



School of Arts and Sciences
Handbook for New Department Chairs

July 2012

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The School of Arts and Sciences

The transformation of undergraduate education at Rutgers New Brunswick—which began in 2004 and was completed in 2007—included consolidating the four existing liberal arts colleges into one School of Arts and Sciences. The Bylaws of the School of Arts and Sciences at Rutgers, The State University of New Jersey were ratified on December 14, 2006.

ARTICLE I. PURPOSE AND ORGANIZATION

Section 1. The School of Arts and Sciences (hereinafter SAS) shall be maintained for the purposes of providing undergraduate and graduate education in the arts and sciences to the students in New Brunswick and of conducting research in the arts and sciences.

The complete Bylaws are available on the SAS website: <http://sas.rutgers.edu/faculty-a-staff>

The Committee on the Future of SAS developed a Strategic Plan in 2010 that puts forth the Values, Vision, and Mission, and the Strategic Goals for the School.

MISSION: WHAT WE DO

The mission of the School of Arts and Sciences is to serve the State of New Jersey through teaching and research that extend the boundaries of human knowledge and improve the quality of human life.

The Strategic Plan is available on the SAS website: <http://sas.rutgers.edu/strategic-plan>

Executive Office Leadership and Staff

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*Responsible for internal and external communications
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What the Graduate School does for SAS graduate programs, graduate students, and graduate faculty members

- A. Primary advocate for graduate students
- B. Manages supplemental funding for SAS graduate students
 - a. Provides fellowships and tuition for inter-unit graduate programs
 - b. Major medical fee remission for all RU fellows
 - c. Stipend & tuition supplements and health benefits for external fellows
 - i. Chaser helps students develop successful applications for external awards
 - ii. Manages accounts for external fellowships
 - d. Competitive dissertation fellowships (Bevier)
 - e. Health benefits for trainees
 - f. Travel support for graduate students, awarded competitively
 - i. Pre-dissertation & special study travel funds
 - ii. Conference travel funds
- C. Provides training for TAs (and new faculty members)
 - a. TA Project for TAs across the campus
 - b. Conducts new TA and new International TA orientations
 - c. Offers Introduction to College Teaching and Leadership courses
 - d. Coordinates Master Faculty Observation Program
 - e. Monitors English as Second Language proficiency of international TAs
- D. Disseminates Best Practices
 - a. Booklets on Mentoring and Academic Integrity
 - b. Best Practice sessions for graduate program directors
 - c. Directs NSF Institutional Improvement through Integration project aimed at best practices in STEM fields
 - d. Maintains contact with national and international currents and practices in graduate education
 - e. Provides daily assistance to graduate program directors and AAs
- E. Helps to enhance recruitment & retention of graduate students from diverse backgrounds
 - a. Conducts RISE at Rutgers/UMDNJ summer research program for undergraduates from under-represented and disadvantaged backgrounds in science, math, and engineering fields (includes social and behavioral sciences)
- F. Fosters excellence in graduate education & research
 - a. Helps develop new programs and changes to current programs
 - i. Approval process for new courses
 - b. Degree certification
 - c. Sets general rules and procedures for all academic degree programs in New Brunswick
 - d. Dedicated to shortening time to Ph.D. degree and enhancing completion rates
 - e. Monitors time-to-degree through extension approvals
 - f. Helps foster exchange programs & consortia with other universities and countries
 - g. Coordinates contacts with sponsors of funded graduate students from abroad
 - h. Considers nominations of new full and associate members of the Graduate Faculty
 - i. Recognizes excellence in graduate students, graduate faculty members, administrative staff of the programs and alumni/ae of the Graduate School

The Graduate School–New Brunswick Overview

- G. Provides services for graduate students
 - a. GradFund – the Resource Center for Graduate Student External Support
 - b. Work with Graduate Housing, Career Services, Psychological Services, Health Services, Financial Aid, and the Office of the Registrar to provide high quality programs and serve needs of graduate students
 - c. Resource for resolving conflicts or crises that involve graduate students in their roles as students, instructors, and researchers
 - d. Disability coordinator for graduate students
 - e. Faculty leadership of the Graduate Student Association
- H. Provides support for graduate programs, graduate program directors and graduate program administrative assistants
 - a. Graduate Program Director meetings at least once a semester
 - b. Workshops for Graduate Program AAs and secretaries
 - c. Updates Redbook that contains all policies and procedures of the Graduate School – New Brunswick (on the web)
 - d. Staff always available to provide assistance and advice
- I. Collects and interprets data on graduate education
 - a. Provides data to SAS and others in support of their mission
 - b. Provides data in support of training grant applications and other needs of the faculty
 - c. Reports data to national surveys by NRC, NSF, CGS and others
 - d. Participates in national efforts to generate useful comparative data
 - e. Produces program profiles for review purposes, primarily of completion rates and time-to-degree

Office of the Area Deans 2012-2013

77 Hamilton, College Avenue Campus

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I. Faculty

- **Hiring:** assist and coordinate strategic hiring plans with Chairs; make recommendation to Dean on hiring priorities; assist Chair in drafting advertisement; advise Chair and search committee on affirmative-action procedures; interview candidates; discuss candidates with Chair; make recommendations to Dean on candidates; work with Dean and Department Chair on appointment terms and conditions; draft offer letter and ABRAF; discuss affirmative-action outcomes with Chair and Dean.
- **Promotion and reappointment:** work with departments to identify and approve external referees; advise Chair on any issues arising from the external review process; meet with A&P committees; respond to A&P committee requests for additional information from department or candidate; make recommendation to the Dean and draft Dean's promotion narrative; contact Chairs with recommendations from 3rd year review.

Office of the Area Deans Leadership and Overview

- Retention: Discuss case and issues with Chair; secure c.v. and teaching evaluations; meet with faculty member (with Dean, if appropriate); discuss and make recommendation to Dean; draft retention letter.
- Faculty Compensation Program: advise Chair on issues; make recommendations to Dean on Dean's level awards.
- Sabbaticals: review and approve sabbatical applications, as appropriate.
- Personnel: meet with individual faculty members to discuss issues and advise on such matters as progress towards promotion, research support, and other professional issues. Respond to faculty requests and/or refer to appropriate persons in Business and Personnel Office.
- External Grants: work with faculty, grants facilitators, Chairs, Deans, the Graduate School, and the Executive Vice President's office on grant matches; prepare matching letters for grant applications; approve submitted grant applications.
- Research funds: advise Dean on research funds provided to individual faculty.

II. Chairs

- Appointment: assist department as appropriate in identifying and encouraging candidates for Chair; advise Dean on candidates; advise Dean on compensation issues; draft letter of appointment.
- Assist and mentor Chairs: help Chairs define faculty responsibilities, develop mentorship programs for junior colleagues, resolve conflicts within and between departments; help Chairs on issues concerning staff, space and facilities.
- Work with Chairs and Dean to implement the Pay for Performance salary program.
- Work to resolve any interdepartmental conflicts between different Chairs.

III. Academic Programs

- Maintain oversight of undergraduate and graduate instruction and curriculum issues within departments and programs.
- External review process: recommend departments and programs for external review; in consultation with department, identify external reviewers; assist department in designing review and in developing Self-Study Report; participate in interviews with review team during their campus visit.

- Help develop strategies to ensure the success of departments and programs; explore areas to emphasize and directions to pursue.
- When relevant, oversee financial allocations to support academic activities, such as conferences and special projects.
- Maintain oversight of SAS international programs, global initiatives, and region-specific centers.
- Assist SAS units in initiating international collaborations and partnerships.

IV. Dean's Staff

- Represent, advocate for, and make recommendations regarding programs within disciplinary cluster.
- Participate in Senior Staff and Chairs' council meetings.
- Participate in highest-level SAS decision-making processes (e.g., unit-wide strategic planning, financial and policy decisions, determining role of SAS within wider university decisions, etc.).
- Lead special projects within SAS.
- Participate in important universitywide activities and committees.

July 2012

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The Office of Communications is responsible for promoting the School of Arts and Sciences as the unified liberal arts program of Rutgers University.

Under the direction of Kara Donaldson, Associate Dean for Planning and Communications, the Office builds relationships with and acts as a resource for all academic departments, programs, and centers in SAS.

The Office serves the SAS community by gathering and developing news, feature stories, and other multimedia content about SAS to share with the university community, the public, and the news media. The communications staff is also available to help SAS units develop communications strategies for special events or other needs. As part of the collection and distribution of news and events in SAS, the Office collects Departmental Reports of faculty achievements three times a year and sends out weekly events emails.

The Office works closely with Media Relations to coordinate story development, publicity, and media outreach.

The Office creates and maintains the content and functionality of the SAS website, and is charged with seeing that SAS presents a unified and cohesive image by helping centers, departments, and other units in SAS meet visual identity standards on websites and printed publications.

School of Arts and Sciences Visual Identity Policy

As The State University of New Jersey, Rutgers has taken steps to manage and preserve the integrity of the Rutgers name. The creation of the Rutgers visual identity system was a complex and broadly consultative project to create instantly recognizable visual identities for all Rutgers communications. The Visual Identity system requires the placement of the Rutgers Logotype in the upper left corner of all Rutgers University web pages. This unified system connects every unit to Rutgers, thereby strengthening the presence of the university and all of its programs and people in New Jersey and throughout the world.

The School of Arts and Sciences also must bring clarity to how we represent SAS and its relation to Rutgers. The goal of the Dean's Office is to bring all SAS units into compliance with Rutgers Identity requirements as quickly and efficiently as possible by phasing in the use of the School of Arts and Sciences signature with the Rutgers Logotype on all communications.

Office of Communications Overview and Policies

Unifying the visual identity of the School of Arts and Sciences is an important step in forging our presence at Rutgers and in branding the School beyond the university's walls. Our identity solidifies our connection to the larger enterprise and our distinctive role in it, while presenting our alumni, policymakers, prospective donors, and our future students with a clear and strong message of the breadth and depth of our productivity and potential.

In order to effect this change and also to strengthen the public awareness of the School of Arts and Sciences at Rutgers, the Dean's Office is issuing a policy to be followed by all SAS units, including but not limited to, Centers, Bureaus, Institutes, Programs, and Departments.

Print Standards Policy for Units in the School of Arts and Sciences

The Rutgers logotype must appear with the School of Arts and Sciences signature on the front of all printed communications no smaller than one inch wide. In addition, the full name of the university must appear somewhere on the printed piece.

We are happy to assist you in using the School of Arts and Sciences signature, and can meet with you to work on materials. Please contact the Communications Office or email us at identity@sas.rutgers.edu with any questions.

Download Signature Files for Print Publications

For your convenience, multiple types of signature files are available on the [Print Standards page](#) of the [Communications website](#) for different types of publications. In addition, different color combinations for the logotype and signature are also provided. After you have read about the different types of files for different purposes and the instructions for use, please go to the urls indicated below to download the necessary files.

The Rutgers Visual Identity system allows for three Rutgers logotype colors: scarlet, black, or white. The recommended SAS signature features the scarlet Rutgers with a gray School of Arts and Sciences signature.

This signature is provided in file formats for both two-color (most commonly used for self-publishing) and four-color printing (used by an outside vender for full color publications).

Sometimes a one-color file is needed for simple flyers made on copiers or for artistic purposes on more complicated pieces created by a designer. We have included in the files folder all black, all red, and all white versions of the Rutgers School of Arts and Sciences signature appropriate for this range of printing needs.

Access to download the Rutgers SAS signature files is limited to a computer within the Rutgers network.

School of Arts and Sciences Web Banner Identity Statement

It is the policy of the School of Arts and Sciences that all SAS units use an approved banner, consistent with the current style of the SAS website launched in 2010, with the School of Arts and Sciences Signature and the Rutgers Logotype in the top left corner of every webpage.

This policy conforms to the Rutgers University identity standards.

The Rutgers-School of Arts and Sciences signature is also a link to the SAS homepage.

The SAS website can be viewed here: <http://sas.rutgers.edu/>

Meeting Identity Requirements on the Redesigned SAS Website

To help units update websites to conform with the Rutgers SAS Identity Policy and the new SAS website design launched in September 2010, SAS IT Services has created Departmental Templates. These templates are available with scarlet, white, black, and gray banners. The Rutgers SAS combined Logotype and Signature with link to the SAS homepage is on the left. Fields for units to display their name are located on the right of the banner and in a header below the banner.

[SAS IT](#) has posted information on choosing and installing [departmental templates](#).

Since creating a standard visual identity for SAS is a priority, SAS IT will work with all units to bring their websites into compliance with the identity policy. Units can contact SAS IT through the [workorder system](#) to begin this process.

Please note that websites should also be consistent with all other aspects of the Rutgers University visual identity policy:

- <http://ur.rutgers.edu/web-ecomunications/university-web-policy>

SAS Exhibit Kit

A package of display materials is available for use at meetings, conferences, receptions, and other types of public events. This kit includes banners, table coverings, and podium drapes that showcase Rutgers School of Arts and Sciences.

To request materials, please complete the SAS Exhibit Kit Sign Out Form 2012 at least five business days prior to the date needed and email it to identity@sas.rutgers.edu. Material quantities are limited and will be made available on a first come basis.

Please visit the [SAS Exhibit Kit website](#) to view the Exhibit Kit and access the form.

SAS News Digest Manager

The Office of Communications manages a weekly email announcement of events and activities sponsored by units in the School of Arts and Sciences and of particular interest or benefit to SAS faculty and staff, *Upcoming Events!* is published every Thursday September through May of the academic year.

Events should be of broad interest to the SAS community.

Visit the [SAS News Digest Manager webpage](#) to access the electronic system for entering your events.

Faculty Achievement Report for the Vice President of Academic Affairs

Three times a year, units within Rutgers University are required to submit a report of faculty and departmental news of honors, achievements, and publications. This report is due to the office of the Vice President of Academic Affairs on October 1, February 1, and June 1.

The Vice President of Academic Affairs uses the information from the School of Arts and Sciences Faculty Achievement Report to publicize the strengths and academic achievements of Rutgers University in speeches, promotional materials, reports, and on the website. The report gives SAS and individual departments the opportunity to communicate with the central administration the outstanding work done by faculty and students across the School and increase the likelihood that SAS will be featured by the Central Administration.

Departmental Faculty Achievement Reports are due to the Executive Dean of the School of Arts and Sciences in September, January, and May.

SAS currently uses a Sakai site to systematize departmental reporting and streamline the process of compiling the report. SAS Communications staff post dates on the Sakai site and send a reminder to departments of upcoming due dates. Each chair and a designated assistant have access to the Sakai site and the template for the report.

A template for departmental use is posted on the Sakai website. Please rename the template with the name of your department and the date before uploading. Review the sample entries and use them to format the information you add to the template. Please do not cut and paste information from CVs or websites. Please include dates for publications and talks and wait until works are published and talks have been given before including them on the list. Remember, there is always another report coming!

Please continue to send exciting news directly to the Dean's Office at execdean@sas.rutgers.edu and kdonaldson@sas.rutgers.edu.

FAR website:

<http://sas.rutgers.edu/office-of-the-dean/office-of-communications/sas-faculty-achievement-report>

Development Office

This document is an outgrowth of previously developed faculty training in fundraising fundamentals. It is designed to provide you with an overview of fundraising at Rutgers University and assist in your leadership efforts as a School of Arts and Sciences department chair and faculty member.

This document covers three main topics:

- I. School of Arts and Sciences Development Office
- II. Fundraising Cycle
- III. Gifts to Rutgers

School of Arts and Sciences Development Office

The School of Arts and Sciences (SAS) Development Office is responsible for raising major gifts (defined as gifts of \$100,000 and above) for the school's departments, centers, bureaus, and institutes. As the link between the philanthropic interests of alumni and friends and the needs of the university, the goal of the Development Office is to secure the resources necessary to enhance academics, support research, and enrich the learning environment at Rutgers.

As a result of changes effected by the Transformation of Undergraduate Education (TUE), the SAS Development Office works with alumni of Rutgers College (RC), Livingston College (LC), University College (UC) and to a lesser extent, Douglass College (DC), as well as with other alumni and friends of Rutgers who are interested in the arts and sciences. We also work with Graduate School-New Brunswick (GSNB) prospects to fundraise for GSNB. The SAS Development Office works in close collaboration with the Rutgers University Foundation.

Staff

The SAS Development Office is staffed with professional fundraisers (known as directors of development or DODs) and is led by the Associate Vice President for Major Gifts. Supporting the fundraisers are three administrative assistants. The Development Office is located at 64 College Avenue. The SAS team partners with other Foundation development officers who raise money for SAS.

SAS DODs are charged with raising major gifts from individuals in support of the fundraising priorities of SAS. DODs also work with the Foundation's departments of Annual Gifts (\$25,000), Special Gifts (\$25,000 - \$99,999), Principal Gifts (\$1 million and above), Corporate and Foundation Relations, and Planned Giving to raise money for SAS. DODs adhere to Foundation policies and procedures regarding the cultivation and solicitation of donors. They build long-term relationships with alumni and friends of Rutgers and, at the right moment, connect them with funding opportunities that both interest the potential donor and are a priority of the institution.

Faculty, chairs, and other university administrators are vitally important partners in this relationship-building process. As "your" fundraisers, the SAS team enjoys working with chairs and faculty to support your teaching, research and engagement efforts.

As of June 2012, members of the SAS Development team include:

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Laurie Reinhardt-Plotnik, Associate Vice President for Major Gifts lrplotnik@sas.rutgers.edu	Phone: 848-932-6451
Ellen Schaible, Administrative Assistant eschaible@sas.rutgers.edu	(works with AVP) Phone: 848-932-6449
Michele Zito, Administrative Assistant mlzito@sas.rutgers.edu	(works with J.J., Megan, Paul, Steve) Phone: 848-932-6452

Structure

The SAS Development Office was reorganized in July 2007 in conjunction with TUE to maximize effectiveness and dollars raised for SAS and Graduate School-New Brunswick. The office is organized strategically so that each DOD's portfolio of prospects is based on a geographical region. DODs are tasked with raising major gifts for all areas within SAS and the Graduate School-New Brunswick from the major gift prospects who reside in their assigned region. At the same time, DODs continue to serve chairs, center/bureau directors, and faculty, as each unit is assigned a liaison within the development office. This DOD is responsible for sharing unit-based fundraising needs and academic accomplishments with the entire Foundation staff.

Region

NYC Metro, NY, CT
New England, NY, NJ
NJ, NY, PA
Southern California
NJ, NY, CT
NJ, NY, PA
DC Metro Area, NJ, NY
Northern California, Miscellaneous

DOD

J.J. Adler
Connie Alexis-Laona
Megan Krause Casey
Tara Kelly
Paul Kuznekoff
Steve Lapicki
Emily Miller
Laurie Reinhardt-Plotnik (AVP)

Working with SAS Departments

The DOD assigned to your area is your link to the Foundation and the world of donor prospects. S/he will work with you on fundraising needs that have been identified and approved by SAS. When questions about fundraising priorities arise, please discuss them with your area dean and/or the executive dean.

Director of Development

Paul Kuznekoff

JJ Adler

Departments, Centers, Bureaus, & Institutes

Humanities

Armenian Studies
Classics
Thomas Edison Papers
German, Russian & East European Lang. & Lit.
Institute for Hungarian Studies
History
Jewish Studies
Bildner Center
Oral History Archives
Stanton & Anthony Papers

Religion
American Studies
Art History
Comparative Literature
English
French
Italian
Linguistics
Spanish/Portuguese
Philosophy

Megan Casey

Social & Behavioral Sciences

Anthropology
CHES
Geography
Economics
Sociology
Criminal Justice
Honors Program
GSNB

Connie Alexis-Laona

Political Science
Psychology
Cognitive Science
Institute for Research on Women
Women's and Gender Studies
Center for Women's Global Leadership

Tara Kelly

Africana Studies
Center for African Studies
South Asian Studies Program
Center for Middle Eastern Studies
Center for European Studies
Asian Studies Program
Center for Latin American Studies
Latino and Hispanic Caribbean Studies
Middle Eastern Studies Program
Asian Languages & Culture
African, Middle Eastern & South Asian Lang.

Emily Miller

Physical & Mathematical Sciences

Computer Science
Earth & Planetary Sciences
Mathematics
Physics & Astronomy
Statistics
Math & Science Learning Center
Chemistry & Chemical Biology

Steve Lapicki

Biological & Life Sciences

Cell Biology and Neuroscience
Exercise Science & Sport Studies
Genetics
Molecular Biology and Biochemistry
W.M. Keck Center for Collab. Neuroscience
NJ Center for Biomaterials
Proteomics
ODASIS

Laurie Reinhardt-Plotnik (AVP)

GSNB / Biological & Life Sciences
ODASIS

Capital Campaign

Rutgers is currently in the “public phase” of a \$1 billion capital campaign which began on July 1, 2007 and will continue until December, 2014. Capital campaigns typically have two distinct phases: a “quiet phase” when the institution’s most loyal and generous donors are asked to contribute as those who are “nearest and dearest,” followed by a “public phase,” when gifts at all levels are solicited from a net cast as widely as possible. Rutgers’ current campaign entered the “public phase” in October 2010.

Giving Menus

Giving Menus are useful resources for DODs in discussions about smaller projects that can be funded with five figure and six figure gifts. These gifts reflect the department’s daily needs that many times can only be accomplished through smaller contributions. Donors often find the need to become involved with a department or the university on a smaller scale before considering a gift from the Book of Dreams. At Rutgers, many donors’ first gifts establish annual or endowed scholarships – they want to enable students today to enjoy the same types of Rutgers experiences that they recall so fondly. Donors utilize these smaller “test” gifts as a way to measure the impact and “return on investment” they receive from their gifts prior to committing to something larger. This is why stewardship is arguably the most important part of fundraising (see II. Fundraising Cycle below). Stewardship is the purview not only of DODs but also deans, department chairs and individual faculty members and can be the most rewarding and enjoyable aspect of fundraising.

Arming our DOD’s with ideas for the department on a smaller scale helps in the engagement process by allowing the donor to become involved more immediately. To facilitate this process, this SAS Development Office has initiated an effort to prepare menus of giving options for departmental gifts at the Annual, Special and Major Gifts levels. Your DOD liaison will work with you to prepare and/or refine a menu of giving options that will be shared with all Foundation development officers. These menus will be updated annually but may be amended at any time.

Fundraising Cycle

Identify. Cultivate. Solicit. Steward. These are the four main tasks of a DOD. These action steps are repeated with each prospect and with each donor, creating a continuous sequence of events that many call the fundraising cycle. As faculty and chairs, your involvement in this cycle can have a large impact on a potential donor’s gift.

Identify, Cultivate, Solicit, Steward

All DODs maintain a portfolio of alumni and friends who have been identified as having the capacity to make a significant gift to the university. The Foundation’s Research Department proactively identifies and researches individuals (both alumni and friends) who have the financial capacity to contribute to Rutgers.

Identify. Individuals we anticipate may likely make a gift or “suspects” are assigned to prospect managers (DODs) based on a combination of factors, including: graduating school/major, region of the country in which they reside, gift history at Rutgers, or other demonstrated likelihood to give. DODs visit with and “qualify” suspects to determine if they are truly interested in contributing to Rutgers (propensity) and, if so, at what level (capacity). Individuals who demonstrate the capacity and propensity for gifts to Rutgers are called “prospects.”

Cultivate. Relationships with prospects are nurtured in a variety of ways, often involving faculty, chairs, and deans. Chairs and DODs should meet regularly to discuss relevant prospects and

strategize ways to engage them. It is important that you notify your development officer before you contact a prospect so that they can make sure that this person is not currently under solicitation by them or another unit at Rutgers.

Best practices involve a DOD accompanying you on all or most potential fundraising calls. The DOD will make sure that you are prepared for the meeting and may give you a confidential briefing that contains information on the individual's home or business, prior gifts to Rutgers, and in some cases, their personal wealth. This briefing may also contain information about the individual's financial capacity, history of Rutgers activities, their interests, business and philanthropic associations. All of this information should be kept confidential.

After a "contact" with a prospect, it is important that both the DOD and the chair follow-up with the individual. Typically, the DOD and chair debrief after a meeting and discuss next steps and potential strategies. These cultivation strategies may include sending a handwritten note or an invitation to an on-campus event, leading up to the eventual development of a funding proposal. With proper and careful cultivation, the chair and DOD are able to determine the prospect's capacity and propensity to give and identify which priorities within the unit or department are of greatest interest.

Solicit. The delivery of a funding proposal is known as the "ask" or the solicitation of the prospect. The solicitation phase is often the easiest, especially if the prospect has been properly cultivated. We are not simply asking the prospect for money--we are asking the prospect to support a project that you, as chair, believe in and one in which the prospect has demonstrated an interest. The funding proposal may present one option to the potential donor, such as an endowed fellowship or program support, or a series of options if the prospect has several interests. Donors view major gifts as investments that solidify a long-term relationship with the recipient institution. In making major gifts, which typically involve not only a donor's income but also often some of their assets, donors often weigh factors such as the worthiness of the institution, degree to which the cause is compelling and matches their passions, and the anticipated impact their gift will make.

Steward. While cultivation and solicitation are important, the stewardship phase is arguably the most important part of the fundraising cycle. Thanking donors for their support is crucial. Not only does it show donors that their gift was appreciated, it reassures them that their gift was made to the right cause. Stewardship is an ongoing process – not a one-time effort. Effective stewardship can take many forms – from the very first letter acknowledging the gift to lunches, events, invitations to lectures, phone calls, or even the gift of a book or article by a faculty member in which the donor might have a special interest. For many donors, stewardship is the first step in securing their next gift.

The Role of Chairs and Faculty in Fundraising

Chairs and faculty play an important role in the fundraising cycle. Often it is the chair who has the initial connection to the prospect--the alumnus may be a former student or the parent of a student. In addition to individual fundraising, many chairs also have contacts at corporations and foundations that support their research and the research of their colleagues. These corporations or foundations also might be interested in making a substantial gift to a department.

Fundraising is a collaborative effort that often draws on the efforts of the DOD, chair, area dean, executive dean, and representatives from the Foundation. Some of the most successful academic units within SAS make full use of this collaboration.

One way chairs can assist in our efforts is by regularly thanking their annual fund donors. Each month you will receive a report with a list of donors to your particular department. Ideally, each of you should send thank you letters to these donors and explain how their gift—no matter how small or how large—will make a meaningful difference in your department. Your DOD can assist you in crafting a meaningful “template” for thanking donors.

Chairs should also make sure that department-based scholarships and fellowships are awarded and that they are awarded in concert with the criteria and selection procedure outlined in the fund agreement.

Gifts at Rutgers

Giving Opportunities (as of 6/1/10)

Rutgers University offers its donors and prospects a range of giving opportunities. Small gifts made through Annual Giving are often made to school or unit-based discretionary accounts. The minimum giving levels or “gift thresholds” for contributions at higher levels have been established by the university and are provided below.

Endowed Funds

Senior Professorship or Deanship	\$5 million
Named Research Program in the Sciences	\$5 million
Faculty Chair	\$3 million
Term Professorship	\$2 million
Post Doctoral Fellow	\$1 million
Faculty Research Fund in the Sciences	\$1 million
Graduate Fellowship	\$750,000
Faculty Research Fund in the Arts and Humanities	\$500,000
Full Undergraduate Scholarship	\$500,000
Graduate Student Dissertation Fund	\$250,000
Restricted Named Scholarship	\$100,000
Endowed Fund for Graduate Student Support	\$100,000
Undergraduate Research Support Fund	\$100,000
Unrestricted Named Scholarship Fund	\$100,000
Room/Lab Renovation	\$50,000
Library Acquisition Fund	\$25,000

Annual Gifts

Annual Graduate Fellowship	\$10,000
Annual Undergraduate Scholarship	\$5,000

Many donors want to establish an endowed fund, so that their gift will exist in perpetuity and provide a source of sustaining funds. Endowed funds can be named for themselves, their family, or a loved one. Each endowed fund has a specific goal and purpose that contributes in a unique way to the future of the University. Other donors wish to contribute annual gifts of cash, which allows them to experience the impact of their generosity during their lifetime. Both types of gifts can be made as multi-year pledges or one-time gifts.

Please note that the income derived from endowed funds may not reflect the actual operational costs. The University currently employs a spending policy of 4.5% on endowed funds. For example, a \$2 million term professorship would generate approximately \$90,000 of spendable income each year.

Donors can also support and name capital and building projects. The University has specific guidelines for these types of gifts. If you are interested in fundraising for a capital project, or in investigating the possibility of raising money to name a space, please contact your liaison in the SAS Development Office.

Gift Assessment Fee

Many universities nationwide have instituted gift assessment fees to help support fundraising efforts. Such fees are designed to help meet the costs related to fundraising, particularly in light of the increasing demand for private support for higher education. Individual donors, grant-making associations, corporations, and foundations have been supportive of this practice as an investment in the future advancement efforts of the university.

Effective October 1, 2006, a gift assessment fee policy was approved by the Board of Governors for implementation at Rutgers. This fee is part of the investment strategy that will build the capacity to increase private contributions to Rutgers. The gift assessment fee is one of nine resources identified to support University fundraising efforts and the Foundation. Others include direct University support and special allocations from the University's governing boards.

The gift assessment fee will allow for the necessary expansion of fundraising initiatives and development efforts. Without the efforts of the Foundation in obtaining these funds, there would be far fewer private gifts to the University, resulting in fewer scholarships, fellowships, programs, and research funds. These funds are essential in the efforts to advance Rutgers to a higher level of excellence, especially in light of the ongoing decline in state support.

An official statement of the assessment fee policy is available on the University website.

Endowment Management Fee

Endowment management fees are one of the most common sources of funding for development efforts at universities. The endowment administrative fee at Rutgers—another of the nine funding sources mentioned above—was approved for implementation in 2003 by the Board of Governors.

As with all guidelines for the management of endowed funds, the administrative fee policy was established by and is subject to the review of the Joint Committee on Investments of the Board of Governors and the Board of Trustees, as governed by the Uniform Management of Institutional Funds Act.

Types of Gifts

Several viable alternatives to an outright cash gift exist that enable donors to maximize their contributions to Rutgers. Some donors are interested in giving the University rare books or artwork, and many corporations are interested in donating in-kind equipment to Rutgers. Each approach requires careful consideration while simultaneously considering the impact on charitable dollars and saving taxes.

In addition to cash, the most common types of philanthropic contributions include:

Securities

By contributing appreciated securities held for more than one year such as stocks or bonds that are now worth more than their purchase price, a donor can make a gift whose value exceeds its original cost. The donor assigns the securities to the Rutgers University Foundation, which then sells them. The donor receives a tax deduction for the full fair market value on the date of transfer. If, in fact, the deduction is larger than one can use in one year, the donor can assign the surplus as deductions over the next five years. The department receives the cash and the donor benefits through significant tax savings.

Gift Annuities

The gift annuity allows a donor to make a gift of cash or marketable stock to the Rutgers University Foundation in exchange for our agreement to pay the donor a fixed sum of money every year for their lifetime. A donor can designate another person to receive payments, as well. The amount of the annuity payment, part of which is tax-free, depends on the donor's age and the age of the beneficiary(ies). For example, at age 60 a donor would receive a 5.0% return, at 65 they receive 5.3%, at 70 they receive 5.7%, at 75 they receive 6.3%, and at 80 they would receive 7.1%. Obviously, the older the donor, the better the rate of return. Payments are guaranteed for life and are backed by the total assets of the Rutgers University Foundation. A donor can also defer the start of their annuity payments to some time in the future in which case they benefit from a higher income payment and a larger charitable deduction now. A donor must be 60 years of age or older and minimum gifts are \$10,000.

Real Estate

A donor's residence, vacation house, commercial property, or farm can be a valuable source of support for Rutgers, especially if the property is easily marketable or proximate to the University.

Bequests

The Rutgers University Foundation accepts many gifts by bequest. Charitable bequests are attractive to many because they reduce the size of the donor's taxable estate and so reduce the estate taxes.

There are a number of types of bequests a donor can make to support the department. One can make an outright bequest of a specified dollar amount or asset; a residuary bequest that is the part of the estate that remains after other distributions are made; or, a contingent bequest that is a portion of the estate received only if named beneficiaries fail to survive the donor.

Pooled Income Fund

Gifts to the Pooled Income Fund are invested with other gifts and professionally managed by BNY Mellon. A donor receives quarterly income payments of their pro rata share of the net income earned. While payments will fluctuate depending on the investment return of the Fund, they will continue for the donor's lifetime, and if the donor chooses, the life of another beneficiary. At the end of the lifetimes of all designated beneficiaries, the gift passes to the Rutgers University Foundation to support the Center. A donor can designate their Pooled Income Fund gift to any fund they choose. There are age and gift restrictions for the pooled income fund.

Life Insurance

A donor can contribute certain pre-existing or newly acquired life insurance policies to Rutgers. All they need to do is name the Rutgers University Foundation as the owner and beneficiary of the policy. If the policy is not fully-paid up, the donor is responsible for making gifts each year to the

Rutgers University Foundation in the amount of the annual premium. These gifts are tax-deductible.

For an existing whole life policy which is not fully-paid up, the donor receives a tax deduction equal to the lesser of the cost basis of the policy or its cash surrender value. For a paid-up policy, the deduction will be equal to the lesser of the policy's cost basis or the cost of acquiring a single premium policy with the same face value. And for a newly purchased policy, the donor is entitled to tax deductions equal to the premium payments.

Should you know of alumni who might be interested in making a gift of the kind detailed above, please contact your liaison. They will work with the Rutgers University Foundation's Department of Gift Planning, who are Rutgers' experts in these types of gifts.

Charitable Remainder Trusts

A donor can make gifts to Rutgers for the support of the department through a Charitable Remainder Trust. Each year, the donor or designated beneficiary(ies) receives income from the trust. The trust may last for either a term of years or for life. When the trust ends, the trust assets pass to Rutgers and will be designated for support of the department. Income payments are determined by the type of trust created. There are two types -- the Charitable Remainder Unitrust and the Charitable Remainder Annuity Trust.

A Charitable Remainder Unitrust provides a donor with a variable annual income based on a percentage of the trust assets (not less than 5%), revalued each year. This allows a donor to benefit from an increase in the trust's value over time, which can act as an inflation hedge.

A Charitable Remainder Annuity Trust pays a donor a fixed amount of money each year. The amount of the payment is determined by the donor when the gift is made and must be at least 5% of the initial value of the trust assets. The trust assets can also be invested in a manner to provide tax-free income to the donor. A donor can use the Charitable Remainder Trusts to accomplish a number of goals. For instance, a donor can arrange for a child or grandchild to receive income from the trust to pay their college tuition. In that case, The Rutgers University Foundation receives the assets when the trust ends, usually when the child finishes school. A donor can also structure the trust so that income payments will begin when they retire. The Charitable Remainder Trust allows a donor to receive an income tax deduction now, arrange for tax-free growth of retirement assets, and receive income from the trust when they retire.

In addition, a donor can use the trust to increase income if they own appreciated property currently paying a low yield. Through the Charitable Remainder Trust, a donor can lower the capital gain taxes due on appreciated property, reinvest the assets to provide a higher income and receive an immediate income tax deduction. Most people will not find it practical to fund a trust with less than \$100,000 because of the cost of creating and administering the trust. There are exceptions.

Charitable Lead Trusts

Another option is a charitable lead trust. Through this trust a donor may place assets in a trust that makes annual gifts to Rutgers for a predetermined number of years. At the end of the term, the assets in the trust pass to the donor or to their heirs.

Office of Administration Academic Year 2012-13

Under the direction of Vice Dean Sheila Thimba, the School of Arts and Sciences' **Office of Administration** is comprised of three primary units: 1) the Office of Finance and Business Affairs, 2) the Office of Policy and Personnel, and 3) the Information Technology Office. In addition, the Office of Administration has broad oversight of School-wide space management and facilities matters, including maintenance, renovations and capital projects.

The **Office of Finance and Business Affairs**, directed by [Jason DiPaolo](#), is charged with managing the fiscal resources of the School of Arts and Sciences and providing business related guidance to SAS faculty and staff, including oversight of the School's Working Budget, general accounting activities and authorizations (signatory authority, budget adjustments, journal entries, new accounts, etc.), final approval of salary and non-salary expenditures, procurement, and broad oversight and execution of internal controls. The Office of Finance and Business Affairs serves as the School's primary contact with numerous divisions of the central University, including the Office of Budget & Resources Studies, the Office of the Controller, the Office of Budget Management, the Division of Grant and Contract Accounting, the Payroll Department, the Purchasing Department, and other Rutgers University schools' business offices.

Under the direction of Associate Dean [Barbara Lemanski](#), the **Office of Policy and Personnel** is charged with ensuring compliance with University and School of Arts and Sciences policies, procedures, union contracts, and accepted practice, with respect to faculty and staff personnel matters. The Office of Policy and Personnel is also responsible for the administrative direction, coordination, and implementation of personnel programs and procedures and works closely with University Human Resources and the Office of Academic Affairs. Associate Dean for Policy and Personnel is the Personnel Officer for the School of Arts and Sciences and is the liaison with University Counsel regarding lawsuits and other legal-related issues.

The **Office of Information Technology**, led by [Thomas Vosseler](#), provides computer, network, and other IT support to all School of Arts and Sciences departments who do not maintain their own technical staff. The Office utilizes a web-based workorder system to receive, assign, track, and evaluate work requests and productivity. In addition to end-user support, the Information Technology Office maintains central servers that provide the School's community with a wide range of services, including email, listserv, file and printer sharing, web hosting and timeclock functions. The Office also works closely with Central on projects that benefit the entire university. Current projects include the maintenance of the Visual History Archive, creation of a centralized High Performance Computer Cluster, the deployment of the new VoIP phone systems and the upgrade of technology available in scheduled classrooms.

Detailed descriptions of each individual office, including services, staffing, and contact information, are contained in the following sections of this Handbook. They are also available on the SAS Website: <http://sas.rutgers.edu/office-of-the-dean/leadership-a-staff-directory>

Administrative Resource Guide (ARG)

There are numerous policies, procedures, and practices that guide the administrative and financial work of Rutgers University and the School of Arts and Sciences. To complement the central University's on-line searchable Policy Library (<http://policies.rutgers.edu/>), a working committee comprised of representative SAS departmental administrators and staff members from the Office of Administration developed an on-line Administrative Resource Guide (ARG) at <http://sasarg.rutgers.edu/> to transparently and concisely summarize internal controls and provide greater clarity about policies, practices, and expectations for the various units that comprise the School.

Departmental Meetings

The Office of Administration holds regular meetings with each academic department and unit in the School. These meetings involve representatives from Finance and Business Affairs and Policy and Personnel together with departmental or unit representatives to review budgets, human resource and academic personnel issues, as well as other administrative concerns of the department. The purpose of these meetings is to ensure regular communication and better integrate the services provided to departments by the Office of Finance and Business Affairs and the Office of Policy and Personnel.

A set of meeting guidelines and a general calendar of key dates and activities will be circulated at the beginning of the academic year so that department chairs and their administrative staff are informed in advance of what they may expect over the course of the academic year. We welcome your feedback on this initiative.

Facilities and Space Management

The Office of Administration maintains broad oversight of the School of Arts and Science's facilities, including space management, furniture procurement, renovations, capital projects, and maintenance. [Donna Piazza](#) in the Office of Administration is the primary contact for facilities issues, renovation projects and space management issues.

Space Management. If the need arises for additional office, lab, or other space outside a single department, but within the School of Arts and Sciences, the Office of Administration will work in conjunction with the appropriate Area Dean(s) to identify a possible solution. For additional space needs beyond the School of Arts and Sciences, the Office of Administration will work directly with other Rutgers schools and/or central administrative departments to explore alternatives and options. In the event that we are unable to resolve our space needs directly with other schools and departments, we will seek the assistance of the Executive Vice President of Academic Affairs' office and submit a formal request for additional space.

Please provide the Office of Administration with as much lead time as possible as space negotiations can be time-consuming and sometimes involve multiple parties.

Often changes in space assignments require additional furniture and/or renovations. If resources are available, preliminary approval is required prior to moving forward and should be requested

Office of Administration Overview

through [Donna Piazza](#) (848-932-6470) in the Office of Administration. Once approval is in place we are available to coordinate with our own academic departments and units, the University Facilities department, and furniture vendors on the design, renovations, and furnishings for the required space.

Furniture. Haworth is the University's preferred office furniture supplier through March 2013. Haworth products, including Ergonomic and Environmentally Friendly furniture, can be viewed at www.haworth.com.

University authorized dealers may also provide service to the Rutgers community. In addition to the Haworth furniture line, these dealers can provide pricing for "B" line (or lesser quality furniture) such as Hon, Global, National or Lacasse.

Please note that furniture may not be purchased through any office supply vendors such as Office Max or Staples.

Design and layout drawings supplied by our vendors are free if the quoted furniture is purchased. **It does not happen often but if you have asked a furniture vendor to supply you with drawings on the furniture layout you desire and you choose to purchase from another vendor, then you might be obligated to pay for the design. If this is a possibility, obtaining a price for the design at the beginning of the process is strongly recommended.** As a word of caution, though: drawings often come with some errors and need review and revision so please do not proceed with any furniture purchase without a thorough review of the design documents. The authorized furniture vendor most recommended by the SAS Business Office is:

- Office Scapes: Ted Dick tdick@office-scapes.com, (also Diane Okaly dokaly@office-scapes.com) - sells primarily Haworth furniture. They are located in Fairfield NJ.

Also on the University approved vendor list:

- Commercial Furniture Interiors: David Cohn dcohn@cfioffice.com, located in Mountainside, NJ.
- Bellia Office Furniture: Maria Edwards medwards@bellia.net, located in Woodbury NJ. (Most often used to service the Camden campus).
- Meadows Office Furniture: Rick Lynch rlynch@meadowsoffice.com, located in Fairlawn, NJ.

Additionally, furniture may be purchased from vendors on the NJ state contract, particularly if matches need to be made to existing Steelcase furniture in certain departments. This is sometimes more expensive, but the University [Procurement Services Department](#) can provide further guidance regarding this option. The University contact for such purchases is Gail Schmidt at gschmidt@rci.rutgers.edu (848-932-4375 Ext. 22907 or 848-932-2907).

Office of Administration Overview

In all cases, Furniture can be received, delivered and installed by the [University's Surplus & Material Services](#) division. Information regarding these services and associated costs can be found at <http://www.material.rutgers.edu/furniture.shtml>. Individual dealers also offer delivery and installation services at an additional cost.

Renovations. The Office of Administration will manage renovations for departments who do not have the appropriate business or administrative personnel to administer these responsibilities. [Donna Piazza](#) (848-932-6470) is the key contact for renovation projects and related management.

Renovation projects are often funded through shared arrangements among multiple Rutgers schools, centers, departments and/or University Facilities, [Office of Planning and Development](#). However, regardless of the funding source, [Donna Piazza](#) (848-932-6470) is willing to assist in the management of the project. For those departments managing their own projects, the Office of Administration will coordinate and transfer resources as necessary and serve in an advisory capacity as requested.

Many renovations require a design and these services are now available through University Facilities for a small fee. Departments can work through their Campus Planner/Estimator or through the Office of Administration to obtain designs. The following FMS Planner/Estimators can be contacted for estimates and/or designs on renovations:

- ✓ College Avenue Campus: Eileen Schaffer eschaffer@facilities.rutgers.edu (732-932-9643) or Pat Millet pmillet@facilities.rutgers.edu (732-932-8619)
- ✓ Douglass Campus: John Gambacorta jgambacorta@facilities.rutgers.edu (848-932-5139)
- ✓ Livingston and Busch Campus: Melvin Braxton mbraxton@facilities.rutgers.edu (848-445-2400), Jeff Williams jwilliams@facilities.rutgers.edu (848-445-2404) or John Russo jrusso@facilities.rutgers.edu (848-445-2402)

Large-scale renovations require bidding or the services of [University Facilities Project Services](#). An administrative fee of 5% for projects under \$500,000 and 10% for projects in excess of \$500,000 is added to each project budget. It is important to obtain bids for projects to ensure the best possible price based on scale, complexity, timeframe, and other considerations. Special requests for the inclusion of specific approved vendors in the bidding process are generally allowed; however, there is no guarantee of final project award. Rutgers Contract Services will usually bid on each project as well. The bidding process generally takes two to six weeks, depending on scale and complexity, so please ensure you have allowed for enough time.

Capital Projects. The University requires that a Project Manager from the Office of [University Facilities Project Services](#) manages large-scale projects, including new buildings or major renovations, usually in excess of \$1 million but ultimately determined by University Facilities. These projects customarily carry an administrative fee of up to 25% to 30% based on their scale and complexity.

Office of Administration Overview

Maintenance and Repairs. Building maintenance and repairs issues should be reported by individual departments to [University Facilities Maintenance](#) division through their work order system by submitting a [Service Request Form](#). Systemic problems should also be brought to the attention of [Donna Piazza](#) (848-932-6470) in the School's Office of Administration.

Quarterly facilities meetings are held on each campus with Facilities Maintenance and department representatives from SAS to address any outstanding issues or concerns related to building maintenance and upkeep. In addition to common issues, these meetings generally address specific issues not resolved timely or effectively through the University Facilities [Work Order system](#). It is highly recommended that a member of your staff attend these. If the outstanding issue is too urgent or serious to wait for the meeting, please contact Donna Piazza for assistance in working with University Facilities to address the problem.

**The SAS Office of Policy and Personnel
July 2012**

Barbara Lemanski - Associate Dean for Policy and Personnel
848-932-6410 lemanski@sas.rutgers.edu

Sunita Jagtiani – Assistant Dean for Personnel Data Management
848-932-6408 sjagtiani@sas.rutgers.edu

Karalyn Rosenblum - Assistant Dean for Personnel
848-932-6437 krosenblum@sas.rutgers.edu

**Humanities
Undergraduate Education**

Dale Koznecki – Personnel Manager
848-932-6442 dkoznecki@sas.rutgers.edu

Adrienne Peterpaul - Personnel Coordinator
848-932-6438 apeterpaul@sas.rutgers.edu

**Social and Behavioral Sciences
Life Sciences**

Heidi Rappaport – Personnel Manager
848-932-6440 hrappaport@sas.rutgers.edu

Mathematical and Physical Sciences

Nilaja Ford – Personnel Manager
848-932-6441 nford@sas.rutgers.edu

Personnel Data Management

Melissa Jackson – Project Coordinator
848-932-6409 mjackson@sas.rutgers.edu

Nadia Meyer – Project Coordinator
848-932-6439 nmeyer@sas.rutgers.edu

Office of Policy and Personnel Overview

The Office of Policy and Personnel is charged with ensuring compliance with University and SAS policies, procedures, union contracts, and accepted practice, with respect to faculty and staff personnel matters. The office is also responsible for the administrative direction, coordination, and implementation of personnel programs and procedures.

INSTRUCTIONAL AND RESEARCH PERSONNEL

Includes:

- tenured and tenure-track faculty
- non tenure-track (NTT) annuals (teaching and research)
- post-docs
- TA/GAs
- PTLs
- coadjutants
- courtesy appointments
- short-term visitors
- visiting faculty

Appointments and Contracts

- offer letters (for tenured and tenure-track appointments)
- individual employment contracts (tenured and tenure-track faculty; NTT annuals; TA/GAs; PTLs)
- notification processes for reappointment (NTT annuals, TA/GAs)
- chair/program director appointment letters/contracts
- visas/labor certifications
- shared appointments
- transfers between units and departments
- prior service for assistant professors
- time out of tenure stream
- AY/CY changes (department chairs, undergraduate directors, etc.)
- retirement agreements

Faculty Reappointments and Evaluations

- promotions to and within tenured ranks
- reappointments of assistant professors
- promotions of teaching and grant-funded NTT annual faculty
- post-tenure review

Merit and Competitive Salary Adjustments

- Faculty Compensation Program
- retention letters
- out-of-cycles

Leaves

- sabbatical
- CFL
- leave without pay
- family leave
- long term disability

Compliance and Legal Support

personal/medical problems that affect performance (e.g., alcoholism; cognitive difficulties; mental health problems)
contract review
harassment and other behavior issues
Article IX and X grievances
compliance with Rutgers/AAUP-AFT and Rutgers/PTL agreements
compliance with University and SAS regulations, policies, procedures

Governance Procedures

department bylaws
department chair elections
election for SAS standing committees and RU Senate

STAFF

Appointments

Allocation of Staff Resources

reorganizations of department staff
transfers of positions between SAS units
reclassifications and in-grade increases
layoffs

Evaluation, Discipline, and Compliance

Pay-for-Performance
Staff Compensation Program
extension of probationary period
vacation and sick days
progressive discipline
terminations
personal/medical problems that affect performance
union grievances and non-union problem-solving procedure
compliance with union agreements (COLT, URA-AFT)
compliance with University and SAS regulations, policies, procedures

Leaves

family leave
long term disability

MENTORING AND TRAINING

SAS Staff Development Program

workshops and brown bags on work-related topics (e.g., promotion process, pay-for performance, how to appoint PTLs) and topics of interest to staff

[Administrative Resource Guide Website](#)

Additional information regarding Office of Policy and Personnel's policies, procedures, guidelines, worksheets and forms can be found on the Administrative Resource Guide Website within the Office of Administration website: <http://sasarg.rutgers.edu/>

Below is a list of the most commonly used documents and forms. Click on the title for more information.

Faculty

[Non Tenure-track \(NTT\) Annual Faculty Appointments](#)

[Post Doctoral Appointments](#)

[PTL Appointments](#)

[TA and GA Appointments](#)

[Faculty Compensation Program \(FCP\)](#)

[International Faculty Services](#)

[Post-Tenure Review Procedure](#)

[Promotion Packet General Guidelines](#)

[Organization of Promotion Packet](#)

[Timetable for Department Chairs](#)

[Pre-Solicitation and Solicitation Letters for External Referees](#)

[SAS Packet Depository System](#)

[Promotion Advice to Departments](#)

[Faculty Hiring Proposal Submission System](#)

Leaves

[Competitive Fellowship Leave \(CFL\)](#)

[Family Leave](#)

[Leave Without Salary](#)

[Long Term Disability](#)

[Sabbatical Leave](#)

Staff

[Staff Hiring](#)

[Pay-for-Performance \(P4P\)](#)

[Staff Compensation Program \(SCP\)](#)

Useful University Links

[Equal Employment Opportunity/Affirmative Action](#)

[Discrimination and Harassment](#)

[University Human Resources](#)

[University Policy Library](#)

[University Academic Appointments Manual](#)

[University Labor Agreements](#)

Office of Finance and Business Affairs July 2012

The **Office of Finance and Business Affairs**, directed by Jason DiPaolo, is charged with managing the fiscal resources of the School of Arts and Sciences and providing business-related guidance to SAS faculty and staff, including oversight of the School's Working Budget, general accounting activities and authorizations (signatory authority, budget adjustments, journal entries, new accounts, etc.), final approval of salary and non-salary expenditures, procurement, and broad oversight and execution of internal controls.

The Office of Finance and Business Affairs serves as the School's primary contact with numerous divisions of the central University, including the Office of Budget & Resource Studies, the Office of the Controller, the Office of Budget Management, the Division of Grant and Contract Accounting, the Payroll Department, the Purchasing Department, and other Rutgers University schools' business offices.

Account Management

The SAS Business Office has broad oversight and ultimate responsibility for all accounts in SAS. Departmental administrators are responsible for day-to-day management of their accounts and financial activities. It is strongly recommended that departmental staff carefully review financial reports for each of their accounts, and reconcile activity to the University General Ledger monthly at a minimum. SAS Business staff conducts regular periodic departmental meetings that are generally set up in September for the entire year. At these meetings departmental accounts are reviewed and commitments from the Dean's office and other sources are verified. Additional meetings are added if necessary. Guidelines for preparation for meetings are provided to each department (a sample is included in this handbook).

All Funds Budgeting

An All Funds Budgeting (AFB) model was implemented by the University in 2005-06 and SAS is part of this model. The AFB process allows SAS to receive 55% of the tuition paid by our students taking our courses (55% of 30% for SAS students taking courses in other schools and 55% of 70% for non-SAS students taking SAS courses).

The resources obtained through all funds must pay for all SAS expenses which include but are not limited to: any portion of the annual merit and across the board raises for SAS employees not funded by the State of New Jersey, faculty promotions, faculty out of cycle increases, staff upgrades, tuition for Fellowships, TAs and GAs charged to state accounts and for all renovations. Although some cost sharing is available, this option has been significantly decreased from prior to AFB.

All financial commitments from the Dean or Central Administration will be coordinated and/or transferred by the appropriate business staff in the SAS Business Office. Requests for additional funds relating to increases in departmental operating budgets should be submitted to

Office of Finance and Business Affairs Overview

the SAS Business Office and will be forwarded to the appropriate Area Dean for final approval. Requests for additional funds relating to startup, research and renovations should be submitted to the appropriate Area Dean for approval before going to the Business Office, who will facilitate the transfer of funds.

Grant Accounts

If funds are received in which the donor or the agency has requested a financial report, then a grant account will need to be opened and processed through the Office of Research and Sponsored programs (ORSP). It will require the completion of an endorsement form. If one is unsure if the funds are a gift or a grant, please call the SAS Business Office for assistance. Grant or gift funds received may not be deposited by the department and must be forwarded to Grant and Contract Accounting (grants) or Current Restricted and Endowment Accounting (gifts).

Since grant billing can often be delayed and impact a grant accounts bottom line, the Business Office does not proactively look into overdrawn grants unless either University Accounting or the department notifies requests assistance in clearing up a problem. If you feel an account within your area needs the support of the Business Office, please let us know and we'll be glad to assist.

Grant Accounts F&A

Regular F&A received on grants is now processed and allocated through the SAS Dean's Office. The standard return will continue to be transferred to departments. For FY12, departments with grants should assume they would be receiving F&A at 7.5% of F&A from all FY2011 eligible grant expenses. It is the goal of SAS to allocate more; given our current budget we are unable to make any commitments exceeding what would normally be expected.

Special F&A requests are approved and processed through the Dean's Office. Specials are allocated by both the SAS business office and the Division of Grant and Contract Accounting depending on both the percentage and the date of the agreement. Please submit all requests for F&A specials to Sheila Thimba. We are attempting to minimize special agreements to the greatest extent possible so please submit a complete budget of how the funds requested will be spent and a reason for the additional funding.

Gift Funds

Gift accounts can be found in the grants, restricted, or endowment section of accounts. It is important when gifts are received that the restrictions are properly recorded and followed. Your business/administrative staff should work closely with the SAS Business Office to make sure the proper account has been credited and the Foundation's Accounting Office has the proper account recorded. All gifts are charged a gift assessment fee.

[Administrative Resource Guide Website](#)

Additional information regarding Office of Finance and Business Affairs policies, procedures, guidelines, worksheets and forms can be found on the Administrative Resource Guide Website within the Office of Administration website: <http://sasarg.rutgers.edu/>

Below is a list of the most commonly used documents and forms, their urls, and their location on the website.

[Faculty Research Support](#)

[Grant Pipeline](#)

[SAS Guidelines for Faculty Competitive Fellowship Leaves \(CFL\)](#)

[CFL University Guidelines and Forms](#)

[SAS Policy on Partial Faculty Support from External Funds \(IU\)](#)

[IU Exchange request form](#)

Finance and Business Affairs – Policies and Procedures

[Business Manager Assignments for SAS Departments \(ARG - Who to Contact\)](#)

[Departmental Budget Meeting Guidelines \(ARG - Fiscal Management\)](#)

[SAS Guidelines for Meal/Alcohol Purchases \(ARG – Travel and Business Expense\)](#)

[FAQs for Departmental Business Managers \(ARG - Fiscal Management\)](#)

[State Funded Account Travel Policy \(ARG – Travel and Business Expense\)](#)

[TABERS - Procedures & Tips for Preparing \(ARG – Travel and Business Expense\)](#)

[TABERS - Samples of Business Purpose Statements \(ARG – Travel and Business Expense\)](#)

[TABER Worksheet for SAS Departments \(ARG – Travel and Business Expense\)](#)

[Foundation Gift Assessment Fee Policy \(ARG – Gifts\)](#)

[Draft University Gift policy \(ARG – Gifts\)](#)

[Fiduciary Responsibility \(ARG - Fiscal Management\)](#)

[Due Diligence Approver Roles & Responsibilities \(ARG - Fiscal Management\)](#)

[TA Departmental Summary Template \(ARG – Budget\)](#)

[Departmental Instructional Summary Template \(ARG – Budget\)](#)

[Departmental Instructional Budget Worksheet \(ARG – Budget\)](#)

[Fellowship Procedures AY 11-12 \(ARG – Budget\)](#)

Information Technology Office

The SAS Information Technology Office provides direct computer, network and other IT support to a majority of SAS departments. For those departments who maintain their own IT staff, our office is always available to assist when needed. The IT Office also works closely with the central Office of Information Technology on initiatives that benefit both the SAS and the university as a whole.

In addition to providing “end user“ support, the SAS IT Office maintains several central servers that provide services such as web hosting, file and printer sharing, e-mail, listserv, time clock and other services. These clustered, virtualized and redundant servers are maintained in a secure, electronically monitored, climate controlled and power conditioned machine room. We encourage departments to consult with the SAS IT staff before setting up or refreshing their own servers because, in most situations, we can provide hosting services from our existing systems at little or no charge.

Requesting Assistance

For those departments that are directly served by the SAS IT Office, requests for assistance should be directed to our work order system. This system can be accessed from the SAS Website and is regularly monitored during normal business hours. This is by far the fastest way to receive service, as there are multiple employees that monitor this system. Sending e-mail to individual staff members or calling the office directly often results in delayed service since such messages may not be immediately received if that staff member is otherwise engaged or out of the office.

If you wish to bring an issue to the direct attention of IT office management, they can be most easily reached by sending an email to sysadmins@sas.rutgers.edu.

Available Services

Consulting

The SAS IT Office is available to provide consulting services to departments. Examples of this type of consulting could include analyzing work processes to determine if they can be handled more efficiently through automation or, the workup of specifications for computer systems that are required to perform specialized tasks.

If you have further questions about the services the SAS IT Office provides please feel free to contact us and we'll setup an appointment to discuss your department's specific needs and how our office might be able to help address them.

Technology Purchases

It is important that all purchases of and proposals for computers and other IT related equipment is authorized by the appropriate departmental IT staff. This is the staff that will be required to support the equipment after it arrives and, since all equipment is owned by the university, the IT

staff is required to not only be able to support it but also maintain an appropriate inventory. The IT staff should also be kept informed about upcoming contracts, hires, grants or other proposals that have the potential to bring additional equipment into the department or place a greater load on existing IT resources.

As per university policy, all purchases should go through the RIAS purchasing system. SAS policy says that all IT purchases that are entered into RIAS by someone other than an IT staff member should include an attachment that verifies IT staff has reviewed and approved of the purchase. Departmental and Dean's Office business managers have been instructed not to approve purchase orders without proper attached documentation.

Requests for personal reimbursement for IT related purchases should be extremely rare, limited to true emergency situations and be approved in a similar manner. Furthermore, if a reimbursement request is submitted, reimbursement may not include sales tax and may be limited to what the university would have paid for the items rather than the full price that was actually paid.

Central Servers

We maintain a number of central servers that currently host services for departments on all New Brunswick Campuses, as well as some web services that are used on the Camden and Newark campuses. These servers are maintained in a climate controlled, power conditioned, electrically isolated, electronically monitored, physically secure server room.

Details include:

- Climate Controlled – We have two separate air conditioning system that provide for both cooling and appropriate humidification (to guard against static discharge). Each system alone is capable of keeping the system at an appropriate operating temperature.
- Power Conditioned – The entire room is fed by a large UPS system that is capable of sustaining the room without outside power for a period of 30 minutes. It also has a pass-through capability that allows all system to remain up on commercial power while it is being maintained or the UPS itself fails. Additionally, power to the College Avenue building was recently upgraded and we haven't experienced a power failure that exceeded the unit's operating window in the six years since it's been installed.
- Electrically Isolated – The server room is connected through a special electrical panel that was installed for the RUNet 2000 project. This panel is behind a locked door that is off of the building master so there's no access to the supply panel (many buildings have electrical panels that are publicly accessible in the hallways). Finally, the only equipment connected to that panel resides in the RUNet closet so electrical interference is at a minimum.
- Electronically Monitored – The server room has cameras, airflow, moisture, sound and motion sensors that notify support staff immediately should any conditions change beyond established parameters. The system even takes pictures of the room and transfers them offsite.
- Physically Secure – Entrance door is a reinforced metal door with a reinforced metal frame and Medeco key access.

In addition to the physical protections of our server room, the servers themselves are clustered with redundant hardware that automatically takes over in the event of a primary system failure. This failover capability along with automatic nightly backups and automatically weekly offsite backups guarantees protection of your important data and the availability of our servers with historical minimum of 99.78%.

Some of the services that these servers provide include

- Email, Calendar, Task and Contact Management – The Zimbra Collaboration Suite provides for advanced e-mail, group calendaring and task management
- File and Printer Sharing – Novell OES2 software provides for advanced file and printer management that can be accessed by Windows, Mac and Linux systems. Novell also provides web accessibility for those working remotely.
- Web Hosting – Standard web hosting is available to all departments with up to 1 Gig of space available at no charge. Additional storage space can be added for a nominal fee.
- Mailing List Management – The Mailman system is the same as the system used by OIT but we've added a Simple List Management software that makes it much easier to manage your lists.
- Web application hosting – Applications like the SAS Gradebook, PTL System, Major Declaration Software and other apps are run from our secure application servers.
- Copier and printer accounting – The Equitrac accounting system allows for central management of printing and copying from connected devices.

We strongly encourage departments to consult with us before deploying any new services, especially if you are planning on paying an internal group (Like OIT-MSSG) or external vendor to provide these services. In many, if not most cases, we can provide these services at little or no cost to your department while still allowing you the access you need to maintain or manage the service.

If your department is currently running servers of their own, we encourage you to contact us so that we can review your existing setup. You may find that it's cheaper and easier to have the service hosted from our central systems than to pay to upgrade your standalone equipment.

Additionally, by using our servers to host your services, your department enjoys the capabilities of our systems while your local IT support personnel are freed to provide better service to users. Consider the amount of time that would become available if your existing IT staff wasn't required to configure, purchase, configure, deploy, manage, secure and backup your local servers.

Web Authoring

For the past several years the SAS IT office has maintained a staff of two full-time Web Developers who are assisted by a few student workers whose numbers vary during the course of the year. These web developers are available to assist departments with their web presence. Standard services are provided free of charge while more advanced and custom web services are billed at rates that run approximately ¼ of what outside providers would charge.

For departments that don't currently use our system, we can assist you with the migration of your current site into the Joomla! Content Management System, using one of our standard templates, free of charge. If your department requires something more custom, we can, for a

fee, either modify existing templates or create something from scratch depending on what best suits your needs. If individual faculty, projects, labs, or other entities within your department wish to have their own web page, these can also be provided for a fee.

There are a number of benefits to using our system but the most compelling is the ability of departments to more easily and quickly keep their sites updated. As you'll read in the next section, the CMS system makes it easy to make changes without any programming or technical knowledge. For most tasks, it's just like using a word processor. Use of the CMS also ensures that you're site is compliant with both university and SAS identity policies and entitles you to support from our staff.

For those who wish to be able to do more with the system, our office holds regular training sessions that vary in difficulty from very basic to advanced content creation. These classes are taught in computer labs so each person can learn hands on.

Joomla! Content Management System

In an effort to make the creation and maintenance of departmental websites easier the SAS IT Office maintains a Content Management System (CMS) called Joomla!. This software is a free, open-sourced package that is available on the web and is described on their website as follows:

A content management system is software that keeps track of every piece of content on your Web site, much like your local public library keeps track of books and stores them. Content can be simple text, photos, music, video, documents, or just about anything you can think of. A major advantage of using a CMS is that it requires almost no technical skill or knowledge to manage. Since the CMS manages all your content, you don't have to.

In addition to making it easier to handle the basics of maintaining your website, the Joomla! system provides for a number of advanced features, including:

- User management – Individual users can be created to manage each area's website. These users can be given different levels of privilege so, for example, a student could be given enough rights to create content but not be able to make that content visible on the website. Another user would have to approve the content and make it viewable on the site.
- Media management – the software includes modules to keep track of images and add them to webpages through the built in editor. No more remembering image names/types.
- Polls – The system can be used to solicit feedback from users.
- Email Address Obfuscation – When e-mail addresses are included in the text of a web page, they appear and operate normally in the viewable page but software used by spammers to pull those addresses see only a cryptic set of javascript codes so they can't harvest addresses from your departmental site.
- Templates – Currently we have developed a default template that is available to any SAS area that wishes to use it. This template insures compliance with University and SAS Identity policies but departments can choose to make modifications to this template to customize their site. The benefit to using a template? You can change the entire

- look and feel of your website without having to make any changes to your content.
- Timed Item Appearance/Removal – Content items entered into the system can be set to appear and disappear from the site at specified times. This allows for content to be created in advance and have it only appear when necessary, or to have items automatically remove themselves when their useful date has passed.
 - These are only some of the features that the CMS system provides. If you would like to explore the features of this software more fully I encourage you to visit <http://www.joomla.com>.

The use of this system allows for any authorized departmental staff to maintain their site without having to rely on their IT staff for any and all changes.

All SAS Departments should consider the use of this or a similar system to maintain their departmental website. This system can free your department from reliance on limited IT staff to make the necessary changes on your website that are so critical to maintaining proper communications with your user community.

Student Computer Fee – SCF Funds

The SAS receives an annual allotment of funding (commonly referred to as “SCF funds” and previously referred to as “ACIC funds”) from the Student Computer Fee. A flat amount of this fee is allocated centrally and the SAS’s share is based on the overall student percentage. The transfer of funds to SAS is generally received in the month of June or July. The fee must be used for items that directly impact instruction, toward the enhancement of student computing instructional labs, or departmental smart classrooms.

When this money becomes available, departments will be asked to submit proposals requesting a portion of these funds as well as reports detailing the use of previous year’s allocation and any funds that remain. These proposals are evaluated by the Dean’s Office to determine each individual department’s allocation.

The allocated funds are made available as soon as possible after they have been released by Central.

Recycled Machine Program

The Office of Information Technology (OIT) maintains several large computer labs on the various campuses. These labs are used for instructions and to provide general access computing resources to students. OIT uses Student Computing Fee monies to update these labs on a regular basis and the machines they remove from the labs are made available to all departments.

When the systems become available, a message is sent detailing the technical specifications of the available equipment. Departments interested in receiving machines from the program can apply through a simplified version of the SCF proposal process. Since the funds that originally purchased these machines were from SCF fees, student use is prioritized when deciding which areas will receive the equipment.

Universitywide Initiatives

Visual History Archive

This server contains an active cache of over 10TB of visual testimonies that were gathered and indexed by the USC Shoah Foundation Institute. The system allows for anyone connected to a Rutgers network “to search cataloging and indexing data and view videos for nearly 52,000 interviews conducted with survivors and witnesses of the Holocaust in 56 countries and 32 languages.” We work with the Rutgers libraries to maintain groups of testimonies that are relevant to ongoing classes and the systems itself is able to automatically retrieve additional testimonies if something requested doesn’t already reside on our server.

VoIP Phone Data Collection and Deployment Management

The purchase of a new phone system for the New Brunswick/Piscataway campuses was a major step forward and a huge undertaking. The project requires the collection of massive amounts of data, analysis of phone usage patterns and consulting with individual areas to determine the best configuration given the features of the new system. Since this technology is so new and unfamiliar to most users, the SAS IT staff continues to serve as a liaison between the VoIP deployment team and our departments.

Not only do we help with the data collection, we’ve authored special software that is being used by the project universitwide to aid in the collection of that data and schedule training sessions. We also participate as a member of the core deployment working group so our issues can be addressed quickly and at the highest levels.

We are currently about one and a half years into the project with two and a half more to go. If your department has not yet received these phones or been notified of a start date you can get the most updated information from the deployment website: <http://voip.td.rutgers.edu>.

Upgrades to Classroom Technology

Over the past three years, the SAS has been working on a new type of classroom podium that would increase the technical resources available in the classrooms we control while decreasing overall costs. Rooms outfitted using the old systems ranged from a simple projector install for \$2500 to a full blown Smart Classroom install for approximately \$14,000 and, in all cases, you still needed to bring in your own computer.

Our model, which has now been adopted by the central classroom committee will cost approximately \$10,000 per classroom and will provide a fully functional podium with a networked computer. This new system includes a Mac based system with a 21” multi-touch capable screen, blu-ray player and document camera while still maintaining the ability for instructors to connect their laptop, iPod, iPad, Android device or even just their USB drive.

The central classroom committee, with SAS IT cooperation, is in the process of deploying 30 of these podiums in classrooms around Rutgers. Our goal is to have all up and fully functional by the start of the Fall 2012 semester with more to follow quickly thereafter. It is also our hope that

these podiums will soon be made available for departments to purchase and install in their own conference, seminar and classrooms.

Instructors who wish to use a classroom that is equipped with one of these podiums can request that their class be scheduled in one of these rooms by contacting Scheduling and Space Management (<http://scheduling.rutgers.edu>).

High Performance Computing

Currently there are a number of different departments that maintain their own High Performance Computing Clusters while other departments have little or no access to this type of resource at Rutgers. Our office has partnered with OIT to create a new position and provide funding for the installation of an Intel based HPC Cluster that will be located in Hill Center. While the seed money for this project was provided by both the SAS and OIT, our goal is to include areas from around the university so we can increase the size and leverage the economies of scale that come with creating a large centralized cluster.

Advances in cluster job scheduling software allows for the partitioning of the cluster like never before. We can now add nodes to the system and guarantee researchers that they will have the full power of the resources that they purchased in addition to whatever other resources happen to be free when their job is running. This allows for researchers to participate in this cluster and take advantage of the free CPU cycles that others aren't using without having to worry about having to wait to fully utilize the equipment they've paid for.

If you know of anyone who is interested in using this system, please contact the SAS IT office for more information.

SAS IT Staff Directory

Please check the SAS IT Website for the most updated information.

Thomas J. Vosseler Director of Information Technology vosseler@sas.rutgers.edu	Scott Hall Room 226A 848-932-2126
Dave Motovidlak Assistant Director of Information Technology motovidlak@sas.rutgers.edu	Scott Hall Room 224 848-932-7256
Application Developers	
Steven Goldklank Assistant Director of Information Technology sgoldklank@sas.rutgers.edu	15 Bartlett Street Room 103 848-932-1909 Programming Supervisor
Trent DiRenna Application Developer tdirena@sas.rutgers.edu	15 Bartlett Street Room 101 848-932-1908
Vacant Application Developer	15 Bartlett Street Room 203 848-932-1911
Jim Poserina Application Developer jposerina@sas.rutgers.edu	15 Bartlett Street Room 201 848-932-1910
Campus Office Managers	
Eddie Konczal Unit Computing Manager konczal@sas.rutgers.edu	Regina Heldrich Science Building Room 206a 732-932-2124 Douglass Campus Office Manager
Charles "Wade" Olsson Unit Computing Manager wolsson@sas.rutgers.edu	Lucy Stone Hall Room A360 848-445-3239 Livingston/Busch Campus Office Manager
Matthew Wosniak Unit Computing Manager wosniak@sas.rutgers.edu	35 College Avenue Room 003 848-932-2164 College Avenue Campus Office Manager
Departmental IT Staff	
Richard Bochkay Unit Computing Manager rbochkay@sas.rutgers.edu	Scott Hall Room 225 848-932-2112 Apple Support & English Department
Steve DeFeo Unit Computing Specialist sdefeo@sas.rutgers.edu	Scott Hall Room 241 848-932-5412 Student Centric Computing Support
Stacey Messing Unit Computing Manager smessing@sas.rutgers.edu	Hickman Hall/1&3 Seminary Place 732-932-1915/732-932-9861 Political Science and Philosophy Departments
Johnny Nunez Unit Computing Manager jnunez@sas.rutgers.edu	Lucy Stone Hall Room 237B 848-445-3239 Geography Department
Jason Pappas Unit Computing Manager jppappas@sas.rutgers.edu	Hill Center Room 476/Wright Chemistry 236 732-932-2128 Statistics & EPS Departments
Matt Steiner Unit Computing Manager msteiner@sas.rutgers.edu	NJ Hall Room 103/Van Dyck Hall Room 302 732-932-1362/732-932-6511 Economics and History Departments

Information Technology Office Overview

Keith Sproul Unit Computing Manager ksproul@sas.rutgers.edu	Murray Hall Room 034 732-932-1148 English Department
Peter Zitelli Unit Computing Manager pzitelli@sas.rutgers.edu	Scott Hall Room 223 848-932-2199 Language Lab & Dean's Office
Web Developers	
Anna Witek Web Developer awitek@sas.rutgers.edu	Scott Hall Room 227A 848-932-2112
Michelle Martel Web Developer mmartel@sas.rutgers.edu	Scott Hall Room 227 848-932-2128
High Performance Computing	
William Abbott Manager, High Performance Computing abbott@sas.rutgers.edu	ASB Annex I Room 101M

The Workorder System

We would like to stress the importance that all departments use this system when requesting assistance from the SAS IT Office staff, even in departments with a resident SAS IT Office Unit Computing Manager (UCM).

We understand the desire to call or directly email a UCM to request assistance or service; however, those messages can easily wind up in the voicemail or inbox of someone who is at a meeting or out of the office on vacation. By using the workorder system, instead of personal emails or phone calls, all SAS IT staff see the workorder and it can be handled by the first available staff member.

In departments where we have assigned a UCM, using the workorder system allows us to track the workload of that person and to seamlessly cover your support needs in the event that your regular support person is unavailable. In addition, data collected in the workorder system will be regularly analyzed and used to improve and optimize service delivery.

For those areas that have IT support staff that does not have a reporting relationship to the SAS IT office, your area can and should use our system if something does require the attention of our IT office. Examples might include the modification of network switches or technical support on photocopiers that are connected to our servers.

Additionally your department can choose to use our system to manage your workorders even if your support staff doesn't report to us.

Submitting a Workorder

We have attempted to make submitting a workorder as quick and painless as possible. In order to access the workorder submission page you can go through the SAS website or you can use <http://sas.rutgers.edu/workorder>.

You will be directed to this secure page where you can enter your NetID or the NetID of the user who is having the issue (see image below). The software will automatically fill in every field with the exception of the Brief Description and Details. You can change any of the auto-filled information as necessary, complete the Brief Description and Details and click Submit Workorder. The workorder enters the system immediately and e-mail will go out to all technicians notifying them of the new problem report.

This workorder system is new this year and has the additional capability of accepting secure, confidential workorders. Previously, requests that required confidentiality or verification of the sender needed to be handled outside of this system. Now, by checking the 'Confidential' box, you will be asked to login with your password. This verifies the identity of the person submitting the request and the confidential workorder will only be available to the full-time staff authorized to handle such requests in each area.

RUTGERS
School of Arts and Sciences

SAS Workorder System

Welcome to the SAS Workorder System

To submit a workorder, follow these simple instructions:

- Enter your valid Net ID and press the "Lookup" button.
- Verify that your personal information is correct. If it isn't, correct it.
- If your department is not listed, the "Department Not Listed" option is fine.
- If your issue contains confidential information, or if you are not sure, you may submit a confidential workorder and only the appropriate SAS staff will be able to view your information.
- To submit a confidential workorder, you must check the "Confidential" checkbox and authenticate with your Net ID password.
- Give a brief description of your issue and details, then press the "Submit" button.
- Once submitted, an email will be sent to the email address provided with additional information.

Net ID: *

Name: *

Email: *

Phone: *

Address: *

Room: *

Department: *

Confidential: If you need to submit any type of confidential information, you must do so by checking this box and authenticating with your Net ID password below.

Brief Description: *

Details: *

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SAS Office of Undergraduate Education and SAS Honors Program

35 College Avenue, College Avenue Campus

Michael Beals, Vice Dean for Undergraduate Education (and Mathematics Professor)
848-932-8436, beals@sas.rutgers.edu

Susan Lawrence, Dean for Educational Initiatives and the Core Curriculum (and Political
Science Professor) 848-932-2637, slawrence@sas.rutgers.edu

Karen Dennis, Assistant Dean for Assessment
848-932-2278, kdennis@sas.rutgers.edu

Matt Matsuda, Dean of the SAS Honors Program (and History Professor)
848-932-7964, honorsdean@sas.rutgers.edu

Muffin Lord, Administrative Director of the SAS Honors Program and
SAS Scholarship Administrator, 848-932-2274, lord@sas.rutgers.edu

Patricia Badillo, Administrative Assistant for the SAS UE
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Vanessa Coleman, Administrative Assistant for the SAS Honors Program
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Kate Cahill, Senior Program Coordinator, Scholarship Office
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Debby Toti, Administrative Assistant, Scholarship Office
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The SAS **Signature Course Initiative** and the new SAS **Core Curriculum** continue the University's Transformation of Undergraduate Education. SAS Signature courses are courses of grand intellectual sweep and size tackling big questions of contemporary and enduring importance, often from a multi-disciplinary perspective. The SAS Core Curriculum, which went into effect with the first-year class entering in fall 2011, and will apply to new transfer students starting fall 2012, identifies twenty-eight student learning outcome goals that the SAS faculty believes form the core of a modern liberal arts education at a leading comprehensive public research university. The Core Requirements Committee continues to review courses submitted for certification as meeting a Core requirement. See

<http://sas.rutgers.edu/custom/FacMeeting2011/CorePresentation.ppt> and
http://sas.rutgers.edu/images/stories/undergrad_office/core_pdf_2011.pdf

One of the chief purposes of the Transformation of Undergraduate Education and the development of a new Core Curriculum is to unite the students and faculty in a community of scholars engaged in the acquisition, communication, and creation of knowledge. Under this new structure and curriculum, it is crucial for departments and faculty members to recognize

that their undergraduate responsibilities encompass **all** SAS students (as well as many undergraduates from the professional schools), not only those majoring in their respective disciplines. Gone is the era in which departments can care only about their own majors.

To keep you apprised of continuing developments and to solicit your input, we hold monthly meetings of the Undergraduate Chairs/Directors' Council (generally in the same time slot, alternate weeks, as the Chairs' Council meetings) and maintain a sakai site <http://sakai.rutgers.edu> "SAS Undergrad Chairs" for the posting of information important to undergraduate chairs and directors.

SAS Core Curriculum

SAS and the Core Requirements Committee urges departments to review the Core goals http://sas.rutgers.edu/component/docman/doc_download/490-faculty-guide-to-submitting-courses-for-certification-in-core-curriculum and develop new courses, or modify existing courses, for the Core. Courses should be submitted for certification in the Core using the online system at <https://secure.sas.rutgers.edu/apps/sascc/main>. For additional information or assistance, contact slawrence@sas.rutgers.edu

It must be stressed that the new Core Curriculum emphasizes the student's achievement of goals and attainment of capabilities rather than distribution for distribution's sake or acquisition of a select, and thereby necessarily limited, body of knowledge. This means that the new Core does not have long lists of courses of meeting a particular requirement simply by virtue of the fact that they are offered by a particular department or touch upon a particular subject matter or identified learning goal.

Courses specifically certified as meeting the Core Curriculum Requirements are limited to those that put one or more of the Core Curriculum goals front and center in the design of the course and that include an assessment tool to measure students' achievement of these goals. (Courses can meet multiple learning goals and students can count a single course as meeting multiple learning goals.) For additional information on assessment, contact kdennis@sas.rutgers.edu

In reviewing courses to be certified as meeting the Core Requirements, the CRC asks that the faculty offering the course be able to demonstrate that the course meets specific learning goals by employing some type of assessment tool to measure student achievement of the goal (s). For example, a department might decide to include a question(s) on the final exam or assign a final essay(s) designed to assess achievement of the particular goal. The Faculty Guide posted on our web page http://sas.rutgers.edu/component/docman/doc_download/490-faculty-guide-to-submitting-courses-for-certification-in-core-curriculum includes information about easily incorporating an assessment tool into your courses and includes rubrics for the scoring of achievement of the Core goals that can be used to score a wide range of course specific assignments in Core Curriculum certified courses. There is a standard Core Curriculum Assessment reporting form therein, and we are happy to accept assessments of Core courses every time they are offered, although that is not required. The Core Requirements Committee will be establishing a three year rotation cycle such that every three years your department will be asked to report assessment results for all Core certified courses offered by your department.

The SAS Core Curriculum identifies those student learning outcome goals the SAS faculty believes form the core of a modern liberal arts education at a leading comprehensive public research university. Thus, these goals permeate all of the SAS's courses and students achieve them both through the Core requirements and through completing a major and minor supplemented with electives. Student progress in the Core is measured not by the number of courses taken, but by the number of goals achieved.

The Core requirements will invariably integrate with work in a major or minor. We urge departments to integrate students' work in the Core Curriculum with their work in the major/minor by developing and publicizing a variety of recommended or sample curriculums or an annotated "pathway through the Core" for majors/minors that will help students make wise and informed choices in selecting courses within and beyond the major/minor that will meet the Core goals. In this way, we can help our undergraduates understand that the Core is an integrated part of the liberal arts and sciences education SAS provides and a crucial supplement to (not an annoying distraction from) their major fields of study.

SAS Signature Courses

The SAS is particularly excited about its **Signature Courses** -- courses of grand intellectual sweep focused on questions of lasting importance designed and taught by leading SAS scholar-teachers. Generally, these Signature Courses address at least one of the new Core's **21st Century Challenges** learning goals by bringing the diverse and rich intellectual heritage of the liberal arts and sciences to the contemporary concerns and challenges our students will face as citizens and leaders in the 21st century. Through the Signature Course Initiative we join multi-disciplinary scholarship with the most pressing issues of the day and create working communities of students and scholars. SAS is delighted to have secured funding for TAs to staff weekly or bi-weekly recitation sections to accompany the dynamic large lectures featured in Signature Courses. Faculty and departments interested in developing a SAS Signature course should contact Susan Lawrence. More information about this year's Signature Courses can be found at <http://sas.rutgers.edu/signature>

Instruction -- Budget

In addition to undergraduate instruction conducted by the tenure track faculty and TAs, each department has some conducted by temporary instructors – "annuals" (full time or part time) who are hired on one-year contracts, and PTLs (part time lecturers) who are hired by the semester. Such temporary instructors serve in a great variety of capacities, depending on disciplinary needs – large lectures, small lectures, lower level classes, some upper level classes, lab sections, workshop sections, and recitation sections.

The funds to provide this instruction come from the "Supplemental Instructional Budget" which we review each year. The funds for this budget are not a separate, isolated portion of the SAS salary budget, but instead come from a variety of (mostly yearly, not permanent) sources. The "permanent" annual and PTL funds we do have are only permanent in the sense that we can count on them from year to year in the absence of a state budget cut; when we face a significant budget cut these funds will be depleted since it is much simpler to not rehire temporary faculty than it is to cut permanent faculty. Moreover, the majority of the supplemental instructional funds are not even this permanent, as they come from sabbatical salary saving, salaries of

Office of Undergraduate Education and SAS Honors Program

faculty on leave without salary, salaries on unfilled tenure-track lines, and salaries of faculty on grant buyouts or competitive fellowship leave or other such leaves. These salary sources come from all departments and are distributed SAS-wide, because the funds generated by faculty within a given department are not (in most years) sufficient to meet the needs of that department.

The Supplemental Instructional Budget is not set by a formula, because the needs of our departments and programs vary widely and change from year to year. More than a third of the budget is used in the Writing Program and in Math courses (first year and below), and the number of sections of such courses is primarily determined by the size of the undergraduate population, especially first year students, in New Brunswick. The basic information used in determining the change in a department's supplemental instruction allocation from year to year is the permanent change in tenure track teaching strength (new hires vs. losses due to retirement or other departures), the temporary change in tenure track teaching strength (number and types of leaves in the next year relative to the given year), and changes in numbers of students. (The ups and downs of registrations in SAS overall are not generally mirrored within the individual departments; enrollments in a particular department can fluctuate as much as + or - 20% in a year.) The effect of these teaching strength and student registration issues influences the change in allocations, but in a complicated fashion, because the loss of several faculty (even temporarily) in a small program or subdiscipline may result in a compelling argument for the temporary hiring of an annual, while in a large program or well-staffed subdiscipline it may justify only additional PTL support.

We try to set the supplemental instruction budget for an academic year in the preceding summer, but have only been successful in doing so in years in which we have a fairly firm idea of the funds that will be available to support that budget and of the tuition rate set by the Board of Governors. Since we do not start from scratch each year, but rather examine the necessary modifications in the budget, departments tend to assume that they will have roughly the same teaching strength from one year to the next, and schedule courses accordingly, since scheduling for the fall is completed in the preceding spring (and some departments essentially schedule for the entire academic year in the preceding spring). Since courses can be cancelled (preferably prior to student pre-registration when possible), this is an appropriate approach to scheduling. The budget is estimated by the SAS budget office, based on the information it has about changes in teaching strength as mentioned above, and with additional modifications made, mostly due to changes in enrollment of both SAS and non-SAS students. The latter items are not typically deciphered in advance, and when additional sections are needed, departments need to communicate with Mike Beals about the possibility of opening them.

An additional note: TA instruction is also an important component of our effort. Since the number of "permanent" TA positions seems to have basically been established at the time of the flood, the changes in the amount of TA instruction are very small from year to year, but are indeed also factored into the calculation of supplemental instruction funds needs. SAS has created additional TA positions out of funds that would have been used for supplemental instruction, because we desperately need such positions. But they are far more expensive per amount of instruction than PTLs and even annuals, and consequently we are able to pursue this TA increase only slowly. But we have been able to raise funds for additional TAs to support the Signature Course program.

Finally, we do try to support educational initiatives, when we can, from the supplemental instructional budget. The sectioning of large lectures, changes of recitations to workshop type settings, and other such pedagogical improvements are important, and we only wish that additional funds were available to support them. Always it must be remembered that requests for funds spent in these areas are competing directly with requests for tenure track hiring and for increases in TAs.

Instruction – Data

We maintain spreadsheets of information about instruction conducted, department by department, going back more than 15 years. This information is available annually to chairs, and includes counts of undergraduate student registration by semester, counts of (registered) majors, and approximate counts of the number of sections offered. This information is culled from reports provided by the registrar and from the SAS budget database.

Annually we request that departments provide information on faculty teaching, and on retirements, resignations and leaves for the coming year. The University's Institutional Research office collects the teaching information, using a relatively simple web application, for both Fall and Spring semesters, and if we get conscientious work from the departments on supplying that information, it will help us better prepare to support teaching needs that cannot be covered by our tenured/tenure track faculty.

Instruction – Information

The SAS Office of Undergraduate Education tries to facilitate the nuts and bolts of instruction as well. We provide, on the web, information for students (and for all of us) about undergraduate programs (Directors or Chairs and staff), Majors and advisors. Curriculum changes come to our office, which works with the SAS Curriculum Committee. We handle questions and issues about exams (especially common hour exams and final exams), other University policies and procedures as they affect classroom instruction, and the academic policies and procedures relevant to undergraduates. The best source of such information is provided on the web pages for the SAS Office of Undergraduate Education (<http://sas.rutgers.edu> | keyword: oue) and for the SAS Office of Academic Services <http://SASundergrad.rutgers.edu>. In addition, our office maintains a sakai site <http://sakai.rutgers.edu> "SAS Undergrad Chairs" for the posting of information important to undergraduate directors and chairs. Again, don't hesitate to ask Mike Beals or Susan Lawrence if you are having trouble finding something.

Office of Academic Services

The SAS Office of Undergraduate Education oversees the Office of Academic Services headed by Associate Dean Lenore Neigeborn neigeborn@sas.rutgers.edu. The OAS has responsibility for significant parts of our students' academic lives including implementation of academic policies and procedures (see the current New Brunswick undergraduate catalog at <http://catalogs.rutgers.edu/current.shtml>).

The Office of Academic Services maintains advising offices on each of the four SAS campuses – in the Campus Center on the Busch Campus, in Milledoler Hall on the College Ave. Campus, in College Hall on the Douglass Campus, and in Lucy Stone Hall on the Livingston Campus. If

you have questions about whom to contact relative to general advising, general education and graduation requirements, academic integrity issues, and others, we can usually find the right people for you. Ditto for interactions with the centralized services across the campus provided in instructional areas – the Registrar, Administrative Computing, Classroom support (in particular, the New Brunswick Classrooms Committee), the Center for Teaching Advancement and Assessment Research, etc. Below are listed the main areas of responsibility within the OAS and the lead dean for each.

Office of Academic Services Staff <http://sasundergrad.rutgers.edu/about/deans.html>

Associate Dean for Academic Services: Lenore Neigeborn

First Year Students: Julie Traxler, Assistant Dean

Seniors: Betty Spear, Assistant Dean

Nontraditional Students and Special Populations: Milagros Arroyo and Shaheen Fatima,
Assistant Deans

Scholastic Standing, Probation, Retention, and Assessment: Erica Anderson, Assistant Dean

Transfer Students: Robin Diamond, Assistant Dean

General Advising: Paula Van Riper, Assistant Dean

Student Issues

A couple of areas warrant mentioning here. When students have complaints about their instructors or other classroom issues (e.g. grades), University procedures (see Academic Policies in the undergraduate catalog at <http://catalogs.rutgers.edu/current.shtml>) call for them first to attempt to resolve the issues directly with the instructor, and if that fails, to then work with the Department Chair or designated representative. Almost all such issues are resolved at this level, and the key to successful resolution includes great care with attention paid to the student and the language used in explaining situations to the student. Students have the right to appeal departmental decisions to the SAS Deans' Office, and the Office of Undergraduate Education handles such appeals (they should be addressed to Dean Beals or Dean Lawrence). We do not second-guess academic judgments, though we may on procedural grounds ask for a further academic review by a qualified individual. But the number of such cases that are appealed here is very small, which is as it should be. Since these depend on delicate academic judgments, it is essential that those judgments are carefully made at the departmental level where the expertise resides.

A second item has to do with student privacy issues, which are governed by the Federal Educational Right to Privacy Act (FERPA). In January of 2006 the University switched to a new (generated) student number, in the Student Records Database, for all students. This is now the number appearing on class rosters. The University will still collect SSN because it must for various external purposes, e.g. federal financial aid, interactions with ETS, etc. But student numbers will be used in most situations. Nevertheless, it must be remembered that FERPA issues are not just SSN issues, and what continues to be the most problematic area is grade posting. Student grades are NOT public information; they may not be disclosed to other students or to a student's family member without that student's written consent. Faculty may NOT post grades with ANY identifying information about the student – and this means they may not use the new student number in that fashion, just as they could not use the old one (or even the last four digits) when it was SSN. All faculty – permanent and temporary – should be made aware of this information. There are simple, secure measures that faculty can take to

communicate grade information to students – e.g. the SAS Gradebook web system integrated into Sakai.

Curricular Issues

Assessment of Student Learning Outcomes and Curricular Reform

Assessment of Student Learning --- the articulation of programmatic learning goals and methods of assessing achievement of those goals, with an emphasis on using the results of such assessment tools to further refine curriculums --- is something all universities and colleges in the United States are addressing at the dawn of the 21st century. Rutgers has the opportunity to be a leader in this area by developing assessment strategies that are appropriate to our mission as we define it, and this is a project that must be engaged. The Middle States Re-accreditation review gave this area a high priority. The re-accreditation team paid particular attention to the beginnings of our work in assessing student learning and will soon return to check on our progress.

Assessment, both of Core Curriculum Student Learning Outcome Goals and of each department's learning outcome goals for majors and minors, remains an important priority. As the flagship liberal arts and sciences school at the state's flagship research university, it is incumbent upon us to support our claims about the undergraduate education and provide leadership for the state by clearly articulating appropriate learning goals and benchmarking standards. The SAS is committed to the employment of faculty based, authentic assessments tools that are minimally invasive, efficient for you, and provide valid formative information that will allow you to improve student learning in your courses. We are eager to work closely with you to develop assessment tools that allow you to review the effectiveness of your curriculum and make appropriate improvements. In particular, individualized assistance is available from Karen Dennis in our office kdennis@sas.rutgers.edu.

Assessment of student learning outcomes is a central part of the vetting of courses for the Core Curriculum. Our aforementioned Faculty Guide includes rubrics that may be used for scoring course-specific assignments in Core Curriculum courses. The CRC is developing a three year reporting cycle for Core assessment results. And, every department is required to have student learning goals for their major (and minor) and an active, implemented, departmental assessment plan. We ask that departments file assessment reports annually (by June 30th) providing us with a summary of the year's assessment results and plans for making use of those results for improvement. The standard reporting form is available at [Please contact us Karen Dennis kdennis@sas.rutgers.edu](#) additional information and assistance in developing and implementing student learning goal assessment.

Curricular Changes

Additions of new courses, deletions of old courses, changes in course titles and descriptions, modifications of major and minor requirements and departmental catalog copy continue to be province of the SAS Curriculum Committee. Requests to make such changes should be submitted to Mike Beals. We are very close to launching an online system for the submission and review of these requests – watch for announcements this fall. The Curriculum Committee

presents a report of these changes to the SAS faculty for approval at its December and May meetings.

Honors Program and Honors Opportunities across SAS

The SAS Honors Program provides many of the university's highest achieving students with unique opportunities to explore academic, intellectual, and creative potentials by supporting them with special seminars, faculty mentoring, programs, advising, and opportunities to live in Honors-dedicated housing.

The strength of the program rests upon faculty engaging directly with these academically gifted students. Each fall, faculty from across the School of Arts and Sciences are invited to propose Honors Seminars on interdisciplinary research subjects to be taught in the following academic year. For these Honors Seminars, the Honors Program acts as the professor's "department" for the course, handling all logistics and offering resources to invite guest speakers or take field trips with the students. Faculty regularly say that working with a class of SAS Honors students is "the best teaching experience" they've ever had at Rutgers.

In addition, faculty are invited to guest lecture for the weekly Honors Colloquium mission course, a ten-week forum for developing critical ideas around an interdisciplinary theme, or to serve as facilitators for the Honors Colloquium discussion groups. Some professors have taken their students on visits to museums, theaters, and scientific and historical institutions in conjunction with the Colloquium.

Faculty are also invited to engage with SAS Honors Program students one-on-one through our Faculty Mentor Program. The Honors Program hosts get-together events during the year and provides small stipends for professors to take students to dinner or share other interests and activities.

All Honors Program students are required to complete a senior honors thesis, either through Departmental Honors programs or through the SAS Office of Undergraduate Education-based Interdisciplinary Honors Thesis program. The involvement of faculty in these endeavors is, of course, crucial to their success. Information about Departmental Honors Programs is available at individual department websites; information about the SAS Interdisciplinary Honors Thesis is available on the SAS Interdisciplinary Honors Thesis website:

<http://sasundergrad.rutgers.edu/academics/opportunities/thesis.html>

The SAS Honors Program also supports student research through advising and access to funds. All Honors Program students are encouraged to get involved in research early in their studies at Rutgers.

For further information about the SAS Honors Program, go to <http://sashonors.rutgers.edu>

The SAS Honors Program Main Office is located at 35 College Avenue, College Avenue Campus. Please contact the SAS Honors Dean, Professor Matt Matsuda (honorsdean@sas), or Administrative Director Muffin Lord (lord@sas) with any questions you may have.

Honors Advising

The Honors Program has advising offices located on each of the campuses. The honors deans on each campus are:

Busch (Nelson Biological Labs) Lisa Sanon-Jules (lbrock@sas)

College Avenue (Milledoler Hall) Karen Dentler (kdentler@sas)

College Avenue (35 College Avenue) Julio Nazario (jnazario@sas)

Douglass (College Hall) Georgia Fowler (gfowler@sas)

Livingston (Lucy Stone Hall) Mahasti Hashemi (mhashemi@sas)

Scholarship Opportunities available to SAS Students

Incoming Students

Scholarships for all incoming students are awarded through the [Office of University Undergraduate Admissions](#) at the time of admission to Rutgers.

Continuing Students

Scholarships for continuing SAS students are awarded through the School of Arts and Sciences Scholarship Office. Students are invited to apply based on a minimum cumulative GPA. The invitation and application process begins at the end of each academic year, when an invitation email is sent to eligible students.

The basic amount for a School of Arts and Sciences Excellence Award is \$1000. Some awards are significantly more (\$1500-\$7500). The selection process is rigorous: recipients must have a strong academic record, a strong record of service to the university and/or the local or home community, and must submit strong application materials (essay, resume, etc.)

In addition, academic departments often have scholarships to award to students completing the major in that field.

Please contact scholarships@sas.rutgers.edu with any questions.

July 2012

Fran Mascia-Lees, International Studies

Dean of Social and Behavioral Sciences, sbsdean@sas.rutgers.edu
848-932-6414

James Swenson, Global Initiatives

Dean of Humanities, humanitiesdean@sas.rutgers.edu
848-932-6402

Joe Broderick

Grants Facilitator, jbroderick@sas.rutgers.edu
Phone 848-932-9744

Sherri Somers

Senior Administrative Assistant, ssomers@sas.rutgers.edu
848-932-2699

INTERNATIONAL STUDIES

SAS's Area Studies Centers and International Programs report to Fran Mascia-Lees, Dean of Social and Behavioral Sciences. Area Studies Centers organize research activities and public events; International Programs offer majors and/or minors to SAS undergraduates.

Area Studies Centers

Center for African Studies:

<http://ruafrica.rutgers.edu/>

Ousseina Alidou, Director; Associate Professor of African, Middle Eastern, and South Asian Languages and Literatures, 5-6639, validou@rci.rutgers.edu

Renee DeLancey, Assistant to Director, 5-6638, rdelance@rci.rutgers.edu

Center for European Studies:

<http://www.europe.rutgers.edu>

Dan Kelemen, Director; Professor of Political Science

2-8551, rkelemen@rci.rutgers.edu

Paul Hanebrink, Director, Institute for Hungarian Studies ETC

Susanna Treesh, Administrative Director, 2-8551, treesh@rci.rutgers.edu

Center for Latin American Studies:

<http://clas.rutgers.edu/>

Camilla Stevens, Director; Associate Professor Latino and Hispanic Caribbean Studies
2-0534, cstevens@spanport.rutgers.edu

Martine E. Adams, Administrative Assistant, 2-0534, madams@sas.rutgers.edu

Center for Middle Eastern Studies:

<http://mideast.rutgers.edu/>

Toby Jones, Director; Associate Professor of History, 5-8444, tobyjones@yahoo.com

Aretha Oliver-Crayton, Administrative Assistant, 5-8444 ext. 11, areolive@rci.rutgers.edu

International Programs

Middle Eastern Studies Program:

<http://mideast.rutgers.edu/>

Sandy Russell Jones, Director of the Middle Eastern Studies Program

848-445-8444, srussjo@rci.rutgers.edu

Aretha Oliver-Crayton, Administrative Assistant, 5-8444 ext. 11, areolive@rci.rutgers.edu

South Asian Studies Program:

<http://southasia.rutgers.edu/>

Triveni Kuchi, Director; Librarian II (Associate Professor) of Sociology and South Asian Studies

2-6734, kuchi@rci.rutgers.edu

Martine E. Adams, Administrative Assistant, 2-6734, madams@sas.rutgers.edu

SAS GLOBAL INITIATIVES

James Swenson, Dean of Humanities, oversees SAS's Global Initiatives.

Global Centers

Center for Women's Global Leadership

<http://www.cwgl.rutgers.edu/>

Radhika Balakrishnan, Director; Professor of Women's & Gender Studies

2-8782, rbalakra@rci.rutgers.edu

Mika Kinose, Administrative Assistant, 2-8782, mkinose@rci.rutgers.edu

Global Initiatives Programming

In 2012-13, SAS Departments and Centers will host scholars, politicians, policy-makers, activists, and artists from around the world as part of the University's Global Initiatives Biennial Theme, *Technologies Without Borders: Technologies Across Borders*. For information, calendar, and event listings, please visit their website <http://technologies.rutgers.edu/>

Global Partnerships

The table below is a comprehensive list, alphabetical by country, of agreements (MoUs) Rutgers School of Arts and Sciences has signed with partner institutions around the world. For additional information about partnerships, please contact the Centers for Global Advancement and International Affairs (GAIA Centers) at (848) 932-1777 or info@gaiacenters.rutgers.edu. As of June 18, 2012.

Country	Region	Partner	Purpose	Sponsor
France	Europe & Eurasia	École Normale Supérieure	Student exchange	School of Arts and Sciences (SAS)
France	Europe & Eurasia	Ecole Polytechnique	Scholarly exchange	School of Arts and Sciences (SAS)
France	Europe & Eurasia	Universite Paris 8	Student exchange	School of Arts and Sciences (SAS)

International Studies and Global Initiatives Overview

Germany	Europe & Eurasia	University of Cologne	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Ghana	Africa	University of Ghana	Scholarly exchange	School of Arts and Sciences (SAS)
Hungary	Europe & Eurasia	Balassi Balint Institute	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Hungary	Europe & Eurasia	Central European University	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Indonesia	Asia & the Pacific	Universitas Nasional	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Italy	Europe & Eurasia	Intercollegiate Center for Classical Studies	Scholarly exchange	School of Arts and Sciences (SAS)
Italy	Europe & Eurasia	Università degli Studi di Verona	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Italy	Europe & Eurasia	University of Genoa	Student exchange	School of Arts and Sciences (SAS)
Japan	Asia & the Pacific	Fukui University, Fukui	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Kenya	Africa	National Museums of Kenya	Student exchange	School of Arts and Sciences (SAS)
Netherlands and others	Europe & Eurasia	Erasmus Mundus Consortium, Utrecht University	Scholarly exchange	School of Arts and Sciences (SAS)
Niger	Africa	Abdou Moumouni University	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Philippines	Asia & the Pacific	International Rice Research Institute (IRRI)	Scholarly exchange	School of Arts and Sciences (SAS)
PRC	Asia & the Pacific	Huazhong Normal University	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
PRC	Asia & the Pacific	Institute of Psychology, Chinese Academy of Sciences	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
PRC	Asia & the Pacific	LuoYang No. 1 Senior High School	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)

International Studies and Global Initiatives Overview

PRC	Asia & the Pacific	Shantou University Medical College	Student exchange, Scholarly exchange	School of Arts and Sciences (SAS)
PRC	Asia & the Pacific	South China University of Technology Sino-America College	Student exchange	School of Arts and Sciences (SAS); Edward J. Bloustein School of Planning and Public Policy
PRC	Asia & the Pacific	Zhejiang University	Scholarly exchange	School of Arts and Sciences (SAS)
Saudi Arabia	Middle East	King Abdulaziz University	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Serbia, Republic of	Europe & Eurasia	University of Belgrade	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Spain	Europe & Eurasia	University of Granada	Scholarly exchange, Student exchange	School of Arts and Sciences (SAS)
Switzerland	Europe & Eurasia	University of Zurich, Department of German	Scholarly exchange	School of Arts and Sciences (SAS)
Turkey	Europe & Eurasia	Gazikent University	Student exchange	School of Arts and Sciences (SAS)
Turkey	Europe & Eurasia	Ministry of the Interior	Student exchange	School of Arts and Sciences (SAS)