

BOARD OF GOVERNORS
Rutgers, The State University of New Jersey

July 10, 2023

11:00 a.m. - open session / 11:05 a.m. - closed session / 11:10 a.m. - open session
(times are approximate)

Tentative Agenda

1. CALL TO ORDER
2. STATEMENT OF COMPLIANCE WITH THE OPEN PUBLIC MEETINGS ACT
3. ROLL CALL (taken while meeting continues)
4. RESOLUTION TO CONDUCT CLOSED SESSION – July 10, 2023
5. CLOSED SESSION
6. RESUMPTION OF OPEN SESSION
7. MATTERS PRESENTED BY THE CHAIR
8. INDUCTION OF MEMBER TO THE BOARD OF GOVERNORS
9. COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS – July 6, 2023
 - a. Proposed Resolution Establishing Rutgers School of Medicine including New Jersey Medical School and Robert Wood Johnson Medical School
10. COMMITTEE ON FINANCE AND FACILITIES – July 10, 2023
 - a. Proposed Resolution Approving Fiscal Year 2023-24 Budget
 - b. Proposed Resolution on Tuition for Fiscal Year 2023-24
 - c. Proposed Resolution on Changes in Mandatory Student Fees for Fiscal Year 2023-24
 - d. Proposed Resolution on Room and Board Rates and Residence Education Fees for Fiscal Year 2023-24
11. CONSENT AGENDA
 - a. Committee on Academic and Student Affairs – July 6, 2023
 - (1) Academic Appointment with Tenure Recommendation
12. OLD BUSINESS
13. NEW BUSINESS
14. ADJOURNMENT



**PROPOSED RESOLUTION
ESTABLISHING RUTGERS SCHOOL OF MEDICINE
INCLUDING NEW JERSEY MEDICAL SCHOOL AND
ROBERT WOOD JOHNSON MEDICAL SCHOOL**

WHEREAS, Rutgers University currently operates two allopathic medical schools, Robert Wood Johnson Medical School ("RWJMS"), located in New Brunswick and Piscataway, New Jersey, and New Jersey Medical School ("NJMS"), located in Newark, New Jersey; and

WHEREAS, in 1971, RWJMS (originally known as Rutgers Medical School) combined with NJMS and the New Jersey Dental School to form the College of Medicine and Dentistry of New Jersey; and

WHEREAS, in 1981, the College of Medicine and Dentistry of New Jersey was renamed The University of Medicine and Dentistry of New Jersey ("UMDNJ"); and

WHEREAS, in 2012, the Governor of the State of New Jersey signed the New Jersey Medical and Health Sciences Education Restructuring Act, P.L. 2012, c.45, which transferred RWJMS and NJMS, among other schools, centers and institutes, from UMDNJ to Rutgers Biomedical and Health Sciences; and

WHEREAS, RWJMS and NJMS each have a student body of comparable size and qualifications and a faculty of comparable size and reputation; and

WHEREAS, NJMS and RWJMS have longstanding programmatic, clinical, and community commitments with their own principal teaching hospital, University Hospital in Newark and Robert Wood Johnson University Hospital in New Brunswick, and will maintain these commitments; and

WHEREAS, if considered together, the sum of the educational, research, and clinical achievements and potential of RWJMS and NJMS are even more impressive than their individual parts; and

WHEREAS, over the past ten years the landscape of medical education and health care delivery has changed dramatically (and continues to evolve) and demands innovative solutions to keep both medical schools at its forefront; and

WHEREAS, in 2013, Rutgers University joined the Big Ten Academic Alliance, a consortium of leading biomedical and health science institutions of higher education in the United States to expand the opportunities for educational and research collaboration; and

WHEREAS, in 2018, Rutgers University entered into a 20-year Master Affiliation Agreement with RWJ Barnabas Health, the largest health system in New Jersey, greatly expanding the University's access to clinical, research, and educational opportunities; and

WHEREAS, in January 2019, the RBHS Chancellor constituted the Future of Academic Medicine Committee, charging it with developing the Future of Academic Medicine Report, which was shared with the University Senate in January 2020, which after consideration posed a series of questions; and

WHEREAS, following a hiatus prompted by the COVID-19 pandemic, the Chancellor and medical school Deans commissioned three committees to review and respond to the questions posed by the University Senate, resulting in a report entitled Envisioning the Future of Academic Medicine, which was delivered to the Senate on January 31, 2023; and

WHEREAS, the RBHS Chancellor and the Deans of RWJMS and NJMS have determined that a further integration of NJMS and RWJMS under a singly accredited medical school would benefit the educational, research, and clinical missions of each medical school and Rutgers University as a whole in a number of ways, including, but not limited to: (a) collaboratively engaging a broader scope and scale of teaching talent, learning content, and clinical experiences to benefit educators, learners, and patients, (b) better leveraging the University's growing impact on clinical, translational, and basic science research - placing Rutgers at the forefront of the innovation economy and attracting more federal and industry funding, (c) expanding the scope of tertiary and quaternary clinical services, including cutting edge treatments, available to all members of the New Jersey community, particularly those living in underserved communities, (d) enhancing the University's reputation through public recognition of our excellent medical education programs and research portfolios and increased overall national ranking, (e) fostering efficient administrative processes and systems that inhibit faculty productivity and employee satisfaction, and (f) a renewed commitment to community engagement and outreach through formalized structures and advisory committees that will enhance communication and feedback to medical school and RBHS leadership; and

WHEREAS, while NJMS and RWJMS continue to maintain distinct administrative processes, the schools already have benefited from the synergies associated with certain shared functions, such as Graduate Medical Education, a single Chair for certain clinical departments, a combined Continuing Medical Education program, and activities associated with the Clinical and Translational Science Award (CTSA); and

WHEREAS, the specific implementation of the various aspects of the envisioned medical schools integration will still require more detailed planning about admissions, curriculum, campus culture, accreditation, residency placements, fiscal matters, administrative structure, governance, nomenclature, branding, and faculty affairs practices, as well as application to the Liaison Committee on Medical Education (LCME) of the Association of American Medical Colleges and the American Medical Association, which will require additional planning up to and including faculty committee work, consultations with LCME in anticipation of a LCME site visit, followed by a LCME site visit, all of which require a commitment to initiating the above-mentioned synergies; and

WHEREAS, the RBHS Chancellor has expressed his commitment to continued stakeholder consultation with the University Senate, faculty, staff, students, and community

members - including continuing community and campus-based town halls and other mechanisms to receive more formal input from the faculties of NJMS and RWJMS as well as other stakeholder communities, providing detailed responses to remaining questions and concerns, development of more detailed information and strategies concerning admissions, curriculum, campus culture, accreditation, residency placements, fiscal matters, administrative structure, governance, nomenclature, branding, and faculty affairs; and

WHEREAS, among other benefits, the integration of the medical schools will further the following two principal goals, one external and one internal:

- Externally, it will position Rutgers School of Medicine as one of the largest and leading public medical schools in the country, committed both to the highest standards of education, research, and clinical care and the ideal of, in partnership with its academic medical center partners – University Hospital Newark and Robert Wood Johnson University Hospital - being an anchor institution, civically engaged and responsive, and serving the communities of Newark and New Brunswick, as well as the State of New Jersey as a whole;
- Internally, Rutgers School of Medicine will provide Rutgers, The State University of New Jersey, with a singly accredited flagship medical school that will be an unparalleled hub of biomedical and health sciences education, research, and clinical care, connecting diverse academic units, and supporting the strategic priorities of Rutgers and the State of New Jersey; and

WHEREAS, the integration of RWJMS and NJMS as co-equal bodies under a single Rutgers School of Medicine, would, therefore, go far beyond a simple operational reconfiguration into one medical school; when complete, it envisions a medical school that enjoys a national reputation greater than the sum of its parts, amplifying the University's call to excellence, engagement, and strategic clarity, and that is a force connecting all the components in a diverse community of educators, researchers, students, clinicians, and patients through a process of dynamic engagement, and also positions Rutgers, The State University of New Jersey, as a leader in twenty-first century medical education; and

WHEREAS, the Robert Wood Johnson University Hospital and the University Hospital of Newark are deeply committed to providing the highest level of tertiary and quaternary clinical services to the diverse communities of New Brunswick, Newark and surrounding regions increasing clinical access to tertiary and quaternary services; and

WHEREAS, on July 6, 2023, the Board of Governors' Committee on Academic and Student Affairs and on July 7, 2023, the Board of Governors' Executive Committee each, separately, considered the initial integration of RWJMS and NJMS under a singly accredited Rutgers School of Medicine as described herein and believes it is in the best interest of RBHS, its faculty, staff, students, and the communities that they serve and therefore recommended that the Board of Governors approve it.

NOW, THEREFORE BE IT RESOLVED by the Board of Governors of Rutgers, The State University of New Jersey, upon the recommendations of the Committee on Academic and Student Affairs and the Executive Committee, as follows:

Section 1: The forgoing recitals are hereby incorporated by reference into this Section 1 as if fully restated herein and are hereby ratified and confirmed.

Section 2: NJMS and RWJMS are organized under a single “Rutgers School of Medicine”.

Section 3: The RBHS Chancellor shall take those steps necessary to establish Rutgers School of Medicine as a single accredited medical school.

Section 4: The Dean of RWJMS and the Dean of NJMS shall serve as “co-deans” of a jointly administered Rutgers School of Medicine, reporting directly to the Chancellor and representing the interests of the faculty, staff, and students of their individual medical school campus and supporting the implementation of integration into a singly accredited medical school. The Dean of RWJMS shall continue to maintain an office in the City of New Brunswick, New Jersey, the Dean of NJMS shall continue to maintain an office in the City of Newark, New Jersey, and the Chancellor shall continue to maintain offices in both the City of Newark and the City of New Brunswick.

Section 5: Consistent with the requirements of the accreditation process, the integration of RWJMS and NJMS will be conducted in a manner that promotes equitable representation and allocation of resources in the common administration of Rutgers School of Medicine. The RBHS Chancellor shall continue to administer both NJMS and RWJMS under Rutgers School of Medicine.

Section 6: As part of the Liaison Committee on Medical Education of the Association of American Medical Colleges and the American Medical Association (“LCME”) medical school accreditation process, the RBHS Chancellor will engage in the development of further stakeholder consultation, communication, and support, particularly as it relates to the details of admissions, curriculum, campus culture, accreditation, residency placements, fiscal matters, administrative structure, governance, nomenclature, branding, and faculty affairs practices.

Section 7: Notwithstanding the foregoing organization under Rutgers School of Medicine, NJMS shall remain in the City of Newark, New Jersey, and University Hospital Newark shall continue to be the principal teaching hospital of NJMS.

Section 8: Notwithstanding the foregoing organization under the Rutgers School of Medicine, RWJMS shall remain in the City of New Brunswick, New Jersey, and Robert Wood Johnson University Hospital shall continue to be the principal teaching hospital of RWJMS, subject to the associated contractual agreements.

Section 9. Upon accreditation as a single school by the LCME, the Rutgers School of Medicine shall develop and maintain a new community advisory board, to provide direct and ongoing feedback from community members in and around Newark and New Brunswick on outreach, concerns, and expectations.

Section 10: On a biannual basis, the Chancellor shall report to the Board of Governors regarding the substance and progress of stakeholder engagement, questions that have arisen and

the responses that have been provided, and significant milestones achieved in furtherance of the objectives described in this Resolution.

Board of Governors
Rutgers, The State University
of New Jersey
July 10, 2023

DRAFT