

Dean of Rutgers Law School

Leadership Profile

October 2022





Executive Summary

Rutgers Law School, the largest public law school in the northeast, invites applications and nominations for the position of Dean of the Law School. Rutgers Law School is looking for a dynamic leader whose skills and energy will focus on building and aligning the faculty, the staff, the student body, and external legal partners to prepare excellent and engaged lawyers for the future.

Now is an exciting time in the history of legal education at Rutgers, The State University of New Jersey. Rutgers Law School offers students, alumni, attorneys, and the public a rich array of services and opportunities from its two well-established New Jersey locations at Camden and Newark, and it adjoins two of the nation's largest, most dynamic legal markets (New York City and Philadelphia). Rutgers is wellrecognized for its tradition of academic excellence, opportunity, inclusion, and affordability. Rutgers Law School is committed to scholarly distinction and engagement with the major legal issues and concerns facing our host communities, the region, country, and world. The faculty has acted on its commitment to equity and to scholarly excellence by creating a unitary tenure-track structure for full-time faculty. Rutgers Law School has a long-standing and steadfast commitment to social justice and public service, carried out through a myriad of programs, and projects that provide legal services to individuals in need: locally, nationally, and globally. The law school is committed to excellence in practice: both the legal writing and clinical programs are annually ranked within the top #15 in the nation. The law school is also highly ranked for its part-time program. As one of the largest law schools in the nation, Rutgers Law School delivers a comprehensive enhanced curriculum, an extensive alumni association, and a heightened national profile befitting the law school of a major public research university.

Rutgers Law School as a single entity was created in 2015 by merger into one entity of the University's two previously autonomous schools, located in Newark (established in 1908) and Camden (established in. 1950). Approved by the ABA in 2015, the merged Rutgers Law School has 1,346 students who attend from around the country and the world, and over 20,000 alumni, among whom are United States Senators, federal and state Supreme Court Justices, state legislators, state Attorneys General, frontline social justice and criminal justice reform advocates, small firm lawyers, and partners at many of the most prominent law firms in New York, Philadelphia, New Jersey, and the nation. Rutgers Law School has been developing a sophisticated distance learning technology infrastructure; currently, some courses are accessible simultaneously on both campuses.

The dean of Rutgers Law School will be a creative, dynamic and ambitious leader with a track record of distinguished administrative accomplishments. This person will prioritize enhancing academic success of the students and scholarly achievement of the faculty; will possess a real commitment to diversity, equity, and inclusion; and will demonstrate a genuine understanding and appreciation of social justice and the public service mission of the institution to its host communities. The dean will also have a proven success in and aptitude for alumni relations and development. They also will possess strong financial and administrative experience including managing a financial budget and an effective administrative team. In addition, the successful candidate will have a sophisticated understanding of and vision for Rutgers Law School's role in the changing landscape of legal education and legal practice.

At minimum, applicants will possess a J.D. degree and will have an outstanding record of accomplishment in the legal academy, the practice of law, the judiciary or government service, demonstrating a level of intellectual leadership, commitment to scholarship—including publicly engaged scholarship—and accomplishment warranting appointment at the rank of tenured professor. The successful candidate will be a proven leader, manager or administrator, and will demonstrate commitment to social justice and diversity.

Rutgers, the State University of New Jersey has retained WittKieffer, a global executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document in the section titled "<u>Procedure for Candidacy</u>."

Role of the Dean of Rutgers Law School

The dean of Rutgers Law School will have the opportunity to shape the specific dimensions of the role in collaboration with the Chancellors and the Executive Vice President for Academic Affairs. The founding vision for Rutgers Law School's merged status was to build on legacy strengths while implementing 21st century ideas for legal education. Rutgers Law School brings together complementary assets, deep roots, and diverse constituencies in two major cities. Its unique design means Rutgers Law School is nimble while simultaneously capable of scaling up best practices and initiatives.

As announced by the Rutgers University President, this leader will be the first single dean of the merged Rutgers Law School. The new structure will enhance coordinated governance and will further strengthen the academic scope and standing of Rutgers Law School. The Law School will continue to be an integral part of both Chancellor units in Camden and Newark. The dean will be expected to spend equal time at both Law School locations and will be responsible for ensuring that Rutgers Law School develops a coherent school-wide mission, while continuing to support location-specific activities and to respect the cultures of each location. The single dean model will improve the lived experience of Law School staff, faculty, and students by simplifying structures under a single leader who can facilitate progress toward shared goals and values that amplify the strengths of the school's two locations.

To underscore the critical role of Rutgers Law School to the university and to ensure active engagement by university leadership, the dean will also report to the Executive Vice President for Academic Affairs, who will meet quarterly with the dean and chancellors to support further alignment across Law School locations, in coordination with university priorities.

The Dean will:

- Serve as a public voice to obtain heightened visibility for Rutgers Law School;
- Partner with the chancellors of Rutgers University–Camden and Rutgers University–Newark and the Executive Vice President for Academic Affairs to set a strategic direction for Rutgers Law School, and align governance systems, staff and faculty resources, student support, and development strategies to advance this direction;
- Lead innovative legal education using both campuses and University resources as assets;
- Serve as the principal steward for the Law School's resources faculty, staff, alumni and students and oversee the Law School's budget and facilities;
- Take a leading role in attracting external funding from federal agencies, corporations, foundations and donors to support the mission of Rutgers Law School;
- Maintain and strengthen the intellectual, research, and service aspirations of the faculty and students;
- Promote an environment and obtain the resources necessary to maintain and strengthen Rutgers' emphasis on scholarship and on leadership in the faculty's respective fields;

- Collaborate with faculty to assure continued prominence by prioritizing the recruiting and retention of faculty at all levels;
- Foster the strong tradition of faculty and law school community collegiality;
- Support and advance the mission of Rutgers Law School to make the legal profession more accessible and more useful to all, to pursue social justice and to serve as an anchor institution in the campus communities;
- Maintain and broaden the range of legal jobs available to Rutgers Law School graduates, working with alumni, faculty, and other key constituents within the region and beyond, and fully using the talents of the Career Services office of the Law School;
- Assure that Rutgers Law School continues to serve its students with academic programs of the highest quality and effectiveness, promoting excellence, as well as equity, inclusion, and diversity;
- Inspire and reward excellence and innovation in doctrinal and experiential learning, taught according to best practices; and also including online education as appropriate.

Opportunities and Expectations for Leadership

The Rutgers Law School Dean will join a community that recognizes the potential for even greater collaboration and impact. Among the challenges and opportunities, the Dean will be expected to address the following strategic priorities:

Develop and implement a strategy for success.

The next dean will balance entrepreneurship and innovation with traditions of the respective campus cultures. The dean will lead conversations about law school pedagogy, changes in market demand, and pressures for legal education and the dynamic career paths available to law graduates. The dean will lead in reinforcing the law school culture of community, inclusion, integrity, scholarship, leadership, social justice and service. Building on the tradition of Rutgers Law School, and improving on what differentiates its mission, the next dean will be called upon to develop a strategic plan that concretely proposes initiatives that promote the success of Rutgers Law School. The dean will be expected to engage all constituents—faculty, administrators and staff, students and alumni—and ensure priorities are carried out. The dean will provide strategic vision and operational leadership, will support and encourage excellence in faculty scholarship and teaching, and maintain a highly collegial and inclusive environment and community that supports the Law School's faculty, staff, students and alumni.

Promote and improve the standing of Rutgers Law School.

One of the dean's key priorities will be the continued promotion of Rutgers Law School locally, regionally, nationally, and internationally. This will require developing key messages that differentiate Rutgers Law School from competing law schools and identifying priorities necessary for the Law School's continued growth and advancement. The next dean will establish a collaborative and inclusive process involving faculty, administration, and other key constituents to continue to define the Law School's identity and to chart its path forward. For example, the two campuses of Rutgers Law School serve as anchor institutions in their communities and work in partnership with other stakeholders to promote the economic growth and social revitalization of the communities they serve.

The new dean will foster the continued excellence of scholarly achievement. Rutgers Law School faculty are recognized for their global reach based on scholarship, teaching, and law and institutional reform. For example, faculty centers, clinics, and certificates include civil rights, constitutional, corporate law, criminal law, critical race studies, education, family and domestic violence law, housing, human rights, immigration, insurance, intellectual property, juvenile and children's rights, land use, legal philosophy, local government and legislation, and state constitutional law. Faculty are editors of peer-reviewed journals, are frequently interviewed for local and national media, are tapped to work for presidential administrations, and testify at legislative hearings.

Continue to nurture and support a diverse and inclusive community.

Rutgers Law School is characterized by a student-centered culture and a strong commitment to excellence in teaching, research and service. Rutgers Law school is proud that our student body is among

the most racially and ethnically diverse in the nation, includes many first-generation students, and graduates students who worked full-time while earning their law degrees. The dean will be expected to promote, continue, and celebrate this diverse and inclusive student body—which requires continued diligent effort and dedicated resources. It will be critical that the dean lead in reinforcing the Law School's commitment to dignity and belonging among students, faculty, administrators, and staff; and to ensure that those principles are central to every decision making.

Strengthen relationships and support from alumni and friends.

The dean will play a critical role in raising the profile of the Law school and leading its institutional advancement and fundraising initiatives. The dean must be proactive and entrepreneurial in identifying priorities for support, developing productive relationships through engagement with the legal community and donors, and maintaining excellent communication with Rutgers Law School alumni around the world. Additionally, the dean will play an active and visible role in leading and supporting the engagement of alumni, including those involved in the School of Law Alumni Associations, in sharing their time, talents and financial gifts. The dean will also be effective at promoting Rutgers Law School's reputation and goodwill within legal education, the legal profession, and the legal and business communities at local, state and national levels, including state bar associations, the ABA, LSAC, NALP and the AALS. Furthermore, it will be important that Rutgers Law School prepares its students for postgraduate opportunities by responding to market demands and employment trends through strategic partnerships with the legal community.

Foster a greater sense of integration and community.

The dean will join a vibrant community of engaged partners and constituents that include the University's President and Executive Vice President for Academic Affairs, Chancellors, University advancement, fellow deans, law faculty, professional staff, alumni and community partners. The dean will actively seek opportunities to increase the shared identity and mission among Rutgers Law School and the Camden and Newark staff, faculty, and administrators.

Professional Qualifications and Personal Qualities

The role of Dean of a major US law school requires an individual with a particular combination of confidence, creativity, collegiality, and the willingness to fully engage in partnership to advance the interests of an institution whose mission is to make the law fully accessible to and useful for a broad range of citizens. The Law School is open to candidates whose background and record of contribution and achievement has not taken place entirely in the legal academy. The ideal candidate will possess the following professional qualifications and personal characteristics:

- The ability to collaborate with faculty and other leaders to articulate a vision for Rutgers Law School, and to communicate this vision to a broad range of constituents including alumni and members of the academic, government and business communities; to develop and realize a plan, keeping in mind the sensitivities and priorities of the constituents of each of the campuses;
- Significant leadership and people management experience, as well as experience budgeting and financial management; ability to engage in discussion of marketing needs and strategies;
- A commitment to cultivating and supporting a distinguished, accomplished and diverse teaching and research faculty;
- Deep respect for and engagement with students, coupled with a commitment to make a Rutgers Law School education accessible to students with a broad range of backgrounds and experience;
- Dedication to maintaining and growing a diverse, open and inclusive environment and to building on the record of success of the Law School in promoting diversity and inclusion in all parts of the institution;
- Commitment to lead an engaged and talented faculty and staff with transparency and open communication; commitment to seeking consensus in key decisions;
- The capacity to lead and desire to engage in sophisticated and effective development, alumni engagement and fundraising activities;
- A commitment to advancing community engagement, social justice and service, advancing the law school's and university's role as a partner and anchor institution in the surrounding community, and advancing and supporting publicly engaged scholarship, service and interdisciplinary collaboration;
- Impeccable personal and professional integrity;
- The ability to support and further develop the already strong and committed faculty and staff at Rutgers Law School; to use the role of the dean to create opportunities and exposure for the school and its people; to give useful feedback, delegate, and engage with the community;
- An earned JD and record of accomplishment that may include publicly engaged scholarship sufficient to warrant appointment at the level of a tenured professor.

About Rutgers the State University of New Jersey

Overview

The history of Rutgers University testifies to its institutional ambition and its importance to the state of New Jersey. Chartered in 1766, Rutgers (then Queen's College) was initially a private liberal arts college with ties to the Dutch Reformed Church. In the nineteenth century, it was renamed Rutgers College in honor of trustee and Revolutionary War veteran Henry Rutgers, and after the Morrill Act of 1862, Rutgers became New Jersey's land-grant college. In the 1920s, Rutgers became officially nonsectarian and assumed university status; in 1945 and 1956 state legislative acts designated Rutgers as the State University of New Jersey. Rutgers—New Brunswick (and now Rutgers Biomedical and Health Sciences) joined the Association of American Universities in 1989, and in 2013 it became a member of the Committee on Institutional Cooperation (now called the Big Ten Academic Alliance), a consortium of 15 leading research-intensive universities.

Rutgers is a vibrant institution with a dynamic intellectual environment, featuring more than 8,700 faculty and 14,900 staff members, serving approximately 70,000 undergraduate and graduate students. The University offers more than 150 undergraduate majors and more than 400 graduate programs. In 2021, *U.S. News & World Report* ranked 42 Rutgers graduate programs across a wide range of disciplines among the top 25 in the nation. The University's FY2023 budget is approximately \$5.1 billion; research grants and sponsored programs totaled \$907.9 million in FY2021. The University has over 530,000 living alumni, who in FY2021 gave more than \$223 million. In FY2020, alumni and friends gave over \$240 million making that year's fundraising results the second highest in the University's history, notwithstanding the COVID-19 pandemic.

Rutgers, The State University of New Jersey includes:

- Rutgers University-New Brunswick, located in central New Jersey, the campus is home to more than 43,000 undergraduate, graduate, and professional students.
- Rutgers University-Newark, with more than 13,000 undergraduate, graduate, and professional students.
- Rutgers University–Camden, where approximately 6,500 students pursue more than 40 undergraduate majors, and approximately 30 graduate and professional programs through six schools.
- Rutgers Biomedical and Health Sciences (RBHS), was formed in 2013 through the integration of biomedical and healthcare academic units from Rutgers University and the former University of Medicine and Dentistry of New Jersey (UMDNJ). As one of the nation's largest academic health centers, with multiple campuses in Newark, New Brunswick, Piscataway, and Blackwood, it prepares nearly 7,000 students to be physicians, nurses, dentists, pharmacists, and other health professionals.



Rutgers-Camden: An Overview

Rutgers University–Camden is an integral part of the system comprising Rutgers, The State University of New Jersey. Located in southern New Jersey, just across the Delaware River from Philadelphia, Rutgers-Camden is a nationally recognized urban public research institution.

Rutgers–Camden's distinctive position as a mid-sized urban campus within a first-rank research

university system enables a combination of world-class research, personalized student learning, and high-impact civic engagement.

Rutgers University–Camden offers undergraduate, master's, and doctoral-level programs to more than 6,500 undergraduate and graduate students. The University's academic programs are offered through four schools – the Faculty of Arts and Sciences, the School of Business, the School of Nursing, and Rutgers Law School. The university offers 40 undergraduate majors and 29 graduate programs, including Ph.D. programs in public affairs, computational biology, and childhood studies (the first such program in the nation). Other terminal degree programs include the doctor of physical therapy (D.P.T.), juris doctor (J.D.), the M.F.A. in creative writing, and the doctor of nursing practice (D.N.P.). In 2015, Rutgers - Camden was recognized by the Carnegie Foundation for Advancement of Teaching as a Community-Engagement Classified Institution.

Rutgers–Camden employs 310 faculty, with 98 percent holding a terminal degree. Advancing faculty research excellence is a university strategic priority, and faculty have earned membership in such prestigious academies as the American Association for the Advancement of Science and the American Academy of Nursing. During the past several years, two members of the faculty have been named MacArthur Fellows and in 2017, and two faculty members were named Guggenheim Fellows. Faculty on all Rutgers campuses are appointed and promoted under the same standards, with decisions made on the New Brunswick campus. At the undergraduate level, the student-to-faculty ratio is 14 to 1, with an average class size of 24 students.

Rutgers–Camden's undergraduates are drawn from 29 states and 33 nations around the world. Approximately 600 students are residential; the most recent residential complex opened in 2012. The student body is diverse and recently was given the designation of a Minority Serving Institution – given to institutions where 50 percent of undergraduates are minority students. Students can participate in 75 different clubs and organizations or in 17 NCAA Division III women's and men's sports teams. Rutgers– Camden has been recognized for being "veteran-friendly," and is New Jersey's first and only Purple Heart University. The university has made an aggressive commitment to civic engagement, gaining recognition by the Carnegie Foundation for Advancement of Teaching as a Community-Engaged Institution in 2015. The Office of Civic Engagement works closely with campus community members (students, faculty, and staff) and groups, government agencies, nonprofit organizations, and others to help reach common goals. Civic learning initiatives include the Civic Scholars program, the Faculty Fellows program, and the Graduate Fellows program.

Rutgers–Camden is an anchor institution for the growth and development of the Camden community and is a highly visible partner in the initiative known as "Camden Rising," which calls for partnership between the university and the business community in attracting economic growth. The university's Nursing and Science Building is located right next to City Hall, providing classroom and research space to fuel the "eds and meds" corridor; an additional science research center is under construction and will nurture bioscience research and collaborations among Rutgers University–Camden, Camden County College, Rowan University, and Cooper Medical School. Across the city, other recent additions have included the new practice facility for The Philadelphia 76ers basketball franchise, and the location of corporate facilities for Lockheed Martin, Holtec International, and Subaru. Rutgers works closely with all of the new and established corporate citizens in Camden and the entire region.

The heart of the Rutgers–Camden campus is located on 40 acres in the Cooper-Grant neighborhood of Camden, directly across the Delaware River from Center City Philadelphia, and nestled under the Ben Franklin Bridge, just two blocks from the Camden Waterfront. The Waterfront District is an historic neighborhood that continues to undergo extensive revitalization, and now includes such attractions as the Adventure Aquarium and the BB&T Pavilion, a major amphitheater venue for concerts.

Rutgers University–Camden academic programs are offered on the Camden campus, while selected degree completion and graduate/professional programs are offered in off-campus locations throughout New Jersey. These include Atlantic Cape Community College, Brookdale Community College, Camden County College, Joint Base McGuire-Dix-Lakehurst, Mercer County Community College, Raritan Valley Community College, and Rowan College at Burlington County.

Student life is vibrant. Rutgers-Camden engages its students in a wide array of activities, including 17 women's and men's NCAA Division III sports. Since 2006, Rutgers-Camden has garnered three NCAA national titles; in 2013, the men's soccer team advanced to the final game in the battle for the NCAA national title. The campus accommodates on-campus housing for 815 students; 330 Cooper Street opened as the most recent residential complex in 2012. Rutgers-Camden's vitality is driven by a diverse student body.

Rutgers-Newark: An Overview

Rutgers-Newark is a diverse, urban research university located in New Jersey's largest city. Rutgers Newark officially came into existence in 1946, when the New Jersey State Legislature voted to make the University of Newark part of Rutgers University. RU-N's roots, however, date back to 1908 when New Jersey Law School first opened its doors.

Rutgers University–Newark is comprised of six schools: School of Arts and Sciences-Newark, School of Criminal Justice, Graduate School-Newark, Rutgers Law School, Rutgers Business School-Newark, and the School of Public Affairs & Administration. Approximately 350 doctoral and law degrees, 800 master's degrees, and 1,200 baccalaureate degrees are awarded each year.

Close to 600 full-time faculty members, 99 percent of whom hold Ph.D. or J.D. degrees, work at Rutgers



University–Newark. The faculty includes members of the National Academy of Sciences, the Institute of Medicine of the National Academy of Sciences, the American Academy of Arts and Letters, the American Law Institute, and the American Association for the Advancement of Science. Faculty members have received Pulitzer Prizes and Guggenheim and Fulbright fellowships, among other honors.

Rutgers University–Newark is a center for the creation of knowledge, which is shared with the residents of New Jersey and throughout the world. The research mission is carried out not only through the classroom and through the research initiatives of individual faculty members, but also through a variety of centers and institutes that are housed on campus.

Rutgers University–Newark is known for the extraordinary racial, ethnic, and religious diversity of its student body. *U.S. News and World Report's* "Best Colleges" has consistently ranked RU-N as #1 in student diversity among national universities since 1997.

From its founding over 100 years ago, the story of Rutgers University–Newark has been written through its roles as a generator of knowledge and innovation that are deeply connected to the challenges of the world, especially those of its metropolitan environment; a gateway of educational opportunity and an engine of social mobility for the full diversity of New Jersey's population, the richest tapestry of people one can imagine; and an anchor institution that interweaves its strengths with those of public, private, and nonprofit sector partners to strengthen the social and economic fabric of its city, region, and state. RU-N's history, strengths, and ethos position it perfectly to respond directly and effectively to the urgent needs that the world is calling upon higher education to meet.

Perhaps most importantly, Rutgers University–Newark has been and continues to be a place of courage, continuously examining itself and re-inventing itself to be better.

The faculty, students, staff, and other stakeholders of RU-N identify the distinctive excellence of their scholarship as being at the core of the university's identity, characterized not only in popular terms, but also in terms of its inventiveness in drawing together ideas across disciplines, expertise across the professions, and collaborators across institutions and across sectors. This strength has been cultivated over the past century by creating synergies among different units across the arts, humanities, sciences, and the professions. It is embodied today in the signature interdisciplinary centers and institutes, where the messy problems of the world are taken on, as they are found in real life. Among the many such places at RU-N are the <u>Cornwall Center for Metropolitan Studies</u>, <u>Institute on Ethnicity</u>, <u>Culture and the Modern Experience</u>, <u>Center for Urban Entrepreneurship and Economic Development</u>, <u>Institute of Jazz</u> <u>Studies</u>, <u>National Center for Public Performance/E-Governance Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Center on Public Security</u>, <u>Center for Metropolitan Studies</u>, <u>Institute</u>, <u>Studies</u>, <u>Institute of Jazz</u>, <u>Studies</u>, <u>Institute of Jazz</u>, <u>Studies</u>, <u>Institute of Jazz</u>, <u>Studies</u>, <u>Insti</u>

The growth, effectiveness, and reach as a major, urban research university adept at connecting the dots across boundaries—and the university's aspirations to excel further as such—have been enhanced through the close proximity to and working partnerships with other research institutions, including Rutgers Biomedical and Health Sciences (RBHS, formerly UMDNJ) and the New Jersey Institute of Technology (NJIT). Even more so, being an integral part of The State University of New Jersey with its broad array of research-focused disciplines and associated infrastructure—physical, technical, and library, among others—has increased the scholarly capacities and elevated the visibility of their work, at the same time contributing significantly to the growth, development, comprehensiveness, and quality of the Rutgers University system. Ultimately, the university's scholarly excellence is embodied in its faculty members, who dedicate their lives to being first-rate scholars sharing a profound commitment to advancing their understanding of the physical and social worlds, as well as a commitment to working in the classrooms, studios, labs, and sites across the community and the world to cultivate that understanding in succeeding generations of students who are hungry for educational opportunity—a student body widely recognized as the most diverse such body at a research university in the United States.



Rutgers Law School

Two vibrant locations, each with distinctive strengths, have come together to anchor one law school with extraordinary opportunities for learning experiences and career growth.

Rutgers Law School has been the State of New Jersey's leading legal educator since its founding in 1908. With locations in Camden and Newark, Rutgers Law School offers a world-class faculty; a curriculum of exceptional breadth and depth in theory, practice, and interdisciplinary studies; a geographic presence that spans one of the nation's 10 largest legal markets (New Jersey), while also

offering immediate access to two of the five largest markets (New York City and Philadelphia); an alumni network with over 20,000 members; and a strong tradition of diversity and social impact.

As the law school for a top public university, Rutgers Law School is committed to the highest standards of teaching, scholarship, and service to its host communities, the state of New Jersey, and the nation. Rutgers is also well-recognized for its tradition of academic excellence, opportunity, inclusion, and affordability. Rutgers Law School is committed to scholarly distinction and engagement with the major legal issues and concerns facing our region, country, and world. The law school has a steadfast commitment to public service, carried out through a myriad of programs, and projects that provide legal services to individuals in need, both locally and globally.

Rutgers Law School has been recognized as a bold and strategic institution, and is one of the nation's largest law schools, and the largest public law school in the northeast. It has 1,346 students drawn from across the United States and around the world. There are over 20,000 alumni concentrated in the New York and Philadelphia metropolitan regions, two of the country's top ten legal markets. As New Jersey's public law school, Rutgers Law School is defined by a commitment to increasing access to legal education, enhancing the diversity of the profession and law in the public interest. The tuition of Rutgers Law is half that of other schools in the region. *U.S. News & World Report* ranked the law school third among all law schools in the nation for lowest average debt and second among public law schools.

Particular points of pride for Rutgers Law School are the <u>Minority Student Program</u> and the <u>Maida Public</u> <u>Interest Scholars Program</u>. In addition, a nationally award-winning, diverse and comprehensive <u>in-house</u> <u>Clinical Program</u>, and a robust lawyering program that includes pro bono opportunities, externships, and an expanding legal writing program distinguish Rutgers Law School. Through the school's nationally recognized pro bono program and various clinics confronting issues from immigration to domestic violence to criminal justice, Rutgers Law students provide almost 50,000 hours of free legal services each year to communities in need. The two locations of the Rutgers Law School serve as anchor institutions in their communities, each one with significant engagement between Rutgers Law School and the surrounding neighborhoods and institutions, including nearby federal and state courts.

Rutgers Law School has more than 120 faculty members, creating one of the finest, most productive, most diverse, and most intellectually wide-ranging communities of legal scholars and clinical professors in the nation. The sum total of their expertise means Rutgers Law offers a curriculum with a breadth and depth few peers can match. Professors are passionate about teaching in and out of the classroom: they will involve students in their research, amicus briefs, and clinical projects, and wholeheartedly embrace the role of mentors. The school's faculty members are influential and widely published scholars. They've written countless books, law review articles, textbooks, and treatises. They're quoted frequently in the news. They are consulted on legislation, law reform, and matters of public policy. They represent clients, file amicus briefs, and serve as counsel in impact litigation. With particular strength in criminal, information policy, corporate and business, health, immigration, international, and public interest law, the faculty are passionate about providing quality teaching to the next generation of attorneys.

Rutgers Law School offers a comprehensive curriculum, and uncommon breadth and depth in doctrinal, interdisciplinary, and skills courses. The broad curriculum is accessible to all students across both campuses through state-of-the-art distance education technology. Students from both campuses jointly edit law journals and participate in the scholarly life of Rutgers Law School, wherever their interests take them.

Rutgers Law School has a strong record of job placements and leads the nation in placing graduates in state court clerkships. 91.5 percent of the Class of 2021 were employed within 10 months of graduation, and 82.5 percent of the Class of 2021 were employed within 10 months of graduation in positions that require admission to the Bar or where the J.D. was an advantage in obtaining and performing the job. Graduates include two of seven current justices of the New Jersey Supreme Court, dozens of judges at the state and federal levels, two sitting U.S. Senators, U. S. Congresspersons, former Governors, leaders of top law firms, and countless other attorneys who lead the way to both public interest, business, and private practice of law.

Academics

Rutgers Law School is dedicated to preparing students to excel in their legal careers. As part of this commitment, in addition to the standard <u>J.D. program</u>, the law school offers alternative J.D. programs, including programs that allow students to jumpstart their legal education early, and a program for foreign lawyers to earn their J.D. at an accelerated pace.

Rutgers Law School also offers programs for students who are



interested in the law as well as another field. Interdisciplinary studies that familiarize law students with social science vocabularies and non-legalistic methods of problem solving are encouraged. Students may enroll in courses offered by other Rutgers graduate programs to pursue a <u>dual-degree</u> with any of several other academic disciplines within the university, or they can create their own dual degree programs with other educational institutions.

At Rutgers Law, students can develop their special interests through <u>certificate programs</u> that capitalize on the law school's doctrinal strengths in business law, criminal law, and family law. These programs require a concentration of carefully curated upper-level courses, including skills-based classes, supervised research projects, and practical experience in the field.

Rutgers Law School is dedicated to providing an excellent education, not only to the school's students but also to practicing lawyers through the <u>Institute for Professional Education</u> (IPE). The IPE offers highquality, engaging, and affordable continuing legal education (CLE) programs at Rutgers Law School at both Camden and Newark throughout the year.

In addition to graduate programs, established in 2015, the Rutgers <u>Undergraduate Legal Studies</u> (ULS) Program offers undergraduate law courses that are accessible, intellectually engaging, and relevant for everyday life after graduation. In Newark, ULS courses offered by the law school count toward the Legal Studies Minor. Law plays a critical role in the lives of everyone living in the United States. During the Twentieth Century, as our society became increasingly complex, lawmakers responded by enacting a vast expansion of law and regulation that now pervades nearly all aspects of modern life. A basic understanding of law, and the legal system that administers it, can endow undergraduate students with a legal sophistication that will prove useful as they enter the working world and society at large. The ULS curriculum is designed for undergraduates who do not intend to pursue a Juris Doctor degree at the graduate level, but wish to understand enough about the law to protect and assert their legal rights.

Rutgers Law School also offers a <u>3+3 Program</u>, which enables highly qualified students to complete both a bachelor's degree and graduate law degree in six years, rather than the usual seven. The 3+3 Program is open to Rutgers students across all three of the university's schools/colleges of Arts and Sciences, in Camden, Newark, and New Brunswick. It is also available to students at Rowan University, Moravian University, Peirce College, and West Chester University. The program is looking to expand with more partner schools.



Academic Centers and Institutes

Rutgers Law School faculty share their legal expertise through 14 faculty centers and institutes that support innovative research, host premier conferences, and connect legal scholars with policy makers and industry leaders. The academic centers at Rutgers Law School produce groundbreaking scholarship and cutting-edge work in a wide range of scholarly fields, creating ideas and solutions in important policy and legal issues. The Centers and Institutes include:

Center for Corporate Law and

<u>Governance</u>: The Rutgers Center for Corporate Law and Governance is an interdisciplinary forum for research, analysis, and discussion of current issues in corporate law and governance.

- Center for Gender, Sexuality, Law and Policy: The Rutgers Center for Gender, Sexuality, Law & Policy serves as a cross-sector hub for students, faculty, policymakers, and practitioners dedicated to gender- and sexuality-based equity in law and policy domestically and internationally.
- Center for Government Compliance and Ethics: The Rutgers Center for Government Compliance and Ethics (RCGCE) seeks to advance the application of effective ethics and compliance program principles as an element of public governance at the federal, state, and local levels in the United States and worldwide.
- <u>Center for Immigration Law, Policy and Justice</u>: The CILPJ at Rutgers University explores contemporary and historical immigration and citizenship laws to better understand the complex ways that law and society determine who belongs in the United States.

- <u>Center on Law, Inequality and Metropolitan Equity:</u> The Rutgers Center on Law, Inequality & Metropolitan Equity (CLIME) is committed to studying the role of law and policy in encouraging or inhibiting opportunity based on place.
- <u>Center for Risk and Responsibility</u>: The Center for Risk & Responsibility explores the ways in which society makes choices about risk, its proper allocation, and compensation for the harm caused when risks materialize.
- <u>Center for Security, Race, and Rights</u>: The Center for Security, Race, and Rights (CSRR) will examine civil rights law and policy that disproportionately affect Muslim, Arab, and South Asian communities in the United States through an interdisciplinary and cross-community approach.
- <u>Center for State Constitutional Studies</u>: The Center for State Constitutional Studies at Rutgers-Camden is an interdisciplinary institute dedicated to promoting public understanding of American state constitutions and of sub-national constitutions in other federal systems.
- <u>Center for State Health Policy</u>: The Center for State Health Policy is an initiative within the Institute for Health, Health Care Policy and Aging Research with a mission to inform, support, and stimulate state health policy in New Jersey and around the nation.
- <u>Center on Criminal Justice, Youth, Rights, and Race</u>: The Rutgers University-Newark Center on Criminal Justice, Youth Rights, and Race (formerly the Center on Youth Justice and Human Development) is a collaborative center for engaged scholarship on youth violence and juvenile justice with both local and national impact.
- Institute for Law and Philosophy: The primary purpose of the Institute for Law & Philosophy is to advance knowledge and understanding of philosophically significant legal topics, both in normative legal theory and in analytical jurisprudence.
- The Inclusion Project: Working to advance racial inclusion and equity using multiple tools of law, social science research, community engagement, and media.
- Rutgers Center for Transnational Law: The Center for Transnational Law offers a space for academic reflection and practical application on the intersection of international, comparative, and domestic law. Such intersection creates both opportunities and challenges that the Center seeks to address. The Center takes advantage of the rich diversity that the Rutgers Law faculty offers to provide students a deeper and more complex understanding of the law, whether they go to private practice or public service.
- <u>Rutgers Institute for Information Policy and Law</u>: The Rutgers Institute for Information Policy & Law (RIIPL) is an interdisciplinary venture based at the Camden campus of Rutgers Law School. RIIPL is designed to promote research, innovation, and education in the increasingly important field of information policy.

Real World Experience

Whether it's helping clients through pro bono service work, earning credit at one of one of the school's award-winning clinics, or taking part in a field placement or judicial externship, at Rutgers Law School, students get real-world experience long before graduation.

Students learn from professional attorneys and faculty mentors while helping clients in legal matters that range from opening a small business to applying for asylum in the United States. They learn about federal and state courts by working with judges and practice their skills at nonprofit and governmental organizations.

Real world experience includes:

- Legal Clinics, including:
 - <u>Child Advocacy Clinic (Newark)</u>
 - <u>Child and Family Advocacy Clinic</u> (Camden)
 - <u>Civil Practice Clinic (Camden)</u>
 - <u>Community and Transactional Lawyering</u> <u>Clinic (Newark)</u>
 - <u>Constitutional Rights Clinic (Newark)</u>
 - <u>Criminal and Youth Justice Clinic</u> (Newark)
 - <u>Domestic Violence Clinic (Camden)</u>
 - <u>Economic Justice and Public Benefits</u> <u>Clinic (Newark)</u>
 - <u>Education and Health Law Clinic</u> (Newark)
- Legal Writing
- Field Placements
- Judicial Externships
- Law Journals
- Mock Trial Participation
- Pro Bono and Public Interest
- Rutgers Law Associates Fellowship Program



- <u>Entrepreneurship Clinic (Camden and</u> <u>Newark)</u>
- Expungement Clinic (Camden)
- Federal Tax Law Clinic (Newark)
- Housing Advocacy Clinic (Camden)
- <u>Housing Justice and Tenant Solidarity</u> <u>Clinic (Newark)</u>
- Immigrant Justice Clinic (Camden)
- Immigrant Rights Clinic (Newark)
- Intellectual Property Law Clinic (Newark)
- International Human Rights Clinic (Newark)
- <u>Veterans Advocacy Clinic (Camden)</u>

Class of 2025 by the numbers

- Applied: 3,181
- Enrolled: 398
- LSAT Median: 158
- 25th-75th Percentile: 155-160
- GPA Median: 3.41
- 25th-75th Percentile: 3.07-3.64
- Class Composition: Female: 48% | Male: 52%
- Students of Color: 38%
- States Represented: 27
- Foreign Countries Represented: 29
- Undergraduate Institutions: 18



University Leadership



Jonathan S. Holloway, President

Jonathan Holloway, a U.S. historian, took office as the 21st president of Rutgers, The State University of New Jersey, on July 1, 2020. He also serves as a University Professor and Distinguished Professor.

Prior to accepting the presidency of Rutgers, Dr. Holloway was provost of Northwestern University from 2017 to 2020 and a member of the faculty of Yale University from 1999

to 2017. At Yale, he served as Dean of Yale College and the Edmund S. Morgan Professor of African American Studies, History, and American Studies.

President Holloway's scholarly work specializes in post-emancipation U.S. history with a focus on social and intellectual history. He is the author of *The Cause of Freedom: A Concise History of African Americans* (Oxford University Press, February 2021) as well as *Confronting the Veil: Abram Harris Jr., E. Franklin Frazier, and Ralph Bunche, 1919-1941* (2002), and *Jim Crow Wisdom: Memory and Identity in Black America Since 1940* (2013), the latter two published by the University of North Carolina Press. He edited Ralph Bunche's *A Brief and Tentative Analysis of Negro Leadership* (New York University Press, 2005) and coedited *Black Scholars on the Line: Race, Social Science, and American Thought in the Twentieth Century* (Notre Dame University Press, 2007). He wrote the introduction for the 2015 edition of W.E.B. Du Bois's *Souls of Black Folk* (Yale University Press), and is working on a new book, *A History of Absence: Race and the Making of the Modern World.*

Dr. Holloway, who began his academic career at the University of California, San Diego, received a bachelor's degree with honors in American studies from Stanford University, and a Ph.D. in history from Yale University.

He serves on boards of the Smithsonian's National Museum of African American History and Culture, Andrew W. Mellon Foundation, the Universities Research Association, the Institute of International Education, and the Academic Leadership Institute. In 2021, New Jersey Governor Phil Murphy appointed him as one of four co-chairs of the state's Wealth Disparity Task Force.

Dr. Holloway is an elected member of the American Academy of Arts and Sciences and the Society of American Historians. He is a Fellow of the Council on Foreign Relations.



Prabhas V. Moghe, Executive Vice President for Academic Affairs

On October 5, 2020, Prabhas V. Moghe was appointed as the Executive Vice President for Academic Affairs at Rutgers, The State University of New Jersey.

As EVPAA, Moghe is the second ranking administrative leader, and forges strategies and develops initiatives to strengthen the academic enterprise at Rutgers. He serves as the president's chief adviser on

academic matters, leads all university wide faculty support programs, and coordinates academic priorities across the central administrative offices and chancellor-led units. In this role, he works closely with the chancellors and their provosts and gives voice to a collective vision that will propel Rutgers among our finest peer institutions. The EVPAA also has oversight for the Office for Research, which combines various key functions of research, intellectual property, and grants administration. Among other key university wide functions, the EVPAA manages the tenure and promotion processes and has oversight for the libraries, Rutgers Global, continuing studies, enrollment management, student veterans services, institutional research, and Rutgers University Press.

Since joining Rutgers in 1995, Moghe was named a Distinguished Professor of Biomedical Engineering, and Chemical and Biochemical Engineering, in 2013. He has made many contributions to interdisciplinary graduate education, biomedical and health sciences, and nanomedicine. His research has led to innovations in cancer detection and potential nanotechnology therapies for brain degenerative disorders like Parkinson's disease. Moghe research has secured nearly \$20 million in funding and supported the completion of over 25 PhDs, and led to more than 100 peer-reviewed journal publications, and over 300 podium and plenary talks. Moghe has directed two National Science Foundation-sponsored graduate training programs spanning 12 years—in biologic interfaces and in stem cell science and engineering. In addition to his School of Engineering appointment, he has also served as an adjunct professor of surgery at Robert Wood Johnson Medical School since 2008, and is full member of the Rutgers Cancer Institute of New Jersey. He has been named a fellow of the Biomedical Engineering Society, the American Institute of Medical and Biological Engineering, and the International Union of Societies for Biomaterials Science and Engineering.

In his work to date, Moghe has championed academic excellence, strongly supported undergraduate and graduate education, and strengthened faculty recruitment and development. Previously, Moghe was appointed in 2019 as provost and executive vice chancellor for research and academic affairs for Rutgers–New Brunswick. A recipient of the university's Leadership in Diversity Award, Moghe is actively leading programs to broaden the participation of minority students in STEM disciplines. Appointed as the first vice chancellor for research and innovation for Rutgers–New Brunswick in January 2018, Moghe established a number of institutional initiatives and partnerships to nurture and expand research across a broad spectrum of fields, including the humanities, data sciences, life and health sciences, and advanced manufacturing.



Antonio D. Tillis, Ph.D., Chancellor of Rutgers University-Camden

Antonio D. Tillis marked his one-year anniversary as chancellor of Rutgers University–Camden on July 1, 2022. Accomplishments in his first year of leading the university included establishing his <u>"15 in 5" initiatives</u>, which consist of 15 strategic programs in a five-year strategic plan. Initiatives that have already launched include the Chancellor's Learning Abroad

Course Scholarship, the Chancellor's Mayoral Internship Program, the Chancellor's Grant for Staff Development, and the inaugural edition of the Chancellor's Lecture Series on Global Racial Reckoning and Civility. Also in Tillis' first year, Rutgers–Camden achieved status as a <u>Minority Serving Institution</u>. The Department of Education designation—given to institutions where 50 percent of undergraduates are minority students—ensures increased access to higher education for low-income and minority students.

Before joining Rutgers University–Camden, Tillis served as interim president of the University of Houston–Downtown, a comprehensive urban institution offering more than 50 degree-granting programs and serving more than 15,000 students. In this capacity, he worked collaboratively to promote student and faculty development, engage the community, and advance the strategic vision for the second-largest campus in the University of Houston system. Also, at the University of Houston, he served as dean of the College of Liberal Arts and Social Sciences, the largest of the 15 academic and professional colleges at the university. Under his leadership, the reputation and resources of that school grew significantly.

A noted scholar in the field of Afro-Hispanic studies, Tillis was awarded a Fulbright Fellowship to Brazil in 2009, and has presented his scholarship widely across the United States and around the world. He is the coeditor of several books, including *The Trayvon Martin in 'US': An American Tragedy* (Peter Lang, 2015), *The Afro-Hispanic Reader and Anthology* (Randal Publishing, 2018), and *Critical Perspectives on Afro-Latin American Literature* (Routledge, 2012).

Prior to the University of Houston, Tillis served as dean of the School of Languages, Culture, and World Affairs at the College of Charleston in South Carolina, where he instituted numerous initiatives, including the Wells Fargo International Scholarship for Study Abroad for low-income, in-state students; the Dean's Collaborative Interdisciplinary Summer Research Award for International Engagement; and the Summer International Internships for students in India, Brazil, and Ghana. Previously, Tillis chaired the Department of African and African American Studies at Dartmouth College, and served as the inaugural director of the Latin American and Latino Studies Program at Purdue University, where he received the 2007 Faculty Scholar Award.

A first-generation college student, Tillis holds a bachelor's degree in Spanish from Vanderbilt University and a master's degree in Spanish literature from Howard University. He earned his Ph.D. in Latin American literature (with an Afro-Hispanic emphasis) from the University of Missouri at Columbia.



Nancy Cantor, Ph.D., Chancellor of Rutgers University-Newark

Nancy Cantor, Chancellor of Rutgers University–Newark, is recognized nationally and internationally for her leadership in emphasizing the role of universities as anchor institutions in their communities, especially by forging diverse, cross-sector collaboratives, and leveraging publicly engaged scholarship to advance racial equity and equitable growth.

At Rutgers University–Newark, a diverse, urban, public research university, she leads and promulgates efforts to leverage the university's

many strengths, particularly its exceptional diversity, tradition of high-impact research, and role as an anchor institution in Newark, New Jersey, through strategic investments in five broad areas, in which the university's strengths align with those of cross-sector partners: educational pathways from pre-K through college; equitable growth through urban entrepreneurship and economic development; cultivating creative expression through the arts and culture; strong, healthy and safe neighborhoods; and science in the urban environment.

Prior to her current position, Cantor was Chancellor and President of Syracuse University, where the breadth, depth, and success of her efforts to foster mutually beneficial collective impact initiatives between the university and community earned her one of higher education's highest honors, the Carnegie Corporation Academic Leadership Award, in 2008. Previously, Cantor had served as chancellor of the University of Illinois at Urbana-Champaign; provost and executive vice president for academic affairs at the University of Michigan, after having served as dean of Michigan's Horace H. Rackham School of Graduate Studies and vice provost for academic affairs; professor of psychology and senior research scientist at the Institute for Social Research at Michigan; and chair of the department of psychology at Princeton University.

While at Michigan, she was closely involved in the university's defense of affirmative action in the cases Grutter and Gratz, decided by the Supreme Court in 2003. A leading voice on inclusion, diversity, and full participation, she speaks and writes frequently on these issues.

In her role as a social psychologist, Chancellor Cantor is recognized for her scholarly contributions to the understanding of how individuals perceive and think about their social worlds, pursue personal goals, and how they regulate their behavior to adapt to life's most challenging social environments. Chancellor Cantor lectures and writes extensively on the role of universities as anchor institutions in their communities, along with other crucial issues in higher education such as rewarding public scholarship, sustainability, liberal education and the creative campus, the status of women in the academy, and racial justice and diversity.

An author of numerous books, chapters, and scientific journal articles, Chancellor Cantor holds an A.B. from Sarah Lawrence College and a Ph.D. in Psychology from Stanford University. Cantor is a fellow of the American Academy of Arts and Sciences and a member of the National Academy of Medicine of the National Academies.

Newark, New Jersey

Newark, located in northeastern New Jersey, just 8 miles west of New York City, is the largest city in the state. The city boasts a rich and diverse history, with many distinct cultures represented throughout the many neighborhoods of its five wards. Nicknamed the "Brick City" for the brick buildings erected in the 1970s for affordable housing, Newark has become a hub of culture, food, sports, and education.



Newark is recognized as one of the largest metropolises in the Garden State, and a major destination in the Northeast for culture seekers and history enthusiasts. Rutgers-Newark is rooted in the diverse, urban community of Newark where students take advantage of the full access Newark's unique mix of diverse culture, ethnic cuisine, corporate opportunities, open spaces, the arts, and a major transportation hub. Located at the mouth of the Passaic River, and with close proximity to New York City, Newark has one of the most active seaports and busiest airports on the east coast. Among its many cultural treasures, Newark is home to a vibrant art scene including dozens of <u>outdoor murals</u> honoring community history, events, and leaders. In addition, Newark provides countless venues for outdoor activities including the famous Riverfront Park, the Orange Boardwalk, and the largest collection of cherry blossom trees in the country in Branch Brook Park. Today, Newark has a diverse population of around 275,000 and is home to leading corporations.

For more information about living in Newark, see <u>https://www.visitnj.org/city/newark.</u>

Camden, New Jersey

Located directly across the Delaware River from Center City Philadelphia, the City of Camden is in the heart of the greater Delaware Valley region. The city has a population of approximately 77,000, covers roughly 10 square miles, and serves as the county seat for Camden County. Camden's historical roots in manufacturing include RCA/Victor and Campbell's Soup. Like most urban industrial centers across the United States, Camden saw a dramatic loss in



manufacturing jobs during the second half of the twentieth century, although Campbell's maintains its global headquarters in the city.

Rutgers University-Camden is located in the Cooper-Grant neighborhood, which includes the Victor Lofts, a high-end apartment complex, and an attractive, historic neighborhood. As part of Camden's University District, Rutgers-Camden collaborates with Camden County College, Rowan University, and the Cooper Medical School, sharing a bookstore with Rowan and the county college. Primary student parking is located two blocks off campus on the Camden Waterfront, which attracts more than three million visitors each year. The waterfront district includes such attractions as Campbell's Field, a professional minor league baseball stadium that is home to the Camden Riversharks as well as the Rutgers-Camden baseball team; Adventure Aquarium, which draws families and school visits; and the Susquehanna Bank Center, a major amphitheater venue for concert tours.

For more information about the Camden Waterfront, visit <u>http://www.camdenwaterfront.com.</u>

Procedure for Candidacy

Please direct all nominations and applications (letter of interest and full curriculum vitae) to Werner Boel, LL.M. and Ashlee Winters Musser, through the WittKieffer Candidate Portal by clicking **here**. Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and select the "Become a Candidate" button. If you have trouble logging into the portal or have any inquiries about the opportunity, please contact us at <u>Rutgerslawdean@wittkieffer.com</u>. To ensure full consideration, please submit your application before November 21, 2022. Applications received after this date may be considered at the discretion of the Search Committee.

Ashlee Winters Musser WittKieffer Washington, DC Phone: 678.302.1571

Rutgerslawdean@wittkieffer.com

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 <u>Non-Discrimination Statement</u>.