

Chair's Report
New Brunswick Faculty Council
2019-2020

The New Brunswick Faculty Council (NBFC) has a structure to represent all units at the New Brunswick organization at the Rutgers University. There are 85 seats allocated for 14 units. In 2019-2020, 61 members have represented their units at the NBFC meetings as given in Table 1. The full list of members, their contact information, and the committees in which they have served are given at the following URL: <https://nbfc.rutgers.edu/members>.

Table 1: NBFC structure and current representatives from the units.

Unit (Schools, Libraries, PTLs/NTTs)	Seats allocated	Members represented
BSPPP	2	2
GSAPP	1	1
GSE	3	1
Libraries	2	2
MGSA	4	2
RBS	6	5
SAS	34	22
SCI	3	2
SOE	7	7
SEBS	15	10
SGS	2	2
SMLR	2	2
SSW	2	1
PTLs/NTTs	2	2

The NBFC usually schedules 7 full meetings to be held in the months of September, October, November, January, February, March, and April. The meetings are held on Fridays from 12:00 pm until 3:30 pm. In 2019-2020, all of the NBFC full meetings have been held in-person until February 28, 2020. The NBFC full meeting of March 13, 2020 was cancelled due to health emergency COVID-19 pandemic. The NBFC full meeting of April 24, 2020 was held on-line using Cisco WebEx Meetings' virtual meeting platform. The minutes of the meeting will be available by September 25, 2020.

As the Chair of the NBFC, I have requested a meeting with New Brunswick Chancellor Christopher Molloy in early September and met him to discuss the outstanding reports and resolutions awaiting a response from the Chancellor's office. I have also invited him to the first NBFC full meeting to present the administration's report on the NBFC full meeting of September 27, 2019.

New Brunswick Chancellor Molloy designated other university administrators including NB Provost and members of Chancellor's cabinet for attending the NBFC meetings in the remaining meetings of the New Brunswick Faculty Council. The list of presentations with specific topics and updates given by the Chancellor's cabinet members about the administration's report at the NBFC is shown in Table 2.

At the NBFC, we have invited several guests to the NBFC full meeting to present and provide updates on the important matters on graduate student affairs, faculty affairs and curriculum related issues. The list of presentations given by the guests about the specific invited topics at the NBFC is shown in Table 3. The NBFC truly appreciates these guests for their dedication to the shared governance at RU.

Table 2: List of presentation for the administration’s report given at the NBFC.

NBFC Full Meeting	Administration’s Report	Presentation
October 25, 2019	Ben Sifuentes-Jauregui, Vice Provost, RU-NB	Updates on transfer and non-traditional students.
November 22, 2019	Prabhas Moghe, Provost, RU-NB	Review of centers & institutes, research ideation forum.
January 31, 2020	Salvador Mena, Vice Chancellor for Student Affairs RU-NB	Student security, mental health, diversity and inclusion, planning.
February 28, 2020	Prabhas Moghe, Provost, RU-NB	The survey of faculty satisfaction.

Table 3: List of presentation given by the guests on specific invited topics at the NBFC.

NBFC Full Meeting	Guest	Invited Topic
October 25, 2019	Barbara Lee, Senior Vice President for Academic Affairs	Updates on the Evaluation of Teaching Project
October 25, 2019	Monica Devanas, Director, CTAAR Christopher Drue, Associate Director, CTAAR	Workshops at Center for Teaching Advancement and Assessment Research (CTARR).
November 22, 2019	Eileen Kowler, Associate Dean, School of Graduate Studies	Updates on the Graduate School and Student Experience
January 31, 2020	Vivian Fernandez, Senior Vice President for Human Resources and Organizational Effectiveness	Updates on the new UHR program One Source
January 31, 2020	Barbara Lee, Senior Vice President for Academic Affairs	Update on the new policy on Consensual Relationships in Academic Settings

New Brunswick Chancellor Molloy has attended the first full NBFC meeting on September 27, 2019. He presented the administration’s report by introducing NB Chancellor’s cabinet, the goals for 2020 and responding to questions from the NBFC members. At the Athletic Affairs Committee reported that [the committee submitted reports related to the status of athletics program](#) at the University in AY 2018-2019 and has been waiting a response from the NB Chancellor. The meeting minutes of September 27, 2019 are at the URL : <https://nbfc.rutgers.edu/minutes/meeting-minutes-232-2019-09-27>.

In the previous years, the NBFC has issued several reports expressing [concerns about the athletics program](#) at Rutgers University. The reports and resolutions were submitted to the New Brunswick Chancellor for their response on the recommendation and advise provided by the faculty council.

After the announcement of President Barchi’s departure at the end of FY 2020, the university has launched a presidential search process and formed a Presidential Search Committee (PSC) appointing the chair of the Board of Governors Mark Angelson as the chair of the PSC. The NBFC has recommended that a shared governance advisory group to be formed to reach out and offer assistance to the PSC chair.

The faculty council chairs at the University including New Brunswick, Newark, Camden, and Rutgers Biomedical and Health Sciences organizations have worked together to select two representatives from each faculty council. An advisory group was formed with members including Ann Gould and Tugrul Ozel as representatives of New Brunswick Faculty Council, Larry Frohman and Archana Pradhan as representatives of Rutgers Biological and Health Sciences Faculty Council, Perry Dane and Sam Rabinowitz as representatives of Camden Faculty Council, and Fran Bartkowski and Ashaki

Rouff as representatives of Newark Faculty Council. The Shared Governance Advisory has written the following letter to the PSC chair.

We are writing to inform you that we have formed a Shared Governance Advisory group with representation from all four chancellorships that is available to assist the Presidential Search Committee. The Group consists of two faculty members from each of the four Faculty Councils.

An advisory group made up of representatives from the shared governance bodies of Rutgers University can provide essential assistance to the Presidential Search Committee. We believe that we have an obligation to provide this assistance.

In order to identify and recruit the candidate most likely to be a successful, outstanding president; we believe that an advisory group made up of representatives from the shared governance bodies of Rutgers University can provide essential assistance to the Presidential Search Committee. We believe that we have an obligation to provide this assistance.

Robust shared governance is a sine qua non for an effective higher education institution. A university is not likely to succeed or excel in research, teaching, and service without having its faculty actively engaged in the choice of its leaders. The most effective way in which faculty can take part in decision making is through a structure of effective shared governance.

We hope that the Presidential Search Committee will call on this Shared Governance Advisory Group for help with, for example (a) articulating in general terms the qualities that Rutgers should seek in a President, especially given the President's complex combination of roles as a leader, manager, participant in shared governance, and external spokesperson, (b) identifying and recruiting outstanding candidates, (c) evaluating candidates, consistent with requirements of confidentiality, and (d) convincing candidates that Rutgers is a great academic community that will become even greater with the right leadership.

Shared Governance Advisory group

Unfortunately, the PSC has declined to meet with the Shared Governance Advisory group by answering the letter that the PSC includes a number of faculty members selected by the University to seek input from the faculty from these four organizations of the University.

In November/December 2019, the Faculty Council has discussed, debated, and passed [a resolution on the administration of the athletics program at Rutgers University](#) calling for action. The NBFC has never received a response to this resolution from the NB Chancellor's office to this date of the NBFC Chair's annual report.

In January/February 2019, the Faculty Council has discussed, debated and passed [an appeal to the Senate on not consulting with faculty about the implementation of the course scheduling system-Course Atlas](#). The University Senate form an Appeals Panel and conducted hearings. After completing their work, the Panel has decided to uphold the appeal and informed the University President Robert L. Barchi about their decision that the University has implemented the course scheduling system CourseAtlas without sufficiently consulting with the faculty. The Panel advised the outgoing President Barchi that major decisions impacting faculty must involve key representation of faculty in the decision making.

Report of Academic Affairs Committee

The major focus of the committee this academic year, particularly before the current crisis, has been grade inflation at Rutgers over the last 20 or so years. Fortuitously, the ASRAC of the University Senate has been charged with considering this same issue. A number of our AAC members are also members of the ASRAC and so our committee has profited to some extent from their work.

After considerable effort, we were able to obtain data that demonstrated very clearly that there has been grade inflation at Rutgers since the year 1998. Unfortunately, we were not able to obtain data that also demonstrated a correlation between higher grades and certain suspected causative factors. Nevertheless, the experience of some members of the Senate and Faculty Council committees resulted in the proposal of some convincing factors.

An overarching theme was that grade inflation was the result of the increasing corporatization of Rutgers and indeed of higher education in the United States. One major consequence of corporatization is the adjunctification of the faculty.

As ASRAC wrote:

“a substantial fraction of instruction and as a consequence a large portion of grades are provided by adjunct faculty, whose continuing employment is not assured. Many studies have shown that as grades get higher, student evaluations become more positive. As a result, there is a powerful inducement for adjunct faculty who wish to continue being employed, to raise grades in order to raise their student evaluations. The same may be true for full time faculty seeking academic promotion or tenure. Rutgers has been accused of giving inappropriately heavy weight to student evaluations of teaching in personnel decisions.”

Among other factors that we noted are the commodification of instruction as a result of the RCM budget model and the use of a robotic scheduling system that does not take into account relationships between enrollment and scheduling.

The AAC expects to continue its work in this area next year and to develop a set of recommendations to minimize and perhaps reverse some of the existing grade inflation.

The AAC considered a number of other matters this year. Various initiatives by the administration to increase the teaching loads of tenured and tenure track faculty raised alarm about the impact this change would have on the research profile of Rutgers. A matter held in abeyance several years ago resurfaced, the proposal to change to test (SAT/ACT) optional admissions. In previous years, we were advised by knowledgeable sources that such a policy could not be implemented at Rutgers as long as Barchi was the president. Now that a new president is arriving in July, we are supporting the initiative of the EC to include this matter in a letter to incoming President Holloway.

Again, these other matters will continue to occupy the committee’s attention during the coming year.

Respectfully submitted by

Robert S. Boikess

Chair Academic Affairs Committee, 2019-2020

Report of the Athletic Affairs Committee

The committee met in September and discussed possible charges for the academic year. The Chair emphasized that the committee should seek to keep a constructive attitude that could identify areas of concerns while at the same time providing positive solutions related to the issues impacting the relationship between the Athletics Program and its role as part of the Rutgers academic community. We discussed the need to stay positive so as to increase the trust needed to get the Administration to consider inclusion of faculty on the various committees related to Athletics. The Chair of the committee also gave several suggestions for other charges and asked members of the committee to send any suggestions they would like to pursue by the second meeting. A major suggestion was that we examine the many ways that Athletics benefits the participants in the program, the greater community of students at Rutgers, the university in general, and the community at large. The committee took up that charge and members were asked to research various categories where the Rutgers community benefits from Athletics. Athletics was defined as all sports major and minor.

In October, 2019 the NBFC Executive Committee issued a draft of the “Resolution on the Administration of the Athletics Program” that voiced concerns over a number of negative issues that had become major concerns of the faculty. The draft resolution was edited and worded in a constructive fashion that voiced the concerns of the faculty and diplomatically asked the Administration to consider ways to correct the situation for the benefit of the university. Said resolution was debated and edited within the Executive Committee. It was not reviewed or discussed by the Athletics Committee for our input and instead was sent directly to the full NBFC prior to the next meeting which was held in November. This extraordinary process immediately incited commentary and revisions from those who have a negative view of Athletics. The publication of the draft outside of the normal process garnered a great deal of input from individuals not on the NBFC and resulted in subsequent versions of the resolution straying from its original diplomatic tone. Presentation of the resolution was made late in the meeting when the attendance had fallen to 18 members and said resolution was tabled at the NBFC meeting due to a lack of a quorum. The resolution was not sent to the Athletics Committee to edit and present at the next meeting due to timing of the matters and was sent to the full membership for discussion via email followed by a vote via the internet.

During the next meetings the Athletics Committee returned to its charge of gathering information to determine the positive benefits of the Athletics Program and how we as faculty could help add our expertise and efforts in a positive way to expand on the success of those aspects of the program for the greater benefit of Rutgers.

In February COVID-19 became a major issue and all activities of the committee were put on hold until the next year.

Kenneth McKeever

Chair Athletic Affairs Committee, 2019-2020

Report of Budget, Planning, and Infrastructure Committee

In this pandemic year, with our meetings reduced and business deflected by crisis conditions, we engaged in several interchanges with other committees, such as collaborating on a motion on the conduct and maladministration of the Athletics programs. Yet our main endeavor was to make a start on examining the finances and operating principles of the Parking Department of Rutgers. This inquiry emerged from the 2018-19 survey of faculty views on parking availability, responsiveness to educational needs, and managerial emphases. Our initiative has become coordinated with the Budget and Finance Committee of the University Senate, which acted to receive authorization from the Executive Committee of the Senate for a parallel inquiry. We composed a series of questions requesting further data and interrogatories for Mr. Calcado of the Department of Strategic Planning and of Operations and his subordinates. Appearances before the New Brunswick Faculty Council were cancelled under the exigent circumstances of the COVID-19 pandemic. We intend to persevere with this matter in Fall 2020.

Respectfully submitted on behalf of the Committee

T.J. Figueira

Co-Chair Budget, Planning, and Infrastructure Committee, 2019-2020

Report of Faculty and Personnel Affairs Committee

Introduction

During the academic year, the Committee discussed several issues, which are listed below in decreasing order of priority:

1. The appointment of nontenure-track faculty members (NTTs) as directors of educational and research programs, which is a concern because NTTs may be afraid of retribution which could impede their freedom to make decisions for the center/department;
2. The fact that in some schools, faculty appointments are somewhat "hidden" from view which makes it difficult to tell who are the core faculty members, who are tenure-track, who are adjunct, etc. thus hiding a trend towards hiring large numbers of NTTs;
3. The difficulty of using the Cornerstone financial management system (for example, the reimbursement process is not intuitive and too complicated if you have small expenses; the procedure to get a new vendor into the system is cumbersome), and more generally the increasing administrative burden placed upon faculty members;
4. The requirement that graduate student assistants need to be reappointed every year, which further adds to the administrative burden on faculty members.

Ultimately, the Committee spent nearly all of its efforts on the first listed item, and generated a comprehensive report on the appointment of NTTs in directorship positions at Rutgers. The rest of this document focuses on the relevant data collected and the implications for the Rutgers educational and research enterprises.

Collection Method on Data on NTTs Appointed as Directors

The names of individuals and their position titles at Rutgers were obtained from various sources, such as the websites of the different departments and schools at Rutgers, personal contacts, as well as the Rutgers Provost, who provided a compendium of research centers at Rutgers. Job titles of individual faculty members identified in the process were verified in public databases (e.g. using DataUniverse – Asbury Park Press).

Although we made a diligent effort to capture most of the NTT directors, we cannot guarantee that the list can ever be complete. There is not a universal guideline that defines program director positions at Rutgers and different departments and schools may use different structures to administer their programs. Based on the December 2013 Memorandum of Agreement between the AAUP-AFT and Rutgers, a new series of nontenure-track titles (Teaching Title Series, Professional Practice Title Series, and Librarian Title Series) was introduced, and these titles were used to flag NTTs.

Research centers may be created using a range of informal to formal processes; for example, a faculty member may designate their laboratory with a name beginning with "Center of/for...", while some centers have a separate organizational structure, advisory board, and account number. In this report, we only considered research centers that are listed and recognized as such in the Rutgers Provost's database, which also provides the directors' names. Those names were verified to ensure that they were still at Rutgers when this report was written. Typical titles for NTT research faculty members are "teaching assistant/associate/full research professor."

It is important to note that the purpose of this exercise was not to single out any particular individual, but rather to analyze the data as a whole. The data collected are summarized in the two tables below, and the detailed listing of individuals in each school is found in tables in an Appendix to this report. The data suggest that no less than 34 NTT faculty members are directing educational programs at Rutgers; the title of undergraduate director was quite common.

No less than 46 individuals who are not tenured or on tenure-track were found who are acting as directors of research facilities or centers. It is important to note that some of the facilities are run as fee-for-service resources and do not carry out major independent research programs of their own. In such a case it may be deemed appropriate that the center be run by a staff person or NTT. Others, however, are prominent research centers that have significant external funding. It would be difficult for someone who is not well versed in the specific fields of those centers to categorize them appropriately; therefore, we made no such attempt here.

Overall, the data provides ample evidence that NTT faculty have been appointed as directors of educational or research programs, and that this practice is fairly common.

Summary Table 1: Teaching Focused Director Positions

School	SAS	SC&I	Mason Gross	SEBS	SOE
Number of NTTs as Prog Directors	15	6	3	8	2

Summary Table 2: Research Focused Director Positions

School	NB Chancellor	NJAES	MGSA	SMLR	SAS
Number of NTTs as Center Directors	4	16	1	4	9
	GSAPP	Bloustein	GSE	SEBS	SSW
	4	3	3	1	1

Concerns Surrounding Appointment of NTT Faculty as Directors

NTTs and PTLs who are asked to perform administrative duties and/or serve on committees cannot freely exercise independent judgment due to lack of job security. The issue may be exacerbated when they serve as directors of educational and research programs, because they may be afraid of retribution which could impede their freedom to make decisions for the center/department.

Effective implementation of educational and research initiatives are long-term goals that usually require several years to accomplish. NTT faculty and part-time lecturers (PTLs) are not protected (to some extent) from short-term market forces, which makes it more difficult to focus on such long term goals. Sacrificing them at the first available opportunity only worsens the situation. During the COVID crisis, the problem of untenured directors is particularly noticeable, where decisions have been made hastily about where to cut funding and personnel. Top down instructions are implemented by NTTs without proper consideration. Already we see evidence of these somewhat random decisions in the way PTLs are being cut, from one department to the next, supposedly to save money, but likely the opposite.

Reappointment of NTT fulfilling teaching roles and PTLs is largely contingent upon student course evaluations. These, in turn, can be adversely affected when trying to maintain high academic

standards, either in individual courses, at a programmatic level, and may lead to grade inflation. This failure of maintaining high academic standards has resulted in a deception of students who will generally not be in a position to recognize the effect of this decline until after they graduate.

The increased fraction of NTT faculty may also impact on the balance of votes within departments and schools. With increasing reliance on NTTs, a majority of votes may be cast by NTTs. With the exception that NTTs are not eligible for tenure, Rutgers Policy 60.5.2 Academic Titles and Rank Equivalencies for Tenured, Tenure-Track and Non-Tenure Track Faculty (2015) stipulates that there is “rank equivalence among instructional, teaching, research, clinical, extension, professional practice and library faculty of the University.” Unit bylaws adopted since the modified titles were granted rank equivalence (e.g., School of Environmental and Biological Sciences, The School of Arts and Sciences, Mason Gross School of the Arts, and Bloustein School of Planning and Public Policy) have interpreted these policies to specify or imply that departments may include NTTs as voting members for nomination of chair.

Recommendations on the Use of NTTs as Directors

We recognize the exceptional contribution that NTTs and PTLs make to Rutgers University. There is undeniably a benefit in hiring individuals who have special expertise, but whose focus is not on pursuing an externally funded research program, which is often one of the main outcomes that tenure-track faculty members get evaluated on to be granted tenure. The hiring of individuals to perform critical organizational tasks can in fact greatly decrease the administrative burden placed on current tenure-track and tenured faculty, thus allowing them to focus more of their time to research activities.

To not discourage the hiring of such faculty, and even encourage it when appropriate, we should consider how to provide a path to tenure for titles traditionally considered to be NTT. Tenure evaluation may be based on creative contributions in a general sense, such as new pedagogical approaches to teaching, the development of new educational programs, and the like. Alternatively, such individuals may be hired on contracts spanning multiple years; however, this approach would still maintain a system where a portion of the faculty members are not “equal” to others.

Some NTTs are hired to high-profile positions after a lengthy (and sometimes international) search and may boast exceptional accomplishments. Retention of such individuals should be made a priority by the university, and would be best accomplished by providing them a path to tenure.

Respectfully submitted,

Francois Berthiaume

Karen Thompson

Co-Chairs of Faculty and Personnel Affairs Committee, 2019-2020

APPENDIX: NONTENURE-TRACK FACULTY MEMBERS ASSIGNED TO DIRECTORSHIP POSITIONS

A. TEACHING-FOCUSED DIRECTOR POSITIONS (Updated 07/01/2020)

Detailed list - SAS

Name	Title	Position	Department/Division
William Field	ASSOC TEACHING PROFESSOR CY	Undergraduate Program Director	Political Science Dept, SAS
Martha Haviland	ASSOC TEACHING PROFESSOR CY	Director Office of Undergraduate Instruction	Division of Life Sciences, SAS
Sandy Russell Jones	ASST TEACHING PROFESSOR AY	Director – Middle East Studies Program	Dept of Religion, SAS

Detailed list - English Writing Program (SAS):

Name	Title	Position	Department/Division
Lynda Dexheimer	ASSOC TEACHING PROFESSOR AY	Executive Director – Writing Program	English Writing Program, SAS
Mark DiGiacomo	ASST TEACHING PROFESSOR AY	Director – Graduate Writing Program	English Writing Program, SAS
Donald W Dow	ASST TEACHING PROFESSOR AY	Assistant Director of Business & Technical Writing	English Writing Program, SAS
Agnieszka Goeller	ASST TEACHING PROFESSOR AY	Livingston EAD Coordinator Assistant Director	English Writing Program, SAS
Michael Goeller	ASST TEACHING PROFESSOR AY	Associate Director – College Ave Writing Program	English Writing Program, SAS
Mary Nicole Houser	ASSOC TEACHING PROFESSOR CY	Director of Rutgers English Language Institute	English Writing Program, SAS
Ann Jacqueline Loeb	ASST TEACHING PROFESSOR AY	Douglass Writing Center Director	English Writing Program, SAS
William Magrino	ASST TEACHING PROFESSOR AY	Associate Director – Business & Technical Writing Coordinator	English Writing Program, SAS
Regina Masiello	ASST TEACHING PROFESSOR AY	Associate Director, Director – Plangere Writing Center	English Writing Program, SAS

Peter C Molin	ASST TEACHING PROFESSOR AY	Associate Director – 301 & Transfer Coordinator	English Writing Program, SAS
Nela Navarro- Lapointe	ASST TEACHING PROFESSOR AY	Director – Graduate ELL and ITA Program	English Writing Program, SAS
Sara Perryman	TEACHING INSTRUCTOR AY	Associate Director – Livingston Writing Center Coordinator	English Writing Program, SAS

Detailed list – School of Communication and Information (SC&I)

Name	Title	Position	Department/Division
Warren Allen	ASST TEACHING PROFESSOR CY	Director of Undergraduate Studies in Information Technology and Informatics	Library and Info Science
Mary Chayko	TEACHING PROFESSOR CY	Director of Undergraduate Interdisciplinary Studies, Faculty Fellow in Residence for the Honors College	Dean’s Office
Richard Dool	TEACHING PROFESSOR CY	Director of the Master of Communication and Media Program	Communication
Brian Householder	ASST TEACHING PROFESSOR CY	Director of Undergraduate Studies in Communication	Communication
Steve Miller	TEACHING PROFESSOR CY	Prof. of Professional Practice and Director of Undergraduate Studies	Journalism and Media Studies
Lilia Pavlovsky	ASSOC TEACHING PROFESSOR CY	Director of the Master of Information Program	Library and Info Science

Detailed list – Mason Gross School of the Arts

Name	Title	Position	Department/Division
Barbara Angeline	TEACHING INSTRUCTOR CY	Associate Chair	Dance
Frederick Curry	ASSOC PROFESSOR PROF PRACT CY	Graduate Director of the EdM Dance Education Program	Dance
Jenn Stauffer	ASSOC PROFESSOR PROF PRACT CY	Interim Associate Chair, Head of Technical Direction	Theater

Detailed list – School of Environmental and Biological Sciences (SEBS)

Name	Title	Position	Department/Division
Steve Decker	ASSOC TEACHING PROFESSOR AY	Meteorology Undergraduate Program Director	Environmental Sciences
Aparna M. Zama	ASST TEACHING PROFESSOR CY	Undergraduate Program Director	Animal Sciences
Ines Rauschenbach	ASST TEACHING PROFESSOR CY	Microbiology Undergraduate Program Director	Biochemistry and Microbiology
Suzanne Sukhdeo	ASSOC TEACHING PROFESSOR CY	Undergraduate Program Director	Ecology, Evolution & Natural Resources
Jeffra K Schaefer	ASST RESEARCH PROFESSOR ACD YR	Environmental Sciences Undergraduate Program Director	Environmental Sciences
Chitra Ponnusamy	TEACHING INSTRUCTOR CY	Undergraduate Program Director	Food Science
Virginia Quick	ASST TEACHING PROFESSOR CY	Director of the Didactic Program in Dietetics	Nutritional Sciences
Isaac Vellangany	ASST TEACHING PROFESSOR AY	Undergraduate Program Director, Environmental & Business Economics	Agricultural, Food, and Resource Economics

Detailed list – School of Engineering (SOE)

Name	Title	Position	Department/Division
E. Koray Akdoğan	ASST TEACHING PROFESSOR AY	Undergraduate Program Director	Materials Science and Engineering
Elin Wicks	ASST TEACHING PROFESSOR CY	Undergraduate Program Director	Industrial and Systems Engineering

B. RESEARCH-FOCUSED DIRECTOR POSITIONS (Data up-to-date as of 11/26/2019)

Name	Title	Center	School/Affiliation
Elizabeth Matto	ASSOC RESEARCH PROFESSOR ACDYR	Center for Youth Political Participation http://cypp.rutgers.edu/	NB Chancellor
Daniel Ward	ASSOC RESEARCH PROFESSOR CALYR	New Jersey Center for Wine Research & Education http://njvines.rutgers.edu/ Rutgers Agricultural Research and Extension Center http://njaes.rutgers.edu/centers/quickinfo.asp?rarec	NJAES
Thomas Lennon	ASST PROFESSOR PROF PRACT AY	Rutgers Documentary Film Lab https://www.masongross.rutgers.edu/filmmaking-center/documentary-film-lab	MGSA
Carmen Martino	ASST PROFESSOR PROF PRACT AY	Occupational Training and Education Consortium https://smlr.rutgers.edu/content/occupational-training-and-education-consortium-otec	SMLR
Ashley Koning	ASST RESEARCH PROFESSOR CAL YR	Eagleton Center for Public Interest Polling http://eagletonpoll.rutgers.edu/	NB Chancellor
James V. Browning	ASST RESEARCH PROFESSOR ACD YR	Curator, Geological Survey Core Repository, Rutgers/New Jersey	SAS

		https://eps.rutgers.edu/centers-institutes/rutgers-core-repository	
Lauren Neitzke Adamo and Patricia Irizarry-Barreto	ASST TEACHING PROFESSOR AY and ASST PROFESSOR PROF PRACT CY	Co-directors, Geology Museum http://geologymuseum.rutgers.edu/	SAS
Susan Kaplowitz	ASST TEACHING PROFESSOR AY	Exercise and Aging, Center for https://cea.rutgers.edu/	SAS
Lara Delmolino Gatley (Exec Dir); Catriona Francis (Dir)	ASSOCIATE DEAN; DIRECTOR NTT (Clinical Professor)	Douglass Developmental Disabilities Center https://dddc.rutgers.edu/	GSAPP
Marilyn Sneiderman	PROFESSOR PROF PRACT CY	Innovation in Worker Organization, Center for https://smlr.rutgers.edu/content/center-innovation-worker-organization-ciwo	SMLR
Josh Honig	ASST RESEARCH PROFESSOR CAL YR	Genotyping Lab	NJAES
Frank A. Felder	RESEARCH PROFESSOR I ACD YR	Energy, Economic & Environmental Policy, Center for http://ceep.rutgers.edu/	Bloustein
Michael L. Lahr	RESEARCH PROFESSOR I CAL YR	Rutgers Economic Advisory Service http://recon.rutgers.edu/	Bloustein
Cynthia Blitz	RESEARCH PROFESSOR I CAL YR	Effective School Practices, Center for https://cesp.rutgers.edu/	GSE
Frank Felder	RESEARCH PROFESSOR I ACD YR	Rutgers Energy Institute http://rei.rutgers.edu	NB Chancellor
Nicholi (Nick) Vorsa	RESEARCH PROFESSOR I CY-TT*	Philip E. Marucci Center for Blueberry and Cranberry Research and Extension http://pemaruccicenter.rutgers.edu/	NJAES
Paul B. Israel	RESEARCH PROFESSOR I CAL YR	Edison Papers, Thomas A. http://edison.rutgers.edu	SAS

W. Steven Barnett and Ellen Frede	Clerical Asst Casual; RESEARCH PROFESSOR I ACD YR	Early Education Research, National Institute for http://nieer.org/	GSE
Kennedy, Maria	TEACHING INSTRUCTOR AY	NJ Folk Festival	SAS
Mark Keitges	TEACHING INSTRUCTOR CY	Program in American Language Studies https://pals.rutgers.edu/	SAS
Albert G. Nigrin	PART TIME LECTURER	Film Co-op/New Jersey Media Arts Center, Rutgers http://www.njfilmfest.com	SAS
Ed Lipman	PART TIME LECTURER	Eastern Regional Radon Training Center http://www.cpe.rutgers.edu/programs/radon_indoor_air_quality.html	NJAES
Sanford M. Jaffe and Linda Stamato	Staff - CO-DIR CTR NEG/CONFLCT RESOLTN	Negotiation and Conflict Resolution, Center for http://cnrc.rutgers.edu/	Bloustein
Daniel Rice (Interim)	Staff - SR PROGRAM ADMINISTRATOR SPVR	ANSWER http://answer.rutgers.edu/	GSAPP
Christopher Manente	Staff - EXECUTIVE DIRECTOR	Rutgers Center for Adult Autism Services https://rcaas.rutgers.edu/	GSAPP
Nayland Smith	Staff - EXECUTIVE DIRECTOR	Center for Applied Psychology and Innovation https://gsapp.rutgers.edu/centers-clinical-services/center-applied-psychology	GSAPP
Josue Falaise	Staff - DIRECTOR	Improving Student Achievement, Rutgers University Institute for http://riisa.gse.rutgers.edu/	GSE
John Weingart	Staff - ASSOC DIR EAGLETON INST OF POL	Eagleton Center on the American Governor http://governors.rutgers.edu/	NB Chancellor
Clint Burgher	Staff - RESEARCH FARM MANAGER	Animal Care Program http://njaes.rutgers.edu/animalcare/	NJAES

Joseph (Joe) Florentine	Staff - ASSOCIATE DIRECTOR	Greenhouse Operations and Planning https://njaes.rutgers.edu/research-greenhouse/	NJAES
Richard Buckley	Staff - MGR PLANT DIAGNOSTIC LAB	Plant Diagnostic Lab & Nematode Detection Service http://njaes.rutgers.edu/plantdiagnosticlab/	NJAES
Stephanie Murphy	Staff - LABORATORY SUPPORT SPECIALIST	Soil Testing Laboratory http://njaes.rutgers.edu/soiltestinglab/	NJAES
Stephen Szulecki	Staff - Pro/Research/Mgr Casual	Air Pollution Training Program, Rutgers https://www.des.rutgers.edu/ratp/	NJAES
Thomas (Tom) Hartman	Staff - MGR MASS SPECTROMETRY&CHROMATO	Mass Spectrometry Facility http://foodinnovation.rutgers.edu	NJAES
Eric Zwerling	Staff - Pro/Research/Mgr Casual	Noise Technical Assistance Center, Rutgers http://www.envsci.rutgers.edu/org/rntac/	NJAES
Kenneth (Ken) Karamichael	Staff - DIRECTOR	Office of Continuing Professional Education http://www.cpe.rutgers.edu/ Youth Employment and Education Success Centers http://www.teemgateway.rutgers.edu/	NJAES
Serpil Guran	Staff - DIRECTOR	Rutgers EcoComplex – Clean Energy Innovation Center http://ecocomplex.rutgers.edu/	NJAES
Nolan Lewin	Staff - DIR FOOD INOVATN RES & EXT CTR	Rutgers Food Innovation Center http://foodinnovation.rutgers.edu/	NJAES
Mike De Luca	Staff - SR ASSOC DIR IMCS	Jacques Cousteau National Estuarine Research Reserve	NJAES

		http://jcnerr.org/ New Jersey Aquaculture Innovation Center http://aic.rutgers.edu/	
Margaret (Peg) Brennan	Staff - DIRECTOR	Office of Research Analytics http://ora.rutgers.edu	NJAES
Charles Hedrick	Staff - DIR INFORMATION TECHNOLOGY	Laboratory for Computer Science Research, http://www.cs.rutgers.edu /lcsr	SAS
Shaun Illingworth	Staff - ASSOC CURATOR	Rutgers Oral History Archives http://oralhistory.rutgers.e du/	SAS
Bruce Crawford	Staff - SR PROJECT ADMINISTRATOR SPVR	Rutgers Gardens http://rutgersgardens.rutg ers.edu/	SEBS
Heather McKay	Staff - SR RESEARCH PROJECT MANAGER	Education and Employment Research Center https://smlr.rutgers.edu/c ontent/education- employment-research- center-eerc	SMLR
Theresa McCutcheon	Staff - DIRECTOR	Families, Institute for https://socialwork.rutgers. edu/centers/institute- families	SSW
Debra Lancaster	Staff – EXECUTIVE DIRECTOR	Women and Work, Center for http://smlr.rutgers.edu/C WW	SMLR

*: TT may indicate tenure track

Report of Student Affairs Committee

The New Brunswick Faculty Council passed a resolution that urges the Chancellor of RU-NB that the following list of RU Services for New Brunswick students is shared with New Brunswick administrators and teaching faculty (TT, NTT, PTLs) and all academic units and their student services, and that this list made prominently available in the LMS (Learning Management System) sites, and that all teaching faculty consider adding this list of services to their course syllabi.

AVAILABLE STUDENT SUPPORT SERVICES

- ***If you are having personal or other problems, there are many options at Rutgers for assistance.***
 - *Student Affairs office can help with issues related to your experience at Rutgers and when you don't know where to start when looking for assistance, contact the Dean of Students office.*
 - *If are in need of mental health services, please use our readily available services. Rutgers Counseling, Alcohol and Other Drug Assistance Program & Psychiatric Services (CAPS)*
 - *If you need some temporary guidance, there is "Let's Talk" – which is a CAPS service offering drop-in hours at a number of locations across campus. No appointment is necessary. <http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/#runbhc>*
- ***If you are in need of physical health services due to illness, please reach out to:***

Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>
- ***If you do not have enough food, there is a Food Pantry on College Ave campus that is exclusively for Rutgers Students. <http://ruoffcampus.rutgers.edu/food/>***
- ***If you need accommodation for a **disability**, obtain a Letter of Accommodation from the Office of Disability Services that provides student-centered and inclusive services. <https://ods.rutgers.edu>***
- ***If you are a **military veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>***
- ***If you are in **need of legal services**, please use our readily available services: <http://rusls.rutgers.edu/>***
- ***If you are in need of additional **academic assistance**, please use our readily available services. Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>.***
- ***If you or somebody you know has been victimized by a **crime, interpersonal violence** (e.g., stalking, sexual assault), support is available at the Rutgers Office for Violence Prevention and Victim assistance. <http://vpva.rutgers.edu>***

Emily Greenfield

Co-Chair Athletic Affairs Committee, 2019-2020