Rutgers
Newark

TABLE OF CONTENTS
Message From the Provost ........................................... 1
Science and Health Research ........................................ 2-4
Social Sciences, Business, and Law Research ..................... 5-7
Program Development ............................................. 8-11
Campus Improvements ............................................ 12-13
Student Excellence ................................................. 14-15
Recent Books ....................................................... 16-17
Events and Achievements ......................................... 18-19
Honor Roll of Contributors ....................................... 20-21
Grant Funding Highlights ........................................ 22-24

This publication was in its final stages of preparation as the tragic events of Sept. 11 unfolded. In the days following, Rutgers-Newark has responded with meaningful action on many fronts. We are committed to working together in our academic community to provide healing, support and knowledge, as we all move forward in these difficult times.

Thomas Daniels
For instance, we are continually building on our educational mission by developing new ways to share knowledge, and by reaching out to broader pools of students. Our E-Governance Institute is a perfect example, addressing a newly emerging global concept and sharing its findings with decision makers, public sector officials, citizens, and others. Another is our new inter-disciplinary journalism and media studies program, which integrates those disciplines with the rest of the arts and sciences, and adds a focus on Newark and urban studies.

As for research, Faculty of Management Associate Professor Lei Lei’s work in supply chain management helps businesses create maximum efficiency in manufacturing, distribution, and customer service. Doina Ganea, a professor of molecular immunology and neuroimmunology, is investigating the role of proteins in regulating the body’s immune responses, to help aid individuals with rheumatoid arthritis and similar autoimmune disorders.

Our experts also are collaborating among themselves, and with other learning institutions and community organizations, to apply existing knowledge — or find new solutions — through shared research projects. Our Joseph C. Cornwall Center for Metropolitan Studies and our School of Criminal Justice are partnering with each other in studies of urban crime issues, as well as with Newark and the state on the challenges of effective policing and rehabilitation in modern society. Our Academic Foundations Center is partnering with local schools to develop a passion for science in the city’s children.

Along with these new initiatives, long-standing programs continue to serve the public, such as the College of Nursing’s nurse-managed community health centers in Newark and Elizabeth, and screening clinics in Newark’s Penn Station. In addition, a new Academic Foundations Center program will bring Rutgers-Newark students into Newark’s public schools to help develop science courses — a program that will be mutually beneficial to all involved.

Some of our efforts will not yield results for years; other activities will contribute to the overall body of knowledge in a field, and in the long run will benefit us all. Daniel Boorstin said it best: “Knowledge is not simply another commodity. On the contrary. Knowledge is never used up. It increases by diffusion and grows by dispersion.”

Norman Samuels
Provost
Using Solar Cells to Manufacture Electricity

Imagine taking advantage of solar power to provide 100 percent of the energy you use in your home. That’s exactly what Elena Galoppini, assistant professor of chemistry, and her collaborator, Professor Gerald Meyer of Johns Hopkins University, are working to accomplish. Basic components of the solar cells are dye molecules and nanometer-sized semiconductor spherical particles.

In her laboratory at Rutgers-Newark, Galoppini is designing and preparing dyes that, when attached to the semiconductor, highlight the aspects of the solar cell’s mechanisms that make them more efficient. “If these cells can be made more efficient, more energy will be produced by sunlight,” Galoppini said.

To do this, the two professors are looking at how the new dyes prepared in Galoppini’s lab influence the electronic processes that form the basis for the conversion of sunlight into electrical current. For example, by rationally modifying a dye, Galoppini and her collaborators have been able to increase the sunlight-to-electricity conversion in a prototype cell from 30 to 45 percent.

Additional applications of this research include optimizing other functions related to the use of dyes and semiconductors including photovoltaic devices, sensors, and molecular electronics.

Fighting Cardiovascular Diseases in Minority Women with Exercise

Because African-American women have a 69 percent higher death rate from cardiovascular diseases — such as stroke and heart disease — than white women, Rutgers-Newark Professor of Nursing Joanne Stevenson was searching for a way to help African-American women reduce hypertension while improving their overall physical fitness. In addition, Stevenson knew that many minority women could not afford hypertension drugs and many did not continue taking them regularly if they experienced negative side effects — lessons learned at the Rutgers College of Nursing’s Community Health Center in Elizabeth, NJ.

Funded by a two-year American Heart Association grant, Stevenson, along with nurses at the clinic, created a culturally attuned and customized exercise program that enabled 22 black women in Elizabeth to decrease hypertension levels, reduce heart disease risk, and improve their level of physical fitness despite only minimal weight loss. The program, co-sponsored by the Heritage and Trinitas Health System, Elizabeth, concluded this past summer.

“Most programs focus on weight loss, but our focus was on increasing the level of physical fitness to reduce hypertension and cardiovascular risks. This indicates that low-income, minority women who are at high risk for heart disease can reduce their risks and improve physical fitness with a culturally attuned exercise program,” Stevenson said.

Research Finds Maternal Biology Likely Overpowers Drug Habit

Are a mother’s maternal instincts to protect her newborn stronger than the urge to use dangerous drugs such as cocaine? Conventional wisdom says drug addiction is the more powerful instinct.

But research by Rutgers-Newark Professor of Neuroscience Joan Morrell indicates that the maternal instinct in rats, and by correlation in human mothers and mothers-to-be, is likely stronger than any pleasure provided by dangerous drugs. This groundbreaking research was published in the June 2001 issue of the journal Behavioral Neuroscience.
Morrell said her studies of mother rats closely parallel findings of previous studies that showed human mothers who use illegal drugs choose to enter drug treatment programs when they are pregnant or just after they give birth. She concluded that there is a biological basis that influences human maternal behavior, in addition to social conditioning.

In the studies Morrell conducted, rats were trained to associate certain black and white patterns in test chambers with either cocaine or newborn rat pups. Morrell was then able to record the amount of time each rat spent in a specific chamber at different stages in the maternal cycle.

Morrell said her findings may lead to an identification of the hormone that promotes maternal behavior in females and provide additional avenues to prevent or treat drug abuse.

**Understanding Autoimmune Disorders**

Rheumatoid arthritis, an autoimmune disorder that affects approximately 3 million people in the United States, including approximately 70,000 youngsters, is caused by the immune system mistakenly identifying the synovial joint membranes as foreign and attacking them. This causes inflammation and pain, and damages or destroys joint tissue and cartilage.

Doina Ganea, professor of molecular immunology and neuroimmunology, is studying the regulation of the body’s immune response by neuropeptides — small proteins produced by the central nervous system — and the role that neuropeptides play in moderating the processes of autoimmune disorders such as rheumatoid arthritis. Ganea collaborates with Mario Delgado, assistant professor at Universidad Complutense, Madrid, Spain, and a former postdoctoral fellow in Ganea’s research lab.

Ganea said her research is revealing vital information on the cellular mechanisms occurring when “the body’s immune system goes into overdrive.” An example is septic shock, an acute inflammatory disease that kills 50 percent of victims. In animal models of septic shock used in Ganea’s laboratory, neuropeptides ensure survival. Ganea added, “The expected outcome from therapeutic intervention (by neuropeptides) in humans...
is additional survival time to help identify the responsible pathogens and reduce the response of the immune system.

**The Role of Dopamine in Schizophrenia, Parkinson’s, and Other Brain Disorders**

As a result of advanced scientific research, “Diseases such as schizophrenia and Parkinson’s are beginning to give up their secrets,” said Professor James Tepper of Rutgers-Newark’s Center for Molecular and Behavioral Neuroscience. Tepper’s research delves into the secrets of how dopamine-transmitting neurons work normally and why they malfunction.

Tepper has been working in his research lab for more than 20 years to discover how these neurons in one area of the brain — the substantia nigra, a part of the basal ganglia — use dopamine to communicate in a normal, disease-free animal brain. Tepper investigates how dopamine-transmitting neurons function, using lab techniques that elicit the physiological, pharmacological, and anatomic characteristics of these vital brain cells.

By clarifying how dopamine-transmitting neurons work in a normal brain, Tepper’s research will shed light into schizophrenia and Parkinson’s disease, both of them disorders involving the dopamine neurons. Tepper also studies the pharmacological aspects of dopamine neurotransmitters by analyzing the signals they transmit and the anatomy of the neurons themselves.

“If we can understand what’s gone wrong with the dopamine neurons, how they are getting the wrong inputs or bad commands that cause them to malfunction or die, we may be able to prevent the breakdown of this neural circuitry, and provide substantial help to sufferers of these common diseases,” Tepper said.
The Changing Arena of International Relations

International relations was once almost exclusively the province of governments and government agencies. But in today’s international arena, other players are also important — global markets, and private humanitarian, human rights, and environmental organizations. The director of Rutgers’ Center for Global Change and Governance (CGCG) is exploring how far and how successfully these nongovernmental entities have developed representational capacity.

CGCG Director Richard Langhorne, professor of political science, continues his Carnegie Corporation-funded research into the emergence of new diplomatic activity and practice on the part of these new global entities. Additionally, during 2001, CGCG Deputy Director Alexander Motyl was awarded a $400,000 grant from the Carnegie Corporation for his project, “Integrating Russia into Europe: Problems, Prospects, Policies.”

The global computer firm SAP has given CGCG a $70,000 grant to pursue research into the application of information technology to border controls between states. A research partnership is being pursued between CGCG and the United Nations University (UNU) to investigate the connections between globalization and outbreaks of local violence, and to develop suitable policy responses. In addition, CGCG is joining Kassel University (Germany), Warwick University (United Kingdom), and American University in a research consortium focusing on identity and political legitimacy in a globalizing world.

Examining the Persistence of Employment Discrimination

In light of the improvement in job opportunities for minorities and women in the last 30 years, some have come to believe that the “playing field” of work is now virtually level, and that affirmative action programs should be abolished or restricted. To examine the extent of present-day job discrimination, the Ford Foundation has provided a $700,000 grant to Alfred Blumrosen, the Thomas A. Cowan Distinguished Professor of Law at the Rutgers University School of Law-Newark, and Ruth Blumrosen, former faculty member of the Graduate School of Management. With the help of statistical consultants, the Blumrosens have spent the last three years analyzing annual reports filed with the federal government by employers of 50 or more people, identifying the race, sex, and national origin of employees in nine occupational categories, ranging from officials and managers to labor and service workers.

The Blumrosens examined separate industries in each metropolitan statistical area to identify the average utilization of minorities and women in each job category. Those establishments employing few minorities, as compared to similar employers, are identified as probable discriminators. Although their names are not known to the Blumrosens, the statistics describe for the first time the extent of discrimination that is “visible” to the computer under long-standing legal standards. Under these standards, discrimination is presumed when the utilization of minorities or women is so far below the average that it is highly unlikely to have occurred by chance or accident.

While their findings will not be published until this fall, the Blumrosens have confirmed that “there is substantial employment discrimination against minorities and women — more so for minorities — in every major metropolitan area in the country and in every occupational category. Thousands of establishments employing millions of workers are involved. Under these circumstances, employers should continue to be expected
to provide affirmative access to job opportunities for both minorities and women. Law enforcement alone cannot address the sheer volume of the discrimination we have observed.”

**Optimizing the Supply Chain**

Optimizing corporate profits and customer satisfaction are the bottom line goals of every company that seeks to excel in an increasingly complex and global business environment. As companies pursue these goals, optimal management of the supply chain has come to the fore as a key component for success. And in business schools, supply chain management is receiving increasing emphasis in teaching and in research.

Associate Professor Lei Lei of Rutgers’ Faculty of Management has brought her considerable background in management science to solve some of the thornier aspects of supply chain management. Lei and her research colleague, Professor Andrzej Ruszczynski, are showing how companies can improve their operations by integrating production, inventory, and distribution to minimize the logistics costs, through the employment of mathematical models of optimization.

The solutions their models create “provide important insight and guidelines for executives to make decisions all along the supply chain pipeline,” said Lei. “From manufacture to distribution, in the supply chain model, all partners work together, forming strategic alliances, as if they are working for the same company, and identify global optimal strategies in order to have a positive effect on consumer cost.

“The traditional silo organization is a major problem with efficiency, because companies are not able to compete with others that have employed integrated supply chain management strategies,” said Lei. As companies increasingly adopt supply chain management as a key organizational structure, they will use mathematical models such as these that Lei and Ruszczynski have developed, to effectively restructure their corporations and create maximum efficiency in manufacturing, distribution, and customer service.

**New Advances in Crime Mapping**

The days when police tracked crime waves with colored pushpins stuck into maps may soon be a thing of the past. Now, Geographic Information Systems (GIS) allow criminologists to map a host of factors related to criminal activity right on the computer screen.

Leslie Kennedy, dean of the School of Criminal Justice, has launched a Crime Mapping Research Lab, using GIS technology to develop an interdisciplinary approach to understanding crime. The project has very practical and immediate applications in Newark and other cities in New Jersey.

“Initially, we began entering data about specific types of crime drawn from police records in various urban areas, to understand where and why crime was happening,” Kennedy explained. “The scope of our research has expanded to include the impact that environmental factors — like urban development — have on crime.”

According to Kennedy, the Crime Mapping Research Lab has tremendous interdisciplinary potential. “Graduate and undergraduate students from a variety of disciplines are involved in the research,” he said. “We are partnering with other departments and programs within the university, as well as outside organizations, to support or supplement ongoing research.” The Crime Mapping Research Lab has received funding from the Joseph C. Cornwall Center for Metropolitan Studies for joint research; the project also received a Strategic Resource and Opportunity Analysis (SROA) Award grant, given by Rutgers University.
The Dynamics of Strategic Decision-making

Strategic decision-making is the cornerstone of successful businesses, and a necessary skill for business leaders. But in a world of constant and dramatic change, making the right strategic decisions is becoming an ever more finely tuned art. Executives continually search for more effective approaches to business strategy, in order to keep up with increasing competition and dramatic shifts in the global marketplace.

Associate Professor dt ogilvie, a former business executive who now teaches business strategy at Rutgers Graduate School of Management, researches strategic decision-making from a number of different angles. How do business leaders think creatively to make better decisions? How do women and minorities develop the skills to break through to upper-level management? What models of decision-making work in a contemporary business environment characterized by change, information overload, and technological intensity?

“My perspective is different,” notes ogilvie. “Many people seeking to understand leadership and success strategies look at life histories, events, psychological factors, and socio-economic background to try to determine how leaders develop. My interest, however, is not what background people come from, but what strategies they use to achieve.” Increasingly, her research has concentrated on women, especially women of color, whose preparation for business success and leadership strategies can be very different from traditional business leaders.

ogilvie notes that while many companies have achieved parity for minorities and women in their hiring, at higher levels parity is still elusive. Her current comprehensive research project involves interviewing black, Hispanic, and Asian women executives to determine the strategies they have employed for moving up the corporate ladder, and breaking through the glass and concrete ceilings. Ultimately, her research goal is to help more women and girls in their pursuit of becoming tomorrow’s business leaders.
When the Joseph C. Cornwall Center for Metropolitan Studies was created less than two years ago, the goal was for it to become an academic center fostering research and interaction on a broad range of urban and metropolitan issues, and for its researchers to influence regional public policy issues through applied research, conferences, and public education. Many such interdisciplinary projects are now underway, involving faculty experts in diverse social sciences and humanities disciplines.

Director Dennis Gale this year announced 13 initial research awards to support the center’s work. Approximately $100,000 was provided by the center’s endowment as well as other university resources. “These grants are supporting research on a wide range of subjects, including the arts and cultural districts, educational performance in Newark public and charter schools, the history of jazz in Newark, fair housing, and the fiscal health of Newark-area communities,” Gale said.

The center is also working with faculty at the School of Law-Newark, the School of Criminal Justice, and the Graduate Department of Public Administration, in investigating issues such as education and the impact of urban development on crime.

Although the rate of violent crime has continued to drop in Newark and throughout New Jersey, citizens are increasingly questioning the credibility of local and state police forces due to racial-profiling practices and other social issues.

Professor George Kelling of the School of Criminal Justice, renowned co-developer of the “broken windows” theory, has had a nationwide impact on the policies and practices that unite communities with police. Most recently, he has focused his efforts on Newark, with the Greater Newark Safer Cities Initiative. The initiative is a unique collaboration among criminal justice agencies, community and faith-based groups, social service and treatment providers, private organizations, the business community, and the School of Criminal Justice. The goals are to reduce and prevent violent crime in Newark and forge a permanent public/private partnership that can successfully manage future community safety problems and concerns.


The School of Criminal Justice was recognized by New Jersey’s Acting Governor Donald T. DiFrancesco when he created a Police Institute, which will be based at the school. The purpose of the institute is to promote quality policing; develop and maintain productive relationships among police, criminal justice agencies, and the community; conduct problem-solving research and consultation throughout the state; and address critical public safety issues through meetings, conferences, and technical assistance.
Crossing Disciplinary Lines

The College of Arts and Sciences has chosen a veteran journalist with an urban focus to lead Rutgers-Newark’s new interdisciplinary journalism and media studies program. Robert W. Snyder, a journalist, media analyst, and historian who has expertise in print and broadcast media, is a 1977 Rutgers alumnus whose work has addressed important issues in the history of art, theater and urban life. Snyder is creating a curriculum that “integrates journalism and media studies with the rest of the arts and sciences, with a focus on Newark and urban studies,” he said.

Toward that end, Snyder has begun teaching a new course, “Journalism and the Urban Experience,” that combines the history of American cities with readings from classic works of American journalism by reporters such as Jacob Riis and Lincoln Steffens.

Snyder’s appointment to the Department of Visual and Performing Arts — home of the campus television program — will strengthen connections between traditional print journalism and new media by exposing journalism students to the study of television and the mass media, computer design and theater, and writing for the web, along with reporting, writing, and the techniques of print journalism.

Partnering with Newark’s Teachers

A new Academic Foundations Center program this fall is fostering a working partnership between Rutgers-Newark graduate and undergraduate students, and grade teachers in Newark public schools. Biology, physics, neuroscience, chemistry, psychology, mathematics, and technology students will work with Newark elementary and middle school teachers to develop science mini-courses as part of a new $1 million, three-year National Science Foundation grant.

“This program encompasses a major effort to reach out and bring the passion and excitement of real science to minority children in Newark schools. It also exposes young students to new ideas, resources, and potential careers, and demonstrates the relevance of learning and science to real life,” said Jeffrey Kidder, the center’s director of science outreach and principal grant investigator. All of the educational and scientific resources at Rutgers, including labs, library, scientific equipment, and computers, will be accessible to the Newark public school teachers and students.
Critical Needs in Nursing

Two major grants are helping the Rutgers College of Nursing meet critical needs within the State of New Jersey. The college has been awarded an $821,000 grant from the U.S. Department of Health and Human Services to fund an Adult Acute Care Nurse Practitioner Program, in collaboration with renowned medical and nursing critical care experts at Robert Wood Johnson Medical Center. The program will help prepare Rutgers nursing graduates to become members of interdisciplinary health care teams, engaged in the collaborative management of acutely and critically ill clients in both hospital and community-based settings. A portion of the grant funding is being used to create a state-of-the-art simulated critical care unit.

The second grant is designed to help improve the facilities for the College of Nursing. The Robert Wood Johnson Foundation is providing $2,019,657 toward construction of a $4.5 million, 13,000-square-foot building on the New Brunswick campus. The matching grant, believed to be the largest the College has received, will help it to provide students with state-of-the-art facilities.

Portuguese Connections

Rutgers-Newark began offering a Portuguese Studies Program — one of a handful in the state — in fall 2000 as an agreement signed last spring between the campus and Lisbon’s Camões Institute begins to bear fruit.

The institute and the campus are each funding one full-time instructor of Portuguese language, literature, and culture, with Rutgers-Newark providing office space and clerical support for both. Assistant Professor and Program Coordinator Kimberly DaCosta Holton and Camões Institute Leitor Antonio Jôel have developed a number of courses for the 21-credit minor, ranging from Portuguese literature (in both Portuguese and English translation), elementary and intermediate Portuguese, and an oral history of Newark’s Ironbound district — home to one of the nation’s largest Portuguese populations outside of Portugal. Holton is currently developing a Portuguese major to add to the program.

The program has sponsored lectures, exhibitions, films, and live performances centering on Portuguese and Brazilian language, music, and arts activities, that are becoming a permanent part of the campus’ cultural scene.

E-Governance and New Curricular Initiatives

In today’s digitally interconnected information society, governments are openly embracing the Internet’s potential for disseminating information, delivering services, conducting business, and interacting with citizens. But information age governing has an entirely new set of challenges, and the E-Governance Institute, at the National Center for Public Productivity (NCPP) at Rutgers-Newark, is addressing these emerging issues.

“The institute will build knowledge about e-government, improve the productivity of public agencies, and give managers in public organizations the skills needed to maximize their performance within this emerging information society,” explained Marc Holzer, chair of the Graduate Department of Public Administration at Rutgers-Newark, which sponsors the NCPP. “In particular, the institute is examining issues such as benchmarking and performance measurement, the digital divide, electronic voting, and e-privacy.”

The institute will share its findings with key decision makers, public sector professionals, academics, the business community, and citizens to ultimately advance participation and success in a knowledge-based information society.

With the support of a three-year, $530,310 grant from the Sloan Foundation, the Graduate Department of Public Administration is also expanding its work on a government performance assessment program to create and encourage the widespread adoption of measures of municipal government performance. “Our goal is to create a system to measure the outcomes that really matter to citizens,” explained Assistant Professor Kathleen
Callahan, who is working with Holzer on the project. “We believe that one way to accomplish this is to bring citizen-based performance assessment into the curriculum of schools of public administration and other organizations that train people for public service careers in government.” Citizen-based performance assessment curricular materials will be produced and introduced via face-to-face training and web-based initiatives during the next three years.

**New Joint Degree Programs**

As a member of the Council for Higher Education in Newark (CHEN), Rutgers-Newark offers many joint programs with its CHEN partners, NJIT and UMDNJ. Four such degree programs were formally introduced this year.

A Ph.D. in urban systems, offered jointly by Rutgers-Newark, NJIT, and UMDNJ, was created to prepare students to develop research-based knowledge in urban systems. The program is ideal for students who wish to participate in the development, implementation, and evaluation of policies and services for urban populations.

A new Master of Science degree in computational biology, offered in conjunction with NJIT through the Federated Biological Sciences Department, was developed in response to a growing need for biologists who are skilled in advanced computational and mathematical techniques.

A Bachelor of Science degree in human-computer interaction is now available through a joint degree program with NJIT. The program provides students with skills in computer design, helping them to formulate and articulate functional computing specifications; know how human factors and cognitive models should inform design; understand the principles of communication design; and recognize implementation constraints to help inform design.

Finally, a new Integrated Neuroscience Program between Rutgers-Newark and UMDNJ is planned for this coming year. The program combines the existing programs in the Center for Molecular and Behavioral Neuroscience at Rutgers-Newark and the Graduate School of Biomedical Sciences at UMDNJ. It will provide students with a multidisciplinary approach to the study of molecules, neural systems, the brain, behavior, and cognition.

**Marc Holzer, Chair of the Graduate Department of Public Administration, has developed an E-Governance Institute to study the issues impacting government in a digitally connected society.**
As the City of Newark continues to be revitalized as the leading center of commerce, education, and the arts in New Jersey, Rutgers-Newark has continued its own evolution into an open and welcoming campus in the heart of an increasingly dynamic city.

Thanks to a $40 million grant from the New Jersey Higher Education Capital Improvement Program, much of the campus’ infrastructure will be updated or replaced within five years. A classroom improvement project is introducing advanced technology to many classrooms and lecture halls throughout the campus. Other projects include a new roof for Conklin Hall; updated or replaced components of the main campus-wide hot water system; elevator improvements; and other building and sidewalk improvements.

One of the most visible changes — the “greening” of the campus — continued this year with the unveiling of the New Street Plaza, an inviting eastern entrance to the campus. Situated between University Avenue and Washington Street, the pedestrian plaza’s plantings, attractive brick pavers, and park benches have made it a favorite gathering spot. The plaza also features a kiosk just off Washington Street to provide directions and visitor information. Additional plantings will be placed at the main campus plaza, between Dana Library and Conklin Hall, as well as the University Avenue entrance to the campus plaza.

Another significant component of the capital improvement program is the construction of the new home of the Joseph C. Cornwall Center for Metropolitan Studies at 47 Bleeker Street. The new building will feature many of the architectural details and decorative elements of the historic town houses in the neighborhood and will be completely...
The project will be completed by summer 2002 at a cost of $1 million.

Signage on campus has also been improved, including a new colorful, permanent display at the major intersection of University Avenue and Raymond Boulevard.

This fall, undergraduate and graduate business students will begin to reap the benefits of a new $1.2 million trading room constructed in Ackerson Hall — and the rest of the campus can watch them on the web, or in person. The Global Financial Markets Center provides an interactive teaching and learning experience in finance, accounting, marketing, management, and management information systems. The center includes two electronic data walls, with online data from the major business markets, computer-based projection systems, and 40 student workstations as well as Internet access. A live webcam broadcasts activity in the room to the management school’s website, and a glass wall allows visitors to Ackerson Hall to watch in person without disrupting the class. Construction was financed in part with $250,000 from IDT Corporation and $167,000 in equipment from Sun Microsystems.

Other changes in Ackerson include the complete modernization of the lecture hall in Room 123. The “smart classroom” now offers a high-tech audiovisual system, along with Internet access at each desk. Ackerson Hall hosts classes for arts and sciences, nursing, and business, as well as employee training programs and workshops.
In the Presence of Great Minds
A Rutgers-Newark doctoral student enjoyed the rare privilege of being the only New Jersey student representative at the Annual Meeting of Nobel Laureates held in Lindau, Germany. Chemistry major Shivani Manrao attended the conference, an annual event since 1951, which includes more than 70 Nobel laureates from the fields of chemistry, physics, physiology and medicine. The conference was founded as a way for students to interact with Nobel laureates during roundtable discussions, lectures, and social gatherings. Topics discussed included how politicians and government view science; the public’s understanding of science; how creativity affects science; and the atomic bomb’s impact on science and scientists. “This was a really amazing opportunity...I am still completely overwhelmed. We also learned a lot from each other,” said Manrao.

Shaped by Life
When Jamille Nagtalon graduated from the College of Nursing in May, she already had an impressive record of experience in her personal and academic lives. In 1998, she spent a month in Kenya working as a Sunday school teacher. “It was amazing meeting people halfway around the world who may not have the same material luxuries as we do but are wealthy spiritually,” says Nagtalon.

The following year the Philippine native was spurred into action when El Niño rains caused massive flooding. She went to Eten, Peru, as a student nurse volunteer in March 1999, helping to set up a clinic and building houses for the storm victims.

Nagtalon also has made a big difference in the lives of people close to her. She transferred to Rutgers-Newark after her father’s death so she could help her mother care for her younger brothers. Her family responsibilities didn’t stop her from being accepted into the Honors College in nursing, or from serving as president of the senior class, or from substitute teaching at an area high school.

Design for Success
Most design businesses would love to boast the accomplishments of the Design Consortium: more than a dozen design awards, a dozen exhibitions of the members’ works, and a portfolio of satisfied customers. Even more impressive is the fact that only one member of the consortium is a professional; the others are undergraduate students in the Department of Visual and Performing Arts. In the six years since Associate Professor Ned Drew founded the Design Consortium, he and an ever-changing stream of students have produced high-quality graphic designs in varied media for clients on and off the campus. The clients get eye-catching, imaginative products; the students learn all aspects of creating a design, from conception to production; and Drew realizes the satisfaction of seeing his talented students take their experience and knowledge into the world. Many consortium alumni have moved into corporate graphic design jobs after graduation, thanks in large part to their immersion in design process and methodology.
Making a Difference for Victims of Domestic Violence

Making a difference is something that Hannah Pennington always knew she wanted to do. When she graduated from college, she decided to work in Washington, D.C. But she quickly realized that she needed more tools to accomplish her goals, so she opted for Rutgers University School of Law-Newark.

There, Pennington met many people who could benefit from her growing legal expertise, particularly victims of domestic violence who were in need of support and advocacy. This realization became the foundation of the new Domestic Violence Program, which Pennington co-founded with Jessica Kitson, a third-year law student. The goal of the program is to increase the availability of direct legal advocacy and representation for domestic violence victims in Essex County, New Jersey. Students who participate in the program receive training as legal advocates for victims seeking court-ordered protection. They then work to create partnerships with existing service providers to expand the resources available to victims. To date, the Domestic Violence Program has received a $69,620 grant from the New Jersey Office of Victim-Witness Advocacy.

MBA Team Excels

A team of Rutgers MBA students excelled in the National Black MBA Association’s prestigious Regional Independent Student Case Competition in Washington, D.C. Rutgers edged out teams from eight other national universities to receive the distinction.

Competing teams were required to solve a complex problem in the management consulting industry regarding an e-business venture. They were judged by executives from Citibank, Accenture, Cap Gemini, Ernst & Young, Deloitte & Touche, and Hewitt Association. The Rutgers team, which was awarded $9,000 in scholarships, included Marina Escobar, Adolphus Bailey, Jr., Bismarck Diawuo, and Frayanda Glover, who competed, and Rose Thomas, George Lawton, and Benet St. Brice, who helped the team prepare for the event. The National Black MBA Association represents more than 95,000 MBAs, and is considered the premier organization for showcasing black executive talent and championing black business professionals’ development and career advancement.
**The Science of Memory**

In a new book from The MIT Press, two Rutgers-Newark researchers demonstrate how selected state-of-the-art computer models are helping researchers better understand brain functions and disorders, including the role of the hippocampus in human learning and memory.

*Gateway to Memory — An Introduction to Neural Network Modeling of the Hippocampus and Learning,* is co-authored by Mark Gluck, associate professor of neuroscience, and Catherine Myers, assistant professor of psychology, who are also co-directors of the Memory Disorders Project at Rutgers-Newark. The book integrates computer models and the latest neurobiological approaches to learning- and memory-based problems.

The hippocampus is a brain structure critical to memory creation and retention. Damage to it is believed to be the basis of learning and memory problems found in early Alzheimer's disease, epilepsy, and various forms of brain damage that impair memory. Gluck and Myers explain how the hippocampus cooperates with other brain structures, and how the computer models can predict possible ramifications for specific memory functions and disorders.

**Revisiting Vietnam**

H. Bruce Franklin, John Cotton Dana Professor of English and American Studies, revisits one of the most painful eras in American modern history in his new book exploring the Vietnam conflict. In *Vietnam & Other American Fantasies* (University of Massachusetts Press, 2000), Franklin discusses the history of the antiwar movement, including his own participation in a campaign against the use of napalm; examines soul-searching literature produced by veterans; analyzes film and video treatments of the Vietnam War; and delves into the origin and persistence of “the POW/MIA myth.”

“There is simply no way to understand America today without understanding its interrelations with Vietnam,” said Franklin, who also observed that Vietnam, “rather than going away, is becoming more imbedded in American culture, psychology, and politics.”

According to Franklin, the Vietnam War still dominates in America at the beginning of the 21st century due to a series of “fantasies” originally constructed from 1954 through the 1970s and then elaborated and embellished during the Reagan and Bush administrations. He spells out these myths and analyzes each, including two of the most powerful: the military couldn’t win the war because it was constrained by politicians, the antihar movement, and the media; and what Franklin calls the POW myth.

**A City United**

The 1989 fall of the Berlin Wall set into motion monumental changes in Germany’s capital city. The country underwent a fusion of its two halves — one formerly socialist, the other capitalist — while it struggled with its new role as a capitalist country. At that time, Elizabeth Strom, assistant professor of political science, went to Germany to work on her dissertation, which was to compare Berlin to an American city. She quickly realized that what was happening in Berlin was unprecedented, so she opted for a different

With funding from Fulbright and Social Science Research Council fellowships, Strom studied the impact of the unification on Berlin’s urban planning and development. She found that Berlin is a city sorely lacking in any unified vision for its redevelopment.

“Because the East German economy was primarily based on outmoded manufacturing, Berlin is still fairly depressed, the unemployment rate is high, and there’s a great deal of hardship,” Strom said. “If the city is to thrive, it will need focused, dynamic leadership that establishes goals and pursues them in a more cohesive way.”

**Legal Ethics in France**

In the United States, few people would describe the legal profession as “virtuous.” The opposite is true in France, where lawyers hold out for a “virtuous ideal,” as observed by law school Professor John Leubsdorf, who visited France under a Fulbright fellowship to study the legal profession. The result is his book, *Man in His Original Dignity: Legal Ethics in France* (Ashgate, 2001).

The Paris Regulation, which oversees France’s legal profession, requires lawyers to show “dignity, conscience, independence, probity and humanity, honor, loyalty, delicacy, moderation, courtesy, disinterest-edness, confraternity, and tact.” In America, “lawyers are not often noted for delicacy or humanity,” Leubsdorf said.

Lawyers in France and the United States base their rules on strikingly different pictures of their profession. For example, many American lawyers work in government. In France, if someone works in government, that person generally cannot practice law. Such a dual role could impair the practitioner’s independence.

Things are changing in France, as globalization has brought an influx of foreign law firms. “The French are attempting to harmonize their rules with those of other countries,” Leubsdorf added. “While doing that, they see American and English firms as, on the one hand, a kind of model and, on the other, a model of what to avoid.”

**The Flow of Migratory Tides**

When the Berlin Wall fell, thousands of East Germans moved west. Since then, several significant waves of immigrants have fled into various regions in Europe. Reynold Koslowski, associate professor of political science, examined the impact of these events and the history of migration in his book *Migrants and Citizens: Demographic Change in the European State System* (Cornell University Press, 2000). He believes that international migration is central to international politics in the post-Cold War world.

Historically, the nation-state and political institutions that address migration were established while European countries were net exporters of people. Koslowski maintains. But this trend reversed itself less than a generation ago. “Declining population growth, the post-Cold War migration of guest workers, and the recent influx of asylum seekers have changed European demographics,” he explained. “Many countries are now scrambling to deal with the political and policy demands created by the arrival of large numbers of immigrants.”

According to Koslowski, this trend has also challenged the traditional concepts of world politics defined by nations with states and firm borders. “It is likely that the trend of migration will continue until its root causes — human rights abuses, civil war, economic disparities, population growth, and environmental degradation — are addressed.”
EVENTS AND ACHIEVEMENTS

A Banner Year of Accomplishment

Top Ranking
Rutgers-Newark celebrated its fourth consecutive year ranked by U.S. News and World Report as the most diverse national university in the United States, by holding a gala dinner for campus officials, public and private sector dignitaries, students, and faculty in January. A diverse student body is, according to Rutgers-Newark Provost Norman Samuels, “increasingly important in higher education, as it reflects the values of our society as a whole, and acts as a vital component and resource in a liberal arts education.” Among the guests attending the diversity celebration were U.S. Senator Jon Corzine and NJ Secretary of State DeForest Soaries.

Newark Hosts Major Conference
Rutgers-Newark and the City of Newark hosted the largest professional conference in the city in recent memory this past March, as the American Society for Public Administration (ASPA) convened its 62nd National Conference in Newark. A huge success for both ASPA and the City of Newark, the conference generated the largest turnout (more than 1,500 attendees) for an ASPA conference in recent years, and has prompted Newark to explore the development of a conference and convention bureau. ASPA President and Rutgers-Newark Professor Marc Holzer, public administration, was the driving force behind bringing the conference to Newark.

Nobel Winner Visits
Rutgers-Newark — whose home city boasts one of the largest Portuguese populations outside Portugal — celebrated its revitalized Portuguese studies program by welcoming Portugal’s most acclaimed author to the campus for a rare U.S. appearance. José Saramago, winner of the 1998 Nobel Prize in literature, visited Rutgers-Newark in October to talk about his work and his sometimes controversial world view. His talk was part of a yearlong campus celebration of Portuguese studies, offered through the Faculty of Arts and Sciences-Newark.

All That Jazz
When Ken Burns was researching his 10-part PBS documentary, Jazz, he went to the most extensive jazz archive in the world; the Institute of Jazz Studies (IJS) at Rutgers-Newark’s Dana Library. To produce the acclaimed PBS series, the award-winning documentary filmmaker mined the rich resources of the IJS, which houses more than 100,000 sound recordings in all formats, from cylinders and piano rolls to CDs and laser discs; some 7,000 books on jazz and related subjects; jazz periodicals; more than 30,000 photographs; 7,000 scores and band arrangements, sheet music; and instruments and memorabilia donated by musicians and their estates. Burns also relied on a resource unique to the IJS: Director Dan Morgenstern, a world-renowned jazz historian, who acted as senior adviser to the series. Morgenstern — a former editor of Downbeat magazine and multiple-Grammy winner for his liner notes — also contributed a chapter to Jazz, the companion book to the PBS series.

Honors for Arts
Rutgers University recognized Rutgers-Newark’s Department of Visual and Performing Arts for its “rigorous, innovative, exciting and caring setting for student learning” by awarding the department its prestigious Programmatic Excellence in Undergraduate Education honor. The department was cited for, among other strengths, a high “standard of excellence for undergraduate education” including collaborations with other Rutgers units, as well as outside organizations; its community outreach efforts; and its emphasis on project-based experiential learning. The award includes $10,000, which is being used to enhance undergraduate programs.

Pomp and Circumstance
A crusader for arms control and world stability received an Honorary Doctor of Laws degree at the Rutgers-Newark campus’ main 2001 commencement ceremony. Ambassador Richard Butler, the United Nations’ chief arms inspector in Iraq following the Persian Gulf War, addressed graduates at the joint ceremony for the College of Arts and Sciences, University College, the Graduate School-Newark, and the School of Criminal Justice. Other convocation speakers were IDT Corporation President and former Congressman James Courter; Dr. Ruth

Pei-yu Yon, student, Graduate School of Management, NJ Secretary of State DeForest Soaries, and Rutgers-Newark Provost Norman Samuels, during the diversity celebration.

Asela Laguna-Diaz, associate professor of classical and modern languages, and Clement A. Price, history professor, welcome Nobel Prize-winning author Jose Saramago.

U.S. Senator Jon Corzine and NJ Secretary of State DeForest Soaries.
Women Work in Newark

The year 2000 marked the 30th anniversary of the Women’s Studies Program on the Rutgers-Newark campus. This milestone was commemorated by “Women Work Newark,” a series of themed events centered on the history of women in the city of Newark and its environs. Speakers, films, exhibits, and performances examined and celebrated the role of women in four arenas: business and industry, health and education, law and politics, and art and religion.

Honoring a Former NJ Supreme Court Justice

The Rutgers School of Law-Newark hosted a memorial reception in honor of Morris Pashman (Law-Newark, ’35), former associate justice of the New Jersey Supreme Court, to benefit the Pashman Scholarship Fund which will provide full tuition to qualified students. Pashman, who served on the New Jersey Supreme Court from 1972 to 1982, was known for his compassion and love of the law and his substantial support for law students.

Faculty Honors

Paul Trachtenberg, professor of law and Alfred C. Clapp Distinguished Public Service Professor, was named a Distinguished Service Professor by the Rutgers University Board of Governors, recognizing his “30 years of working to promote equality of educational opportunity for New Jersey’s urban students, and for his work overall, improving the process of education in New Jersey and around the United States,” said Rutgers-Newark Provost Norman Samuels. This award honors faculty members who have made sustained and exceptional service contributions, using their expertise to resolve international, national, state, county, or local problems, and involving the private and/or public sector to serve the public good. Trachtenberg was honored for his rigorous pursuit of educational equality, through school finance reform.

The co-directors of Rutgers-Newark’s Center for Molecular and Behavioral Neuroscience were named Board of Governors Professors of Neuroscience in 2001. Ian Creese was recognized for his contributions to the field of psychopharmacology, and Paula Tallal for her work in developmental cognitive neuroscience, particularly language development and disorders.

Tallal and the four co-inventors of Fast ForWord won the prestigious 2000 Thomas Alva Edison Patent Award in the consumer category by the Research and Development Council of New Jersey, given annually to patented inventions from companies and individuals in New Jersey who create significant advances in research and development. Tallal is co-developer of the successful Fast ForWord family of computer-based language and reading programs for learning-disabled children.

Gyorgy Buzsaki, professor of neuroscience, added to his already impressive list of honors with one of the most prestigious international awards in his field, the 2001 Krieg Cortical Discoverer Award, for “outstanding contributions” to scientific understanding of the cerebral cortex. Buzsaki, who has been at Rutgers-Newark’s Center for Molecular and Behavioral Neuroscience since 1990, received the award for research that has advanced the understanding of the structures and functions of hippocampal cells and local interneurons.

A number of distinguished Rutgers-Newark faculty members were recognized by Rutgers University for excellence in teaching and research. Alexander Gates, professor of geology, and Phylis Peterman, chair of social work, received the Warren I. Susman Award for Excellence in Teaching, the university’s highest honor for leadership and innovation in the classroom. Gates was recognized for enthusiastic and effective teaching; exceptional contributions to course and curriculum design and innovation; and the extension of his educational programs to local, state, and national audiences. Peterman was recognized for supporting the intellectual and professional development of her students, and for innovative curriculum reform that strengthens the training of social workers.

Rachel Hadas, professor of English, was recognized with the Scholar-Teacher Award for outstanding contributions as a teacher, mentor, and researcher. Hadas was honored for her international reputation as a poet and scholar, her passionate advocacy of poetry, and her belief in the ability of the imagination to transform experience.

Marc Holzer, chair of public administration, received the Board of Trustees Award for Excellence in Research, the university’s highest honor for outstanding research contributions. Holzer was cited for his pioneering work in the field of public sector productivity and his recasting of the terms of discourse in public administration and policy analysis through a focus on governmental performance. Holzer was also lauded for his influence in initiating a new body of research on the representation of bureaucracy and public administration in literature, art, and music.
Honor Roll of Contributors

Sharing the Vision

Much of the research and many of the programs sponsored by Rutgers-Newark during the past year have been made possible due to the generosity of corporations, foundations, government agencies, and individual donors. The following list includes contributors of $1,000 or more whose gifts were received between July 1, 2000 and June 30, 2001.*

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Women in Research and
Education for “POWRE:
Synthesis and Study of Rigid
Linkages to Anchor Molecular
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Doina Ganea, professor, Biology,
$724,750 from the National
Institutes of Health for
“Regulation of Immune Cell
Apoptosis by Neuropeptides.”

Hurdis Griffith, dean, College of
Nursing, $519,657 from the
Robert Wood Johnson Foundation
toward a new facility for the
College of Nursing.

Mary R. Haack, associate profes-
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from Robert Wood Johnson
Foundation/George Mason
University for “Reimbursement
Policy for Online Substance Abuse
Treatment.”

Stephen Hanson, associate profes-
sor, Psychology, $250,000 from the
New Jersey Commission on
Science and Technology, for “The
Establishment of the New Jersey
Consortium for Brain Imaging.”

Elena Galoppini, assistant profes-
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Professional Opportunities for
Women in Research and
Education for “POWRE:
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Semiconductor Nanoparticles.”

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Treatment.”

Stephen Hanson, associate profes-
sor, Psychology, $250,000 from the
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Ko-Lin Chin, associate professor,
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attorney, School of Law, $300,000
from the U.S. Department of
Education for the expansion of the
“Community Law Program.”

Marc Holzer, chair, Public
Administration, $65,000 from the
New Jersey Department of
Community Affairs for “Workplan
to Host the National Conference
of the American Society of Public
Administration.”
Brenda B. Hopper, director, Small Business Development Center, Faculty of Management, $500,000 from the New Jersey Commerce and Economic Growth Commission for the “NJ Small Business Development Center.”

George Kelling, professor, School of Criminal Justice, $94,650 from the New Jersey Division of Criminal Justice and $50,000 from Lucent Technologies for “Greater Newark Safer Cities Initiative.”

Jeffrey Kidder, director, Pre-College Programs, Academic Foundations, $967,908 from the National Science Foundation for “Graduate Student Outreach to the Newark Public Schools.”

Benjamin Melamed, professor, Faculty of Management, $60,000 from StatSoft Corporation for “The Data Miner.”

Alexander J. Motyl, co-director, Center for Global Change and Governance, $399,400 from Carnegie Corporation of New York for “Research and Dissemination on the Problems, Prospects, and Policies Relating to Russia’s Integration into Europe.”

Eugene Slowinski, director, Dean’s Office, Faculty of Management, $99,000 from the U.S. Department of Commerce, Economic Development Administration, for the “Rutgers University Technical Assistance Program.”

Mercer Sullivan, associate professor, School of Criminal Justice, $50,000 from the National Research Council for “A Study on Youth Violence in Schools.”

Paul Tractenberg, professor, Law School, $225,000 from the New Jersey Department of Education for “The Study and Recommendations for Reestablishing Local Control in Takeover Districts.”

Bonnie Veysey, assistant professor, School of Criminal Justice, $87,704 from The Consortium for “Franklin County Women and Violence Project.”

Connie Wibrowski, assistant dean and director, Academic Foundations, $100,000 from Lucent Technologies for the “2001–2003 Newark Renaissance Challenge Grant Initiative.”

**STRATEGIC RESOURCE AND OPPORTUNITY ANALYSIS (SROA)**

**AWARDS TO NEWARK CAMPUS INITIATIVES**

April Benasich, assistant professor, CMBN, $65,000 “Neural Mechanisms Underlying Disrupted Auditory Processing.”

Harvey Feder, associate provost, $50,000 for “The Art of RUNet 2000: Information Technology Serving the Arts and Humanities.”

Dennis Gale, professor, Joseph C. Cornwall Center for Metropolitan Studies, $115,000 for the center.

Doina Ganea, professor, Biology, $145,000 for “Molecular Tracking: New Modes in Understanding Neuromunological Interactions.”

Stephen Hanson, associate professor, Psychology, $40,000 for “Brain Imaging.”

Marc Holzer, professor, Public Administration, $35,000 for the E-Government Research Institute.

Leslie Kennedy, dean, School of Criminal Justice, $35,000 for “Information Technology Applications to Crime Mapping.”

Richard Langhorne, professor, Center for Global Change and Governance, $30,000 for “Information Technology and Global Governance.”

Nancy Redeker, associate professor, College of Nursing, $40,000 for the Center for the Study of Sleep in Human Health and Illness.

Paul Tractenberg, professor, School of Law-Newark, $20,000 for the Institute on Education Law and Policy.

Howard Tuckman, dean, Faculty of Management, $135,000 for “Preparing Tomorrow’s Business Leaders: Advanced Applications of Technology in Business.”

**DEGREES AWARDED AT RUTGERS-NEWARK**

(during the 2000 academic year)

- BA
- BS
- MA, MACCY, MALS
- MBA
- JD
- MAT
- MDA
- MS
- PhD

**23 DEGREES AWARDED AT RUTGERS-NEWARK**

(during the 2000 academic year)

- BA
- BS
- MA, MACCY, MALS
- MBA
- JD
- MAT
- MDA
- MS
- PhD

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Connie Wibrowski, assistant dean and director, Academic Foundations, $100,000 from Lucent Technologies for the “2001–2003 Newark Renaissance Challenge Grant Initiative.”

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Howard Tuckman, dean, Faculty of Management, $135,000 for “Preparing Tomorrow’s Business Leaders: Advanced Applications of Technology in Business.”
**SIGNIFICANT RECENT GIFTS TO RUTGERS-NEWARK—A SELECT LIST**

$1,000,000 and above

Robert E. Campbell to the Faculty of Management for student scholarships.

Estate of Dr. Lois V. Pratt for the Lois and Samuel Pratt Program for Freedom of Information at the Rutgers School of Law-Newark.

SAP to the Faculty of Management, an in-kind gift of ERP software.

$100,000-$999,999

IDT to the Faculty of Management for the Global Financial Markets Center.

Lucent Technologies Foundation to the Faculty of Arts and Sciences-Newark to fund the Project Grad summer program for Newark high school students.

Mulligan Family Foundation for the Morris Pashman Endowed Scholarship at the Rutgers School of Law-Newark.

Jeffrey D. Serkes to the Faculty of Management for student scholarships.

Salem Shuchman to the Rutgers School of Law–Newark for the Philip Shuchman Fund for Empirical Research.

Sun Microsystems to the Faculty of Management for the Global Financial Markets Center.

$50,000-$99,999

Leon Lowenstein Foundation to the Faculty of Arts and Sciences-Newark for a behavioral and computational study of dopamine dysfunction and learning and the implications for Parkinson’s disease and schizophrenia.

New Jersey State Bar Foundation to the Rutgers School of Law–Newark for the Women & Aids Clinic, Child Advocacy Center and Special Education Clinic.

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**STUDENT POPULATION DIVERSITY AT RUTGERS-NEWARK**
*(during the 2000 academic year)*

- African American
- American Indian
- Asian/Pacific Islander
- Latino
- Puerto Rican
- White
- Other

**FACULTY AT RUTGERS-NEWARK**
*(during the 2000 academic year)*

- Faculty of Arts and Sciences – Newark
- Faculty of Management
- School of Law – Newark
- College of Nursing
- Other
- School of Criminal Justice
Rutgers-Newark At A Glance

STUDENTS: 5,873 undergraduate and 3,479 graduate; 54% women; 57% full-time

FACULTY: 401 full-time faculty members (494 faculty lines), 99% with Ph.D.

FACILITIES: 30 buildings on 35 acres in downtown Newark, NJ

RESEARCH: $17 million in 2000/2001

RANKING: Rutgers-Newark is ranked among the top doctoral-granting national universities and number one for student diversity by U.S. News & World Report.

SCHOOLS: Newark College of Arts and Sciences, University College, College of Nursing, School of Criminal Justice, School of Law–Newark, School of Management, Graduate School of Management, Graduate School–Newark


Rutgers, The State University of New Jersey, Campus at Newark

Francis L. Lawrence, university president, Ph.D., Tulane
Norman Samuels, provost, Newark Campus, and dean, Graduate School–Newark, Ph.D., Duke
Stuart Deutsch, dean, School of Law–Newark, J.D., Yale, LLM, Harvard
Steven J. Diner, dean, Newark College of Arts and Sciences, Ph.D., University of Chicago
Hurdis A. Griffith, dean, College of Nursing, Ph.D., University of Maryland
Leslie W. Kennedy, dean, School of Criminal Justice, Ph.D., University of Toronto
Howard Tuckman, dean, Faculty of Management, Ph.D., University of Wisconsin
Ian Creese, Ph.D., Cambridge, and Paula Tallal, Ph.D., Cambridge, co-directors, Center for Molecular and Behavioral Neuroscience
Yale Ferguson, Ph.D., Columbia, and Richard T. B. Langhome, M.A., Cambridge, co-directors, Center for Global Change and Governance.

Dennis Gale, Ph.D., George Washington University, director, Joseph C. Cornwall Center for Metropolitan Studies

Produced by the Rutgers–Newark Office of Campus Communications
Blumenthal Hall, 249 University Avenue
Newark, NJ 07102
973/353-5262

www.rutgers-newark.rutgers.edu

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Other Photography: Mark Cap, Dennis Connors, Roy Groething, Arthur Paxton, Fred Stucker

Nondiscrimination Policy
It is the policy of Rutgers, The State University of New Jersey, to make the benefits and services of its educational programs available to students and to provide equal employment opportunity to all employees and applicants for employment regardless of race, religion, color, national origin, ancestry, age, sex, sexual orientation, disability, marital status, or veteran status. Allegations of student rights violations should be directed to Brian T. Rose, Director of Compliance and Student Policy Concerns (732/932-7312). Allegations of harassment should be directed to Melanie S. Griffin, Director of University Harassment Compliance (732/932-3122). These office are located at 3 Bartlett Street, New Brunswick, New Jersey 08901-1190. Allegations of discrimination in employment should be directed to the Director of Affirmative Action (732/445-3020, Ext 626). This office is located at the Administrative Services Building, Annex I, 56 Bevier Road, Piscataway, NJ 08854-8010.