



Rutgers Council of AAUP Chapters

American Association of University Professors • American Federation of Teachers

Rutgers AAUP-AFT

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Dr. Sol J. Barer, Chair
The UMDNJ Advisory Committee

Dear Dr. Barer:

The members of Rutgers AAUP-AFT are opposed to any measure that would transform the status of Rutgers-Camden. Our undergraduate programs and graduate degrees in Law, Business and the School of Arts and Sciences provide students with an outstanding education. Through our work in the classroom, through our research, and in the partnerships we've built with businesses and area institutions, we are stimulating regional economic growth and providing South Jersey with an educated workforce and the professionals who will lead New Jersey through the 21st century. Rutgers-Camden is the centerpiece of the knowledge economy of South Jersey.

We welcome arrangements that would strengthen education throughout the region without diminishing the unique role each institution of higher learning plays in the lives of its students and the broader community. Each area institution has a unique mission. Nevertheless, we are all committed to improving educational opportunities for our students and to enhancing our contribution to the economy and intellectual vitality of our region. We believe this is best achieved through a consortium model rather than through merger. Effective models of learning consortia are common in higher education and among medical institutions. We have noted several in our discussion below.

Examples of collaboration through a consortium arrangement are detailed below. We present them as examples to be considered, not as a final list. Building a regional consortium will involve a careful evaluation of the costs and benefits to all institutions involved. It will require input from all stakeholders and an agreed upon plan for shared decision-making and governance that honors all existing union contracts. There will have to be analysis of the short- and long-term costs and possibly dedicated start-up funding. And before any efforts are begun there will need to be a plan for ongoing evaluation.

Undergraduate Education

We believe that the three public institutions awarding Bachelor's degrees in South Jersey: Stockton, Rowan, and Rutgers, could expand their collective offerings by creating a network of linked smart classrooms. This would enable, among other things, expanded foreign language learning. Upper-level courses not available at some institutions could be taken through connected classrooms at others. The new global economy demands workers with foreign language skills, particularly in the case of Asian markets and new emerging economies. While it probably would not be feasible for all three institutions to offer, for example, four years of Chinese language instruction to undergraduates, linking facilities and coordinating hiring would permit this.

Additional course sharing could be developed following the model of other collaborations such as the Five-College network in Amherst, Massachusetts, the Claremont Colleges, in California, and, in our own region, the Quaker Consortium.

To facilitate this inter-campus programming and to further the educational objectives of all institutions we would propose establishing a Center for Teaching and Learning linked to the teacher training and learning resource centers of all campuses but headquartered at one of them in a new facility dedicated to this mission and capable of hosting in-person and virtual conferences linked to the teaching effort.

Dual Degree Programs

The Rutgers Camden Law School offers highly talented students entrance into a dual degree BA/JD program. This opportunity could be extended to Stockton and Rowan students. Likewise the graduate education programs at Rowan, particularly in the Engineering School, and at Stockton, could offer the same opportunities to students at other South Jersey campuses. Some articulation agreements among the campuses already exist and more could be developed.

Medical and Nursing Education and Research

The new medical school in Camden offers a particularly rich opportunity for collaborations among area educational institutions. The construction of a science center, with laboratory space for all South Jersey scientists and science students as well as a science incubator, with leased space for start-up science enterprises would be the seedbed of a new science consortium.

Partnerships with other institutions in New Jersey, including the Coriell Institute, area hospitals, and health professional training programs would be welcomed. By enabling cross-institutional alliances to form and shared work among scientists with similar interests or compatible skills to develop, we believe that our region will be rewarded with increased federal and private grant funding, which will in turn expand opportunities for undergraduate, graduate and professional school students and will lead to science industry spin-offs that will support our regional economy. We also see enhanced education in nursing, pharmacy and allied health professions emerging from this regional medical collaboration. In the area of nursing, there are possibilities for consortium arrangements between The Rutgers School of Nursing-Camden and UMDNJ-Nursing in Stratford. The programs complement one another and could partner on a number of initiatives, including graduate education, clinical simulation labs, teaching, research, and service to the greater South Jersey region.

Examples of medical area consortia include the Northeast Ohio Medical University, Connecticut's Capital Area Consortium, the Arizona Medical Education Consortium, and the Boston Consortium Schools.

A science center consortium building would be the anchor of the new partnerships and would require construction of a large new building in Camden to be built in conjunction with the new medical school. A model science center building can be found here: <http://www.sciencecenter.org/>.

Final Points:

The collaborative model we are suggesting builds on proven models in higher education and in medical education. It is possible to both reaffirm the identity and mission of each public institution of higher learning in our region and to strengthen all of them without taking the drastic step of dismantling something of proven value. Merging institutions is a speculative venture that offers no demonstrable advantage and many liabilities and risks.

Enhancing higher education in South Jersey requires resources. The Higher Education Bond Issue planned for the 2012 ballot should be written to include the particular needs of the South Jersey region and the consortium model.

We believe it is imperative that faculty input be solicited should any consortium arrangements be considered. Any consortium arrangement must honor existing faculty contracts and tenure. Attached for your reference are the Rutgers University Mission Statement and list of Higher Education Consortiums.

We look forward to having the opportunity to meet with the committee to discuss our position further, to elaborate on the kinds of collaborations we envision and the process for developing them, to discuss the resources required, and to offer any additional information you may want.

Very truly yours,



Adrienne E. Eaton, President
Rutgers Council of AAUP Chapters, AAUP-AFT

Rutgers University Mission Statement

As the sole comprehensive public research university in the state's system of higher education, Rutgers, The State University of New Jersey, has the threefold mission of:

- **providing for the instructional needs of New Jersey's citizens** through its undergraduate, graduate, and continuing education programs;
- **conducting the cutting-edge research** that contributes to the medical, environmental, social and cultural well-being of the state, as well as aiding the economy and the state's businesses and industries; and
- **performing public service** in support of the needs of the citizens of the state and its local, county, and state governments.

Each component of the university's mission reinforces and supports the other two. For example, research creates the new knowledge so necessary to support quality instruction and innovative public service. The mission of the university is accomplished through its three regional campuses (New Brunswick, Newark, and Camden) and the New Jersey Agricultural Experiment Station, which complement and support each other, permitting the most effective use of state resources.

Higher Education Consortiums

The Committee on Institutional Cooperation

University of Chicago, University of Illinois Indiana University, University of Iowa U of Michigan, Michigan State University, University of Minnesota, University of Nebraska-Lincoln, Northwestern University, Ohio State University, Pennsylvania State University, Purdue University, University of Wisconsin-Madison

Claremont Colleges

Pomona College, Claremont Graduate University, Scripps College, Claremont/McKenna College, Harvey Mudd College, Pitzer College, Keck Graduate Institute of Applied Life Sciences

Five Colleges

Amherst, Hampshire, Mount Holyoke, Smith Colleges and the University of Massachusetts Amherst

Five Colleges of Ohio

Oberlin, Ohio Wesleyan University, Kenyon College, college of Wooster, Denison University

Quaker Consortium

Penn, Bryn Mawr, Haverford, Swarthmore College

Boston Consortium

Babson College, Bentley University, Berklee College of Music, Boston College, Boston University, Brandeis University, Emerson College, Harvard University, Massachusetts Institute of Technology, Northeastern University, Olin College, Suffolk University, Tufts University, Wellesley College, and Wheaton College.

Worcester Consortium

Anna Maria College, Assumption College, Becker College, Clark University, College of ht Holy Cross, Cummings School of Veterinary Medicine, Massachusetts College of Pharmacy & Health Sciences, Nichols College, Quinsigamond Community college, UMass-Medical School, Worcester State College, Worcester Polytechnic institute

Massachusetts Medical Schools Consortium

University of Massachusetts Medical School, Boston University School of Medicine, Tufts University School of Medicine, Harvard Medical School/Cambridge Health Alliance

Capital Area Health Consortium

Connecticut Children's Medical Center, Hartford Hospital, Hospital For Special Care, The Hospital of Central Connecticut, St. Francis Hospital & Medical Center, John Dempsey Hospital/ UConn Health Center - School of Medicine, VA Connecticut Healthcare System

Arizona Medical Education Consortium

Abrazo Health Care/Phoenix Baptist Hospital& Medical Center, Banner health System, Catholic Healthcare West/ St. Joseph's Hospital and Medical Center, Kirksville College of Osteopathic Medicine, Maricopa Integrated Health System, Phoenix Children's Hospital, Scottsdale Healthcare, Southern Arizona VA Medical Center, The University of Arizona College of Medicine, TMC Healthcare/Tucson Medical Center, University Medical Center