
Subject: RE: [All Senators] Request of EC
Date: Monday, November 24, 2025 at 11:35:00 AM Eastern Standard Time
From: Lucille Foster
To: Troy ShinbrotKinetics
CC: all_senators@email.rutgers.edu, Wendy Purcell, Taryn Cooper, Amy Murtha, Brian Strom
Attachments: The Dean_s Weekly View_ News Notes from Dean Amy P.pdf, 4 Bylaws Best Practices and Resources_Rutgers 2024 For Faculty.pdf, SUMMIT SLIDES FINAL.pptx, 5 Bylaws Structure Research Summary_Rutgers 2024 For Faculty.pdf

Troy- Please see attachments.

From: Troy ShinbrotKinetics <shinbrotkinetics@gmail.com>
Sent: Monday, November 24, 2025 11:30 AM
To: Lucille Foster <lufoster@business.rutgers.edu>
Cc: Troy Shinbrot <shinbrot@soe.rutgers.edu>; all_senators@email.rutgers.edu; Wendy Purcell <wp196@sph.rutgers.edu>; Taryn Cooper <t.cooper@senate.rutgers.edu>; Amy Murtha <amy.murtha@rutgers.edu>; Brian Strom <bstrom@rbhs.rutgers.edu>
Subject: Re: [All Senators] Request of EC

Thank you, Lucy. May we see the bylaws, please?

On Nov 24, 2025, at 11:00 AM, Lucille Foster
<lufoster@business.rutgers.edu> wrote:

As per my correspondence with EC, I did receive documentation and this letter regarding your inquiry on Troy's inquiry regarding medical school Bylaws' development with process outlined below. This is on our agenda Dec. 5, 2025.

From Dean Amy Murtha

Dear Chair Foster and Senate Executive Committee

I am writing to share the process used to develop the bylaws for the new Rutgers School of Medicine (RSM) and to address any questions or concerns. The development of these bylaws—essential for guiding governance and operations as Rutgers establishes the new RSM—were led and completed by faculty.

To complete this work a Governance and Administration Subcommittee, composed of faculty from both schools and reporting to the Integration Advisory Committee, was formed in March 2024 to lead this effort. The subcommittee is co-chaired

by faculty from NJMS and RWJMS, with support from the Association of American Medical Colleges (AAMC), whose experts provided guidance on accreditation and best practices.

The subcommittee agreed to draft an entirely new, forward-looking document. They reviewed bylaws from 16 other medical schools to identify common structures and innovative approaches. Monthly meetings from March through September focused on designing bylaws that are simple, clean, innovative, and evergreen, ensuring they remain relevant over time.

The process was faculty-driven, rooted in shared governance principles, and aligned with guiding principles established early in the integration. A draft was completed in September 2024 and submitted to university leadership for review. These bylaws are intended to serve as a transformational foundation for RSM's mission, faculty involvement, and accreditation requirements.

The process was first communicated via email in October 2024, reaching nearly 2,300 individuals across campuses. It was later presented at the Integration Summit in April 2025, which drew approximately 400 in person and online attendees. Attached are the original email communication and the Summit presentation slides (slides 18-20) for reference.

In summary, the bylaws for the medical school were developed through an inclusive, faculty-led process across both campuses. This process ensures that the medical school has its own governance framework tailored to its mission and operations, while remaining consistent with the broader authority and policies of the University Senate. In short, the detailed bylaws are the product of faculty collaboration within the medical school itself and signal a strong foundation for ongoing cross-campus engagement.

Please let me know if I may provide additional information.
Best regards and Happy Thanksgiving,
Amy

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<image001.png>

From: Troy Shinbrot <shinbrot@soe.rutgers.edu>
Sent: Friday, November 21, 2025 2:49 PM
To: all_senators@email.rutgers.edu
Cc: Lucille Foster <lufoster@business.rutgers.edu>; Wendy Purcell <wp196@sph.rutgers.edu>
Subject: Request of EC

Dear Fellow Senators,

This is a follow-up request to the Senate EC. I expect that this email is redundant and that the EC will discuss this on their own, but I want to be sure that it is duly recorded.

It is alarming to me that according to Chancellor Strom's statement during today's Senate meeting, a new set of bylaws has been drafted and approved by a "governance" subcommittee, and subsequently approved by the Board of Governors, and these bylaws are planned to govern a new medical school scheduled to replace RWJMS and NJMS 13 months from now.

My concerns are

1. That according to Senate members of each of these schools, faculty in their schools were not involved in the drafting of these bylaws
2. That the new bylaws have not been seen by any member of the Senate to my understanding
3. That existing bylaws have been established, revised, and voted on over the course of decades by members of these schools,
4. That existing bylaws establish rules for promotion, tenure, organization of the schools and other matters
5. Most importantly, if these two schools can either be

merged, or be dissolved and reconstituted as a new school, then any schools within Rutgers may in the future have their bylaws erased and replaced by new rules without informing faculty, staff or students.

Thank you.

Best,

-Troy

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*'Do not be daunted by the enormity of the world's grief.
Do justly now. Love mercy now. Walk humbly now.
You are not obligated to complete the work, but neither are you free to abandon it.'*

- from Rami Shapiro