

# Faculty Newsletter

FOR RUTGERS - NEW BRUNSWICK

Office of the Provost

February 1993

## New Appointments Made

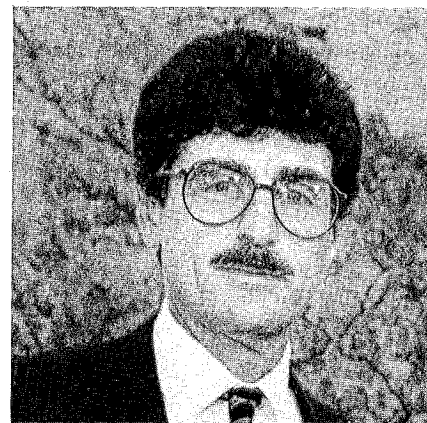
Acting Provost Joseph Potenza has made the following appointments:

Professor Robert Pandina has been appointed Director of the Center of Alcohol Studies, effective January 1, 1993, after serving as Acting Director for the past year. Dr. Pandina came to the Center of Alcohol Studies in 1973 and has served as Associate Director. He teaches regularly in the Clinical Psychology program at the Graduate School of Applied and Professional Psychology. He also serves as project director of the center's thirty-year long longitudinal study of alcohol and drug use behavior, the major focus of the Alcohol Research Center grant awarded to the Center by the National Institute on Alcohol Abuse and Alcoholism.

Professor George Levine, Kenneth Burke Professor of English and Director of the Center for the Critical Analysis of Contemporary Culture, has been

appointed Senior Humanities Advisor to the Provost. Dr. Levine came to Rutgers in 1968 as chair of the Department of English at the newly formed Livingston College. He later served as chair of the New Brunswick English Department. As evidence of his important contributions of seminal work in the field of Victorian literature, he has served on executive boards of various divisions of the Modern Language Association and received several prestigious awards, including Guggenheim, National Endowment for the Humanities, Rockefeller Foundation, and American Council on Learned Societies fellowships. In this new position, Dr. Levine will be responsible for some of the duties previously performed by Dr. Peter Klein, who returned to the faculty last July.

Associate Dean Harvey Waterman has assumed the newly created title of Vice Dean of the Graduate School. As Vice Dean, Dr. Waterman will be



Robert Pandina

responsible for the day-to-day operations of the Graduate School and will serve as a principal advisor on graduate academic issues. His long experience in the Graduate School and his extensive knowledge of graduate education make him an ideal recipient of expanded responsibilities.

## Environmental Science Engineering Council Initiated

A campus-wide interdisciplinary committee has been appointed to advise Acting Provost Joseph Potenza on the future direction of environmental science and engineering.

The Environmental Science and Engineering Council will coordinate environmental efforts campus-wide, such as recommending university instructional and research initiatives, coordinating responses to state and federal research initiatives, coordinating graduate and undergraduate programs, and developing and coordinating student recruitment. The committee will also serve as a liaison to the Governor's Office to provide advice to the Governor on environmental issues in the state.

The committee is compiling a directory of all faculty involved in environmental issues from the sciences, engineering, landscape architecture, economics, business, and law. It will include faculty, courses, and grants. It will also develop a brochure and an electronic bulletin board to help faculty in these areas communicate with each other better.

Faculty on the Environmental Science and Engineering Council are David Kosson, Chair (Chemical and Biochemical Engineering), Joanna Burger (Biological Sciences), Yong Chae (Civil and Environmental Engineering), Peter Day (AgBiotech), Bernard Goldstein (EOHSI), Frederick

Grassle (Marine and Coastal Science), Michael Greenberg (Urban Studies and Community Health), James Mitchell (Geography), George Nieswand (Environmental Resources), Peter Sandman (Environmental Communication Research), Robert Snyder (Pharmacology and Toxicology), Christopher Uchirin (Environmental Science), and Lily Young (AgBiotech).

# Budget Planning for 1993/94

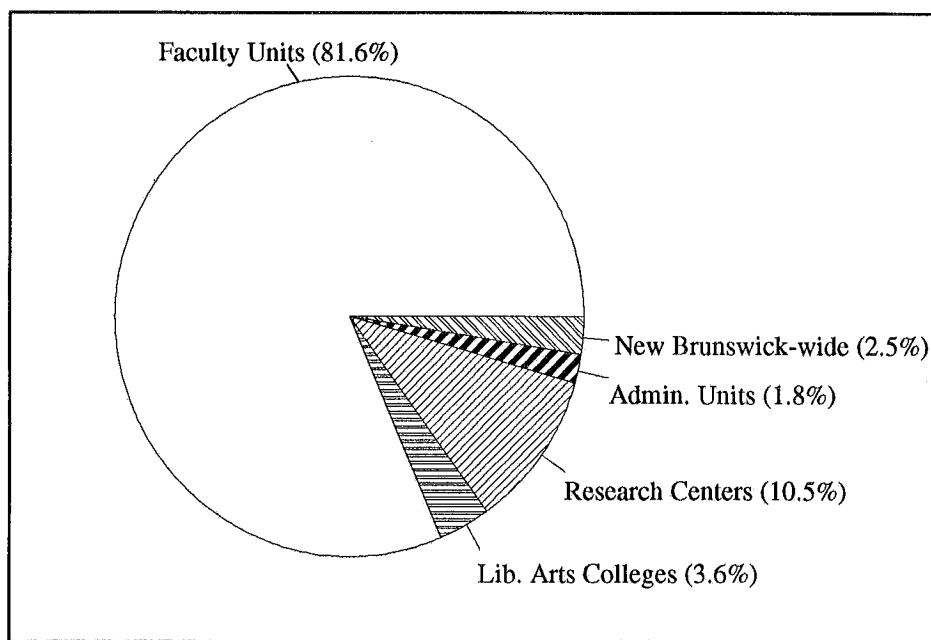
## State Funding

State funding for Rutgers is still uncertain, despite the Governor's proposed increase to higher education of \$64.8 million, \$16.5 of which is for capital needs. The major component of higher education's increase is \$30 million for a Tuition Stabilization Incentive Grant Program, which will award funds to institutions that keep their tuition increases at no more than five percent. Rutgers' share of the TSIG funds is expected to be \$8.6 million, slightly less than last year's \$8.8 million.

The Governor's proposed budget of \$226,832,000 for the General University's base FY1994 operating budget makes permanent a \$2,205,000 salary underfunding from FY1993. In addition, it is unclear how Rutgers' budget may be affected by the \$136 million in savings statewide that the Governor is projecting or by the proposed early retirement program, which, in its current form, requires the university to give back the lines from these retirements to the state, and to petition the state for permission to refill them. Final details of the plan will not be known until the state legislature votes on the budget later this spring.

## Budget Reduction Planning

Although the final shape of the state allocation to Rutgers is still unclear, two major activities are in place for dealing with the budget. The New Brunswick Campus, as part of a university-wide effort, has prepared a plan for a fifteen percent reduction in its budget. Although a fifteen percent reduction is not currently anticipated, such a plan has provided the campus an opportunity to consider ways of restructuring that have not been done during the past five years of budget reductions. Based on the Faculty Council's request that budget reductions not be made across the board, the Acting Provost, with input from the New Brunswick deans and directors, and through consultation with the Faculty Council's Budget and Planning Committee, prepared a plan that contains three elements: a more effective budgeting model that would include the provision of a stable base of resources within which the campus could plan for its systematic development; a budget reallocation model based upon the continuation of the current level of



funding, which includes reallocation of resources to programs of greater quality and centrality; and a budget reduction model assuming a significant decrease in the level of funding.

A more stable campus budget would allow the campus to identify resources for reallocation to areas of higher priority and greater quality, to support faculty recruitment, and to provide matching funds for competitive grants.

Any budget reduction will be extremely difficult because of the large amount of the campus budget that is "uncuttable." The current budget of the New Brunswick Campus is \$147.5 million, of which \$91.3 million (62 percent) consists of salaries of faculty who are either tenured or under contract. An additional \$8.6 million (6 percent) consists of salaries of teaching assistants. The salaries of part-time and annual faculty amount to approximately \$10.9 million (7.3 percent). Thus, that portion of the campus budget that is directly utilized for the provision of instruction is nearly \$111 million (75 percent). Staff salaries total \$25.3 million (17.2 percent), and the campus non-salary budget, \$11.3 million (7.7 percent). The major categories of expenditure within the campus budget are shown on the chart above.

The charts on the next page show the effects of the last five years of budget reductions on the composition of the New Brunswick Campus faculty. The greatest loss has occurred at the

assistant professor level, which has been replaced by part-time PTLs and lecturers. Further reductions, however, may include reducing the number of non tenure-track appointments. To reduce the campus budget by fifteen percent would require the elimination of \$22 million. Because the overwhelming majority of the campus budget is expended in salaries to tenured and tenure-track faculty and to teaching assistants, a \$22 million reduction would have to be taken from the remaining \$47.5 million. That would require a reduction of 46 percent in the portion of the budget available for reduction. The impact of such reductions would be devastating.

## Budget Advocacy

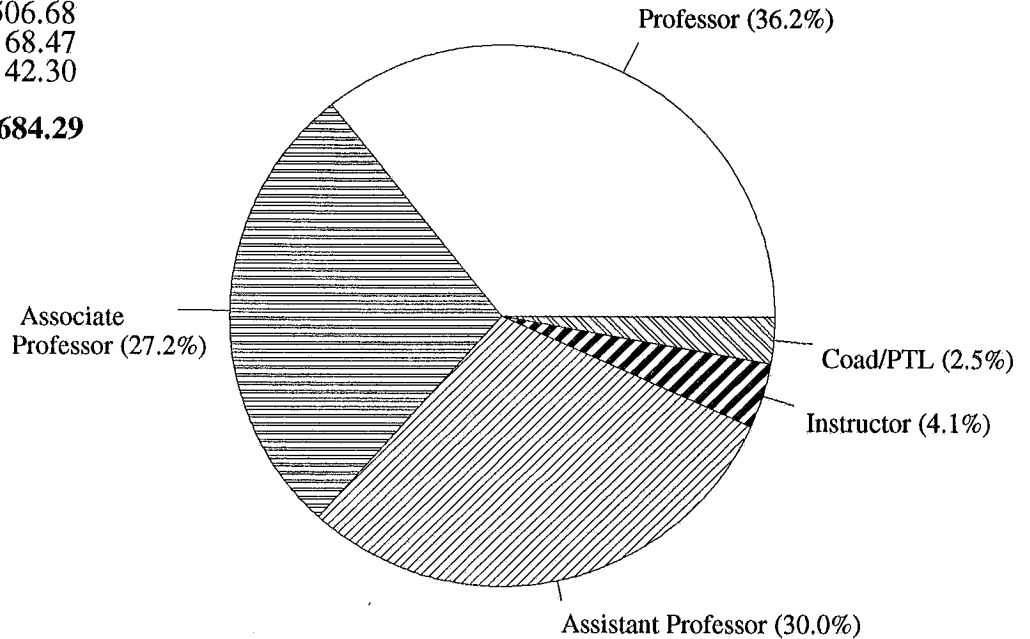
In an effort to convince the legislature of the devastating effects of further budget reductions, President Lawrence has appointed a Budget Advocacy Committee to work with members of the university community, alumni, and others to stress the importance of adequate, stable funding for the university. The committee will organize a letter-writing campaign and contact with legislators, the Governor's office, and media. The committee is co-chaired by Acting Dean Richard Foley (FAS) and Dr. Paul Lachance (Chair of Food Science, and President, University Senate). Faculty, students, parents, and alumni will be contacted within the next few weeks about participating in this campaign.

# Budgeted Academic Positions 1988 and 1992

## New Brunswick Campus

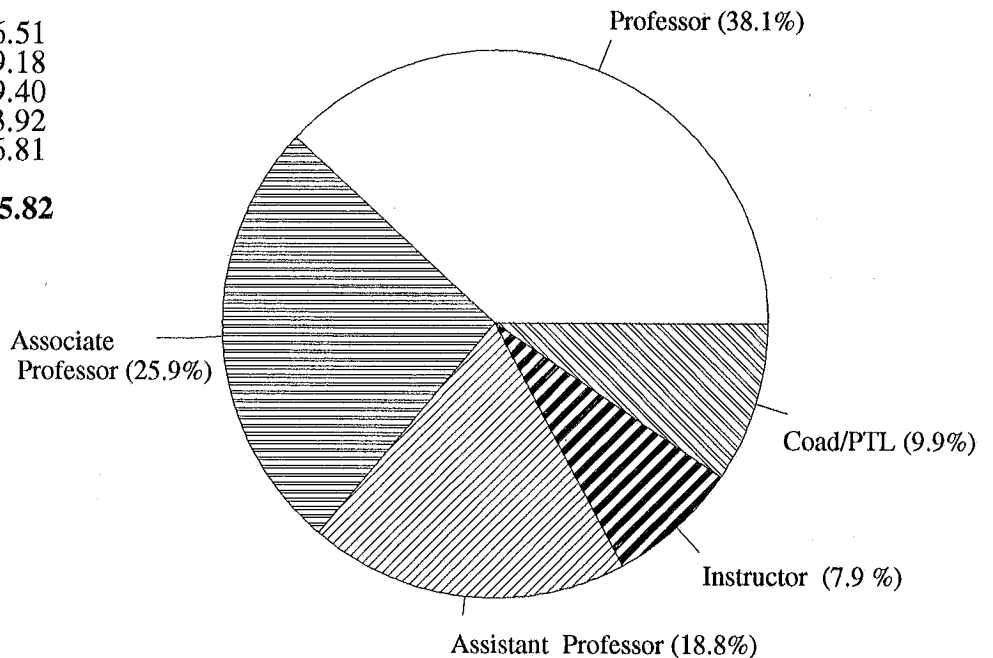
### FALL 1988

Professor	608.23
Associate Professor	458.61
Assistant Professor	506.68
Instructor	68.47
Coad/PTL	42.30
<b>TOTAL</b>	<b>1,684.29</b>



### FALL 1992

Professor	646.51
Associate Professor	439.18
Assistant Professor	319.40
Instructor	133.92
Coad/PTL	156.81
<b>TOTAL</b>	<b>1,695.82</b>



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# Campus Strategic Planning Underway

All New Brunswick academic units--faculties, schools, colleges, and research centers--are in the process of preparing strategic plans for their departments and units. The campus Strategic Planning Steering Committee is encouraging faculty, students, and staff to participate in the process, which will culminate in a final campus plan next fall. Dr. Norman Glickman, chair of the committee, states that "the process that the committee has set in motion is designed to engage the campus in charting a long-term 'vision' for New Brunswick. We want faculty, staff, and students to be thinking about new things they want to be doing at the end of the decade and how they will organize themselves to reach their goals. We have the unique opportunity to think about our collective future and to do something about it through strategic planning."

In late January, Acting Provost and Acting Dean of the Graduate School Joseph Potenza sent to all deans and directors materials, prepared by the Strategic Planning Steering Committee, to guide the campus in preparing the

plans. A contextual statement includes seven criteria against which units should evaluate what they are doing within the context of the university's mission. It also includes a description of strategic planning and the overall process in New Brunswick as well as a set of basic assumptions about the future of the external and internal environments. Three different formats for faculty units, multi-purpose colleges, and research centers all include questions regarding missions and goals, environment and assessment, strategies and resources, interactions between units, and the process used by the unit. Formats are to be adapted for departments.

Deans and directors have been asked to consider reallocation and restructuring, if appropriate, and to describe their vision and goals for the next decade, taking into account university and campus goals. They are to try to achieve consensus about these issues, involving as many people as feasible in the process. This plan is to be tied to the budget process in such a way as to indicate what changes in each unit's budget will be necessary to assure

that the unit's goals are met. It is not, however, to be viewed as budget reduction planning. In addition to including students, faculty, and staff in the planning process, deans and directors may consult with advisory boards. Steering Committee members have offered to attend faculty meetings to explain the process.

Dr. Paul Lachance, a member of the Steering Committee and Chair of the Food Science Department, is hopeful "that the faculty at all unit levels will not only examine and express their vision for their unit but also will express their vision as faculty for their college, their campus, and their university. The 1982 reorganization of New Brunswick was instrumental in Rutgers' recognition as an AAU research university; however, the vision of the faculty is needed to elevate Rutgers to the leadership of all the public AAU institutions of higher education."

The timetable calls for final unit plans by the end of June, and a campus plan ready to be discussed on the campus by the fall. The final campus plan will be submitted to President Lawrence in December 1993, when it will become part of the university-wide plan.

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## Library Update *by Marianne Gaunt, Associate University Librarian*

The Rutgers Libraries have been chosen as one of five preview sites for testing the new computer search service of the Research Libraries Group, Eureka. Eureka is a new user-friendly incarnation of the RLIN database. It contains bibliographic information and locations for books, journals, maps, scores, sound recordings, computer files, manuscripts, and films from the major research libraries across the country. The Rutgers community will be able to search Eureka for no charge during the test period in exchange for feedback on the design and display features of the database. During the next six months Eureka will be provided as a menu choice on the Library section of the campus-wide information system, INFO, and on terminals in the libraries. Based on the feedback received from the preview site users, RLG staff will implement changes in the database before it is made more widely available at the end of the summer. Those who are already

familiar with the RLIN database will find that Eureka is a big improvement.

Keeping up with the new electronic resources provided by the libraries is difficult even for frequent library users. To make life easier, the libraries have initiated a series of one-hour workshops on electronic resources. The series will be offered at a variety of time periods on all campuses in February and March. There are two programs: "Focus on IRIS/INNOPAC/UnCover" and Focus on RLIN/CitaDel." This is an opportunity for faculty, students, and staff to learn more about each of these databases, how to access them, and how to do more effective searching. For more information please call Bobbi Loeb, Library Administration, or select WORKSHOPS on the Library menu on the campus-wide information system, INFO, or pick up a flyer at the reference desk of any library. Preregistration is preferred, but last minute walk-ins are welcome!

The Alexander Library expansion and renovation is keeping to schedule.

The addition should be completed by the end of March for occupancy in early April. Interior painting has begun and carpeting should be arriving in the next two weeks. Selective renovations have begun in the existing building and half the reference room is walled off for a major face lift. The following moves to the new building will take place in late March or early April: circulation, the graduate reading room, the East Asian Library, University Libraries administrative offices, current periodicals, microforms, and the undergraduate reading room. Renovations will begin in the areas of the old building vacated by these moves. Library users will enter through the new entrance to the building, which was the former New Jersey Room.

Everyone has been patient and understanding about the disruptions in library services caused by the building expansion project and it isn't over yet! Happily, the opening of the new addition should provide some quiet, beautiful space to make up for the noise and inconvenience of the renovations.

# Teaching Excellence Center Activities

The Teaching Excellence Center has initiated a number of activities and plans for the Spring 1993 semester. The Center received 60 proposals from faculty for grants, which are currently being reviewed by the center's faculty advisory committee. Many of the proposals, which were limited to a maximum of \$5,000, were for instructional equipment. Awards will be announced soon.

The center has also held and is planning various meetings and workshops with faculty on teaching issues. On January 26, the center held a meeting with new faculty dealing with teaching matters, such as large lectures, availability of media, library and computing resources, and dealing with cheating. The center is planning a workshop for April on techniques of evaluating teaching, and is holding a lecture series at the center (see schedule). The first two lectures held in early February were on "Teaching Math to First-Year Students," by Michael Beals (Mathematics) and "Alternatives to Talking Heads," by Briavel Holcomb (Urban Studies).

The center is also handling the distribution and processing of student evaluation forms. It is hoped that this spring all classes will be evaluated using the standard evaluation forms. Results will be returned to departments as soon as possible after the forms are completed and processed for summary results.

The center has established an Instructional Technologies Development Center at 116 College Avenue. The Development Center has a laser-disc player and television system, a TV/VCR

Spring 1993 Lecture Series (All at 4:00 p.m., 116 College Avenue)	
February 23	<i>What Distinguishes the Teacher from the Textbook?</i> Peter Lindendorf (Physics)
March 3	<i>What Is Great Teaching -- and Can It Be Taught?</i> Renee Weber (Philosophy)
March 23	<i>Critical Teaching and Learning</i> Mary Lee Bretz (Spanish & Portuguese)
April 1	<i>What Is the Best Class You Ever Took?</i> Michael Shafer (Political Science)
April 13	Panel discussion on <i>Is Great Teaching Discipline-Specific?</i> Moderator: Rod Hartnett, Assoc. VP Academic Affairs Panelists: Bridget Lyons (English), Kathleen Scott (Biological Sciences), Michael Sukhdeo (Animal Science), Lloyd Gardner (History)

system, and a 486sx/25 computer with a CD-ROM drive. The center is beginning to build a software library, and has some CD-ROM discs available for viewing. Any faculty member who would like to experiment with this technology or examine software, such as VHS tapes, laser-discs, or CDs provided with their texts, can stop by the center from 9:00 a.m. until 4:30 p.m.

An Associate Director was recently appointed for the center, Dr. Monica A. Devanas, from the Biological Sciences Department. Faculty Fellows selected for the 1992/93 year are Linda Lederman and Lea Stewart (Communication) and Jerrold Tunnell (Mathematics). In

addition, Carol Barash (English) and James Miller (Marine and Coastal Sciences) have been appointed for the spring semester. These faculty are working with Director Gary Gigliotti on planning the various center activities. Members of the Faculty Advisory Committee and Grants Review Committee are Susan Albin (Engineering), Michael Hamm (Nutritional Sciences), Angela O'Donnell (Education), Adria Sherman (Nutritional Sciences), Catharine Stimpson (University Professor), Michael Sukhdeo (Animal Science), Mark Wasserman (History), BethAnn Zambella (Library), Edward Zambraski (Exercise Science).

## Faculty Council News

During December and January the New Brunswick Faculty Council has been actively involved in various aspects of Budget Planning and Strategic Planning. At its December meeting, the Faculty Council adopted a resolution on budget reduction principles that ask administrators to consider several issues in administering future reductions, including quality, centrality, and need of programs; Rutgers' relationship to other New Jersey institutions; and consideration of all areas of the budget.

At its meeting in January, Chair of the Council Barry Qualls stated his

intention to appoint an ad hoc committee to prepare a report on faculty workloads, that will consider implications of recent public perceptions regarding higher education. The Council also endorsed a report from the Ad Hoc Committee on Conflict Resolution that proposes the appointment of an ombudsperson to help resolve conflicts that might arise among various New Brunswick academic units. At these meetings, the Council also heard reports from the Provost on budget planning and strategic planning.

The Council has initiated a series of panel discussions on the *Rutgers Dialogues*, to take place during the spring semester, prior to the deadline for responses from deans on the *Dialogues*. Dr. John Gillis (History) has organized the series and will prepare a report on the implications of the implementation of *Rutgers Dialogues*. The final session will feature students and alumni discussing the implication of the curriculum for their education and careers. Faculty, students, administrators, and staff are encouraged to attend these panel discussions (see schedule on back page of this issue).

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NEW APPOINTMENTS  
ENVIRONMENTAL SCIENCE AND ENGINEERING  
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BUDGET PLANNING FOR 1993/94  
CAMPUS STRATEGIC PLANNING  
LIBRARY UPDATE  
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SEARCH COMMITTEES

Articles on

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## Search Committees Appointed

President Francis Lawrence has appointed committees to search for New Brunswick Provost and deans of New Brunswick units. The search committee for the position of Provost and Dean of the Graduate School is chaired by Dean Richard Budd (SCILS). Other deans' search committees are chaired as follows: Dean of Faculty of Arts and Sciences, chaired by Gerald N. Grob (History and Institute for Health, Health Care Policy and Aging Research); Dean of the Graduate School of Applied and Professional Psychology, chaired by Barbara McCrady (Center of Alcohol Studies); and Dean of the School of Social Work, chaired by Gloria Bonilla-Santiago (Social Work). The committees include faculty from within and outside of the units as well as

### Forums on Rutgers Dialogues

Sponsored by the New Brunswick Faculty Council

February 23, 7 p.m., Hickman 101, DC

*What is Really at Stake in the University Curriculum Report?*

Moderator: John Gillis (History)

March 8, 7 p.m., Performance Room 104 Arts Complex, DC

*Is Professional Training Compatible with General Education?*

Moderators: Claudia Gittelman (Dance) and Roy Licklider (Political Science)

March 25, 7 p.m., 117 Science and Engineering Research Center, BC

*Fundamental Literacies at Rutgers*

Moderators: Michael Beals (Math) and Marcia Ian (English)

April 8, 8 p.m., 020 Loree

*How is Rutgers Doing? Students and Graduates Respond*

Moderators: Paul Clemens and John Gillis (History)

students and alumni. All four committees hope to select final candidates this spring and appoint individuals to these positions by July 1, 1993. Faculty are encouraged to submit names of candidates for these positions to appropriate search committee chairs.

The Faculty Newsletter is published by the Office of the Provost. Letters and suggestions for articles should be addressed to the editor, Dorothea B. Hoekzema, Office of the Provost, 18 Bishop Place, College Avenue Campus.