent to opposing the development of higher education in South Jersey. What I am opposed to is the lack of any comprehensive cost-benefit analysis that should accompany a project of this magnitude. The Barer report claims that a merger will improve the state of higher education in the region, yet this 57-page document gives both Rowan and Rutgers-Camden extremely short shrift -- discussing the merger in all of two-and-a-half pages.

Proponents of the merger insist that the merger will be good for future generations of South Jersey. But the future starts here, in the present. We can only secure the future if today's questions are answered fully and honestly. Questions such as: How will the merger be funded? What impact will it have on tuition rates? What happens to the adjunct

faculty members who teach classes at both Rowan University and Rutgers-Camden? Part-time lecturers have become an important component of the university system, but we are often underpaid and have limited to no benefits. Because we cannot be given full-time status in one university, we often resort to teaching one to two classes in multiple universities. Merging Rowan and Rutgers-Camden will most likely take away teaching opportunities for many of us who have already a limited income and live on semester-to-semester contracts.

How will the merger affect the three doctoral programs and the master's in fine arts program that are currently thriving at Rutgers-Camden? Each year the Childhood Studies program, for example, accepts four students, all of whom are fully funded with four-year assistantships. Rutgers-Camden graduate students also have access to resources based in New Brunswick and Newark. We constantly utilize our comprehensive library system, cross-register for classes, and work with research centers based on other Rutgers campuses, and take advantage of a New-Brunswick fellowship writing program specifically designed for graduate students. And it was through this program that I recently secured a competitive one-year fellowship from the Library of Congress.

I would like to know what happens to our graduate students -- who actively publish, present at organized conferences, engage in community service, and consistently win national awards -- if we no longer have access to the financial and academic resources provided to us by the Rutgers University system.

The decision about the merger should be made after, not before, accurate facts and figures, and a complete study of financial and

human costs are laid out on the table for all stakeholders to see and scrutinize. I implore the Committees to reject the merger because of its lack of data and detail. I ask the Committees to assist us in creating a democratic and careful discussion about how we can ensure a better state of higher education in South Jersey. A merger that is fast-tracked and understudied is not the answer.

NICOLE LISTER: Good afternoon, legislators.

My name is Nicole Lister, and I am a proud member of the Rutgers community, especially that of Rutgers-Camden. I am a 2010 graduate of Rutgers University-Camden College of Arts and Sciences. I am also a second-year law student at Rutgers University School of Law-Camden.

Allow me to preface my testimony by saying that there are many wonderful things about Rowan University, just as there are many wonderful things about Rutgers-Camden. And I am certain that both schools wish to maintain their own separate and very strong identities. Today I am here to speak about the very strong identity of Rutgers-Camden.

We, the students, like thousands before us, chose Rutgers-Camden for its unique attributes: a world-renowned Rutgers education in an intimate classroom setting; nationally, even globally, recognized faculty -- faculty who have garnered Fulbright Scholarships, MacArthur Fellowships, and faculty whose works have even been cited by the United States Supreme Court. Our prestigious Law School is nationally ranked, and we launched the first childhood studies Ph.D. program in the nation.

To obliterate one-third of the Rutgers legacy would deprive South Jersey students of this wonderful gift. If Rowan takes over Rutgers, what will happen to those students from South Jersey who can't afford to commute to or live on campus in Newark and New Brunswick? What happens to their dream of earning a Rutgers degree? Many of those students, our best and our brightest, will escape to other competing universities in the area, especially for law school -- namely Temple, Drexel, and Penn, all who, like Rutgers, have a brand name and reputation that is marketable worldwide.

Rutgers has revived Camden City. Rutgers students live in the city; shop at the city's businesses; and many, including myself, work at firms in the city. Rutgers students give back to the city. We provide free legal assistance to Camden residents through various clinical programs, we register voters through our Voters Rights Project, we tutor and teach Camden City school children in Camden's high schools and at our very own charter school, LEAP Academy. The list of what we students and our university do for Camden City is inexhaustible. "Jersey Roots, Global Reach" -- the Rutgers slogan -- Rutgers's goal, must remain accessible to all students in New Jersey. And without Rutgers-Camden, this is impossible.

For those of us who already have a Rutgers-Camden degree, we worry that the value of our degree will dwindle with time. Unlike our Rutgers-New Brunswick and Rutgers-Newark brethren, there will be no growing alumni base for us that we can continue to tap into, no faculty for us to reference, no school for us to go back to. Rutgers University would be gone for us.

To be clear, we students support more higher educational opportunities in South Jersey. (fire alarm sounds)

May I briefly conclude? (laughter)

ASSEMBLYWOMAN RILEY: Yes.

MS. LISTER: To be clear, we students support more higher educational opportunities in South Jersey. Whether South Jersey students aspire to obtain a Rutgers degree or choose to pursue a Rowan degree, they should be given the opportunity that they already have -- the option to attend Rowan University or Rutgers University -- and that option should not be taken away.

Thank you. (applause)

SENATOR CUNNINGHAM: This is a fire alarm, so we're going to ask everyone to leave the room.

ASSEMBLYWOMAN RILEY: It's a fire alarm. We should leave the room.

It's a malfunction. It is not a fire alarm, it is a malfunction. You may return to your seats.

SENATOR CUNNINGHAM: This is a malfunction. Everything is taken care of. Please come back in the room.

ASSEMBLYWOMAN RILEY: Nicole, are you comfortable with finishing?

MS. LISTER: Sure.

Thank you, Assemblywoman Riley. I appreciate it.

To be clear, we students support more higher educational opportunities in South Jersey. Whether South Jersey students aspire to obtain a Rutgers degree or choose to pursue a Rowan degree, they should be

given an opportunity that they already have -- the option to attend Rowan University or Rutgers University, and that option should not be taken away.

Thank you.

JOE PERELLA: Thank you.

I would like to begin today by thanking both the Chairs and the committees of the Senate and Assembly for affording me the opportunity to speak today.

My name is Joe Perella. I am a senior here at Rowan University studying biological sciences. I am also a member of the Rowan Student Government Association's Executive Board, and a resident of southern New Jersey.

When I was preparing--

ASSEMBLYWOMAN RILEY: Joe, can I interrupt you?

MR. PERELLA: Sure.

ASSEMBLYWOMAN RILEY: And a proud student of my CCD class.

MR. PERELLA: Yes, I am; yes. (laughter) Class of 2004.

When I was preparing to speak here today, I began by reading many news articles and the UMDNJ Advisory Committee report. And what I was able to learn about this merger is there are many unknowns. The Committee report only made a recommendation and did not provide a blueprint on how to make the merger happen. We do not yet know what these schools could look like, how much this could cost, or how long a merger could take, and, most importantly, if it will even happen. And so

I'm not going to talk about what I and many others don't know, but what I do.

I do know Rowan University. As a student here, I have learned over the last seven semesters that Rowan has a very long, illustrious history, one that has included some very large changes and accomplishments. This school simply started as a normal school to train teachers here in southern New Jersey. Over time it has expanded to include a diverse and strong undergraduate and graduate program. Even within the last few years, Rowan has continued to grow and change by adding the new medical school and continuing the work on the Rowan Boulevard project. Also in my time here at Rowan, I have met many great people, from students to administrators, faculty, and staff. And I am confident that whatever faces Rowan in the future, we will take it in stride.

I also know South Jersey. I have been a resident of Cumberland County my whole life, and my family has called the county home for more than 100 years. I know that the county and region has not been as strong in the past 20 years as it was in the decades prior. I can say that the region needs a boost, both academically and economically. When I see numbers that show Cumberland County as one of the poorest and least educated counties in the state, I want to see something done to correct this. If, to correct these numbers, changes must be made to Rowan, I can support it as long as the education of current and future students is not compromised. I understand that changes will need to occur for the school to grow, as it has in the past, and that I shouldn't let my love of Rowan as it is stop me from accepting what future greatness it could achieve.

I would now like to comment about the recent conversations regarding the names of each institution involved with the merger. We all obviously feel very strongly about the name of the university that we attend or work. But I caution that we shouldn't overvalue a name. A name is just a reflection of the great work of students past and present, and the commitment of a university's faculty and administration. In essence, we define the name, the name does not define us. If it is determined that a merger should go through that would benefit both South Jersey and college students at both schools, the potential loss of a name as a result of the merger will not change anything about the people here and their accomplishments. Whatever new institution is created, it would bring with it the success of both previous institutions and the potential for a strong future.

Finally, my comments here today may have sounded like I am in favor of a merger, but I would like to make it clear that I am, right now, only open to a merger or other possible solutions, and I urge that others also take this approach. I would only be in support of a merger if I feel that all groups -- staff, faculty, administration, and students -- from both universities were properly sought out and included in this process. I above all else hope that, whatever comes out of this discussion we are having, a strong -- excuse me, will end up with a stronger South Jersey, both economically and academically.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you.

Any questions?

Assemblyman DiMaio.

ASSEMBLYMAN DiMAIO: Thank you, Madam Chair.

This is actually for Lara. Since you have a working relationship with both institutions, as an employee at both-- And in just general terms of your experience -- the pay scales. How do they compare one to the other? Is one higher than the other? Are they similar?

MS. SAGUISAG: I would say-- I'm actually pretty-- I feel privileged to be working for both universities. And I did not-- I just want to be clear that when -- in stating, like, these numbers I'm not denigrating one university over the other.

But I teach three credits here at Rowan University and make \$3,600. At Rutgers University, I teach three credits and I earn \$4,500.

ASSEMBLYMAN DiMAIO: I'm pleased that you would actually answer me that quite frankly, because I think that's something that we as a Committee need to know as this progresses, if it progresses.

I want to make it clear that I believe the reasons for these hearings is for all of us to gain information as to the impacts before we make any decisions. I don't think there is any preconceived notion on any of our parts. But we do need to know that information, going forward, as to what the costs will be or how it will work if it is integrated. So I thank you for answering me.

MS. SAGUISAG: Thank you for asking that question.

MS. LISTER: I know that there has been a question about the Law School, and it was Assemblyman Brown who asked. While I don't presume to be an administrator -- I am not -- I will tell you that as a student, the Rutgers University School of Law-Camden is an integral part of Rutgers University-Camden. And, in fact, our financial aid, our grades are

linked to New Brunswick. So I cannot get my own financial aid from Rutgers School of Law-Camden. So, if anything, money is very much tied to the greater university. It's not autonomous in that way.

ASSEMBLYWOMAN RILEY: Assemblyman Giblin.

ASSEMBLYMAN GIBLIN: Ms. Lister, do you understand what would happen, hypothetically, if the Rutgers-Camden Law School name was disbanded? What are the implications as far as accreditation or standing among other law schools in the country?

MS. LISTER: There are great, and tremendous, earth-shattering implications. (laughter) In fact, some of my fellow students who are just coming up at Rutgers University School of Law-Camden may not even be able to sit for the Bar if the school loses its accreditation. And accreditation is granted by the American Bar Association. It is nontransferable to other schools. So if Rutgers University School of Law-Camden became Rowan University School of Law-Camden, the accreditation is not transferrable and can take up to five years if it is lost. So, in fact, those students would not be able to sit for the Bar.

For me, myself, personally -- my degree would not be worth as -- it would not be as comparable to Rutgers University School of Law-Newark because my school would no longer exist; the alumni base is not there, the faculty will not be there.

ASSEMBLYMAN GIBLIN: After law school-- I mean, I can tell by your -- you're very bullish on Camden. Do you intend to practice in the City of Camden after graduation?

MS. LISTER: I currently work at a law firm in the City of Camden. Yes, around the area.

ASSEMBLYMAN GIBLIN: If you had not gone to Rutgers-Camden Law School, where would you have gone -- out of state?

MS. LISTER: Yes, I would have gone to-- I applied to Temple, Drexel, and Rutgers University. If I had not heard back from Rutgers University or, God forbid, they didn't accept me, I would have gone to Temple.

ASSEMBLYMAN GIBLIN: It would have been our loss.

MS. LISTER: Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

SENATOR CUNNINGHAM: Okay, we're now going to call Elizabeth Kilborn, Erin Kerr, Bill Whitlow, and Timothy Farrow.

(recorder malfunction)

ELIZABETH KILBORN: Hello, everyone.

My name is Liz Kilborn, and I am one of the students of the College of Arts and Sciences at Rutgers University-Camden. All my peers who are here are doing an excellent job defending the reasons against the merger. However, I am going to take this opportunity to talk to any Rowan students, faculty, and staff who are present.

To all the Rowans students, faculty, and staff, I want to apologize to you on behalf of the Rutgers University student body for the negative dialogue which accompanied the very first reactions to the merger proposal issued by Governor Christie.

The threat of having your identity, existence, and everything you've worked toward getting dissolved would ignite extreme passion and outrage with anybody. After the dust settled and the blood pressures dropped from the initial reaction of the proposed merger, many of us

realized we did not fully understand the facts, or lack of facts, establishing this proposal. Again, we could not reiterate enough, we apologize for the negative comments reflecting your school, and we hope to move forward toward a more positive and productive dialogue between both student bodies.

Rowan University is an amazing university. Your engineering and teaching programs, not to mention your athletic programs, are highly esteemed, prestigious, and known nationwide.

On paper, this proposal looks amazing for you. Rowan would stand to gain a law school, a business school, and a brand new, \$55 million graduate housing building. However, just like anything else in life, we need to look at the fine print of any deal because nothing is ever as good as it seems. The fine print doesn't tell you that this proposal may have huge monetary detriments to Rowan students. Do you understand that this merger will potentially cost millions of dollars? The Governor has been refusing to increase taxes, so who do you think is going to pay for this merger? You will pay for it through your tuition. The conservative estimates, that I've received through our faculty who have done numerous research on this, is estimating your tuition may -- like I say, may, go up \$5,000 to \$8,000.

In high school we all had the choice of where we wanted to go to college. We may have applied to one or numerous schools. The point is, we had options. Our younger brothers, sisters, neighbors, future students we don't even know will be stripped of their right to choose between multiple competitive college universities in South Jersey. Supporting the

merger means you support fewer higher educational options for the future students of South Jersey.

There is a way for both Rowan and Rutgers to not only exist, but for both universities to expand and complement each other through a consortium model where we would share resources. Not only will this leave both identities and institutions in South Jersey, it is simply more monetarily feasible.

Please, Rowan students, faculty, and staff, and legislators -- please read and understand the lack of information proposed in this merger and the threat this poses not only to South Jersey, but to the entire State of New Jersey's higher educational system. Please do not take this merger at face value, and take the opportunity to educate yourself on the fine print and how this will affect you.

Thank you.

SENATOR CUNNINGHAM: Thank you.

ERIN KERR: Good afternoon.

My name is Erin Kerr, and I'm here today first as a voting citizen in New Jersey; and second as a member of the Arts and Sciences School at Rutgers-Camden, and a member of the University Senate at Rutgers, at large.

It is true. We have higher education problems in South Jersey. You've heard about those today. I'm not going to go through them again. They're in my paper.

Everyone can agree on the fact that we need help in South Jersey for higher education. But the proposal to merge Rutgers-Camden with Rowan University will not provide that help. South Jersey is supposed

to get a university, with this proposal, that might have a world-renowned research staff, a medical school, a business school, an engineering school, a law school, and a ground-breaking Ph.D. program in childhood studies. We've heard about all of that earlier. This new school might double the size of collegiate seats in South Jersey, it might attract out-of-state students, and it might compete with Rutgers-New Brunswick for research grants. It just might keep students from going over the bridge for an education -- and then never returning. It might.

All of these possibilities are positive, however they are just that: possibilities. Nothing guarantees that merging these two institutions, which have different student demographics, academic goals, histories, would make a functioning, competitive school. This new school would have to compete with Rutgers-New Brunswick, an established research university with a medical school, large endowment, and over a million alumni worldwide. It would have to compete with Temple, Penn State, University of Delaware, and all the other out-of-state schools that the already established programs are already competing with. Cooper Medical School is a brand new medical school, and attracting students will be difficult, at least for the near future. Integrating the Law School into Rowan University would cause it to lose its accreditation, and regaining it could take years. The loss of a law school with a top 100 national ranking alone should discourage this proposal.

Some things are guaranteed by this proposal though. New Jersey taxpayers, like myself and I assume many of you, will have to pay for it. A change this astronomical does not happen without a cost. And if it does not come out of our pockets, I would like to know where it will come from. Also, students in South Jersey, particularly those who are considered

nontraditional, will not only lose the ability to obtain a degree from their state university, but they will lose the ability to choose the kind of higher education they receive. This merger would rob students in South Jersey of the choice, without a doubt. Another guarantee is that this merger cannot be successful overnight. Professors do not come with this merger, students do not come with this merger, research grants do not come with this merger. A research university must gain its respect, and this new school will not have that kind of accreditation. A university cannot be made great simply because an elected official says it is.

The message of the Advisory Committee's report is clear: create better opportunities for students in South Jersey. The way suggested will almost certainly not create those opportunities. If this merger happens, South Jersey will lose a research university -- we are a research university -- and access to its multimillion dollar library system. Students in South Jersey will lose their choice. That is South Jersey losing opportunities. As a lifetime resident of South Jersey, I am here to tell you that we cannot afford to lose all of that because of some possibilities. We need a consortium.

Thank you.

SENATOR CUNNINGHAM: Yes.

J. W. WHITLOW JR.: Good afternoon, Senator Cunningham, Assemblywoman Riley, members of the Higher Education committees of the Senate and the Assembly, distinguished faculty, guests, and students.

My name is Bill Whitlow. I'm a professor of Psychology at Rutgers University in Camden. I have received over \$2 million in funding from the National Institute of Health and the National Science Foundation during the time I've been at Rutgers in Camden. And I would like to speak

to you today about my knowledge of the realities of research funding in medical and higher education in New Jersey. As a resident of South Jersey, I'm also very concerned about opportunities for education and for research.

Much of the discussion of the past two months -- at least that I've heard -- has involved sound bytes and speculation. And there are claims, for example, that reorganizing higher education, medical education will lead to significant increases in Federal funding. What I would like to do is present some facts and context regarding Federal funding for research and medical education, based on data from 2011 from the National Institute of Health and the National Science Foundation, the nation's principal sources of research funding for science and medicine. The packet I have provided you with provides details about the facts I am going to review.

What national data show are that more funding goes to states with more people. That makes a certain amount of sense. In the case of NSF, the data show that New Jersey is average in funding, adjusted for the size of the population. What we need to know is who gets these grants in New Jersey, and so we need to look at the NSF data for institutions. And when we do that, it turns out that the funding for institutions depends upon the number of full-time faculty. That also makes sense. So we need to make adjustments in assessing research capabilities of our institutions in terms of faculty size.

When we make those adjustments and look at the amount of research funding of the two institutions in New Jersey adjusted for faculty size, what we find is that Rutgers, Princeton, NJIT, Stevens, and Rider do better than average for their size. Rowan, on the other hand, does less well

than any school except UMDNJ. What Rowan does well is funding for science education. They are well above average in the funding they get from the National Science Foundation for science education. In other words, Rutgers-Camden is a good research university and Rowan is a good teaching university. Whatever steps are taken regarding higher education, we should make sure the separate strengths of these institutions are reinforced and not weakened.

The second point I wanted to make is about medical research funding. There has been a lot of discussion about the reorganization proposed by the Barer Committee leading to an infusion of Federal funding for medical research. With respect to the takeover of Rutgers-Camden by Rowan, for example, claims have been made about creating a world-class university in South Jersey. Those claims are not supported by facts.

Since my time is up, I will thank you for your (indiscernible).

SENATOR CUNNINGHAM: Thank you.

TIMOTHY FARROW, ESQ.: Good afternoon, Madam Chairs, distinguished members of the Committee.

My name is Tim Farrow. I'm a 1999 graduate of the Law School in Camden, and I currently serve as the Treasurer of the Rutgers University Alumni Association, which is the university-wide alumni association. Formerly I was the Chancellor of the Law School Alumni Association, completing my term in 2008.

And what I'd like to start in my discussion with is what was referenced. And, Madam Chair, it was in the press -- in the paper. So if it's not accurate, I would certainly like you to correct me or elaborate any further. But there was a reference to the Governor's ability to sign the

executive order for reorganization and the fact that he has the legal authority to do it. So in your role as the Committee -- is to take in this information and then further advise.

ASSEMBLYWOMAN RILEY: I am -- I go back and forth on this one, so I don't actually have any -- actually clear -- what -- direction on what's going to happen. I was -- have been told that -- initially that this could be a reorganization by the Governor. I then get information that possibly, "No, it's going to have to come through the Legislature." But I still don't have one firm, "This is what is going to happen, and this is what we're doing." So that's why we're doing these hearings. One, if it is a reorg by the Governor, we would like to be able to present the information that we gain from the hearings to the Governor so that if something does happen through his Office that it is in a positive moment -- movement, without us always fighting on this issue. If it comes through the Legislature, then we can work on it, can't we? But right now that's where we are headed.

MR. FARROW: And that's exactly what I wanted to only briefly address; because you're, of course, not in the position, as the court, to ultimately rule on this issue. But I think it would be helpful to briefly provide what I feel is the research behind this issue as to which direction this must go legally. And that is for it to come through the Legislature. And that's based upon what I'm sure most of you, in your position as legislators, are familiar with -- the 1994 Act on the restructuring of higher education in the State of New Jersey.

And in that Act -- which the findings are very clear when that act was voted upon and finalized by the Legislature -- was that it was with a goal to restructure higher education and provide the independence that is

necessary for the universities within -- especially in this case, Rutgers University -- to have, to effectively govern. And when it restructured higher education throughout the state in dismantling the Department of Education (*sic*) on the State level, and formulating the council that would then replace it, it brought the universities specifically within the control of what happens with higher education in this state. And most importantly, in that act itself, of course, is the subsection that says that any entity which has been restructured through this Act is not subject to the executive order for reorganization. It's specifically laid out in the statute. And since then, of course, we've had the COAH decision that recently came down. And in my view, and the view of many other colleagues at the Law School -- the faculty, of course -- that decision is right on point. (timer sounds)

If I could just finish, because that question kind of--

ASSEMBLYWOMAN RILEY: Go, please.

MR. FARROW: --is right on point, in that what they found in that decision -- the Appellate Division -- is that COAH was formed by legislation which, again, specifically gave the Council on Affordable Housing their own discretion, and therefore did not allow for the Governor, through executive order, to reorganize or, in this case, abolish COAH. That is right in line with what we're talking about here. So that's why we're saying the power is in the hands of the Legislature, and we ask that you, of course, utilize that.

If I could make just a couple other brief remarks because of the break within the testimony.

ASSEMBLYWOMAN RILEY: Go ahead.

MR. FARROW: As I said, I'm a 1999 graduate of the Law School in Camden. And there has been a lot already laid out in terms of what this would do specifically to the Law School, in addition to Rutgers-Camden as a whole. And that is, of course, that it's been a top-tier law school for all its years now, basically, in formation. And this would strip it, of course, of that and allow -- force it to go through reaccreditation and all of those things. But it's not -- as the question was posed by Assemblyman Brown earlier -- its own individual school that could just be taken out. It cannot be. Legally, within the school there is no board of trustees, there's no board of governors that exists independently within the Law School. There are only those two boards that exist at Rutgers University level. So the Law School does not have the authority to separate itself and take the Rutgers name with it. And without that name-- And, again, it's been spoken about on several occasions today. It's not simply the name, it's what has been built over the years in terms of that name. And that's the same thing for the Law School, in terms of it being that research university and that quality that it's brought to the Law School over these years.

And in addition to that, as a member of the university-wide Alumni Association -- which has only existed now for four years -- all the Law School alumni are now members of that university-wide Alumni Association. So there have been incredible efforts at the university level to make sure that they're brought in -- the alumni of the Law School, Rutgers-Camden -- all within a unified body. They have marketed that, and they've stressed it immensely over the last four years through that Alumni Association being formed and other aspects of the university. So they've not only had that reputation as the Rutgers brand since the inception of the

Law School, but it's been something that has been greatly enhanced by really bringing it within a united university.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you.

Any questions?

Assemblyman Brown.

ASSEMBLYMAN BROWN: Tim and I know each other very well. He is my lawyer. (laughter)

MR. FARROW: No comment.

ASSEMBLYMAN BROWN: No comment.

Just one question for you: When you graduated from the Law School, what was the yearly tuition, and what is it today?

MR. FARROW: I think I know where you're going with this, and I agree with you 100 percent -- in guessing where you're going with this. It was only in the eighties when I went. But I can give you a very concrete example. My wife graduated five years later from the Law School. And when I first got her student loan payments, I literally turned to her and said, "What did you spend all this money on when you went to law school? How can you have over double the amount of loans I had just five years earlier?" So I understand the tuition has skyrocketed, it's continued to. And I understand the basic concept behind this whole proposal that we need to do something to trim the operational costs of these universities in this state. I absolutely agree with you 100 percent.

But what I'm asking this Committee to do is consider not throwing it all away in terms of the investment in these two universities by gambling on this proposal, when very -- *easily* is not the appropriate word --

but in a much safer fashion, transition through some kind of relationship, whether it's just the consortium or it's something expanded beyond that. But there is an opportunity here to take advantage of where we are at with this very engaged discussion and do something. But the something I'm asking is not the extreme gamble. The something is in the middle. And if that does not work, we transition to the next step. But that's what makes sense here. It's common sense, but it's financial sense also for this state.

ASSEMBLYMAN BROWN: And I agree with you wholeheartedly. And I think we're all here to figure out what is the most efficient way of delivering education.

You said your wife graduated five years after you, and that's 2005?

MR. FARROW: Correct.

ASSEMBLYMAN BROWN: So what is it today compared to when you graduated? It's double?

MR. FARROW: It's at least double, yes.

ASSEMBLYMAN BROWN: At least double.

MR. FARROW: Right.

ASSEMBLYMAN BROWN: So when we take into consideration efficiency within higher education, we have to take into consideration, to your point, the cost that we -- if we don't capture this-- The State will not have a choice but to continue to underfund higher education unless something is done. And as we vet this process through, I hope to God in my lifetime, for my kids who are 10 years old, that we have this in a situation where I can afford for them to go to school. Because the

disparity between those who are getting higher education and those who are not continues to grow in leaps and bounds.

I was a Freeholder in Burlington County. I was the liaison to Burlington County College for three years. And I can tell you right now, the economic prosperity that education brings is second to none. That's why I'm so passionate to figure out the way it should be delivered for our children's children. Because the way it's going now, the funding capacity that's available to the State -- and to what is going on in education -- will continue to dwindle, and the cost will continue to go up. And if we don't harness this and provide better opportunity, less kids will get the opportunity that you have, and that you have, and that you have, or even I did. And I went to The College of New Jersey. The year I was graduating they changed it to The College of New Jersey. I understood. But if I look back now and see those changes that occurred, the College is second -- is one of the top schools in the country for best buys.

So this is a great day. I think that you have handled this unbelievably well, and I think the audience has done great in delivering so much information. And we will continue, as a Committee -- or joint committee -- to work together to deliver a report to the Governor to where we think our educational opportunities should go toward.

So thank you very much.

MR. FARROW: Thank you.

ASSEMBLYWOMAN RILEY: You're going to become one of my favorite Assemblymen. (laughter)

ASSEMBLYMAN BROWN: Look to your left.

ASSEMBLYWOMAN RILEY: Assemblywoman Wagner.

ASSEMBLYWOMAN WAGNER: Thank you very much, Chairwoman.

I apologize for being late, but I was at an event in North Jersey before I made my way here. And I sat in on the first hearing. I have read everything that has come my way, including all of the e-mails. And at first I wondered why we were doing this. If it's to strengthen the opportunities for our students, that all sounds great for me. If it's to cut down on administrative costs, I can somewhat understand that. But I feel that, as a member of this Committee, I would like to know all the facts first and then decide on a plan. And I feel the plan came before the facts, and that's what I am struggling with.

Now, if I have any decision-making -- which I don't think -- I'm not so sure I do -- executive order versus the legislative branch. And I would hope that if anything comes out of these hearings it is that somebody is reading all of this stuff other than us, including the Governor's Office. Hopefully he is seeing that this is not such an easy plan to implement.

I also am a graduate of The College of New Jersey, and I was there when it was Trenton State. But to me, that I see differently because that was one institution. This I see as two separate institutions and almost as a land grab. So I do have my reservations. But I want to make sure that college education is affordable. So my way of thinking is going shared services, consortium. Can we do a better job with that? Because I know Rowan people love Rowan, Rutgers people love Rutgers, and I get that. But if we can share services and do that without destroying the name and what each school stands for, and certainly the accreditation, that will be what I am for.

So, listen, the lawyers who are out there -- I guess it will be your decision as to what's legal and what's not legal. I am not a lawyer. But I do appreciate hearing everything that everybody has had to say.

Thank you very much.

ASSEMBLYWOMAN RILEY: Assemblyman Coughlin.

ASSEMBLYMAN COUGHLIN: Thank you, Madam Chair.

Just quickly: I don't pretend to know how Rutgers is structured corporately. You indicated that Rutgers-Camden is not separate and apart. It is not a separate corporate entity from the rest of the university. Does the Legislature have the authority to require Rutgers to do something with their assets, or are they a separate corporate entity with their own rights?

MR. FARROW: Right. Well, that dates back to the 1956 Act, which gives the Board of Trustees and the Board of Governors of Rutgers University the voting power in terms of releasing any financial assets. So the answer to that question would--

ASSEMBLYMAN COUGHLIN: They obtained that power from the Legislature.

MR. FARROW: Correct. So, I mean, the other answer -- could you--

ASSEMBLYMAN COUGHLIN: And we can take it away?
(laughter)

MR. FARROW: That, I believe, would be within power, as exercised in the 1994 Act, in terms of restructuring in terms of the Legislature's power. There's potentially power to influence. But as of now, until that law changes--

ASSEMBLYMAN COUGHLIN: Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

Next we'll hear from Daniel Hart, Mark Showers, Naomi Nelson, and James Schwarzwald.

I guess the others left.

State your name.

J A M E S J. S C H W A R Z W A L D E R: My name is James Schwarzwald. I'm from Lindenwold, New Jersey. I'm retired. I spent 40 years in the field of public transportation.

I'm grateful to the Committee, to State legislators, governors, and Rutgers boards for establishing and funding Rutgers-Camden.

I received my B.A. degree in 1969 from Rutgers-Camden. Small then, today Rutgers-Camden enrolls about 6,000 students.

My wife graduated with a B.A. degree from Rutgers-Camden in 1970. Soon thereafter she traveled to Newark and passed all parts of the Certified Public Accounting exam. There were not many women CPAs in 1970. Our Rutgers-Camden degrees gave us equality with other Rutgers graduates. Getting a meaningful job or an advanced degree often hinges on the college that confers your undergraduate degree.

Following my service in the U.S. Army, my wife and I enrolled in Texas A&M University and received master's degrees in 1973. My mother, now deceased, received her B.A. degree from Rutgers-Camden in 1986 at the age of 72. Rutgers-Camden serves many nontraditional students.

The famous U.S. Supreme Court *Brown v. The Board of Education* decision ruled that separate but equal public education violated the Constitution. The proposed merger or *shotgun* marriage of Rowan

University and Rutgers-Camden would create a discriminatory, separate but unequal, condition. Future Camden graduates would not be Rutgers graduates, thereby lacking equality with New Brunswick and Newark graduates.

Most students at Rutgers-Camden are commuters. Many full-time students hold part-time jobs, and many having full-time jobs are part-time students. The High Speed Line, River Line, and New Jersey TRANSIT buses serve those who cannot afford to live in dormitories, eat meals away from home, or own cars.

I was proud that the Rutgers boards did not acquiesce to former Governor McGreevy's merger proposals. Today you will hear many good ideas to expand and improve research and higher education. These ideas will support the new Cooper/Rowan Medical School. Rutgers-Camden has been underfunded, but an undernourished patient needs nutrition, not amputation.

The Osteopathic Medical School in Stratford, with 520 students, will remain part of a realigned and renamed New Jersey Health Sciences University. Protect our State university, save Rutgers-Camden.

Thank you.

MARK SHOWERS: Good afternoon.

Thank you for coming to Rowan to listen to our concerns about higher education in South Jersey.

I'm Mark Showers, and I've lived in South Jersey since 1968. I started with Glassboro State College in 1980 and have witnessed the changes as we grew to become Rowan University.

In 1992, Mr. Henry Rowan recognized the need for increased access to engineering education in South Jersey and created serious change with his gift of \$100 million to start an engineering college. Some of you may remember the concerns that were raised by Glassboro State College graduates as their history and traditions were challenged by the name change to Rowan College. Fortunately, the swift completion of Rowan Hall and the admission of the first of over 1,000 engineering graduates quickly proved that history and tradition are only enhanced by the growth of what was soon to become a university.

We are now faced by an even greater need for increased access to higher education in South Jersey. Every year, tens of thousands of New Jersey high school graduates have to leave the state in order to obtain a college education. Every year I receive calls from relatives, friends, and anyone else who learns that I work at Rowan, asking if there is anything I can do to help their students gain admission to Rowan. They know instinctively that if their child leaves the state, they too often do not return to New Jersey after graduation. Friends who work at Rutgers-Camden and Stockton tell me that they also receive these calls. It would not be helpful to advise the callers to contact their legislators and ask for their help in expanding the number of seats available in South Jersey for their qualified applying students. The State has not been able to afford to fund increased access to higher education for the past several years.

Rutgers-Camden has done great work in helping to revitalize Camden. Rowan University has also done great work in helping to revitalize Camden and Glassboro. The incremental changes that we both have been able to effect are not nearly enough. The need is for sweeping

change that will affect the entire region of South Jersey. The need for revitalization is equally great in our shore communities, in Bridgeton, Millville, Salem, Vineland, Hammonton, Greenwich, and all of the many small towns in South Jersey.

We need to clearly define our mission of increasing access to higher education for our children, and creating an economic engine for the South Jersey region so that jobs will be available for them upon graduation.

We need to build upon our history and traditions by joining together to create a research university in South Jersey that will answer these needs. The addition of our resources will create something much greater than what we can accomplish individually. Please help us grow to meet the needs of all of South Jersey by moving to create a new combined university that will truly meet the needs of the entire region.

Thank you.

ASSEMBLYWOMAN RILEY: Do we have any questions? (no response)

Thank you very much.

Next, Lynne Vallone, Howard Marchitello, William D. Brown, and J.T. Barbarese.

I am so bad today. (referring to pronunciation) I apologize.

LYNNE VALLONE, Ph.D.: Shall I start?

ASSEMBLYWOMAN RILEY: Absolutely.

DR. VALLONE: Okay. Good afternoon. Thanks to all of you for hosting this event.

My name is Lynne Vallone. I'm a professor in the Childhood Studies Department at Rutgers-Camden. I have a brief statement and a short question.

I stand with the faculty, administrators, students, staff, and alumni of Rutgers-Camden in strong opposition to the takeover of our campus by Rowan University. I believe that the severing of Rutgers-Camden from Rutgers University will result in grave losses in choice and opportunity for both graduate and undergraduate students of South Jersey.

In particular, I would like to speak to a significant loss that will affect the best and brightest of our undergraduate students, a loss of opportunity that has not been widely spoken about in the context of this ill-advised takeover plan: eligibility for election to Phi Beta Kappa, the oldest and most distinguished academic honor society for undergraduate students of the liberal arts and sciences.

Students at Rutgers-Camden are eligible for consideration for Phi Beta Kappa through the Alpha chapter at Rutgers-New Brunswick. Rowan University does not have a chapter of Phi Beta Kappa. New chapters, granted to the full-time faculty of an institution -- not the institution itself -- are difficult to obtain. At least 10 percent of the full-time arts and sciences faculty must be Phi Beta Kappa members in order to apply for a charter. This application process is lengthy, stringent, and expensive, occurring on an triennial basis.

As a proud member of Phi Beta Kappa, I am loathe to anticipate a future in which the students of South Jersey will no longer have access to this emblem of strong achievement and strong potential. Only approximately 10 percent of American colleges and universities have

membership in Phi Beta Kappa. Rutgers University is one of them, Rowan University is not.

Please keep Rutgers University in South Jersey for the good of all of our students, including the most academically gifted among them. That's my statement.

Now I have a short question: When I left a major research university in Texas -- shout out to the Aggies -- to come to Rutgers-Camden five years ago to help establish the nation's first Ph.D. program in Childhood Studies, my tenure and rank as full professor did not transfer with me. I earned tenure and my rank at Rutgers University. My question is this: If the takeover occurs, as the Governor insists that it will, and Rutgers-Camden ceases to exist, who is going to fire me from Rutgers University, and on what grounds?

Thank you.

HOWARD MARCHITELLO, Ph.D.: Good afternoon.

My name is Howard Marchitello, and I'm a member of the Rutgers-Camden English Department and currently the Associate Dean of the Graduate School.

Before joining the Rutgers faculty in 2007, I was on the faculty of Texas A&M University for 17 years, where I served as the Associate Graduate Director and then Graduate Director of one of the nation's largest M.A.- and Ph.D.-granting English departments. I was also a member of the Carnegie Foundation for the Advancement of Teaching's multi-year Carnegie Initiative on the Doctorate.

I have two brief points today.

First, my years of experience in graduate education have taught me a number of crucial lessons. Most importantly, I know -- and higher education professionals know -- that a university's status as a research institution is directly linked to its track record in graduate training. This is explicitly the case when earning AAU membership. And graduate student enrollment, especially at the doctoral level, is largely a function of a university's reputational standing among its national and international peers. There is no gubernatorial or legislative act that can confer reputational standing in higher education. Such reputations are the result of decades or, indeed, centuries of success in advanced graduate training, and many decades of state support and investment, and cannot be manufactured.

The suggestion that the loss of Rutgers-Camden to Rowan will produce a new research university in South Jersey is deeply flawed. There are no short cuts, nor has there been, as other people have said today, a single instance in the history of American higher education in which a state has allowed the dismantling of its flagship state university.

My second point: There have been statements by some supporters of the takeover to suggest that Rutgers-Camden faculty who are opposed to the Rowan takeover are afraid of change, and we've heard patronizing condescension offered in the guise of advice. Change, we are told, is hard and can be upsetting, or we're sometimes told we're being emotional. We reject this out of hand. As teachers and researchers we are, in fact, dedicated to change, for what is education and what is research except the intellectual pursuit of change: the generation and spread of new knowledge. This proudly is our business, but only when what we are

pursuing is positive change. What we are opposed to is change for change's sake, or the embracing of negative change. While it is true that South Jersey needs a greater share of the State's higher education dollars, I cannot accept that the proposed fix to the situation, which would dismantle the region's already successful research institution, represents positive change.

I would urge members of the Legislature to set aside this politically motivated recommendation of the Barer report and embrace instead the ready and easy way to improve higher education in South Jersey: grow and develop both Rutgers-Camden and Rowan University, encourage meaningful collaboration, and support the missions of these two independent institutions.

Thanks very much.

WILLIAM D. BROWN, SR.: Good afternoon to the members of the Senate Higher Education Committee and the Assembly Higher Education Committee.

My name is William D. Brown. I am the Vice President of Rutgers University-Camden Alumni Association -- we represent 45,000 alum -- Secretary Treasurer of the Rutgers University Veterans Association, and past president of Rutgers-Camden Alumni Crew. And on behalf of those organizations I welcome you to South Jersey -- and the opportunity to share our grave concerns concerning the University of Medicine and Dentistry of New Jersey Advisory Committee's final report.

My preference would have been to invite you to Rutgers-Camden and perhaps to the boathouse -- awesome. Unfortunately, that's not the case.

On a personal note, I served in the U.S. Air Force. I graduated from Rutgers-Camden with a degree in accounting, and I have an MBA at Monmouth University; and have spent the last 25 years serving New Jersey government as a Fiscal Resource Manager and Supervising Administrative Analyst for New Jersey, committed -- a lifetime commitment to improving our government. I have managed your cash resources and drafted your State plan amendments for Food Stamps, Welfare, Energy Assistance, hospital reimbursement, Mental Health, RTC and DDD facility rate reimbursements.

I have read and re-read the final report, and I am unable to understand why anyone, including our Governor, has stated that this is the document that he's basing his decision on to terminate our beloved Rutgers-Camden. This document contains no substance, lacks independence, is misleading, and its all-or-none conclusion serves no meaningful purpose that I can decipher. The only facts given in the entire report were the respective numbers of the students and the employees of the respective universities.

On a personal note, as a veteran, with the loss of Rutgers-Camden, I have concerns for those veterans who will follow me who wish to attend Rutgers. Rutgers-Camden is currently the only Rutgers campus participating in the service members' Opportunity College Consortium. This is a vital program that significantly aids in the reintegration and transition process for our returning veterans. If you're not aware of this, what this means is, credits that you earned while serving your country -- some of these credits, after you take a test, will be transferrable.

The report supports the education vision of New Jersey's two most powerful politicians. I know at Rutgers-Camden we're dealing with a stacked deck. I can't tell you how many people have approached me on a personal and professional level and said, "Bill, why are you fighting this?" I'm fighting this as my son fought it. We fight for what we believe is the right thing.

SENATOR CUNNINGHAM: You're going to have to begin to wrap up, sir.

MR. BROWN: I'm sorry.

Well, I will wrap up with this: Assemblyman Brown pointed out his concerns with efficiency in government, and particularly with our universities. I agree. I have dedicated my life to implementing proficiencies in change in our government. But this proposal, as presented, will do nothing but increase additional cost.

The last two governors, Governors Corzine and Christie, have both drastically reduced our higher education funds, and now we're going to-- The proposal is to increase that funding but without a plan, without impact statements.

Thank you.

SENATOR CUNNINGHAM: Thank you.

J. T. BARBARESE, Ph.D.: I want to thank the members of the Committee.

My name is J.T. Barbarese, and I'm an associate professor of English at Rutgers-Camden.

My colleagues already detailed some of the incongruities and the complexities of the proposed takeover. So I wanted to mention a tiny implication of this event that has not happened yet.

I am the Editor of one of two literary magazines published by Rutgers University, the magazine *Story Quarterly*, whose headquarters is at Rutgers-Camden, and two copies of which I have circulated with the Committee in lieu of the 15 copies of what I'm about to say to you.

I want to tell you briefly a story. *Story Quarterly* was acquired by my university in 2007. It has been editorially overseen by me and an editorial board that includes writers of national reputation, including Jayne Anne Phillips, our colleague at Newark; and Lauren Grodstein, our colleague at Rutgers-Camden.

More pointedly, it is financially administered and managed by Rutgers-Camden. *Story Quarterly* has been in continuous existence for four years. When it became the property of Rutgers-Camden five years ago, it was understood to be under the stewardship of Rutgers-Camden and no other institution. There was, at the time, no hint that it might become the property of another institution. And our guarantee that it would remain part of Rutgers-Camden was emphatically part of the acquisition agreement.

Immediately after we acquired *Story Quarterly*, we received a financial gift from Mr. Rich Aregood, a Pulitzer Prize winning journalist and a Rutgers-Camden alumnus. The donation of \$50,000 was to underwrite publication over five years of the magazine, which would be matched, dollar for dollar, by contributions from my department chair and from my dean.

For an institutionally affiliated journal, this is a windfall. Last month, following the Board of Governors meeting on my campus, I spoke

with our donor by phone about his gift. He said, and I paraphrase, he would not write a check until he knew whether to write it to his alma mater, Rutgers-Camden, or to Rowan. And when I pressed him about this, it was clear that he felt no obligation to continue with his commitment to a journal no longer overseen by his beneficiary, his alma mater, but by another institution.

I hope you see the problem. *Story Quarterly* is an acorn on the forest floor in all of this. But sometimes it's necessary to see the oak in the acorn. The implications of this process, and how the process thus far has caused confusion at every level -- the result of what Senate President Sweeney a little while ago called a concept without a plan.

Thank you.

SENATOR CUNNINGHAM: Are there any questions by the Committee? (no response)

Thank you.

We'll now have William T. FitzGerald, Hyun Seo -- and I hope I pronounced that right -- Karen Siefring, and Phillip Lewis.

Please begin, Mr. FitzGerald.

WILLIAM T. FITZGERALD, Ph.D.: Thank you, Madam Chairs and Committee members. Thank you for holding these meetings.

There's a saying, "It is easy to praise Athens among the Athenians." I take this easy road to praise Rowan and to state that it is time for Rowan to be a major university in the region, with research-based teaching at the heart of its mission. South Jersey needs more seats in institutions of higher learning; more research dollars; more innovative programs in science and technology; more high-quality, hands-on education

designed to meet the demands of a 21st century workforce. I say this as a professor of English with many colleagues here today at Rutgers-Camden.

We can demand no less at this time. The current system of State colleges and universities in New Jersey is outdated by decades and in need of major redefinition. Rowan University is a test-case for what investment in public higher education can and must accomplish.

To be clear, Rowan needs to grow -- to double in size by 2025 or 2030. That growth must be in the direction of a new model for New Jersey of a comprehensive research university. Think East Carolina, in North Carolina; George Mason, in Virginia; Western Michigan, in, well, Michigan; and so on. My point is that New Jersey needs additional public universities with bona fide research status. By virtue of its history and its location, Rowan is poised to make that transition and deserves the resources to do so -- new lines for research faculty, with appropriate teaching loads and benchmarks for tenure and promotion; and new masters and doctoral programs that reflect an evolving mission. We lose too many students to neighboring states, as others have said.

But let me also be clear: Rowan does not need to absorb a regional campus of Rutgers, the State University of New Jersey to become a major research university in its own right. The implication that to achieve its destiny Rowan must be given Rutgers-Camden is condescending. In truth, South Jersey and New Jersey need both Rutgers, with its statewide mission and national profile as an AAU university across three campuses; and Rowan, with a vital role in the region, to develop into an economic and educational powerhouse. If anything, the Governor's merger proposal is a failure of imagination to think big, an act of redistribution rather than

reinvestment. Across the river, Philadelphia and its suburbs have dozens of colleges and universities. South Jersey needs, at a minimum, two strong, distinct universities to maximize choice, promote healthy competition, and foster productive synergies. (timer sounds)

One last sentence: Let Rowan be Rowan. Allow it to achieve, in its own right and its own way, greatness. And let Rutgers be Rutgers, with a storied past and a bold future on the banks of the Raritan and on the Delaware. (applause)

SENATOR CUNNINGHAM: Thank you.

No clapping, please.

Next.

HYUN KYU SEO: Good afternoon.

My name is Hyun Kyu Seo, and I'm an undergraduate studying graphic design at Rutgers-Camden. I'm also the creator of a website, r2rmerge.com, and it's a petition with over 11,700 signatures from people who believe that Rutgers-Camden should remain in South Jersey.

A little personal story is that the credentials I've gathered from Rutgers-Camden have allowed me to successfully be accepted into some of the best design schools in the world, all out of state. I've sacrificed all acceptance letters and decided to continue my education at Rutgers-Camden, a flourishing research institution that has made profoundly influential strides of research respected by institutions such as Harvard, Yale, Princeton, and UPenn. Rutgers hosts doctors and professors who have graduated from such prestigious institutions to lecture and perform research at Rutgers-Camden. It would be incredibly irresponsible if our legislators were to vote for this merger to happen. Rutgers-Camden, with all of its

incredible attributes, will cease to exist in South Jersey and take choices away from our South Jersey citizens, who are the constituency that the legislators have the responsibility to represent in this important decision. It is the responsibility of our legislators to acknowledge the concerns of the citizens in order to make a decision that will be mindful of all of the different issues that should not move forward. So much is at stake if Rutgers-Camden does not remain in South Jersey.

If a newly created institution is made, it will suffer the loss of databases, including electronic journals, archives, books, and access to all of the Rutgers libraries we currently have access to, to perform research. These databases and research materials take a substantial amount of funding to maintain subscriptions. I and many others acknowledge that this attempt of a merger is financial, and considering the necessities to operate as a research institution, this newly created institution will need to apply for all of these existing subscriptions to even be eligible to apply for research institution accreditation.

Our law students will be incapable of practicing law if they graduate from a non-accredited law school. Our South Jersey students who had hopes of attending Rutgers-Camden will be disheartened and potentially cross the Bridge to Drexel, UPenn, Temple, and others to conduct-- This will drive our talented students out of South Jersey even further.

If any decision is made today, the decision should be made to keep the Rutgers-Camden element out of the decision between merging UMDNJ with Rutgers. Because if Rutgers-Camden ceases to exist, students like myself, who are motivated and have great potential that may be held

back by family or economic responsibilities, will lose the choice of an accessible, established, and renowned research institution.

Thank you.

SENATOR CUNNINGHAM: Thank you.

KAREN T. SIEFRING: Madam Chairwomen, members of the Higher Education committees, and guests, thank you for the opportunity to speak today.

I am Karen Siefring, and I speak on behalf of the American Federation of Teachers, AFT Local 2373, at Rowan University.

Our position on this matter is to encourage you to either accept the UMDNJ Advisory Committee report as written or reject it. Our Communication Workers of America branch president, our International Federation of Professional and Technical Engineers chapter president, and I stand ready to continue to move our university forward regardless of the outcome -- as per our recent letter to you, a copy of which I have supplied again today.

We take pride in our institution and would like to share with you the reasons for this pride. There are two constants that have helped define Rowan University throughout our history. These are our demonstrated ability to manage change and our desire to continuously excel, as what defines excellence is striving for continuous improvement.

Let us briefly review our history of change. Rowan began in the fall of 1923 as Glassboro Normal School, a two-year teachers' training school with 236 students. The citizens of this region needed educational opportunities in the area of teacher training. In the 1920s, there were two other colleges started in southern New Jersey, the Law School of South

Jersey and the College of South Jersey, both located in Camden, New Jersey. These institutions were merged with Rutgers University in 1949 and 1950, respectively.

With an expanding curriculum necessary for teacher training causing the creation of 4-year programs, we became the New Jersey Teachers College at Glassboro in 1937. In 1949, graduate courses began to be offered in education. Still changing with expanding curriculum and enrollment, we became Glassboro State College in 1958.

Becoming a comprehensive liberal arts institution in 1966, we introduced our Liberal Arts programs. The Hollybush Summit put us on the international map in 1967. Our Camden Urban Center, now our Camden Campus, opened in 1969, as there were still unmet educational needs in Camden. Our athletics program won its first of many national championships in 1978.

As a result of the 1992 transformational \$100 million dollar gift from Henry Rowan, our name was changed again to Rowan College of New Jersey, and so with it began our Rowan College of Engineering, now with a nationally ranked chemical engineering program. We were then approved to offer our doctorate degree in education in 1997. And our institution achieved university status on March 21, 1997, becoming Rowan University.

In 2009, an executive reorganization order called for Rowan University and The Cooper Health System to partner and create a four-year allopathic medical school in Camden. Our first class will enter this fall.

Thus, in our 88-year history, we can point to a minimum of 12 major changes in names and/or mission. Statistically, we've handled a

major structural improvement or change roughly once every seven years. Our status quo is change.

As for pride in our desire for excellence, we do not rest on internal measures, but look to external experts to verify and document our achievements. We hold nine national and international accreditations, plus the preaccreditation for our medical school. And we continue working on more. Our Rohrer College of Business, for example, will host their specialized accounting accreditation visit this fall. With it, we may become one of only a handful of business schools in the nation to hold three major international accreditations.

Whatever the final outcomes of the UMDNJ Advisory Committee's report is, we will continue to successfully manage change -- just as we have always done while achieving continuous improvement.

Thank you for the opportunity to speak today and for your service to our fine State of New Jersey.

P H I L L I P A . L E W I S , P h . D . : Thank you for giving me the opportunity to speak today.

I am Dr. Phillip A. Lewis. I am an associate professor and Chair of the Department of Marketing and Business Information Systems here at Rowan University. And I'm speaking here today as the negotiator for Local AFT 2373.

Much of what has been said and written has cast Rowan University, and those of us who work and learn here, in the roles of villains, even though we had neither representation on the UMDNJ Advisory Committee, nor any meaningful involvement with UMDNJ, which created the -- resulted in the creation of the Advisory Committee.

A number of individuals, groups, and union locals have simply wished to oppose the reorganization of UMDNJ in order to maintain the status quo. That, from our AFT 2373 perspective, was playing into a narrative that suggests that State employee unions are preventing progress in New Jersey.

Rowan AFT 2373 has taken a neutral stance on the recommendations, recognizing that it is a decision outside of our hands and one that is not the result of our own work. However, today, as the negotiator of AFT 2373, I would like to encourage you to consider only two alternatives as you review the recommendations of the Governor's UMDNJ Advisory Committee: either adopt the recommendations, as outlined in the Committee's report regarding the merger, or ignore them entirely.

If you and the Governor choose to ignore the recommendations as they apply to southern New Jersey, Rutgers-Camden and Rowan will continue to coexist as they have for over 60 years. For its future, Rowan has a strategic plan that includes the expansion and growth of educational opportunities for all New Jersey residents, both in Camden and Gloucester counties. Those plans can continue without modification or State involvement. Rowan will continue to expand its footprint in Camden with the opening of the newly remodeled First Camden National Bank and Trust Building, and the completion of Cooper University Medical School at Rowan in the City of Camden.

If, on the other hand, you choose to adopt the recommendations, our two institutions will have to strategically redesign, merge, or differentiate colleges, departments, and programs at all of our locations. What we will need to be successful in this merger of the

universities, cultures, and labor groups is time and flexibility. Time will be needed to graduate students in the process; to tenure probationary faculty who are in the process; to honor existing contracts until they are at their expiration dates; and flexibility will be needed to consolidate the various separate agreements into a single agreement that reflects the both -- the best of all previous collectively bargained agreements.

While I would encourage you to watch us achieve these goals, I would discourage you from trying to micromanage those from Trenton. I want to discourage the Governor and the Legislature from doing something more than doing nothing, but not quite a merger. Over the past weeks I have heard a variety of merger alternatives presented that suggested mandated collaboration between faculty groups, mandated partnered advisory oversight of the medical school, and various partnerships mandated from Trenton that would result in doubling the number of bargaining agents, administrative levels, and the like.

As a result, we encourage you only to consider the two options and, as Senator Sweeney suggested, develop a plan.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you.

SENATOR CUNNINGHAM: Thank you.

ASSEMBLYWOMAN RILEY: All right. On our list next would be Maurita Bivans, Sean Duffy, Joe Almedia, and Debra Kendall.

I'm sorry, again, if I have mispronounced someone's name.

If you were like any of my classroom students -- they would constantly correct me, so you correct me.

I was wondering if a Virginia Doolittle was here? (no response)
She is on the list.

Thank you.

How about a Dr. Elmore?

UNIDENTIFIED SPEAKER FROM AUDIENCE: Do you mean Dr. Freddie Elmore?

ASSEMBLYWOMAN RILEY: Elmore, I apologize.

UNIDENTIFIED SPEAKER FROM AUDIENCE: It's Minister Dr. Freddie Elmore.

ASSEMBLYWOMAN RILEY: I can't read my own handwriting. Forgive me.

You're going to have to work out what order you'd like to go in.
MAURITA BIVANS: Thank you very much for the opportunity to speak with you.

This coming fall semester will mark significant history for me regarding Rutgers-Camden. Fifty years ago I was a freshman at Rutgers-Camden. My career history also includes my recent tenure as a full-time assistant professor here at Rowan. I'm here to make two comments regarding the proposal and the merger of Rowan and Rutgers. This proposal will, of course, erase all the story-filled history, the legacy that has been built over time as far as the research status at Rutgers-Camden that would also be impacted.

My first concern is the cost. And as a resident and taxpayer of New Jersey, I listened to the Barer report on February 6 in Trenton and was surprisingly disappointed that when asked for the cost and planning for implementing the proposal, Dr. Barer responded that the Committee was

not charged to explore planning or budget issues. I'm very much concerned that the cost concern that was mentioned by the Rutgers President, Dr. McCormick, when he gave his information -- because he was given the task to begin planning and transitioning, regarding the meds. His projected cost for just the meds transformation was \$40 million.

During the discussion process, the Barer committee was asked to expand their task, and that's when they included the eradication of the Rutgers-Camden campus. My question to you is: What is the cost and the funding source for the medical and academic schools in this proposal?

I've given two letters to you. They're written by New Jersey Senator Rice, which was distributed on February 6; and a list of questions from U.S. Senator Frank Lautenberg. His correspondence is dated February 22. I'm hoping that you will respond to their questions and give more information to the public.

My second concern regards the thought that a comprehensive research university would be formed by this merger. I'd like to read the first -- in part -- the first mission statement sentence for Rutgers University. It reads, "As the sole comprehensive public research university in the State's system of higher education, Rutgers, The State University of New Jersey, has a threefold mission." It goes on to say that the mission is to provide instructional needs, conduct cutting-edge research, and to perform public service.

As a part of the faculty here at Rowan, I have firsthand knowledge of the outstanding faculty members, the dedication to work and research that is undertaken. The many occasions when faculty published, presented papers to national audiences and authored books is well

documented. I'm also aware that about four years ago there was a formal initiative to expand and increase research efforts to move Rowan to be a research university.

Fine programs exist at Rowan just as they exist at Rutgers. If there must be a change, I favor a consortium model with each university maintaining its own autonomy, and that would be cost-effective.

I also want to alert you that membership in AAU is by invitation only. Rutgers is a comprehensive research institution, and it took 89 years to gain that AAU status. There are many fine schools that are research -- well-rounded research universities. And the difference is, the prestige of AAU actually attracts outstanding faculty and students, and also provides a huge economic impact.

Thank you.

S E A N D U F F Y, Ph.D.: Thanks for hearing me today.

My name is Sean Duffy. I'm an associate professor of Psychology at Rutgers-Camden and Director of the Psychology undergraduate program.

I know my time is brief so I will focus on a simple message: If you want to create a great research university, you must first conduct the research. You must ask pointed questions and find data that provides probing, thorough answers, since the stakes at hand are so large. We're not talking about changing the name of a bank; we're talking about eliminating a university. We must not simply accept at face value the recommendations of the Barer report.

And in reading that report, what shocks me the most is the lack of serious data supporting the hostile takeover of Rutgers-Camden. For all

the grandiose promises of what this takeover will bring to the region, what is completely missing is actual data addressing some of the following questions. Members of both Rutgers-Camden and Rowan communities deserve answers to these questions.

First: What data suggests that students in New Jersey will actually attend this untried and untested mega-university? Or will they look north toward the new Rutgers, The State University of North Jersey for their education, or toward institutions across the Delaware?

Second: Is there data suggesting that students will attend the Camden campus, or will it quickly become an abandoned shell of its former self?

Third: What evidence exists that top-tier research faculty will flock to the new Rowan, or rather leave in droves for more established universities with better research facilities?

Fourth: What budgetary analyses exist demonstrating that funding to hire top-notch research faculty will flow into the new Rowan, and from what sources?

Fifth: What evidence supports the argument that this new institution will attract top students and faculty in a market that's already saturated with universities in Philadelphia?

Sixth: Where has the data been generated about the economic costs of this merger? I see a 517 million pound gorilla in this room. (laughter) Rowan already has over a half-billion dollars of debt, and Cooper Hospital's bonds trade almost at junk status. Is the purpose of this merger truly educational or simply financial -- a way to shore up Rowan-Cooper's bond ratings?

Eighth (*sic*): What studies suggest that eliminating an institution like Rutgers-Camden is the only way to financially support a medical school?

Ninth: Will disenfranchised former Rutgers-Camden students continue to donate money to higher education in New Jersey?

And tenth: What studies have been done on how the mechanics of this will work out? How will tenure be evaluated? What are the new teaching loads, class sizes, which curricula will be followed?

So these are just 10 questions, and I have about a 100 more. These are important questions that can be answered with research, but have not. I have seen no analyses, no studies, no data. I've only heard empty promises from individuals with no experience in academia. Where are the voices and input of those on the front lines of higher education who understand the challenges and difficulties involved in running a research university? Our Rutgers voices have been silenced because we were never invited to the discussion table in the first place. This is no way to start a research university, but it is a great way to destroy the one research university that already exists in South Jersey: Rutgers-Camden.

Thank you for your time.

DEBRA KENDALL: Hi. My name is Debra Kendall, and I come before you today as a resident of New Jersey.

I have children who have attended both Rutgers University in Camden and Rowan University. And I believe both institutions are excellent in their own right.

But I am here today on behalf of my entire family and many citizens of New Jersey. And I thank you for the opportunity to express our universal opposition to a complete merger of Rutgers-Camden into Rowan.

As everyone knows, Rutgers University has been an invaluable resource for higher education in South Jersey, as well as an incomparable resource for the improvement of the City of Camden educationally and economically for over 62 years. Generations of scholars have benefitted from the prestigious, world-renown name and resources of Rutgers, The State University of New Jersey, resulting in class after class of graduates thriving in our nation's workforce.

My husband, who has served for 20 years as a member of the Haddon Township Board of Education, and as -- now serving his sixth year as President of the Camden County School Boards Association. He and I have both helped to guide many students to Rutgers-Camden. We have personally seen the uncompromised success that the excellent staff of Rutgers-Camden has provided to southern New Jersey students who decide to stay near home or who prefer to attend a smaller, more intimate campus to pursue their higher education aspirations.

While we absolutely respect Rowan, we believe that Rutgers, with its 200-year history of awards, honors, and certifications is far too precious of a resource to be removed as an opportunity for the future students of South Jersey.

Rutgers' accomplishments as a premiere research university cannot be ignored. This designation is not easily achieved. We ask that the Committee, instead of removing Rutgers' name and presence from South Jersey, form a consortium between Rutgers-Camden and Rowan so that

both universities can thrive while working together and, in so doing, provide greater opportunity through educational choice.

Thank you very much.

FREDDIE ELMORE: First, giving honor to God, to this august Committee, to alumni of Rutgers, to students at Rutgers, and to the Glassboro family.

I'm Minister Dr. Freddie Elmore, Rutgers-Camden class of '73 undergrad.

I have a -- an honorary doctorate of divinity from Calvary Grace Church School in Pennsylvania. My youngest daughter had an opportunity to go to the University of Pennsylvania, but on my suggestion she chose to go to Rutgers-Camden and was in the Class of 2006.

I digress a little here: How have I got to Rutgers-Camden? My dad was in the military, and when he was sent to Vietnam, he bought a house in Cherry Hill, New Jersey. I was going to college in central Missouri. On that campus I was the human relations committee chairman.

I left that school in my senior year. I went to Camden, and I saw Rutgers University. I fell in love. I was a great football player. I had an opportunity, probably, to play football in New Brunswick. But I chose the Camden campus. I worked at U.S. Steel at the time. And Rutgers was very appealing to me, so I went to Rutgers-Camden.

I heard somebody say-- Churchill said there is nothing wrong with change if it is in the right direction. This proposal to change Rutgers-Camden to Rowan University is in the wrong direction. Changing Rowan to Rutgers would be in the right direction.

I hope that every time Governor Christie goes to work, a contingency of Rutgers sympathizers would be protesting and marching around Governor Christie's workplace, full of protesting clergy, alumni in New Jersey and U.S. citizens.

Jonathan Edwards, of 1703 to 1758, an American theologian and revivalist, wrote the sermon that is "Sinners in the Hands of an Angry God," about what happens to sinners. This proposal to change Rutgers to Rowan is putting Christie and company in the hands of an angry God. I am here to tell Governor Christie not to permit this sin.

Christie, what makes you think that Rowan is more prestigious than Rutgers? It seems that step by step you intend to turn all of Rutgers into Rowan. Rowan paid to change Glassboro into Rowan -- that's Mr. Rowan paid to change Glassboro into Rowan. How much is Rowan paying to change Rutgers into Rowan?

My wife Juliet told me to tell you Rutgers is greater than Rowan.

And I will say this -- like Patrick Henry said in his words -- give Rutgers liberty or give death to this proposal to change Rutgers into Rowan.

Thank you.

ASSEMBLYWOMAN RILEY: Do we have any questions from the panel? (no response)

Thank you very much for your testimony.

All right, Alex Bernstein, Patrick Nowlan, Kathy Hernandez, Jean Pierce.

And I have-- Can you fit five up there, because I have one more? (affirmative response)

Frank Fulbrook.

ALEX BERNSTEIN: Good afternoon.

My name is Alex Bernstein. I'm the Executive Director of AAUP at UMDNJ.

Thanks for giving us the opportunity to address the Committee.

We represent over 1,500 faculty at the University of Medicine and Dentistry of New Jersey, spanning the whole state.

And my objective here today is to raise your awareness about the potential impact the Advisory Committee's recommendations will have on faculty terms and conditions of employment, as well as their collective bargaining rights.

I want to start by telling you -- so that you don't think I'm coming from a one-sided perspective -- that the faculty at Robert Wood Johnson desire to have this merger go through with Rutgers. However, they do not want to do so at any cost.

The incorporation of Robert Wood Johnson School of Public Health and CINJ -- the Cancer Institute of New Jersey -- into Rutgers presents a human resources-labor relations challenge beyond one's imagination. I'm telling you this from the perspective of a director of labor and employee relations -- director -- at St. Vincent's Catholic Medical Center, who was involved in the merger of three huge healthcare systems into one and oversaw its collapse over the next six years. So I'm telling you from-- I'm trying to speak to you from a certain perspective, although I started my employment shortly after the merger.

I will tell you this: that much of the collapse that happened after the merger is attributed to not giving sufficient thought and

consideration, and a lack of understanding of the HR and labor relations issues that arose after the merger. So I want to highlight a few in the form of what I believe are unanswered questions. And I think you've heard a number of these acorns -- using the quote from a previous speaker. And so I will list them to you -- unanswered questions.

Number one: How will the State ensure that the individuals most affected by the proposed restructuring -- the residents of Newark, New Brunswick, Piscataway, South Jersey, and the employees of UMDNJ, Rutgers, and Rowan -- have a seat at the table to determine their future and the future of their institutions? We should all ask ourselves: Why has UMDNJ and Rutgers not included faculty and staff on these various integration teams? This is a pretty significant issue, and I think the fact that they're not included-- You've heard all the concerns that are raised here. You can only imagine the type of issues that would be raised if there was involvement.

Number two: Will Rutgers recognize the existing UMDNJ bargaining representatives? Will Rutgers honor the various collective bargaining agreements between UMDNJ and its faculty and staff, agreements that impact upon salaries, benefits, seniority, and so forth?

Will current faculty titles and academic rank, their academic track, promotion guidelines and procedures, and school bylaws -- which are -- incorporate critical shared governance principles -- be retained? These are critical to faculty.

Will Rutgers honor the commitments made to Robert Wood Johnson School of Public Health and Cancer Institute of New Jersey faculty in their term contracts -- their individual contracts that faculty hold, or

individual agreements that were reached between chairs and the faculty, or their deans and the faculty, and so forth?

Will the restructuring affect faculty tenure?

We are concerned about all of these things, as are the faculty at these institutions that want this merger to go through.

All these questions and issues that I've just raised equally apply to the Rutgers-Camden/Rowan merger as well. As well, there are criticisms that you've heard about the Rowan-Camden -- apply equally at UMDNJ and Rutgers. And I think that we need to all recognize that.

However, to their credit, the Advisory Committee did recognize the importance of these questions. In fact, they mention them on pages 6 and 7 of their interim report. But it's interesting that in their final report they did not address them at all. And I think you've heard comments to that affect here today as well.

Today these questions remain unanswered, and we are calling upon each of you to work with all of us in the coalition and to shape the answers to these questions so we can achieve the objectives of the Advisory Committee recommendations. It's to make each of the institutions stronger. However, this objective can't be achieved without -- with a mandate from the Governor, or a deadline, or at the expense of one individual institution. I think we all recognize that. I think we have to work hard and demand answers to these difficult questions. And I think the only way of doing that is by working together to figure out the details. And it's more than just details, these are substantive questions.

What is the HR-labor relations roadmap? What is the financial roadmap? This is all connected. Ultimately -- as you heard Dr. Rodgers

speak to you -- this will require time and money. There is too much at stake here -- and I think we all recognize that -- to move forward without a plan that answers these questions. And I propose the only realistic way to do that is to do so legislatively. And we hope that these hearings are the process for that.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

KATHLEEN HERNANDEZ: Good afternoon.

My name is Kathleen Hernandez, and I'm the Executive Vice President of CWA Local 1031. Local 1031 represents workers of the nine State colleges, which are Ramapo, William Paterson, Montclair, Kean, The College of New Jersey, Thomas Edison, Rowan, and Stockton. Additionally, we represent approximately 600 supervisors at UMDNJ, 23 municipal libraries, and several municipal groups.

CWA Local 1031 represents four bargaining units at the State colleges. They are administrative/clerical, professional, supervisory, and higher-level supervisory. These workers are State workers, and they collectively bargain with the State of New Jersey, not with Rowan University or any other university. They share the same contracts as the Department of Transportation workers, DYFS workers, and the Motor Vehicle Commission workers. Our workers at Rowan University are covered by civil service protections. The titles, hours of work, job descriptions, and pay scales are different than workers at Rutgers and UMDNJ. Civil service provides guidelines for hiring and promoting, as well as offering protections and opportunities for veterans and all workers.

Rutgers and UMDNJ are public institutions, not State institutions. They are not covered by civil service guidelines or protections. They have different job titles, job descriptions, pay scales, bargaining units, and unions. Contracts at these universities are bargained with and held with each university. All of the universities share the same pension and health benefits. These are the only benefits that are identical between Rowan, Rutgers, and UMDNJ.

The merging of a State university with a public university is complex. Aside from the duplication of programs and services, it will be difficult to align job duties, pay scales, and hours of work. There may be differences in sick and vacation time accrual. As mentioned in my previous testimony, there will be difficulties in merging policies and information.

Removal from civil service protections was not mentioned in the UMDNJ higher education committee's recommendation and is not what the Rowan University employees want. Merging a public institution with a State institution should -- would mean significant changes in the terms and conditions of employment, not to mention a lot of time and money to sort through these changes.

Working collaboratively between the universities is a viable solution and is supported by the employees and unions. This would save the State of New Jersey, which has not offered to supply the necessary moneys needed to accomplish the merger, a lot of money.

The purpose of the UMDNJ higher education committee's recommendation is to make New Jersey and its universities stronger and more competitive. If the recommendations result in higher tuition or millions of dollars to the taxpayers, is it worth it?

The Higher Education committees of the Senate and Assembly -- you -- are considering these recommendations and the impacts. You have the power to implement changes to the New Jersey higher education system that will make Rowan, Rutgers, and UMDNJ all stronger. You have the power to implement any changes in a manner that protects the current workforce and working conditions, and maintains the current union contracts and representation. That power is through legislation, not executive order.

Thank you.

PATRICK NOWLAN: Good afternoon, distinguished Chairs and members of the committees.

My name is Patrick Nowlan. I'm the Executive Director of the Rutgers AAUP-AFT. We represent over 6,000 employees on all three of Rutgers' campuses. We represent all the faculty, the librarians, the non-tenure track researchers and instructors, the part-time lecturers, the teaching and graduate assistants, the post docs, and the Educational Opportunity Fund counselors.

And that Educational Opportunity Fund came up in the news recently with relation to SAT scores. Let me just say that that is probably one of the best programs the State of New Jersey developed, and they need to fund it. If every student in New Jersey -- every potential student in New Jersey colleges and universities had the same academic support as our EOF counselors, students wouldn't go outside of New Jersey for their higher education. They would know that they had outstanding support -- staff support, faculty support right here in New Jersey. So that's a program that should flourish. We should use it as a model at all of our institutions for

academic counseling and support -- not just on academic issues, but also on student-life issues. And that's what makes this such a valuable program. Students come in the summer before they enroll, and they take courses and they get acclimated to college education here in New Jersey. And I'm sure you've heard in all of your districts about the difficulty of students coming in and transitioning and being retained after their first year in college. So that's the model for what we want to do going forward, regardless of where we end up on this particular question.

And Senator Pou and Assemblyman Coughlin have probably heard me testify before the Higher Education committees in the past about research funding. It's important to fund our universities. And also about process-- I'm wearing a wristband that says "Rutgers One" -- it says "Students, Faculty, Staff, and Alumni." And we've testified to this. When you have a policy debate in a small box, you lose great value. So when you talk to President McCormick, or President Houshmand, or any of the college presidents alone to seek their advice and to understand the institutional support for policy decision or a funding decision, you lose so much value. And I think you've heard that today.

If these public hearings were held prior to the issuing of the Barer committee report, I think the recommendations would be very different. I'd like to applaud our members at Rutgers-Camden -- the faculty, the staff, our student and alumni allies -- for basically doing the research the Barer committee should have done prior to issuing their final recommendations. I think that our proposal as a union for a consortium was never responded to. In fact, I guess they sort of borrowed that from

North Jersey. They said they should partner in North Jersey, they should create closer linkages between the universities.

I thank you for holding this hearing today. I think Senator Sweeney started us off on the right note talking about jobs, about resources for South Jersey. And I'm a son of South Jersey. I grew up in Burlington County, a small town called Riverside. I graduated from Rutgers. My younger sister graduated from Rowan. And they're just choices that we made individually based on our personalities, based on our goals. And we can't limit choice in South Jersey; we should grow choice. We should grow and let Rowan flourish; we should let Rutgers-Camden flourish.

As a union, I can guarantee to you that under our contracts, Rutgers-Camden faculty are treated no differently than any other faculty at Rutgers. And the growth in our faculty -- and it has been growing -- is largest at Rutgers-Camden. So resources are coming. We welcome a debate that talks about where internal university resources go. Should more dollars stay in Camden or float to Camden? We encourage that debate. We want to look at the facts. But as you've seen today -- you've probably received more information today in this single hearing, these past three or four hours, than anything in the Barer committee report. And when Dr. Barer was questioned at the Board of Trustees meeting, he said they didn't have any documents to share. There was no supporting evidence for this.

And just to take it back a step further, the Barer committee report came out of an executive order -- the Barer committee was set up by an executive order by the Governor last year. That flowed out of a previous report -- the Kean commission -- Task Force. So to go over a year, possibly two years in researching and investigating this question, to have really no

evidence to support it, it becomes an hypothesis -- and our members will appreciate this. If you say you take Rowan and Rutgers-Camden and put them together and get something greater than the sum of the parts, you then have to test that. You have to do the research and see if that actually proves true. And I think you've heard today lots of evidence to say that possibly the reverse would happen. And Dr. Barer would even admit -- and he stated this publicly a few times -- that it would be decades and hundreds of millions of dollars for it -- to see any fruition to a comprehensive research university in South Jersey.

Thank you.

ADRIEN DUMOULIN - SMITH: Thank you, Chairpersons Cunningham and Riley.

My name is Adrien Dumoulin-Smith. I'm speaking instead of Jean Pierce on behalf of the Health Professionals and Allied Employees AFT, AFL-CIO, who represent 12,000 nurses, and healthcare workers, and researchers, and professionals throughout New Jersey, of which 4,000 work at UMDNJ.

The testimony I've provided to you today was delivered to the Senate and Assembly Budget Committees last week and today in Newark. So I will spare you the repetition for those of you who were there.

But I do want to touch on some of the financial issues that are being raised in all of these discussions. I want to touch especially on some of the bond issues that are going to -- we are going to have to face if we are going to pursue reorganization.

Moody's, which is an organization that not only has a perspective as a bond rating -- a credit rating agency, but also power over

the cost of the issuance of bonds themselves, has said that this reorganization will weaken UMDNJ. And we believe that reorganization should strengthen every institution involved.

Moody's has said that Rutgers, The State University and Rowan University would each be strengthened. Newark-based University of Medicine and Dentistry of New Jersey would be pared down. The plan, as expected, leaves many details yet to be worked out that could affect credit ratings of the affected organizations.

As it stands now, UMDNJ pays well over \$45 million a year to its debt servicing. There is no plan to divide up this debt or to pay it down. Although, as Moody's also points out, that would be necessary to move forward to avoid conflicts with the bond covenant that UMDNJ is party to.

What the Governor does not mention in his plan to reorganize higher education-- In his 2013 budget summary, he has repeated the claim that changes will be budget neutral, yet there is no analysis how much reorganization would cost or, without State support, how the already strapped budget will handle the additional burden.

Previous cost estimates from the Vagelos report reached as high as \$1.3 billion. While cost estimates are missing from the report, Rutgers and UMDNJ have produced initial estimates. In addition to any costs that I'm discussing in terms of the bonds, UMDNJ estimated it would cost -- it would take a minimum investment of \$150 million over the next five years to pursue the financial success of NJHSU, the proposed renamed institution in Newark and beyond; and \$25 million every year to protect University Hospital.

In New Brunswick, Rutgers has estimated a one-time cost of \$40 million, and is still determining what long-term costs there might be in addition, related to things like those bonds that I mentioned, and to things we've heard about earlier today like library services, IT services -- all of these things that are currently set up in different institutions centrally.

I'd just like to finish by saying that we ask the Legislature to undertake an independent analysis of the total cost of reorganization, bond debt, and potential impacts on jobs and the State's economy. And if a reorganization moves forward, the Legislature must ensure that the actions taken will support each of these institutions so that each can thrive. The Legislature must consider pledging support for each university through any reorganization to mitigate harmful impacts on the economy, on education, on patient care, community care, and on the economic and long-term healthcare benefits of medical research.

Thank you.

FRANK FULBROOK: I'm last. I'm highly honored to be before you.

Madam Chairs and members of the Committee who hung in there, I respect that you've hung in there for this.

My name is Frank Fulbrook. I grew up in Camden and only applied to one college: Rutgers-Camden, 1967. I knew that's where I would go, so I didn't need to apply anywhere else.

So off and on it took me 35 years to get a bachelor's degree. I then went on to -- encouraged by my mentor, Professor Van Til, got a master's degree. I worked as his teaching assistant. So now I work part-time as a teaching assistant in the summer session at Rutgers-Camden with

retired Professor Jon Van Til, whose published about seven or eight books. That's what you get with a research university full professor. You get that kind of extensive research in the field -- urban studies, nonprofits. He's a nationally recognized expert. That's what you get with a research university professor on the highest level of his field. So I'm honored to help Professor Van Til teach his courses any time he asks me to.

Now, not only did I enroll at Rutgers in '67, but I moved in to the neighborhood. I moved from East Camden -- moved to the neighborhood right next to Rutgers-Camden, which is called Cooper Grant. So I've been living there since 1968. I was 19 years old. Now I am 63, and I'm still there -- 44 years. I love it. It's my little urban paradise. I love living there. It's the Mill Hill of Camden. So if you know Trenton -- they have Mill Hill. In Camden we have Cooper Grant. It's the Mill Hill of Camden.

First of all, words matter. This is not a merger. The supporters keep calling it a merger. This is a hostile takeover that is being proposed. It's a highly predatory act originating with the Board Chairman of Cooper Hospital. But I will leave George out of this. It would be wrong for me to mention George in a hearing of this type. (laughter) But that's the elephant in the room. But I will move on.

You've got two great schools here. Rutgers-Camden ain't broke; Rowan University, based mainly in Glassboro -- the Camden campus in '69 -- also, it ain't broke. They're two great institutions. I'd like to see -- let Rutgers-Camden be Rutgers-Camden, let Rowan be Rowan. Work out collaborative arrangements where they're mutually beneficial, such as what was mentioned -- the library. There used to be a Camden County College

building at Broadway and Cooper. There used to be a library up on the sixth floor. They did away with that library and joined up and used the Rutgers library. There's a perfect example. The University District Book Store is Camden County College, Rowan, and Rutgers. And they have the color-coded aisles: the red aisles, the brown and gold, and Camden County College color is blue. It's great. There is a cooperative relationship that is working very well. It's a win, win, win situation the way it's being done. This is going to destroy all that -- this takeover proposal.

Now, one of my teachers was retired Professor Howard Gillette -- in urban studies -- history professor. My degree was in Urban Studies and Political Science before I then went for the master's so I can teach college. That was my goal -- was to teach college.

There's a well-established principle in urban revitalization.

I'll go real fast.

ASSEMBLYWOMAN RILEY: I'm going to ask you to wrap it up.

MR. FULBROOK: Yes -- in urban revitalization that the residential component of revitalization always goes first. The commercial component follows it as the entrepreneurs see the opportunities for retail.

I've helped recruit and build this up in our neighborhood, and we're doing quite well. But there is a lot of work to do. This is going to destroy much of our effort. And the 60 or 70 Rutgers varsity athletes who now live in my neighborhood in Cooper Grant-- If these two campuses are joined, all the student athletes are going to be moving down here to Glassboro, because the varsity intercollegiate sports are certainly going to be based here, not in Camden. So you're going to have an out-migration of

tenants renting apartments and houses in Cooper Grant. How is that going to revitalize the neighborhood -- to be driving people out? And this is what we've been doing successfully.

I urge you to oppose this idea. It's a lousy idea. And the sooner it's defeated, the sooner we can get back. Because this has been a huge distraction on both of these campuses. It's not fair to the students and faculty to have to be even going all over -- doing here today. This shouldn't even be necessary.

Thank you.

ASSEMBLYWOMAN RILEY: Thank you very much.

This will conclude our hearing today. I thank everyone for participating.

That's it. Thank you very much. (applause)

(MEETING CONCLUDED)

APPENDIX



GLASSBORO

Testimony of
Dr. Leo J. McCabe
Mayor, Borough of Glassboro

before the
Joint Higher Education Committee
of the New Jersey State Legislature

March 19, 2012

Testimony of Dr. Leo J. McCabe
Mayor, Borough of Glassboro

page 1

Joint Higher Education Committee
New Jersey State Legislature
March 19, 2012

Senator Cunningham, Assemblywoman Riley and members of the Committee, my name is Leo McCabe, and I am the mayor of the Borough of Glassboro. It is my privilege to testify before you today on behalf of the residents, business owners and students living in Glassboro and throughout the southern New Jersey region.

The state's higher education restructuring plan recognizes the absolute need for a research designation for Rowan University. The proposed merger of Rutgers-Camden and Rowan University is pivotal, and the result would mean greater equity in higher education funding, and a more educated workforce. It would generate new avenues for public-private partnerships and create limitless economic development opportunity, not just for Glassboro, but for New Jersey's eight southern counties.

In Glassboro we rely on relationships with local businesses and private developers, whose entrepreneurial spirit are creating jobs and ratables, despite the down economy. And our ever-broadening relationship with Rowan University will ensure academic, economic and cultural prosperity regionwide for generations to come.

I became Mayor 11 years ago, at the beginning of a burgeoning partnership among the Borough, Rowan and private developers for the revitalization of downtown. I committed to the challenge of public service because I believe in the power of this relationship to create the quintessential college town. Rowan Boulevard is a \$300 million redevelopment project that physically links the campus with downtown, bringing 60 new retail opportunities, multi-generational residential space, offices and classrooms. The project is creating 750 temporary construction jobs and more than 1,000 permanent jobs and is expected to generate \$2 million in new annual ratables within the next five years.

Rowan Boulevard is the largest municipal construction project in the state, and similar efforts in college towns across the country pale by comparison in size and scale. The State of New Jersey has honored Rowan Boulevard with a Smart Growth Award and it has also been recognized nationally for its economic impact.

Rowan's commitment to this project's potential is a primary reason for its success. In addition to being at the table for all facets of development, the University has given a \$1 million grant to Glassboro over 10 years for pre-construction expenses. The University also supports tax incentives to employees who purchase homes in Glassboro, and more than 100 faculty and staff have taken advantage of this option.

I cannot emphasize strongly enough that Rowan's commitment to Glassboro's revitalization is just one example of the vision this University brings to the entire region.

Testimony of Dr. Leo J. McCabe
Mayor, Borough of Glassboro

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Joint Higher Education Committee
New Jersey State Legislature
March 19, 2012

In New Jersey, far too many young people leave the state for higher education, and a good many of them never return. Rowan understands well the ramifications of outmigration. So they have leveraged Henry Rowan's \$100 million donation to develop an engineering program. In just 10 years, the chemical engineering program is ranked third best in the country.

Similarly, the new Cooper Medical School of Rowan University will train New Jersey native physicians, committed to quality healthcare for New Jersey families. The Medical School's partnership with the Coriell Institute in Camden provides access to bio-medical research. The merger would allow for the creation of a new College of Health Sciences, further capitalizing on expanding career opportunities in the sciences, technology and medicine.

I am particularly encouraged and excited by Rowan's commitment to the high-growth medical and technical fields because of my background as an organic chemist. I earned my Ph.D. from Ohio State and spent most of my career in research and management with Mobil Oil. There I conducted environmental research focused on fuels and air quality. The success of our research required fostering relationships with auto manufacturers worldwide, university researchers and of course with government entities.

In Gloucester County, the LS Power natural-gas powered electric plant now under construction as well as the Port of Paulsboro project promise to create career opportunities similarly tied to alternative energy. The success of these industrial investments will require relationships and innovation that a research entity can provide. Big business and industry will co-locate in a region that offers the opportunity for research and access to a prepared workforce. This rising tide raises all ships, building the local economy, creating better paying jobs, opening the doors to educational partnerships for students at every level and resulting in a greater quality of life.

The southern New Jersey region is primed for the promise of world-class higher education opportunities and the economic access that accompanies it. Rowan has long been a leading partner in regional growth, but the challenges of today's economy and workforce demands require more. On behalf of the residents and businesses in Glassboro and the region, I encourage the legislature to take this proposal to the next step. Rowan has proven itself equal to the challenge and the citizens of New Jersey deserve the advantages it will undoubtedly provide.

Thank you, Senator Cunningham and Assemblywoman Riley, for granting me the privilege of testifying today.



Testimony of
Ali A. Houshmand
Interim President
Rowan University

Before the Joint
Higher Education Committee
of the New Jersey Senate
and Assembly

March 19, 2012

Senator Cunningham, Assemblywoman Riley and members of the Committee, my name is Ali Houshmand. It is my pleasure to testify today as interim president of Rowan University.

In the weeks that have passed since Governor Christie's endorsement of the higher education reorganization, talk of change has dominated discussions throughout the state. It has been lively discussion, to say the least, and it is familiar territory for Rowan to consider new challenges and opportunities, including another transformation of our institution. In our 89-year history, we have purposefully evolved as a result of strategic planning, wise investment, public-private partnerships and plain hard work. The Advisory Committee's proposal and the Governor's support of it present us the potential for another transformative moment.

This time, however, the potential for transformation of higher education in southern New Jersey will extend throughout the state and the nation. It's no secret that there is no model in higher education for a merger such as the proposal presents. But the lack of a pattern to follow and the magnitude of the challenge shouldn't deter any of us from doing our best to improve higher education in the great State of New Jersey.

Rowan University is a pro at responding to change, seeking it and embracing it. Just three examples prove the point: our nationally ranked engineering school, the soon-to-open Cooper Medical School of Rowan University and our exceptional record in fundraising to anticipate and replace reduced state funding without compromising quality and service.

From our perspective in higher education, the merger will address well-documented and far-reaching concerns:

- A stronger, single university will help remedy New Jersey's historic "brain drain"—the nation's worst—that sees more than 35,000 of New Jersey's best and brightest leave the state each year for education. They rarely return to become part of our economy and communities. A powerhouse institution with increased capacity for research will attract and keep bright minds and productive initiatives in the Garden State.
- A merger will increase education access, the percentage of residents with college degrees and the stability and development of our economy and communities that comes with a better-educated population. In the current structure, southern New Jersey is home to 30 percent of the State's residents but can serve only 12.5 percent of its student population. With the exception of Burlington County, degree attainment in all of the eight southern New Jersey counties is lower than all but one of the 13 northern New Jersey counties. Only 24.19 percent of South Jersey adults have earned a bachelor's degree, while 37.14 percent of North Jersey adults have done so. The U.S. average is 27.5 percent.
- One of the most important developments of a Rowan/Rutgers-Camden merger would be the creation of a College of Health Sciences. Our

resources and the impressive track record of our affiliates—Cooper University Hospital doctors, Coriell Institute scientists and Rutgers-Camden and Rowan faculty—present unprecedented opportunities to cooperate and collaborate. This synergy would enable the new Rowan to become a major force in both health sciences research and education.

We've heard plenty of arguments for and against the reorganization in the past several weeks. Emotions have run high and likely will continue to punctuate conversations, both formal and informal, throughout the state and our academic communities. Even so, the question, "How should we improve higher education in New Jersey?" begs an answer borne of rational consideration and free from rancor. We need to do what's best for higher education in New Jersey. We must respond thoughtfully and decisively to the fact that higher education resources decrease each year while demand rises for what only we can provide.

Both Rutgers-Camden and Rowan have remarkable strengths that will build upon each other in a merger and increase benefits to the students and communities that we serve. The merger addresses this decisively.

Once accomplished, the merged institution will be one of less than 70 in the nation with both a law school and a medical school. It's worth noting that this national distinction isn't just higher education statistical trivia, but the practical result of strategic planning and investment. No matter the uniqueness of its history or structure, this merged institution will emphatically address issues of education, economy, society, health care and much more in New Jersey and beyond.

We urge the legislature to support the recommendations of the distinguished Advisory Committee.

Thank you, again, for allowing me to testify to the benefits of the reorganization.

Supplement to testimony: Facts about SAT Reporting throughout New Jersey

Earlier this month a question arose about how Rowan University reports its admissions data.

Rowan remains steadfast in providing accurate information about SAT scores—and all other aspects of our University—to the government, to publications and to our many constituents.

We always provide outside organizations such as the federal government and its Integrated Postsecondary Education Data System with SAT information in the manner they request, which is a range of SAT score data, not a single figure.

However, the general public typically finds an average SAT figure more helpful. To serve them, we routinely provide prospective students, their parents and others with the average SAT score of our first-time, full-time, regular-admission students. This approach offers a fundamental statistic to help prospective students make informed decisions about the academic standards of that school. This simplified presentation of data is common in higher education.

The issue about Rowan's SAT reporting arose when we prepared a fact sheet about Rowan and Rutgers-Camden information. Because the Rutgers administration requested that we not contact its personnel during the merger talks, we based our report of Rutgers-Camden's SAT scores on statistics we obtained from IPEDS, which provided percentiles rather than an exact number. We were left to calculate a single Rutgers-Camden figure to compare to Rowan's SAT figure. Unfortunately, we miscalculated. As soon as we were aware of our mistake, we contacted our colleagues at Rutgers-Camden, informed them of the error and stopped distributing the fact sheet.

We acknowledge—and regret—that our reporting of Rutgers-Camden's average SAT scores of their regular admissions students was not accurate.

Regular admission vs. special admission

At Rowan, "special admits" are designated as anyone who does not meet regular admission requirements. This may include students with special talents such as in music or art, but who do not possess traditional academic credentials that qualify for regular admission. Special admits also include students in state-mandated programs that serve academically and financially disadvantaged students, a group required by statute to be at least 10 percent of enrolled students.

What is at the heart of the issue is that Rowan's data reflected our "regular" admissions students. Reporting regular admits—and excluding special admit students (those who do not meet the institution's regular admissions criteria) is also a common practice throughout higher education. Institutions vary on the number of "special admits" they enroll and for what purposes they do so. Unfortunately, a junior staff member assigned to calculate the SAT score for Rutgers-Camden did not realize the SAT range reported to IPEDS included all admits.

History of reporting special admits as mandated for New Jersey EOF program

In 1968 the New Jersey legislature passed a law that established the Educational Opportunity Fund (EOF) to create access to higher education for those who come from economically and educationally disadvantaged backgrounds. The law stipulated that all New Jersey public colleges and universities must admit at least 10 percent of their freshman class as EOF students. Because of the differences in the backgrounds of these students to those of regular admits, the alternative method of evaluating students probably began with this law. The 1981 Statewide Higher Education Master Plan (p. 71) is the first document that appears to expand on the use of special admits to include overall handicapped, elderly, veteran and other non-traditional and underrepresented students for a required 15 percent of enrollment.

Rowan has the same four categories for reporting enrollment as the other state institutions, including Rutgers, as required by the state: regular, EOF, special and all.

Rowan is proud to serve the state through one of the largest EOF programs in New Jersey with 512 students. We also serve about 1,500 non-traditional students through our College of Continuing & Graduate Education.



IN SUPPORT OF

Higher Education Reorganization
for Southern New Jersey

A PLAN FOR THE REORGANIZATION OF HIGHER EDUCATION IN SOUTHERN NEW JERSEY

A reorganization plan that calls for Rowan University to absorb Rutgers-Camden will result in the creation of one of the region's largest research universities. Rowan University expects to **grow the combined enrollment** by 5,000 seats (20,000 to 25,000 students) and nearly **double research funding** in approximately five years. It is critical, however, that the following points be included in any reorganization plan in order to make the transition for students, employees, and all stakeholders as swift and seamless as possible:

1. REORGANIZATION ORDER

The order will transfer all of Rutgers-Camden's **property, assets and state funding** to Rowan University. Rowan will be granted research university designation.

2. FINANCIAL

Rowan University shall receive a **one-time payment**, to be determined through financial analysis, for transition expenses.

The newly designated research university shall receive **appropriations** comparable to the per pupil allocations of current New Jersey research universities (e.g., Rutgers, NJIT, UMDNJ).

The State of New Jersey shall continue to pay the **fringe benefits** of all current employees of the combined institution as well as those additional employees hired to support core functions currently administered from Rutgers' New Brunswick campus (i.e., information technology resources, human resources, payroll), now to be assumed by Rowan University.

3. GOVERNANCE

Rowan University's **Board of Trustees will expand** from 15 to 25 members to better represent the involved entities.

4. IMPLEMENTATION

The Governor shall appoint a **transition team**, which will report to the Rowan University Board of Trustees, to facilitate the planning and implementation of the merger.

5. EMPLOYEE RELATIONS

Like Rutgers, NJIT and UMDNJ, Rowan University will **not be subject to civil service requirements** and guidelines. The bargaining process will be local.

ASSUMPTIONS

All strategic planning outlined in this document is based on the following assumptions:

- An executive order will **merge Rutgers-Camden with Rowan University**.
- A mutually beneficial partnership will exist between Rowan University, Cooper University Hospital, and Coriell Institute for Medical Research.
- Rowan will be granted classification as a **research university** (as defined by New Jersey's classification system for state institutions).
- The name of the new entity shall be **Rowan University**.
- The merger of Rutgers-Camden into Rowan University, with affiliations with Cooper University Hospital and Coriell Institute, will not be successfully challenged by external parties.
- The existing **Rowan University Board of Trustees** will function as the governing board for the newly configured research university.
- The new research university will be headquartered in **Glassboro, NJ**.
- Rowan's **endowments** will remain with it and endowments and grant funding stipulated for Rutgers-Camden shall remain with the campus.
- Existence of the new Rowan University will start following the passage of one full fiscal year after a formal commitment to the merger is announced.
- The new University will be able to **meet the needs of the region** far better—and faster—than separate entities could accomplish on their own.
- Respect for the identities and traditions specific to the Rutgers-Camden and Rowan communities and alumni will be preserved.

OUR OBJECTIVES

Rowan University shall achieve the following as a result of the proposed reorganization of NJ higher education:

- Significantly **increase access and available options** for higher education for area residents who presently go out-of-state for such opportunities.
- Ignite the regional economy by engaging in **major and ongoing research activities**.
- Be a **hub of discovery and innovation** to benefit New Jersey's citizenry and beyond.
- Function as a regional magnet for **entrepreneurship, grants, and philanthropy**.
- Continue and **strengthen community partnerships** in and around Camden and Glassboro. Take an active leadership position in the revitalization of Camden and Glassboro.

LOOKING TOWARD 2020

STUDENT POPULATION AND ACADEMIC DEGREES

By 2020, a fully integrated Rowan University will have expanded its population to 25,000 students:

- **20,000 undergraduate students**, including full-time, residential, commuter, part-time, online, hybrid, weekend, off-campus locations, and county college dual enrollments.
- **5,000 graduate students**, including full-time, part-time, online, hybrid, professional programs, and research-based programs, such as **Ph.D., Psy.D., D.B.A., Ed.D., M.D., and J.D.** degrees.

RESEARCH

- **\$50 million+ research expenditure:**
Currently, Rowan, Rutgers-Camden, and Coriell, combined, account for approximately \$26 million annually.

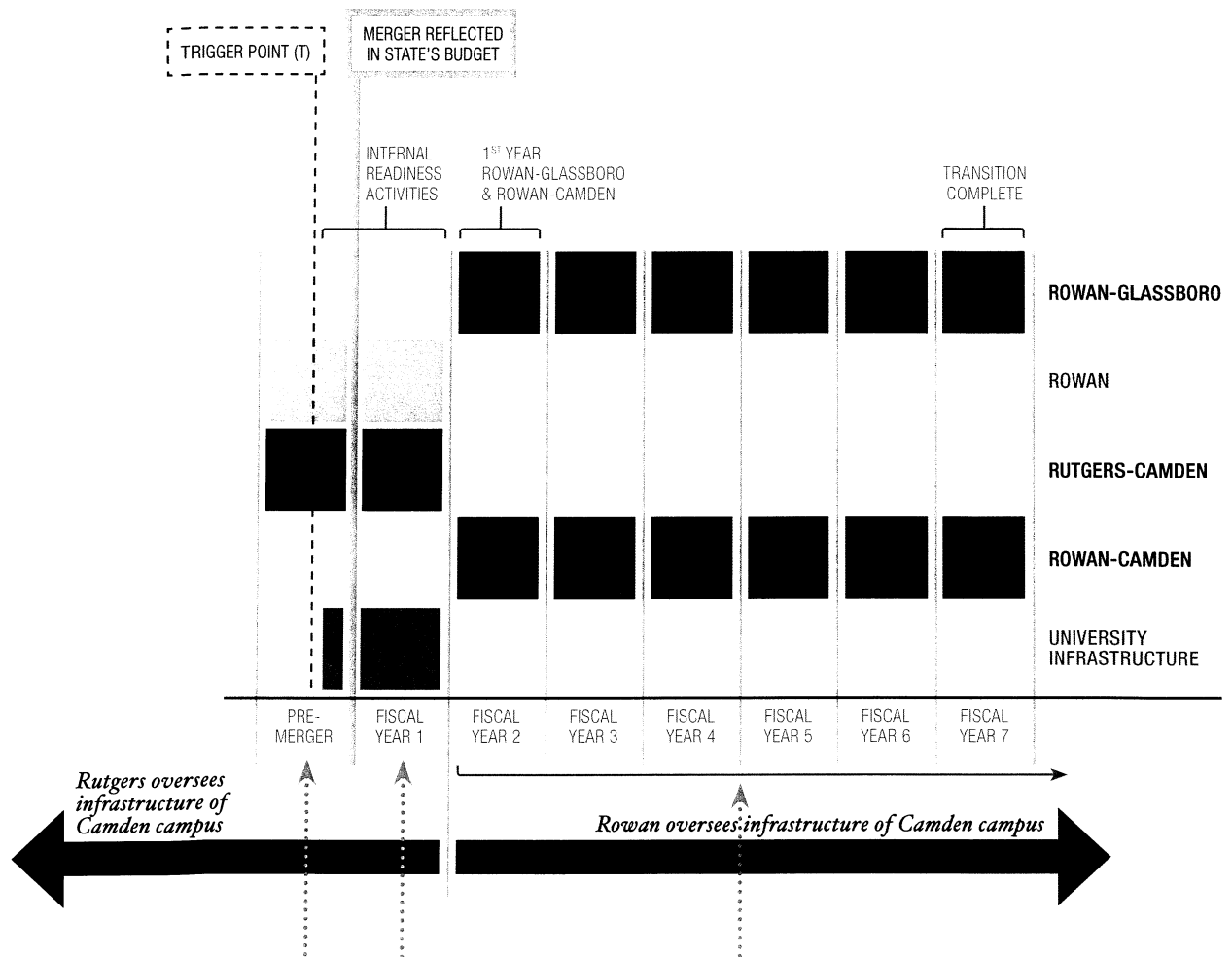
CORE OPERATIONS

A transition team, which will report to the Rowan University Board of Trustees, shall be put in place to facilitate the planning and implementation of the merger. The transition leadership team will:

- Establish a comprehensive **unified budget**.
- Determine how to accomplish **transfer of assets** and assess the impact of debt on the new organization.
- Create a **new vision and mission** focused on expanding research and increasing capacity—while respecting the well-established values and culture of the existing institutions.
- Lay the groundwork for an **efficient, centralized governance** structure to benefit a multi-campus university.
- Utilize the central administrative systems of **both** Rowan University and Rutgers University (New Brunswick) during the transition period (from initial commitment until Rowan's new blended curriculum goes into effect for all enrolled students).
- Establish a **culture** of one cohesive university environment—built upon the successful joining of two unique campus cultures.
- Enhance and integrate existing structures, policies, and resources (e.g., information resources, individuals with specific expertise, student services, infrastructure, personnel, academic standards).

The chart on the opposite page visualizes the core operations timeline throughout the merger transition process.

THE OPERATIONAL PERSPECTIVE OF THE TRANSITION TIMELINE



Preliminary funding will be immediately required in order to initiate the necessary infrastructure enhancement activities that will **make this transition** as **seamless for students** and staff as possible.

All entities (Rowan-Glassboro, Rowan-Camden, Cooper Medical School of Rowan University, Cooper University Hospital, Coriell Institute for Medical Research, and South Jersey Technology Park at Rowan University) will, together, create the degrees that will benefit the region. **Rowan University, as a research institution, will need to grow, not consolidate, to meet demand.**

Nothing functionally changes:

Rowan continues to support its current staff. Rutgers-Camden (via Rutgers New Brunswick) continues to support its current staff.

Approximately **14 months of initial infrastructure preparations shall begin immediately** upon official announcement of merger:

Transfer of the most basic information and addressing the most immediate student and staff needs [i.e., payroll, human resources, core student services (Banner)]. It is understood that Rowan University cannot begin merged operations until all required data is fully integrated into its systems.

CURRICULUM

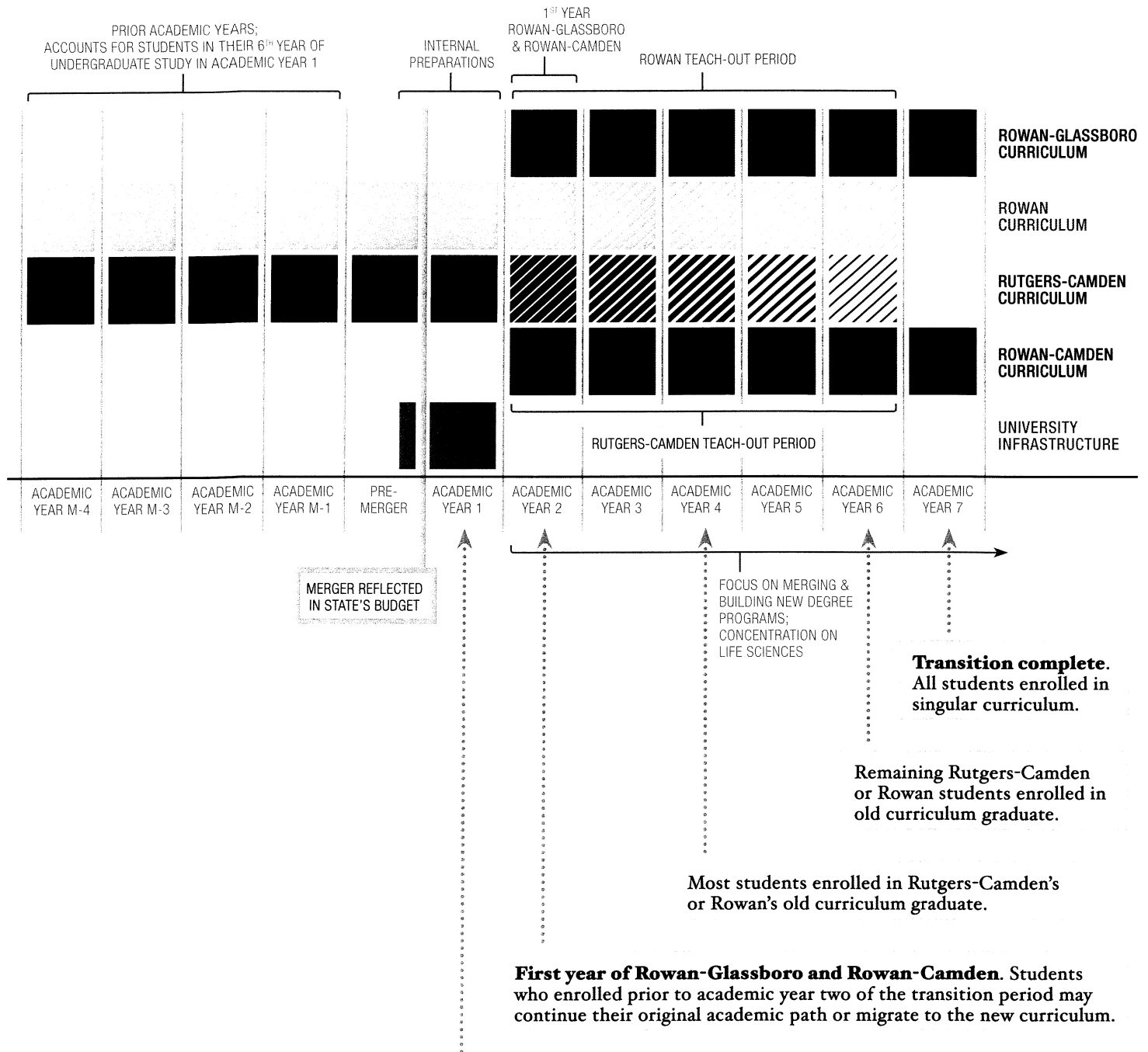
The first academic year of common curriculum for the new Rowan University is targeted for the fall semester following one full academic year of required preparations.

The timeline for transition towards academic alignment shall proceed as follows:

- Students who initially enter Rutgers-Camden **prior to** the first academic year of common curriculum are entitled to a Rutgers Degree.
- Students who enter the new Rowan University at the Camden Campus **in or following** the first academic year of common curriculum will take what has been the Rutgers-Camden curriculum, but will receive their degree from Rowan University.
- **Rutgers-Camden's curriculum is distinct** from Rutgers' New Brunswick campus in most fields and shall be initially adopted by Rowan University through the transition period until a new common curriculum is implemented and students who entered Rutgers-Camden prior to the first academic year of common curriculum have graduated.
- Students who initially enter Rowan University, **in or following** the first academic year of common curriculum shall enter the new Rowan University and will receive a Rowan University degree, regardless of where they take their classes.

The chart on the opposite page visualizes the curricular timeline throughout the merger transition process.

A VISUALIZATION OF THE TRANSITION FROM THE ACADEMIC PERSPECTIVE



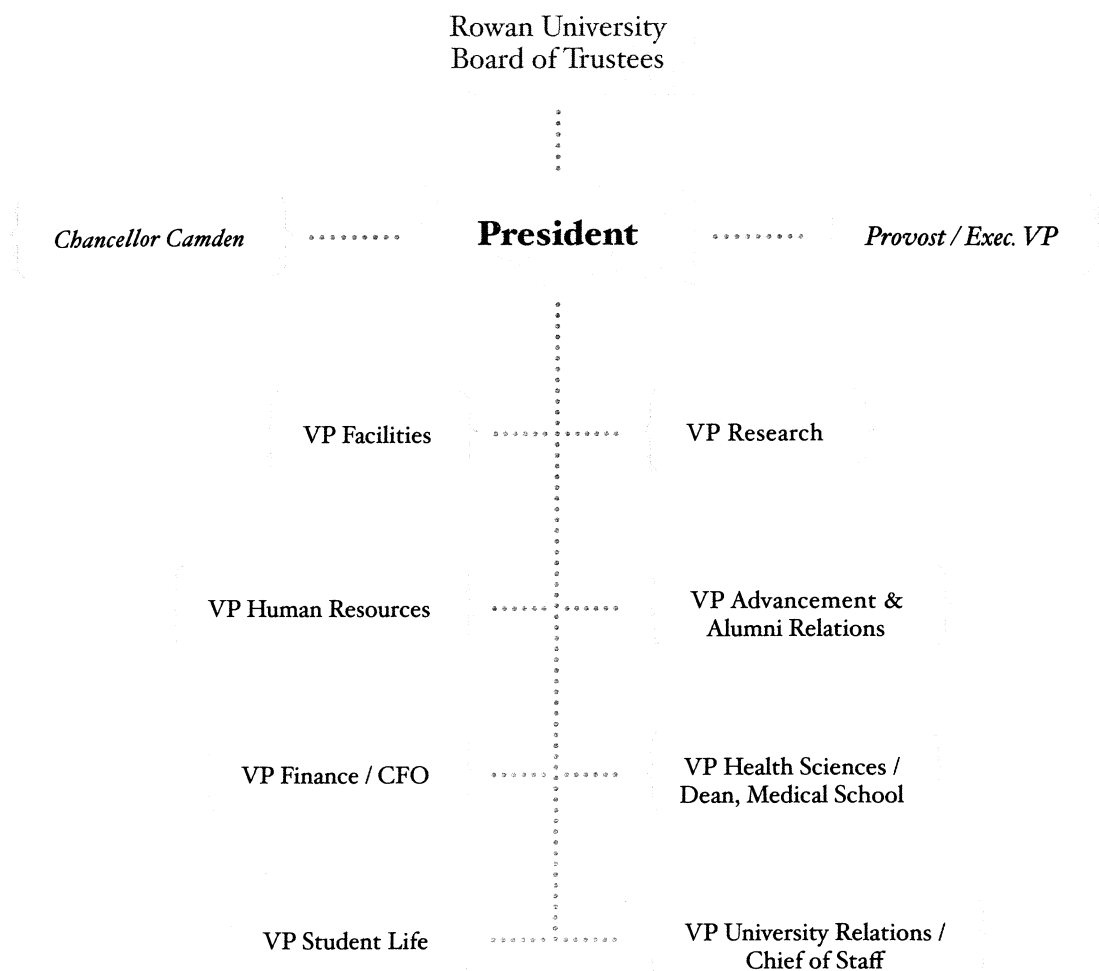
Infrastructure readiness year to ensure the most seamless transition for students, faculty, and staff of Rutgers-Camden. Curriculum remains intact.



TRANSITIONAL GOVERNANCE

The campuses will operate under the proposed executive organizational structure (shown below) during the transition period. The governance structure and administrative personnel at the Rutgers-Camden campus shall remain intact during the transition period.

TRANSITIONAL ROWAN UNIVERSITY SENIOR MANAGEMENT STRUCTURE





University-wide Implementation

CORE OPERATIONAL COMPONENTS ---

This is an opportunity to envision and build a new kind of university together—one that is amply equipped to serve the needs of the twenty-first century student. To accomplish this, a systematic approach toward the underlying systems and operations of this new university must be identified and thoughtfully implemented as a key part of this merger. Considerations include:

- The integration of Rutgers-Camden's systems and Rowan's will be driven by the core motivation to make this transition from two institutions into one as seamless and non-disruptive as possible for all students.
- All staff located in New Brunswick who presently support Rutgers-Camden—but will not be transferred to Rowan—must be accounted for and replaced. Rowan University will be responsible for absorbing and compensating for the anticipated gap in personnel to support Rutgers-Camden during and after the transition. These include, but are not limited to, information technology resources, human resources, payroll, website and web-based services, admissions, library services, and institutional effectiveness and reporting functions.
- The full participation and compliance of all Rutgers University staff associated with supporting the Rutgers-Camden administrative systems—regardless of the physical location of such staff members—shall be required for the entire duration of the transition process—a minimum of 14 months.
- Fringe benefits must be addressed as a consideration for all Rutgers-Camden staff that will become a part of the new Rowan University.
- Data systems and data stewardship structure must be strategically planned in order to preserve and utilize historical institutional data of both institutions and the new university. This will be accomplished through the design of the proposed data warehouse and associated student information systems.
- Account for the required growth in Rowan University's Campbell Library's current and anticipated future holdings, subscriptions, and database services concurrent with the immediate growth in student population.
- Absorb the financial burden of maintaining internal components such as technology support, library costs, as well as a host of other core elements that are covered centrally by Rutgers University's New Brunswick campus today.
- The up-front cost commitments necessary for the initial integration of administrative systems will be substantial and must be appropriately planned for.
- In order to accept the first joint cohort, a transition operation lasting no fewer than 14 months must occur—and must progress with the full collaboration of Rutgers University.



Internal
Components

ACADEMIC AFFAIRS

- Detailed steps for the creation and implementation of a blended curricula shall be undertaken by specialized committees comprised of faculty and academic leadership from both campuses.
- The needs and requirements of faculty, anticipated future degree programs, funding sources, and enrollment management shall be investigated and appropriately planned for.

INFRASTRUCTURE AND FACILITIES COMPONENTS

- Each institution's resources must be immediately assessed in the areas of personnel, facilities, equipment, systems, and network.
- A multi-year capital plan shall be developed to immediately enhance the current capabilities of Rowan University to meet the immediate increased demand from incorporating Rutgers-Camden.
- Future demand from anticipated expansion must also be appropriately planned and accounted for.
- Transportation needs must be evaluated and temporary solutions—such as Bus Rapid Transit (BRT) between Glassboro and Camden—shall be implemented immediately.
- All infrastructure alignment activities must occur in a manner that is as brief and non-disruptive as possible to students currently enrolled at both institutions.

STUDENT SERVICES

- Academic advising, student services, housing, policies, procedures, and judicial affairs components, for example, shall all be put seamlessly in place across both campuses. All students shall be equally served.

STUDENT GOVERNANCE

- A student governance transition committee shall address the needs of the blended student body, including athletics.



Closing Thoughts

THE NEW UNIVERSITY'S OBJECTIVES

- Ignite the regional economy by engaging in **major and ongoing research activities**.
- Significantly **increase access and available options** for higher education for area residents who presently go out-of-state for such opportunities.
- Be a **hub of discovery and innovation** to benefit New Jersey's citizenry and beyond.
- Function as a regional magnet for **entrepreneurship, grants, and philanthropy**.
- Assume an increasingly active leadership position in the **revitalization of Camden and Glassboro**.
- Continue and **strengthen the community partnerships** in and around Camden and Glassboro.

REALIZING EXPANSION

Rowan University's enrollment goals in five years:

- Overall **undergraduate growth of 4% per year** to achieve 20,000 students.
- Overall **graduate growth of 16% per year** to reach 5,000 students.

REVITALIZING CAMDEN

Camden is already on a path toward realizing its full potential within the region. The new Rowan University will have the ability to benefit Camden in many ways, including:

- Expand educational opportunities available in Camden City—in terms of curricular offerings, modes of delivery, and academic quality.
- Be distinguished alongside other major U.S. cities that possess multiple presences of major research institutions—the unified undergraduate/graduate Camden campus and the emerging Medical School/Health Sciences entity.
- Build upon Rowan's experiences in community revitalization (e.g. the Rowan Boulevard project) and Rutgers-Camden's ongoing efforts as an economic development incubator within the city to catalyze the town-gown relationship between the new University and Camden.
- Create a health sciences hub anchored by an allopathic medical school in Cooper Medical School of Rowan University, the region's level 1 trauma center in Cooper University Hospital, a world-class genetics research laboratory in the Coriell Institute, and nationally respected researchers currently on the Rowan and Rutgers-Camden staff.

REVITALIZING GLASSBORO

Rowan University has embedded itself in the Glassboro community. It has cultivated mutually beneficial partnerships and set the stage for even more great things to come, including:

- The Rowan Boulevard project is the most outwardly apparent example of Rowan and Glassboro building a strong, collaborative town-gown relationship. The project is a 10-year, \$300 million public/private partnership and key redevelopment initiative that is expected to create more than 700 permanent positions upon completion. It is projected to infuse the local economy with more than \$225 million annually.
- The new Rowan University will nurture and expand the South Jersey Technology Park at Rowan University, which, with its technology business incubator and Cave Automatic Virtual Environment (CAVE®), will deepen students' learning experiences—much to the benefit of its current and future resident start-up businesses.
- The undeveloped 600 acres on the western portion of Rowan's Glassboro campus along Route 55 offer almost endless possibilities for future expansion.

REINVIGORATING THE REGION BY REENGINEERING HIGHER EDUCATION

The new University will benefit Southern New Jersey in numerous ways. The rewards to be reaped are great and will have a lasting and fortifying impact on the communities served by a comprehensive research institution.

Prime benefits include:

- Boosting and sustaining area job creation.
- Increasing number of college-educated residents—including those with post-graduate degrees in Southern New Jersey.
- Attracting more research-based funding to the new University and being a world-renowned center for invention and practical research.
- Laying the groundwork for greater collaborations with institutions in and around New Jersey and the Delaware Valley.
- Providing even more students with opportunities to work on real-world experiential projects that will enhance their education and prepare them with skills for life after graduation.



Prepared on March 19, 2012

The Office of Institutional Effectiveness, Research & Planning

Under the leadership of the Interim President, Ali A. Houshmand

201 Mullica Hill Road, Glassboro, NJ 08028



**TESTIMONY
OF
JOHN P. SHERIDAN, JR.
PRESIDENT & CHIEF EXECUTIVE OFFICER
THE COOPER HEALTH SYSTEM**

TO THE

**NJ SENATE HIGHER EDUCATION COMMITTEE
AND
NJ ASSEMBLY HIGHER EDUCATION COMMITTEE**

March 19, 2012

Chairman Cunningham and Chairman Riley, good morning, my name is John Sheridan and I am President and CEO of the Cooper Health System and Cooper University Hospital. Thank you for the opportunity to speak to you this morning.

I whole-heartedly support the reorganization plan for higher education proposed by the Governor's UMDNJ Advisory Committee.

Today I will focus my remarks on the recommendations that impact South Jersey and Camden in particular.

This plan provides an opportunity to address significant issues in South Jersey related to higher education and economic development.

1. South Jersey is the fastest growing area of the State, and will continue to be so in the decades ahead.
2. South Jersey has close to 30% of the population but:

- a. South Jersey has only 12.5% of the undergraduate seats in New Jersey;
- b. South Jersey receives only slightly more than 10% of the State appropriations for higher education;
- c. South Jersey does not have a research university (North Jersey has three – Rutgers, UMDNJ and NJIT);
- d. South Jersey has only a handful of doctoral programs. North Jersey has numerous programs;
- e. The budgets of the State's higher education institutions total more than \$5 billion. However, Stockton and Rowan's budgets total considerably less than 10% of that amount.

What are the effects of this public policy:

1. There are inadequate opportunities for our students to attend college in South Jersey.
2. There are inadequate opportunities for our students to attend graduate school in South Jersey.
3. Only 24% of South Jersey adults have a college degree:
 - a. This is 13% lower than North Jersey
 - b. 3% lower than the US
4. New Jersey leads the nation in exporting our brightest children and their parents' hard earned dollars to pay tuition and fees to out of state colleges and universities.

These policies need to be revised. Creating a research university as envisioned by the Higher Education Committee is the quickest and most efficient way to do so.

This plan combines two highly ranked regional universities to create a university that can achieve national stature in a relatively short time. There are 3,000 universities in this country. This university would be one of only 70 in the country that has a medical school and a law school. It would have close to 20,000 students. It would have a nationally ranked engineering program.

Research university status in New Jersey means more than creating a university that does research. A research university is the master of its own destiny. It can initiate and develop doctoral programs and other terminal degrees as it determines the need. State colleges cannot.

What are the benefits of this new research university in South Jersey?

1. It will greatly increase educational opportunities for our high school students today and for generations to come;
2. It will create a well educated workforce for the jobs of the 21st century;
3. It will be a magnet that attracts dynamic, technologically advanced industries and businesses;
4. It will continue the exceptional expansion of Rowan's Glassboro campus into a major academic center;
5. It will spur the redevelopment of Camden by creating a long overdue residential campus, and expanding a health sciences campus anchored by the new Cooper Medical School of Rowan University, emphasizing the biosciences, biomedical engineering, nursing and allied health.

The question for South Jersey is:

- Do we reject this once in a generation opportunity in favor of the status quo, or do we embrace the committee's visionary plan and move forward to create a dynamic new research university that will benefit not only our children, but our children's children and theirs too?

The answer is clear and I urge you to support the committee's plan for South Jersey.



Testimony of
James J. Gruccio
Chairman, Board of Trustees
Rowan University

Before the Joint
Higher Education Committee
of the New Jersey Senate
and Assembly

March 19, 2012

Senator Cunningham, Assemblywoman Riley, and members of the Committee, I am James Gruccio, Chairman of the Rowan University Board of Trustees. Our Board is composed of a diverse group of talented and highly accomplished individuals including alumni, businesspersons, professionals, administrators, and benefactors from various geographic areas in this state and beyond.

Rest assured that the Board members take their oath of fiduciary stewardship with enthusiasm and unwavering determination to serve not only Rowan and Southern New Jersey but indeed the entire Garden State with the goal of betterment of higher education.

We are cognizant of our duty to serve not only those whose economic circumstances allow them to attend Rowan but also to serve those facing adversity, relying on education as their proverbial “way out” of unfortunate circumstances.

On a personal level, I am keenly aware of the incredible impact that a higher education, coupled with a heavy dose of hard work, has in allowing one to achieve a life of accomplishment. Consider this: my father was born in 1902 in a converted potato shack on Wheat Road in Vineland, Cumberland County, New Jersey. He had to leave school after only having completed 7th grade. Yet in 1972, my older brother became a Superior Court (and later an Appellate Court) judge, and I became the senior and managing partner of the county’s largest law firm, and now address you as the chairman of the Board of a great university. My two sisters likewise enjoyed academic success—*proof positive that educational opportunity is transformational*.

In our inexorable effort to improve higher education, the Board of Trustees establishes policies that are targeted not only toward the individual but also at improving society as a whole by providing an educated workforce, energizing economic development, and building stability in our communities. When we implement policies and fund educational incentives, we of course invest in infrastructure, public and private business development, but most importantly in academics. We recognize that only a rising tide of academic achievement will serve to float all socio-economic boats equally.

Moreover, it is important to keep in focus that what we achieve today creates benefits for countless thousands from generation to generation.

The opportunity to help reorganize higher education in Southern New Jersey, and specifically merge Rowan and Rutgers-Camden, presents Rowan with yet another challenge. Although Rowan University was not the architect or original proponent of the merger recommendation, we now embrace the opportunity it presents wholeheartedly and unequivocally and we accept the challenge to do the right thing for public higher education in New Jersey.

Therefore, it is important that you are aware that:

- Rowan is committed to supporting progressive, thoughtful public policy for higher education planning, funding, and development.
- Rowan continues to demonstrate that our strategic and creative approach to public-

private partnership works. Witness the high rankings of its engineering school and indeed its other schools, and most recently its formation of a new medical school which will open in August, on time and under budget! The institutional strengths of Rutgers-Camden, and the public component of our joint collaboration with private enterprise, serve to insure that the combined institutions will only be stronger and become more attractive and compelling to those who make “investments” in higher education.

- Rowan’s history is replete with unparalleled accolades and achievements. Our fundraising success and our endowment demonstrate the confidence that both individual and corporate donors have in our ability to accomplish any goal we undertake. When opportunities arise, Rowan has a remarkable proven track record of turning those opportunities into huge successes.

As conscientiously as we at Rowan take our mandate to provide excellent public higher education, we must necessarily depend upon the unwavering commitment of our elected officials to support our efforts with both policy and funding.

On behalf of the Rowan University Board of Trustees, I encourage the legislature to take any and all action necessary to move the merger proposal forward, thus taking advantage of this historic opportunity for higher education in New Jersey.

Thank you, Senator Cunningham and Assemblywoman Riley, for allowing me to share my thoughts with you in this testimony.

**Testimony of Wendell E. Pritchett, Chancellor, Rutgers–Camden, Before the Joint Meeting of the
Budget Committees of the New Jersey State Senate and Assembly
March 19, 2012**

Thank you for the opportunity to speak with you today.

There's been a lot of discussion related to the proposal the UMDNJ Committee, but let me state that there is far more upon which we all agree than disagree. We all agree that southern New Jersey's fine colleges and universities need real investment in order to grow and thrive. We all agree that we can find new and better ways to collaborate. We agree that southern New Jersey should have more resources to expand the number of higher education seats in the region. And we agree that the expansion of research capacity in southern New Jersey is crucial to the region's future.

We agree on 98 percent of everything. We disagree on the mechanism for achieving these goals.

I have stated publicly, and will do so again here, that I am opposed to the proposal to eliminate Rutgers–Camden. I am opposed to the removal of the opportunity for South Jersey residents to earn a Rutgers degree here in southern New Jersey.

Let me be clear: I am not here to denigrate our friends and colleagues at Rowan. Rowan University is a fine institution and I will argue with anyone who suggests otherwise. Rutgers–Camden is a fine institution. Both universities serve their students and their communities. New Jersey has every reason to be proud of Rutgers–Camden and to be proud of Rowan.

While we are both strong universities, we're also different universities. I'm not saying that one is better than the other; we're simply different, and the differences in our institutional DNAs are profound. Rowan is distinguished as a teaching faculty. Rutgers–Camden has a powerful reputation built by its research faculty. While both institutions are committed to advancing the growth of South Jersey, Rutgers–Camden has a unique focus on urban civic engagement, while Rowan helps to fuel growth in suburban and rural areas.

The forced merger of two sharply different cultures poses extraordinary challenges. The cost implications for the proposal set forth by the UMDNJ Advisory Committee are tremendous. As a point of comparison, similar proposals made by the Vagelos Commission in 2003 held, at that time, a 10-year price tag of \$1.3 billion for the merger alone. While the UMDNJ Advisory Committee's proposal is not on the same statewide scope as their Vagelos counterparts, there clearly is a very, very significant amount of money that will be required from New Jersey taxpayers to implement this idea.

There are other costs. The loss of Rutgers research professors and the elimination of Rutgers–Camden will exacerbate, not improve, our current challenge with the departure of bright graduate and undergraduate students from our region. This flight will, in turn, deplete the availability of knowledge-driven workers to advance South Jersey businesses and organizations. Many of Rutgers-Camden's innovative and effective service programs are funded by federal agencies and foundations that are willing to invest in the Rutgers brand. That funding, and those services for thousands of South Jersey citizens, will disappear with the elimination of Rutgers-Camden.

And perhaps most worrisome is the cost to South Jersey's working families. Right now, South Jersey families have choice. Some families will choose the Rowan experience, and all that it entails. Some families want the Rutgers degree, which offers a global reputation and the brand promise of learning from world-class research professors. Many of our families at Rutgers-Camden cannot afford to send their children to New Brunswick. Many of our students have personal and work obligations that keep them well rooted here in South Jersey. These are students who made a deliberate choice when they enrolled at Rutgers-Camden. These are students who will be solicited aggressively by Philadelphia colleges and universities, and by the University of Delaware. They will not, automatically, accept the loss of options in favor of a Rowan monopoly. Many will find alternatives, with many of those taking them out of New Jersey.

Competition is good. It's healthy. And so is collaboration. Rutgers-Camden and Rowan already collaborate in our host city of Camden, where Rutgers provides library services to Rowan's Camden students, and we both – along with Camden County College – share a University District Bookstore.

There's far more than we can do, together. Rowan and Rutgers-Camden, partnering with Cooper Medical School and the Coriell Institute, have the framework in place to develop an institute for genomic research that would redefine our region as a global center for the biosciences. Working together, our institutions can compete for, and achieve, the federal grant resources that will serve all institutions well. And we can do this at a fraction of the cost of forcing an inorganic merger between two very different institutions.

There are other opportunities. As partners, Rutgers and Rowan can, and should, enter into formal agreements to allow our students to cross-register. The Rowan student earning her master's in engineering could, at the same time, work to earn her Rutgers law degree, graduating with two highly desirable degrees at the same time.

That's just one example. Working together, collaboratively, we can develop so very many more, allowing both Rutgers-Camden and Rowan to retain their unique identities and missions while also offering new opportunities for the families of our region, all without forcing an extraordinary price tag on the citizens of our region.

As I said at the onset, we agree on 98 percent of the issues here. Maintaining the status quo is not an option. At the same time, removing opportunity and options from our region, and forcing the dissolution of Rutgers-Camden into Rowan, will set these plans back by decades. The people of South Jersey don't deserve that. They demand choices, and they want progress now. Rutgers and Rowan, working as partners, can deliver that promise. We at Rutgers-Camden stand ready to collaborate, and we look forward to working with all of you to advance this agenda.

Thank you.

Legislator: For additional information, contact Chancellor Wendell Pritchett at (856) 225-6095 or chancellor@camden.rutgers.edu.

CAMPUS OVERVIEW

Founded:	1926 (as the South Jersey Law School)
Joined Rutgers:	1950
Campus size:	40 acres
Facilities:	36 buildings (1.2 million square feet)
Undergraduate majors:	35
Graduate programs:	26 (DPT, JD, MA, MBA, MFA, MPA, MPH, MS, MSW, PhD)
Athletics:	18 NCAA Division III women's and men's teams

ENROLLMENT (FALL 2011)

Total:	6,627
Undergraduate:	4,576
Graduate:	2,051
College of Arts and Sciences:	2,514
University College:	1,023
School of Business:	1,161
The Graduate School:	616
School of Law:	866
School of Nursing:	248
Social Work:	199

FACULTY/STAFF

Full-time faculty:	288
Faculty with terminal degrees:	98%
Full-time staff:	474
Total full-time employees:	762

STUDENTS

Average class size:	22
States represented among students:	29
Nations represented among students:	33
Residential students:	520
Graduates:	41,500

Rutgers–Camden at a Glance

The excellence and achievement of a world-class research university combine with the intimacy of an elite liberal arts college at Rutgers–Camden, where the Rutgers experience is readily accessible at every level. Esteemed for the scholarly accomplishments of its faculty and students, treasured for its intimate community spirit, and applauded for its regional leadership, Rutgers–Camden transforms lives in its role as the most prominent institution of higher education in southern New Jersey.

The small scale of the campus makes it possible for undergraduates to study with highly respected faculty from the time they arrive on campus. Student research, experiential learning, and international studies are hallmarks of the undergraduate experience. So are the highest levels of achievement earned by the faculty. Rutgers–Camden scholars earn membership in such prestigious academies as the American Association for the Advancement of Science (AAAS) and the American Academy of Nursing (AAN). Our professors command funding from the NSF, NEH, NIH, NEA, and many other highly competitive federal funding agencies. They are represented around the globe through multiple Fulbright Fellowships annually.

In 2011, Rutgers–Camden received a truly singular honor: Dr. Jacob Soll, a professor of history, was selected as a MacArthur Fellow. Known as the "Genius Grant," this fellowship is the highest honor that can be earned by a scholar or artist. Dr. Soll is one of only two faculty members currently at any Rutgers campus to command this distinction.

Rutgers–Camden at a Glance (continued)

Creative teaching is valued at every level, and delivers real outcomes for our students, as evidenced by the ever-increasing presence of Rutgers–Camden graduates at the highest levels of state and national government; strong placement rates in graduate and doctoral programs; career placements with top employers; and the professional and personal successes of alumni.

Our law school is ranked highly nationwide for the original scholarship of the faculty and the overall experience of this increasingly prominent public law school. We also offer graduate professional education in business, where the MBA program applies high-level theory to contemporary business practice; public policy and administration, with special emphasis on international and community development; and physical therapy, which offers a DPT degree. In 2007, Rutgers–Camden inaugurated the nation's first PhD program in childhood studies, gaining international recognition for the boldness of our vision. Additional PhD programs in public affairs and computational and integrative biology capitalize upon the multidisciplinary strengths of the campus. New master's programs in such areas as computer science, psychology, and creative writing (MFA) leverage academic strengths and expand degree options for Rutgers students.

Student life is vibrant. Rutgers–Camden engages its students in a wide array of activities, including 18 women's and men's NCAA Division III sports. As a key anchor institution in the City of Camden, and as the southernmost representative of New Jersey's only comprehensive public research university, Rutgers–Camden takes a leadership role in delivering community service initiatives that seek to transform lives and organizations in our host city, the region, and beyond. Students, faculty, staff, and graduates engage in collaborative efforts that build communities and forge relationships.



Faculty Research and Achievement

Rutgers–Camden faculty meet the same high standards for excellence in research as their peers across the Rutgers system and at other institutions within the prestigious Association of American Universities. When adjusted for the relatively small size of the campus, Rutgers–Camden faculty produce a stellar per-capita level of scholarship. Below are just a few examples:

Expanding Knowledge: During the past five years, Rutgers–Camden professors authored more than 70 research books. During 2010-11, the 18-member English department faculty alone generated nine books.

New Ways to Fight Tuberculosis: Dr. Desmond Lun (computer science) is applying a software platform to simulate the behavior of the bacterium that cases tuberculosis, which may advise the development of more effective medications.

Defining Virtual Law: Prof. Greg Lastowka (law) is at the leading edge of legal scholarship defining the emerging field of online law. His book *Virtual Justice: The New Laws of Online Worlds* (Yale University Press) is critically acclaimed for its insight.

Forecasting Traffic Patterns: Widely published mathematician Dr. Benedetto Piccoli is respected worldwide for his research into traffic patterns. His algorithms and models have been applied to cell phone GPS programs to better predict vehicular traffic patterns and bottlenecks.

International Management Honors: Management professors Dr. Briance Macarenhas and Dr. Rakesh Sambharya are ranked ninth and 20th, respectively, in terms of their contributions to international strategic management research over a 10-year period.

Examining Children as Refugees: An international expert in the area of forced migration, Dr. Charles Watters (childhood studies) has advised the Portuguese presidency, the European Union, and the British National Children's Bureau on the global rise of child refugees.

Advancing Bioinformatics: Dr. Andrey Grigoriev (biology) advances the applications of computational approaches to a wide range of life science disciplines, from genome and sequence analysis to networks and pathways to systems biology to biomarker discovery to translational medicine.

Spotlighting Children and Illness: Dr. Myra Bluebond-Langner (anthropology) is the winner of the highly prestigious Margaret Mead Award from the American Anthropological Association for her groundbreaking research into the worlds of critically ill children. She is the invited True Colours Chair in Palliative Care for Children and Young

People at the University College, London, Institute of Child Health.

Understanding Consumer Behavior: Dr. Robert Schindler (marketing) is a leading authority on matters related to consumer psychology and pricing. In fact, the body of his research was the subject of a national scholarly conference hosted by Fordham University.

Changing Perceptions: Dr. Sarah Allred (psychology) published her groundbreaking research into how the brain perceives and translates color in the journal *Current Biology*. Her research is supported by a major National Science Foundation grant.

Defending Human Rights: Prof. Beth Stephens (law) is known worldwide as an authority on matters related to international law and the defense of human rights. In fact, the Rutgers–Camden scholar played a key role in a unanimous U.S. Supreme Court ruling that awarded damages to Somalian victims of torture.

Chronicling American Motherhood: Known for her research into medical history, Dr. Janet Golden (history) received a competitive National Endowment for the Humanities Fellowship to study the history of babies in modern America.



Student Accomplishments

The careers and lives of Rutgers–Camden students benefit greatly from their closely interactions with top research faculty and mentors. Below are just a few examples.

Extending Organ Life for Transplants: Undergraduate biology major David Luor is researching the cold tolerance in the cells of the common fruit fly to discover opportunities to help human organs tolerate the colder temperatures necessary for transplant delivery. He is working with faculty mentors Dr. Nir Yakoby and Dr. Dan Shain.

Understanding Social Bonds: Salinas Griffin, a student in the graduate psychology program, is working with faculty mentor Dr. Sean Duffy to study the role of automatic mimicry in forging personal relationships.

National Legal Honors: Matthew Sykes, a 2011 graduate of the Rutgers–Camden law school, received a 2012 Skadden Public Interest Fellowship. This highly competitive award is presented to only 28 law students nationwide, and carries extraordinary prestige.

Environmental Research: Muslum Demir, a chemistry major, is working with Dr. Alexander Samokhvalov (chemistry) to remove compounds harmful to the environment from petroleum and liquid fuel.

Monitoring Financial Trends: Undergraduate economics major Joseph Harris collects statistical information useful for banks and small businesses through his internship at the Federal Reserve Bank of Philadelphia.

Studying Childhood: Lara Saguisag, a candidate in the PhD program in childhood studies, is the recipient of a Library of Congress fellowship that is advancing her research and allowing her to deliver lectures in our nation's capitol.

Determining Marketing Strategies: Dan Walsh, a business major, is one of just 30 Kellogg's interns chosen nationwide for an extremely competitive internship. His job is to make sure the company is represented with well-stocked products in all of the stores that carry the food giant's products.

Advocating Prisoners' Rights: Third-year law student Alex Rubenstein has written an article and developed a pamphlet to help prisoners who are very much in need of legal assistance navigate an extremely complex process.

Serving South Jersey

As part of New Jersey's land-grant university, Rutgers–Camden is dedicated to applying its scholarly resources toward the challenges facing the citizens of southern New Jersey. Below are a few examples of the creative ways in which Rutgers–Camden fulfills that mission:

National Recognition: Rutgers–Camden's commitment to civic engagement captures both the imagination of the region and the respect the nation. According to *Washington Monthly* magazine, which ranks universities according to their "contribution to the public good," Rutgers–Camden is ranked 74 among master's-level institutions. By comparison, Rowan is ranked 228.

Clear Dedication: During 2010-11, Rutgers–Camden students spent more than 230,000 hours in service to local communities, most of which was spent in Camden. This total includes more than 60,000 hours of free legal services, valued at more than \$4.5 million. It also includes more than 10,000 additional hours in field-specific service by graduate and professional students in fields such as social work, public administration, and law.

Local Investment: Rutgers–Camden has secured more than \$4.6 million in active grants focused on service to the local community. The vast majority of this money is spent on Camden. Grants support a wide range of programs including crime prevention and prisoner re-entry, training for early childhood educators, youth arts programs, community health education, and entrepreneurship training. Nearly all service-oriented grants are won based in large part on Rutgers–Camden's status as an anchor institution in the City of Camden.

Growing Civic Engagement: Launched in 2011, the Rutgers–Camden Civic Scholars Program provides grant support for 10 undergraduate students who seek to engage in service learning initiatives; the program, which integrates service with classroom learning, attracts students motivated by effecting social changes. Similarly, Rutgers–Camden's Civic Engagement Faculty Fellows program has 23 professors committed to reimagining their courses to include meaningful opportunities for civic learning and service.

Future Scholars: The Rutgers Future Scholars program provides academic enrichment opportunities beginning in eighth grade and the promise of a four-year full-tuition scholarship to Rutgers for 50 students per class year from the City of Camden. By the 2016-17 academic year (the first year in which four cohorts of Future Scholars will be in college), the value of those scholarships to Camden families could reach more than \$2.5 million. This is a program only for families in Rutgers host cities.

Testimony of Dr. Howard Gillette

March 19, 2012

My name is Howard Gillette. I spent the last twelve years of my career at Rutgers-Camden as Professor of History before retiring in July, 2011. I am speaking today to the effect of the proposed merger on the city of Camden, a subject that is informed by my 2005 prize-winning book, Camden After the Fall. Your committee has already heard from Mayor Cory Booker about the adverse effects the Barer proposal if implemented would have on Newark. The proposal would be no less devastating to Camden, all claims of proponents to the contrary.*

Ten years ago the state stepped in with similar claims that it could reverse Camden's decline. No doubt the millions invested under municipal recovery legislation in the city's "eds" and "meds" had positive results. Plans to revitalize city neighborhoods failed, however, largely because they advanced over the intense opposition of Camden residents whose primary needs were not addressed. Dissent and litigation followed. As a result, no one can claim the city is safer or more prosperous today because of the state's intervention. If the Barer proposal for a merger is approved, we will head in the same direction. We've had dissent. Soon we'll have litigation. Even the most touted results of the proposal cannot be achieved for decades.

Make no mistake. This proposal severely damages Rutgers-Camden, one of the major success stories in the city of Camden. It would deprive the campus not just of its name, but of the resources that make it possible to recruit and to maintain top research faculty and students from around the country and the world. Undercutting Rutgers-Camden in such a way will weaken the city as well, by reversing campus growth and the consequent boost to city institutions that comes with it.

A logical extension of the municipal recovery effort is to boost both Rutgers-Camden and Cooper Hospital. But appropriating the intellectual and monetary resources from Rutgers-Camden in aid of "the new Rowan" diminishes Rutgers without assuring the desired end of nationally recognized research status for Rowan. To work, any such "partnership" should be mutually arrived at through thorough assessment and consideration of costs and consequences, none of which has been provided through the Barer report. Your committee should demand no less before it supports any actions that will have long-term consequences for higher education, the region, and the city of Camden.

*I have attached for the committee's consideration the exchange of views on this subject between myself and Cooper Hospital Board Chair George E. Norcross, published in the Philadelphia Inquirer February 5th.

Testimony of Margaret Marsh, Former Interim Chancellor of Rutgers-Camden

Good Morning. My name is Margaret Marsh and I am a professor of history at Rutgers. Until last year I served in leadership positions at Rutgers-Camden. I spent two and a quarter years as interim chancellor and more than a decade as dean and executive dean of arts and sciences. I'm a graduate of both Rutgers-Camden and Rutgers-New Brunswick. And I am a nearly life-long South Jerseyan who grew up just down the road in Vineland.

I oppose the takeover for Rutgers-Camden by Rowan, and in this I am just one of more than 44,000 alumni, hundreds of faculty members, thousands of current students, and an untold number of future students. The people of New Jersey agree with us. Your constituents do not want to see the takeover happen. Throughout the state, only 22% support it. In southern New Jersey, only 19 percent support it and 71% are opposed.

Why is the takeover a bad idea?

First, it narrows the choice for undergraduate students who want to attend a four year college in South Jersey, who, right now, can go to Rutgers, Rowan, or Stockton. It will remove from the region the one university whose name is recognized around the world, which gives Rutgers-Camden students a leg up in the increasingly competitive national and international marketplace.

Second, it will make it harder for adult learners, including veterans, to attend Rutgers. Almost 30% of our students are over the age of 25, and most of them cannot travel to New Brunswick or Newark for a Rutgers education.

Third, removing Rutgers—Camden from the Rutgers system will cause an exodus of its world-class faculty. We've already lost one, for sure, and others are being recruited by institutions such as the University of Wisconsin and Columbia. Our faculty compete in that league, and we are able to recruit them because they are joining a university ranked among the top 60 in the world, where faculty have access to the university-wide research infrastructure. And many of them are attracted to Rutgers-Camden because they can really get to know their undergraduate students through our small classes while still being able to produce award-winning research.

Fourth, this takeover will be incredibly costly and the Barer Committee did not consider costs. The head of the committee, Sol Barer, told the Rutgers Board of Trustees that cost considerations were not part of his assignment. But how can the legislature enact into law a proposal that has no plan? No budget? Why destroy the research university we already have, then wait 40 or 50 years in hopes we will see a new one arise?

There's a better way to make higher education great in South Jersey: Follow the lead of other states that have created very successful formal alliances between universities. That way, each one retains its individual identity and strengths, while leveraging the resources of both to create new opportunities for students and faculty.

Let's look to the future, not the past. Shame on us if we allow this takeover to happen, weakening what strengths are already in place in the region and leaving to the fates to speculate what might happen to make up for those losses many years down the road.

Respectfully Submitted,
Margaret Marsh
University Professor of History

Attachments to Margaret Marsh Testimony

Five Attachments:

Op-ed for *nj.com* (*Star-Ledger*) by Jeanne Fox and Lora Fong (Rutgers University Trustees): "Partnership, Not Merger, Right for Rowan University and Rutgers-Camden"

News story, *Baltimore Sun*, on a new partnership between the University of Maryland, Baltimore, and the University of Maryland, College Park

List: Potential Collaborations among Rutgers University-Camden, Rowan University, and the Cooper Medical School of Rowan University

Op-ed for *Philadelphia Inquirer* by Michael Palis, Joseph Martin, and Benedetto Piccoli, "No Need to Change Names to Win Grants"

Op-ed for *nj.com* (*Star-Ledger*) by Margaret Marsh, "Don't Merge Rutgers-Camden, Rowan University"

Potential Collaborations among Rutgers University-Camden, Rowan University, and the Cooper Medical School of Rowan University

Rutgers-Cooper-Rowan Integrative Biology and Genomic Medicine Institute in Camden

The Rutgers-Cooper-Rowan Integrative Biology and Genomic Medicine Institute (IBGMI) will leverage the existing strengths of four anchor research institutions in the City of Camden (Rutgers-Camden, Coriell Institute for Medical Research, Cooper Cancer Institute /Cancer Institute of New Jersey, and Cooper University Hospital/Cooper Medical School at Rowan University) and transform southern New Jersey into a hotspot for life science and biomedical research in the region and the state.

The IBGMI will be housed in a 100,000 sq. ft. building with an estimated cost of \$80 million that will promote collaboration among a distinctive mix of basic researchers, mathematicians, computer scientists, and clinical investigators at a single site. The facility will be explicitly designed to provide a creative center in Camden for multidisciplinary studies including a major focus on computational modeling of biological systems and personalized genomic medicine. Such an environment is essential to fostering new collaborations not only among researchers from different institutions but also among researchers from different disciplines - a necessary ingredient to successful interdisciplinary research.

The Rutgers-Camden Center for Computational and Integrative Biology (CCIB) will give the IBGMI a collaborative theoretical and experimental understanding of the fundamental mechanisms of biological systems. The Coriell Institute will allow access to a growing database of personal genetic information and the world's largest collection of human living cell types. As a translational research center with a mission to introduce basic science findings directly to clinical setting, the IBGMI will benefit from the proximity of numerous prospective clinical trials performed at Cooper Hospital.

Graduate education and research capacity will be provided by the Rutgers-Camden PhD program in computational and integrative biology associated with the CCIB. In the longer term, the IBGMI will become a nationally recognized center for life science and biomedical research, stimulating the biotech industry and enhancing employment opportunities. The IBGMI has the potential of putting Camden on the international map as a center for research in the fields of integrative biology and personalized medicine. Finally, the IBGMI will benefit the State of New Jersey by stimulating the biotech industry and enhancing employment opportunities for the residents of the state.

The Center for Health Care Management Research and Analytics

The Center for Health Care Management Research and Analytics will be a partnership among the Rutgers School of Nursing-Camden, the Rutgers School of Business-Camden, the Cooper Medical School of Rowan University, and the UMDNJ-School of Osteopathic Medicine to conduct research on delivering high-quality, cost-effective health care. Leveraging faculty research strengths and experience, this center will bring together researchers and clinicians of the

various schools to collaborate by sharing frameworks, developing new data-driven analytics, and analyzing patient care data and processes. The center's multidisciplinary research programs will be well positioned to seek federal funding from agencies such as the National Institutes of Health, the National Science Foundation, and the Agency for Healthcare Research and Quality.

Collaboration among these units will offer new research-based educational programs at their intersection such as executive programs in health care management and graduate programs in nursing. These educational programs will create and disseminate new knowledge and train the next generation of leaders to provide cutting-edge health care in the region.

The Urban Health Interventions Research Center

The Urban Health Interventions Research Center will bring together Rutgers faculty with research expertise in the study of poverty and health with the faculty of the Cooper Medical School at Rowan University who have extensive clinical experience. These collaborations, in the context of a city with unique opportunities for intervention research, will result in high-quality research that holds the potential to transform public urban health; moreover, such multidisciplinary and innovative approaches can be leveraged into effective federal grant proposals. A principal focus will be the study of community interventions to serve the health needs of low-income, urban populations. For example, the success of neighborhood interventions can be evaluated by monitoring changing patterns of emergency room utilization. Similarly, the effects of natural experiments—the construction of new housing, installation of new pollution equipment, availability of new recreational spaces—on health can be assessed through analysis of health records now available as a result of the integration of records from the emergency rooms serving Camden—an achievement of Camden physician Dr. Jeff Brenner. Camden's small size and identifiable neighborhoods make it an ideal and unique setting for this research.

The Rutgers-Cooper-Rowan Center for Urban Health Law and Policy

The Rutgers-Cooper-Rowan Center for Urban Health Law and Policy will bring together faculty in law and medicine, along with faculty in other disciplines, to support clinical and research activities. The clinical program will meet the multiple needs of low-income medical patients, including, but not limited to, qualifying for governmental services and private insurance benefits, resolution of questions of legal capacity and assistance with surrogate decision making, housing issues (landlord/tenant, mortgages), domestic and family violence, juvenile justice, and immigration. Law, medical, and perhaps other graduate students will work together under appropriate supervision to assist and serve New Jersey citizens.

The health policy program will bring together faculty at Rutgers School of Law-Camden, Rowan University, and the Cooper Medical School of Rowan University to address major issues in urban health policy. The law faculty includes two leading experts on health law and policy, including the law regarding access to, financing of, and quality of care. The center will provide research and analysis in collaboration with many other units, including the Center for Urban Research and Education and the Center for Children and Childhood Studies, both at Rutgers-

Camden. A principal focus will be the effects of neighborhood poverty on health status, a relationship that the *New England Journal of Medicine* and other sources have reported is crucial to community medical, economic, and social health.

The Rutgers-Cooper-Rowan Ph.D. in Health Psychology leading to Licensure in Counseling/ Clinical Psychology

One of the most rapidly growing areas of specialization in psychology focuses on health. Many of the most significant health problems in the United States have behavioral and psychological roots: diabetes, depression, aggression, and many others result from, or are exacerbated by, human action resulting from cognitive, social, and emotional processes. The Rutgers-Cooper-Rowan Ph.D. Program in Health Psychology will develop researchers to explore the links among biology, mind, and health, and prepare counseling and clinical psychologists to intervene effectively in the lives of South Jersey residents. The proposed program draws upon established strength in research on health psychology at Rutgers-Camden and the clinical expertise of faculty at Rowan, and will contribute to, and draw from, the intellectual resources at Cooper Medical School at Rowan University. These initial strengths will need to be augmented by judicious hiring at all three institutions in order for the program to succeed. Currently, there are no programs south of Princeton that prepare doctoral-level researchers and practitioners in psychology. Rutgers-New Brunswick's Graduate School of Applied and Professional Psychology is highly selective and draws many high-performing students. Given the future of health psychology, the interest of students in obtaining clinical licensure, the needs of the region, and the current strengths of the respective units, the proposed program has a high probability of achieving regional and national success.

The Rutgers-Rowan-Stockton Program in Global Literatures and Languages

The Rutgers-Rowan Program in Global Literatures and Languages will capitalize on the strengths of the institutions in southern New Jersey to foster internationally recognized research and the most effective teaching practices in world literatures, critical reading and writing, foreign languages, digital humanities, and international study. Offering both an undergraduate major and a track in the M.A. program in English, this initiative will underline the importance of the humanities by equipping students for the twenty-first century with its emphasis on global awareness, literacy skills, and technology. The Global Literatures curriculum will be expansive, including not only Anglo-American and Anglophile literatures but also literatures in selected original languages and literatures in translation. Courses in the art of translation and translation studies will be integrated with the M.F.A. programs at Rowan and Rutgers-Camden. Electronically connected classrooms will allow students at the universities to study a range of foreign languages not possible at a single campus. An integrated International Study program will broaden global learning opportunities and provide cost-effective venues for immersion in various languages and cultures.

Joint Meeting of the NJ Senate and Assembly Higher Education Committees

MONDAY MARCH 19, 11:00 A.M.

Rowan University, Chamberlain Student Center, Eynon Ballroom

Dear Members of the Senate and Assembly,

I'm John Wall, professor and chair in the dept. of Philosophy and Religion at Rutgers-Camden.

I'd like to thank you for holding these important discussions, and I'd like to thank Rowan for generously hosting them.

I'd like to talk here about facts rather than speculation.

~~Much of the takeover discussion, including in the Barer Report, is based on speculation, but I'd~~

~~like to focus our attention on facts.~~ The two main reasons put forward for the takeover are,

first, to retain more college students in South Jersey, and, second, to create another major

Together these are supposed to boost our economy.
research university. Do these reasons stand up to scrutiny?

A 2009 Seton Hall study found that the vast majority of students leaving New Jersey leave to attend *private* rather than public universities, and that they did not leave for lack of *seats* but for lack of *choices*.ⁱ Eliminating Rutgers in South Jersey will obviously make those choices even fewer, not only now but also for our children and grandchildren. Up until seven years ago, Rutgers-Camden had only 4,000 students and survived on financial support from the Rutgers system. Great efforts grew this enrolment to a level of financial self-sustenance, and last year

we actually sent about 50 million dollars up north. I ask you to imagine what the situation will

be like four years from now as the last Rutgers students graduate from ^{our region} South Jersey. ~~Most~~

~~likely~~ ^{will} Rowan students ~~will not~~ flock to Rowan-Camden in sufficient numbers to maintain this

growth, when they can instead attend the main, larger, and safer campus in Glassboro. ^{? I've seen}

^{no study on this, but I doubt it. Rather, it is likely that} enrolments ^{go down} will plummet, as we're already seeing for next year, the gains will be lost, and in

four years enrolment may be so low that the campus will have to be shuttered, causing even more students to leave the state.

As for research, allow me to offer my own story as a typical one. I came to Rutgers-Camden twelve years ago fresh out of graduate school, and since then have published five books in top presses like Oxford University, fifty articles and chapters, and I give 2-3 keynote addresses a

year in places like India, Norway, and the UK. This level of research is possible because I work ^{a major research university} for Rutgers University, which has invested ~~vast sums~~ ^{for many decades} in research

infrastructure, research-level teaching loads and sabbaticals, the best library in the state, and in these and many other ways its ^{longstanding} global research reputation. Rutgers-Camden is on its way to

becoming a Carnegie Doctoral Institution in the next few years. It would cost billions to create another such major research university in the south, much of it *duplicate* costs to taxpayers.

~~What is more~~ 70% of business mergers fail ~~anyway~~, especially when one party is against it.

Facts suggest, then, that research activity and funding would *decrease* in South Jersey for both the short- and long-term, ^{unless the taxpayers of NJ have billions to spare.}

South Jersey could have its cake and eat it too with a partnership or consortium model, in which Rutgers-Camden remained part of Rutgers ^{→ Reason grew its own distinct assets.} since this would attract *more* students and research resources and for significantly lower costs. As other states like Maryland and New York have shown, this is the proven model for twenty-first century higher education reform. It allows universities to grow their ^{diverse} ~~distinctive~~ assets without encumbering them with ^{more} ~~old-fashioned~~ bureaucracies. [?] [This is why the takeover is opposed by the unanimous Rutgers-Camden faculty, staff, students, and 44,200 alumni; the Rutgers-wide faculty senate and student government; the New Jersey State and Camden Bar Associations; all 36 New Jersey faculty unions; and 71% of South Jersey's citizens. It follows from facts rather than half-baked speculation.]

Thank you.

ⁱ Alyssa McCloud, *Migration Patterns of College Students in New Jersey: A Synthesis of the Data and Literature*.

Support the Proposed Merger

Thank you for this opportunity to speak to you today. My name is Vincent Manco, and I am from Jackson Township. I am a senior, economics major here at Rowan University. I am also an elected Senior Class Senator in Student Government.

I am here today because I am in favor of the proposed school realignment, more specifically the merger of Rowan University and Rutgers-Camden. Rowan University has been a steadily growing institution over the past two decades. I'm excited to see Rowan University grow right in front of my eyes. With the addition of Rowan's new medical school and the Rutgers-Camden business and law schools, I see a great future ahead for our university.

The merger would benefit both campuses. Becoming a major research university would only help both campuses and also improve the value of our degree. Our university could become more notable and enhance our image through its own merits. Rowan would also receive more federal funding.

I believe that it is important that New Jersey have another major research institution in the state, more specifically that it be in the southern portion on the state. We need to give more incentive for New Jersey students to go to college in-state.

One of the concerns I keep hearing from people is that class size may increase. I will have to disagree. Just about every classroom on this campus has a

maximum capacity of either 25 or 35 people. There are very few "lecture halls" on campus.

I do not believe that the proposed school realignment is a partisan issue. Governor Christie, a Republican, has pushed forward this plan. Senate President Sweeney, a Democrat who represents Glassboro, has come out in support of this. I am President of the College Republicans here on campus, and I am in favor of the proposed merger. Tom Holroyd, the outgoing head of the Democratic Club and likely the new Student Government President next year is also in support of this. I hope you will come together and support the school realignment with us. Thank you.

Public Comment at the New Jersey Senate Higher Education Committee and the Assembly Higher Education Committee joint hearing.

March 19, 2012

Rowan University

Daniel Cook, Associate Professor
Rutgers University
Camden, NJ
dtcook@camden.rutgers.edu

“Replace the Fear of Loss with the Promise of Gain”

Dear Members of the Senate and Assembly Higher Education Committees:

Thank you for the opportunity to speak and for the serious attention you are paying to the Rutgers-Rowan matter.

I am associate professor in the Department of Childhood Studies at Rutgers-Camden. I came to New Jersey in 2007 to help **build a new, innovative program in Childhood Studies, which remains the first and only doctoral degree granting program of its kind in North America.** I left a comfortable, tenured position at the University of Illinois, Champaign-Urbana—a campus with considerable resources and a fine academic reputation—to invest my knowledge, skills, energy and enthusiasm into the Childhood Studies program, into Rutgers-Camden and into South Jersey. Had I seen an advertisement for a similar start-up program being launched at Rowan University, I would not have given it a second thought and remained at Illinois. I say this not because of any negative associations with respect to Rowan—I have none—but simply because I could not have embarked on such a risky venture at a small and unknown place.

I am not alone, of course. Since we began, we have has attracted outstanding faculty and graduate students from all over the region, the country and the world (South Asia, Europe, Africa and the South Pacific). **Everyone one of us came to childhood studies and to Camden because the program was backed with the name, good faith and resources of Rutgers University.** One simply does not draw people form California, Minnesota and Ohio, from Africa, India, Europe and the South Pacific without a name that is attached to a recognizable reputation.

I tell this story not simply to ring the bell of my program, but **to illustrate the drawing power of the Rutgers name and what one program has been able to do with it.** We see something of this story repeated again and again in the cases of the Rutgers-Camden schools of business and law, the Fine Arts program, the new College of Nursing and the two other doctoral programs that

have been launched in recent years. All of these programs add materially to the South Jersey higher education profile and all of them draw students and faculty into New Jersey.

The problem with the Barer Committee Report, and with the general rhetoric surrounding the Rutgers-Rowan issue in its aftermath, is its short-sightedness and wrong-headedness in its approach to bringing money and resources to South Jersey education. The recommendations in the report are unsubstantiated. There is no plan, no budget, not timetable, no research whatsoever. The advocates of this plan are asking us all to take it on blind faith that some super university will arise in South Jersey every from smashing Rutgers-Camden and Rowan together.

One striking aspect of the Barer report and discussion is that **the Rutgers-Rowan issue is framed from a position of weakness based on a fear of losing students, offering pie-in-the-sky remedies for arresting loss. It is not based on building something that will attract people—like myself, my colleagues and graduate students—to New Jersey, to South Jersey.**

The thinking is shortsighted, in part, because **to cut the Camden campus from Rutgers and enfold it into Rowan will decimate the significant equity of scholarship and human capital already accumulated and invested that is, right now, drawing faculty and students to the state.**

- Anyone who can leave will leave Rutgers-Camden, including, graduate students, professional students, undergraduate students and faculty, will leave. Those who leave will do so who have the most value to offer other places.

It is faculty—their quality of teaching and research—which make a great higher educational institution. It is the quality of programs, their reputation, that draw students to a university. The higher quality faculty, the higher quality students which then, in turn, draw better faculty and students.

Smart money is investment that builds on itself. In higher education, nothing builds on itself like the human capital of faculty and students. Dumb money is a one-off infusion of funds with no plan, no timetable, no thought put into it.

As well, there is a great deal of verbiage about “seats,” about filling “seats” and not losing NJ students to other states. But there is no talk whatsoever—and certainly no plan or strategy—regarding the minds that are attached to the heads that are attached to the bodies that are attached to those behinds which supposedly will fill the “seats.” That is, no thought is being put into the quality of the education that will be offered. This quality will be diminished severely should Camden be severed from Rutgers.

- **South Jersey will not gain, or gain very little, in student enrollment of NJ Jersey residents because students who leave their home state for college have higher academic ability and higher family income.** NJ students out migration by county reflects the county income; students from more affluent counties are more likely to go out of state for college. (McCloud 2009 [attached]).

The consequences here are striking. Most affluent students are not going to stay in-state. **Those South Jersey families looking to place their child in a top-name institution will no longer have Rutgers as a viable option, except for the few who will go to New Brunswick; hence, they will go elsewhere.** Students and parents do not chose a school for what it will become, based on some conjectured future reputation, but upon what the degree will mean in the immediate future. I fear that there will be a net loss of NJ resident students in the immediate aftermath of a merger as proposed.

If you want to attract more people who, like myself and my colleagues, chose South Jersey over other highly resourced and well-known institutions and who come to build unique innovative programs, then you must keep Camden part of Rutgers. If you want to draw students *to* New Jersey, then you must keep Camden part of Rutgers.

We must replace the fear of loss with the promise of gain in order to realize a better future for South Jersey higher education.

The way forward is to:

- Separate decisions for North Jersey and South Jersey mergers. The two have nothing to do with each other, educationally speaking.
- Create an environment whereby all institutions and stakeholders involved can assess the complementarities, synergies, overlaps and potential costs and benefits of a collaborative agreement whereby the Camden campus keeps its affiliation with Rutgers and thus will have significant resources to continue to offer to South Jersey.
- Above all, avoid rash quick-fix solutions for these surely will result in lawsuits, stalemates and general disruption which already has been counter to conducting education these past weeks. We all have much to gain and much to lose, depending on how this situation is handled.

Ultimately, we are all in the same boat called South Jersey and it is better that we find a way to paddle in the same direction, lest we become merely a ship of fools.

3/16/12

A large number of New Jersey students chose to go to college out of state, and have for at least the past 40 years. This is a frequently stated rationale for takeover of Rutgers Camden by Rowan. A review of research on this topic does not support the idea that joining the two universities would keep more students at home. In 2009 Seton Hall doctoral student Alyssa McCloud wrote her dissertation, *Migration Patterns of College Students in New Jersey: A Synthesis of the Data and Literature*, and reviewed all existing studies and data on the subject.

She found that:

- Students who leave their home state for college have higher academic ability and higher family income (41). NJ students out migration by county reflects the county income; students from more affluent counties are more likely to go out of state for college (158)
- Students prefer to migrate to neighboring states; New Jersey students who attend college out of state primarily choose colleges in New York and Pennsylvania (43).
- Students who go to college out of state most often attend a private college (45); academic reputation was the most frequent reason NJ students chose an out of state college (159); NJ students who want to attend public schools tend to stay in state (167)
- Greater state support of higher education leads to less out migration and more in migration (48). States with more schools and more programs retain more students (53)
- First generation college students (those whose parents did not go to college) are less likely to go out of state for college (52)
- Capacity (the number of spots available) had no effect on NJ student migration (137)
- New Jersey has a relatively small system in comparison to most other states in terms of number of students, faculty, and institutions (139)
- Rutgers is one of the highest quality institutions in the state, and this is known to be an important draw for high-achieving students (150). Princeton and Rutgers attracted 45% of out of state students coming to New Jersey for college (163)

Removing the Camden campus of Rutgers and making it a part of Rowan will reduce the number of schools available to students in South Jersey. Since students who leave the state usually choose private not public colleges and both Rutgers and Rowan are public universities, combining them will not make a difference.

Testimony to NJ Senate Higher Ed Committee

19 March 2012

by Dr. Katherine C. Epstein
Assistant Professor of History
Rutgers University-Camden

I am a tenure-track assistant professor of history at Rutgers-Camden. I strongly oppose the proposed hostile takeover of Rutgers-Camden by Rowan, which will set back higher education in the region for decades to come.

First, if the merger goes through, faculty will leave. I took the job here (turning down two other offers, one of which was much higher-paying) not just because of the prestige of the Rutgers name, but because it gave me the opportunity to research as well as teach. At Rutgers-Camden, I teach two courses a semester, which leaves me time to do research; tenure and promotion standards value research along with teaching; and I have seamless access to an excellent library system, which contains 3.5 million volumes. By way of comparison, the teaching load in the humanities at Rowan is four courses per semester, leaving faculty far less time to pursue research; tenure and promotion standards do not emphasize research; and the library contains only 420,000 volumes. You cannot have a research university without research faculty.

Second, proponents of the merger have yet to explain how the merged university would acquire the resources that Rowan lacks but that Rutgers-Camden enjoys through its participation in the Rutgers system. Where will the money come from—tuition hikes? How long will it take the law school to re-acquire accreditation from the American Bar Association, without which its graduates cannot practice law? When will the merged university join the elite American Association of Universities, to which Rutgers belongs but Rowan does not? A proposal that did not offer answers to such basic questions as these would be laughed out of a corporate boardroom; it astonishes me that it is being taken seriously in public debate.

Third, the merger proposal is already hurting Rutgers-Camden, and it will continue to hurt us until it is killed. Faculty and students are naturally wary of joining an institution that may no longer exist. I have seen that wariness up close, since I recently served on a search committee to hire a new junior faculty member in the history department. There is a real urgency to kill the merger proposal before it does any more damage than it has already done.

Contrary to what proponents of the merger would have you believe, South Jersey already has a public research university, and it is Rutgers-Camden. It is outrageous that my colleagues and students are having to waste time fighting a proposal whose proponents have not performed even minimal due diligence and that is transparently motivated by political and financial interests. I am sick and tired of hearing our opposition characterized as being purely self-interested or “just about a name.” It’s about much more than that; it’s about values at the heart of higher education. The Higher Education Committee should immediately condemn the merger proposal for the travesty it is. Thank you, and I look forward to your next meeting in Camden.

An Assessment of the Report of the Barer Commission

M.A.R. Habib, Department of English, Rutgers University

Preface

What follows is a systematic assessment of the report of the UMDNJ Advisory Committee (January 25, 2012) in terms of (a) its avowed objectives, (b) its consultative procedures, (c) its research methodologies, and (d) the various levels of argumentation underlying its proposal for restructuring of higher education in Southern New Jersey. As will be argued here, the report is severely deficient in each of these respects, and its central claims are demonstrably incoherent and even self-contradictory.

What was the Objective or Mission of the UMDNJ Advisory Committee?

(1) The Committee's interim report was entirely concerned with the mergers of Rutgers New Brunswick with various branches of the UMDNJ. In this report, the Committee requested an extension of time from Governor Christie so that it could:

- (i) "consider fully **what role this new medical school could play** in the region and the State";
- (ii) "consider **how New Jersey could best support the development of this new medical school**...substantial effort and resources is [sic] required from Rowan University and the State to make this new medical school successful";
- (iii) "consider whether a new combination of public higher education assets in Southern New Jersey is potentially **the best way for New Jersey to support and improve public medical education** in Southern New Jersey and the vitality of the region" (p. 46).

The foregoing points – (i), (ii), and (iii) – express the explicit mission of the Barer Committee, which is to examine how Cooper Medical School can be developed and sustained. The Committee explicitly acknowledges that the "new combination" of higher education assets in South Jersey is envisioned entirely with a view to supporting the medical school. The "vitality of the region" is evidently added as an afterthought which does not integrally inform the Committee's avowed objective.

(2) It was precisely when the interim report was released that the task of the Committee was expanded by Governor Christie to "consider an integration of higher education assets in southern New Jersey **beyond, but in service to**, medical education" (p. 2). This statement – which encapsulates the entire mission of the Committee – is self-contradictory: it claims that the Committee will *both* (a) consider higher education in general in South Jersey, *beyond* the field of merely medical education, *and* (b) consider higher education *only* insofar as it can subserve medical education. To the extent that the statement makes sense, it states flatly that the

Committee **will** consider how *all* higher education assets in South Jersey *beyond* medical education **can** be subordinated *to* the needs of medical education.

This **explicit** subordination of all South Jersey higher education to the needs of the medical school is emphasized numerous times in the final report, as is evident in the following:

(i) **"...the** recent creation of Cooper Medical School of Rowan University in southern New Jersey **drew** the Committee's attention and inspired in-depth study of **the medical school's current status and what investments it requires** to grow and succeed" (p. 23).

(ii) **"The** Committee recommends that Rowan University and Rutgers University-Camden unite **under** the Rowan name, providing southern New Jersey academic and health care delivery leaders with an **accelerated opportunity to support Cooper Medical School of Rowan University** and develop a comprehensive public research university that benefits the region and the State" (p. 23).

(iii) **"To** meet the medical school's future needs and the higher education and workforce and economic development needs of this growing region in the most expeditious, responsible manner possible, the Committee's view is that a full integration of Rutgers-Camden into Rowan University should be undertaken. This integration should include the law school and business school at Rutgers University in Camden" (p. 23).

(iv) **"In** this model, Rowan University, ultimately, would be a two-campus institution with undergraduate and graduate programs offered on both Glassboro and Camden campuses. **This model will allow medical and health sciences students and faculty to integrate with the Cooper Medical School,** the Cooper Cancer Center and other, Camden-based research institutes, such as the Coriell Institute for Medical Research" (p. 24).

(v) **"Attaching SOM [School of Osteopathic Medicine] to the expanded Rowan University** could be a key ingredient that **might help propel Rowan swiftly toward the goal articulated here** by the Committee: A comprehensive public research university operating in southern New Jersey" (p. 21).

The general welfare of higher education in South Jersey is barely mentioned, and then only as an addendum, as in the following:

(i) **"The** Committee believes that in addition to serving this growing region properly and addressing a lack of capacity available to meet the forecasted demand for undergraduate and graduate degrees from aspiring students in this region, integrating these existing assets into one, properly-resourced institution will serve to spur not only the development of Rowan University and its new medical school **but also serve to provide a genuine economic development boost to the city of Camden and the entire region**" (p. 5).

(ii) "a **thoughtful** restructuring of UMDNJ and institutional realignment of its **considerable** assets might enhance medical education, research and associated clinical activities throughout the State **and also** have a beneficial impact on higher education in New Jersey" (p. 7).

In the **summary** of its various tasks, the Report does not cite any intrinsic examination of higher education in South Jersey (p. 8). Even in its conclusion, the Report focuses exclusively on medical education:

"In the Committee's opinion, the model recommended in this and the Interim Report together create a foundation from which **New Jersey might achieve the aspirations it has for its system of medical and health sciences education** and training, research and associated clinical activities" (p. 32).

What these statements show conclusively is that – by the Committee's own admission – its mission and research centred entirely on the needs of the new medical school and that no real thought was given to the restructuring of higher education in South Jersey.

What Consultative Procedures did the Committee Undertake?

The Barer Commission makes several claims as to its consultative procedures. The interim report states:

"As the Committee continues its work, **it will keep an open mind as it engages all stakeholders** to consider opportunities and potential in Southern New Jersey relating to these and other issues" (p. 35).

But, clearly, not "all stakeholders" were engaged. The final report makes several explicit statements about the consultative process:

(i) "We have engaged with all the Universities, Schools and Centers, members of the Legislature and communities that wished to be involved in the process, public employee unions and their representatives, and of course, the faculties and the students. **This engagement involved vigorous debate regarding how best to serve New Jersey.** It was through this process of examination and reflection that we arrived at our conclusions" (p. iv).

(ii) "There will be significant implementation challenges; **each constituency should have its opportunity for input...**" (p. 1).

(iii) "In addition to the Committee's own deliberations, it also pursued direct discussions with countless stakeholders and held a succession of meetings with interested and knowledgeable parties. **The Committee also held two open meetings in Newark and solicited comments via the Internet,** receiving more than 70 comments in e-mail

messages....It met with the President and Provost of Rutgers, the chancellors of Rutgers' Camden and Newark campuses and the leadership of Rowan University, Cooper University Hospital, the Cooper Medical School of Rowan University and the New Jersey Institute of Technology....Throughout, **the Committee made it a priority to encourage the presentation of all perspectives on its task**" (p. 9).

(iv) **"In crafting this recommendation, the Committee has considered varied viewpoints of the academic communities in southern New Jersey, from the students and alumni, faculty and leaders of Rutgers-Camden and Rowan University, the School of Osteopathic Medicine at the University of Medicine and Dentistry of New Jersey and Cooper Hospital, as well as the Cooper Medical School of Rowan University. With such notable and numerous communities involved, a variety of views regarding the future of this academic community exist"** (p. 25).

Most of these claims are demonstrably false. For example, in which forum did a "vigorous debate" occur? Certainly not in Camden. Why were "open meetings" held in Newark but not in Camden? At what point were comments "solicited...via the internet" from the administration, faculty, and students of Rutgers-Camden? Were the donors and alumni of Rutgers-Camden consulted at any point in this process? The Committee claims that "each constituency should have its opportunity for input." But such opportunity was not offered in actuality. The Committee's claims that it encouraged "the presentation of all perspectives" and that it "considered varied viewpoints" are palpably unfounded.

What Research Methodologies did the Committee Use in Assessing the Implications of its Proposals in Terms of Finance, Implementation, and Accreditation?

(1) The Committee produced its interim report on September 21, 2011. In this report the Committee acknowledged that it was "not yet prepared to issue recommendations regarding the substantial public higher education assets located in Camden and Gloucester counties" (p. 46). And yet, just four months later, on January 25, 2012, it released its final report.

Is it even conceivable that in the space of just four months, the Committee could conduct sufficient research to underlie the recommendation of such sweeping transformations – that will affect not only thousands of faculty, staff, and students but also millions of New Jersey residents and taxpayers?

(2) It is notable that the Committee's report contains no analysis whatsoever of the financial implications of its recommendations. The report addresses these implications only in the most general terms, as in the following statement:

"These recommendations will be successful only if, in the aftermath of implementation, there is the development of sustainable, appropriate resourcing – encompassing public-private cooperation and partnerships in addition to vital State support" (p. v).

Indeed, when Dr. Barer was questioned on this issue at the Rutgers University Board of Trustees meeting on February 23, 2012, he responded that any quantitative analysis of the costs of the recommendations was "beyond our Committee" [sic]. When asked if his Committee had conducted "any examination of the financial aspects of Rowan University," he said that it had not.

(3) Equally noteworthy is the absence in the report of any indication as to how its proposals might actually be implemented. At the aforesaid Board of Trustees meeting, Dr. Barer, speaking of the Committee, stated that "our role is done" [sic]. The role of the Committee, he said, was merely "to recommend the restructuring of higher education...the next step, implementation, must be done by the parties concerned" [sic].

The report acknowledges that, over the last ten years,

"Various proposals have been put forth during this period of time and yet none has been adopted or implemented for various reasons ranging from practicality, political will, inertia and lack of consensus" (p. 1).

but gives no indication as to why its own proposals might have a greater chance of success beyond the accumulation of "political will."

(4) What research did the Barer Committee undertake regarding accreditation and the achievement of research university status? The final report offers merely two statements on these issues:

(i) "It will be very important, indeed critical, to begin discussions with the appropriate accrediting bodies to ensure that all programs retain their good standing. In this regard, **the Committee notes that it met with the president of the Middle States Commission on Higher Education**, which is among the accrediting bodies relevant to these recommendations. There must be – and, in the Committee's view, can be – an implementation process that ensures no gap in accreditation" (pp. 10-11).

(ii) "the Committee **met with an academic accrediting body** relevant to recommendations in this and the Committee's Interim Report" (p. 9).

Even here, the report furnishes no indication of the outcome of its meeting with these accrediting bodies or of the kinds of accreditation problems that might arise and by what means they might be confronted. When asked at the Board of Trustees meeting how long it would take for a new university to gain research status, Dr. Barer replied that it "will take a while." The report itself is equally vague as to any viable time frame for the creation of a research university:

"Over time the expanded university can become an additional comprehensive public research university in service to the State and region...This new alignment would in time create **an** educational and economic force for the region and the State" (p. 24).

Significantly, the report mentions that:

"At that time [of the release of the interim report] ...at the Governor's direction – the Secretary of Higher Education joined the Committee in a consultative role" (p. 2).

But again, **there** is no indication of the nature of the Secretary's input into the deliberations of the Committee.

(5) **When**, at the Board of Trustees meeting, Dr. Barer was asked about how the Committee had conducted its research and "what data was available to the Committee," he replied that **there** is "no written report."

It is evident, then, that the Committee's recommendations were not underlain by any systematic research methodology or data capable of being shared or objectively communicated.

What Reasons are Given in Support of the Central Claims and Recommendations Made by the Report of the Barer Commission?

In the final report, the Committee makes a number of claims and recommendations:

(1) that Rutgers University, Camden be subsumed under the Rowan name:

"Governance of the expanded university, which is recommended to be called Rowan University, based in Glassboro, will require expansion of the university's Board of Trustees" (p. 5).

But the report does not offer a single reason to support this recommendation.

(2) that this merger or takeover will produce both economic and educational benefits for South Jersey:

"Integrating these existing higher education institutions will increase research capacity and spur the continued vitality of a region no longer supported by historical strengths in manufacturing and agriculture. Furthermore, undertaking and completing this realignment has the potential to help to stop the annual escape to other states of thousands of students and patients, and many millions in clinical research investment dollars from key New Jersey industries... In the Committee's view, investing in and developing medical education, higher education and the economy of southern New Jersey will promote vitality for the State as a whole." (pp. 24-25).

But again, **not** a single reason is given as to why any of these alleged consequences will actually issue from **such** a merger. As is the case with the report generally, this statement simply consists of a series of assertions ungrounded in rational argumentation or supporting evidence.

(3) that *all* aspects of the proposal be taken, in the words of Dr. Barer at the Board of Trustees meeting, as “one package.” The report urges:

“It is important to note that the recommendations – both interim and final – are framed as a structure that should not be perceived as a series of options to be viewed, and acted on, individually. It is our genuine view that it is not prudent to isolate specific recommendations; this will create potentially profound and unintended consequences” (p. 47).

But, once again, the report offers no argument or evidence whatsoever to support its claim that the various elements of its proposal are necessarily related.

In fact, what is alarming is that the foregoing quotation is from (what is alleged to be) the **provisional conclusion** of the interim report: in other words, the Committee concluded that the two merger proposals, North and South, were inseparable even **before** it had conducted any research into higher education in South Jersey.

In general, the report exhibits little understanding of how a research institution is created. A first-rate research university cannot simply be bought; it is not created overnight. It requires a long process: decades of effort in attracting the highest-quality scholars, pioneering publications which are respected by a world community of researchers, the accumulation of vast library and research resources, and the gradual expansion of Masters and Doctoral programs. A world-wide reputation can be obtained only through the cumulative endeavors of many generations.

(4) Strikingly, the report includes the following statement, which contradicts its own view as to the necessity of a merger:

“Indeed, the Committee’s view is that Rowan and Rutgers-Camden provide the necessary course offerings to students in existing facilities to support the intent of this recommendation, which is to foster the development of the Cooper Medical School specifically, and the education, training and health care delivery needs of the region generally. This recommendation calls for the current components to be integrated so as to increase the quality of existing programs” (p. 24).

This simply does not make sense: if “existing facilities” and offerings *already* support “the intent” of the Committee’s recommendation, why should these facilities need to be “integrated” by means of a merger? Moreover, the language adopted in this statement is the language of collaboration or partnership, where “existing facilities” will not be overhauled but integrated into a common resource.

Notwithstanding its own advocacy of a "merger," the report's own examples, here and elsewhere suggest the greater feasibility of collaboration or partnership between the various institutions it cites.

CONCLUSION:

Summary of Critique of the Report of the Barer Commission

(1) the report is incoherent in its very conception and its very aim: while it claims to consider (a) how the education and economy of South Jersey as a whole might be improved, its entire focus is on (b) how South Jersey's educational assets might serve the needs of medical education; it fails to demonstrate any intrinsic connection between (a) and (b);

(2) despite its claims, the report's consultative procedures were drastically flawed and incomplete. The Committee clearly failed to consult with numerous groups of stakeholders;

(3) the report does not meet even the most fundamental standards of creditable argumentation:

- (a) it does not offer reasons for its central assertions;
- (b) it offers no evidence whatsoever on which to ground its recommendations;
- (c) it provides no details as to how its proposals might be implemented nor any assessment of projected financial costs;
- (d) it offers no refutation (or even an acknowledgment) of any counter-arguments;
- (e) it exhibits little understanding of how a research institution is actually created;

(4) in general, the report contains no actual analysis of higher education in South Jersey, offers no arguments or evidence to support its proposals, and contains no indication as to the implications of its recommendations in fiscal terms or in the educational matters of AAU research status, and accreditation, or for the Camden and South Jersey community.

This is a proposal that has the potential to affect the future of the entire State of New Jersey and the lives of millions of its residents. As such, before proposing such major transformations, a Commission has a responsibility (i) to make its recommendations on the basis of adequate research and a carefully-acquired understanding of the issues involved, and (ii) to ensure that its deliberations are informed by a truly democratic consultative process that openly engages the perspectives of all parties and the people of this state. What is at stake for the State of New Jersey is far too momentous to warrant anything less. New Jersey deserves better.

"All of us need to be governed by what the will of the people is."

Governor Chris Christie, UMDNJ Press Conference on January 25, 2012.

* * *



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To: Members of the Higher Education Committees of the New Jersey Legislature
From: Dr. Martin Rosenberg, Professor of Art History, Rutgers University, Camden campus
March 19, 2012

I'm Dr. Martin Rosenberg, Professor of Art History at Rutgers, and Chair of the Department of Fine Arts on the Camden campus, from 2002-2011. As a senior faculty member at Rutgers-Camden, I wish to express our unanimous opposition to the proposed takeover of our Rutgers campus by Rowan University, an act being misrepresented as a merger. Why has the proposal for Rutgers -New Brunswick to incorporate some units of UMDNJ been tied to giving Rutgers-Camden to Rowan? We believe that such a takeover would be devastating to our students, faculty, the City of Camden, and to Rutgers University as a whole. In addition, it will be of indeterminate, but extremely high costs, likely involve litigation and have a whole range of unintended negative consequences. The entire range of Rutgers-Camden stakeholders, including students, faculty, staff and many of our 45,000 alumni, as well as many others throughout our state, have already expressed overwhelming opposition to this so-called "merger" because they believe with good reason, that it is unjustifiable, has had no due diligence, or true cost-benefit analysis, and will be extremely costly. They also feel that everyone associated with Rutgers-Camden will be disenfranchised and materially damaged by this plan, and that the residents of South Jersey will have diminished educational choice and will go elsewhere in even greater numbers, should it come to pass.

Every faculty member on our campus, including the nine world-class faculty hired in our Department while I was Chair, came, in large part, to join the faculty of Rutgers, a research university with all the necessary aspects of support, culture and resources to allow them to be highly productive scholars and teachers. These include an international reputation as a top AAU research university, an unparalleled research library, rich collaborations across Rutgers' campuses, and a culture that focuses on, supports and rewards achievements in research. As faculty members at Rutgers, we have all these necessary conditions and supports; at Rowan, we would have none of them because Rowan is a totally different type of institution than Rutgers, focusing on teaching as the top priority, rather than research. Our tenured faculty, tenured according to the same standards as all faculty at Rutgers, have passed one of the most rigorous reviews of scholarship of any public university in the country, standards which would earn tenure at almost any university. Why would we simply allow ourselves to be traded to Rowan?

Our students have made it clear that they are in Camden to go to Rutgers and to study with its world-class faculty. Why would they attend a branch campus of Rowan in Camden? The mere proposal that Rutgers be absorbed into Rowan has made it more difficult to attract the quality of faculty we've been hiring for decades. Students are questioning whether to accept offers of admission to a school that may longer be a campus of Rutgers. Our faculty members, both junior, and senior, are wondering if they



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should seek other positions. Our alumni are disturbed that they might hold degrees from a defunct institution. If this much damage has been done by the mere suggestion of the possibility of this merger, imagine what will happen if it comes to pass. All this hardship is totally unnecessary, wasteful and simply wrong. There are better alternatives, such as a consortium among educational institutions in S. Jersey, that preserves the distinct identities, strengths, cultures and names of all institutions while allowing each to grow individually, and in mutually beneficial ways, appropriate for each institution.

The idea of this merger was created with virtually no consultation with the stakeholders of Rutgers-Camden. The process thus far has been hasty, opaque, and clearly politically motivated, but thorough and open discussion is now necessary. We agree with the Vice-Chair of the Higher Education Committee that it is time to put the brakes on this merger proposal, talk to all the stakeholders and evaluate not only the dollar costs, but also the human costs of implementing it and fully to consider the likely unintended consequences. We urge you to scrutinize this effort to separate our campus from Rutgers University, and to allow it to be swallowed up by Rowan. Explore all its possible ramifications before you do irreparable damage to Rutgers, and to higher education in New Jersey.

Sincerely,


Martin Rosenberg

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PS: To make the quality of our world-class faculty more concrete, I have appended a brief description of their research and creative accomplishments.

Department of Fine Arts

Rutgers -Camden

Overview

2011-12

Mission Statement

Our mission is to continue to build on the cooperative, collegial community we have created of faculty, students and staff who are passionately engaged with some aspect of the Fine Arts and interested in sharing the fruits of their work with each other, with the Rutgers community and with the other communities of which they are a part. The Fine Arts are a cohesive group of related disciplines, within which the possibilities for interdisciplinary exploration are very exciting. Our goals as artists/scholars/teachers are: to provide a stimulating atmosphere in which all faculty can pursue their scholarship/creative activity for their own benefit and for the benefit of their students and professional communities; to prepare our students as artists/scholars by educating out students in the conceptual, technical, aesthetic, historical and critical aspects of all the arts, as they relate to the larger culture of which we are a key part, so that they will find their own creative and scholarly voice and continue to develop and contribute throughout their artistic lives; and to provide a selected group of the highest quality Fine Arts majors, minors and programs possible in a liberal arts context, while providing the essential general education component and rich artistic experiences in the arts for all Rutgers Camden students, faculty, staff and the larger community.

Programs

The Department of Fine Arts includes degree programs in art, music and theater, with major concentrations in graphic design, computer animation, video and film, painting, sculpture, photography, art history, music history, theory and practice, music composition and theater. In addition to Minors in all these areas, we offer an interdisciplinary Minor in Museum Studies. The animation program is the only one on any Rutgers campus. All programs share a unique focus on student-generated original work. The department has grown approximately 120% in Majors and Minors since 2002, when Dr. Rosenberg arrived at Rutgers and became Chair and now has almost 240 majors and minors. In addition to providing a range of curricular and extra-curricular offerings like any other department, the Department of Fine Arts is a major presenting organization, producing almost weekly concerts, frequent lectures, numerous theatrical performances, semi-annual symposia and numerous exhibitions. These activities not only provide educational opportunities for faculty, students and staff, they connect Rutgers Camden to the larger communities in the area. For example, our Spring 2009 production drew over 550 local area high school students to the campus to see a production of "One Flew Over

the Cuckoo's Nest." Approximately 600 K-12 students from the area did workshops and visits to "A Complex Weave." In producing these artistic undertakings, we work closely with the Rutgers Camden Center for the Arts. We have also created a proposal for an interdisciplinary MFA degree in Digital Arts., which is under development.

Faculty

One of the greatest strengths of our department is the extraordinarily high quality of our faculty, both full-time and part-time. We have twelve full-time faculty positions. Here is a bit of information about our outstanding faculty:

Joseph Schiavo, incoming Chair and Clinical Assistant Professor of Music, in addition to being an expert in Music Theory and Contemporary Music, has had responsibility for all aspects of our applied Music program and is an outstanding teacher. All of his degrees are from Rutgers so he knows the entire system extremely well. He is also a faculty leader through the University Senate, the Alumni Association and in other venues and has contributed in significant ways to the administration of the Department for a number of years.

Julianne Baird, Distinguished Professor of Music- Julianne is one of the Distinguished Professors, a special designation for those who are international leaders in their field, on the Camden faculty. She is one of the leading figures in Early Music in the world and one of the most recorded women of all time.,having recorded more than 150 CDs. She regularly performs and gives Master Classes throughout the United States and abroad and is also a Musicologist, who is an expert on the history of vocal performance, among other areas.

LiQin Tan, Associate Professor of Computer Animation- Li has a rising international reputation as an artist utilizing animation. Recently, he had a solo exhibition at the World Art Museum in Beijing, the second largest art museum in China, along with several other international exhibitions.

Allan Espiritu, Associate Professor of Graphic Design- Allan has a growing international reputation in his field and has won numerous national and international awards. In 2008, one of Allan's designs was chosen by an international panel of judges, out of thousands of entries, as one of the top designs of 2008 by STEP Magazine, a leading journal in graphic design. In 2009, in the same competition, one of Allan's designs was chosen as the top design out of the top 100 internationally. In 2009, Allan also received one of six Presidential Fellowships for Excellence in Teaching awarded throughout the entire university and, in 2010, he received the Chancellor's Award for Teaching Excellence. In 2011, he received the Susman Award for Excellence in Teaching, one of only three given in the entire University.

Paul Bernstein, Associate Professor of Theater, who received tenure and promotion in 2010, has an international reputation in the area of physical theater. He is a playwright, actor, choreographer, director and critic and has performed throughout Europe and the United States for 20 years. Many of his works have been produced and performed in New York, San Francisco, Spain, Holland and Eastern Europe. Recently, he performed Off-Broadway in a three- person play by a noted contemporary playwright.

Margery Amdur, Associate Professor of Painting, has received international recognition for her work over the last 20 years, having been featured in over 70 solo and invited exhibitions. She is now completing a \$150,000 Public Art Commission which she received from SEPTA. Last year, she organized, with PTL Bruce Garrity, a second national symposium and exhibition at Rutgers Camden on the contemporary state of painting, which brought 25 artists and their works from all over the country to the campus for a two day symposium, and which also drew faculty and students from other colleges and universities.

Elizabeth Demaray, Associate Professor of Sculpture, who received tenure and promotion this past Spring, has a rising national reputation as a conceptual artist who bridges the gap between art and science.. She has exhibited extensively in New York and around the country, receiving a very prestigious New York Artists Fellowship, among other awards.

Ken Elliott, Assistant Professor of Theater, made substantial contributions to a major movement in theater in New York and was a successful Director in New York for over 15 years. He recently co-authored a play, which was produced in New York Off Broadway and won a major award, as well as being published and licensed by Samuel French. He is now writing a book about the contemporary theater movement in which he played a major role.

Martin Rosenberg, Professor of Art History and Chair of the Department for the last nine years, is a nationally known feminist scholar, who has made major contributions to both art history, and art education. He played a major role in the largest effort in art education reform in the history of art education, an effort catalyzed by the J. Paul Getty Trust, for whom he served as a policy advisor for seven years. His most recent scholarly project has been to organize a major exhibition of contemporary art by women, " A Complex Weave: Women and Identity in Contemporary Art," which opened at Rutgers in Fall, 2009. The exhibition has already been seen at four other venues and its national tour will continue through 2013 and will involve venues coast to coast.

Mark Zaki, Assistant Professor of Music, holds two doctorates, one in Violin and Viola Performance, and one in Music Composition. He is known nationally and internationally for his work as a composer of electronic music, a performer and an

award-winning film scorer. He has just been awarded a Fulbright to Great Britain for 2012-13.

Cyril Reade, newly hired and tenured Associate Professor of Art History and incoming Director of the Rutgers-Camden Center for the Arts, is both an established scholar and critic of Modern and Contemporary art, and an exhibiting artist, holding terminal degrees in both fields.

Ken Hohing, Asst. Instructor of Photography, is a successful photographer who directs one of the larger areas of concentration. He serves as Advisor to the Art Students League and annually coordinates the combined Student Thesis and Alumni Exhibition.

In addition, we work extremely closely with Cyril Reade, Nancy Maguire, Noreen Scott Garrity, Lynda Hitchman and the other outstanding staff members of the Rutgers Camden Center for the Arts. The RCCA has been a major presenting organization of the New Jersey Arts Council for more than 25 years, receiving hundreds of thousands of dollars from them and from other external sources each year. The programs of the Center, which include nationwide educational outreach have an impact on thousands of people each year, including hundreds of school children.

Students

Our faculty work very closely with our students in all areas, focusing on their individual scholarly and creative activity. They have a unique opportunity to study with faculty who are all nationally recognized as leaders in their respective fields. Our students have been very successful in professional pursuits, obtaining graduate admissions and in pursuing careers in the arts. With adequate support, we believe we can continue to grow and to develop in all areas.

**Statement for the New Jersey Senate Higher Education Committee and the Assembly
Higher Education Committee
March 19, 2012**

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Reference Librarian/Head of Access and Technical Services, Paul Robeson Library
Rutgers – The State University, Camden, New Jersey

The proposed merger would be devastating for the Paul Robeson Library and the students and scholars it serves. You have received information comparing Rutgers Libraries and Rowan's Library. One major distinction is that the Rutgers Libraries System is a member of the Association of Research Libraries. Membership to this organization is by invitation only. To be designated a research library one must achieve a certain status and be designated a research institution by its peers. To paraphrase Boromir in *The Lord of the Rings*: One simply does not buy a research library. Neither the Rowan University Library nor the Paul Robeson Library as a single entity is eligible to be in the ARL. Robeson has access to this ARL status only because it is part of the Rutgers Libraries system. While I may be laboring this point it is an important one – a research institution must have a research library.

The annual budget of a research library represents a significant financial commitment. In 2010 Rutgers reported a total library expenditure of **\$28.5 million** and spent **\$6.2 million** on electronic resources – the up-to-date peer reviewed journals which are the lifeblood for faculty engaged in research in the sciences and the humanities. For the same time period Rowan had an annual expenditure of **\$4.5 million** spent **\$650 K** on electronic resources. The Paul Robeson Library (RU Camden) has an annual expenditure of **\$ 3.2 million**. Its electronic resources are all available through the Rutgers Library System. These statistics are not meant in any way to denigrate any library. I simply am providing some financial stats for consideration of the proposals in the Barer Report since that report has neither data nor timelines.

The consequences of the merger and the resulting severing of the Paul Robeson Library have hidden costs not only in terms of money but also in terms of the impact on the people of New Jersey.

Robeson Library serves not only the Camden campus but also Rutgers scholars at facilities throughout South Jersey. We provide reference, instruction, and materials to: Rutgers extension program officers in every county in South Jersey; the Rutgers marine field stations; the Rutgers Business College at Atlantic Cape Community College; and the Rutgers program at the McGuire-Dix-Lakehurst Joint Base. We also provide access to scholarly materials to independent and unaffiliated scholars throughout the region.

In recent years the Paul Robeson Library has worked with its community partners to expand its presence in Camden. These partnerships include the new County Library for downtown Camden which will be located in the library's lower level. The work is near completion; promises have been made to the people of Camden and expectations are high. While it is difficult to assign a monetary figure to this loss of goodwill in the South Jersey community, should Rutgers withdraw from Camden, the loss will be real nonetheless; Rutgers – as a whole – would be diminished by this act of walking away from major commitments to information access for the citizens of New Jersey.

Thank you for your attention. Please keep Rutgers-Camden Rutgers.

Comparison of Rutgers University Libraries and the Rowan University Library 2010-2011 Statistics

Paul Robeson Library, Reference Department
March 15, 2012

Characteristic	Rutgers University Libraries	Rowan Library
Association of Research Libraries (i)	Yes	No (ineligible)
Center for Research Libraries (ii)	Yes	No
Materials held	3.6 mil. books (iii)	420,231 books (iv)
Annual budget for electronic resources	\$6.2 mil. (iii)	\$650K (iv)
Total library expenditures	\$28.2 mill (iii)	\$4.5 million (iv)
Digital repository for faculty research	Yes (RUCore) (v)	Not reported (iv and vi)
Number of librarians (MLS)	70 (iii)	14 (iv)
Reference Services - Chat	Yes (v)	No (iv)
Reference Services - Email	Yes (v)	Yes (iv)
Open to public	Yes -- during all library hours (v)	Yes -- No public access evening and weekends (vi)
Individual research consults -- fac./students	Yes (v)	Not reported (iv and vi)
US doc. depository	Yes (v)	Yes (vi)
Information literacy instruction	Yes (v)	Yes (vi)
Information literacy as part of mission statement	Yes (v)	Yes (vi)
Library facilities/locations	21 (v)	2 (vi)

Notes

- i. Membership to the ARL is by invitation. (See <http://www.arl.org/arl/membership/qualproc.shtml>).
- ii. Rutgers is a member of the Center for Research Libraries in Chicago. The Center holds approximately five million newspapers, journals, dissertations, archives, government publications, and other traditional and digital resources for research and teaching. Obtaining any of this material takes 2-3 days. Members to CRL must apply and agree to a cost-sharing program. Rowan is not a member. (See <http://www.crl.edu/membership/becoming-member/>).
- iii. From Rutgers Libraries Annual Report Statistics for 2010- 2011. (See http://www.libraries.rutgers.edu/rul/staff/planning/stats/annual_report_stats_10-11.pdf).
- iv. NCES Statistics for 2010. (See <http://nces.ed.gov/surveys/libraries/academic.asp>).
- v. RUL home page (<http://www.libraries.rutgers.edu/>).
- vi. Rowan University -- Library Services home page. (See <http://www.lib.rowan.edu/>)

Rowan University Senate
Dr. Eric Milou, President

SENATOR CUNNINGHAM, CHAIR
ASSEMBLYWOMAN RILEY, CHAIR

Thank you for the opportunity to address you today. I rise as the Rowan University Senate President serving my 5th term as Senate President and a mathematics professor in his 15th year of service to Rowan.

First, let me extend a welcome to the scores of distinguished faculty/staff from Rutgers-Camden.

As all of us in this room are well aware, we await a final decision from the governor and politicians. Unlike many reports, Rowan faculty/staff are not pushing for the merger to happen; but together with our administration in the spirit of shared governance, we have merely taken the position that if it comes, we want to be ready and therefore have alerted our campus and set up planning teams to do some preliminary work, just in case. CHANGE is reality at Rowan and we have little choice but to embrace it.

If the merger becomes a reality, the first and probably most difficulty challenge will be how to repair relations between Rutgers-Camden and Rowan. Whether intentional or not, much of what has been said by Rutgers-Camden administration, faculty and staff, and students, has been perceived by the Rowan community as derogatory, even demeaning. My hope and that of my colleagues is that the conversation can become professional and civil.

Rowan has a proud history of civil conversation. Many of you may recall that just across the street from this very building in 1967, Soviet Premier Alexei Kosygin and President Lyndon B. Johnson spent more three days in discourse that led to a greater understanding between the two countries.

In the 45 years since, Rowan has grown from a regional Normal school to a multi-accredited institution.

It is important to note that the up-front cost commitments necessary for just the initial integration of administrative systems could well be projected into the millions. Moreover, Rowan will have to absorb the financial burden of maintaining components such as a major upgrade in our library holdings, IT support, and a host of other things that are covered centrally by Rutgers University. None of this is noted in the Barer report and it is naïve to believe that there are not significant costs associated with this merger.

Let's be clear, a merger is something that cannot really be established by fiat or order. It's going to take interactions faculty-to-faculty, student-to-student, staff member-to-staff member, administrator-to-administrator. Across all of these groups, the Rowan community is ready and willing to undertake that work, as hard and as time-consuming as it promises to be, for the sake of the larger good that COULD come from joining our two excellent institutions.

Politicians, colleagues, students in attendance, please remember that Universities are not businesses. And that the heart of a University is its students and the soul of a University is its faculty. Please as you continue to debate the pros and cons of this merger, don't forget to consult with, engage, and listen to the heart and soul of our Universities.

It is my honor to speak to you as the Rowan University Senate President and I thank you for your time.

Testimony of Professor Adam F. Scales, Rutgers-Camden School of Law

Chairwoman Riley, and Members of the Committee:

Thank you for this opportunity to discuss on the Barer Report and the proposed merger. Naturally, I speak for myself here, though you have heard many similar things from Rutgers faculty, students, administrators and alumni.

As everyone is aware, the committee's charge was expanded – through some non-public means – only in September. That new charge was to consider restructuring of higher education in South Jersey. Indeed, the final report – as everyone at Rutgers is only too aware – recommends precisely that. This raises two types of concerns.

The first is process. Because the Committee has not disclosed any supporting documents or records, we are left only with the report itself. The Commission appears to have rather selectively consulted with interested parties to reach the conclusion that Camden should be severed from Rutgers. Given President McCormick's strong recommendation against severing Camden from Rutgers, it's striking that the report did not explain its reasons for rejecting the view of one intimately familiar with the situation. In fact, from reading the report, one wouldn't be aware of ANY opposing views. That's a strange way to evaluate a problem – simply picking the arguments you like, and ignoring the rest –but that seems to be how the Committee proceeded here.

Of course, I could be wrong. Just as it's clear the Committee consulted people or sources not mentioned in the report, perhaps the Committee really did consider opposing views. But we can't know without full disclosure of the Committee's consultations, records and sources of information. I hope that this body will exercise its power to demand a fuller accounting of the Committee's thought process.

Sunshine is always an excellent policy. But it is especially called for where, as here, the Committee's thinking is particularly opaque. I say this because it's quite a stretch to get from some of the well-documented problems with higher education in NJ to the conclusion that dismembering Rutgers is the way to solve them. If one is concerned with the number of seats in South Jersey colleges – well, you should listen carefully to my colleagues who will address this issue. But, it's important to note that THIS proposal does nothing to solve it. Reducing student choice will not create more seats. Nor will the report's implicit appeal to alchemy work: even if a combined institution were somewhat more successful in obtaining federal research grants, - and Rutgers-Camden already punches above its weight here - these are not slush funds readily convertible to any purpose – they require actual work, usually by graduate students.

Relatedly, the report assumes that the Rutgers-Camden we all know today will be the same institution whose strengths could be folded into Rowan. Not so. Drained of the Rutgers connection – whether one looks at branding, institutional support or the likely loss of key personnel, a Camden campus acquired by Rowan would be very different from the one that exists today. Years will be consumed by the process of integrating and rebuilding the current Rutgers-Camden – time and resources that could be better spent addressing the substantive concerns that underlie some of the support for this merger.

Having joined many students and colleagues to spend “Spring Break in Trenton”, I heard directly from a number of legislators about their deep concern for higher education in New Jersey. I share that concern. But this proposal has no real connection to solving those problems; it merely recites a litany of challenges for the region and proclaims – without foundation – that THIS idea will fix them. Ask yourselves: Suppose the Commission had instead concluded that the key to fixing higher education in NJ was to double spending and open more Rutgers campuses. That might be a great idea. From our conversations in Trenton, I suspect that some of you might think that it’s a terrible idea because Rutgers-New Brunswick would gobble everything up. Whether that’s true should turn on evidence – and this report points to none. While that might be excusable in a report focused solely on medical education, THIS merger is being sold for much broader purposes – broader than the slender reeds of evidence found in the Report. I urge in-depth exploration of the “fit” between problem and remedy here.

Finally, a few words about your role here. We obviously welcome hearings such as this, which can be the start of an actual conversation about higher education in NJ – rather than the end of a one-sided conversation the report represents. As the Chairwoman has noted, we don’t yet have an order from the governor specifying exactly what should happen. I agree that it would be helpful to know what we’re talking about. Indeed, that’s exactly the problem.

As everyone here is aware, there are substantial legal questions about the governor’s authority to reorganize Rutgers University. I will defer those to another forum, except to note that I fully subscribe to the view that the text and structure of the relevant legislation, and Rutgers special status itself preclude use of reorganization authority. But I’m not here to litigate that question. Instead, I want to urge you to think about whether you actually share such a sweeping refutation of legislative authority. Can it really be the case that a governor can – for example – pluck the engineering program from Rowan University and relocate it to New Brunswick in the future? What if a future governor proposes to “re-organize” certain academic units out of formal or practical existence, after cursory analysis? While a determined super-majority of legislators could block these actions, concern for the institutional prerogatives of the Legislature counsels that you not stand idly by while there is a pending threat of executive action. You have ample means, formal and informal, by which to express your views on the matter. I urge you to confirm the wisdom of our system of checks and balances by doing so.

**New Jersey Senate and New Jersey Assembly Higher Education Committees
Hearing regarding the proposed changes to higher education in New Jersey
March 19, 2012**

Testimony of Ed Rentezelas, Chancellor, Rutgers School of Law-Camden Alumni Association

Good morning Senator Cunningham, Assemblywoman Riley and members of both committees. My name is Ed Rentezelas and I am the current Chancellor of the Rutgers School of Law - Camden Alumni Association, an organization which represents over 9,000 alumni.

After Governor Christie announced his support of the UMDNJ Advisory Committee report in late January, the alumni association received countless communications from alumni which, almost unanimously, came out against the Advisory Committee's conclusions regarding the Rutgers-Camden campus. In response, we drafted and distributed a statement which I have provided. A portion of the statement states:

The Rutgers School of Law – Camden Alumni Association has received e-mails, social network postings, and calls from alumni expressing significant concern regarding the merger proposal. We share those concerns and strongly oppose any merger of the Law School into Rowan University that would result in the loss of our Rutgers affiliation and identity.

We appreciate the thoughtful debate that is occurring across the State on how best to restructure health sciences education. We were surprised, however, to learn of the recommendation that the Law School merge into Rowan University. That recommendation was made without consulting the affected stakeholders, including our Law School Dean, student leaders, and representatives of our alumni constituency. The report fails to consider the adverse impact a merger of the Law School into Rowan University would have on student admissions, faculty retention, and the philanthropic efforts of Law School alumni to support scholarships, public interest advocacy, and legal education programs. The report also does not consider ongoing efforts by the Law School to collaborate and pool resources with Rutgers School of Law – Newark.

(full statement attached)

Our statement called upon all alumni to contact the Rutgers Board of Trustees, the Rutgers Board of Governors, President McCormick's office, Governor Christie's office, and their local elected officials to express their views regarding the proposed merger.

Since that time, I have attended two alumni gatherings and the opposition to the merger has not changed since late January.

The Law Alumni Association has given back to Camden community by organizing events with local schoolchildren, by working with Habitat for Humanity, and most recently by offering free general legal guidance at a local farmer's market. It is our hope that we can continue to give back to the Camden community under the Rutgers banner for years to come.

Thank you.



School of Law | Camden

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**Rutgers University School of Law – Camden Alumni Association
Responds to Proposed Merger with Rowan University
For Immediate Release February 9, 2012**

In response to the Final Report of The University of Medicine and Dentistry of New Jersey Advisory Committee, the Rutgers School of Law – Camden Alumni Association issued the following statement:

On January 25, 2012, Governor Chris Christie announced the release of a report studying the State's higher education resources. That report recommends "a full integration" of Rutgers School of Law – Camden into Rowan University to form "an expanded university [that] should be called Rowan University."

The Rutgers School of Law – Camden Alumni Association has received e-mails, social network postings, and calls from alumni expressing significant concern regarding the merger proposal. We share those concerns and strongly oppose any merger of the Law School into Rowan University that would result in the loss of our Rutgers affiliation and identity.

We appreciate the thoughtful debate that is occurring across the State on how best to restructure health sciences education. We were surprised, however, to learn of the recommendation that the Law School merge into Rowan University. That recommendation was made without consulting the affected stakeholders, including our Law School Dean, student leaders, and representatives of our alumni constituency. The report fails to consider the adverse impact a merger of the Law School into Rowan University would have on student admissions, faculty retention, and the philanthropic efforts of Law School alumni to support scholarships, public interest advocacy, and legal education programs. The report also does not consider ongoing efforts by the Law School to collaborate and pool resources with Rutgers School of Law – Newark.

The Rutgers Board of Governors and Board of Trustees soon will be asked to consider the recommendation, and potential action in the New Jersey State Legislature is likely. We encourage Law School alumni to write, email, or phone those considering the recommendation with their views on the proposed merger:

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Your New Jersey State Legislators
<http://www.njleg.state.nj.us/districts/districtnumbers.asp>

The Rutgers School of Law – Camden Alumni Association is the representative voice for the 9,000 alumni of the Law School. Our mission is to advance legal education through the promotion of alumni and undergraduate interests. For more information, visit <http://camlaw.rutgers.edu/alumni>

Dee Jonczak
Secretary, Department of English Rutgers-Camden
March 19, 2012

I am a staff member at Rutgers-Camden. I am the secretary to the Department of English. I have been employed at Rutgers-Camden for the past seventeen years. My husband is also a member of the staff, and has been employed the past 36 years.

We both planned to stay at Rutgers-Camden until we retired. Now with all this talk of Rowan taking over Rutgers-Camden, we are both very worried as to what our future holds.

I have been reading every article that pertains to this "merger", and to date, no one has given a fact-based, in-depth analysis as to how this Rutgers-to-Rowan change will be implemented. Yet Governor Christie has not waived from his statement, "this is going to happen." My major concern is, what will be the impact on all the employees at Rutgers-Camden? What happens to our jobs?

Also, a taxpayer in southern New Jersey, I would like to see more, not less, educational choice. I want my grandchildren to have the opportunity to choose the college they attend.

My name is Lara Saguisag, and I am a member of both the Rowan and Rutgers-Camden communities. I teach as an adjunct lecturer at the Rowan English Department; I am also a part-time lecturer and a PhD candidate in Childhood Studies at Rutgers-Camden. I wish to thank the Higher Education Committees of the Senate and Assembly for giving us this venue to exercise our right to free speech.

I am here to voice my opposition to the proposed merger of Rowan and Rutgers-Camden. Opposing the merger is not equivalent to opposing the development of higher education in South Jersey. What I am opposed to is the lack of any comprehensive cost/benefit analysis that should accompany a project of this magnitude. The Barer Report claims that a merger will improve the state of higher education in the region, yet this 57-page document gives both Rowan and Rutgers-Camden extremely short shrift, discussing the merger in all of 2 and 1/2 pages. Proponents of the merger insist that the merger will be good for future generations of South Jersey. But the future starts here, in the present; we can only secure the future if today's questions are answered fully and honestly. Questions such as:

1. How will the merger be funded? What impact will it have on tuition rates?

2. What happens to the adjunct faculty members who teach classes at both Rutgers-Camden and Rowan University? Part-time lecturers have become an important component of the university system, yet we are often underpaid and have limited to no benefits. Because we cannot be given full-time status in one university, we teach 1 to 2 classes in multiple universities. Merging Rowan and Rutgers-Camden will most likely take away teaching opportunities for many of us who already have limited income and live on semester-to-semester contracts.

3. How will the merger affect the three doctoral programs and the Masters in Fine Arts program that are currently thriving at Rutgers-Camden? Each year, the Childhood Studies program accepts four students, all of whom are fully funded with four-year assistantships. Rutgers-Camden graduate students also have access to resources based in New Brunswick and Newark. We constantly utilize our comprehensive library system, cross-register for classes and work with research centers based in other Rutgers campuses, and take advantage of a New Brunswick-based fellowship writing program specifically designed for graduate students. Through this program, I secured a competitive one-year fellowship from the Library of Congress. I would like to know what happens to our graduate students, who actively publish, present at and organize conferences, engage in community service and consistently win national awards, if we are no longer able to access the financial and academic resources provided to us by the Rutgers University system.

The decision about the merger must be made AFTER, not BEFORE, accurate facts and figures and a complete study of financial and human costs are laid out on the table for all stakeholders to see and scrutinize. I implore the Committees to reject the merger because of its lack of data and detail. I ask the Committees to assist us in creating a democratic and careful discussion about how we can ensure a better state of higher education in South Jersey. A merger that is fast-tracked and under-studied is not the answer.

Good Morning Legislators,

My name is Nicole Lister, and I am a proud member of the Rutgers community, especially that of Rutgers-Camden. I am a graduate of Rutgers University-Camden College of Arts and Sciences, Class of 2010. I am also a second-year law student at Rutgers University School of Law-Camden.

Allow me to preface my testimony by saying that there are many wonderful things about Rowan University, just as there are many wonderful things about Rutgers-Camden; and I am certain that both schools wish to maintain their own, *separate and very strong* identities. Today I am here to speak about the very strong identity of Rutgers-Camden.

We, the students, like thousands before us, chose Rutgers-Camden for its unique attributes: a world-renowned Rutgers education in an intimate classroom setting, nationally, even *globally* recognized faculty – faculty who have garnered Fulbright Scholarships, MacArthur Fellowships, and faculty whose works have even been cited by the U.S. Supreme Court. Our prestigious law school is nationally-ranked, and we launched *the first* childhood studies PhD program in the nation.

To obliterate one third of the Rutgers legacy would deprive South Jersey students of this wonderful gift. If Rowan takes over Rutgers, what will happen to those students from South Jersey who can't afford to commute to or live on campus in Newark and New Brunswick? What happens to their dream of earning a *Rutgers* degree? Many of those students, our best and our brightest, will escape to other competing universities in the area – namely, Temple, Drexel, and Penn – all, who like *Rutgers*, have a brand name and reputation that is marketable worldwide.

Rutgers has revived Camden City. Rutgers students live in the city, shop at the city's businesses, and many, including myself, work at firms in the city. Rutgers students give back to the city – we provide *free* legal assistance to Camden residents through various clinical programs, we register voters through our Voter's Rights Project, we tutor and teach Camden City school children in Camden's high schools and at our very own charter school, LEAP Academy– the list of what we students and our university do for Camden City is inexhaustible. "Jersey Roots, Global Reach," the Rutgers slogan, Rutgers' goal, must remain accessible to *all* students in New Jersey. And without Rutgers-Camden, this is impossible.

For those of us who already have a Rutgers-Camden degree, we worry that the value of our degree will dwindle with time. Unlike our Rutgers-New Brunswick and Rutgers-Newark brethren, there will be no growing alumni base for us that we can continue to tap into, no faculty for us to reference, no *school for us to go back to*. *Rutgers University would be gone for us*.

To be clear, we students support more higher educational opportunities in South Jersey. Whether South Jersey students aspire to obtain a Rutgers degree, or choose to pursue a Rowan degree, they should be given an opportunity that they already have – the *option* to attend Rowan University or Rutgers University – and that option should not be taken away.

Thank You,

Nicole Lister

Senate and Assembly Committees on Higher Education,

I would like to **begin** by thanking both committees of the Senate and Assembly for affording me the opportunity to speak today. **My** name is Joe Perella, I am a senior here at Rowan University and a resident of Southern New Jersey.

When I was **preparing** to speak here today I was reading many news articles and the UMDNJ advisory committee report. And **what** I was able to learn about this merger is there are many unknowns. The committee report only **made** a recommendation and did not provide a blueprint on how to make the merger happen. We do not yet know what these schools could **look** like, how much this could cost, or how long a merger could take, and most importantly if it will even happen. **And** so I am not here to talk about what I and many others don't know but what I do.

I know Rowan **University**. As a student here, I have learned over the last seven semesters that Rowan has a very long illustrious **history**; one that has included some very big changes and accomplishments. This school started simply as a **college** to train teachers here in South Jersey. Over time it has expanded to include diverse and strong undergraduate **programs**. Even within the last few years Rowan has continued to grow and change by adding the new medical **school** and continuing the work on the Rowan Boulevard project. Also in my time here at Rowan I have met many great **people**, from students to administrators, and I am confident that whatever faces Rowan in the future we will take it in **stride**.

I also know South Jersey. I have been a resident of Cumberland County my whole life and my family has called the county home for more than 100 years. I know that the county and region has not been as strong the past 20 years as it was in the decades prior. I can say that the region needs a boost both academically and economically. When I see numbers that **show** Cumberland county as one of the poorest and least educated counties in the state I want to see something done to correct this. If, to correct these numbers, changes must be made to Rowan I can support it as long as the education of current and future students is not compromised. I understand that changes will need to occur for the school to grow, as it has in the past, and that I shouldn't let my love of Rowan as it is, stop me from accepting what future greatness it could achieve.

I would now like to comment about the recent conversation regarding the names of each institution involved with the merger. We all obviously feel very strongly about the name of the University that we attend but I caution that we shouldn't overvalue a name. A name is just a reflection of the great work of students past and present and the commitment of a universities' faculty and administration. In essence we define the name the name does not define us. If it is determined that a merger should go through that would benefit both South Jersey and college students at both schools, the potential lose of a name as a result of the merger will not change anything about the people here and their accomplishments. Whatever new institution is created, would bring with it the success of both previous institutions and the potential for a strong future.

Finally my comments here today may have sounded like I am in favor of a merger but I want to make clear that I am right now only open to a merger or other solutions, and I urge that others also take this approach. I would only be in support of a merger if I feel that all groups; staff, faculty, administration, and students from both Universities were properly sought out and included in the process. I above all else hope that whatever comes out of this discussion we end up with a stronger South Jersey both economically and academically.

Thank you,
Joe Perella
Rowan Class of 2012

Liz Kilborn
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Hello everyone, my name is Liz Kilborn and I am one of the students of the College of Arts and Sciences at Rutgers University-Camden. All my peers who are here are doing an excellent job defending the reasons against the merger, however, I am going to take this opportunity to talk to any Rowan students, faculty, and staff who are present.

To all the Rowan students, faculty, and staff - I want to apologize to you on behalf of the Rutgers University student body for the negative dialog, which accompanied the very first reactions to the merger proposal issued by Governor Christie.

The threat of having your identity, existence, and everything you've work toward getting dissolved - would ignite extreme passion and outrage with anyone. After the dust settled and blood pressures dropped from the initial reaction of the proposed merger, many of us realized we did not fully understand the facts, or lack of facts, establishing this proposal. Again, and we could not reiterate enough, we apologize for the negative comments reflecting your school and we hope to move forward towards a more positive and productive dialog between both student bodies.

Rowan University is an amazing University; you're engineering and teaching programs, not to mention your athletic programs, are highly esteemed, prestigious, and known nation wide.

On paper, this proposal looks amazing for Rowan – Rowan would stand to gain a Law School, Business School, and a brand new 55 million dollar Graduate Housing building. However, just like anything else in life, we need to look at the fine print of any deal – because NOTHING is ever as good as it seems.

The fine print doesn't tell you that this proposal may have huge monetary detriments to Rowan's students. Do you understand that this merger will potentially cost MILLIONS of dollars? The governor refuses to increase taxes, so who do you think is going to pay for this merger? YOU will pay for it through YOUR tuition. There are conservative estimates that your tuition may go up \$5-8,000.

In high school we all had the choice of where to go to college. We may have applied to one or numerous schools – the point is, we had options. Our younger brothers, sisters, neighbors – future students we don't even know – will be stripped of their right to choose between multiple competitive college universities in South Jersey. Supporting the merger means YOU support fewer higher educational options for the future students of South Jersey.

There is a way for both Rowan and Rutgers to not only exist, but for both Universities to expand and complement each other through a Consortium model where we would share resources. Not only will this leave both identities and institutions in South Jersey, it is simply more monetarily feasible.

Please, Rowan students, faculty, and staff – PLEASE read and understand the lack of information proposed in this merger and the threat that this posses to not only South Jersey, but to the entire state of New Jersey's higher educational system. Please do not take this merger at face value and take the opportunity to educate yourself on the fine print and how this will affect you. Thank you.

Erin Kerr

3/19/12

Regarding the proposed merger of Rowan and Rutgers-Camden

Good afternoon. I am here today as a voting citizen in New Jersey with serious concerns about higher education in my region.

It is true: we have higher education problems here in South Jersey. Most of the state and federal funding for higher education goes to Rutgers-New Brunswick and the many other schools up north. As a region, we retain the fewest high school graduates per year, and we have the fewest number of collegiate seats to accommodate those who do want to get an education here. If there is one thing everyone here can agree on, it is that South Jersey needs higher education help.

The proposal to merge Rutgers-Camden with Rowan University is supposed to provide that help. South Jersey is supposed to get a university that might have a world renowned research staff, a medical school, two business schools, an engineering school, a law school, and a ground breaking PhD program in Childhood Studies. This new school might double the size of collegiate seats in South Jersey. It might attract out of state students and it might compete with Rutgers-New Brunswick for research grants. It just might keep students from going over the bridge for an education, and then never returning. It might. All of these possibilities are positive. However, they are just that: possibilities.

Nothing guarantees that merging these two institutions, which have different student demographics, academic goals, and histories, would make a functioning, competitive school. This new school would have to compete with Rutgers-New Brunswick, an established research university with a medical school, large endowment, and over a million alumni worldwide. It would have to compete with Temple, Penn State, University of Delaware, and all the other out of state schools the established programs are already competing with. Cooper Medical School is brand new, and attracting students will be difficult, at least for the near future. Integrating the law school into Rowan University would cause it to lose its accreditation, and regaining it could take years. The loss of a law school with a top 100 national ranking alone should discourage this proposal.

Some things are guaranteed by this proposal, though. New Jersey tax payers like myself and I assume many of you, will have to pay for it. A change this astronomical does not happen without a cost, and if it does not come out of our pockets, I would like to know where it will come from. Also: students in South Jersey, particularly those who are considered nontraditional, will not only lose the ability to obtain a degree from their state university, but they will lose the ability to choose the kind of higher education they receive. This merger would rob students in South Jersey of a choice, without a doubt. Another guarantee is that this merger cannot be successful overnight. Professors do not come with this merger. Students do not come with this merger. Research grants do not come with this merger. A research university must gain its respect, and this new school will not have that kind of accreditation. A great university cannot be made great simply because an elected official says it is.

The message of the Advisory Committee's report is clear: create better opportunities for students in South Jersey. The way suggested will almost certainly not create those opportunities. If this merger happens, South Jersey will lose a research university and access to its multimillion dollar library system. Students in South Jersey will lose their choice when it comes to the kind of higher education they want. That is South Jersey losing opportunities. As a lifetime resident of South Jersey, I am here to tell you that we cannot afford to lose all of that because of some possibilities. We need a concrete plan that ensures the preservation of choice and creates a way for these two schools to work together. We need a consortium which will allow us to remain as we are and to share our resources, taking two great schools and making them the best that New Jersey has to offer.

Thank you for your time.

Testimony on Federal Funding for Research and Medical Education in New Jersey
Presented to the State Senate and Assembly Committees on Higher Education
Rowan University, March 19, 2012

J.W. (Bill) Whitlow, Jr.
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Testimony on Federal Funding for Research and Medical Education in New Jersey

Good morning/afternoon, Senator Cunningham, Assemblywoman Riley, members of the Higher Education Committees of the Senate and Assembly, distinguished guests, faculty, and students,

My name is Bill Whitlow. I am a Professor of Psychology on the Camden campus of Rutgers, the State University of New Jersey. Because I have received over \$2 million dollars in Federal grants from NIH, the National Institutes of Health, and NSF, the National Science Foundation, for research and for education, I have asked to speak to you today based on my knowledge of the realities of research funding in higher education in New Jersey.

As a resident of South Jersey, I am particularly concerned about research and educational opportunities for our region.

Much of the discussion I have read or heard for the past 2 months about higher education and medical research in New Jersey has relied on sound bites, speculation, and selected facts to push one particular point of view or another. Claims have been made that re-organizing higher education and medical education will lead to significantly increased Federal funding, for example.

Here are some facts and context regarding Federal funding for research and medical education, based on data for 2011 from NSF and NIH, which are the nation's principal sources of grant support for scientific research, especially biomedical research and education. The packet I have provided includes figures detailing these facts.

National data show that more funding tends to go to states with more people. In the case of NSF, the data show that New Jersey is average in the amount of funding it gets. To see who brings in these grants, we can look at the NSF data on funding to individual institutions for research and for science education. These data show that with more full time faculty, institutions generate more funding. To compare institutions with respect to their grant-generating productivity, then, we have to adjust for faculty size. Doing this shows that Rutgers, Princeton, NJIT, Stevens, and Rider do better than expected in getting research grants. Rutgers-Camden by itself does as well as all of Rutgers, when faculty size is taken into account. Rowan, on the other hand, does less well than any school except UMDNJ in getting research funding, when faculty size is taken into account. Where Rowan does well is getting funding for science education. The data show that Rowan, Rutgers-New Brunswick, NJIT, and Stevens all do better than expected for these funds.

In other words, Rutgers-Camden does a good job as a research university and Rowan does a good job as a teaching university. Whatever steps are taken regarding higher education, we should make the separate strengths of these two institutions are reinforced, not weakened.

The second point I want to make concerns medical research funding. Much has been made about how the re-organization proposed by the Barer Committee will lead to an infusion of Federal funding for medical research. With respect to the takeover of Rutgers-Camden by Rowan, for example, claims have been made about creating a world class research university in

South Jersey. Those claims are not supported by the facts.

National data show that New Jersey as a state is below average in funding from NIH, given its population size. However, the data also show that states doing better than average have private universities with medical schools or major biomedical research centers or both. Consider two nearby states, Maryland and Pennsylvania. Maryland benefits from Johns Hopkins and its medical school; Pennsylvania benefits from the University of Pennsylvania and its medical school. Unless New Jersey plans to help fund a medical school for Princeton, we are not going to be above average soon.

Merging Robert Wood Johnson Medical School into Rutgers-New Brunswick will add the 115 grants for Robert Wood Johnson with the 135 grants from Rutgers. This will nearly double the number of grants to Rutgers, but it won't, by itself, change anything at all as regards below average funding for New Jersey. Indeed, major medical research centers like U Penn, Johns Hopkins, or the University of Pittsburgh, for example, have 4 to 6 times the amount of funding as the combination of Rutgers with RWJ.

These facts also show how preposterous are claims that a takeover of Rutgers-Camden by Rowan and the Cooper Medical School will establish a major medical research center. Together, all these institutions have currently have a half dozen grants from NIH. To get to the level of funding of major medical research institutions will require an enormous infusion of state money.

Thank you for your attention.

References

Statistics on full time faculty come from the National Center for Education Statistics, NCES, using their College Navigator system.

Found at <http://nces.ed.gov/collegenavigator/>

Data on funding from NSF come from the NSF Award Summary online tables, which show data for state and institution.

Found at <http://dellweb.bfa.nsf.gov/AwdLst2/default.asp>

Data on funding from NIH come from the NIH Research Portfolio Online Reporting Tools (RePORT), which reports awards by state and recipient organization.

Found at <http://report.nih.gov/award/organizations.cfm>

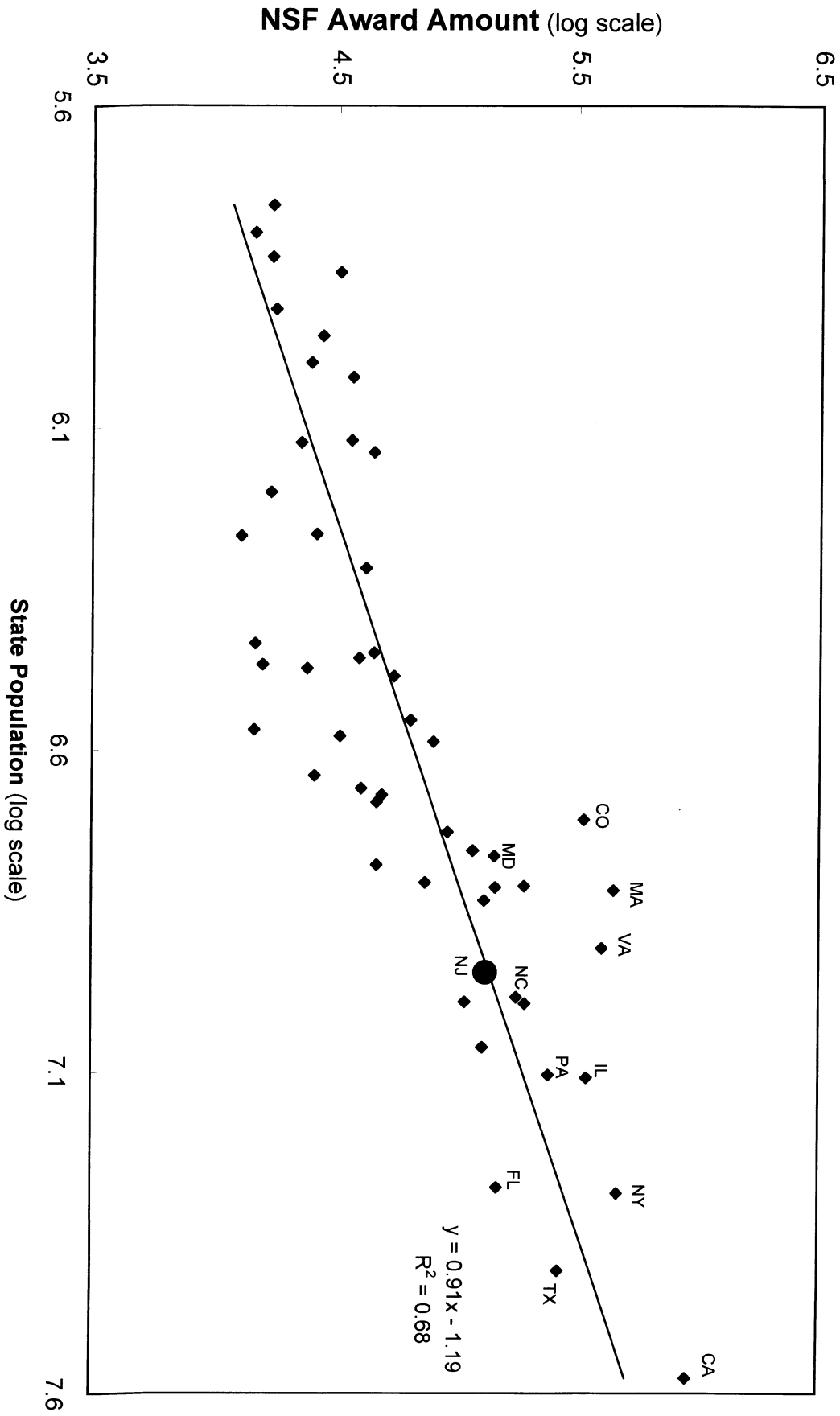


Figure 1 shows the total funding in fiscal year 2011 from the NSF to each state as a function of the state's population. Data for New Jersey is indicated by a red dot. The general trend in the data is shown by the line.

Figure 2 shows NSF funding for research in FY 2011 to institutions in New Jersey as a function of the number of full-time faculty at the institution. With more full time faculty, institutions generate more research grants.

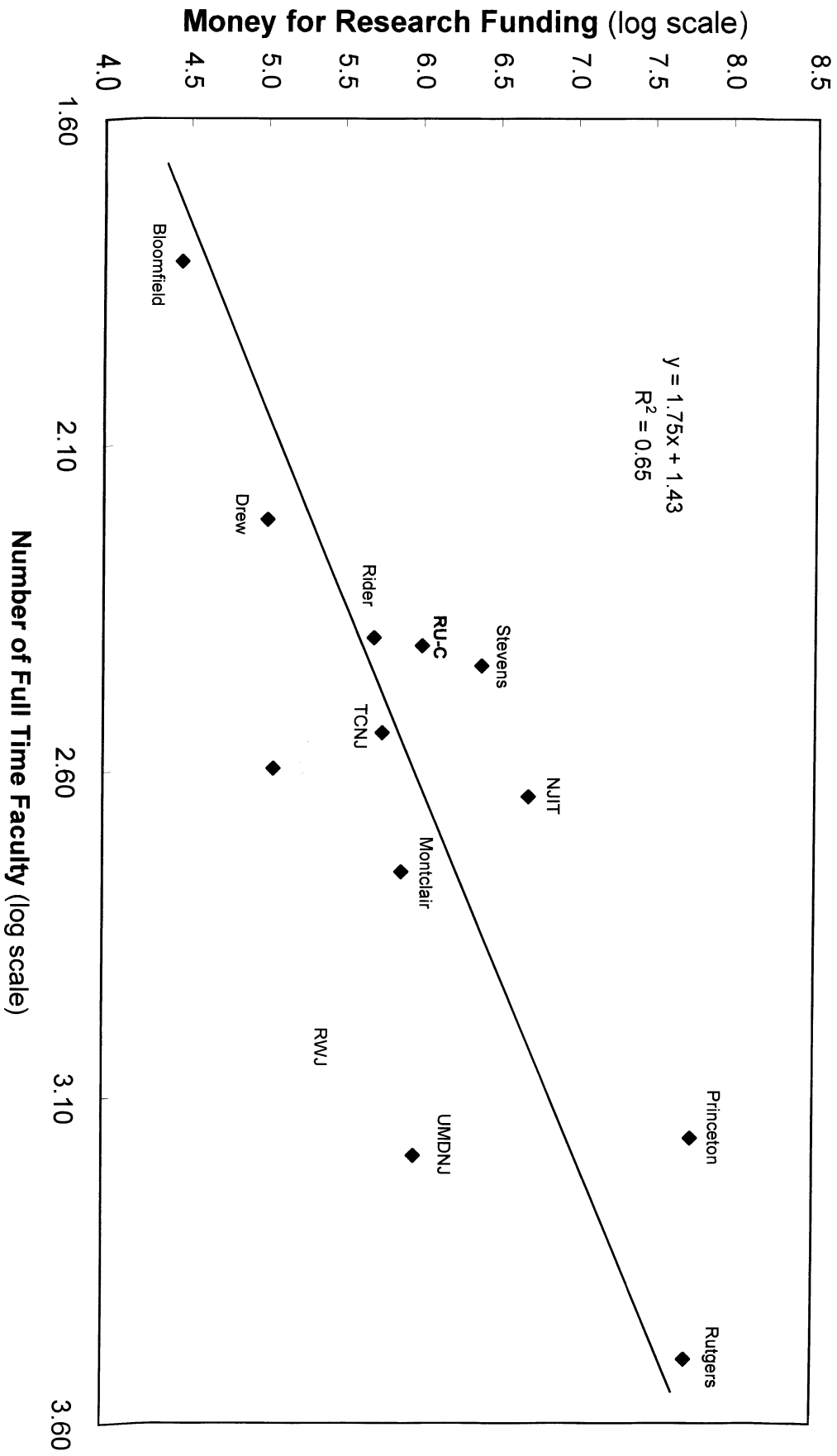


Figure 3 shows relative performance of institutions in New Jersey in terms of NSF Research Funding for FY2011, adjusted for number of full time faculty.

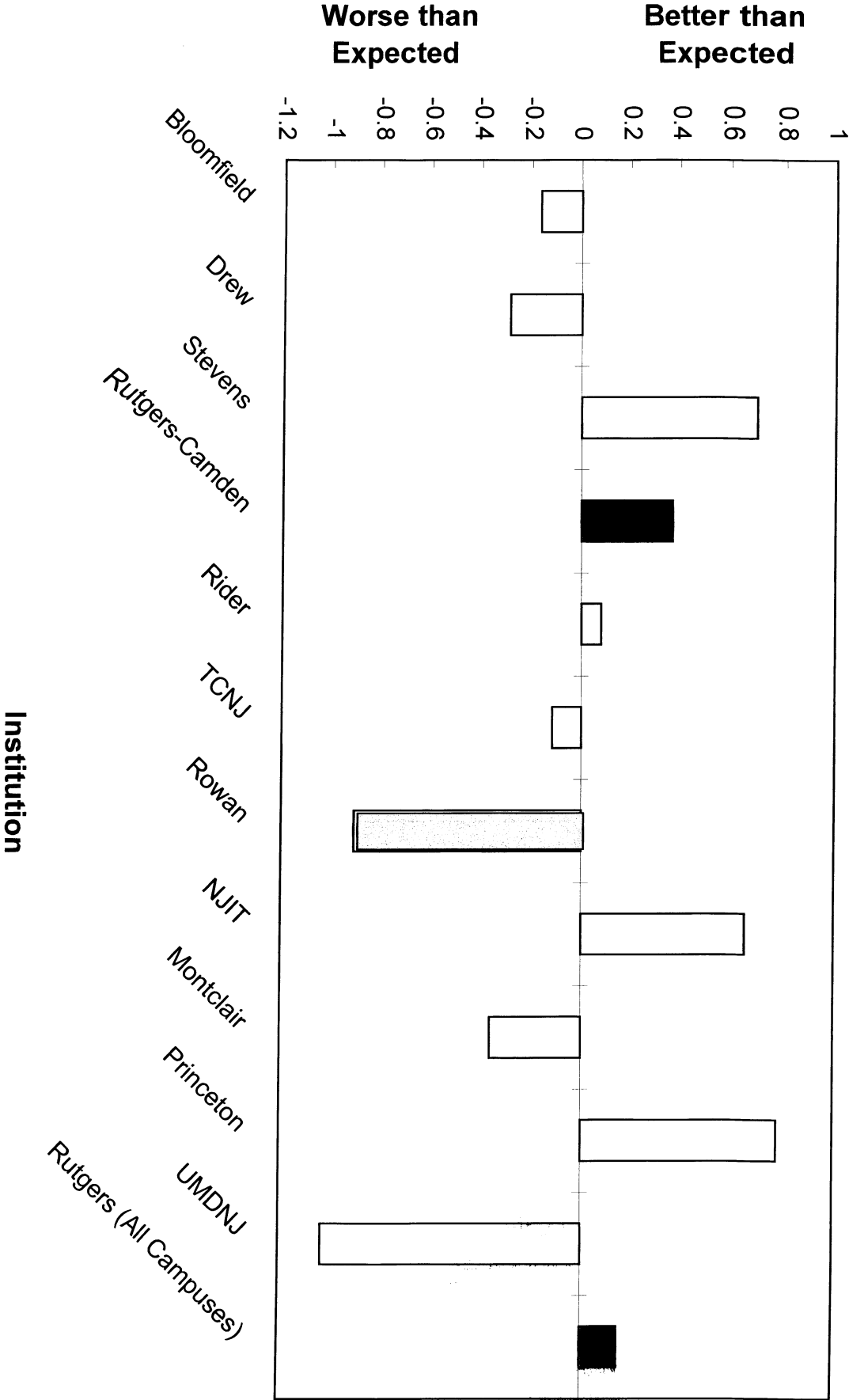


Figure 4 shows relative performance of institutions in New Jersey in terms of NSF Education funding for FY2011, adjusted for number of faculty

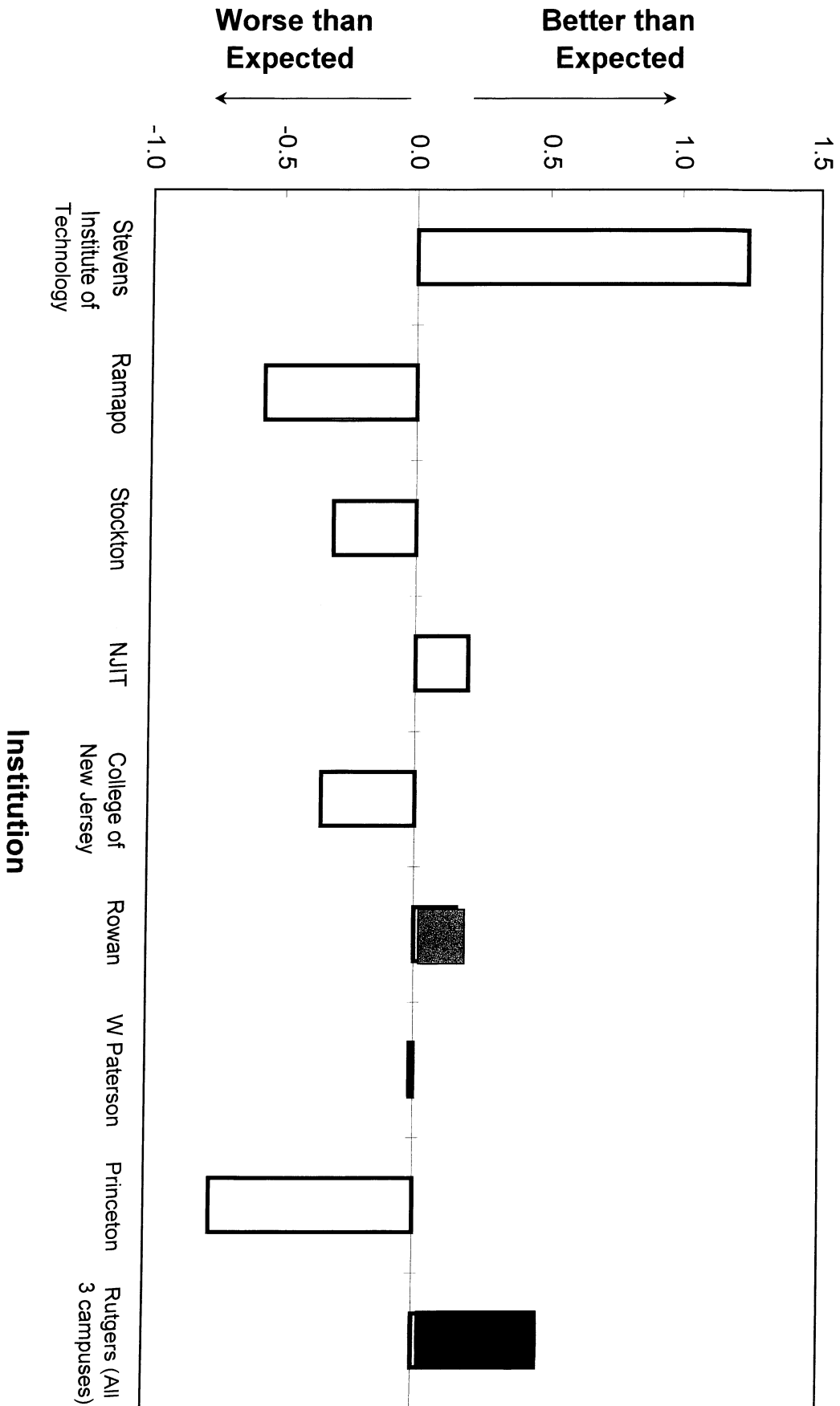
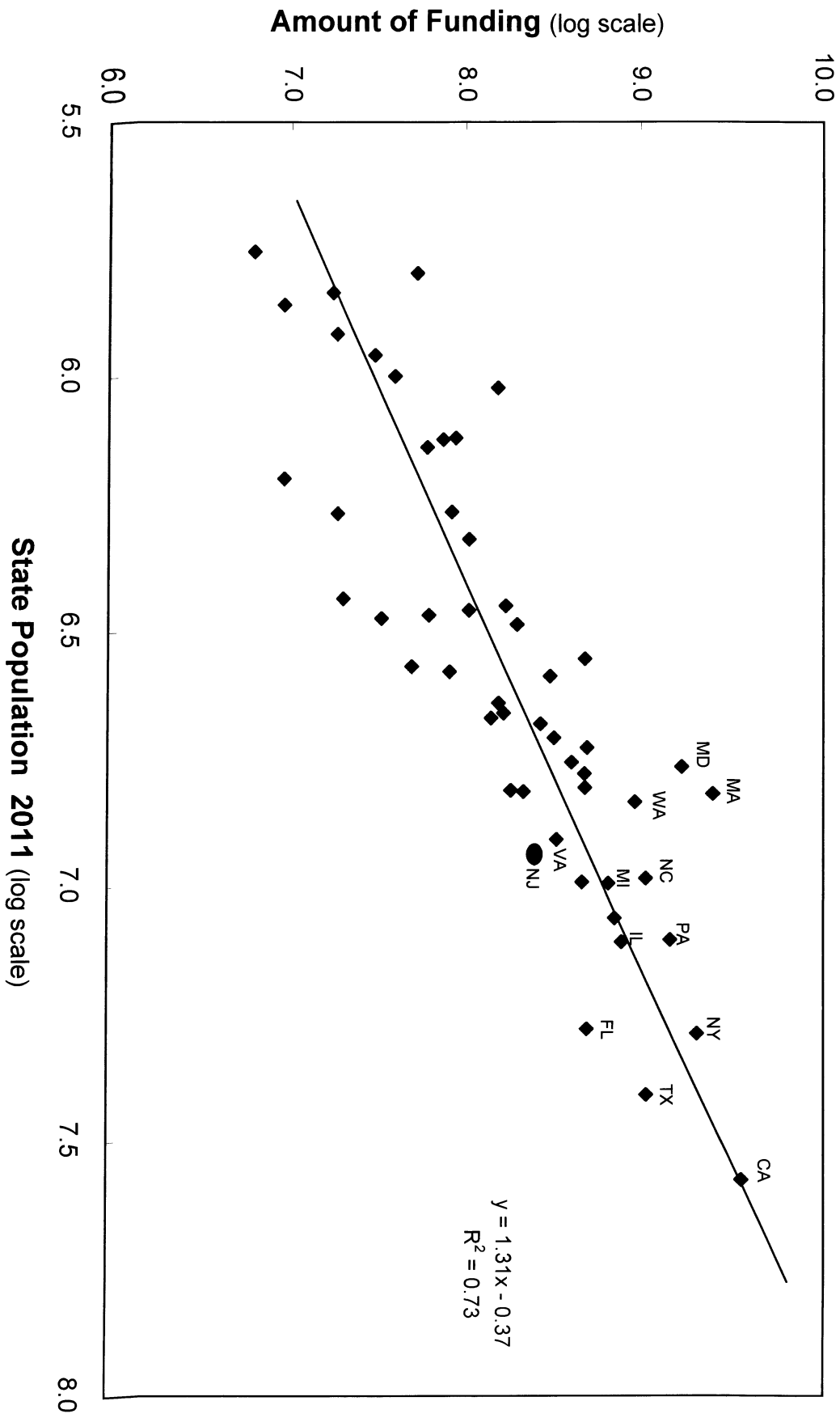


Figure 5 shows total funding in fiscal year 2011 from NIH to each state as a function of the state's population. Data for New Jersey are indicated by the red dot. The general trend in the data is shown by the line.



Comments by James J. Schwarzwald, Lindenwold NJ: Proposed merger of Rutgers Camden with Rowan University. March 19, 2012

I am grateful to State Legislators, Governors and Rutgers Boards for establishing and funding Rutgers Camden.

I received my B.A. degree in 1969 from Rutgers Camden. Small then, today Rutgers Camden enrolls about 6,000 students.

My wife graduated with a B.A. degree from Rutgers Camden in 1970. Soon thereafter she traveled to Newark and passed all parts of the Certified Public Accounting exam. There were not many women CPA's in 1970. Our Rutgers Camden degrees gave us equality with other Rutgers graduates. Getting a meaningful job or an advanced degree often hinges on the college that confers your undergraduate degree.

Following my service in the US Army, my wife and I enrolled in Texas A & M University, and received Masters Degrees in 1973. My mother, now deceased, received her B.A. degree from Rutgers Camden in 1986 at the age of 72. Rutgers Camden serves many "non-traditional" students.

The famous U.S. Supreme Court "Brown versus Board of Education" decision ruled that "separate but equal" public education violated the Constitution. The proposed merger or "shotgun marriage" of Rowan University and Rutgers Camden would create a discriminatory "separate but unequal" condition. Future Camden graduates would not be Rutgers graduates thereby lacking equality with New Brunswick and Newark graduates.

Most students of Rutgers Camden are commuters. Many full time students hold part time jobs and many having full time jobs are part time students. The High Speed Line, River Line and NJ TRANSIT buses serve those who cannot afford to live in dormitories, eat meals away from home or own cars.

I was proud that the Rutgers Boards did not acquiesce to former Governor McGreevy's merger proposals. Today you will hear many good ideas to expand and improve higher education and research to support the new 400 student Cooper/Rowan Medical School. These ideas do not require the demise of Rutgers Camden. Rutgers Camden has been under funded, but an undernourished patient needs nutrition, not amputation.

The osteopathic medical school in Stratford with 520 students will remain part of a realigned and renamed New Jersey Health Sciences University. Protect our State University. Save Rutgers Camden. Thank you.

Good Morning. Thank you for coming to Rowan to listen to our concerns about Higher Education in South Jersey. I'm Mark Showers and I've lived in South Jersey since 1968. I started with Glassboro State College in 1980 and have witnessed the changes as we grew to become Rowan University.

In 1992 Mr. Henry Rowan recognized the need for increased access to Engineering education in South Jersey and created serious change with his gift of \$100 million dollars to start an Engineering College. Some of you may remember the concerns that were raised by Glassboro State College graduates as their history and traditions were challenged by the name change to Rowan College. Fortunately, the swift completion of Rowan Hall and the admission of the first of over 1000 engineering graduates quickly proved that history and tradition was only enhanced by the growth of what was soon to become a University.

We are now faced by an even greater need for increased access to higher education in South Jersey. Every year tens of thousands of New Jersey high school graduates have to leave the state in order to obtain a college education. Every year I receive calls from relatives, friends and anyone else who learns that I work at Rowan asking if there is anything that I can do to help their student gain admission to Rowan. They know instinctively that if their child leaves the state they too often do not return to New Jersey after graduation. Friends who work at Rutgers-Camden and Stockton tell me that they also receive these calls. It would not be helpful to advise the callers to contact their legislators and ask for their help in expanding the number of seats available in South Jersey for their qualified applying students. The state has not been able to afford to fund increased access to higher education for the past several years.

Rutgers- Camden has done great work in helping to revitalize Camden. Rowan University has also done great work in helping to revitalize Camden and Glassboro. The incremental changes that we have both been able to effect are not nearly enough. The need is for sweeping change that will affect the entire region of South Jersey. The need for revitalization is equally great in our shore communities, Bridgeton, Millville, Salem, Vineland, Hammonton and all of the many small towns in South Jersey.

We need to clearly define our mission of increasing access to higher education for our children and creating an economic engine for the South Jersey region so that jobs will be available for them upon graduation.

We need to build on our history and traditions by joining together to create a Research University in South Jersey that will answer these needs. The addition of our resources will create something much greater than what we can accomplish individually. Please help us to grow to meet the needs of all of South Jersey by moving to create a new combined University that will truly meet the needs of the entire region. Thank you.

19 March 2012

Statement to the Joint Meeting of the New Jersey Senate and Assembly Higher Education Committees

Lynne Vallone

Professor, Department of Childhood Studies, Rutgers Camden
Resident of Riverton, NJ (District 7)

My name is Lynne Vallone and I am a Professor in the Childhood Studies Department at Rutgers-Camden. I have a brief statement and a short question.

I stand with the faculty, administrators, students, staff and alumni of Rutgers-Camden in strong opposition to the takeover of our campus by Rowan University. I believe that the severing of Rutgers-Camden from Rutgers University will result in grave losses in choice and opportunity for both graduate and undergraduate students of South Jersey.

In particular, I would like to speak to a significant loss that will affect the best and brightest of our undergraduate students, a loss of opportunity that has not been widely spoken about in the context of this ill-advised takeover plan: eligibility for election to Phi Beta Kappa, the oldest and most distinguished academic honor society for undergraduate students of the liberal arts and sciences.

Students at Rutgers-Camden are eligible for consideration for PBK through the Alpha chapter at Rutgers-NB. Rowan University does not have a chapter of PBK. New chapters, granted to the full-time faculty of an institution—not the institution itself—are difficult to obtain. At least 10% of the full-time arts and sciences faculty must be PBK members in order to apply for a chapter. The application process is lengthy, stringent, and expensive, occurring on a triennial basis.

As a proud member of PBK, I am loathe to anticipate a future in which the students of South Jersey will no longer have access to this “emblem of strong achievement and strong potential” (from the PBK website).

Only approximately 10% of American colleges and universities have membership in PBK. Rutgers University is one of them; Rowan University is not.

Keep Rutgers University in South Jersey for the good of all of our students—including the most academically gifted among them!

My question: When I left a major research university in Texas to come to Rutgers-Camden five years ago to help establish the nation's first PhD program in Childhood Studies, my tenure and rank as Full Professor did not transfer with me. I earned tenure and my rank at Rutgers University. My question is this: if the takeover occurs and Rutgers-Camden ceases to exist, who is going to fire me from Rutgers University and on what grounds? The Governor? The legislature? Interim President Houshmand? Senator Sweeney? George Norcross?

19 March 2012
Higher Education Committee Hearing
Rowan University

Good afternoon,

My name is Howard Marchitello; I am a member of the Rutgers—Camden English Department and currently the Associate Dean of the Graduate School. Before joining the Rutgers faculty in 2007 I was on the faculty of Texas A&M University for 17 years, where I served as Associate Graduate Director and then Graduate Director of the one of the nation's largest M.A. and Ph.D.—granting English departments. I was also a member of the Carnegie Foundation for the Advancement of Teaching's multi-year *Carnegie Initiative on the Doctorate*. I have two brief points today.

First, my years of experience in graduate education have taught me a number of crucial lessons. Most importantly, I know—and higher education professionals know—that a university's status as a research institution is directly linked to its track record in graduate training (as is explicitly the case with earning AAU membership). And graduate student enrollment (especially at the doctoral level) is largely a function of a university's reputational standing among its national and international peers. There is no gubernatorial or legislative act that can confer reputational standing in higher education. Such reputations are the result of decades' or indeed centuries' of success in advanced graduate training, and many decades of state support and investment, and cannot be manufactured. The suggestion that the loss of Rutgers—Camden to Rowan will produce a new research university in South Jersey is deeply flawed. There are no short cuts. Nor has there been a single instance in the history of American higher education in which a state has allowed the dismantling of the flagship state university.

My second point: There have been statements by some supporters of the takeover that suggest Rutgers—Camden faculty who are opposed to the Rowan takeover are afraid of change and we've heard patronizing condescension offered in the guise of advice: "Change is hard and upsetting." We reject this out of hand. As teachers and researchers, we are in fact dedicated to change, for what is education and what is research except the intellectual pursuit of change: the generation and spread of new knowledge. This proudly is our business. But only when what we are pursuing is positive change. What we are opposed to is change for change's sake. Or, the embracing of negative change. While it is true that South Jersey needs a greater share of the state's higher education dollars, I cannot accept that the proposed fix to this situation, which will dismantle the region's already successful research institution, represents positive change. I would urge members of the legislature to set aside the politically motivated recommendation of the Barer report and embrace instead the ready and easy way to improved higher education in South Jersey: grow and develop both Rutgers—Camden and Rowan University, encourage meaningful collaboration, and support the missions of these two independent institutions.

Thank you.

Howard Marchitello
marchitello@camden.rutgers.edu
Office phone: 856-225-2988
Home phone: 856-314-8533

William D Brown, Sr.
609 937 9200
Wdbrown320@comcast.net

A Good afternoon to the members of the Senate Higher Education Committee and the Assembly Higher Education Committee.

My name is William D. Brown, Sr. CPA, MBA, CGFM, CFE, I am the Vice President of the Rutgers University Camden Alumni Association , Secretary Treasurer of the Rutgers University Veterans Association and past President of Rutgers Camden Alumni Crew. And on the behalf of those organizations, I welcome you to South Jersey and for the opportunity to share our grave concerns concerning University of Medicine and Dentistry, University of New Jersey Advisory Committee's Final Report. My preference would have been to welcome you to Rutgers Camden where today's focus lies but unfortunately that's not the case.

On a personal note, I served as a jet mechanic for the US Air Force, graduated from Rutgers Camden with a degree in accounting and a MBA at Monmouth University. I spent the last 25 years of my life as a Fiscal Resource Manager and Supervising Administrative Analyst for New Jersey, committed to improving our government. I managed the cash resources and drafted state plan amendments for Food Stamps, Welfare, Energy Assistance, hospital reimbursement, Mental Health, RTCs and DDD facilities.

I have read and re-read the Final Report and I am unable to understand why Governor Christie has stated that this is the document he is basing his decision on to terminate Rutgers Camden. This document contains no substance, lacks independence, is misleading and its all or none conclusion serves no meaningful purpose. The only facts given were the respective numbers of students and employees for 2010 and 2011.

With the loss of Rutgers Camden, I have concerns for those veterans who would wish to attend Rutgers in the future. Rutgers Camden is currently, the only Rutgers campus participating in the Service member's Opportunity College Consortium (SOC). This vital program significantly aids in the reintegration and transition process for

veterans returning from war who aspire for a higher education. SOC is a significant incentive for veterans to attend Rutgers Camden with over 225 in attendance today, the highest concentration of veterans in the entire Rutgers University system.

I speak for the Rutgers University Camden Alumni Associations that I have membership, and we were never contacted or consulted in any manner.

We believe healthy competition improves any product, including education. South Jersey has 2 fine universities, The elimination of Rutgers Camden will give Rowan a monopoly in South Jersey. Monopolies are bad for the customers.

This report supports the education vision of New Jersey's two most powerful politicians. We believe that more facts are needed and the committee's inflexible recommendations are fatally flawed. We urge you with are hearts and minds to vote against the Final Report's recommendations.

19 March 2012

To: The Senate and Assembly Higher Education Committees
From: William T. FitzGerald, Assistant Professor of English, Rutgers Camden.
Re: The Proposed Transfer of Rutgers Camden to Rowan University

I thank you for visiting South Jersey today to gather information about matters of great significance to the future of the region and the state. There's a saying, "It is easy to praise Athens among the Athenians." I take this easy path to praise Rowan and to state that it is time--past time--for Rowan to be the major university in the region with research-based teaching at the heart of its mission.

These past eight weeks, I have thought about little else save our respective institutions. I stand in solidarity with my Rutgers colleagues, but one point has not been made loud and clear, though it must be. South Jersey needs more seats in institutions of higher learning, more research dollars, more innovative programs in science and technology, more high-quality, hands-on education designed to meet the demands of a twenty-first century workforce. We can demand no less at this critical time. Yet the current system of state colleges and universities is out-dated by decades and in dire need of re-definition. Rowan University is a test-case for what reinvestment in public higher education can and must accomplish.

To be clear, Rowan needs to grow, to double in size by 2030; that growth must be in the direction of a new model (for New Jersey) of a comprehensive research university. Think East Carolina in North Carolina, George Mason in Virginia, Western Michigan in, well, Michigan. My point is that New Jersey needs additional public universities with *bona fide* research status. By virtue of its history and its location, Rowan is poised to make that transition and deserves the resources to do so-- new lines for research faculty (with appropriate teaching loads and benchmarks for tenure and promotion) and new masters and doctoral programs that reflect an evolving mission. We lose too many students to neighboring states.

Let me also be clear: Rowan does not need to absorb a regional campus of Rutgers, the State University of New Jersey, to become a major research university in its own right. The implication that to achieve its destiny Rowan must be given Rutgers' Camden campus is condescending. It sends a terrible message. In truth, South Jersey (and New Jersey) needs both Rutgers, with its state-wide mission and national profile as an AAU university across three campuses, and Rowan, with a vital role in the region, to develop into an economic and educational powerhouse. If anything, the Governor's merger proposal is a failure of imagination to think big, an act of redistribution rather than reinvestment. Across the river, Philadelphia and its suburbs have dozens of colleges and universities. South Jersey needs at a minimum two strong, distinct universities to maximize choice, promote healthy competition, and foster productive synergies. Monopoly breeds complacency.

Forcing an unwelcome, value-destroying merger that dismantles New Jersey's flagship university in the process will set back higher education in the state and the region by at least *another* decade. This, then, is not simply another call for a consortium model. It is a statement, nay a plea: let Rowan be Rowan; allow it to achieve its destiny in its own right and in its own way. And let Rutgers be Rutgers with a storied past and bold future on the banks of the Raritan *and* on the Delaware.

My name is Hyun Seo, the creator of the r2rmerge.com petition that has over 11,733 signatures from people who believe that Rutgers should remain in South Jersey. My credentials enabled me to apply and be accepted in one of the best institutions in Graphic and Design, School of Visual Arts in New York City. I sacrificed this offer to attend, Rutgers- Camden, a flourishing research institution that has made profoundly influential strides of research respected by institutions such as Harvard, Yale, Princeton, and UPenn. Rutgers hosts doctors and professors who have graduated from such prestigious institutions to lecture and do research at Rutgers- Camden. It would be incredibly irresponsible if our legislatures were to vote for this merger to happen. Rutgers- Camden with all of its incredible attributes will cease to exist in South Jersey and take choices away from our South Jersey citizens, who are the constituency the legislators have the responsibility to represent in this important decision. It is the responsibility of our legislatures to acknowledge the concerns of our citizens in order to make a decision that will be mindful of all of the different issues that should not move forward. So much is at stake if Rutgers does not remain in South Jersey. If a newly created institution is made, it will suffer the loss of databases with electronic journals, archives, books and access to all of the other Rutgers libraries we currently have access to perform research. These databases and research materials take hundreds of thousands of dollars to maintain subscriptions. I acknowledge that this attempt of a merger is financial and considering the necessities to operate as a research institution, this newly created institution will need to apply for all of these subscriptions and increase the size of its libraries to even be eligible to apply for Research institution accreditation. Our law students will be incapable of practicing law if they graduate from a non-accredited law school. Our South Jersey students who had hopes in attending Rutgers Camden will be disheartened and cross the bridge to Drexel, UPenn, Temple and others to conduct. This will drive our talented students out of South Jersey even further. If any decision is made today, the decision should be made to keep Rutgers Camden element out of the decision between merging UMDNJ with Rutgers. Because if Rutgers- Camden ceases to exist, students like myself who are motivated and have great potential that maybe held back by family or economic responsibilities will lose the choice of a accessible, established and renowned Research institution.

UMDNJ Advisory Committee's Report Hearings
March 19, 2012
Rowan University

Karen T. Sieftring, President AFT Local 2373 and
Assistant to the Rohrer College of Business Dean for Student Advisement

Madame Chairwomen, members of the higher education committees and guests, thank you for the opportunity to speak today.

I speak today on behalf of the American Federation of Teachers, AFT Local 2373 at Rowan University. Our position on this matter is to encourage you either to accept the UMDNJ Advisory Committee report as written or reject it. Our Communication Workers of America (CWA) Branch president, our International Federation of Professional and Technical Engineers (IFPTE) chapter president and I stand ready to continue to move our University forward regardless of the outcome as per our recent letter to you, a copy of which I have supplied today.

We take pride in our institution and would like to share the reasons for this pride.

There are two constants that have helped define Rowan University throughout our history. These are our demonstrated ability to manage change and our desire to continuously excel as what defines excellence is striving for continuous improvement.

Let us briefly review our history of change. Rowan began in fall of 1923 as Glassboro Normal School, a two year teachers' training school, with 236 students. The citizens of this region needed educational opportunities in the area of teacher training. In the 1920's there were two colleges in Southern New Jersey, The Law School of South Jersey and the College of South Jersey both located in Camden, New Jersey. These institutions were merged with Rutgers University in 1949 and 1950 respectively.

With an expanding curriculum necessary for teacher training causing the creation of 4 year programs, we became the New Jersey Teachers College at Glassboro in 1937. In 1949 graduate courses began to be offered in education. Still changing with expanding curriculum and enrollment, we became Glassboro State College in 1958.

Becoming a comprehensive liberal arts institution in 1966, we introduced of our Liberal Arts programs. The Hollybush Summit put us in the international map in 1967. Our Camden Urban Center, now our Camden Campus, opened in 1969 as there were still unmet educational needs in Camden. Our athletics program won its first national championship in 1978.

As a result of the 1992 transformational \$100 million dollar gift from industrialist Henry Rowan, our name was changed again to Rowan College of New Jersey and so with it began our College of Engineering now with a nationally ranked chemical engineering program. We were then approved to offer our doctorate degree in education in 1997. Our institution achieved university status on March 21, 1997 becoming Rowan University.

In 2009 an executive reorganization order called for Rowan University and The Cooper Health System to partner and create a new four-year allopathic medical school in Camden. Our first class will enter this fall.

Thus in our 88 year history we can point to a minimum of 12 major changes in name and/or mission. Statistically, we have handled a major structural improvement or change roughly once every seven years.

As for pride in our desire for excellence, we do not rest on internal measures but look to external experts to verify and document our achievements. We hold 9 national and international accreditations plus the pre-accreditation for our medical school. And we're not stopping there. Our Rohrer College of Business for example will host their specialized accounting accreditation visit this fall. With it we may become one of only a handful of business colleges in the nation to hold these three major international accreditations.

Further we have the attention of national organizations that evaluate colleges and universities. In the publications of the US News and World Report, Kaplan's, Kiplinger's, and the Princeton Review we are rated as a "Top Tier" regional university, one of the 320 most interesting colleges, one of 100 best buys in public colleges and universities, and one of the best northeastern colleges. Our on-line MBA has garnered high national rankings in a recent US News and World Report, making us first or second among New Jersey on-line MBA programs.

Regionally our excellence is recognized in a very tangible way through the most generous gifts of prominent regional donors and alumni who recognize what a great investment we are.

However Rowan University, a microcosm of New Jersey, has not received the national press, acknowledgement or respect even within our own state that we have earned. Like so much of our wonderful state, we have remained one of its many hidden treasures, only just now being discovered.

We have a history of excellent labor relations with our administration that has been documented with our institution's growth. We have maintained our members' contractual rights while working to advance our university, our region and the citizens of New Jersey. This is part of the reason we have achieved so much in our short 88 years of existence. We can and will work respectfully together with all our colleagues, should our numbers be expanded through a merger or not. Whatever the final outcome is of the UMDNJ Advisory Committee's report, we will continue to successfully manage change just as we have always done while achieving continuous improvement.

Thank you again for the opportunity to speak today and for your service to our fine State of New Jersey.



February 16, 2012

*Higher Education Committee
Trenton, New Jersey*

Dear _____:

Governor Christie's announcement to accept the recommendation of his taskforce, the UMDNJ Advisory Committee, that would merge Rowan University with the Rutgers-Camden Campus has resulted in a great deal of media coverage and a torrent of comments both positive and negative.

As the leadership of the primary bargaining agents for the employees of Rowan University, we have been confronted with comparable challenges in the past. Since the creation of the comprehensive four-year New Jersey state college system in 1967, we have continued to support our institution's desire to improve and expand in order to meet the needs of the citizens of New Jersey. Our members are committed to Rowan University and to the opportunities it provides to all of New Jersey's residents.

We have a long history of working collectively and collaboratively with one another as well as with the Rowan University Administration. Both AFT and CWA members work side-by-side in providing and maintaining computer/ technical support, library services, and classroom support to our community. As the technological demands of campus life have increased, the demands on our university support staff have also expanded. Their response has been to enhance their skill sets, become technologically savvy, and to emerge as an invaluable educational resource on the Rowan University Campus.

For over a decade, the facilities division has both developed and implemented a successful apprenticeship program that has produced journeyman trade workers. When the request for cost reduction was requested by our administration, a recommendation by IFPTE members to return some projects to in-house staff was accepted and has provided significant annual cost savings to the university. As the number of violent crimes has increased in our surrounding community, Rowan University employees have worked in conjunction with the Glassboro Police Department to provide a safer university community for both students and employees.

As Rowan University evolved from a teacher's college to a recognized regional comprehensive university, the demands on our members have increased. In collaboration with university administration, we have been able to maintain the integrity of our state-wide and local labor agreements while allowing the institution to change for the better. During that period of change, the university has created a College of Engineering that houses nationally ranked engineering programs, expanded a College of Education that is accredited by the National

Council for Accreditation of Teacher Education (NCATE) for both initial and advanced teacher preparation, developed the Rohrer College of Business to be one of the few colleges in the nation that is accredited by both The Association to Advance Collegiate Schools of Business (AACSB) and The Accreditation Board for Engineering and Technology (ABET), and is building the Cooper University Medical School at Rowan that is expected to graduate its first class of doctors in 2015.

Just as previous changes have brought unanticipated challenges to both this institution and to the unions represented here, we fully anticipate that the proposed merger will pose many more unanticipated challenges. However, if the merger of the two institutions occurs, we believe that the Rowan University community is capable of partnering with our new colleagues and continuing to serve our current members while meeting the needs of the students and citizens of New Jersey.

Should the proposed reorganization of higher education occur as recommended by the UMDNJ Advisory Committee and accepted by Governor Christie, we are willing to work proactively with the administrations, the employees, and the students of both institutions to maximize the promise of such a partnership to provide increased access to higher education for the citizens of New Jersey.

Sincerely,

Karen T. Siefring
President
AFT 2373
Rowan University

Denise Williams
Branch President
CWA 1031
Rowan University

Raymond Cibo
Chapter President
IFPTE 195
Rowan University



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Closed & Renamed New Jersey Colleges & Universities

NJ Colleges and Universities:
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Jump to Renamed Colleges and Universities

Closed Colleges & Universities		
Institution	Closed	Records Retained at:
Alma White College	1978	Alma White College Zarephath, NJ 08890
Alphonsus College	1974	Seton Hall University 400 South Orange Ave. South Orange, NJ 07079 973-761-9000
Bayonne Junior College	1951	
Bergen Junior College (merged with Fairleigh Dickinson University)	1954	Fairleigh Dickinson University 1000 River Road Teaneack, NJ 07666 201-692-2000
College of South Jersey (merged with Rutgers, The State University of New Jersey)	1950	Rutgers University George & Somerset Sts. New Brunswick, NJ 08901-1281 732-932-1766
Don Bosco College	1990	Salesian Provincial House 148 Main St, Box 639 New Rochelle, NY 10802 914-636-4225
Englewood Cliffs College	1974	St. Peter's College 2641 Kennedy Blvd. Jersey City, NJ 07079 201-915-9000
Essex Junior College	1937	Kean University 1000 Morris Ave. Union, NJ 07083 908-527-2000
Gibbs College	2010	Sanford-Brown Institute-Iselin 675 US Route 1, 2nd Floor Iselin, NJ 08830 732-623-5740
Immaculate Conception Seminary (affiliated with Seton Hall University)	1986	Felician College 262 So. Main St. Lodi, NJ 07644 973-778-1190
Jersey City Junior College (Students transferred to Jersey City State College, now New Jersey City University)	1959	Board of Education Park St. & Harrison Ave. Jersey City, NJ
John Marshall College (precursor to the Seton Hall Law School)	1950	Seton Hall University 400 South Orange Ave. South Orange, NJ 07079 973-761-9000
Law School of South Jersey (became part of Rutgers, The State University of New Jersey)	1949	Rutgers University George & Somerset Sts. New Brunswick, NJ 08901-1281 732-932-1766
Luther College of Bible	1978	Lutheran Bible Institute 3718 Macalaster Dr. NE Minneapolis, MN 55421 612-788-7616

Maryknoll Junior College	1954	
Mother Savior Seminary	1961	
Mount Saint Mary College	1970	Georgian Court University 900 Lakewood Ave. Lakewood, NJ 08701-2697 732-364-2200
Northeastern Bible College	1990	The King's College The Empire State Bldg. 350 Fifth Ave. New York City, NY 10118 212-659-7200
Panzer College of Physical Education (merged with Montclair State College, now Montclair State University)	1958	Montclair State University Valley Road & Normal Ave. Upper Montclair, NJ 07043 973-655-4000
Saint Gabriel's College	1968	Iona College 715 North Ave. New Rochelle, NY 10801-1890 914-633-2000 Fax: 914-633-2020
Saint Joseph's College	1970	St. Joseph's Prep. Seminary Princeton, NJ 08540
Saint Michael's Monastery	1984	Passionist Provincialate 80 Davie St. South River, NJ 08882
Salesian College	1973	Daughters of Mary Help of Christian Haledon, NJ 07058
Shelton College	1971	Norman Mano Har Shelton College c/o Faith Theological Seminary 1001 West 70th Ave. Philadelphia, PA 19126 215-927-3372 (Request transcript in writing, with name, address, telephone and enclose a check for \$10.)
Tombrock College	1976	Missionary Sisters of Immaculate Conception 779 Broadway Paterson, NJ 07514 973-279-3790
Trenton Junior College & School of Industrial Arts (merged with Mercer County Community College)	1967	Mercer County Community College 1200 Old Trenton Rd. Trenton, NJ 08690 609-586-4800
Union College (merged with Union County Technical Institute to become Union County College)	1982	Union County College 1033 Springfield Ave. Cranford, NJ 07016 908-709-7000
University of Newark (merged with Rutgers, The State University of New Jersey)	1947	Rutgers University George & Somerset Sts. New Brunswick, NJ 08901-1281 732-932-1766
Upsala College	1995	Felician College 262 So. Main St. Lodi, NJ 07644 973-778-1190
Villa Walsh Junior College	1971	Assumption College for Sisters 350 Bernardsville Rd. Mendham, NJ 07945 973-543-6528
Westminster Choir College (merged with Rider University)	1992	Rider University 2083 Lawrenceville Rd. Lawrenceville, NJ 08648 609-896-5000

UMDNJ Advisory Committee Report Hearings
March 19, 2012
Rowan University

Since the recommendations of the Governor's UMDNJ Advisory Committee were released, there has been much said and written about the transfer of assets from Rutgers-New Brunswick to Rowan University. Much of what has been said and written has cast Rowan University and those of us who work and learn here in the roles of villains even though we had neither representation on the UMDNJ Advisory Committee nor any meaningful involvement with UMDNJ. We all have personal opinions regarding the recommendations, but the faculty, staff, and students of this institution have shown great restraint in presenting those opinions.

During this time, Rowan AFT 2373 has taken a neutral stance on the recommendations recognizing that this is a decision outside of our hands and one that was not the result of our work. As a collective we have decided the objectives of our bargaining unit is to protect, maintain, and improve the terms and conditions of employment for each of our members while continuing to meet the educational needs of the citizens of New Jersey. Should the recommendations of the UMDNJ Advisory Committee be adopted, we will continue to strive to meet our objectives as the bargaining agent for the faculty, professional staff, librarians, and coaches of this university. However, today, as the negotiator for AFT 2373, I would like to encourage you to consider only two alternatives as you review the recommendations of the Governor's UMDNJ Advisory Committee; either adopt the recommendations as outlined in the Advisory Committee's report regarding the merger or ignore them entirely.

If you choose the first option, to adopt the recommendations, our two institutions will have to strategically redesign, merge, or differentiate colleges, departments, and programs at all of our locations. The unions present on this campus will need to negotiate and consolidate the agreements that define the working conditions of the unionized workers from both campuses. The AFT local is committed to maintain the terms and conditions of employment for all of the people we represent whether they are members or not, whether they are new to the institution or not. What we will need to be successful in this merger of universities, cultures, and labor groups is time and flexibility. Time will be needed to graduate students in process, to tenure probationary faculty who are in-process, to honor the existing contracts until their expiration, and to consolidate the different agreements into an agreement that reflects the best of all previous agreements. While I would encourage you to watch us achieve these goals, I would discourage you from trying to manage those processes from Trenton. I have great confidence that those of us on the ground can work collaboratively to make the proposed merger a success.

The second option is to ignore the recommendations as they apply to Southern New Jersey and allow Rutgers-Camden and Rowan to coexist as they have for over 60 years. Just as I am sure that Rutgers-Camden has a strategic plan for its future, Rowan also has a plan that includes the expansion and growth of educational opportunities for all of New Jersey's residents. The AFT on this campus has been working with both the Administration and the University Senate in developing the plans for growth of this institution. Those plans can continue without modification or state involvement. Rowan will continue to expand its footprint in Camden with the opening of the newly-remodeled First Camden National Bank & Trust Building and the

completion of the Cooper University Medical School at Rowan. The existing degree of collaboration between Rutgers-Camden and Rowan will continue as well. Those types of projects will flourish as areas of common interest are identified and as the two faculties grow to know one another better. While there may be a minimal number of joint projects now, those will increase as our footprint increases in the city of Camden.

Those are the two meaningful options, to merge or not. What I want to discourage the Governor and the Legislature from doing is something "more-than-doing-nothing-but-not-quite-a-merger." Over the past weeks, I have seen a variety of merger-alternatives presented that suggest mandated collaboration between faculty groups, partnered-advisory-oversight of the Medical School, and various "partnerships" that result in the doubling of the number of bargaining agents on the campus. I understand the distress that is caused by a set of recommendations that refer to labor as a transferrable economic asset. And, mergers are not easy in corporate America where they are more common than in academia, but they can be done successfully. What is never successful is creating the appearance of a merger while letting nothing in the organizations to change. Unfortunately, all of the merger-alternative proposals seem to have the same common goal of maintaining the status quo. If maintaining the status quo is what is desired by the Legislature and the Governor, then simply ignore the recommendations as they apply to Southern New Jersey. If you want change, then adopt the recommendations and allow those of us responsible to achieve the stated and implied goals of those recommendations.

Both Rutgers-Camden and Rowan have long and admirable histories in this region. We, at Rowan, have been engaged in transformational organizational change for over 20 years since Henry Rowan committed to making his gift of \$100,000,000.00 for the betterment of Glassboro State College and the surrounding community. We are familiar with the anxiety and work involved in implementing and managing change in volatile social, economic, and political environments. For this reason, I believe that there has been relatively little response from our community although I believe every Rowan employee and student has an opinion on this topic. For even though we know the stress of transformational organizational change, we also know what it means to be successful in accomplishing such change. So, regardless of the ultimate actions of the Governor and the Legislature with reference to the Advisory Committee's recommendations, we at Rowan are confident that our future will involve continuous change and improvement.

Phillip A. Lewis, Ph.D.
Associate Professor and Chair
Department of Marketing and Business Information Systems
Rohrer College of Business
Negotiator, Rowan AFT 2373
Rowan University

NJ Senate and Assembly Higher Education Committees Joint Meeting

Name: Maurita Bivans

Rowan University-March 19, 2012

This coming **fall** semester will mark significant history for me regarding Rutgers- Camden. 50 years ago, I was a **freshman** at Rutgers-Camden. My career history also includes my recent tenure as a full time assistant professor here at Rowan. I am here to make two comments on the proposal that would erase all the story-filled **history**, the legacy that has been built over time, strong community relationships and the research status **at** Rutgers-Camden.

Costs Concerns:

As a resident **and** tax payer of NJ, I listened to the Barer Report on Feb 6th in Trenton at Senate Higher Ed Committee Hearing and was surprised and disappointed that when asked for the cost of implementing the proposal, Dr Barer responded that the committee was not charged to explore planning or budget concerns. There is no published budget report, feasibility or impact study on the proposal. In my **opinion**, it is best practice to have a projected budget and a study in a variety of areas to support a proposal so that informed decisions can be made. My concerns were elevated when I heard that Rutgers President, Dr. McCormick was given the task to begin the planning/transition phase for the reconfiguration of the medical schools and projected a cost of 40 million dollars. During the discussion process, the Barer committee was asked to expand their task to include the eradication of Rutgers- Camden campus including the Law School, Business School and College of Arts and Sciences. I would hope that my question would soon be answered. My question: What is the cost and funding source for the medical and academic schools' proposal? Also, I feel that questions within the February 6th correspondence from NJ Sen. Rice should be answered along with the questions from US Senator Frank Lautenberg's correspondence dated February 22nd.

Proposal Component Regarding Comprehensive Research University:

My second concern is **the proposal** for eliminating Rutgers-Camden campus and **the cost** that comes with this eradication of the identity, (for me the fifty) years of history, the legacy, the community engagement and the research status. There are three areas of focus that defines Rutgers -Camden- (1) excellence in scholarly achievement for both students and faculty with the intimacy provided by a small college, i.e., small class sizes with frequent opts to meet with faculty and mentors; (2) the strong community ties and relationships with neighbors that surround and extend into the city; and (3) regional leadership.

The Rutgers University Mission Statement reads as follows: As the sole comprehensive public research university in the state's system of higher education, Rutgers, The State University of NJ, has the threefold mission of:

- Providing for the instructional needs of New Jersey's citizens through its undergraduate, graduate and continuing education programs;
- Conducting the cutting-edge research that contributions to the medical, environmental, social and cultural well-being of the state, as well as aiding the economy and the state's businesses and industries; and

- Performing public service in support of the needs of the citizens of the state and its local, county and state governments.

These components reinforce and support each other. Research creates new knowledge that is needed to support quality instruction and provide innovative public service.

As a past member of the faculty, here at Rowan, I have firsthand knowledge of the outstanding faculty members, the dedication to the work and research that is undertaken. The many occasions when faculty have published and/or presented papers to national audiences and authored books is well documented. I am also aware that about four years ago, there was a formal initiative to expand and increase research efforts to move Rowan to being a research university. Fine programs exist at Rowan just as they exist at Rutgers. If there must be change, I favor a consortium model with each university maintaining its own autonomy and name. This is similar to the models in Maryland and Indiana University and Purdue University Indianapolis. This would allow opportunities for collaboration, wider scope of program and course offerings and research opportunities. With the thought of administrative costs for eliminating Rutgers-Camden, including but not limited to reconciliation of Rutgers-Camden bonds and grants, contractual agreements with staff and faculty, the loss of outstanding faculty that attracts grants and conducts research (high quality faculty are attracted to Rutgers-Camden because of its research status), the loss of students who would prefer crossing the bridge rather than going to New Brunswick for economic reasons and the loss of the "non-traditional student. This option, a consortium would be far more cost effective.

-Excellence in Scholarly Achievement of Faculty and Students- Rutgers Research University Status:

There have been comments made about the erasing of Rutgers-Camden yielding immediate research university status to Rowan. This is an incorrect concept; just as it took decades for Rutgers-Camden to gain that status, the same would be true for any other institute of higher learning. It took NYU 50 years to be invited to the Association of American Universities (AAU); it took Georgia Institute of Technology 110 years. It took 89 years for Rutgers to be invited as a member of AAU (AAU website). The AAU was founded in 1900 by 14 of the nation's leading Ph. D.-granting universities and membership offers are rarely extended and only to leading research-intensive universities; it is composed of 61 comprehensive research universities that are known for "the breadth and quality of their programs of research and graduate education." As was pointed out by a Rutgers-Camden professor, in the AAU, there is no university member that was formed as the result of a forcible merging of two institutions. Universities that are not members of AAU can of course be considered high level research institutions, but the prestige that comes with this membership means global attraction of outstanding faculty and students and a huge positive economic impact. Rutgers is considered to be a premier global research university.

Rutgers-Camden, like Rutgers- New Brunswick and Rutgers-Newark is already a member of the AAU. Rutgers-Camden does not ride on the shirt tails of the sister campuses regarding AAU membership. Rutgers-Camden makes valuable contributions to research which would be lost if Rutgers-Camden is eliminated.

The long list of achievements that follows gives testament to the status of Rutgers-Camden a comprehensive research university for faculty and students:

- Dr. Jacob Soll of Rutgers-Camden history department won the 2011 MacArthur Fellowship; this grant is one of the most prestigious honors for any scholar or artist. Dr. Annette Gordon-Reed, a former Rutgers professor and now a Professor of Law and History at Harvard University is a 2007 MacArthur Fellow and writes, "The proposal to "disappear Rutgers-Camden into Rowan University, is troubling. When I taught at Rutgers-Newark, and traveled around the country talking about my work, I had only to say the word "Rutgers" and people knew what I was talking about—a great school in New Jersey. In California, Texas, Idaho—wherever I went—people recognized RutgersName recognition is no trivial thing. In today's extremely competitive climate, a good brand name matters a lot. (From "Letters and Statements Concerning Rutgers-Camden-Rutgers packet #1 delivered to Senate Committee on Higher Education 2-6-2012)
- The School of Law has historically been named as a "Law School 100" –Tier 1 and as a top 100 Tier1 law schools in US News World Report (March 2012).
- Professor Sungsoo Kim of Rutgers-Camden accounting department received a Fulbright Distinguished Chairs program distinction 2010-2011. There are many Fulbright Fellowships recipients in various departments of Rutgers-Camden that represent a Rutgers –Camden presence in Asia and Europe.
- In 2011, 9 books were published by the English department made up of 18 faculty members.
- Prof Sarah Allred published ground breaking research in the brain's perception of color in the top journal- Current Biology.
- During the past year, Dr Robert Schindler was recognized as one of the top pricing researchers in the world by the *Journal of Business Research*. The publication ranks Dr. Schindler as the fourth most productive pricing researcher in the number of articles adjusted for multiple authorship.
- International connections and global research are well represented on the Rutgers-Camden campus; here are a few points. Law Professor Dennis Patterson was named to the Law Panel for the United Kingdom's Research Excellence Framework, where he is evaluating scholarship of legal academics. Dr Cati Coe in the anthropology department advanced her studies in Ghanaian families; Dr. Eduardo Gomez in public policy department regularly shares his insights into Brazilian health care through commentaries on CNN.com and in other forums.
- The acting dean of the School of Nursing, Dr. Joanne Robinson, was selected as one of only two New Jersey nursing professionals for induction as a Fellow in the American Academy of Nursing, one of the highest honors in the field.
- John Joergensen, a librarian in the School of Law was named to the 2011 Fastcase 50, a listing of the nation's most provocative leaders in the fields of law, scholarship, and technology
- Matt Sykes, a 2011 graduate of the Rutgers-Camden Law School received a 2012 Skadden Public Interest Fellowship; a competitive award presented to only 28 law student nationwide.
- David Luor, an undergraduate scientist, received a grant funded by NASA and was selected to present his research at the national meeting of the American Society for Biochemistry and Molecular Biology in San Diego in April.
- Dan Walsh is one of 30 marketing students selected nationally for a Kellogg's Internship.
- Lara Saguey, a Ph. D. candidate in Childhood Studies was the recipient of the Library Congress Fellowship. Childhood Studies is one of three Ph. D. programs at Rutgers-Camden.

- The excellence of Rutgers-Camden research programs attracts students from around the world. An example is Muslim Demir who traveled to Rutgers-Camden from Turkey to attend our graduate program in chemistry.

- **Community Engagement:** The second area of focus for Rutgers-Camden Faculty, Students and Alumni; the chancellor reported that Rutgers-Camden is emerging as a national model for how a research university integrates civic engagement with campus life. Examples follow:

- Rutgers is ranked 74th among all Master's level institutions and their commitment to community and civic engagement.
- Rutgers-Camden has 4.5 million dollars active grants that focus on service to the community
- Students have contributed 230,000 hours of service to the community; this includes law school pro bono services and in school (city of Camden) student tutoring. 10,000 hours of service has been provided by graduate and professional staff. Law School students also provide free citizenship application assistance to legal permanent residents working to become U.S. citizens.
- Alumni have provided library books to city schools and visited classrooms as reading partners.
- Alumni volunteer in Camden's soup kitchens and local food bank; charitable collections are also made throughout the year.
- The Aim High Academy is a partnership that works with three city public schools to support students interested in attending college. A College Access program provides prep for SAT via classes and mentoring from Rutgers students.

These quick looks at Rutgers-Camden achievements and programs from staff, students, faculty and alumni will be lost if Rutgers-Camden is eliminated. The neighbors and community members around the campus and in the city have a long, deep relationship with Rutgers. This loss was discussed last Thursday at a community meeting reported on ABC. These are long term relationships built with trust and genuine caring.

Losses include: the loss of 62 years –decades of investment and growth; there will be a loss in top quality faculty (faculty are drawn to top level research universities); there will be loss in enrollment (students will seek a solid brand name across the bridge- this means a loss of scholars and dollars, already a problem for students who seek out-of-state schools); South Jersey students will be denied access to a Rutgers degree, in particular the non-traditional students; a loss of funds will occur due to the need to resolve issues including but not limited to unions, tenured faculty, existing grants and bonds that are in Rutgers-Camden's name and finally there will be a loss to community.

Sources: 1. Rutgers Facts: Michael Sapanic, Associate Chancellor for External Affairs

Rutgers University-Camden: msepanic@camden.rutgers.edu

2. Maryland Universities Alliance: "University regents vote against College Park-Baltimore

merger": Baltimore Sun-Dec. 9, 2011 and March 1, 2012

My name is Sean Duffy, I am an associate professor of psychology at Rutgers Camden, and director of the psychology undergraduate program. I know my time is brief so I will focus on a simple message: If you want to create a great research university, you must first conduct research. You must ask pointed questions and find data that provides probing and thorough answers, since the stakes at hand are so large. We're not talking about changing the name of a bank. We're talking about eliminating a university. We must not simply accept at face value the recommendations the Barer report.

And in reading the report, what shocks me most is the lack of serious data supporting the hostile takeover of Rutgers-Camden. For all the grandiose promises of what this takeover will bring to the region, what is completely missing is actual data addressing some of the following questions. Members of both the Rutgers Camden and Rowan communities deserve answers to these questions. First, what data suggests that students in New Jersey will attend this untried and untested mega-university or will they look North toward the new Rutgers: The State University of North Jersey for their education or toward institutions across the Delaware? Second, is there data suggesting that students will attend classes at the Camden campus, or will it quickly become an abandoned shell of its former self? Third, what evidence exists that top-tier research faculty will flock to the new Rowan, or rather leave in droves for more established universities with better research facilities? Fourth, what budgetary analyses exist demonstrating that funding to hire top-notch research faculty will flow into the new Rowan, and from what sources? Fifth, what evidence supports the argument that this new institution will attract top students and faculty in a market that is already saturated with universities in Philadelphia? Sixth, where is the evidence that high tech pharmacy and technology businesses will flock to Camden? Seventh, what data have been generated on the economic costs of this merger? Rowan already has over a half billion dollars of debt, and Cooper Hospital's bonds trade at junk status. Is the purpose of this merger truly educational, or simply financial, a way to shore up Rowan-Cooper's bond ratings? Eighth, what studies suggest that eliminating an institution like Rutgers-Camden is the only way to financially support the medical school? Ninth, will disenfranchised former Rutgers-Camden students continue to donate money to higher education in New Jersey? And tenth, what studies have been done on how the mechanics of this would work out? How will tenure be evaluated for faculty? What will be the new teaching loads and class sizes? Which curricula will be followed?

These are just ten questions. I have about a hundred more. These are important questions that could be answered with research, but have not. I have seen no analyses, no studies, no data. I have only heard empty promises from individuals with no experience in academia. Where are the voices and input of those on the frontlines of higher education who understand the challenges and difficulties involved in running a research university? Our Rutgers voices have been silenced because we were never invited to the discussion table in the first place. This is no way to start a research university. But it is a great way to destroy the one research university that already exists in South Jersey: Rutgers-Camden. Thank you for your time.

Sean Duffy is an associate professor of Psychology at Rutgers Camden and director of the undergraduate program in Psychology. He can be reached at seduffy@camden.rutgers.edu or 215-805-4327.

To: Members of the New Jersey Senate and New Jersey Assembly Higher Education Committees

Re: Proposed merger of Rutgers University Camden with Rowan University

On behalf of my entire family and many citizens of New Jersey, I thank you for the opportunity to express our universal opposition to a complete merger of Rutgers-Camden into Rowan. As everyone knows Rutgers University has been an invaluable resource for higher education in South Jersey as well as an incomparable resource for the improvement of the city of Camden educationally and economically for over sixty-two years. Generations of scholars have benefited from the prestigious world renowned name and resources of Rutgers, The State University of New Jersey, resulting in class after class of graduates thriving in our nation's workforce. My husband, who has served for twenty years as a member of the Haddon Township Board of Education as well as six years as President of Camden County School Boards Association, and I have both helped to guide many students to Rutgers Camden. We have personally seen the uncompromised success that the excellent staff of Rutgers Camden has provided to Southern New Jersey students who decide to stay near home or who prefer to attend a smaller more intimate campus to pursue their higher education aspirations. While we absolutely respect Rowan, we believe that Rutgers, with its two hundred year history of awards, honors, and certifications is far too precious of a resource to be removed as an opportunity for the future students of South Jersey. Rutgers accomplishments as a premiere research university cannot be ignored. This designation is not easily achieved. We ask that the committee, instead of removing Rutgers name and presence from South Jersey, form a consortium between Rutgers Camden and Rowan so that both universities can thrive while working together and in so doing, provide greater opportunity through educational choice.

Thank you,
Debra and John Kendall and family
120 Washington Ave.
Haddon Township, NJ
856-742-8506

RUTGERS UNIVERSITY ALUMNI

I am Minister Dr. Freddie Elmore Rutgers-Camden class of 73 undergrad. My youngest daughter had an opportunity to go to the University Of Pennsylvania, but on my suggestion chose to go to Rutgers-Camden and was in the class of 2006.

Churchill said "There is nothing wrong with change, if it is in the right the right direction." This proposal to change Rutgers-Camden to Rowan University is in the wrong direction. Changing Rowan to Rutgers would be the right direction.

I hope that every time Gov. Christy goes to work a contingency of Rutgers sympathizers will be protesting and marching around Gov. Christy's work; full of protesting Clergy, alumni New Jersey and US citizens.

Jonathan Edwards (1703-1758) American Theologian and revivalist wrote the sermon "Sinners in the Hands of an Angry God", about what happens to sinners. This proposal to change Rutgers to Rowan is putting Christy and company in the Hands of an Angry God, I am here to tell Gov. Christy not to permit this sin.

Christy ~~what~~ makes you think that Rowan is more prestigious than Rutgers? It seems that step by step you intend to turn all of Rutgers into Rowan. Rowan paid to change Glassboro into Rowan. How much is Rowan paying to change Rutgers into Rowan? My wife Juliet told me to tell you "RUTGERS IS GREATER THAN Rowan"

TESTIMONY BEFORE THE NEW JERSEY SENATE & ASSEMBLY
COMMITTEES ON HIGHER EDUCATION: NEWARK, NJ, MARCH 19, 2012

Alex Bernstein, Executive Director, AAUP-UMDNJ

Thank you for giving me the opportunity to speak today. My name is Alex Bernstein. I am the Executive Director of the American Association of University Professors at UMDNJ. The AAUP is the elected representative of the Faculty and librarians in UMDNJ's 8 Schools. I am speaking to you today on behalf of more than the 1,550 UMDNJ full-time and part-time faculty members and librarians whom we represent.

My objective today is to raise your awareness of the potential impact the UMDNJ Advisory Committee recommendations will have on faculty terms and conditions of employment and their collective bargaining rights.

I want to start by telling you that the majority of the RWJMS faculty desire to merge with Rutgers. However, they do not wish to do so at any cost.

The incorporation of RWJMS/SPH/CINJ into Rutgers University presents a Human Resources/Labor Relations challenge beyond one's imagination. I am saying this from the perspective of someone who served as the Director of Labor & Employee Relations at Saint Vincent's Catholic Medical Centers, an organization that evolved from the merger of 3 large healthcare systems and collapsed within 6-years of merging. I started my employment there shortly after the merger and witnessed every stage of the collapse and can tell you that much of that collapse can be attributed to not putting sufficient thought into and a lack of understanding of the HR/Labor Relations issues that arose once the merger was implemented.

I would like to highlight just a few of these HR/Labor Relations issues related to the UMDNJ Advisory Committee recommendations. I will do so in the form of unanswered questions:

1. How will the State ensure that the individuals most affected by the proposed restructuring (the residents of Newark, New Brunswick, Piscataway, South Jersey, and the employees of UMDNJ, Rutgers, and Rowan) have a seat at the table to determine their future and the future of their institutions ?

We all need to ask ourselves - why has UMDNJ and Rutgers not included faculty and staff on the various integration teams ?

Without the direct involvement of community residents and faculty and staff of the affected institutions, we fear that any merger will result in disruption and chaos that will severely and perhaps fatally compromise faculty and student morale and the ability of

each institution to carry out its educational missions and serve the citizens of New Jersey.

2. Will Rutgers recognize the existing UMDNJ bargaining representatives? Will Rutgers honor the various collective bargaining agreements between UMDNJ and its faculty and the staff – agreements that impact on salaries, benefits, seniority ?
3. Will current faculty titles and academic rank (Professor, Associate Professor, etc.), academic track, promotion guidelines and procedures, and school bylaws, which incorporate critical shared governance principles, be retained ?
4. Will Rutgers honor the commitments made to RWJMS, SPH, and CINJ faculty in their term contracts or other individual agreements that UMDNJ made with their faculty and staff upon or subsequent to hire (such as start-up or discretionary account funds)?

We are concerned that changes to faculty and staff terms and conditions of employment and not honoring prior commitments that were made will be destabilizing and make the recruitment and retention of qualified faculty and staff at RWJMS, SPH, and CINJ more difficult.

5. Will the restructuring affect faculty Tenure ?

We are concerned that modifying tenure in any way will severely damage faculty morale, make RWJMS, SPH, and CINJ a much less desirable institution for faculty and result in a mass exodus of highly qualified faculty.

All these questions and issues apply equally to the proposed Rutgers-Camden/Rowan merger.

To their credit, the Advisory Committee recognized the importance of these questions and referenced them on pages 6-7 of the interim report. However, the Advisory Committee never addressed these questions in the final report. Today, these questions remain unanswered and we are calling upon each of you to help shape the answers to these questions so that we can achieve the objective of the UMDNJ Advisory Committee recommendations, which is to make UMDNJ, Rutgers, and Rowan stronger and better. We share in this objective.

However, this objective cannot be achieved with a mandate or a deadline from the Governor's office or at the expense of any individual institution. We must demand the answers to the difficult questions before we move forward with any implementation.

What is the HR/Labor Relations roadmap ? What is the financial roadmap ? It is all connected.

Ultimately, this will require time and money. There is too much at stake here to move forward without a plan that answers the questions I have raised. And I propose that the only realistic way to do so is legislatively.

We hope these hearings are the beginning of the legislative process.

Thank you.

**Testimony before the Senate and Assembly Higher Education Committees
Rowan University
March 19, 2012**

Kathleen Hernandez, EVP
CWA Local 1031
84 Culver Rd.
Monmouth Junction, NJ 08852
(732) 274-2171

Merging a Public University with a State University

Good Afternoon:

My name is Kathleen Hernandez and I am the Executive Vice President of CWA Local 1031. Local 1031 represents workers at the nine State Colleges, which are: Ramapo College, William Paterson University, Montclair University, NJ City University, Kean University, The College of NJ, Thomas Edison State College, Rowan University, and Stockton College. Additionally, we represent approximately 600 supervisors at UMDNJ, 23 municipal libraries and several municipal groups.

CWA Local 1031 represents four bargaining units at the State Colleges (Administrative/ Clerical, Professional, Supervisory and Higher Level Supervisory). These workers are State Workers and they collectively bargain with the State of NJ, not with Rowan University. They share the same contracts as the Department of Transportation workers, DYFSS workers, and the Motor Vehicle Commission workers etc. Our workers at Rowan University are covered by civil service protections. The titles, hours of work, job descriptions, and pay scales are different than workers at Rutgers and UMDNJ. Civil Service provides guidelines for hiring and promoting as well as offering protections and opportunities for veterans and all workers.

Rutgers and UMDNJ are public institutions. They are not covered by civil service guidelines or protections. They have different job titles, job descriptions, pay scales, bargaining units, and unions. Contracts at these Universities are bargained and held with the University.

All of the Universities share the same pension and health benefits. These are the only benefits that are identical.

The merging of a State University with a Public University is complex. Aside from the duplication of programs and services, it will be difficult to align job duties, pay scales and hours of work. There may be differences in sick and vacation time accrual. As mentioned in my previous testimony, there will be difficulty in merging policies and information.

Removal from civil service protections was not mentioned in the UMDNJ Higher Education Committee's recommendation and is not what the Rowan University employees want. Merging a public institution with a State institution would mean significant changes in the terms and conditions of employment, not to mention a lot of time and money to sort through these changes.

Working collaboratively between the universities is a viable solution and is supported by the employees and Unions. This would save the State of NJ (which has not offered to supply the necessary monies needed to accomplish a merger) a lot of money.

The purpose of the UMDNJ Higher Education Committee's recommendation is to make NJ and it's Universities stronger and more competitive. If the recommendations result in higher tuition or millions of dollars to the taxes payers, is it worth it? The Higher Education Committees of the Senate and Assembly are considering those recommendations and the impacts. You have the power implement changes to the NJ Higher Education system that will make Rowan, Rutgers and UMDNJ/NJHSU all stronger. You have the power to implement any changes in a manner that protects the current workforce and working conditions and maintains the current union contracts and representation. That power is through legislation not an executive order.

Thank you.

**Testimony before the Higher Education Committees
UMDNJ
March 6, 2012**

Human Resources Issues – Labor's Seat at the Table

Kathleen Hernandez, EVP CWA Local 1031
84 Culver Rd.
Monmouth Junction, NJ 08852
(732) 274-2171

Good Afternoon:

My name is Kathleen Hernandez and I am the Executive Vice President of CWA Local 1031. Local 1031 represents workers at the nine State Colleges as well as the supervisors at UMDNJ. The State Colleges include Kean, Jersey City University and Rowan University. (We also represent 23 libraries, Board of Education workers, Township workers and Dispatchers throughout NJ.)

The merger of the Robert Wood Johnson Medical School, the School of Public Health and the Cancer Institute of NJ with Rutgers University is not as simple as changing the letterhead or a sign on the door.

Both UMDNJ and Rutgers have set up twelve integration teams to start to work out the very complex issues of integrating the two universities. Some of these teams include Finance, Technology, Administrative and Human Resources groups. While both Universities are public institutions, and share the same health benefits and pensions systems, Rutgers and UMDNJ do not share the same software systems, payroll systems, or policies. They must be able to transfer and integrate files, evaluations, FMLA paperwork, benefit information, job titles, pay scales, job duties and collective bargaining units in order to transfer employees.

Labor, at UMDNJ and Rutgers, has actively requested a seat at the table for the Human Resources integration team. So far this request has been denied. UMDNJ has met with the Unions once to discuss the integration meetings. At UMDNJ, Labor has met with Human Resources and identified numerous concerns. Some of which are:

- Will UMDNJ employees retain their seniority?
- Will they be considered new employees, thus changing their hire dates and their contributions to health care?
- Will this affect sick and vacation accruals and balances?
- What will happen to the collective bargaining contracts?
- What will happen to Logistical Services and Central Administration in NB/Piscataway? Will these employees be part of the transfer?

- Will there be layoffs? If so, how will layoffs be accomplished if necessary?
- What about the UMDNJ buildings in New Brunswick and Piscataway that will not be part of the transfer to Rutgers?
- Who will provide security and maintain these buildings?
- What about parking?

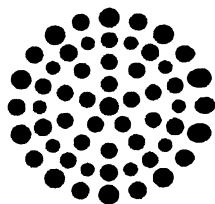
UMDNJ has stated to the Unions that they hear our concerns and support them, but no one from Rutgers or from the Governor's office has supplied definitive answers. There are hundreds of positions that are in limbo. The Higher Education Advisory Committee recommended that the transfer happen by July 1, 2012. Rutgers would need to hire many more people in order to make this happen. Will these people be from UMDNJ?

There are many more issues than have been identified today. These issues will take more than a few months to work out and without legislation clearing up the finance and funding issues, the merge should not take place. The workforce of NJ's higher education system is absolutely essential to the delivery of world class medical care, education and research. For any integration to be successful, we need commitments from our elected leaders immediately that workers rights will be an important part of the conversation moving forward.

Additional Comments:

The two Higher Education Committees asked Dr. Rodgers and several UMDNJ Deans about the advantages of the proposed mergers and the disadvantages. To this question, the UMDNJ Unions answer: **Do not move forward with a merger if it does not make UMDNJ/NJHSU stronger. The plan, as is, strengthens Rutgers and Rowan but does not strengthen UMDNJ/NJHSU.**

Additionally, Dr. Rodgers and the Committees referred to the process of merging as an Executive Order. This process does not need to be done as an Executive Order. Looking at the complete picture, making sure of all the financial aspects and merging can be accomplished through legislation. You have a choice!



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Rutgers Council of AAUP Chapters

American Association of University Professors • American Federation of Teachers

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Testimony before the Senate and Assembly Higher Education Committees

Rowan University

March 19, 2012

Good Afternoon Chairs and Distinguished Members of the Assembly and Senate Higher Education Committees.

I am Patrick Nowlan, Executive Director of the Rutgers AAUP-AFT. We are jointly affiliated with the American Association of University Professors and the American Federation of Teachers and our union represents all of the Rutgers faculty, librarians, non-tenure track researchers and instructors, part-time lecturers, graduate teaching assistants, Educational Opportunity Fund counselors, and post docs. In total, we represent over 6,000 Rutgers employees on all three campuses and each county extension office. Some of our members are imbedded at other universities and research institutes across the country and they are engaged in collaborative scholarship and research around the globe. Our members are great examples of the theme "Jersey Roots, Global Reach." Collegial collaboration is natural in higher education and it should be the starting point in any discussion regarding the relationship between Rutgers and Rowan/Cooper.

The Governor says he wants to go from "good" to "great." We applaud that sentiment, but you can't do that through a forced merger or a unilateral executive action. Shouldn't you first define "good" and "great"? You certainly shouldn't do it on a recommendation that's not based on facts, a detailed plan, or a thoughtful cost/benefit analysis. Indeed, the recommendation is based solely on a "vision" of what *might* become in an unknown period of time *should* unknown amounts of dollars be allocated. The best "guesses" we've heard from the UMDNJ Advisory Committee Chair is that it would likely take decades and hundreds of millions of dollars to merge Rutgers-Camden into Rowan and create a comprehensive research university.

My colleagues have spoken to the issues of labor agreements and employment rights and you've heard numerous stories on the impact on students and choice, so I'd like to take a moment to touch on institutional and personal integrity. Rutgers, the State University of New Jersey must remain in South Jersey. It's about the

integrity of Rutgers, the integrity of the State, and the compact with the people of New Jersey, ALL of New Jersey, embodied in the Act of 1956 that created the state university.

It's about the integrity of Rutgers and the integrity of its faculty and employees who compete with peer institutions for students, scholars and research dollars. It's about their integrity as they apply and compete for valuable, competitive and limited federal research dollars. The Rutgers name and institutional support does matter and can be absolutely critical in final decisions.

It's about the personal integrity of our members who recruit and offer positions to colleagues who are coming to Rutgers-Camden as top scholars in their fields and from the best institutions in the nation and the world. It's also about the integrity of the Legislature to take a thoughtful, deliberative approach to the question of making south Jersey education stronger.

I ask you to let Rutgers-Camden flourish as part of the Rutgers University system. If it's a question of internal allocation of resources at Rutgers, we would welcome that discussion and an examination of the facts. Let Rowan flourish as a regional university by supporting growth in both its student and research capacities. Finally, please let the two institutions partner and collaborate on cutting edge research within newly-developed state of the art facilities. That's really what the scholars at both institutions want to do. It's natural, professional and collegial to collaborate and partner and that's something we've all lost sight of in this merger debate. Proposals for partnerships have been made—for new research institutes that will create new knowledge, new jobs and new products; for new educational resources for students that provide opportunities for early enrollment in the various schools of Law, Engineering, Nursing and Medicine; and with Cooper Medical School in particular, joint MD/PhD programs as well as shared science enterprises.

Our colleagues at Rowan, the faculty and staff, have been working without a contract for nearly a year. I urge the Governor, with the support of the Legislature, to reach a fair settlement that respects faculty and staff rights and supports their ability to continue to do outstanding work on behalf of their students, our shared communities and the state of New Jersey. Let them settle their contract, move on and now focus on collaboration and partnership with our members at Rutgers-Camden.

Thank you.

March 15, 2012

The Honorable Sandra B. Cunningham
Chair
New Jersey Senate Higher Education Committee

The Honorable Celeste M. Riley
Chair
New Jersey Assembly Higher Education Committee

Dear Senator Cunningham and Assemblywoman Riley,

On behalf of the Faculty Council of Robert Wood Johnson Medical School, we are pleased to have the opportunity to address comments to the March 19, 2012 Joint Committee Meeting of the Senate and Assembly Higher Education Committees regarding the recommendations made in the Final Report of the UMDNJ Advisory Committee. The RWJMS Faculty Council is elected by and from the Medical School Faculty and recognized by the Medical School Bylaws as having the responsibility to "transmit the views of the Faculty" and review "policies that affect the academic mission of the school." As such, we are pleased to endorse publicly the recommendation of the Advisory Committee to merge Robert Wood Johnson Medical School with Rutgers University.

For nearly a decade, the faculty and staff of RWJMS have stood by as the fate of the Medical School and its relationship to Rutgers University has been examined, considered, and debated without action. During this period of uncertainty, opportunities for recruitment and growth have been lost, while the departure of many of our most productive colleagues to more certain futures elsewhere has hurt morale. The Faculty recognizes the complexities involved in realignment; nevertheless, we concur with the Advisory Committee statement on page 10 of the Final Report:

"At stake are...the lives and futures of the faculty, staff and students that bring these institutions to life, and, ultimately, the patients whom medical and health sciences education serves. For all these reasons, uncertainty must finally be put to rest. **The time for action is now.**"

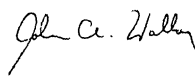
The existing strengths of Robert Wood Johnson Medical School and Rutgers University, coupled with our close proximity in Piscataway and New Brunswick, offer abundant opportunities to collaboratively work toward enhancing the reputations and impact of both institutions in each of our mission areas; namely, 1) the education of health professionals, 2) the conduct of biomedical, clinical, and public health research, 3) the delivery of health care, and 4) the promotion of community health for the residents of the state. *In an addendum to this communication, we highlight such opportunities identified by the Faculty.*

The Faculty of Robert Wood Johnson Medical School looks forward to the implementation of the integration of RWJMS with Rutgers University. We urge the State of New Jersey to act on this recommendation of the Advisory Committee in a timely manner, and with appropriate regard to the financial requirements and respect for faculty tenure and terms of employment necessary to make the merger a successful one. Thank you for the opportunity to communicate our views to the Senate and Assembly Higher Education Committees.

Sincerely yours,



Nancy C. Walworth, Ph.D.
Professor of Pharmacology
President
RWJMS Faculty Council



John A. Walker, M.D.
Professor of Medicine
Vice-President
RWJMS Faculty Council



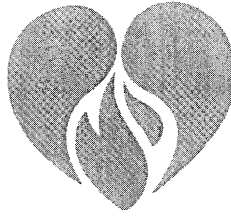
Monica Roth, Ph.D.
Professor of Biochemistry
Secretary
RWJMS Faculty Council

Addendum

Since the January 2011 release of the report from the Task Force on Higher Education (the Kean Commission), the faculty of Robert Wood Johnson Medical School has engaged in thoughtful discussion of the recommended merger of RWJMS with Rutgers University. Here, we summarize observations that have emerged from these discussions:

- A merger of RWJMS with Rutgers would eliminate administrative barriers that complicate existing collaborations and hamper the development of new ones between scientists at RWJMS and Rutgers, thereby enhancing collaborative research efforts that would benefit from the close proximity of RWJMS and the life sciences infrastructure at Rutgers
- A merger of RWJMS with Rutgers would facilitate the development of new programs to train clinical residents and fellows in basic sciences related to their specialties, sciences that have a strong research base at Rutgers, including neurosciences, infectious disease, obesity, cancer and pharmacogenomics
- Graduate programs in the Molecular Biosciences, Neurosciences, Biomedical Engineering, Toxicology, and Exposure Science and Assessment, are currently offered jointly by the Graduate School of Biomedical Sciences at RWJMS and Rutgers. A merger of RWJMS with Rutgers
 - would serve to eliminate administrative disparities faced by students who are in the same graduate program and receive degrees granted jointly by two institutions, but are assigned to one university or the other by virtue of the affiliation of their research advisor
 - could offer GSBS at RWJMS students the opportunity to gain valuable teaching experience as teaching assistants for undergraduate courses
- Merger with Rutgers University, a nationally recognized, comprehensive educational institution would enhance medical residency recruitment efforts and offer opportunities for
 - expanded faculty development programs, research in education, and development of medical education courses (e.g. in collaboration with the Graduate School of Education)
 - MBA programs for interested residents in collaboration with the Business School
 - alignment of educational efforts with the School of Pharmacy
- Merger of RWJMS with Rutgers would allow the opportunity to create new translational programs where clinical fellows and junior faculty train in public health and government policies in premiere programs such as the Rutgers University Health, Health Policy and Aging Research Institute
- A successful merger of Rutgers with RWJMS would enhance career development opportunities for students and post-doctoral fellows by promoting access to career development programs at each institution, for example the RWJMS Post-doctoral Association and the Career Development office at Rutgers
- Merger of RWJMS with Rutgers should increase opportunities to forge new partnerships with area hospitals, expand subspecialty services, and establish locally deliverable tertiary services to improve patient care to the citizens of New Jersey
- Existing interactions between the Medical School and Rutgers that promote delivery of healthcare to the community, particularly the underserved, would be enhanced by operating within the administrative structure of a single University

- Incorporation of a research-oriented Medical School into a major research-oriented state university offers the opportunity to cultivate cutting-edge research and create opportunity for new growth. A successful merger would include development of a sustainable financial plan, hiring of new faculty who can compete in an extremely competitive funding environment, identification of permanent leadership for departments and institutes, and recognition that scholarship and research efforts of Medical School faculty bring intrinsic value to the academic enterprise in addition to the possibilities they elicit for economic development.



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Testimony of Tom Murphy
Health Professionals and Allied Employees (HPAE)/AFT,AFL-CIO
Senate Budget Committee Hearing
March 19, 2012

I thank you Chairman Prieto, Vice-chairman Schaer and Committee members for the opportunity to address you today on the 2013 budget and to raise our concerns regarding the impact on the budget of the Governor's proposal to reorganize UMDNJ.

My name is Tom Murphy; I am Co-President of the Health Professionals and Allied Employees AFT, AFL-CIO (HPAE), Local 5094 UMDNJ Professionals and a Research Teaching Specialist at New Jersey Medical School. HPAE represents 12,000 nurses and health care workers, of which 4,000 work at UMDNJ.

On January 25th, 2012 the Governor endorsed the final report of his UMDNJ Advisory Committee. The report recommended broad changes to higher education throughout the State, including the transfer of the Robert Wood Johnson Medical School to Rutgers in New Brunswick/Piscataway and the realignment of UMDNJ's remnants as the New Jersey Health Sciences University (NJHSU). HPAE and other unions have testified on several occasions about the educational, healthcare and research implications of reorganization, so today I will focus on the financial issues that are poised to impact the 2013 budget. We are concerned that the Governor is not providing a realistic and responsible accounting of the cost of reorganization and its impact on the New Jersey economy.

Cost Estimates

The Governor does not mention his plan to reorganize higher education in his 2013 Budget Summary and he has repeatedly claimed any changes will be budget neutral. Yet, there is no analysis of how much reorganization will cost or – without State support – how UMDNJ's already strapped budget will handle the additional burden. Previous cost estimates from the Vagelos report reached as high as \$1.3 billion for a merger of UMDNJ.

While cost estimates are missing from the Report and Governor's budget, Rutgers and UMDNJ have produced initial estimates. In New Brunswick, Rutgers has estimated one-time costs of \$40 million and is still determining long-term costs. UMDNJ estimated it would take a minimum investment of \$150 million over the next five years to ensure the financial success of NJHSU and \$25 million every year to protect University Hospital. Meanwhile, according to the latest data from the Department of Health, University Hospital's charity care reimbursements are being cut for FY2013 by almost \$350,000.

Bond Debt and the Need for Capital Improvements

Additionally, the Governor's report fails to address UMDNJ's \$650 million outstanding debt. Since the cost of issuing debt depends on UMDNJ's credit rating, any downgrade by credit rating agencies would set us back. If reorganization does not get it right, the impact on credit could be as disastrous as default since UMDNJ's bond covenants include strict financial requirements.

I must stress the importance of UMDNJ's ability to issue bonds and other debt. UMDNJ struggles to accomplish all that we do with aging equipment and strapped budgets in an ever-changing industry.

UMDNJ's aspirations are already limited by lack of resources. If NJHSU's ability to invest is impaired from the start then the new University will not be able to continue the accomplishments of UMDNJ nor will it be able to compete with newly separate institutions on an equal playing field. Debt is critical in order to fund capital improvements and invest in the future of UMDNJ.

Reputation and Economic Impact

Despite the current challenges that we face at UMDNJ and contrary to the failing institution that the Governor and his advisory committee portray, UMDNJ is a leader in bringing research dollars and lifesaving discoveries to New Jersey and the world. Advances in specialties ranging from genomics to cancer therapy, to cardiology, infectious disease and in other areas of medical research are regular occurrences. In 2010, UMDNJ attracted external research awards totaling \$195million. UMDNJ tops all New Jersey universities in National Institutes of Health awards and life sciences research.

UMDNJ as an economic engine has enormous implications for NJ's economy, as well as Newark's. UMDNJ research activities create or support over 8,000 full and part-time jobs, has spun-off over 20 companies, and spur \$380 million yearly in local spending.¹

A reorganization plan should include the projected impact on jobs and the economy of the Newark area, and any project job loss should be mitigated. A reorganization plan should offer opportunities for investment, for job creation, and for improving, not weakening our local economies.

Issues of Substance

The Governor's appointed Committee Chairman has characterized outstanding financial questions as details of implementation to be worked out by the Universities involved. But these questions are not just details. Accessible, affordable and quality patient care, medical research, education, and community health care are issues of substance, and matter a great deal to our communities, our patients, students and medical professionals.

Reorganization could present an opportunity to increase grants and funding for UMDNJ, but the Governor's plan instead appears to increase only the competition between three medical schools and research programs.

¹ UMDNJ Annual Institutional Profile, September, 2011.

We worry that without a real fiscal plan and state investment, the proposed NJHSU could be set up to fail – jeopardizing patient and community healthcare in many areas of the State, the education of tomorrow's health professionals and medical advances, even hurting New Jersey's economy and endangering numerous jobs. Unfortunately, the current plan does not get it right for UMDNJ's students, patients, medical researchers, and healthcare professionals.

Recommendations

Therefore, we ask that your Committee undertake an independent analysis of the total costs of reorganization, bond debt, and potential impact on jobs and the State's economy; and consider paying-down some of UMDNJ's outstanding debt so that NJHSU can thrive; and consider pledging support for NJHSU and University Hospital through any reorganization to mitigate harmful impacts on the economy, on medical education, on patient and community care and on the economic and long-term healthcare benefits of medical research.

The best way to provide all of these protections is to conduct the merger with legislative oversight, in the public arena, with community input and accountability for public funding, and not merely through an Executive Reorganization Plan that leaves these critical issues' to a handful of executives.

Thank you.

Why the proposed Rutgers-Rowan merger would be bad for the study of world languages in South Jersey

Rutgers-Camden is currently the only public university in New Jersey south of New Brunswick that offers majors and provides teacher certification in all three of the languages we teach – French, German, and Spanish. Our department offers these majors as part of a liberal arts college that is embedded in a major research university. The unique benefits of this situation could be lost in a takeover of Rutgers-Camden by Rowan University, a different institution with a different culture. A merger into Rowan would imperil the uniqueness and caliber of the Rutgers-Camden education in the foreign languages.

Studying at a research university means that you are taught by professors who are creating knowledge in their fields. What does this mean in foreign languages? While the general public – and even academic colleagues in other disciplines – may imagine that the study of a foreign language at advanced levels simply means learning more and more grammar and vocabulary, the reality is much more complex. Just as a person's native language is far more than a simple tool for communication but contributes in myriad ways to the understanding of the world and the enjoyment of life, so does the study of a foreign language involve multiple competencies. A research faculty like ours is engaged in exploring new ways of understanding how human beings use language to communicate, to create cultural wealth, and to build communities. That research may be focused on the use of language and literature to create a sense of place and political identity in the rapidly changing modern world, on the interrelations of languages, visual cultures, economies, and identities in earlier historical periods, or on the fluid and ever-changing nature of the contemporary individual's relationship to language and the world. In all these cases, the research programs of our faculty members deeply enrich and inform their teaching at all levels. In fact, one of the greatest strengths of Rutgers-Camden is that its strong, research-oriented faculty communicates the results of its research not only to various professional and specialist audiences, but also to its undergraduate students. Rutgers-Camden is a place where teaching at all levels is informed by the commitment of the faculty to research. We give our students highly marketable skills not only in using a language to communicate, but also in understanding how cultures and languages function.

For example, our department is engaged in developing a new Master of Arts in Teaching in the foreign languages, to be offered first in Spanish, with other languages to be added as demand warrants. This MAT program will be unique in that it is created and taught by a research faculty committed to improving the teaching of foreign languages in research-driven ways, and in the way it demands both high levels of proficiency in the target language and an advanced understanding of how language works and how it is learned. We have students eager to participate in this program, students who are a significant part of the future of world languages teaching in South Jersey schools. While this program itself would presumably continue even in a merged university, the conditions that have created it – the synergies that emerge when the faculty of a world-class research university commits itself equally to teaching and to research – are a unique strength of Rutgers-Camden, and could easily be lost in a new institution with different values and different traditions.

What is important is not only maintaining our identity as a part of a research university, but also remaining part of Rutgers, the State University of New Jersey. This is not just about the name or the brand, although those things matter a great deal. It is about remaining part of the Rutgers system. Our students and faculty benefit in numerous ways from the fact that our college belongs to Rutgers, and the university as a whole, in turn, benefits from the contributions of our faculty and students. For example, our students often participate in high-quality study abroad programs administered from the New Brunswick campus, benefitting from the roles that our colleagues in New Brunswick play in organizing these programs, but also enriching the programs with their language skills and their enthusiasm. Some Camden students have used these study abroad programs to study languages not taught on the Camden campus – yet another advantage of belonging to the Rutgers system and having access to its resources.

But the benefits do not flow in only one direction. In recent years, Camden faculty have played key roles in managing **and** developing some of these programs, directing programs in Spain and Latin America that serve Rutgers students from all campuses.

This symbiotic relationship with our counterpart departments in New Brunswick extends also into graduate education, since Camden faculty have taught in M.A., M.A.T, and Ph.D. programs in New Brunswick on a regular basis for many years, and contribute regularly to those programs in other ways as well. All this **would** be lost if the Camden College of Arts and Sciences were no longer part of Rutgers. Camden would lose, and Rutgers would lose.

The ability of our faculty and students to pursue research and research-driven teaching depends on access to a world-class university library system. Academic journals and databases, subscribed at great cost by the Rutgers University Libraries and available equally on all campuses, are essential to our research and teaching. Several important databases in the humanities are currently available at Rutgers but not at Rowan; these **would** either be lost, seriously handicapping researchers, or would have to be separately subscribed at significant cost by a newly merged institution. Rutgers also belongs to the Center for Research Libraries consortium, which facilitates the sharing of library resources and provides access to many of the world's greatest academic libraries; Rowan does not.

The loss of our Rutgers name and of the many important connections to Rutgers University would, over time, seriously impact our ability to recruit and retain the sort of world-class research faculty that has made Rutgers-Camden such a special place for the past several decades.

The generosity of certain former faculty and alumni has recently allowed us to offer our first scholarships in the foreign languages. These donors gave to Rutgers-Camden, their long-time professional home or beloved alma mater. If Rutgers-Camden is merged into Rowan, these donors may want to retract their gifts. Other alumni and emeriti may be less likely to give generously, or even to give at all, if the college they cared about ceases to exist.

Some sort of partnership or greater cooperation between Rutgers Camden and Rowan could strengthen the foreign language programs at both institutions, creating a significantly larger pool of students and drawing on the strengths of both faculties. But achieving this through a restructuring that detaches Camden from Rutgers would have negative impacts that would far outweigh any benefits.

--James Rushing, for the Rutgers-Camden Department of Foreign Languages and Literatures, Mar. 21, 2012

Testimony for New Jersey Senate and Assembly Higher Education Committees - March 19, 2012

My name is Ira Roseman, and I'm a professor of psychology at Rutgers-Camden. I'm a graduate of Columbia (B.A., 1974) and Yale (M.A., 1977; Ph.D., 1982), and my work has been widely cited in the research literature (nearly 1500 citations as of November 2011). Thank you for making the effort to gather information relevant to the Barer Committee's recommendation for Rutgers-Camden to be merged into Rowan University (on which Gov. Christie is basing his higher education reorganization plan).

In my testimony, I would like to make 4 major points:

1. The Barer Committee's recommendation for this merger is fatally flawed.

- **Data and evidence do not support the Committee's claims and recommendations.** No evidence whatsoever is offered for most of the report's claims and recommendations, and a number of claims are demonstrably false. For example, the Barer Committee's report presents the merger as having "the potential to help to stop the annual escape to other states of thousands of students and patients" (p. 24). In fact, a 2009 review of the literature on student outmigration by Alyssa McCloud (now Vice President for Enrollment Management at Seton Hall University) found that better in-state retention of students (as well as attraction of students from out of state) is consistently associated with having more schools and programs (McCloud, 2009, p. 53), rather than the smaller number that would result from a merger.
[http://domapp01.shu.edu/depts/uc/apps/libraryrepository.nsf/resourceid/C3EEB9B0BDF342B9852575F4004725B4/\\$File/McCloud-Alyssa-F_Doctorate.PDF](http://domapp01.shu.edu/depts/uc/apps/libraryrepository.nsf/resourceid/C3EEB9B0BDF342B9852575F4004725B4/$File/McCloud-Alyssa-F_Doctorate.PDF)
- **The Barer committee offered no estimate of the costs to taxpayers of implementing the merger proposal** (<http://www.njspotlight.com/stories/12/0319/0249/>). Analysis of costs is an essential aspect of considering the feasibility of any proposal, and is all the more important when taxpayer funding is at issue. Yet costs were not even seriously considered by the committee.
http://www.nj.com/news/index.ssf/2012/02/rutgers_trustees_show_disappro.html
- **When asked to explain the evidentiary basis for the Rutgers-Camden merger with Rowan at the Feb. 23, 2012 meeting, Barer was unable to do so.**
(<http://www.njspotlight.com/stories/12/0224/0349/> see also http://blog.nj.com/njv_guest_blog/2012/03/partnership_not_takeover_right.html).

2. The proposed merger would reduce educational choice and is extremely unpopular across New Jersey (http://www.politickernj.com/back_room/rutgers-eagleton-poll-rutgers-camdenrowan-merger-has-strong-opposition)

- **Statewide 57% of registered voters oppose the merger. Only 22% support it.**

- **In South Jersey, 71% of voters oppose the merger. Only 19% support it.**
- **Even among Republican voters, 49% oppose the merger. Only 32% support it.**
- **More than 11,750 people have now signed a petition against the merger, and the number is increasing daily**
<http://www.r2rmerge.com/petition.php>

3. The proposed merger would be very costly to New Jersey families and taxpayers

Costs would include those of

- **merging administrative (e.g., payroll, procurement, IT), library, and other systems.**
Expenses would exceed the one-time South Jersey restructuring costs that the 2004 Vagelos Committee report
<http://www.njit.edu/president/planning/restructuring/docs/vagelos-report-finaldraft.pdf>
(pp. 44-45) estimated at \$20,400,000--because the now-included Rowan University is larger than the then-included School of Osteopathic Medicine in Stratford.
- **supporting two state research universities**, which would cost upwards of \$400,000,000 annually. According to Rowan spokesman Joe Cardona, the merger aims to create a midsized research university on the scale of the University of Delaware
<http://www.hpae.org/news/releases/013012plannedmerger> At \$777,000,000 (in 2011 dollars) last year's University of Delaware annual operating expenses are \$439,000,000 larger than the combined operating expenses of Rutgers-Camden (\$110,000,000) + Rowan University (\$228,000,000), according to an analysis of 2011 audited financial statements by Sungsoo Kim, a professor of accounting in the School of Business at Rutgers Camden who has expertise in corporate financing and investment. This is *in addition to* whatever annual expenses would be required from the state for the operation of the Cooper Medical School, and capital expenses for construction of new buildings for the expanded research university. These sums would also be *in addition to* state expenditures for restructuring and annual operating expenses of Rutgers-New Brunswick, Rutgers-Newark, and the Robert Wood Johnson Medical Schools.
- **rebuilding a research faculty in South Jersey**, given the expected departure of many faculty members at the Rutgers-Camden School of Law, School of Business, and Faculty of Arts and Sciences. Many research faculty members would feel compelled to leave because they would lack the necessary research infrastructure (e.g., a world-class research library, a university with AAU status) to adequately continue their work if the merger goes through (see "Major Statements" on the Documents & Analysis page at <http://info.saverutgerscamden.org/>)

Costs of this magnitude would clearly require significant increases in tuition and in taxes, both of which would be very unpopular among New Jersey voters.

4. There is a **much more carefully thought out and popular consortium alternative that has worked in other states and would move New Jersey toward those goals stated by the Barer Committee that are in fact achievable.**

The alternative proposal would maintain educational choice and strengthen higher education in the region by allowing Rutgers-Camden and Cooper-Rowan to remain independent (rather than eliminating Rutgers-Camden) and collaborate in a regional consortium arrangement.

http://www.rutgersaaup.org/merger_project/UMDNJ_Advisory_Committee_Memo11-21-11.pdf

Six specific collaborative arrangements have already been proposed

<http://crab.rutgers.edu/~johnwall/Collaborations.pdf>

- **The Rutgers-Cooper-Rowan Integrative Biology and Genomic Medicine Institute in Camden.** Leveraging existing strengths (of Rutgers-Camden, the Coriell Institute for Medical Research, the Cooper Cancer Institute /Cancer Institute of New Jersey, and Cooper University Hospital/Cooper Medical School at Rowan University), the Institute would include "a major focus on computational biology and personalized genomic medicine," and serve as a center "for life science and biomedical research."
- **The Center for Health Care Management Research and Analytics.** This partnership among the Rutgers School of Nursing-Camden, the Rutgers School of Business-Camden, the Cooper Medical School of Rowan University, and the UMDNJ-School of Osteopathic Medicine would conduct research on the delivery of "high-quality, cost-effective health care." Its researchers would compete for federal funding "from agencies such as the National Institutes of Health, the National Science Foundation, and the Agency for Healthcare Research and Quality."
- **The Urban Health Interventions Research Center** would "bring together Rutgers faculty with research expertise in the study of poverty and health with the faculty of the Cooper Medical School at Rowan University who have extensive clinical experience." It would conduct research on interventions designed "to serve the health needs of low-income, urban populations" (among other areas of study), and could assess outcomes via analysis of health records from the emergency rooms serving the city of Camden.
- **The Rutgers-Cooper-Rowan Center for Urban Health Law and Policy** would bring together faculty in such fields as law, medicine, urban education, and childhood studies. It would conduct research and analyses on legal and policy issues related to the health and healthcare of low-income citizens, including access to care, immigration, juvenile justice, domestic and family violence, and the effects

of neighborhood poverty on health.

- **The Rutgers-Cooper-Rowan Ph.D. in Health Psychology leading to Licensure in Counseling/ Clinical Psychology** would combine existing strengths in research on health psychology among faculty at Rutgers-Camden with the clinical expertise of faculty at Rowan. The partnership would train researchers in health psychology and practitioners in clinical and counseling psychology.
- **The Rutgers-Rowan-Stockton Program in Global Literatures and Languages** would build on the existing undergraduate, M.A., and M.F.A. programs at Rutgers-Camden, Rowan, and Stockton universities. It would offer courses in multiple foreign languages and literatures, include courses on the art of translation, and have an international studies component. Students would be able to study a range of languages not possible on a single campus, and acquire critical reading and analytical and creative writing skills--skills that encompass a twenty-first century global awareness.

Similar consortium arrangements have worked well in other states (e.g., in the Research Triangle in North Carolina). They are more cost effective and more likely to succeed, because they build on (rather than destroy) the strengths of existing institutions.

Much additional information, compiled specifically for New Jersey legislators, is available here:

<http://info.saverutgerscamden.org/Legislators%20page.html>

Thank you for your serious, substantive consideration of the merits of these issues.

ADDITIONAL APPENDIX MATERIALS
SUBMITTED TO THE
SENATE HIGHER EDUCATION COMMITTEE
ASSEMBLY HIGHER EDUCATION COMMITTEE

for the
March 19, 2012 Meeting
Rowan University, Glassboro, NJ

Submitted by Howard Gillette, Ph.D., Professor Emeritus, Department of History, Rutgers-Camden:

Insights & Observations: Point/Counterpoint: George E. Norcross III, "Merging Rutgers-Camden, Rowan will boost S. Jersey; Howard Gillette, "Merger plan will harm Camden's effort to recover." February, 5, 2012, *The Philadelphia Inquirer*.

Submitted by Margaret Marsh, Ph.D., Professor, Department of History, Rutgers-Camden:

Jeanne Fox and Lora Fong, "Partnership, not takeover, right for Rowan University and Rutgers-Camden." *Star-Ledger* Opinion, March 11, 2012, ©2012 NJ.com.

Childs Walker, "UM regents approve alliance for College Park and Baltimore campuses: Partnership will allow students and professors to work at both places." March 1, 2012, baltimoresun.com, © 2012 The *Baltimore Sun*.

Michael A. Palis, Joseph Martin, and Benedetto Piccoli. "(Opposing View) No need to change names to win grants." March 12, 2012, *The Philadelphia Inquirer*, philly.com.

Margaret Marsh, "Don't merge Rutgers-Camden, Rowan University." *Star-Ledger* Opinion, January 27, 2012, ©2012 NJ.com.