

Office of the Senior Vice President For Academic Affairs



RUTGERS

Rutgers Academic Research Symposium

*Moving Beyond Legal Compliance: Sexual Harassment  
Prevention and Culture Change*

Thursday, April 2, 2020  
New Brunswick Theological Seminary



**Rutgers Scholarship on Diversity & Inclusion:  
*Current Findings and Future Considerations***

**Welcome & Introductions**

**Barbara A. Lee**, Senior Vice President for Academic Affairs, Rutgers, The State University of New Jersey

*Report of the Rutgers University Committee on Sexual Harassment, Prevention, and Culture Change*

**Greetings & Overview of the Symposium Agenda**

**Karen Stubaus**, Vice President for Academic Affairs, Rutgers, The State University of New Jersey

**Keynote Speakers**

*Sexual Harassment: Risk Factors, Impact, and Strategies for Addressing and Preventing It*

**Frazier Benya**, Senior Program Officer, National Academies of Sciences, Engineering, and Medicine, & Director of the Action Collaborative on Preventing Sexual Harassment in Higher Education

**Lilia M. Cortina**, Professor of Psychology, Women’s Studies, & Management, University of Michigan

**Panel I. *Report of the Rutgers University Committee on Sexual Harassment Prevention and Culture Change***

***Leadership***

**Subcommittee chair: Sherri-Ann P. Butterfield**, Executive Vice Chancellor, Professor of Sociology, Rutgers The State University of New Jersey, Newark

***Faculty Reward Systems***

**Subcommittee chair: Karen Stubaus**, Vice President for Academic Affairs, Rutgers, The State University of New Jersey

***Transparency***

**Subcommittee chair: Adrienne Eaton**, Dean, School of Management and Labor Relations, Rutgers, The State University of New Jersey

Rutgers Academic Research Symposium:  
***Moving Beyond Legal Compliance: Sexual Harassment Prevention and Culture Change***

*Gender Salience and Racial  
Frames, Potential Potholes for  
Women in Science: Understanding  
the Context Before and the  
Potential Consequences of Sexual  
Harassment*

**Enobong (Anna) Branch**, Vice Chancellor for  
Diversity, Inclusion and Community Engagement, &  
Professor in Sociology, Rutgers, The State University  
of New Jersey, New Brunswick

*Am I a Veteran or I Am a Veteran:  
The Culture Around Women Who  
Serve*

**Ann Treadaway**, Director, Office of Veteran and  
Military Programs & Services, Rutgers, The State  
University of New Jersey

**Panel II. Report of the Rutgers University Committee on Sexual Harassment  
Prevention and Culture Change**

***Consensual Relationships***

**Subcommittee member: Sally Goldfarb**, Professor at Rutgers Law School,  
Rutgers, The State University of New Jersey

***Assessment***

**Subcommittee chair: Sarah McMahon**, Associate Professor, Rutgers University  
School of Social Work and Director, Center on Violence Against Women and  
Children, Rutgers, The State University of New Jersey, New Brunswick

***Training, Information, and Communication***

**Subcommittee chair: Beth Tracy**, Senior Director, Rutgers Office for Faculty  
Development, Rutgers, The State University of New Jersey

***Counteracting Violence Against  
Women and Children***

**Victoria Banyard**, Professor, School of Social Work,  
Clinical Psychology and Associate Director, Center on  
Violence Against Women and Children, Rutgers, The  
State University of New Jersey

**Closing Remarks**

**Barbara A. Lee**, Senior Vice President for Academic  
Affairs, Rutgers, The State University of New Jersey

## Keynote Speakers

### Sexual Harassment: Risk Factors, Impact, and Strategies for Addressing and Preventing It



**Frazier Benya**  
Senior Program Officer,  
National Academies of  
Sciences, Engineering,  
and Medicine, and  
Director of the Action  
Collaborative



**Lilia M. Cortina**  
Professor of Psychology,  
Women's Studies, &  
Management,  
University of Michigan

Frazier Benya, and Lilia M. Cortina will present key findings and recommendations from the National Academies report, *Sexual Harassment of Women*. They will explain the types of sexual harassment, the harms that sexual harassment produces in people and communities, the factors that create higher risk of sexual harassment occurring, and the ways that institutions can work to prevent sexual harassment. They will provide examples of how the National Academies report recommendations are being implemented at colleges and universities nationwide, and share about how the Action Collaborative on Preventing Sexual Harassment in Higher Education is working to advance these efforts and strategies.

# Panel I. Report of the Rutgers University Committee on Sexual Harassment Prevention and Culture Change

## Leadership



**Sherri-Ann P. Butterfield**

Executive Vice Chancellor, Professor of Sociology,  
Rutgers, The State University of New Jersey, Newark

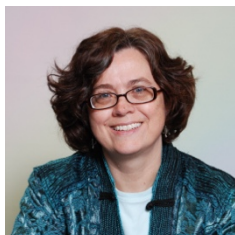
## Faculty Reward Systems



**Karen Stubaus**

Vice President for Academic Affairs, Rutgers,  
The State University of New Jersey

## Recommendations of the Transparency Sub-Committee



**Adrienne E. Eaton**

Dean, School of Management and Labor  
Relations, Rutgers, The State University of New Jersey

The Transparency subcommittee focused on transparency at two levels, the aggregate and the individual. As did the other subcommittees we benchmarked our recommendations against practices at other universities. At the aggregate level we recommended that the university issue reports on the number and disposition of complaints filed with the Office of Employment Equity. (OEE has now issued such a report for 2018-19). We also recommended that the university share results of any climate surveys of the campus community. Recommendations at the individual level include placing OEE letters of determination and the record of any resultant determination in personal files; that OEE be informed of any sanctions; the creation of database of violations that could be viewed by chairs or Deans; that complainants be informed of the outcomes of complaints including sanctions; and perhaps most controversially that we work toward not “passing our trash,” by allowing active, public sharing of a policy violation (especially a repeated or egregious one) as a possible sanction and to work with the Big Ten or AAU to create a database of violations subject to public exposure. Finally, we recommended exploring participation in the Callisto program, a platform for students to report sexual assault.

## Keynote

### Gender Salience and Racial Frames, Potential Potholes for Women in Science: Understanding the Context Before and the Potential Consequences of Sexual Harassment



#### Enobong (Anna) Branch

Vice Chancellor for Diversity, Inclusion and Community Engagement and Professor of Sociology at Rutgers-New Brunswick

This talk grounds the experience of harassment sociologically drawing attention to the way that race and gender interact to shape who experiences gender harassment and how they respond to it. Gender salience explains how gender moves from the background to the foreground when women experience harassment and racial frames account for the hypersexualization of women of color that makes them more vulnerable to harassment. Dealing with the culture of harassment is integral to creating climates where women can fully contribute to science. Conceiving of the challenges to diversifying science as a pipeline problem, fails to appreciate the hazards, such as harassment, that women experience along the way. I introduce the road with exits, pathways, and potholes to articulate the ideas of agency and constraint for women in science and offer suggestions of what we can do to ease their journey.

## Presentation:

### Am I a Veteran or I Am a Veteran: The Culture Around Women Who Serve



#### Ann Treadaway

Director, Office of Veteran and Military Programs & Services, Rutgers, The State University of New Jersey

According to the U.S. Department of Veteran Affairs (VA) and other government agencies, women are the fastest growing cohort of Veterans. The VA and many veteran support services have been designed for men. As the percentage of women veterans' increases, these agencies have attempted to expand their services to meet their needs, yet women veteran engagement is low. This presentation will address the culture around women in the service that may be a factor in preventing them from utilizing support services and programs.

## Panel II. Report of the Rutgers University Committee on Sexual Harassment Prevention and Culture Change

### Consensual Relationships in the Context of Inequality: Recommendations for Reform



**Sally Goldfarb**

Professor at Rutgers Law School,  
Rutgers, The State University of New Jersey

The subcommittee on “consensual” relationships focused on whether Rutgers should adopt a new policy concerning ostensibly consensual romantic or sexual relationships between faculty members and students. The committee examined academic studies of romantic and sexual relationships between faculty and students, and concluded that such relationships pose a significant risk of undermining the university’s educational mission. There is ample evidence that apparently consensual relationships between faculty and students have the potential to harm not only the individual students directly involved, but also the broader university community. The majority of Rutgers’s peer institutions have policies that prohibit some or all such relationships. The subcommittee recommended that Rutgers adopt a new policy that, among other things, prohibits romantic or sexual relationships between faculty and undergraduates, as well as relationships between faculty members and graduate students in circumstances where the faculty member has authority over the graduate student. The subcommittee also recommended that a mitigation process should be available so that relationships that would otherwise be prohibited would be permitted in appropriate cases. Subsequently, the Rutgers administration proposed a draft policy on consensual relationships that would advance the goals identified by the subcommittee. The draft policy is awaiting review by the University Senate and must ultimately be approved by the Board of Governors.

### The role of assessment in creating a safe and inclusive campus climate



**Sarah McMahon**

Associate Professor, Rutgers University School of Social Work and  
Director, Center on Violence Against Women and Children,  
Rutgers, The State University of New Jersey, New Brunswick

Dr. McMahon will review the recommendations provided by the Rutgers University Committee on Sexual Harassment Prevention and Culture Change related to assessment. She will discuss the need for a multi-pronged approach to assessment across the campus ecology, ranging from department-specific to university-wide. Dr. McMahon will emphasize the importance of collaborative approaches to assessment and the need to design measures that will lead to action.

### Training, Information, and Communication: Recommendations for Culture Change



**Beth Tracy**

Senior Director, Rutgers Office for Faculty  
Development, Rutgers, The State University of New Jersey

Efforts to change the climate and prevent harassment must include several different approaches and mechanisms in order to address the large, diverse and widely-distributed cohorts of students, postdocs, faculty, researchers, instructors, and employees at Rutgers.

The subcommittee’s recommendations fall into two main areas: (1) Activities to promote communication and dissemination of information; (2) Specific training goals and training activities. Training should be a) focused on both preventing harassment and on creating a culture of respect; b) evidence based and using approaches that have been shown to support culture change; c) inclusive of both what to do and what not to do.

## Presentation:

### Academic Units and Culture Change: A Case Example of the Center on Violence Against Women and Children



#### Victoria Banyard, Ph.D.

Professor, School of Social Work, Clinical Psychology and Associate Director, Center on Violence Against Women and Children, Rutgers, The State University of New Jersey

The Center on Violence Against Women and Children was founded in 2007 in the School of Social Work here at Rutgers-New Brunswick. We work to eliminate physical, sexual, and other forms of violence against women and children and the power imbalances that permit them. We accomplish our mission through a collaborative approach that focuses on multidisciplinary research, education, and community engagement. For the past 13 years, we have used our location within the academy to promote culture change in several ways. Research projects build the science to help us refine models of the causes of violence including risk and protective factors in different contexts. Program evaluation projects generate the evidence-based for what works in prevention and response. Researcher-practitioner partnerships locally, nationally, and internationally help us both disseminate scientific findings so that they can be used in practice but also ensure that our research questions are grounded in the experiences of communities and what practitioners really want to know. Our certificate program provides advanced training to graduate students in social work on trauma informed practices. We will provide a few specific examples of lessons learned for the field from Center based projects.



# Bios

## Victoria Banyard, Ph.D.

Victoria Banyard has dedicated her academic career to finding better ways to help communities prevent and respond to interpersonal violence. Banyard – who received her Ph.D. in Clinical Psychology (and a Certificate in Women's Studies) from the University of Michigan – has worked with colleagues across the U.S. and abroad to help shape policy at the national, state and local level through a rigorous examination of violence-prevention programs centered on a critical question: Do they work? Banyard uses multiple methods, both quantitative and qualitative, to understand how, where and why prevention strategies and programs succeed or not. Her research, begun more than 25 years ago, underscores the importance of listening well to survivors and empowering those in a position to help them – be they policy makers, social workers, or bystanders – with the best practices available. She has authored over 150 publications and led many federally funded violence prevention studies.

## Frazier Benya, Ph.D.

Dr. Benya's work focuses on ensuring that science, engineering, and medicine are ethical and socially responsible, both in their practice and in who gets to participate in the work. She recently served as the study director for the National Academies consensus study report Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering, and Medicine. Before joining the CWSEM staff, Dr. Benya worked with the National Academy of Engineering (NAE) from 2011 to 2017. Her work with the NAE focused on improving and enhancing engineering ethics education and on analyzing the pathways engineers take from education to the workforce. Dr. Benya holds a B.A. with honors in Science, Technology and Society from the University of Puget Sound, and a M.A. in Bioethics and Ph.D. in History of Science, Technology, and Medicine from the University of Minnesota. Dr. Benya was elected a Fellow of the American Association for the Advancement of Sciences in 2017.

## Enobong (Anna) Branch

Dr. Enobong (Anna) Branch is the Vice Chancellor for Diversity, Inclusion, and Community Engagement and a Professor of Sociology at Rutgers University – New Brunswick. She provides strategic leadership to nurture and cultivate diversity and inclusion as key institutional values, strengthening the institutional commitment to its diverse community on and off-campus. Prior to joining Rutgers University, Dr. Branch served as Associate Chancellor for Equity and Inclusion, Chief Diversity Officer, and a Professor of Sociology at the University of Massachusetts–Amherst. Her significant accomplishments in that role included leading the integration of diversity throughout the campus strategic plan, executing the university's campus climate survey, and creating diversity infrastructure through Climate Advisors in executive areas and Diversity Officers in schools and colleges.

Dr. Branch is a nationally recognized sociologist whose research on work and occupations explores the historical roots and contemporary underpinnings of racial and gender inequality. She is the co-author of the new book *Black in America: The Paradox of the Color Line* (2020), the editor of *Pathways, Potholes, and the Persistence of Women in Science: Reconsidering the Pipeline* (2016), and the author of *Opportunity Denied: Limiting Black Women to Devalued Work* (2011). Dr. Branch received her Ph.D. in Sociology from the University at Albany, SUNY and her B.S. in Biology from Howard University.

## Sherri-Ann P. Butterfield

Sherri-Ann P. Butterfield is Executive Vice Chancellor and Associate Professor of Sociology at Rutgers University–Newark. She is a nationally recognized scholar, teacher, and thought leader in race and ethnicity, immigration, and diversity in higher education. Sherri-Ann is also a sought-after facilitator on managing diversity within complex institutions. As an advocate for leveraging diversity in all its dimensions, she works with her RU-N colleagues to actualize the public mission of colleges and universities as engines of social mobility, and as anchor institutions that collaborate with partners from multiple sectors in order to help communities succeed.

Her work has appeared in numerous journals and edited volumes that include the *International Journal of Sociology and Social Policy* and the *Research in Urban Sociology Series*. While at Rutgers-Newark Sherri-Ann has served in numerous academic and administrative capacities, including: Visiting Academic Fellow in Nuffield College at Oxford University, American Council on Education Fellow at New York University, Faculty Fellow in the Office of the Chancellor, Acting Director of the Women's and Gender Studies Program, Associate Director of the Clement A. Price Institute on Ethnicity, Culture, and the Modern Experience, and former Chair of the Sociology and Anthropology Department. She received her B.A. in Sociology from Yale University and M.A. and Ph.D. in Sociology from the University of Michigan.

## Lilia M. Cortina

Lilia M. Cortina, Ph.D., is Professor of Psychology, Women's Studies, and Management & Organizations at the University of Michigan. An organizational psychologist, she investigates the many ways in which people are subordinated, violated, and relegated to the margins of organizational life. To date, Dr. Cortina has published nearly 100 scientific works on sexual harassment and incivility in organizations. This research on has won awards, but its impact stretches beyond the walls of academia. For instance Cortina is regularly called to serve as an expert witness, translating findings from social science to inform policy and legal decision-making. She recently joined colleagues in co-authoring a landmark report on sexual harassment for the National Academies of Sciences, Engineering, and Medicine.

### Adrienne E Eaton

Adrienne E. Eaton is Dean of School of Management and Labor Relations, Rutgers, the State University of New Jersey and Professor of Labor Studies and Employment Relations. Her research focuses on labor-management partnerships, union organizing, and the impact of unionization on particular occupational groups including managerial workers, graduate student employees, and, most recently, informal workers. She is President Elect of the Labor and Employment Relations Association, member of NJ Governor Murphy's Future of Work Task Force, and past president of the Rutgers Council of AAUP-AFT and past member of the NJ Public Employment Relations Commission.

### Sally Goldfarb

Sally Goldfarb's teaching and scholarship focus on family law, sex discrimination, and violence against women. In recognition of her expertise on legal remedies for violence against women, Professor Goldfarb has advised the United Nations, participated in meetings at the White House, and received a 20/20 Vision Award from the American Bar Association Commission on Domestic and Sexual Violence. Before joining the Rutgers Law School faculty, Professor Goldfarb was a senior staff attorney at the NOW Legal Defense and Education Fund (now known as Legal Momentum), where she helped draft the federal Violence Against Women Act and founded and chaired the national coalition that spurred its passage. Professor Goldfarb is the author of many articles and book chapters. She has received four teaching awards at Rutgers. She graduated summa cum laude from Yale College and earned her J.D. at Yale Law School.

### Sarah McMahan

Sarah McMahan is an Associate Professor at the Rutgers University School of Social Work and also serves as the Director for the School's Center on Violence Against Women and Children. Her research focuses on violence against women, with an emphasis on using ecological frameworks to examine prevention and social change. She employs methods that are collaborative, action-focused and designed to inform practice, programs and policy. Dr. McMahan has led a number of research projects related to campus sexual violence and serves on various local, state, and national boards related to the issue.

### Isabel Nazario

Isabel Nazario is Associate Vice President for Strategic Initiatives in Diversity and Inclusion across Rutgers. As an advisor to the Senior Vice President for Academic Affairs, she is responsible for developing and managing diversity and inclusion conferences and special programs that feature faculty diversity research and academic diversity work of national scholars. Units reporting to her include Center for Women in the Arts and Humanities and Images/Imágenes, an Emmy Award winning educational, arts and cultural media program featuring Latino community narratives to be aired in PBS stations. She organizes faculty awards including the Clement Price Human Dignity Awards, the Leaders in Faculty Awards and co-chairs the Committee to Advance Our Common Purposes. Ms. Nazario is also involved in developing community engagement university events, with academic departments, centers, and schools.

### Karen R. Stubaus

Dr. Karen R. Stubaus is Vice President for Academic Affairs and Administration at Rutgers, The State University of New Jersey. A Phi Beta Kappa graduate of Douglass College, Dr. Stubaus received her Ph.D. in seventeenth-century American history from Rutgers. Responsible for a broad array of academic and strategic matters across the university's three geographical locations in New Brunswick, Newark, and Camden, Dr. Stubaus has been a leader in increasing the diversity of the faculty and in promoting women's leadership at all levels of the institution. She is responsible for faculty and academic labor relations and provides the interface between Academic Affairs and General Counsel's Office on all faculty matters. She is also centrally involved in the development and implementation of the first New Brunswick Campus Strategic Plan in over two decades, and in the full academic and policy integration of Rutgers Biomedical and Health Sciences into the broader

Rutgers community.

The Vice President for Academic Affairs and Administration is responsible for faculty and academic labor relations and provides the interface between Academic Affairs and General Counsel's Office on all faculty matter. Dr. Stubaus teaches whenever she is able in the School of Arts and Sciences Department of American Studies. Her favorite course is Death and Dying in American History, which her students note "is not nearly as grim as expected."

#### [Beth Tracy](#)

Beth Tracy is Senior Director in Rutgers Office for Faculty Development. Beth and her team run university-wide programs, including the OASIS Leadership & Professional Development Program and the Program for Early Career Excellence (PECE). Before coming to Rutgers, Beth worked for Johnson & Johnson where she created global programs and -- using a train-the-trainer approach -- trained more than 4,000 employees in 30 countries in the basics of professional development. Beth received an M.S. in Organizational Dynamics from the University of Pennsylvania and a B.S. from Penn State University. She is a certified diversity facilitator and a certified coach.

#### [Ann Treadaway](#)

Ann Treadaway is Director, Office of Veteran and Military Programs and Services, and an Army Veteran and served two tours in Iraq. She is responsible for the development and coordination of a comprehensive program of support services for veteran students at all three campuses of the university. She also serves as the principal advocate for student veterans; ensures the quality of policies, programs, activities, and services designed to enhance their educational experiences; and also serves as the university's liaison with outside agencies and offices whose work impacts the lives of veteran students. Ann received her Bachelor of Arts in History and Political Science from the State University of New York, Purchase College, and a Master of Arts in American History from the College of Staten Island, City University of New York.

## Office of the Senior Vice President for Academic Affairs

We provide leadership for university-wide functions that support the academic enterprise at Rutgers University. Working within the structure created by the higher education restructuring legislation, we coordinate academic programs throughout Rutgers in conjunction with the provosts at Camden, Newark, New Brunswick and Rutgers Biomedical and Health Sciences.

Our office ensures the excellence of the academic programs, at Rutgers and the success of our faculty and students. We coordinate the academic programs and policies throughout the university in conjunction with the provosts at Camden, Newark, New Brunswick, and Rutgers Biomedical and Health Sciences.

Here are a few of the services that the Office of Academic Affairs provides:

- Supervises over 20 universitywide offices
- Responsible for faculty and academic labor relations
- Academic program development and transfer programs
- Coordinates faculty awards and limited submission prize competitions

## Senior Vice President for Academic Affairs



**Barbara A. Lee**, former dean of the School of Management and Labor Relations (SMLR) and Distinguished Professor of Human Resource Management, assumed the position of Senior Vice President for Academic Affairs (SVPAA) for Rutgers University on July 1, 2015.

Dr. Lee, who holds a Ph.D. in higher education administration from Ohio State University and a law degree from Georgetown University, has been a member of the Rutgers faculty since 1982 and teaches employment law and higher education law. She has authored or co-authored several books in her field, including *The Law of Higher Education*, now in its 5th edition, *A Legal Guide for Student Affairs Professionals*, and *Academics in Court: The Consequences of Faculty Discrimination Litigation*, as well as over 100 articles on employment discrimination and higher education issues.

Dr. Lee has chaired the New Jersey Bar Association's Higher Education Committee and is a former member of the board of directors of the National Association of College and University Attorneys (NACUA). She is an elected member of the American Law Institute, chair of the editorial board of *The Journal of College & University Law* and a NACUA Fellow. The Alice Paul Institute awarded her its Alice Paul Equality Award in 2011 in recognition of her work on behalf of women in the workforce. Rutgers honored her in 2009 with the Daniel Gorenstein Award, for her excellence in scholarship and service to the university over a sustained period of time.

## Symposium Planning Staff:

**Isabel Nazario** is Associate Vice President for Strategic Initiatives in Diversity and Inclusion across Rutgers. As an advisor to the Senior Vice President for Academic Affairs, she is responsible for developing and managing diversity and inclusion conferences and special programs that feature faculty diversity research and academic diversity work of national scholars. Units reporting to her include Center for Women in the Arts and Humanities and Images/Imágenes, an Emmy Award winning educational, arts and cultural media program featuring Latino community narratives to be aired in PBS stations. She organizes faculty awards including the *Clement Price Human Dignity Awards*, the *Leaders in Faculty Awards* and co-chairs the *Committee to Advance Our Common Purposes*. Ms. Nazario is also involved in developing community engagement university events, with academic departments, centers, and schools.

**Glenda Daniel** is the business manager in the Office of the Associate Vice President for Strategic Initiatives in Diversity and Inclusion. She is responsible for all administrative support of this office and assists with managing and tracking budgets of centers and programs reporting to the Associate VP. Ms. Daniel also assists with organizing conferences, symposiums and special events. She assists with preparing of grants, and developing projects for selected programs and committees including *The Committee to Advance Our Common Purposes*, and the related awards programming. Ms. Daniel completed the business/accounting certificate program at Rutgers in June 2005. Ms. Daniel began her career at Rutgers in 2002, when she was appointed administrative assistant of the Center for Latino Arts and Culture.

**Richard Rodriguez** is researcher and program assistant in the Office of the Associate Vice President for Strategic Initiatives in Diversity and Inclusion. He is responsible for research support for all programs, academic committees, conferences, special projects, and develops related publications and manages social media. Mr. Rodriguez assists with coordinating conferences, symposiums, special projects, academic awards programming and inputs and tracks promotion of all programs on the website. He is a member of and assists with support duties in *The Committee to Advance Our Common Purposes*, and the related awards programming.

**Alice Hernandez** is senior program coordinator in the Office of the Associate Vice President for Strategic Initiatives in Diversity and Inclusion at Rutgers University. She is responsible for all administrative support for the Images/Imágenes program. She assists the associate vice president with committee tasks, annual symposium, and special project activities related to all programs. She is a master's degree candidate majoring in Labor and Employment Relations at Rutgers–New Brunswick.

## Thank You To:

Randy Cangre, Alice Hernandez, and Debra Andriano of RU-ITV Studio for organizing the prerecording production of the symposium; and to Richard Rodriguez for designing the program.

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Symposium webpage: [academicaffairs.rutgers.edu/symposium](http://academicaffairs.rutgers.edu/symposium)



