

Rutgers Law: A 21st Century Public Law School

The Vision of Rutgers Law

The integration of the law schools in Newark and Camden will realize two principal goals, one external and one internal. Externally, it will position Rutgers Law as a leading public law school and *the* leading public law school in the Northeast, committed both to the highest standards of scholarship and to the ideal of being an anchor institution. Rutgers Law will remain an anchor institution, civically engaged, serving the communities of Newark and Camden through partnering with those communities, as well as the State of New Jersey as a whole. Internally, Rutgers Law will provide Rutgers with a single flagship law school that will be a hub of interdisciplinary legal scholarship and teaching, connecting diverse academic units, and supporting Rutgers's strategic priorities. The ultimate vision for Rutgers Law, therefore, transcends mere operational reconfiguration into one law school; it contemplates a law school that enjoys a national reputation greater than the sum of its parts, amplifying Rutgers's call to excellence and service, and that is a force connecting all the components in a community of scholars through a process of dynamic engagement. Rutgers Law will position Rutgers as a leader in 21st century legal education.

The Place of Rutgers Law within the Legal Academy

An integrated Rutgers Law will be one of the nation's leading public law schools, and the best public law school in the Northeast. Its approximately 100 faculty members will teach in a comprehensive curriculum, offering uncommon breadth and depth in doctrinal, interdisciplinary, and skills courses. With more than 1000 students drawn from across the country, Rutgers Law will also be among the nation's largest law schools, yet it will nevertheless boast a student-faculty ratio on a par with other leading public law schools. United by a single faculty, one student body admitted through a single unified admissions process, a common curriculum accessible to all students through state-of-the-art distance education technology, shared graduation requirements, and combined student-edited law journals, Rutgers Law will be greater than the sum of its parts.

By combining the law schools in Newark and Camden, Rutgers Law will have one of the largest law faculties in the nation. The scholarly expertise of the merged faculty will cover every facet of law, and it will be particularly noteworthy in a wide range of areas through the synergy created by combining the two constituent faculties. These areas of excellence will include intellectual property, health law, immigration, financial regulation, tax, commercial law, public and private international law, comparative law, environmental law, law and philosophy, insurance law, environmental law, employment and anti-discrimination law, LGBT and gender law, race and diversity law, and criminal law. In each of these areas, Rutgers Law will feature several scholars with a national profile. By combining the strengths of two strong faculties,

Rutgers Law will come to be recognized as having among the finest collection of scholars of any law school in the country.

Rutgers Law will have a single student body of approximately 1100 students, admitted through a unified admissions process, in residence in Newark and Camden. The law schools in Newark and Camden already draw students from across the country, including students from Florida, Texas, and California, and Rutgers Law's enhanced national profile will ensure that it draws an even greater proportion of its students from outside the state and region. This will have a positive compounding effect on the national reputation of Rutgers Law and Rutgers as a whole, as many of those students return to their home states and regions. Newark's law school has a longstanding commitment to recruiting students from diverse backgrounds, owing to its Minority Student Program, and Camden's law school has long made attracting non-traditional students, including veterans, a priority. Rutgers Law will continue to prize a diverse student body to prepare all students for the practice of law in the real world, maintaining these historical commitments. Located within *two* major metropolitan areas, each of which boasts a demographic make-up that reflects the nation's future, Rutgers Law is positioned to be a national leader in this regard. Rutgers Law's formative commitment to diversity will be enhanced under the merger.

A demonstrated ability to excel in the study and practice of law will also remain at the center of Rutgers Law's admissions process. The additional funding committed by the University has been essential to maintain the academic strength of the law schools in Newark and Camden, as recruiting in this unprecedented market requires awarding significant scholarships. The enhanced national profile resulting from merging the Newark and Camden law schools under the banner of Rutgers Law should, by itself, enable the unified school to enroll stronger and more talented students on average than either constituent law school presently enrolls. Simply combining the achievements of the two sets of alumni, for example, will ensure a strong showing for Rutgers Law on various well-known assessments. Moreover, an enhanced national profile, along with a single alumni network encompassing two of the nation's five largest legal markets, and a home state that enjoys one of the most favorable job markets for attorneys seeking employment even in the current economic climate, should make Rutgers Law an increasingly attractive option for students and allow the Law School to compete for the best students. With support and leadership, Rutgers Law should be recognized as among the most competitive and diverse schools nationwide, and as a leader in doctrinal, interdisciplinary, public interest, and experiential legal education.

Rutgers Law will have one set of graduation standards and a common curriculum that will span all areas of law and include a variety of the skills-based courses and experiences that the market increasingly demands. Doctrinal and interdisciplinary studies will remain central to a Rutgers Law education, as they have from the beginning. Few law schools will be able to match the breadth of scholarly expertise that the merged Rutgers Law faculty will boast. But Rutgers Law will also enhance the clinical, pro bono, and other skills-based offerings that already bring the law schools in Newark and Camden national recognition.

The law schools in Newark and Camden each have well-established and complementary clinics. The law clinic in Newark focuses on public interest impact litigation, while the clinic in Camden focuses on direct services to the indigent population in and around Camden, and is distinguished

by its commitment to civic engagement. Few law schools around the nation will be able to offer the variety of clinical and other experiential learning opportunities that will be available to Rutgers Law students. In addition to the increasingly important hands-on skills and advocacy training that the clinics and other practical experiences will impart to students, it is the residents of Newark, Camden, and the State of New Jersey who the clinics will benefit. The same communities will be the chief beneficiaries of the newly integrated pro bono program at Rutgers Law. Through its pro bono initiatives, Rutgers Law will be able to deliver on the promises made by Rutgers University–Newark to be an anchor institution in Newark and by Rutgers University–Camden to lead civic engagement efforts in Camden. Its statewide presence will make Rutgers Law the leading center of pro bono legal services in The State of New Jersey. Between these programs and its expansive externship program, Rutgers Law will be a national leader in experiential education, preparing its graduates for the practice of law.

No distinction will exist, moreover, between courses taken in Newark and those taken in Camden. Indeed, all courses will be open to all students in one of two ways: by traveling to the location where the course is being taught or through brand new cutting-edge distance education technology. Polycom Immersive Telepresence Solutions has constructed two state-of-the-art classrooms for Rutgers Law, one in Newark and one in Camden. The deployment of this technology will serve two key purposes. It will of course be a new and exciting medium for teaching and expanding the course options available to students. More broadly, it will help to bind the Law School's two locations and foster a common culture by regularly bringing together students from Newark and Camden in pursuit of a shared legal education. For example, Child Migration and U.S. Immigration will be offered to Newark and Camden students this spring, co-taught by Newark and Camden faculty, and it will include a joint service-learning trip to Guatemala over spring break. South African Constitutional Law, long a staple of the Camden curriculum owing to the school's historical relationship with the South African Constitutional Court, and which features a trip to South Africa, will also be taught in the immersive room this spring, and will for the first time be co-taught with a member of the Newark faculty. Other more traditional courses will also be offered; for example, Acting Dean Ron Chen will offer Federal Jurisdiction in the immersive room, allowing students in Camden also to take the course. These courses exemplify what the immersive distance education room can offer, and are just the beginning for Rutgers Law: these two rooms are the technological backbone of the merger.

The aim of fostering a common culture will also shape the future of the student-run journals now housed at the law schools in Newark and Camden. With a streamlined set of integrated journals, Rutgers Law will house journals that publish new scholarship and serve as incubators of a shared student experience. Already, the flagship journals in Newark and Camden have merged to create *The Rutgers University Law Review*, whose staff is now composed of students from both Newark and Camden.

The Place of Rutgers Law within Rutgers University

Rutgers Law will be a leader in interdisciplinary education at Rutgers. From medicine to business to public policy, Rutgers Law will provide a nexus for interdisciplinary work, enabling our students to acquire a variety of legal skills in a variety of contexts, reflecting their professional aspirations as well as academic interests of the faculty. These opportunities for

collaboration across disciplinary boundaries will support the development of the scholarly work of our faculty, and leverage the strength of other academic units at Rutgers.

The merger will enable our students to pursue a greater diversity of careers beyond the traditional practice of law than students at most peer schools. While Rutgers Law will continue to offer exemplary training for those seeking a career practicing law in large or small firms or as solo practitioners, our interdisciplinarity will attract those pursuing careers in policy, consulting, or academia. Given the excellence of schools across Rutgers such as Medicine, Business, Social Work, Engineering, Pharmacy, and departments such as Philosophy and History, Rutgers Law will become a leader in joint degree and certificate programs. Our competitive advantage consists in the quality of our many programs and the comparatively low cost of attendance; students pursuing career paths outside the practice of law will be able to graduate from Rutgers Law's joint degree or certificate programs with more affordable debt.

Rutgers Law could collaborate with other programs in Newark, Camden, and New Brunswick, along with Rutgers Biomedical and Health Sciences, in myriad ways. Consider just a few examples.

- a joint project in which Law, Engineering, and Business students focus on bringing an invention to market and ensuring its national and international intellectual-property protection.
- a collaboration between Law faculty and faculty in the School of Environmental and Biological Sciences and Economics Department on the development of sustainable global food delivery systems.
- a partnership between Rutgers Law and the Geography Department, School of Public Health, Nursing School, and Department of Childhood Studies in Camden, to map incident rates of childhood lead poisoning in New Jersey to promote enforcement of lead abatement regulations.
- a cooperative venture between the Cornwall Center for Metropolitan Studies and the Center on Law in Metropolitan Equity in Newark, and the Office of Civic Engagement in Camden, and the clinics of Rutgers Law to unify efforts to identify and address the challenges facing New Jersey's distressed cities.

The opportunities are limited only by our imaginations. Indeed, we already have some current excellent examples of such collaborative work with other units at Rutgers:

- the H.E.A.L. Collaborative, a joint project of the Education and Health Law Clinic at the Newark law school and the Outpatient Department of Pediatrics at Rutgers New Jersey Medical School, in which law students, social work students, and medical residents work collaboratively to provide case management services and improve the health and well-being of indigent children with disabilities and their families by addressing causes of poor health that typically result from poverty.
- The Rutgers Institute for Law and Philosophy (ILP), founded in 2004 as a joint venture between the Camden law school and the New Brunswick Philosophy Department, has

used Presidential Excellence funds to host fifteen major conferences featuring leading scholars from all over the world (including a Nobel Laureate), six endowed annual Lectures in Law and Ethics, and five roundtables with similar centers at other universities. It is currently exploring establishing a formal relationship with Oxford University's Center for Ethics and Philosophy of Law.

- The Center on Law in Metropolitan Equity (CLiME) at the Newark law school, which works with the Graduate School in Newark and the Bloustein School to promote more equitable approaches to public law and policy amid rapid demographic change, and to examine communities as the product not only of their residents but of their legal rules and institutional networks.
- The Interprofessional Education Initiative (IEI) brings Rutgers-Camden students in law, nursing, and social work together with medical students from Cooper to facilitate better communication across those professional boundaries. The IEI's inaugural program, held at Rutgers-Camden in September and featuring more than 100 participants, ranged over five case studies involving emergency informed consent, end-of-life care, English as a second language, HIV care, and prenatal issues.

Our vision is not one merely of having law students taking courses in other schools and departments or having joint degree programs. We have these already; they are important and we will continue to develop the opportunities that they provide. Our goal is much more ambitious: we seek to create a Rutgers-wide series of projects and programs that will involve a process of active and comprehensive engagement of different disciplines in learning each other's basic normative assumptions, values, and intellectual structures, and then solving real and simulated problems.

That vision will also be enhanced by expanding the mission of Rutgers Law to include undergraduate education. This expansion is already underway in Newark and will soon be underway in Camden and in New Brunswick as well. This initiative will enable us both to compete more effectively for the best students from Rutgers, who will be introduced to legal questions as undergraduates, and to generate *new* sources of revenue. This expansion will further augment the interdisciplinarity of Rutgers as a whole and Rutgers Law.

This vision should also support Rutgers's efforts at global outreach. We are well poised as Rutgers Law to work with colleagues from other disciplines to work in areas such as global economic development, international human rights, international criminal law, health law, intellectual property, and a host of other global and transnational topics. Law faculty in Newark and Camden are already co-teaching courses incorporating international service-learning trips, and these will be a model for future interdisciplinary collaborations that will raise the global profile of Rutgers while broadening students' educational experience.

Our vision, therefore, is to become a presence throughout Rutgers as partners, and indeed in some ways as students of our colleagues, since we must learn from the other disciplines in order to maintain the relevance of our own. We also aim to serve as facilitators. For law can provide common conduits of action by which all the other disciplines can share their first principles in a way that can then have direct impact on social institutions. The opportunity is to create a vision

of a 21st century law school that draws on our talents, reflects our interests and abilities, and recognizes and takes advantage of the reality that we are part of Rutgers, The State University of New Jersey.

Among the skills that every lawyer in the 21st century must have is the ability to examine the law from an interdisciplinary perspective. A merger enables us to meet the challenges that face our profession in a way that goes beyond the rote skills training that, if executed without creativity, could threaten to turn legal education into an extended bar review or Continuing Legal Education course.

Coupling with other disciplines would also allow us to enhance our contributions to public service in new and effective ways. Standing alone, we already provide public service through our clinics and our other pro bono activities. But we could be even more effective in that role in partnership with colleagues from other disciplines. Our historic commitment and ability to engage in civic engagement and public problem-solving would be enhanced immeasurably if it were done in partnership with colleagues from other disciplines so that we can leverage the impact of law combined with another facet of our social institutions.

This is a significant competitive advantage that Rutgers Law will have. In the New York and Philadelphia areas, the number of law schools embedded within a major research university systems are relatively few. Many of our current competitors are either stand-alone law schools, or are associated with primarily undergraduate teaching universities. If we are successful in promoting this new vision of holistic legal education integrated with other disciplines, we would be peculiarly well situated to “capture the market.”

As an integrated and cohesive institution, Rutgers Law will enjoy a national profile and be a jewel in Rutgers’s crown. It will be a dominant player in legal education characterized by Rutgers-wide engagement, drawing on the considerable strengths of a renewed Rutgers. Rutgers Law is a creative and unique response to the challenges facing legal education, and offers Rutgers an opportunity to boast a premier law school in the 21st century.

Decanal Structure and Governance

Rutgers Law will have two Co-Deans, one located at Rutgers University–Camden and one at Rutgers University–Newark. The Co-Deans will jointly oversee and agree on all matters affecting the merged law school, though each will continue to have the discretion to make purely local day-to-day decisions. Each Co-Dean will also be part of the executive team of Rutgers University–Newark and Rutgers University–Camden, respectively. The Co-Deans will maintain their individual lines of authority, reporting to the Chancellor of Rutgers University–Newark or of Rutgers University–Camden. They will work with both Chancellors and have a “dotted line” relationship to the University Senior Vice-President for Academic Affairs in matters relating to the coordination of the Law School with the rest of Rutgers.

The Law School’s budgeting will be coordinated by the two Chancellors in a manner consistent with both the authority that each has and pursuant to Rutgers’ new Responsibility Center Management (RCM) budgeting method. A corollary to the budgetary authority that each Chancellor will retain over the Law School is Newark-specific or Camden-specific Chancellor-allocated funds are to be available to support initiatives that are unique to Newark and Camden,

respectively. University-allocated funds to the Law School to support system-wide priorities will be spent according to terms agreed upon by the Co-Deans in consultation with the Chancellors and the Senior Vice President for Academic Affairs.

Budgeting will also be consistent with the fundamental premise of the merger that there be no incentive for the Law School to devolve into two units competing with one another. The Co-Deans together with both Chancellors will devise the strategic directions of the Law School, with the Senior Vice President for Academic Affairs playing a coordinating role between the Law School and the rest of the Rutgers system. Based on those strategic directions, the Co-Deans will work with the Senior Vice President for Finance to develop an overall budget encompassing the core resources of the Law School, with the assurances that neither Department of the Law School will be disadvantaged from their historical financial position. The Law School will be a full partner in the broader strategic plans of Rutgers University – Newark and Rutgers University – Camden, and the Law School’s initiatives will be shaped by those broader priorities.

Applicants will apply to a single Rutgers University School of Law using a single application. The application will permit applicants to indicate a preference for either Newark or Camden, as first-year law students will remain in residence at a single location during the entirety of their first year. There will be a single, uniform financial aid policy, and departures from predetermined awards will be justified if and only if dynamic market conditions demand it, and then only to maintain Rutgers’s competitive edge against other law schools.

Implementing Rutgers Law

Procedural implementation of the integration into Rutgers Law will involve both external and internal constituencies. This portion of this memo focuses on the adjustments and processes that will need to be undertaken internally within Rutgers to accomplish the merger. We are however also mindful of processes that will need to occur regarding external interest holders, apart of course from the ABA as our accrediting agency, to accomplish this merger.¹

The School of Law—Camden and the School of Law—Newark are currently two of the 32 schools and colleges of Rutgers. Structurally, a merged Rutgers Law would constitute one of (then) 31 academic units. This action would require ultimate approval by the University Board of Governors. The University Senate also has a consultative and advisory role to the President in the establishment or dissolution of colleges, schools, divisions, institutes and other educational

¹ Both schools are members of the Association of American Law Schools, and would therefore have to petition the Membership Committee of AALS for approval of this change and conversion to one membership. (AALS has received a copy of the Petition for Acquiescence.) Rutgers School of Law Newark currently holds a charter from the Order of the Coif, and we have had preliminary contact with the Order officers about petitioning for a membership for the entirety of Rutgers Law. We have also had preliminary discussions with the Law School Admissions Council on how we would operate as a single school for purposes of the law school admissions process. All of these processes, however, are contingent upon approval of the petition by our accrediting agency.

units. A uniform set of Faculty Bylaws would need to be drafted to incorporate many of these changes.

When combined, the Faculty of Rutgers Law would constitute a single “legislative body” as that term is used in University regulations (Rutgers University Policy 50.1.9). For purposes of practicality and efficiency in decision-making, however, the faculty resident in Newark and Camden each would be constituted as a “department” within the unit as that term is used in University regulations, and each department would have primary responsibilities in certain faculty personnel and curricular decisions that are of local importance, but with the faculty of the other department nevertheless serving a reviewing and consultative function in those decisions to ensure consistency in the application of substantive standards.

Faculty Personnel Decisions

In promotion and tenure decisions, the faculty of the local “department” would vote on and prepare the faculty recommendation on candidates who are resident at that location. (The Promotion & Tenure Committee for each “department” would have a representative member from the other location.) Faculty drawn from the other department, however, would serve as the “Advisory Committee on Promotions” as that term is defined in University regulations, which would advise the local co-dean on promotion and tenure candidacies and would prepare a report that is part of the candidate’s file.

For initial appointments decisions, the decision whether to fill a full-time faculty position at either location will begin by consultation between the co-deans on the needs of Rutgers Law, who will take into account existing vacancies, student enrollment at each location, the ability to meet curricular needs through existing personnel or through technology, and the strategic initiatives at Rutgers University-Camden and Rutgers University-Newark. Through the consultative process, the co-deans would normally be expected to designate a location (Newark or Camden) that would be the new faculty member’s primary station, and seek “authorization to hire” from the relevant Chancellor. The co-deans, however, will seek to identify opportunities to have a shared joint appointment.

The search process for selecting all fulltime Rutgers Law faculty should involve substantial participation by faculty at both locations, although the faculty who are resident at the designated location may take the primary role in administering the search process and determining the specific needs of that location. The Appointments Committee that identifies and interviews initial candidates shall have substantial representation from both locations. Moreover, before anyone is appointed to the fulltime Rutgers Law faculty, he or she shall receive an affirmative vote of all eligible faculty members *at both locations* that the candidate is acceptable for appointment. From among the pool of candidates deemed acceptable by vote of all eligible Rutgers Law faculty members, the faculty who are resident at the designated location shall then designate the ranked list by which offers should be extended by the relevant co-dean.

Academic and Curricular Governance

Major academic rules and regulations, including requirements for the J.D. degree, and rules defining academic standing and conditions for academic dismissal, shall be adopted, and revised by, the Rutgers Law Faculty at both locations, sitting as a unified legislative body. Many have already been adopted: the law schools in Camden and Newark already require the same number of credits to graduate and offer the same 1L curriculum. An Academic Policy and Curriculum Committee, with equal representation from the faculty of both locations, will consider proposals and recommendations to revise or adopt major academic rules and regulations, and then forward recommendations to the full faculty of Rutgers Law for final action. Proposals that primarily effect one location or the other, such as initial approvals for elective course offerings, location-specific academic programs, or individual student petitions, may be sent to panels of ACP members resident at the particular location, but the full ACP shall be fully informed about actions taken that affect the general curriculum.

Admissions

An Admissions Committee, with equal representation from both locations, will establish consistent admissions criteria for Rutgers Law, and will monitor the admissions process throughout the admissions cycle. The two co-Deans will be ex officio members of the Admissions Committee. The Admissions Committee shall establish specific policies and admissions standards, with the consent of the legislative body, in order to guide the Admissions Office in making decisions about admissions, to delegate to the Admissions Office responsibility for making such decisions, and to assist the Admissions Office in reviewing individual applications when the college policies do not result in a clear decision. While organizationally there will be one Admissions Office, it will continue to operate out of two locations. Final responsibility for admissions decisions rests with the Admissions Committee. (See Rutgers Policy 50.1.9.(B)(1)(b)).

The policies and standards historically used by the School of Law—Newark in achieving and supporting a diverse student body (the Minority Student Program) shall be adopted by Rutgers Law as a whole, and a special working group of the Admissions Committee, with substantial representation from those in Newark with experience in administering those policies and standards, shall regularly review the applications during the admissions cycle and report to the Admissions Committee as it deems necessary to maintain and enhance those policies and standards.

Applicants to Rutgers Law shall fill out a single application form. The form will allow (but not require) the applicant to indicate a preference regarding the location where the student wishes to attend. The Admissions Office shall use and regularly maintain updated admissions data on the approved technology platform (currently for both Camden and Newark, the ACES system maintained by LSAC). All files will be therefore accessible electronically at either location. Regular status meetings during the admissions season between the admissions officers will occur, and standard decision timetables would be adopted.

Each file will be assigned to either admissions officers in Newark or Camden for primary review first based on any expressed location preference, or failing such preference the applicant's home address (if a resident of New Jersey or the New York City or Philadelphia metropolitan areas).

Other applicants' files (from applicants outside the traditional catchment areas of Newark or Camden) shall be distributed randomly between the two offices for primary review.

Each local admissions office shall, within the decision parameters established by the Admissions Committee, have the authority to make admissions decisions on behalf of Rutgers Law. In close cases, applicant files shall be referred to a joint reading by admissions officers from both locations, and if necessary referred to the Admissions Committee for final decision.

When accepted applicants pay the first deposit, they will be normally guaranteed the location of their first preference, if any. It is possible, however, that some students, such as those on the wait list, may be assigned to a location other than their first preference. Students who do not express a preference will be assigned a location that best suits the needs of Rutgers Law.

Merit financial aid shall be offered pursuant to a uniform policy. An initial offer of aid shall apply to both Newark and Camden, i.e. there will not be any initial "competing offers" of such aid depending on location. The Admissions Committee, however, may adopt a policy to address the "hot pursuit" situation by permitting one location to respond to a competing offer to an individual applicant from another law school near that location.

Budget and Resource Allocation Decisions

Rutgers University is currently undergoing a major revision in its budgeting system, through adoption of "Responsibility Center Management." (see <http://finance.rutgers.edu/rcm-presentation-02-28-2014>), in which tuition and research revenues are allocated to the colleges and schools (Responsibility Centers) that generate them, and facilities and central administration costs are allocated in proportion to the space occupied and central services consumed. In conjunction with RCM, the University is overhauling its accounting and financial reporting systems (<http://uco.rutgers.edu/new-chart-accounts-redesign>). Since Rutgers Law will be budgeted as one entity under RCM, the role of the Chancellors of Rutgers University – Camden and Rutgers University – Newark in support of their respective strategic plans must be secure. In development of the Rutgers Law budget, the Co-Deans and the Senior Vice President for Finance will ensure that adequate funds are directed by Rutgers Law toward its role in support of the respective strategic plans. Under the assumption that the revenues generated by Rutgers Law will not exceed the costs to operate Rutgers Law, it will be necessary for the Chancellors to provide support ("subvention"). In this case, the two Chancellors, in consultation with the Co-Deans, will agree on the amount of support to be provided by each Chancellor with the understanding that neither Chancellor will be required to provide an amount of strategic support greater than that Chancellor's historical contribution prior to the combination. As is already the case, the Chancellors will consult with the Senior Vice President for Finance on Law School budgetary matters, and the Senior Vice President for Academic Affairs will play a general coordinating role consonant with that position's general coordinating role across Rutgers. RCM will only facilitate this, as it provides an infrastructure for collaboration around budgeting. If either Chancellor provides funds for strategic initiatives specific to an individual Department, those funds will be accounted for separately by the Department. Investments made in Rutgers Law by the President for specific initiatives will be considered as part of the combined Rutgers Law unless provided for a specific Departmental initiative with oversight provided by the Senior Vice President for Academic Affairs in consultation with the Chancellors.

It is perhaps a lucky coincidence of timing that this major revision to the University's budgeting and accounting systems (triggered by the integration of the legacy Rutgers and legacy UMDNJ systems) is happening now, so that we can integrate the needs and specifications of Rutgers Law without significant additional transactional costs.

Library

Rutgers Law will maintain law libraries and a full suite of library staff in both Camden and Newark. The two law schools are already moving towards an integrated card catalog system, and once integrated, all students and faculty at either location will have access to all titles at either location, and tracking the location of a specific volume will be simple. Various core titles will be kept in duplicate at both locations, but the merger will make it possible to assign certain other titles to one site or the other and employ courier services and/or imaging technology to provide the materials to the other site as needed. This will allow Rutgers Law to realize savings in its acquisition budget.

Certain back-end services will be located at one location or the other. For example, technical services will likely be based in Camden while digital services will likely be based in Newark. Research support will remain in place at both locations, but students and faculty will also be able to connect with research librarians at either site using videoconferencing technology.

Student Services

Student services such as health services, residential life, and recreational facilities will continue to be provided locally by Rutgers University—Newark and Rutgers University—Camden, respectively. Certain functions, such as student discipline and ADA accommodation, are already standardized across the University, and the Law School staff involved in such matters will work together on all future cases.

Newark and Camden each have a registrar who interacts with the University Registrar with regard to the following systems: the Student Records Database System (SRDB), the Course Analysis System (CAS), and the Graduation Application System. They also interact with the Business Office on student accounts. To upload grades and download rosters, Rutgers Law will either opt into the University Registration System (REGIS) or use a home-grown law-specific interface; in either case, Rutgers Law will employ a unified system. Both registrars currently keep permanent student records required for character/fitness certifications in hardcopy, but we hope to move towards digitization going forward.

Other law school-specific student services, such as academic support, will continue to be provided primarily by appropriate administrators at each location. Where, however, it is possible to have shared or combined services, the co-deans will explore those opportunities.

Career Services

The Career Services offices and programs at each location will be available to all Rutgers Law students. Individual career counseling will be provided by counselors located at the location

where the student is then resident, or, in certain cases, via videoconference. All Rutgers Law students will have access to a unified school-wide job posting platform – both law schools currently use Symplicity™ – and will be eligible to apply for postings on the unified platform.

For purposes of hosting and soliciting prospective employers, Career Services will allot by geography employers who fall within the natural catchment area of Newark or Camden. Interview slots at a given location will be open to all Rutgers Law students, and we will employ videoconferencing to connect interviewers with applicants who are unable to travel to the office where the interviewer is sitting.

Student transcripts and other records are to some extent already coordinated through the University's Student Records Database System. To the extent that paper records are still kept (e.g. for bar applications and certifications), the registrar located at the place of the student's residence will maintain them. In due course, we would hope to be able to move towards digitized electronic student and graduate files.

Clinics, Experiential Learning, and Pro Bono Programs

Rutgers Law will offer a wide variety of clinics, ranging from impact litigation clinics to direct-service clinics, reflecting the present strengths of the law schools in Newark and Camden. The clinics at Rutgers Law will complement the existing externship, trial advocacy, and pro bono programs. The law schools in Camden and Newark have long prized and supported experiential learning, and experiential learning will be a cornerstone of a Rutgers Law education. The various clinics will continue to have individual directors, and all students will have the opportunity to enroll in any clinic, with the understanding that clinical education cannot be delivered via distance learning technology. The externship and trial advocacy programs, respectively, will each be coordinated so that all students will have access to all such opportunities. Finally, the pro bono program has already been unified under the supervision of a single Associate Dean for Pro Bono Programs.

Development and Alumni Relations

Camden and Newark both each have their own alumni association, which are separately incorporated 501(c)(3) entities that are not under the control of the University. The officers of those associations have been in contact about a new structure that recognizes the combined Rutgers Law going forward, but that also respects the legacy and traditions of each location to which many alumni may feel attached.

The directions of donors of existing endowed funds who express a wish to have those funds continue to be dedicated to either Newark or Camden will be honored. If a donor in the future clearly expresses a wish to earmark a gift to either location, that wish will also be honored. There may be initiatives that are part of the strategic plans of either Rutgers University – Newark or Rutgers University – Camden that solicit gifts that are by their nature location-specific. Nevertheless, we hope to develop a general affinity to Rutgers Law as a whole. Indeed we have found that many of our existing alumni already value the unified brand, since they identify themselves as graduates of Rutgers Law School without geographic designation.

Development officers at Newark and Camden already have a dotted line relationship with the dean and with the Rutgers Foundation, through the vice or assistant chancellor at Rutgers University—Newark or Rutgers University—Camden, and that structure would continue. The development officer at each location may also serve the needs of each location by assisting the respective Chancellor’s office in location specific programs.