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We are forging a distinctive urban identity for this campus, where students and faculty take full advantage of the learning opportunities offered by this city. We are strengthening our excellent professional schools and nurturing first-rate research and doctoral studies. We are celebrating and building on the diversity that is a hallmark of our campus. We are extending our successful collaborations with our educational partners in Newark.

I am confident the best is yet to come, for our campus as well as for the City of Newark.

Steven J. Diner
Acting Provost
A Non-Traditional Success Story

Adrienne Millican didn’t get the chance to get a college education in the traditional four years. A few things intervened—marriage, parenthood, careers, relocations, and some other bumps in the road. The fifty-something Millican has more than made up for it, capping her college years both by making the dean’s list and graduating as a member of the Honors College at NCAS.

Millican graduated from high school in the 1960s, when the civil rights and the women’s movements were in full bloom. As a black woman growing up in the South, she was inspired. She began attending college—the first person in her family to do so—but dropped out to marry and raise a family. She returned to college in 1998, after moving north and watching one of her daughters earn a degree. She juggled a full-time job and academic schedule, and graduated with honors.

The inspirations of her earlier years were reflected in her senior thesis, “A Woman of Color’s Journal of Transition,” comprised of her insights and thoughts on her southern childhood.

Perseverance Results in a Ph.D.

“As a little girl, my dreams about my future were about options; becoming a famous scientist … and having the title doctor,” says
Brandi Mattson, who recently was awarded a doctorate in neuroscience at Rutgers-Newark.

Earning a doctorate is a challenge under any circumstances, but Mattson had overcome some unusual challenges. A birth defect left her deaf in one ear and required many reconstructive surgeries; doctors initially feared she also would be mute and unable to walk. But Mattson loves challenges, the harder the better. “No matter what struggles I had in accommodating and adapting to my disabilities, I still sought the most difficult challenges.” She credits her family—especially her mother—with instilling her with an abundance of perseverance, resilience and independence.

A few years ago Mattson was diagnosed with multiple sclerosis, but that challenge didn’t deter her from her Rutgers studies. She has assisted in important research with Professor Joan Morrell that explores maternal behavior and drug abuse.

**Exploring a Career in Public Service**

Summer vacation this year was anything but a trip to the beach for political science major Taquan Williams. As a Congressional Black Caucus Summer Intern in the Washington, D.C., office of the Honorable Donald Payne, Williams sat in on Congressional briefings and hearings, and was even invited to a Senate hearing by Edward Kennedy. He also attended a White House briefing.

The Congressional Black Caucus Internship is a highly competitive summer program that allows participants to experience the legislative and administrative processes of Congress. In the process, interns build the foundation for careers in public service. Participants are selected based on scholastic achievement, demonstrated leadership, and interest in public service.

The Newark resident, now entering his sophomore year, lived on campus at Howard University. He and other interns collaborated on a group policy paper on election reform and presented their findings to the media and election reform specialists. Williams also wrote an issue brief on an agreed resolution to the crisis in the Middle East.

Williams plans to apply what he has learned this summer to his work as a senator in the Rutgers-Newark Student Governing Association. He’s already looking forward to a career in public service after college, with his eyes on a seat on the Newark City Council in 2010.

**Health Care Heights**

How many mountain climbers can also treat their teammates’ injuries and illnesses during the climb? Or tend to the health care needs of fellow researchers during a scientific expedition to the Amazon?

Paul Montenegro can—and has. Montenegro, who received his masters in nursing in January, used his skills as a registered nurse while climbing Mt. Kilimanjaro in Tanzania and trekking through the Amazon. Montenegro, who also is a certified ice climber, was medical director for his mountain climbing team and, during the Amazon excursion, combined his nursing expertise with his lifelong love of the outdoors, hiking, and climbing.

Montenegro’s ultimate professional goal is to work in adult primary care, which presents opportunities in private practice, home health care, or a hospital setting.
The technology revolution has led to numerous advances in teaching, learning, and research at Rutgers-Newark. The benefits of new technology—to the educational process and to society as a whole—are an exciting component of life at the university.

**A Better Way to Look at the Brain**

A new high-powered (3-Tesla) functional magnetic resonance imaging (fMRI) scanner is providing Rutgers-Newark and the University of Medicine and Dentistry of New Jersey (UMDNJ) researchers a better way to look at the brain. The fMRI provides detailed pictures of specific areas of brain activity, enabling advanced neurological research and development of treatments for brain injury and neurological diseases such as multiple sclerosis, Alzheimer’s, and autism.

One of only five such scanners being used nationwide, this fMRI scanner is housed at UMDNJ’s main campus in Newark, and is jointly owned by Rutgers-Newark and UMDNJ. The acquisition of the 3-Tesla fMRI was directed by Stephen Hanson, associate professor and chair of psychology at Rutgers-Newark, and Benjamin Bly, assistant professor of psychology at Rutgers-Newark, who is also a member of the department of radiology at UMDNJ’s New Jersey Medical School in Newark.

The new scanner has a field strength of 3-Tesla, doubling the highest strength of the scanners available for clinical studies until recently. (Tesla is the measure of power of an MRI scanner.) Approximately $5 million in funding for the scanner, its housing and maintenance, was provided by the State of New Jersey/Commission on Science and Technology, the Ripple Foundation, Rutgers-Newark, and the UMDNJ-New Jersey Medical School Radiology Department.

The fMRI scanner is likely to lead to breakthroughs in understanding the differences between a diseased brain and a normal brain, noted Hanson. This research may lead to novel theories of cognition and behavior as well as the ways they can be disrupted by injury or disease; to new diagnostic methods in neurology; psychiatry, and neurosurgery; and perhaps new therapies for a variety of neurological and psychological conditions.

Functional magnetic resonance imaging was developed in 1990 when a researcher at Bell Laboratories discovered that differences in blood oxygen levels could be used to provide indirect indications of human brain activity. Since the fMRI scanner shows how the brain functions, researchers can evaluate how normal brains compare to diseased or injured brains.
Smart Classrooms
With funding from university resources, the Equipment Leasing Fund, and the Higher Educational Capital Improvement Program, Rutgers-Newark has continued to add “Smart Classrooms” throughout the campus. These classrooms are equipped with desktop computers, VCRs, DVDs, writing visualizers, and internet access which are located in a podium or adjacent media room. This gives instructors and students access to vast sources of information. Currently, 37 of these classrooms are available on campus, and 18 more will be completed by the end of next year. The goal is to add this technology in all of the more than 100 campus classrooms by 2004.

Wireless Access
Faculty and students of the Rutgers Business School are now enjoying wireless internet access from just about anywhere in Engelhard Hall or the Management Education Center. The limitations imposed by traditional computer work stations disappear with the addition of a wireless card to a laptop computer. Now, students can sit in Esterly Lounge, for example, and check emails and stock prices, or work on group projects. This new capability will serve as a model for similar wireless access elsewhere on campus.

Classrooms without Walls
Software like Blackboard™ is radically changing how teachers teach and how students learn. This web-based course management software program is being widely implemented at Rutgers-Newark.

Blackboard™ contains numerous features for online interaction between faculty and students, including course management tools to provide students with syllabi and assignments. Other capabilities include real-time course announcements, personalized course calendars, asynchronous discussion boards, virtual chat with whiteboard, course-related external links, digital drop box, online assessments, email capability, and group project areas. The Rutgers-Newark Teaching Excellence Center is providing Blackboard™ training to faculty members and academic departments.

Simulating Real Health Crises
This year, the College of Nursing became one of the first nursing programs in the country to offer improved training in patient-care techniques with a computer-based patient simulator. Students can now experience realistic medical scenarios such as trauma, cardiac arrest, and airway obstruction with the simulator known as Laerdal SimMan. Catheterizations, intubations, injections, and treatment of complex wounds can also be practiced on the simulator. When students perform nursing interventions, SimMan responds, allowing students to practice skills and think critically in a realistic situation. If the student does not follow protocol, the simulator demonstrates an adverse clinical outcome.
The Economic Impact of Higher Education

The four public institutions of higher learning in Newark—known as the Council for Higher Education in Newark, or CHEN—have continued to fuel the city’s renaissance, significantly impacting the economy of the city and region. A study released in Fall 2001 evaluated the collective impact of Rutgers-Newark, New Jersey Institute of Technology (NJIT), UMDNJ, and Essex County College. According to the report, CHEN is among Newark’s largest employers and, if viewed as a business, would be a $1.1 billion corporation with more than 11,800 employees, $480 million in payrolls and almost 40,000 students.

The $1.1 billion spent by the schools on labor, materials, and services has a ripple effect that benefits nearly every aspect of the state’s economy. In 2000, the schools’ total spending of $1.1 billion generated more than $2.6 billion in spending.

The total impact of CHEN’s operations also generates 24,558 jobs in New Jersey, of which almost half are in Essex County. Most of these jobs are located in Newark, and 40 percent of those workers live in Essex County. CHEN capital investments between 1990 and 2000 generated a total of $923 million in spending and 7,843 construction-related jobs throughout the state. Investments planned for 2001-2005 are expected to generate $918 million in spending and 7,801 jobs in New Jersey.

The most far-reaching project is the development of University Heights’ Science Park. Now one-third completed, the development plan encompasses one million square feet of building space for research, technology, business start-ups and offices. Science Park plans include housing units, child-care centers, retail space, and a Science High School for Newark.

In May, the development took a major step forward with the opening of The International Center for Public Health, considered to be the heart of Science Park. The $78 million facility now houses the Public Health Research Institute, which was lured to the Garden State from Manhattan. The center’s two other tenants include UMDNJ’s National Tuberculosis Center, and the New Jersey Medical School’s Department of Microbiology and Molecular Genetics. The center brings together more than 200 scientists and clinicians who are leaders in their respective fields and who will be collaborating with the CHEN institutions.

Improving the Quality of Life

The impact of CHEN goes far beyond dollars and cents. The four schools have been a dynamic force in Newark’s revitalization, turning it into a vibrant college town. Thousands of students graduate each year from the colleges, joining the workforce as doctors, dentists, nurses, engineers, architects, computer scientists, lawyers, teachers, accountants, social workers, public administrators, and executives.

In addition, the schools have a long record of invigorating the neighborhood with new facilities,
physical improvements, and community outreach programs. According to a report released by the Newark in the 21st Century Task Force, CHEN provides the city with the higher education institutions and healthcare services that are crucial to Newark’s future growth. The task force, a blue-ribbon civic group that examined Newark’s current position and future prospects, confirmed CHEN’s role as an anchor in Newark’s infrastructure and in the city’s overall economic development strategy.

Among the direct services CHEN members provide to benefit their community and the state are job training, employment services, family support programs, health education, and the use of school facilities by community groups. Extensive health care services provided by CHEN schools also directly benefit the community.

Research is a primary focus of CHEN, and tens of millions of dollars in research grants are awarded to CHEN institutions each year. The diverse research initiatives include genetic research; and research on such topics as medical disorders including autism, cancer, tuberculosis, and septic shock syndrome; transportation issues; and the environment.

Exploring the Issues of Urban Revitalization

Rutgers-Newark was a natural place to host an Urban Revitalization Conference attended by state legislators and officials, business and community leaders, and members of the media this past spring. The event focused on prospects and challenges of economic revitalization of New Jersey’s urban centers. Distinguished panelists discussed issues such as urban culture and history, master plans, strategies for redevelopment, smart growth, and enterprise zones. The conference was the first in a series of public policy conferences offered as part of Rutgers University’s ongoing service mission.

Panelists included Professor Clement Price, director of the Institute on Ethnicity, Culture and the Modern Experience; Professor Dennis Gale of the Joseph C. Cornwall Center for Metropolitan Studies, who gave broad overviews of the history, plans, and policies impacting urban revitalization; and John Petillo, president and CEO of the Newark Alliance, and a visiting lecturer at Rutgers-Newark’s Department of Public Administration, who focused on the effective strategies of the Newark Alliance. Richard Harris, director of the Walter Rand Institute for Public Affairs at Rutgers-Camden, discussed growth and regional planning in South Jersey, and Brenda Hopper, director of the New Jersey Small Business Development Center, spoke about the vital role small businesses and start-ups play in urban revitalization.
Local and Global Community Engagement

Introducing the Prudential Business Ethics Center

This year, Rutgers Business School established The Prudential Business Ethics Center at Rutgers to foster a continuing dialogue with executives, students and consumers on the theory and practice of ethics in business. The center, which was established with $600,000 from The Prudential Foundation, is building on one of the nation’s strongest faculties for business ethics.

Edwin M. Hartman, a professor at Rutgers Business School and in the Department of Philosophy, was named director. The center will host conferences and lectures, support scholarship and teaching, and offer consultation and ethics training to corporate and small businesses.

“With the founding of the center, we are making a great stride toward increasing the focus on ethics as a forethought in how we conduct ourselves in the community, academia, business, and society as a whole,” said Arthur F. Ryan, CEO of Prudential Financial.

Why Us? Why Here? What Now?

The Rutgers Institute on Ethnicity, Culture, and the Modern Experience collaborated with New Jersey Network (NJN) public television to produce two televised town meetings that examined the impact of September 11, 2001. “Why Us? Why Here? What Now?”, explored “the new realities, indeed the new anxieties, related to color, culture, national origin, and globalization as a result of September 11,” said Clement A. Price, Rutgers University Board of Governors distinguished service professor of history and director of the institute. The programs brought together a panel and audience of individuals from arts, cultural, civic, and educational institutions; students; and concerned New Jersey citizens. Panelists included Richard Langhorne, director of The Center for Global Change and Governance (CGCG); law professors from New York Law School and Howard University; and author/activist Robin Morgan.

One of NJN’s goals was to “help our communities come to terms with the tragic events of September 11 and better understand the impact they have had on our lives,” explained NJN Executive Director Elizabeth Christopherson.

A Renewed Focus on Urban Education

Alan Sadovnik, chair of the Education and Academic Foundations Department, is expanding upon the campus’ commitment to urban education. He is working with the New Jersey Coalition of Essential Schools to create an urban teacher corps, improve professional development
for teachers, and assist Abbott schools. He is also an advisor to the New Jersey Chapter of Teach for America, which places top-ranked recent graduates as teachers in urban schools, and with both the Education Law Center and the Institute of Education, Law and Policy at Rutgers School of Law-Newark. His department is working with Teach for America to develop a field-based master’s in education that enables recipients to connect research, theory, and practice while teaching.

Roberta Schorr, assistant professor, Education and Academic Foundations, is collaborating with the Newark Public Schools to improve K-8 mathematics through professional development for Newark teachers and administrators, after-school centers, and parental support; while her colleague, Jeffrey Kidder, assistant professor, is directing two highly successful Newark school initiatives aimed at improving science education. One initiative provides intensive courses and lab work for middle-school students, the other partners R-N graduate students with Newark school students to improve their science knowledge.

**Bringing Clinical Legal Education to Russia**

Rutgers Law School-Newark is sharing its 30-year tradition of clinical legal education with three law programs in Russia. The initiative is part of the Eric R. Neisser Public Interest Program and is supported by a three-year State Department grant for the development of legal clinics in Russia.

This year, Marcia Levy, clinical professor and director of the Eric R. Neisser Public Interest Program, and Frank Askin, professor and founder of the law school’s Constitutional Litigation Clinic, each visited law programs in Russia. In addition, two law professors from Russia spent two weeks at the Rutgers Law School-Newark. They observed how law students, under the guidance of their clinic supervisor, are trained to represent clients in all phases of litigation.

**Honors College Students Help Newark School Children Dream Big**

Twenty Rutgers-Newark Honors College students inaugurated a new program tutoring fourth-graders from Newark’s 13th Avenue School throughout the academic year. The program sought to help the fourth-graders boost their standardized test scores.

As an added bonus, the interaction between the Honors College students and the youngsters inspired the children to set ambitious personal goals for their current and future educations. Toward this end, the program ended with a special “Kids Day on Campus” for the fourth-graders, who got a taste of college life. The Honors College program also donated 200 books to the 13th Avenue School.
Breaking New Ground in Science Research

A Landmark Study of Normal Brain Development

It may be one of the last uncharted territories on earth—the human brain. Only in recent years have scientists begun to decode the complex workings of our brains, with the assistance of technological advancements such as magnetic resonance imaging (MRI) and sophisticated computer analysis. In the last decade researchers at the Rutgers-Newark Center for Molecular and Behavioral Neuroscience (CMBN) have made a major contribution to this new body of knowledge.

“We know so little about early brain development,” notes April Benasich, assistant professor of neuroscience at CMBN. Despite years spent researching brain function in babies and children who suffer from various kinds of impairment, Benasich says that much is still unknown about the normal functioning of the brain in the early months and years. “In order to understand thoroughly what’s abnormal, you have to first understand what is normal,” she explains. A comprehensive study of normal brain development in infancy and early childhood has never been undertaken—that is, until now.

The study “Increasing Human Potential” came into being this past year. This large-scale project, sponsored and funded by the Santa Fe Institute (a private, independent multidisciplinary research and education center) will allow the testing of hypotheses about the nature and time scale of changes in brain structure and function across development and will attempt to link the behavioral milestones (in language, cognition, and social domains) that are thought to accompany such changes. Normal brain development will be followed in two groups of children, infants and adolescents, over a five-year period. Brain development and reorganization are most dramatic at these two times of life.

Benasich and her lab associates at Rutgers-Newark are working with colleagues at UCLA, U.C. San Diego, University of Washington, University of Illinois, and the Montreal Neurological Institute, with each research location contributing to different aspects of the study. At Rutgers-Newark 80 normally developing children will be examined. Advanced technological imaging and analysis tools will be employed for hard data, and the study will also conduct evaluations of the infants’ home environment, taking into account socio-economic factors, and behaviors with parents and care-givers.

The base of knowledge created by the $15 million Santa Fe Institute project will “set up normative milestones and benchmarks to establish which children are at-risk,” says Benasich. “This in turn will lead to the development of assessment tools and intervention...
techniques to ensure that all children, and the adults they will become, reach their maximum potential.”

**Developing New Ultraviolet Lamp Technology**

A new method for producing ultraviolet (UV) light has been patented by an international team of university researchers in New Jersey and Germany, led by Rutgers-Newark Physics Professor Daniel Murnick. The far-reaching technology is expected to contribute to major advancements in the semiconductor industry, where UV light has its largest commercial application.

With colleagues at The Technical University in Munich, Murnick developed a system that provides a much more energy efficient UV light source with higher power and lower maintenance than conventional UV light sources. The UV light source developed by Murnick and colleagues uses a shorter wavelength than ambient UV light, and provides the potential for major industrial and commercial applications. The research team has been granted two patents for the basic technology and its laser application. A third patent is pending for large area UV lamp technology.

The UV light source developed by Murnick and colleagues uses a shorter wavelength than ambient UV light, and provides the potential for major industrial and commercial applications. The researchers made this discovery while investigating a new type of UV laser, similar to those used during corneal surgery.

Semiconductors are the basic material utilized in electronic devices for telecommunications and computer technology. Deep UV light sources are also used for sterilization of equipment in hospitals, the production of ozone for drinking water purification, and in other industries.

Murnick noted that the new UV light source offers several benefits over traditional sources because it remains near room temperature during operation, and it can be custom built to fit its intended use. It also uses electricity more efficiently than current UV technologies.

The research team has been granted two patents for the basic technology and its laser application. A third patent is pending for large area UV lamp technology. Funding for the project was provided by the National Science Foundation and other sources.

**Breaking the Code of Brain Cell Communication**

Research by Rutgers-Newark Neuroscience Professor György Buzsaki was featured recently in the journals *Nature* and *Science*. Buzsaki’s work is leading to a clearer understanding of how cells communicate—the neuronal code—in the brain’s hippocampus, and help form memories.

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Buzsaki noted that the old-fashioned assumption about brain development was that in the absence of external stimuli the environment imposes its effect by way of inputs, and the inputs determine how the connections are wired.
Spectroscopy Reveals the Working Methods of Enzymes

Rutgers University Board of Governors Chemistry Professor Frank Jordan is using nuclear magnetic resonance (NMR) spectroscopy to map out structures of proteins, enzymes, and enzymatic reactions. His research has critical implications for discovering chemical processes that underlie critical human biological reactions.

Using NMR, Jordan is able to view digestive enzymes similar in structure and function to those involved in blood coagulation. In developing this kind of understanding of enzymatic reactions, scientists are closer to identifying a drug that interrupts the biological chain reactions that occur during a heart attack or stroke. Enzymes are basically proteins that speed up biochemical reactions.

Many enzymes can be studied using NMR spectroscopy. NMR spectroscopy analyzes the physical characteristics of molecules by determining their absorption of radio frequency energies when placed in a magnetic field. The precise frequency absorbed depends on the structure of the molecule that contains the nuclei. This absorption response enables chemical structures to be mapped out using NMR.

In addition, Jordan is using mass spectroscopy to study enzymes in bacteria. Mass spectroscopy is a process whereby molecules are electrically charged and then separated in a vacuum chamber according to their charge-to-mass ratio. Jordan uses mass spectroscopy to detect changes in the mass of enzymes when they are subjected to other molecules. Recent advances in instrumentation allow researchers to determine if masses of proteins are interacting, helping to better understand enzymatic reactions.

“This is a fast way to determine if molecules are talking to each other and helps us to map out where molecules interact,” he added.

Jordan’s laboratory’s ultimate goal is to understand how a specific bacterial enzyme works in order to develop new drugs for treatment of diseases such as tuberculosis. “We hope that this may help us develop new methods for creating anti-bacterial (compounds) that enable us to kill the bacteria without killing the human host,” Jordan noted.

This past May, Rutgers-Newark played host to an international group of researchers advancing the state-of-science in molecular research. Organized by Jordan and a conference co-chair at SUNY-Buffalo, the four-day event brought together approximately 80 researchers for the “International Conference on Thiamine: Its Biochemistry and Structural Biology.”
Breaking New Ground in the Arts, Social Sciences, Business, and Law

E-Business Solutions to Controlling U.S. Borders

Controlling traffic at international borders is an issue of growing importance for the United States. A major grant from SAP America, Inc., is funding innovative research on “E-Business Solutions to Border Control Challenges” by Rutgers-Newark Political Science Professor Rey Koslowski.

By examining the consequences of increased security procedures, Koslowski is analyzing e-business solutions for managing the constant flow of people and goods, without choking off international trade and travel. Last year alone, more than 475 million people and 125 million vehicles entered the United States.

“Companies could form public private partnerships with border control authorities to develop transparent systems for tracking regional and commercial traffic. This would allow regulators and enforcement officials to conduct ‘virtual’ audits of inbound traffic,” he explained. “It could be accomplished with computerized logistics systems which track point-of-origin and route information.”

Koslowski’s research also focuses on inter-agency data cross-checking, data mining for historical comparison and for detecting anomalies, possible Enterprise Resource Planning, and e-business solutions.

Returning Take-Over Districts to Local Control

This spring, the New Jersey Department of Education announced a strategy for returning local control of the state’s largest school districts. This plan was based on recommendations in a 240-page report developed by a team of Rutgers-Newark law, education, and public administration experts. The team was led by Paul Tractenberg, a Rutgers University distinguished service professor and Alfred C. Clapp public service professor of law at the Rutgers School of Law-Newark, and director of the Institute on Education Law and Policy. The institute received a $225,000 grant from the New Jersey Department of Education to conduct a study on the results of the takeover approach used in New Jersey, interventions in other states, and “best practices” nationally in the area of state intervention. Tractenberg, an expert on education law, has been at the forefront of the fight for equal education for urban school children for more than 30 years.

The project involved a close collaboration among four Rutgers-Newark units, with support from
Finding Treasures along China’s Silk Road

Annette Juliano, acting associate dean of the Faculty of Arts and Sciences, and former chair of visual and performing arts, curated a stimulating exhibition at New York’s Asia Society. “Monks and Merchants: Silk Road Treasures from Northwest China, 4th-7th Century,” heralded the reopening of the Asia Society’s galleries in late fall 2001, and is touring the United States before the items return to China in fall 2002.

Juliano, a renowned scholar of Asian art, and her collaborator, Judith Lerner, assembled 120 spectacular artifacts that show the interaction of religion, trade, and culture along China’s Silk Road in the Northwest. The collection includes objects that were produced in foreign countries and found their way to China, as well as Chinese artifacts that show strong Western influence. The materials had never before been exhibited outside of China.

Curating the exhibit was only one part of Juliano’s task; she also wrote the bulk of the exhibition catalog (Harry N. Abrams, 2001) and took many of the color photographs.

Evaluating Urban Fiscal Health

Northern New Jersey has emerged as one of the most urbanized regions in the country. To better understand this trend and its economic, social, and political consequences, Gerald Miller, professor of public administration, has completed a fiscal analysis of the state’s five largest cities—Newark, Jersey City, Trenton, Elizabeth, and Paterson—comparing them to each other as well as to other similar industrial cities in the east. The study was funded by the Joseph C. Cornwall Center for Metropolitan Studies at Rutgers-Newark.

Miller found that in Newark, there are areas for concern, since strong fiscal health is the cornerstone for urban revitalization. Newark struggles with a narrow tax base, low collection rates, and pressure for greater current spending. In addition, there is a need for a revaluation of property. The financial condition of Newark does suggest advantages, however. The city has a relatively moderate overall tax burden. With its diverse tax base, Newark is able to weather economic change better than cities such as Akron, Buffalo, Cleveland, and Pittsburgh.

“To continue Newark’s renaissance, leaders in both the public and private sectors must find ways
to stabilize and enhance the city’s fiscal base,” Miller explained.

**East/West Music Exchange**

Music Professor John Floreen once again was invited to teach and conduct at the Sichuan State Conservatory of Music in Chengdu, China, this summer. He spent a month at the conservatory, expanding on the work he had done during his initial visit in spring 2000.

Floreen’s goal was to create a “typically Western type of choir program.” Working with a translator, he assembled and rehearsed both a mixed chorus and a women’s chorus, taught conducting and Western choral repertoire, and, at the end of the semester, directed his students in a well-received concert performance of American and European music, along with some Chinese folk songs he had arranged.

On both occasions, Floreen was a guest faculty member, under the auspices of the United Board for Christian Higher Education in Asia.

**Mathematical Probability in Financial Markets**

Derivatives are a complex and risky financial investment whose value is based on the prices of other financial securities. Many investors become painfully aware that their pricing is an imperfect science. But Professor Glenn Shafer, Rutgers Business School, working with Vladimir Vovk of the University of London, seeks to correct that by proposing a new derivative that would actually pay dividends based on the volatility of the stock.

Their research, which appears in *Probability and Finance: It’s Only a Game* (Wiley, 2001), puts forth remarkable new ideas about mathematical probability and its applications, especially in finance theory. It leads to new proposals for organizing markets in options and derivatives and casts light on the capital asset pricing model, which is the foundation for much of the investment advice given by analysts. Further, they show how game theory provides an alternative to measure theory—the mathematical foundation for probability that has held sway for the last 50 years.

**What Triggers Teen Violence**

April 20, 1999, is a day that most parents will never forget—it was the day of the horrific events at Columbine High School in Littleton, Colorado. Littleton seemed to be a safe environment to raise children. Yet, something pushed these adolescents to kill, and set off a subsequent chain of similar events around the country.

The issue caught the interest of U.S. Congressman James Greenwood from Pennsylvania who was the force behind new legislation requiring the National Academy of Sciences’ National Research Council (NRC) to study these events. The NRC organized a panel of experts, including Mercer Sullivan, associate professor at the School of Criminal Justice, to recommend a specific approach.

“The panel agreed on a series of six in-depth case studies that looked at incidents of multiple shootings in a school,” Sullivan explained. The studies were published together this year in *Deadly Lessons: Understanding Lethal School Violence* (National Academy Press). Sullivan was the lead author of the chapter on the shooting in Rockdale County, Georgia, and the methodological chapter on the scientific foundations of case studies.

The incident in Rockdale County (referred to as Conyers), occurred exactly one month after the Columbine shooting. Six students were wounded; no one was killed. The shooter, Anthony B. Solomon, Jr., was subsequently convicted as an adult and received a long prison sentence. The incident came as a complete surprise to this affluent Atlanta suburb.

“In many of these incidents, the shooters began to show signs of serious mental health problems after the event. Some also had a history of delinquent behavior. However, all were to some degree considered to be normal adolescents,” Sullivan explained.

Sullivan believes that effective parenting measures are likely to be the most successful in addressing adolescent problems.

“Maintaining an open line of communication with kids gives them the opportunity to express their problems and get help,” he said.
New and Notable Books

Rutgers-Newark faculty contributions in scholarly and general publications abound. Following is a sampling of books written or edited by members of the Rutgers-Newark faculty during the past academic year.


Tara Huczek, history, *One Thousand Years of Ukrainian Social and Political Thought* (Dnipro Publishers, 2002), editor, a nine volume series.


John Leubsdorf, School of Law, *Civil Procedure* (Foundation Press, 2001), co-authored with Fleming James, Jr. and Geoffrey C. Hazard, Jr.


Henry Martin, visual and performing arts, *Jazz: The First 100 Years* (Wadsworth/Schirmer, 2002), co-authored with Keith Waters.


What lies beneath the city—remnants of buildings, tools, burial grounds, garbage dumps and the like—provided Cantwell with a wealth of clues about the native and European settlers who came and went over the millennia, leaving their permanent mark upon the land, for better or for worse.

*Unearthing Gotham* begins with the Paleo-Indians and then traces the area’s growth to the more recent colonial past. Cantwell’s book, researched and written over a 10-year period, paints an especially vivid portrait of the last few centuries of New York life, sharing insights gleaned from examining sites ranging from old structures to shell and garbage heaps to privy pits.

“Archaeology is an attempt to construct a collective memory and to remember those who have gone before us,” says Cantwell. “From studying the past, we can learn to appreciate the sacrifices of others. We can see how past generations suffered terrible catastrophes as well as great triumphs. And through it all, there is the resilience of the human spirit,” she explains. “The human spirit endures, and people adapt. Life goes on, in different ways. It’s a powerful lesson—the past is powerful—with meaning for today.”
Events and Achievements

Celebrating 20 Years of Vision and Accomplishment

Following Rutgers-Newark Provost Norman Samuels’ announcement that he would retire as provost and return to the faculty, the campus came together with a series of tribute events honoring his 20 years as provost. Each program highlighted a different aspect of the significant achievements made during Dr. Samuels’ tenure, and the impact he has had on the campus and the greater community.

The 30th anniversary of the Paul Robeson Campus Center was commemorated in February with a reenactment of Paul Robeson, and a dialogue with Paul Robeson, Jr., who spoke eloquently about his father’s life and ideas. During the celebration, Samuels received the Distinguished Service Award from the Robeson Campus Center.

In March, the Institute on Ethnicity, Culture and the Modern Experience hosted a program at the Newark Museum, featuring a lecture by Kenneth Jackson, Barzun professor of history and social science at Columbia University. Jackson’s topic was “Public Order and Urban Decline in Newark: 1960-1995.”

“Diversity Dialogues: Exploring Diversity at Rutgers-Newark,” was presented in April. Faculty, former students, and community leaders discussed their experiences and commented on Dr. Samuels’ role in diversifying the campus and making higher education accessible to minorities.

The Rutgers University Chorus, led by Professor of Music John Floreen, performed a concert in Dr. Samuels’ honor in late April. The selections were chosen to reflect the campus’ diversity.

The first Norman Samuels Annual Research Day debuted in May. Several members of the Rutgers-Newark faculty gave short presentations on their work. The event provided an overview of the depth and breadth of world-class scientific, social science, business, and legal research conducted on the Newark campus.

A June gala was the culmination of the tribute to Provost Samuels. Nearly 500 attendees, including Rutgers-Newark faculty and staff, leaders from the private and public sectors, and Rutgers alumni, gathered at the Golden Dome Athletic Center for an elegant evening in honor of Provost Samuels and his outstanding contributions to the university.

New Leadership

Steven J. Diner, dean of the Faculty of Arts and Sciences, took over as Acting Provost in July. Since coming to Rutgers-Newark in 1998 as dean and as history professor, Diner has forged partnerships with diverse institutions in the city, fostered urban research, and developed a strong campus focus on urban education.

Diner has significantly expanded enrollments and created a thriving Honors College emphasizing internships, experiential learning and original research. In 2000, he established the Joseph C. Cornwall Center for Metropolitan Studies with a $2.4 million gift from the Fund for New Jersey.

Felissa R. Lashley was named dean of the College of Nursing. In her previous position, she was dean and professor at Southern Illinois University’s School of Nursing, and clinical professor of pediatrics at Southern Illinois University’s School of Medicine. Lashley’s appointment follows the retirement of former

Dean Hurdis M. Griffith who helped the college make significant strides in strengthening its faculty, and undergraduate and graduate programs, as well as increasing its external research funding.

Marcia Wilson Brown has been appointed associate provost for student affairs and community outreach at Rutgers-Newark. Brown will oversee all aspects of student affairs on the campus, and will also be engaged in increasing the university’s involvement in the external community.

dt ogilvie was appointed associate provost for information technology strategy. As chief technology officer for Rutgers-Newark, ogilvie leads campus-wide planning and implementation of initiatives in computing and information technology development.

Gary Roth was named associate provost for graduate studies and enrollment management for Rutgers-Newark. Roth will lead a major effort to expand enrollments and will also coordinate undergraduate and graduate student academic and support services. He will continue his involvement with the many graduate programs that Rutgers-Newark offers with its University Heights partners.

Edward G. Kirby was appointed acting dean of the Faculty of Arts and

Provost Norman Samuels (right) presented The Honorable Shirley Chisholm, U.S. Representative, (retired) with an honorary degree during the commencement ceremony for NCAS and UC-N.
and commitment to promoting diversity at Rutgers and in society. The program is a nationally recognized model for educating and preparing minorities and disadvantaged students for a law career.

Commencement Honors
The Honorable Shirley Chisholm, U.S. Representative (retired), received an honorary degree and addressed the graduates during the commencement ceremony for the Newark College of Arts and Sciences (NCAS) and University College (UC-N). Chisholm, an outspoken and widely admired advocate for the rights of women and minorities, established her place in history in 1968 when she became the first black woman to sit in the U.S. House of Representatives.

Saul Fenster, outgoing president of NJIT, also received an honorary degree during the NCAS/UC commencement ceremony for his leadership in transforming NJIT into a nationally ranked university, and for his support of higher education in New Jersey. In addition, he addressed the graduates of Graduate School-Newark and the School of Criminal Justice during their commencement ceremony.

The Honorable Jon S. Corzine, U.S. Senate, addressed the School of Law’s commencement at the New Jersey Performing Arts Center.

Equity in Urban Education
The special needs of urban students vs. the needs of suburban children were explored during a spring 2002 “Conference on Equity and Excellence in Metropolitan Education.” Participants included leading legal, educational, business, and political experts as well as ethicists and health care providers who debated the issues surrounding the problems in urban school districts. The forum was presented by the Rutgers-Newark Philosophy Department, the New Jersey Medical School-UMDNJ, the Joseph C. Cornwall Center for Metropolitan Studies, and the Prudential Business Ethics Center at Rutgers Business School.

In June, Rutgers-Newark hosted the “Mid-Atlantic Sustainability Conference: Energy, Buildings and the Bottom Line.” The conference explored many of the issues facing businesses today, including how to make buildings more energy and cost efficient; how businesses and other organizations can reduce their environmental impacts and environmental costs; and how the mid-Atlantic region can make a necessary and dramatic transition toward cleaner, more secure energy sources.

Mary Lou Williams Collection at the Institute of Jazz Studies
Mary Lou Williams is considered one of the most gifted but under-appreciated figures in jazz, and was one of the first women in the field to be taken seriously by her male counterparts. Her repertoire embraced boogie-woogie, blues, swing, be-bop and beyond. The Mary Lou Williams Collection, housed in Dana Library’s Institute of Jazz Studies (IJS), was donated by Williams’ last manager, Father Peter E. O’Brien.

This year, IJS completed processing the extensive collection, now easily accessible to the public in a central repository. More than $165,000 in grants from the National Endowment for the Humanities made it possible for the IJS to preserve and provide access to the musical manuscripts, personal papers, news clippings, photographs, audiotapes, and videos pertaining to Williams. The Williams materials constitute the largest collection ever received at the Jazz Institute.
Kevin Mosca (left), a junior majoring in biology, hopes to attend medical school at UMDNJ. Mosca, who is also in the Honors College, has received several scholarships for his outstanding academic performance, including an Amelior Foundation Scholarship and a Provost’s Scholarship. He also received the Cynthia Kastner scholarship which was endowed by Cynthia Kastner (right), NCAS ’71, to provide financial assistance to undergraduate students.

The Honorable Herbert Abrams
ADF, Inc.
Beverly Walker Aisenbrey
Albert B. Kahn Foundation
Alcoholic Beverage Medical Research Foundation
Alfred P. Sloan Foundation
American Chemical Society
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John H.C. Anderson
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Margaret F. Black, Esq.
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Norman Samuels Endowed Scholarship Established
Norman Samuels, outgoing provost of Rutgers-Newark, was honored with the establishment of the Norman Samuels Endowed Scholarship, formally announced at the Tribute Dinner held in his honor in June. The scholarship will provide tuition assistance for undergraduate and graduate students with financial need and outstanding academic potential. To date, the scholarship has been endowed by more than $100,000 in gifts from Samuels' colleagues at Rutgers-Newark, including faculty and staff, as well as other members of the higher education community, businesses in the city and state, and numerous individuals.
External Grants:

Science, Health, Technology

Selected Grants of $50,000 and above

Nabil Adam, director, CIMIC, $1,600,000 from the New Jersey Meadowlands Commission for the establishment of the “Meadowlands Environmental Research Institute”; $75,000 from the U.S. Environmental Protection Agency, Region II, for “Two Workshops on Advanced Technologies in Real-Time Monitoring and Modeling for Drinking Water Safety and Security”; and $56,115 from The County of Bergen for the “Watershed Management Area Plan.”

April Ann Benasich, assistant professor, CMBN, $757,500 from The Santa Fe Institute for “The Santa Fe Institute Consortium: Increasing Human Potential.”

György Buzsaki, professor, CMBN, $295,450 from the National Institutes of Health for “Imaging Local Network Activity in Vivo”; and $90,000 from the Human Frontiers Science Program Organization for “Contribution of Network Properties to Formation of Memories in the Hippocampus.”

Elena Galoppini, assistant professor, chemistry, $80,000 from the U.S. Department of Energy for “Long Distance Electronic Interactions at Molecule-Semiconductor Nanoparticle Interfaces.”

Alexander Gates, professor, earth and environmental sciences, $74,936 from the National Science Foundation-Geoscience Education for “Geoscience Education in Public Parks.”

Mark Gluck, associate professor, CMBN, $310,000 from the James S. McDonnell Foundation for “Interdisciplinary Collaborative Consortium on the Cognitive Neuroscience of Category Learning”; and $147,000 from the Fidelity Foundation for “Assessing Mild Memory Impairments Associated with Hippocampal Dysfunction: Computational, Animal, and Human Studies.”

William P. Huskey, associate professor, chemistry, $100,703 from the National Science Foundation for “Acquisition of Instrumentation for Materials Chemistry.”

Maria Kozhevnikov, assistant professor, psychology, $373,044 from the National Science Foundation for “Cognitive Style and Individual Differences in Imagery.”

Gloria J. McNeal, assistant professor, College of Nursing, $301,099, from Health Resources & Services Administration for “Adult Acute Care Nurse Practitioner.”

Wanda Mohr, associate professor, College of Nursing, $55,979 from a subcontract with the University of Pennsylvania/David & Lucile Packard Foundation for “Building Scientifically Valid Systems to Investigate Prevalence and Impact on Child Exposure to Domestic Violence.”

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External Funding at Rutgers-Newark

(in millions of dollars)

Demand for On-Campus Housing at Rutgers-Newark

(100% capacity equals 687 students)

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Federal
Corporate
State
Foundation/Other
Joan I. Morrell, professor, CMBN, $172,161 from the March of Dimes Foundation for “What Factors Create the Maternal Suppression of Preference for Substances with High Abuse Potential, and Can These Factors be Used to Strengthen or Extend Suppression?”

Judith B. Pollachek, assistant professor, College of Nursing, $80,000 from the City of Elizabeth for the “Elizabeth Port Health Center.”

Nancy Redeker, associate professor, College of Nursing, $128,455 from the Health Resources & Services Administration for “Advanced Education Nursing Traineeship Program.”

James Tepper, professor, CMBN, $200,000 from the New Jersey Commission on Higher Education Research Capacity Building Project for “Cellular and Molecular Biodynamics: Imaging.”

Carolyn J. Yocom, associate professor and director, Office of Research and Outreach Programs, $156,244 from the National Institutes of Health for “Rapid Progression RN to Master of Science Degree Program.”

Arts and Humanities, Business, Law, Criminal Justice, and Social Science

Selected Grants of $65,00 and above


Marcia Wilson Brown, dean, Academic Foundations Center, $101,011 from Project GRAD Newark for “Project GRAD Summer Institute 2002.”

Thomas Bryant, lecturer, Rutgers Business School, $65,000 from the New Jersey Department of Treasury for the “New Jersey Small Business and Entrepreneurship Chair Grant.”

Stuart L. Deutsch, dean, Rutgers Law School-Newark, $300,000 from the New Jersey Department of the Treasury for “Student Scholarships, Faculty Research, and the Public Interest and Clinical Programs.”

Edwin M. Hartman, professor, Rutgers Business School, $200,000 from The Prudential Insurance Company for the “Prudential Business Ethics Center.”

Robert Holmes, clinical professor, Rutgers Law School-Newark, $300,000 from the U.S. Department of Education for the “Rutgers-Newark Community Law Program.”

Marc Holzer, professor and chair, public administration, $530,310 from Alfred P. Sloan Foundation for “Curricula for Citizen-Based Performance Assessment of Local Services”, and $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, Rutgers Business School, $2,350,461 from the U.S. Small Business Administration and $500,000 from the N.J. Commerce & Economic Growth Commission for “New Jersey Small Business Development Center”; and $100,000 from the U.S. Small Business Administration for the “Federal and State Technology Partnership Program (FAST).”

George Kelling, professor, School of Criminal Justice, $159,269 from U.S. Department of Justice for “Community Policing in Northern Ireland: The Civic Project.”

Jeffrey Kidder, assistant professor, Department of Education and Academic Foundations, $300,000 from the Coca Cola Foundation for “Project M.O.S.T.: Middle-School Opportunities in Science and Technology.”
Rey Koslowski, professor, political science, $100,000 from SAP Americas for “SAP Across the University,” and $57,421 for “E-Business Solutions to Border Control Challenges.”

Marcia Levy, clinical professor, Rutgers Law School-Newark, $185,344 from the U.S. Department of State for “A New Hampshire/Vologda Partnership in Pursuit of the Rule of Law Curricular Development, Institutional Building, and Outreach.”

Jacob Sturm, associate professor, math and computer science, $83,970 from the National Science Foundation for “Stability and Finiteness Problems in Analysis.”

Connie R. Wibrowski, assistant dean, Academic Foundations Center, $170,000 from Lucent Technologies Foundation for “Lucent Project GRAD-Summer Institute”; and $100,000 from Lucent Technologies Foundation for “Saturday Academy SAT Preparation and Research.”

Strategic Resource and Opportunity Analysis (SROA) Awards to Newark Campus Initiatives:

György Buzsaki, professor, and Denis Paré, assistant professor, CMBN, $115,000 for “Monitoring Neural Activity in Brain Systems.”

Doina Ganea, professor, and Wilma J. Friedman, assistant professor, biology, $100,000 for “Tracking Molecules through Imaging.”

Marc Holzer, professor and chair, public administration, $20,000 for E-Governance Institute.

Annette Juliano, professor, visual and performing arts, $15,000 for “Teaching of Video: Enhancement of Technology Applications to the Arts.”

Leslie Kennedy, dean, School of Criminal Justice, $25,000 for “Information Technology: Applications for Crime Mapping.”

Rey Koslowski, professor, political science, and Richard Langhorne, co-director, Center for Global Change and Governance, $40,000 for “Border Control and Homeland Security.”

Clement A. Price, professor, history, $45,000 for the Institute on Ethnicity, Culture and the Modern Experience.

Paul Tractenberg, professor, Rutgers Law School-Newark, $40,000 for the Institute on Education Law and Policy.

New Degree Program
Responding to the rapidly growing field of research into brain disorders, learning and memory, Rutgers University and UMDNJ are collaborating to offer an integrative neuroscience Ph.D. program on their Newark campuses. The program prepares students for neuroscience careers in the academic, medical and research fields.

Student Population Diversity at Rutgers-Newark (during the 2001 academic year)

- American Indian/Alaskan Native
- Asian/Pacific Islander
- African American
- Hispanic/Non Puerto Rican
- Puerto Rican
- White
- Other

Faculty at Rutgers-Newark (during the 2001 academic year)

- Faculty of Arts and Sciences – Newark
- Rutgers Business School
- School of Law – Newark
- College of Nursing
- Other
- School of Criminal Justice
Students (2001): 6,118 undergraduate and 3,484 graduate; 54% women; 57% full-time
Faculty: 428 full-time faculty members (494 faculty lines), 99% with Ph.D. or J.D.
Facilities: 31 buildings on 35 acres in downtown Newark, New Jersey
Research: $19.5 million in 2001/2002
Ranking: Rutgers-Newark is ranked among the top doctoral-granting national universities and number one for student diversity by *U.S. News & World Report*.
Colleges and Schools: Newark College of Arts and Sciences, University College-Newark, College of Nursing, School of Criminal Justice, School of Law-Newark, Rutgers Business School-Newark and New Brunswick, Graduate School-Newark

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

Francis L. Lawrence, university president, Ph.D., Tulane
Steven J. Diner, acting provost, Newark campus, and acting dean, Graduate School-Newark, Ph.D., University of Chicago
Stuart Deutsch, dean, School of Law-Newark, J.D., Yale
Felissa R. Lashley, dean, College of Nursing, Ph.D., Illinois State University
Leslie W. Kennedy, dean, School of Criminal Justice, Ph.D., University of Toronto
Edward G. Kirby, acting dean, Faculty of Arts and Science-Newark, Ph.D., University of Florida
Howard Tuckman, dean, Rutgers Business School, Ph.D., University of Wisconsin

**Centers and Institutes**

Center for Global Change and Governance
Yale Ferguson, Ph.D., Columbia, and Richard T. B. Langhorne, M.A., Cambridge, co-directors

Center for Information Management, Integration, and Connectivity
Nabil Adam, Ph.D., Columbia, director

Center for Molecular and Behavioral Neuroscience
Ian Creese, Ph.D., Cambridge, and Paula Tallal, Ph.D., Cambridge, co-directors

Institute on Ethnicity, Culture and the Modern Experience
Clement A. Price, Ph.D., Rutgers, director

Joseph C. Cornwall Center for Metropolitan Studies
Marc Holzer, Ph.D., University of Michigan, interim director

The Prudential Business Ethics Center
Edwin M. Hartman, Ph.D., Princeton, director

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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.