

## **Faculty and Staff Participation in the Rutgers University, Rutgers Health Group, and RWJ Barnabas Health Affiliation Process**

Rutgers University Senate  
Faculty Affairs and Personnel Committee  
November, 2018

### **Background**

The master affiliation agreement among Rutgers, The State University of New Jersey, Rutgers Health Group, Inc., and RWJ Barnabas Health (RWJBH) reflects a shared objective to create a “world-class academic health center that is nationally recognized for its education, research, clinical care, and commitment to improving access to healthcare for and reducing health care disparities among the residents of the State of New Jersey.”<sup>1</sup> This agreement seeks to “establish structures, arrangements, and commitments that will facilitate the alignment of their respective clinical, teaching, and research missions and will provide for coordinated growth and investment in all areas.”<sup>2</sup> This relationship will be overseen by a Joint Committee, comprised of representatives from the University (i.e., chancellor and three additional representatives) and RWJBH (RWJBH CEO and three additional representatives) and established to facilitate strategic planning and oversight of all aspects of the affiliation, including consolidation of education and research activities.<sup>3</sup>

Regarding the roles of faculty, staff, and shared governance in the newly formed affiliation, the agreement expresses an intent to establish a collaborative relationship among deans, chairs, other faculty leadership as well as others to manage the aligned clinical enterprise.<sup>4</sup> Further, subcommittees<sup>5</sup> established by the Joint Committee appear to have roles for appropriate faculty, staff, or shared governance participation, but the nature of this contribution is not well defined.

Given that a core of the affiliation is improvements to the academic and clinical enterprise, including teaching, research, and healthcare, it is clear that shared governance, where faculty and staff play a meaningful and responsible role, is critical. To date, participation by stakeholders in the formative process of this affiliation has been modest, communications have been limited, and it is not apparent how shared governance can or will participate in decision-making and implementation going forward.

### **Resolution**

Whereas the core of the newly formed affiliation among Rutgers, The State University of New Jersey, Rutgers Health Group, Inc., and RWJ Barnabas Health is to create a world-class entity nationally

---

<sup>1</sup> [Master Affiliation](http://senate.rutgers.edu/MasterAffiliationAgreement.pdf) Agreement between Rutgers University, Rutgers Health Group, and RWJ Barnabas Health, page 1. <http://senate.rutgers.edu/MasterAffiliationAgreement.pdf>

<sup>2</sup> Ibid.

<sup>3</sup> Master Affiliation, p. 7.

<sup>4</sup> Master Affiliation, p. 13.

<sup>5</sup> Clinical Management and Operations Committee: to ensure that faculty and physicians have a meaningful opportunity to provide input into clinical matters; Research Committee: to establish a physician recruitment plan, taking into consideration clinical, teaching, and research needs. Master Affiliation, p. 11.

recognized for its education, research, clinical care, and improved access to healthcare among the residents of the State of New Jersey; and

Whereas shared governance plays a crucial role in the academic enterprise, including healthcare; now, therefore, be it

*Resolved*, that the Rutgers University Senate

1. supports the full participation of shared governance in the ongoing implementation of the newly formed affiliation among Rutgers, The State University of New Jersey, Rutgers Health Group, Inc., and RWJ Barnabas Health, including the placement of RBHS faculty, chosen by their peers, on planning and implementation committees; and
2. calls on the administration to implement a structure that clearly communicates to and garners meaningful contributions from faculty and staff stakeholders, whose mission is the same as that stated in the affiliation: to provide high quality and appropriate care to the patient population of New Jersey.

**Faculty Affairs and Personnel Committee, 2018-2019**

*Farid Alizadeh, Co-Chair, RBS:N/NB, Faculty  
Joseph Markert, Co-Chair, RBS:N/NB, Faculty  
Anil Ardeshta, RSDM, Faculty  
Mary Jo Bugel, RBHS At-Large, Faculty  
Kenneth Carty, CCAS, Student  
Gregory DiLalo, New Brunswick Staff  
Wayne Eastman, RBS:N/NB, Faculty  
Robert Eisenstein, RWJMS, Faculty  
Vivian Fernandez, VP Faculty and Staff Resources, non-senator  
Anthony Filippelli, PTL-RBHS, Faculty  
Sally Goldfarb, Law-C, Faculty  
Carlos Gonzalez, Engineering, Student  
Ann Gould, SEBS, Faculty  
Jerome Langer, RWJMS, Faculty  
Eleanor LaPointe, SAS-NB, Faculty  
Donna Nickitas, Dean, Nursing-C, Administration  
Kaylah Norris, Camden Staff  
Virendra Pandey, NJMS, Faculty  
Boris Paskhover, NJMS, Faculty  
Nicholas Poncio, NJMS, Faculty  
Jonathan Potter, SCI Dean, Administration  
Kristen Powell, SSW, Faculty  
Cynthia Saltzman, PTL-C, Faculty  
Laura Schneider, SAS-NB, Faculty  
Federico Sesti, RWJMS, Faculty  
Marc Steinberg, At-Large RBHS, Faculty  
*Karen Thompson, PTL-NB, Faculty, Executive Committee Liaison**