This leadership profile is intended to provide information about Rutgers University and the position of Vice Chancellor for Communications, Rutgers University–New Brunswick and Rutgers Biomedical and Health Sciences. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

Rutgers, The State University of New Jersey announces a national search for its inaugural vice chancellor for communications, Rutgers University–New Brunswick and Rutgers Biomedical and Health Sciences. The vice chancellor will be charged with launching and leading a newly-created administrative unit, reporting to the chancellors of the two largest units of the university: its flagship campus, Rutgers University–New Brunswick, and its comprehensive medical education and research division, Rutgers Biomedical and Health Sciences.

Founded in 1766, Rutgers is America’s eighth oldest institution of higher learning and one of the nation’s premier public research universities. Rutgers teaches across the full educational spectrum: preschool to precollege programming; undergraduate to graduate education; postdoctoral fellowships to residencies; and continuing education for professional and personal advancement. A member of the prestigious Association of American Universities, Rutgers is dedicated to teaching that meets the highest standards of excellence; conducting research that breaks new ground; and providing services, solutions and clinical care that help individuals and the local, state, national and global communities. Through its community of teachers, scholars, artists, scientists and healers, Rutgers is equipped as never before to transform lives.

Rutgers University–New Brunswick is where Rutgers began nearly 250 years ago. Ranked among the world’s top 60 universities, Rutgers’ flagship is a leading public research institution and a member of the prestigious Association of American Universities. It is home to internationally acclaimed faculty, has 12 degree-granting schools and a Division I Athletics program. It is the Big Ten Conference’s most diverse university.

As New Jersey’s academic health center, Rutgers Biomedical and Health Sciences (RBHS) takes an integrated approach to educating students, providing clinical care and conducting research, all with the goal of improving human health. Aligned with Rutgers University–New Brunswick and collaborating universitywide, RBHS now consists of eight schools, a behavioral health network, and five centers and institutes that focus on cancer treatment and research, neuroscience, advanced biotechnology and medicine, environmental and occupational health, and health care policy and aging research.

The vice chancellor serves as a member of each chancellor’s cabinet and is responsible for the overall leadership and strategic direction of the affiliated communications units and shared services. The vice chancellor will advise both chancellors about strategic opportunities and initiatives that will advance the profile and brand of each campus; develop a compelling narrative about the significant education, scholarship, research and public service offered by both Rutgers–New Brunswick and RBHS; lead the units in their response in crisis and emergency communications; represent the units as their spokesperson to the local, state, national and global communities; and inspire, develop and lead a talented staff of communications professionals. This is a compelling opportunity for an experienced and talented communications leader who is adept at managing enormous complexity and possibility—in both higher education and health care—to work at the center of two world-class campuses engaged with some of society’s most pressing issues, serving as a strategic thought partner to two
chancellors as they tackle an ambitious set of agendas at the leading edge of education and health care globally, and leading the division that supports this work.

The national executive search firm Witt/Kieffer has been retained to assist Rutgers University in this search. Information about how to nominate a candidate or apply for this opportunity may be found later in this document in the section entitled “Procedure for Candidacy.”

The Position

The vice chancellor for communication, Rutgers University–New Brunswick and Rutgers Biomedical Health Sciences is charged with launching and leading an entirely new department at Rutgers.

Reporting to the chancellors of Rutgers University–New Brunswick and Rutgers Biomedical Health Sciences (RBHS), the vice chancellor is a member of each chancellor’s cabinet, serves as strategic thought partner to each chancellor as they tackle an ambitious set of agendas at the leading edge of education and health care globally, and leads the division that supports this work. The vice chancellor will also maintain a dotted reporting line to the vice president for university communications and marketing, who supports the central administration and oversees universitywide programs and policies. The vice chancellor will serve as a full partner at the senior-most leadership table of each institution, developing and refining short- and long-term, organization-wide integrated marketing and communications strategies. This professional will oversee the articulation of the units’ positions on complex and critical issues, ensuring that the institutions’ mission, accomplishments and vision are advanced at the local, state, regional, national and global levels while handling with equanimity any challenges that may arise. A chart of organization for the new unit can be found in Appendix I.

The vice chancellor will have the following key inter-related agenda items:

Serve as key strategic partner to the chancellors

The vice chancellor will arrive as Dr. Debasish Dutta, incoming chancellor of Rutgers University–New Brunswick, joins the university and will play a key role in the chancellor’s transition to Rutgers as he conceptualizes and formulates an ambitious plan to move Rutgers–New Brunswick forward. Dr. Brian Strom, inaugural chancellor of Rutgers Biomedical and Health Sciences and the executive vice president for Health Affairs at Rutgers University, began his tenure at Rutgers in December of 2013 and has already established RBHS as one of the leading academic medical centers in the country. Both chancellors will benefit from the partnership of a strategic vice chancellor who will help them communicate and achieve the over-arching vision for their respective institutions. The vice chancellor will also provide counsel to the two chancellors in identifying strategic initiatives that align with their missions and priorities and will advance the overall reputation of these two AAU units.
Define the role

As the inaugural senior administrative officer charged with marketing and communications for these two divisions, the new vice chancellor will join the university at a time of great support for and interest in raising the profile of the university through the contributions of Rutgers–New Brunswick and RBHS. The new vice chancellor will embrace the challenge of reporting to two chancellors with a spirit of open communication, instinct for collaboration and desire to advance the goals of each division through strategic communication and enhanced public awareness so as to maximize the reputation and potential for growth and recognition of each unit as well as the university overall.

Develop a comprehensive strategic plan for the department

The new vice chancellor will develop a comprehensive strategic plan for the department that directs communications, marketing and community relations toward achieving goals that are either outlined by the two chancellors or contained in the strategic plans for Rutgers–New Brunswick and/or RBHS. This plan will guide and prioritize the new division’s approach to marketing, media and other external relations; internal communications; and community relations efforts.

The new vice chancellor will be a skilled negotiator with an instinct for win-win solutions and will engage willingly with colleagues to ensure that the interests of all constituents are understood and represented by the activities of the unit. At the same time, the vice chancellor will utilize the new strategic plan to ensure that the unit’s resources are utilized in service of the unit’s mission and goals.

Establish and lead the new unit

The new vice chancellor will determine the optimal identity, structure and strategic plan for the unit while clarifying the mission, purpose, measures of success, roles, functions and culture that will characterize and define this new department. The vice chancellor will engage with the chancellors and central administration to establish the appropriate levels of staffing and budgetary support for the unit required to achieve the ambitious goals of Rutgers–New Brunswick and of RBHS. While some strong programs and talented staff are already in place, a number of key positions are open and the first year in particular will be a year of building.

The vice chancellor will continuously assess the staffing needs as communications and marketing trends change to ensure the office has the resources needed to effectively advance the mission, vision and brand of both Rutgers–New Brunswick and RBHS. In addition to the 30 staff who are part of the new unit, the vice chancellor will encourage collaboration with a talented team of communications/public relations specialists who work in the academic units and report to the deans of the respective schools.

Additionally, the vice chancellor is responsible for a Responsibility Center Management (RCM) modeled budget that is currently about $2.5 million and will be accountable for ensuring the most efficient and effective use of financial resources.
Create compelling narratives to describe and animate the work of Rutgers–New Brunswick and RBHS

Both Rutgers–New Brunswick and RBHS—the two divisions that comprise the AAU unit of Rutgers—have a compelling story to tell. The vice chancellor will leverage the strengths of each unit, and where appropriate, of the units together to create a persuasive and contemporary narrative of Rutgers University and these two component parts as a major player in the national higher education landscape. The consolidation of the many elements of RHBS into a coherent, focused unit provides an unprecedented opportunity to craft a narrative of Rutgers as a major comprehensive university with cutting edge research and delivery across the spectrum of health-related fields. The connection of the health-related units to the work of the faculty and students at Rutgers–New Brunswick offers a rich array of opportunities to deepen the brand awareness and prestige of the university.

Each of these two divisions has great potential to bring positive attention to the university though calling attention to significant scholarly achievements, scientific discoveries and a deeply felt commitment to serving the public good. The Office of the Vice Chancellor will play a key role in managing the public perception of the extraordinary work being done in many units at Rutgers and deploying the resources, staff and creative energy of the unit to highlight the many forms of significant work underway on the campus.

Manage issues, emergencies and crisis communications

As chief communications officer for what amounts to 90 percent of Rutgers University, the vice chancellor will maintain and implement crisis communications plans and exercise discretion and good judgment in high-pressure situations. The vice chancellor will work closely with each chancellor to effectively manage issues and anticipate and develop crisis communications strategies and plans that clearly outline goals, objectives and procedures to be used in the event of a crisis or emergency situation.

The vice chancellor must maintain strong relationships with key decision makers and work collaboratively with the Rutgers University Police Department, Emergency Management and other departments to handle crises and ensure timely and effective communications. The vice chancellor will maintain a sense of urgency to appropriately direct and execute communications that impact media coverage in a climate of around-the-clock news and social media. To this end, the vice chancellor will advise, and collaborate as needed with, systemwide departments including University Communications and Marketing and External Affairs.
Oversee local community relations

The vice chancellor will oversee the outreach efforts to municipalities local to Rutgers–New Brunswick and RBHS. To this end, the vice chancellor will develop and maintain key community relationships as a vehicle for advancing the mission of Rutgers–New Brunswick and RBHS and increase the knowledge and awareness of the residents of the local community.

Professional Qualifications and Personal Qualities

The vice chancellor must possess a deep understanding of, passion for and ability to articulate the benefits of Rutgers University including through the exceptional programs and services of Rutgers–New Brunswick and Rutgers Biomedical and Health Sciences. The new vice chancellor will be a creative, collaborative and entrepreneurial partner who will enthusiastically drive the vision for the future of Rutgers’ flagship AAU campuses. The vice chancellor will also be dedicated to thought leadership; the advancement of the profession and paving the way for inventive new practices and approaches; and will have a strong personal and professional commitment to the role and potential of public higher education and the ability to advocate effectively for it.

In addition, the ideal candidate will possess most or all of the following:

- **Vision and leadership:** ability to lead a new unit with vision, an entrepreneurial outlook and eye to new possibilities and emerging challenges; ability to build, mentor and motivate a diverse and emerging team, and to inspire joy in one’s work; aptitude to understand a complex, multi-faceted environment like Rutgers University including an appreciation for higher education, academic medicine and clinical missions; comfort with ambiguity and the ability to adapt to shifting priorities; ability to be a strong manager and steward of financial resources; proven experience as a problem solver; demonstrated ability to focus and lead an organization to achieve the elements of a strategic plan and to continuously assess and refine the organizational plan, structure and operations as the plan evolves; experience leading change; ability to lead a unit through the reorganization of staff, facilities and resources while maintaining a high-level of service delivery; and comfort with delegating day-to-day management and decision making to colleagues;

- **Proven effectiveness and expertise in communications:** experience as a communications professional at an institution of higher education and knowledge of the issues and challenges facing complex educational organizations; significant professional experience managing the complex interplay of marketing and communication strategies; proven effectiveness and expertise in collaborating with colleagues on issues of brand development and strategic messaging; excellent communication skills and the ability to craft and deliver compelling messages; experience in the management of crisis communications; ability to understand and articulate messages about the current health care environment in...
a manner appropriate for multiple audiences; experience working with news outlets and/or serving as a spokesperson; and strong speaking and writing skills with the ability to collaborate and articulate a vision effectively to all constituencies including the external scientific and higher education communities, the university leadership team, the faculty and staff, prospective students and families, grant makers and other funders, Rutgers alumni, trustees and the public;

- **Strategic ability and judgment**: ability to manage high-level confidential information, including sensitive campus and/or divisional issues and crises; experience making decisions about the messaging and plans for communicating in crisis situations or with particularly sensitive information and providing clear direction under time-sensitive circumstances; ability to keep both the big picture and operational details at the forefront; wisdom and sound judgment; and the ability to balance the immediate and long-term needs of two unique entities including being responsive to prioritization and setting clearly defined expectations in a fast-paced environment;

- **Inventiveness and creativity**: proven success in innovative thinking combined with exceptional execution of both complex and routine strategies and initiatives; a record of taking programs to new levels of success; and an ability to think creatively and leverage technology and new modes of communication;

- **Strong analytical capacity**: a strong analytic and strategic operating style; ability to produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes; ability to assess the effectiveness of expenditures to achieve results; willingness to engage in a continuous dialogue about strategic communication with university leadership; and an ability to apply the most sophisticated analytical approaches to resource decisions regarding strategic communications to advance the position, reputation and brand of Rutgers–New Brunswick and RBHS;

- **Commitment to diversity and inclusion**: an appreciation of difference and inclusiveness, understanding of nuance and the ability to think intentionally with an awareness of the various ways in which campus and other environments are experienced differently by different people; and proven skill dealing with complex and diverse cultures, backgrounds and perspectives;

- **A strong collaborative nature**: an ability to work well with and receive input from a variety of constituents including students, faculty, staff, other senior leadership, board members, alumni and community members; and a record as a leader in working in collaborative, team-oriented environments;

- **Exceptional personal qualities**: a sense of urgency and engagement; honesty, integrity, diplomacy and a strong internal moral compass; strong work ethic; personal generosity toward one’s staff and colleagues; optimism, confidence and excitement about change; strong listening skills; a genuine interest in partnering with the chancellors and with other key leaders; loyalty; a personal presence that is active and inclusive; the ability to observe,
listen, learn and clarify needs while engendering trust quickly among various constituencies; and a good sense of humor; and

- **Credentials:** a bachelor’s degree with at least 10 years of experience in communications, marketing, media relations or a related field or an equivalent combination of education and experience is required; an advanced degree is preferred.
Rutgers Biomedical and Health Sciences in 2013, Rutgers—already a leading national research university—now stands as one of America’s largest, most comprehensive university-based centers for studying and improving human health and health care. Rutgers is equipped as never before to transform lives through the advancement of medical innovation, the provision of direct patient care informed by the latest research findings, and the education of a full complement of health care professionals.

Nearly 69,000 students from all 50 states and more than 120 countries—including 49,359 undergraduates and 19,583 graduate students—choose Rutgers for their education. More than 22,000 faculty and staff are at the heart of the Rutgers experience. Over 486,000 alumni—with about half in New Jersey—live and work in all 50 states and on six continents.

Rutgers University–New Brunswick

Rutgers University–New Brunswick is where Rutgers began more than 250 years ago. Ranked among the world’s top 60 universities, Rutgers’ flagship is a leading public research institution and a member of the prestigious Association of American Universities. It is home to internationally acclaimed faculty, has 12 degree-granting schools, a Division I Athletics program and is the Big Ten Conference’s most diverse university. The degree-granting schools include planning & public policy, applied and professional psychology, education, arts, business, arts and sciences, communication and information, engineering, environmental and biological sciences, management and labor relations and social work. It also includes an honors college, Douglass Residential College and the Zimmerli Art Museum. The nine research centers include: Center of Alcohol Studies; Center for Discrete Mathematics and Theoretical Computer Sciences; Eagleton Institute of Politics; Institute for Advanced Materials, Devices and Nanotechnology; Institute for Earth, Ocean and Atmospheric Sciences; Institute for Women’s Leadership; New Jersey Center for Biomaterials and the Waksman Institute of Microbiology.

Rutgers Biomedical and Health Sciences

Established in 2013, Rutgers Biomedical and Health Sciences (RBHS) is comprised of eight schools and their attendant faculty practices, centers, institutes and clinics. These units are located at several campuses, including Rutgers University–New Brunswick/Piscataway campus; at Rutgers Health Sciences campuses at Newark, Scotch Plains, Somerset and Stratford; at Rutgers University–Newark; and at additional locations across New Jersey. RBHS includes two medical schools, a school of nursing, a school of public health, a school of pharmacy, a graduate school
of biomedical sciences, a school of dental medicine and a school of health professions. In addition to these academic units, RBHS also includes several research-oriented centers including the Cancer Institute of New Jersey; the Center for Advanced Biotechnology and Medicine; the Environmental and Occupational Health Sciences Institute; the Institute for Health, Health Care Policy and Aging Research; the Institute for Infectious and Inflammatory Disease; and the University Behavioral Health Care.

Rutgers Health—approved by the Rutgers Board of Governors in April 2016—is the new clinical arm of Rutgers encompassing the areas of Rutgers Biomedical and Health Sciences and other Rutgers units devoted to caring for patients. It is a single public-facing brand for all of Rutgers’ patient care and services. Rutgers Health Group is a single faculty practice comprised of more than 1,000 Rutgers-employed doctors, nurses, dentists, physician assistants, pharmacists, clinical psychologists, social workers and other health care professionals meeting and caring for patients in clinical settings throughout New Jersey. As Rutgers Health expands in the years ahead, the university anticipates a larger and more integrated network of Rutgers’ affiliated hospitals, community clinics, medical groups, wellness centers and other affiliates collaborating to provide value-based care to patient populations across the state.

Additional details may be found in Appendix III and IV of this document.

Rutgers University Communications and Marketing

The Department of University Communications and Marketing is the central, universitywide office responsible for managing the Rutgers brand and supporting the mission and reputation of Rutgers through a broad range of communications and marketing programs and institutional policies.

The office provides support to the Central Administration, including the president and governing boards; supports systemwide initiatives; produces systemwide materials; coordinates emergency communications among the universities and RBHS; provides consultative support to senior vice presidents and the chancellors’ communications offices; and develops and manages systemwide communications and marketing policies and standards.

See Appendix I for Organizational Chart.
The Community

Spanning New Brunswick, Piscataway and adjacent towns in central New Jersey, Rutgers–New Brunswick and RBHS are at the epicenter of America’s northeast corridor that runs from Boston to Washington, D.C., with excellent air, rail, bus and highway connections to all points. RBHS also has a significant presence in Newark.

The vibrant city of New Brunswick, with its restaurants, theaters, parks, medical centers and corporate headquarters, is the geographic midpoint of New Jersey—just 41 miles from New York City and 66 miles from Philadelphia. The Jersey shore, Appalachian mountain trails and pristine Pine Barrens biosphere are also only an hour away. Adjacent town Franklin Township was recently ranked as one of the top 25 places to live in America.

For additional information, please visit:

http://thecityofnewbrunswick.org/
http://www.piscatawaynj.org
http://www.visitnj.org/new-brunswick
https://www.newarknj.gov/
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications has begun and will continue until the position is filled. To apply candidates should visit https://jobs.rutgers.edu/postings/44826 and provide a professional résumé; a letter of interest that addresses the themes, responsibilities and requirements described in this leadership profile; and the names and contact information of five professional references. References will not be contacted without prior knowledge of and approval by the candidate.

Minimum qualifications: Qualified applicants must possess a bachelor’s degree and at least ten years of experience in communications, marketing media relations or a related field, or an equivalent combination of education and experience. Must be a strategic thinker, proven problem-solver and must work well in highly collaborative environments. Must be able to handle multiple competing priorities and work confidently, diplomatically and decisively under stress. Requires strong experience managing teams and/or employees of varying backgrounds and skills. Must have experience developing and executing short- and long-term communications plans. Experience using data to influence decisions and to report effectiveness is strongly desired. Strong written and verbal communications skills are required. A master’s degree and experience at an institute of higher education is strongly preferred.

Any questions or inquiries should be sent via-email to consultants Robin Mamlet, Sheila Murphy and Melissa Fincher at RutgersVCCommunications@wittkieffer.com

The consultants can be reached by telephone via the desk of Leslie Donahue at (630) 575-6178.

It is university policy to provide equal employment opportunity to all its employees and applicants for employment regardless of their race, creed, color, national origin, age, ancestry, nationality, marital or domestic partnership or civil union status, sex, pregnancy, gender identity or expression, disability status, liability for military service, protected veteran status, affectional or sexual orientation, atypical cellular or blood trait, genetic information (including the refusal to submit to genetic testing), or any other category protected by law. As an institution, we value diversity of background and opinion, and prohibit discrimination or harassment on the basis of any legally protected class in the areas of hiring, recruitment, promotion, transfer, demotion, training, compensation, pay, fringe benefits, layoff, termination or any other terms and conditions of employment. For additional information please see the Non-Discrimination Statement at the following web address: http://uhr.rutgers.edu/non-discrimination-statement.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Rutgers University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were obtained from Rutgers University.
Appendix I: Organizational Charts

April 11, 2017

Reflects discussions with COO Chancellor RBHS & EVP Health Affairs

Note: Reorganization will become effective July 1, 2017.
Dr. Debasish “Deba” Dutta
Chancellor-Elect, Rutgers University–New Brunswick

Dr. Debasish “Deba” Dutta has been appointed as chancellor for Rutgers University–New Brunswick, effective July 1, 2017. Dr. Dutta brings to Rutgers impeccable academic credentials; solid, proven administrative leadership; and deep experience at three Big Ten institutions, which will serve him well as he oversees Rutgers University–New Brunswick.

In three years as provost at Purdue University, Dr. Dutta has helped the university improve its four-year graduation rate, enhance student advising, recruit the most diverse and academically strong first-year class in its history and dramatically increase the number of new faculty of color. Dr. Dutta helped establish programs at Purdue to support faculty and graduate student scholarship in the liberal arts and oversaw the academic expansion of engineering, computer science, business, nursing and technology. During his tenure, faculty research funding at Purdue reached record levels, and patent applications and awards increased significantly.

Previously, Dr. Dutta served as associate provost and dean of the Graduate College at the University of Illinois at Urbana-Champaign. Among other achievements at Illinois, he championed an initiative on National Science Foundation Graduate Research Fellowships that doubled the number of awards, and helped design a plan to increase student, faculty and staff diversity. He also spent 20 years on the University of Michigan’s mechanical engineering faculty, where he founded InterPro, an interdisciplinary academic unit to prepare students for leadership in the 21st century technological world.

Dr. Dutta, who earned his Ph.D. in industrial engineering from Purdue, also served three years at the National Science Foundation as director of the Integrative Graduate Education and Research Traineeship (IGERT) program. He is a fellow of the American Association for the Advancement of Science and the American Society of Mechanical Engineers, and a scholar-in-residence at the National Academy of Engineering.

“Dr. Dutta will be an inspiring, collaborative leader and a powerful voice for Rutgers–New Brunswick at a pivotal time in its history,” states Bob Barchi. “He has nurtured a rich understanding of the power and value of research. He has a proven track record of success in building diverse, inclusive communities. He is the right leader to build on the great progress that our AAU institution has made in the past five years and take Rutgers–New Brunswick to a new level of excellence.”
Dr. Brian L. Strom
Chancellor, Rutgers Biomedical and Health Sciences
Executive Vice President for Health Affairs

Dr. Brian Strom is the inaugural chancellor of Rutgers Biomedical and Health Sciences and the executive vice president for Health Affairs at Rutgers University.

Prior to joining Rutgers, Dr. Strom was the executive vice dean of institutional affairs, founding chair of the Department of Biostatistics and Epidemiology, founding director of the Center for Clinical Epidemiology and Biostatistics and founding director of the Graduate Program in Epidemiology and Biostatistics at the Perelman School of Medicine of the University of Pennsylvania.

Dr. Strom earned a B.S. in Molecular Biophysics and Biochemistry from Yale University, an M.D. degree from the Johns Hopkins University School of Medicine and an M.P.H. Degree in Epidemiology at the University of California, Berkeley.

His major research interest is in the field of pharmacoepidemiology, the application of epidemiologic methods to the study of drug use and effects. He is recognized as a founder of this field and for his pioneering work in using large databases for research.

In 2016, he received the Oscar B. Hunter Career Award in Therapeutics for his outstanding contributions to clinical pharmacology and therapeutics.
Kimberly Manning
Vice President for University Communications and Marketing

Kim Manning is responsible for high-level communications and marketing programs and universitywide policies that advance the prominence of Rutgers, The State University of New Jersey and support the priorities of the Central Administration. As a member of the President’s Administrative Council, she oversees the Department of University Communications and Marketing, which handles executive communications; universitywide marketing programs; institutional brand management, including visual identity and trademark licensing; primary university websites and social media; major print and electronic publications, including Rutgers Magazine and Rutgers Today; universitywide news and media relations; institutional photography; as well as a variety of additional functions. The Department of University Communications and Marketing has won numerous awards for its publications, websites, public relations and outreach programs and is the largest unit within Rutgers’ Department of External Affairs.

With more than 25 years of service to Rutgers, Manning rose through the ranks of the university, first joining the Office of Television and Radio as a producer/director in 1985. She became director of that office in 1992. Between 1996 and 1998, she was a key member of the project management team for RUNet 2000 and was instrumental in the planning of this $98 million data, video and voice network installation project, believed at the time to be the largest telecommunications project undertaken at an American university. For two years until 2001, Manning managed the merger of television and radio with the publications office. In 2001, she became executive director for University Relations, serving initially in an acting capacity. She was appointed vice president for University Relations in 2004. In 2013, the department was renamed University Communications and Marketing, where Manning continues to serve as vice president. She is the first African American to hold the senior communications post at Rutgers.

Manning also worked for the CBS Television Network in New York as regional manager in the affiliate relations division and for WPXI-TV, an NBC affiliate, in her native Pittsburgh, Pennsylvania.

While working at Rutgers, she earned an M.B.A. in marketing management in 1989 from the Rutgers Business School–Newark and New Brunswick. She holds a bachelor’s degree in communication from Clarion University of Pennsylvania. Manning has served as a member, vice chair and chair of the Communications and Marketing Commission of the Council for the Advancement and Support of Education (CASE). She taught three years on the faculty of the CASE Summer Institute in Communications and Marketing; and also served on the boards of trustees of CASE, the Association of Higher Education Cable Television Administrators and the Middlesex County Regional Chamber of Commerce. Manning is currently a member of the Association of American Universities (AAU) Public Affairs Committee.
Appendix III: Rutgers University–New Brunswick

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*Indicates schools in Rutgers Biomedical and Health Sciences that are aligned with Rutgers University–New Brunswick.

** Effective July 1 will together be known as School of Graduate Studies
Appendix IV: Rutgers Biomedical and Health Sciences

Ernest Mario School of Pharmacy
http://pharmacy.rutgers.edu/
The Ernest Mario School of Pharmacy is built on four pillars of strength: research, teaching, clinical practice and service. The school offers a preeminent educational program for Doctor of Pharmacy (Pharm.D.) students, as well as other graduate education programs leading to M.S. and Ph.D. degrees. School faculty maintain clinical practices at 20 key hospital sites in northern and central New Jersey, including Robert Wood Johnson University Hospital, Hackensack University Medical Center and the St. Barnabas Healthcare System.

Graduate School of Biomedical Sciences
www.gsbs.rutgers.edu
The Graduate School of Biomedical Sciences (GSBS) offers doctoral and masters programs on both the Newark and New Brunswick/Piscataway campuses and draws its faculty primarily from the medical and dental schools at those sites: New Jersey Medical School and School of Dental Medicine in Newark, and Robert Wood Johnson Medical School in Piscataway/New Brunswick. The GSBS teaching mission is to develop scientists who will contribute new knowledge in the biomedical disciplines through creative research and scholarship. Effective July 1, 2017 GSBS will be part of the merged School of Graduate Studies.

New Jersey Medical School
www.njms.rutgers.edu
The New Jersey Medical School (NJMS) is based in Newark and provides undergraduate medical education to students who are among the most ethnically diverse in the U.S. Medical students receive clinical training through rotations available at multiple hospitals, including predominantly underserved and underinsured populations as well as predominantly suburban populations.

Robert Wood Johnson Medical School
www.rwjms.rutgers.edu
Robert Wood Johnson Medical School maintains educational programs at the undergraduate, graduate and postgraduate levels, as well as continuing education courses for health care professionals and community education programs in New Brunswick and Piscataway.

Robert Wood Johnson Medical Group, the medical school’s multi-specialty group practice, provides clinical care at numerous hospitals and ambulatory care sites throughout the state. More than one million patient visits and medical procedures are performed annually.

School of Nursing
www.nursing.rutgers.edu
As one of the nation’s largest, most comprehensive nursing schools, Rutgers School of Nursing is dedicated to the pursuit of excellence in education, research, evidence-based health care delivery and the promotion of community health. The school has three campus locations in Newark, New Brunswick and Blackwood, NJ, as well as online. In U.S. News & World Report’s Best Graduate Programs 2017, the Doctor of Nursing Practice program was ranked 17th in the nation and our Master of Science in Nursing program was ranked 19th.
Rutgers School of Dental Medicine  
[www.sdm.rutgers.edu](http://www.sdm.rutgers.edu)

The Rutgers School of Dental Medicine was the first successful program in dental medicine to be established in New Jersey. The school is the state’s major resource for dental education, patient care and research. It operates the largest oral health care system in New Jersey, providing patient care to thousands of low-income, underserved New Jersey residents. The school is the largest provider of care to New Jersey’s special needs population, and it is the largest provider of Medicaid dental services.

School of Health Professions  
[www.shp.rutgers.edu](http://www.shp.rutgers.edu)

The School of Health Professions (SHP) provides clinical services to underserved populations in the areas of dental health, physical, occupational and mental health rehabilitation. SHP manages a large occupational/physical therapy practice that services students in the greater Newark area. The Integrated Employment Institute has been in existence successfully improves employment skills and employment of those individuals with psychiatric illness.

School of Public Health  
[http://sph.rutgers.edu/](http://sph.rutgers.edu/)

The Rutgers School of Public Health seeks to improve health and prevent disease in diverse populations in New Jersey and around the world through educating students to become well-qualified and effective public health leaders, researchers and practitioners; conducting research to advance public health science and policies; and providing service programs that promote population and individual health.

Cancer Institute of New Jersey  
[www.cinj.org](http://www.cinj.org)

As New Jersey's only National Cancer Institute, Rutgers Cancer Institute of New Jersey (CINJ) is dedicated to improving the prevention, detection, treatment and care of patients with cancer, through the transformation of laboratory discoveries into clinical practice. State-of-the-art cancer care is provided through CINJ for adults and children, including access to the latest medicines and most advanced treatment options available. CINJ research programs and core facilities enhance and support the cancer research of more than 180 members at Rutgers University, Princeton University and the Institute for Advanced Study in Princeton. CINJ offers nursing education programs, as well as residency and fellowship training in radiation oncology, hematology and surgical breast cancer.

Center for Advanced Biotechnology and Medicine  
[www.cabm.rutgers.edu](http://www.cabm.rutgers.edu)

The Center for Advanced Biotechnology and Medicine (CABM) was founded to advance knowledge in the life sciences for the improvement of human health. CABM’s research programs focus primarily on infectious disease, cancer and neurodevelopmental/neurodegenerative disorders. The National Institute of General Medical Sciences-funded Biotechnology Training Program is the longest running NIH training program at Rutgers. CABM initiatives with biotechnology and pharmaceutical industry partners are central to its mission.
Environmental and Occupational Health Sciences Institute  
[www.eohsi.rutgers.edu](http://www.eohsi.rutgers.edu)

The Environmental and Occupational Health Sciences Institute (EOHSI) is an international resource that supports basic and clinical research in environmental health sciences and exposure assessment and fosters associated programs in environmental health education and public policy. EOHSI serves as a source of expertise about environmental problems for communities, employers and government in all areas of occupational and environmental health, toxicology and risk assessment. EOHSI members serve as advisors to international, national, state and local organizations on issues concerning chemical exposures and human health.

Institute for Health, Health Care Policy and Aging Research  
[www.ihhcpar.rutgers.edu](http://www.ihhcpar.rutgers.edu)

The Institute for Health, Health Care Policy and Aging Research (IFH) facilitates collaboration among the social and behavioral sciences, clinical disciplines, basic sciences and related fields to promote research on critical health and mental health issues. IFH's core faculty and associates conduct research that spans the disciplines of sociology, psychology, economics, public health, history, anthropology, statistics and pharmacy. IFH does not manage formal courses or degree-granting programs, but its faculty members provide education and training programs in health and mental health research and policy for postdoctoral, graduate and undergraduate students.

Rutgers University Behavioral Health Care  
[www.ubhc.rutgers.edu](http://www.ubhc.rutgers.edu)

University Behavioral Health Care (UBHC) provides academically-based clinical programs and services throughout the state of New Jersey and is one of the largest providers of behavioral health care services in the country. UBHC offers the broadest range of services in New Jersey and are the only behavioral health system that is part of a medical school. UBHC core services include in-patient and outpatient care; addiction services; and supportive housing and employment programs for children, adolescents, adults and senior adults throughout New Jersey.
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