



UNIVERSITY OF MEDICINE AND
DENTISTRY OF NEW JERSEY

UNIVERSITY DAY REPORT
SEPTEMBER 19, 2006

UNIVERSITY DAY REPORT

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Graduate School of Biomedical Sciences
New Jersey Dental School
New Jersey Medical School
Robert Wood Johnson Medical School
School of Health Related Professions
School of Nursing
School of Osteopathic Medicine
School of Public Health

BRUCE C. VLADECK, PH.D.
Interim President

Dear Friend of the University:

I agreed to serve as Interim President of the University of Medicine and Dentistry of New Jersey because I believe that UMDNJ is a vitally important institution for the people of New Jersey and the nation, and that its many outstanding faculty, students, and staff deserve whatever assistance I can provide in addressing and getting past some very real problems.

The challenges faced by UMDNJ this year were many and well-publicized. I can report that, although we still have much work to do to correct the problems of the past, we are making real progress. With a newly energized Board of Trustees, we are changing what needs to be changed and protecting what needs to be protected.

The rationale for change is self-evident – to remedy past problems, make sure they don't recur, respond responsibly to pressing budget concerns, and renew our commitment to a streamlined administration that enables, not impedes, success in our research, education, healthcare, and community outreach enterprises.

Despite the distractions of a difficult year, there were indeed notable successes and remarkable achievements in all areas of our institutional mission.

A faculty researcher was recognized by the NIH for one of the top six discoveries made this year. Another won a lifetime achievement award for groundbreaking work on interferon. Two others had their published research cited as among the three most influential papers in their field. Our schools dedicated centers for child health, successful aging, and humanism in medicine. A student group won a competitive grant from the American Association of Medical Colleges to support a clinic providing access to healthcare to an underserved urban population. We added five new programs to the curricula, and we launched an initiative to provide professional education for the biopharma industry.

And in June, we graduated our largest class ever: 1,476 health professionals and scientists.

What follows is a synopsis of our undertaking of the past six months, since my arrival, and our plans as we continue to move the University forward. My colleagues and I would be pleased to answer any questions you might have.

Bruce C. Vladeck, PhD
Interim President

S U M M A R Y

University Day is an important benchmark in the life of the University of Medicine and Dentistry of New Jersey. It is a time of reflection on the accomplishments of the past year, and a time to look forward.

UMDNJ is the nation's largest free-standing public health sciences university, with more than 5,500 students on five campuses attending the state's three medical schools, its only dental school, a graduate school of biomedical sciences, a school of health related professions, a school of nursing, and a school of public health. Annually, there are more than two million patient visits at UMDNJ facilities and faculty practices on campuses in Newark, New Brunswick/Piscataway, Scotch Plains, Camden, and Stratford. UMDNJ operates The University Hospital, a Level I Trauma Center in Newark, and University Behavioral HealthCare, a statewide mental health and addiction services network.

Over the past 18 months, the important work of the University has been overshadowed by the mismanagement and improprieties of previous administrations. Since March, the University's executive level management and governing body have been reshaped with new and experienced leaders. These individuals have a commitment to reform and transparency throughout all levels of the institution.

It is important to remember that the problems currently affecting the University and detracting from the fine work done here are the fault of a few. The Federal Monitor, Judge Herbert J. Stern, wrote as much in an April 24, 2006 report.

"The Monitor also feels it is important to state, in unequivocal terms, that UMDNJ's and University Hospital's administration and staff, but for these very rare exceptions, are ethical, hard-working, and committed to the UMDNJ community and the public whom they serve. While attention is appropriately paid to those few individuals who have exhibited unethical and even fraudulent behavior, our continuous interaction with the administration and staff of UMDNJ leads us to conclude that the institution as a whole, its management and employees, are committed to the mission of this academic healthcare institution and are deserving of the public's trust and financial support. It is important to remember as the Monitorship progresses and reports are made that the institution has been making great strides in restoring itself to the standard which the New Jersey community expects."

Leadership at UMDNJ continues to be proud of the many dedicated people without whom this institution could not continue to function. As they continue their important work, daily, significant changes regarding governance, compliance, fiscal integrity, and ethics have been instituted, and an agenda has been drafted for the next six months. Among the changes:

- The UMDNJ Board of Trustees welcomed six new members, including former New Jersey Attorney General Robert Del Tufo as chairman of the board. Under his guidance, the Board of Trustee committees have undergone a reorganization that underscores the Board's commitment to transparency and compliance. The new governing structure includes an independent Audit Committee based largely on the principles of Sarbanes-Oxley. The Board also chartered a new Governance and Ethics Committee with responsibilities for Board member recruitment, orientation, and development.
- In an effort to ensure the University's strict observance of internal, state, and federal policies and regulations, a new Office of Compliance was created. The University has also successfully recruited a new individual to lead this office, whose staff will include 28 newly created positions for investigators and auditors. Michael Clarke, an attorney with a background in corporate compliance and ethics, joined the University on August 14. He most recently held the position of Vice President for Corporate Compliance at Edison Schools, Inc., in New York City and brings a wealth of experience to this new position.

- Our contractors have completed all the background work requested by our external auditors for completion of the University's 2005 financial statements, and we expect the completion of the audit within the next few weeks. Certification of the University's 2006 financial statement is anticipated by the end of the calendar year.
- A complete review of the University's procurement and purchasing policy and procedures is almost complete, and we are already moving to create a contract management office to ensure better monitoring and completion of contractual requirements, as well as more transparent enforcement of policies in non-bid contracts.
- We expect to fill the position of Vice President of Legal Management and General Counsel – the last remaining vacancy in our management structure – within the next few weeks.
- University administration has successfully recruited a new CFO of University Hospital who has extensive experience with a major academic medical center and has more than 31 years of financial management experience. His arrival is an important step in rebuilding trust in University Hospital's financial oversight and overall strategic leadership.
- We are committed to living within our means and initiated a downsizing, focused primarily on administrative staff across the University. There has been an overall reduction of more than 220 positions; whenever possible we have eliminated vacant positions, reallocated funds, or reassigned people to minimize the number of individuals who will lose their jobs. Nonetheless, these actions will in the aggregate save us \$ 8.5 million annually, a critical, if only partial, step in restoring fiscal balance at the University.
- We are reorganizing and expanding the University's Office of Research in order to better serve scientists throughout the University. As part of the process, we will be reorganizing the Graduate School of Biomedical Sciences to eliminate bureaucratic obstacles to the training of our next generation of researchers. We will also ensure that UMDNJ's researchers are given all the tools they need to continue cutting-edge research by automating grant submission and timekeeping and by making technological improvements to the Institutional Review Boards, which ensure research compliance with state and federal regulations.
- We are working closely with the new Mayor and his administration in Newark, and our colleagues at other Newark hospitals, to better meet our historical commitments in clinical and public health service delivery to the residents of our headquarters city.
- We are investing in University infrastructure, with a special focus on information technology, to keep pace with the tremendous intellectual and physical growth that has occurred in recent years.
- Given all of the above, and the Board's significant progress in establishing a solid foundation for the future, the Board has established a search committee to find a permanent University president. Committee members from within and outside UMDNJ have been named, and an ambitious timetable established for recommendations to the Board.

In the midst of all this change, the University continues to perform its core missions with measurable distinction:

- Applications are up across all schools and the quality of applicants remains high.

- The National Resident Matching Program in Washington, D.C., determines postgraduate placements for medical students. The national average match rate is 93.7%. In 2006 all three UMDNJ medical schools were above the national average. Also, 2005 and 2006 graduates of the dental school were placed into dental residencies at a rate significantly higher than the national average rate.
- NIH funding is up 9.1 % across the University, at a time when NIH funding across the nation is stagnant. UMDNJ's outstanding investigators continue to be highly competitive in obtaining NIH funding.
- In FY06, philanthropic contributions to the UMDNJ Foundation were at an all-time high, at \$34.7 million, up \$1.3 million from the previous year.

We are proud of our achievements, and intent on expanding them as we fix the problems of the past and prepare the University for the challenges of this new century.

G O V E R N A N C E

Since January 2006, the UMDNJ Board of Trustees has welcomed six new members: Chairman Robert Del Tufo, Anita Spivey, Oliver Quinn, Mary Ann Christopher, Anthony Terracciano, and Dr. Harold Shapiro. These individuals all bring with them distinguished professional backgrounds, along with expertise in the crucial areas of academic governance, patient care, ethics, and finance. All are busy, exceptional, and accomplished individuals whose talents and experience will serve the board well in discharging its responsibility to oversee the affairs of the University.

Their appointments demonstrate Governor Corzine's commitment to the University and his intention to appoint to the Board only those who are accomplished and committed to maintaining the highest standards of integrity, professionalism, and transparency for the University. With the recent signing of A-2900, we anticipate the Governor will soon appoint five additional Board members.

ROBERT J. DEL TUFO, ESQ.



Robert J. Del Tufo, an attorney with Skadden, Arps, Slate, Meagher & Flom LLP, is chairperson of the UMDNJ Board of Trustees. Mr. Del Tufo was New Jersey's Attorney General from 1990 to 1993. As Attorney General, he headed the Department of Law and Public Safety, which has 11 divisions and approximately 10,000 employees and was responsible for overseeing New Jersey's criminal justice system. Mr. Del Tufo served as United States Attorney for the District of New Jersey from 1977 to 1980; he also served as Commissioner of the New Jersey State Commission of Investigation, First Assistant State Attorney General, and Director of New Jersey's Division of Criminal Justice.

He sits on the boards of many organizations, including the New Jersey Performing Arts Center, the Boys & Girls Clubs of America, Legal Services of New Jersey, and Integrity, Inc. He received his undergraduate degree from Princeton University *cum laude* and his law degree from Yale University Law School, where he was editor of the *Yale Law Journal*.

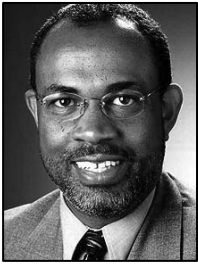
MARY ANN CHRISTOPHER, RN, MSN, FAAN



Mary Ann Christopher is President and Chief Executive Officer of Visiting Nurse Association of Central Jersey (VNACJ), a community based organization that provides comprehensive care to individuals and families in Monmouth and Middlesex and contiguous counties. The VNACJ is the largest Visiting Nurse Association in the state and among the largest in the nation. Mrs. Christopher is a registered nurse and has been with the VNACJ for 23 years.

During her tenure as President of VNACJ, Mrs. Christopher, who has been a nurse for 27 years, spearheaded the organization's growth as a leading provider of home care, hospice and community-based services, and has become a leading voice on a wide range of healthcare issues facing the state. She has served as president of the Home Care Association of New Jersey and is a member of the Executive Advisory Committee to the Commissioner of the New Jersey Department of Human Services. She earned a Bachelor of Science in Nursing from Fairfield University and a Master of Science in Nursing from Seton Hall University.

OLIVER B. QUINN, ESQ.



Oliver B. Quinn is Vice President, Enterprise Business Ethics Officer at Prudential Financial. He also manages the company's employee dispute resolution program. Previously, he was Vice President, Compliance for Prudential HealthCare, where he developed and directed regulatory compliance programs. Prior to joining Prudential in November 1995, Mr. Quinn held various state and federal positions. They include Deputy Solicitor of Labor for the U.S. Department of Labor in Washington and Deputy Commissioner of Labor for the State of New Jersey.

Mr. Quinn also served as an Administrative Law Judge in New Jersey. His experience also includes service as Counsel/Chief of Staff for the New Jersey Department of the Public Advocate, Assistant Counsel for the Judiciary Committee of the U.S. House of Representatives, and Assistant Dean at Rutgers University School of Law in Newark. Mr. Quinn received his B.A. in political science from Syracuse University and his J.D. from Rutgers Law School. He is a member of the Bar in New Jersey and Pennsylvania.

HAROLD T. SHAPIRO, PH.D.



Dr. Harold T. Shapiro, President Emeritus and Professor of Economics and Public Affairs at Princeton University, served as that institution's 18th president, from 1988 until June 2001. He came to Princeton from the University of Michigan, where he served on the faculty for 24 years as professor and as president from 1980 to 1988.

Dr. Shapiro received a bachelor's degree from McGill University in Montreal and, after five years in business, he enrolled in the Graduate School at Princeton, where he earned a Ph.D. in three years. His fields of special interest included econometrics, mathematical economics, science policy, and, more recently, bioethics. He is Chair of the Board of the Alfred P. Sloan Foundation and a trustee of the American Jewish Committee and the Technion-Israel Institute of Technology. He sits on many boards, including: the Dow Chemical Company; HCA; The Hastings Center; DeVry, Inc.; Reading is Fundamental; Knight Foundation Commission on Intercollegiate Athletics; Merck Vaccine Advisory Board; the U.S. Olympic Committee; Princeton HealthCare Systems; and the National Advisory Council for Human Genome Research. He served as chair of the National Academies of Sciences Committee on the Organizational Structure of the National Institutes of Health from July 2002 to July 2003.

ANITA V. SPIVEY, ESQ.



Anita V. Spivey is an attorney with experience in corporate finance, securities law, environmental and energy matters, as well as public affairs counseling. She has served as in-house counsel for Allied-Signal Inc., in Morristown; General Motors Corporation in Detroit; and Union Texas Petroleum Corporation in Houston. She also was an associate with the law firm of Sutherland, Asbill and Brennan in Washington, D.C.

Chair of the Brown University Emeriti Executive Committee, Ms. Spivey is also chair of the Pembroke Center Associates Council; vice chair of Brown University's Campaign for Academic Enrichment; and trustee of the E. J. Grassmann Trust, an organization offering grants for educational institutions, hospitals, environmental groups and social service organizations. Ms. Spivey received an A.B. in political science from Brown University and a J.D. from Georgetown University Law Center. She is admitted to practice law in the District of Columbia, Michigan, New Jersey, and Texas.

ANTHONY P. TERRACCIANO



Anthony P. Terracciano is the former chairman of the Board of Directors of Riggs National Corporation. He was vice chairman of the board of directors of American Water Works Company Inc. from 1997 until January 2003. From July 2000 to January 2002, he was chairman of Dime Bancorp. He also served as President of First Union Corp. from 1995 to 1997, after leading the turnaround of First Fidelity Bancorp as Chairman, President and Chief Executive Officer, and helping to lead the successful merger of the two corporations. Prior to joining First Fidelity, Mr. Terracciano was president and chief operating officer of Mellon Bank. He spent the first 23 years of his career with Chase Manhattan Bank, where he held positions of progressive responsibility, culminating in his becoming vice chairman, Wholesale and Investment Banking. He was eventually named to the board of directors for Chase Manhattan Bank.

In addition to leadership positions in the financial services sector, Mr. Terracciano serves on the boards of Avaya Corp; IKON Office Solutions; Knoll, Inc; Trade Card Services; Searchspace, Inc.; Algonquin Arts; and Monmouth Medical Center. He received his bachelor's degree in economics from St. Peter's College and a master's degree in philosophy from Fordham University.

The University also continues to benefit from the service of five previously appointed Board members:

JOHN A. HOFFMAN, ESQ.



John A. Hoffman has been active in business, legal, and community affairs for 40 years. He joined the firm of Wilentz Goldman & Spitzer P.A. in 1963, where he is Managing Shareholder. He has served as counsel to Middlesex County College since its formation in 1964, and is a board member of its Foundation. He has also served as special counsel to the Middlesex County Utilities Authority since 1982. He was appointed redevelopment counsel to the Housing Authority of the City of New Brunswick and in that role was involved in developing major projects, such as the Hyatt Regency Hotel and The Cancer Institute of New Jersey. Mr. Hoffman also represents the Middlesex County Improvement Authority and was involved in its acquisition of open space property for the county. He is a board member and chairman of the finance committee of Robert Wood Johnson University Hospital

and past chairman of the board of trustees of the Robert Wood Johnson University Hospital Foundation.

THE HONORABLE ALEXANDER J. MENZA



A native of Newark's Ironbound Section, Alexander Menza received his undergraduate degree in economics from the University of Wisconsin and his law degree from New York University School of Law. He is a former member of both the New Jersey State Assembly and the New Jersey State Senate. While in the legislature, he chaired the Mental Health Planning Committee and sponsored numerous bills relating to mental health and mental disabilities. He was appointed to the Superior Court of New Jersey by Governor Brendan Byrne and served as Superior Court Judge in Union County until his retirement from the bench in 1997. Judge Menza was a member of the Hillside Township Committee for five years, and served one year as the Township's mayor. Judge Menza is a former member of the National Institute of Mental Health Advisory Council.

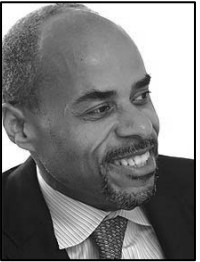
JONATHAN H. ORENSTEIN, D.M.D.



Dr. Jonathan H. Orenstein received his dental degree from Temple University, School of Dental Medicine in 1985 and his Certificate in Prosthodontics in 1987. He has a staff appointment to Cooper University Medical Center, a consulting staff appointment to the Regional Cleft Palate Program and Cooper Trauma Center, and a staff appointment to UMDNJ. Dr. Orenstein was granted a U.S. patent in 1989 on implant-related hardware. He co-authored several articles on various prosthetic topics in refereed journals and presented at various local, national, and international meetings on innovative implant restorative dentistry. Dr. Orenstein is a Fellow of the Academy of Osseointegration, a member of the board of trustees and current president of the Delaware Valley Academy of Osseointegration, and a member of the American College of Prosthodontics, the American Dental

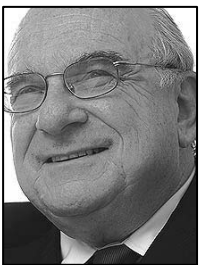
Association, and the Southern Dental Society of New Jersey. He is in private practice in Marlton, New Jersey.

ERIC S. PENNINGTON, ESQ.



Eric S. Pennington is an attorney with a Newark practice specializing in employment discrimination and civil litigation. Since 2000, he has served as Municipal Court Judge in the City of Orange Township. Mr. Pennington was an associate with the Labor and Employment Group of Gibbons, Del Deo, Dolan, Griffinger & Vecchione in Newark and with Paul, Weiss, Rifkind, Wharton & Garrison in New York City from 1995 to 1997. He has clerked for the Honorable Damon J. Keith of the United States Court of Appeals for the Sixth Circuit in Detroit and, prior to that, for the Honorable Robert N. Wilentz, Chief Justice of the New Jersey Supreme Court. He is a trustee of the Robert Wood Johnson University Hospital. He received his Bachelor of Science in business administration from Thomas A. Edison State College and his Doctor of Jurisprudence from Rutgers University School of Law.

FRED M. JACOBS, M.D., J.D. (*EX OFFICIO*)



Dr. Fred M. Jacobs was appointed Commissioner of the New Jersey Department of Health and Senior Services by Acting Governor Richard J. Codey in December 2004. Dr. Jacobs received his bachelor's degree from Colgate University and his Doctor of Medicine from the University of Miami School of Medicine. He trained in internal medicine at Maimonides Medical Center and Mt. Sinai Hospital in New York City. He completed a pulmonary research fellowship at the University of California, San Francisco Medical Center and a chief residency in pulmonary disease at Kings County Hospital Center in New York. Dr. Jacobs is board certified in both internal medicine and pulmonary disease. He is a Fellow of the American College of Physicians, the American College of Chest Physicians, and the American College of Legal Medicine.

In 1969, Dr. Jacobs joined the staff at Saint Barnabas Medical Center, where he has been chief of Pulmonary Disease and medical director of the Intensive Care Unit. He was elected president of the medical staff in 1987 and subsequently became Senior Vice President for Medical Affairs and later Executive Vice President for Medical Affairs for the Saint Barnabas Health Care System. He has also been a clinical associate professor of medicine at UMDNJ. Dr. Jacobs graduated from Rutgers University School of Law in Newark in 1990, and he is admitted to the Bar in New Jersey and Florida. He was appointed to the New Jersey State Board of Medical Examiners in 1989 and served as president of that board from 1993 to 1995.

RESTRUCTURING OF BOARD COMMITTEES

To ensure more accountability and responsiveness in the governance structure of the University, a complete reorganization of Board committees occurred in August of 2006. Under the direction of the Board's new chairperson, Mr. Robert Del Tufo, the charges of committees, as well as the members comprising them, were significantly realigned.

For example, the previous Finance and Audit Committee has been bifurcated to allow for more thorough Board oversight, and to follow the principles of Sarbanes-Oxley. A new Governance and Ethics Committee has been created, with responsibilities for Board recruitment, orientation, and development.

A description of the Board's new configuration:

GOVERNANCE AND ETHICS COMMITTEE

Generally, the Committee is responsible for all matters relating to the organization and governance of UMDNJ and performs the traditional duties of an Executive Committee. Subject to ratification by the Board of Trustees, when necessary and in the best interest of the University, the Governance and Ethics Committee shall act on behalf of the Board of Trustees between the Board's regular meetings and shall review and make recommendations to the Board of Trustees on issues involving strategic planning, external affairs, community relations development, and senior management employment matters.

Among its duties, the Committee will conduct self-evaluation of the corporate governance functions of the Committee and lead the Board in a performance self-evaluation. The Committee will also review the composition of the Board annually to determine the qualifications and areas of expertise needed to further enhance the composition of the Board and the discharge of Board responsibilities and work with the Governor's Office in identifying and attracting candidates with such qualifications and expertise. With regard to ethics, the Committee will promulgate and implement any revisions to the Code of Ethics and receive reports prepared by the administration regarding the subject.

FINANCE, INVESTMENT AND ADMINISTRATION COMMITTEE

The Committee will provide for the proper oversight and control of the finances of the University and for the accounting of all monies and property received, disbursed, or expended by the corporation, including the payment of obligations, review of the budget, management of investments, and oversight of fiscal administration. The Committee will also review, monitor, and make recommendations to the Board concerning acquisition of property by purchase, lease or gift; the design and location of new buildings; major repairs or renovations of existing buildings; the development, maintenance and landscaping of grounds; and all other matters pertaining to the physical care and preservation of the physical plant. In addition, the Committee will oversee and administer the policies and procedures of the University in connection with the letting of contracts, to review all contracts proposed to be let without public, competitive bidding, and generally make recommendations to the Board concerning the processes involved in the letting of University contracts.

UNIVERSITY AFFAIRS/RESEARCH COMMITTEE

The University Affairs/Research Committee shall consider and make recommendations to the Board on any matters that may be appropriate, including but not limited to academic affairs, student affairs, and research.

JOINT CONFERENCE/PLANNING COMMITTEE

The Joint Conference/Planning Committee will establish a formal means of liaison to assure effective communication among the Board of Trustees, governing body, administration, medical staff, and surrounding community of The University Hospital and University Behavioral HealthCare, and review and annually reappraise and make recommendations to the Board of Trustees regarding the Quality Assurance Plan of The University Hospital and University Behavioral HealthCare. The Committee will also receive and review periodic reports from the University Hospital Compliance Officer and review and oversee the information, procedures and reporting systems that The University Hospital and University Behavioral HealthCare have in place to provide reasonable assurance that they deliver quality and safe medical care to patients, and monitor compliance programs for both organizations.

AFFIRMATIVE ACTION COMMITTEE

The Affirmative Action Committee shall review and make recommendations to the Board of Trustees concerning affirmative action issues of the University.

AUDIT COMMITTEE

The Audit Committee's primary duties and responsibilities are to assist the Board with respect to the adequacy and integrity of the University's internal controls and financial reporting process and the reliability of its financial reports, and to ensure the independence, qualifications, and performance of the University's internal auditors (Internal Auditor) and external independent auditor (Independent Auditor). The Committee has the authority to conduct investigations and recommend to the Board the retention of independent legal, accounting or other consultants or experts to advise the Committee.

The Committee has the sole and direct authority to engage, appoint, evaluate, compensate, or replace the Independent Auditor, and is directly responsible for oversight of the work of the Independent Auditor (including resolution of disagreements between management and the Independent Auditor regarding financial reporting), or review for the University. The Independent Auditor shall report directly to the Audit Committee and will submit an annual report to the committee.

COMPENSATION COMMITTEE

The Compensation Committee will review, monitor, and make recommendations regarding the evaluation and compensation of the president of the University, and will periodically review the procedures and methods used in the evaluation and compensation of the University executive officers, faculty, and staff, and other compensation-related matters in order to maintain and enhance the University's competitive status in higher education.

LEGAL COMMITTEE

The Legal Committee will review, monitor, and make recommendations to the Board concerning the defense and settlement of all liability claims and all litigation against the University, and will assist the General Counsel/Vice President, Legal Management in the engagement of outside counsel, shall oversee the process, and shall make recommendations to the Board when necessary or desirable.

GOVERNANCE IMPLICATIONS FOR UMDNJ AND THE UNIVERSITY HOSPITAL WITH ENACTMENT OF A-2900

On August 22, 2006, Governor Corzine signed into law legislation that made a number of changes to the State statute governing the University. These changes include a new configuration of the members of UMDNJ's Board of Trustees and new specifications that the members fairly represent the State's gender, racial and ethnic diversity, and geography. This measure also establishes a new nine-member Board of Directors of The University Hospital, which is the principal teaching hospital of the UMDNJ-New Jersey Medical School.

STRATEGIC PRIORITIES

PRIORITY 1: ETHICS INITIATIVE

Rather than just fixing what was broken in UMDNJ's compliance and conflict of interest practices, we intend to learn from our experiences and convert a period of institutional trauma into the starting point for the development of a national model for institutional conduct. We will establish UMDNJ as a source of best practices in institutional and professional ethics; faculty, staff, and student education; and organizational transparency.

In addition to building a model compliance and ethics program, a process already under way, we are developing, in conjunction with all eight deans and the Master Educators' Guild, an innovative program in ethics education for the entire University community, which we expect to initiate later in this academic year. We will work closely with the Board of Trustees' Governance and Ethics and Audit committees to implement models of timely public disclosure and reporting, primarily through the University's web site. And we will continue to invest in the technologies and structures we need to ensure full fidelity to the spirit, as well as the letter, of federal, state, and our own legal and regulatory requirements.

PRIORITY 2: A PLAN TO REINVIGORATE THE RESEARCH FUNCTION AT UMDNJ

Over the past six years, UMDNJ has experienced a tremendous growth in research funding from external sources, but the infrastructure to support that research has not improved concomitantly. A great health sciences university must be built on great research, and so we will reinvest and reorganize to provide greater support to our researchers, especially those in the early stages of their careers. We will reorganize the Graduate School of Biomedical Sciences, strengthen the staffing in the University's Office of Research, and automate the Institutional Review Board (IRB), grants submission and timekeeping functions. As funds become available, we will also provide bridge funding for junior faculty and increased support for post doctoral student and post docs.

PRIORITY 3: A PLAN TO RECONFIGURE THE CLINICAL SERVICES ON THE NEWARK CAMPUS TO ENSURE OPTIMUM COMPLIANCE AND EFFICIENT DELIVERY OF NEEDED SERVICES

The provision of essential clinical services to the citizens of Newark has been literally a foundational commitment of UMDNJ, but now is a particularly propitious time to reexamine that commitment and to refocus clinical services provided by The University Hospital and the New Jersey Medical School in a way consistent with changing community service needs and demographics, changes in the medical care system, and the evolution of UMDNJ's educational programs. The inauguration of a new Mayoral administration in the City of Newark has also offered us the opportunity to look not only at clinical services for defined individuals, but also at the City's public health and community health concerns.

We have already begun a dialogue with leaders of the new administration, one which will be expanded, broadened, and concretized in the very near future. We are also engaged in negotiations with University Physician Associates, the faculty practice organization at New Jersey Medical School, which we expect will lead to a significantly redefined relationship that will permit us to move toward service expansion and reconfiguration more rapidly and more aggressively. And we have to begin discussions with our colleagues at other hospitals in Newark and surrounding communities as to how we might more effectively and efficiently consolidate services to improve quality and accessibility for those we serve – while producing economic benefits for all the hospitals.

While we are confident that we continue to provide high-quality, compassionate services to Newark residents, and everyone else we care for, statistics on the health status of the City's residents make it distressingly clear that there is still much more work that needs to be done. Even in this time of significant budgetary stringency and often obtuse public policy towards health services for those most in need, we will find a way to do better.

PRIORITY 4: A PLAN TO REBUILD AND AUGMENT THE UNIVERSITY'S IT STRUCTURE

Throughout its relatively brief history, UMDNJ has grown rapidly, in both the scope and depth of its educational, research, clinical, and community service activities. But as the University has expanded both physically and intellectually, the supporting infrastructure has not always kept pace. We described above some of our efforts to strengthen the organizational infrastructure supporting our research enterprise. But we have also failed to keep fully up to date in that dimension of infrastructure most essential to a dynamic, modern university – telecommunications and information technology. This year, we will begin the process of catching up.

At the outset, much of our investment will necessarily focus on the basics: expanding data center capacity; enhancing the security of all of our data systems and information repositories; and modernizing certain basic business applications. But these investments are just the first step in implementation of a more comprehensive strategy to develop more flexible, interactive, and user-friendly systems to support the work of all of our faculty, students, and staff. Within the next few years our clinical records will be fully electronic; our basic applications will be accessible to legitimate users from wherever they are, but impenetrable to those without proper authorization; and our researchers will have full access both to exceedingly rich data repositories and the most sophisticated analytical tools. As data processing, data storage, and telecommunications technologies continue to converge, we will continue to build on our strong track record of using innovative technologies in both our primary and continuing educational programs, while finding new ways to facilitate collaboration and partnership among researchers, clinicians, our partners in collaborating institutions – and even administrative staff.

PRIORITY 5: A PLAN TO ENHANCE COLLABORATIVE ACTIVITIES ACROSS OUR SCHOOLS AND CAMPUSES TO ENCOURAGE INTERDISCIPLINARY EDUCATION AND RESEARCH OPPORTUNITIES

For a variety of reasons, none of which would surprise those familiar with the propensities of academic institutions, the University of Medicine and Dentistry of New Jersey has developed more along the lines of a holding company with eight largely independent subsidiaries than of a unified, coherent organization. There are some real advantages to the independence and autonomy in the operation of our schools – and of many of the Departments and Institutes within those schools – of which we should not lose sight. But the potential benefits of greater collaboration, within and across the many constituent parts of UMDNJ, are just too great for us to continue to forego them.

The need for greater internal collaboration and cooperation arises not just from budgetary stringency, but from the increasing importance of interdisciplinary teams in both biomedical research and the provision of health services, the development of new processes and technologies that cut across pre-existing disciplinary or academic boundaries, and the very growth of the University itself, which has increased the number of faculty and staff with specialized skills and knowledge, but left them less personally familiar with one another.

As initial steps in fostering greater internal communications and cooperation, we are sponsoring the first-ever University-wide research symposium – on the subject of research on aging – in Stratford this coming November. That symposium itself grew out of more regular meetings and joint planning among the eight deans of research and the University's Office of Research. A separate task force involving all of our schools with activities in south Jersey – whether in Stratford, Camden, or elsewhere – is focused on joint educational and community service activities. We are working with the University-wide Master Educators' Guild on a range of educational initiatives. And we will continue to encourage all our deans, program directors, and individual faculty members to find new ways to work with their colleagues elsewhere in the University.

MILESTONES & INDICATORS OF SUCCESS

In the midst of unprecedented changes throughout UMDNJ, the core work of the University continues to go on, with a remarkable degree of success. Some of the most telling indicators are the following:

APPLICATION RATES

Applications are up across all schools. The quality of applicants remains high, with first-time, first-year matriculated students at New Jersey Medical School, Robert Wood Johnson Medical School, and the School of Osteopathic Medicine maintaining consistently good undergraduate GPAs and scores on the MCAT.

School	Number of Applicants: 2004/2005	Number of Applicants: 2005/2006	Increase (Decrease) in Number of Applicants	Number of Matriculants: 2004/2005	Number of Matriculants: 2005/2006
New Jersey Medical School	3776	3970	5.1%	170	170
Robert Wood Johnson Medical School	2722	2803	3%	142	145
School of Osteopathic Medicine	1985	2402	21%	96	99
New Jersey Dental School	967	1222	26.4%	82	86
School of Nursing (graduate level)	243	312	28.4%	119	150
School of Public Health	273	394	44.3%	119	154
Graduate School of Biological Sciences (Newark & Stratford)	375	504	NA	147	158
School of Health Related Professions	736	760	NA	307	305

PERCENTAGE OF APPLICANTS AND ENROLLED STUDENTS FROM NEW JERSEY

School	% of Applicants from New Jersey in 2004/2005	% of Applicants from New Jersey in 2005/2006	% of Enrolled Students from NJ in 2004/2005	% of Enrolled Students from NJ in 2005/2006
New Jersey Medical School	26.6%	24.7%	100.0%	98.8%
Robert Wood Johnson Medical School	37.2%	36%	97.9%	98.6%
School of Osteopathic Medicine	17.1%	14.9%	96.9%	100.0%
New Jersey Dental School	20.3%	20.6%	97.6%	95.3%
School of Nursing	86% (graduate) 87.1% (2 nd bachelors)	83.3% (graduate) 82.2% (2 nd bachelors)	94.2% (graduate) 83.1% (2 nd bachelors)	92.7% (graduate) 90.2% (2 nd bachelors)
School of Public Health	52.4%	53.3%	79.8%	74%
Graduate School of Biological Sciences (Newark & Stratford)	51.7%	38.1%	69.4%	57.6%
School of Health Related Professions (graduate level)	65.5%	64.7%	67.8%	66.6%

MATCH RATES

The National Resident Matching Program, in Washington, D.C., determines postgraduate placements for medical students. The “match” is a computerized system by which students rank their top choices of residency programs and the programs rank students they wish to train. The computer then matches the two rankings to achieve the best fit for the student and the program. Each year approximately 16,000 allopathic medical school seniors and 15,000 graduates of osteopathic, Canadian, or foreign medical schools compete for approximately 24,000 residency positions. The national average match rate is 93.7%. In 2006 all three of UMDNJ’s medical schools were above the national average. Furthermore, 67.7% of UMDNJ dental graduates in 2005 and 62.7% of UMDNJ dental graduates in 2006 were placed into dental residences, which is significantly higher than the national average rate.

School	# Seeking Placement in 2005	% Placed in the Match in 2005	% Placed Outside of the match in 2005	# Not Placed in 2005	# Seeking Placement in 2006	% Placed in the Match in 2006	% Placed Outside of the match in 2006	# Not Placed in 2006
NJMS	167	93.4	4.2	4	156	95.5	3.8	1
RWJMS-NB/P	94	100.0	0.0	0	95	97.8	2.1	0
RWJMC- C	43	95.3	4.7	0	50	98.0	2.0	0
SOM	80	92.5	7.5	0	88	90.9	8.0	1
TOTAL	384	95.1	3.9	4	389	95.4	4.1	2

NIH FUNDING

NIH funding is up 9.1% across the University. UMDNJ's outstanding investigators continue to be highly competitive in obtaining NIH funding, despite across the board budget cuts in NIH funding.

UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY				
NATIONAL INSTITUTE OF HEALTH AWARDS				
FISCAL YEARS 2006 & 2005				
	FY 2006	FY 2005	Increase/ Decrease	% Change
	NIH Awards	NIH Awards		
TOTAL	\$128,127,463	\$117,396,182	\$10,731,282	9.14%

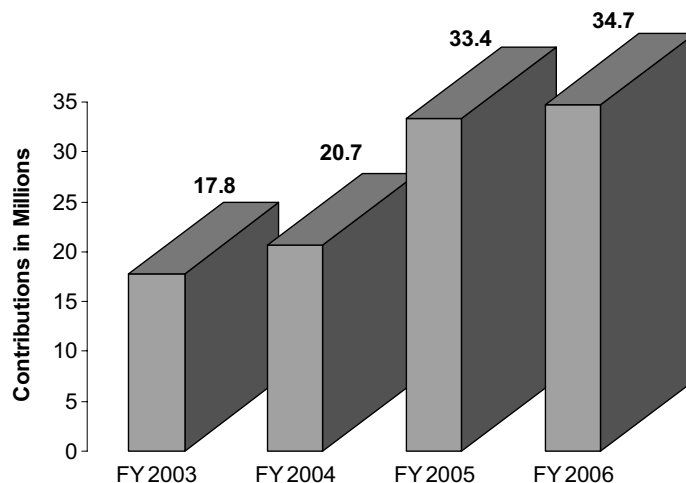
FACULTY RETENTION

Faculty retention remains stable. Between July 2005 and June 2006, 7.3% of full-time paid faculty resigned, compared to 6.5% during the same time period in the previous year.

Fiscal Year	Total Full-Time Paid Faculty	Number Resigned	Percent Resigned
July 1, 2004 to June 30, 2005	1603	104	6.5
July 1, 2005 to June 30, 2006	1646	120	7.3

CHARITABLE CONTRIBUTIONS

In FY06, philanthropic contributions to UMDNJ were \$34.7 million, up \$1.3 million from the previous year. Donations to our Foundation are at an all-time high.



Some less quantitative indicators of progress are even more telling:

- In June, UMDNJ celebrated the expansion of the Eric B. Chandler Health Center in New Brunswick. The new annex will allow for an additional 6,000 primary care visits each year, primarily for the uninsured. And in July, University Behavioral Healthcare opened *Clinica Latina* offices in New Brunswick and Newark, which will offer culturally sensitive mental health services to the state's burgeoning Hispanic population.
- In August, UMDNJ's first student housing opened on the Newark campus, embodying our commitment to current and future students, as well as the City of Newark. The 233-unit building is located on West Market Street, in the heart of the Newark campus.
- Despite severe fiscal pressures, in 2006 The University Hospital served 23,320 inpatients and 234,220 outpatients, and substantially expanded its services in interventional cardiology. The hospital also qualified to lead a nation-wide pilot program, STAT-MI, which employs wireless handheld technologies that allow for the rapid diagnosis of heart attack patients.
- Dr. David Chu, a noted UMDNJ ophthalmologist and associate director of cornea and external ocular diseases at The University Hospital in Newark, observed the presence of a fungal infection in four of his patients who had used the same contact lens solution. Upon confirming the cases were tied to this product, Dr. Chu alerted the Center for Disease Control and Prevention about the danger of potential sight loss among users. Dr. Chu's actions resulted in an investigation by the Food and Drug Administration of the manufacturer's plant, and the eventual pulling of the product from pharmacy shelves globally. It is questionable whether these sweeping consumer protection steps would have occurred if not for Dr. Chu's fast action.
- Dr. Jeffrey Kaplan, associate professor of oral biology at UMDNJ-New Jersey Dental School, has been credited by the National Institutes of Health with one of its top six funded research discoveries nationwide. In the course of studying an oral bacterium involved in severe periodontal disease, Dr. Kaplan and his team discovered a previously unknown enzyme that has the unique quality of dispersing bacteria from surfaces such as intravascular catheters and cardiac pacemakers. It holds great promise in the prevention of the more than 80,000 catheter-related bloodstream infections that occur in U.S. hospitals each year.
- Researchers at UMDNJ-New Jersey Medical School have been awarded a five year, \$8.1 million Research Center Grant from the NIH/National Institute of General Medical Sciences to investigate the pathogenesis of multiple organ failure, the most common cause of death in the nation's intensive care units. Dr. Edwin A. Deitch, the principal investigator, is professor and chair in the Department of Surgery and highly regarded for his work in abdominal, trauma, critical care, and bloodless surgery. This work is based on recent evidence that the response to injury and sepsis may differ between males and females, with females being more resistant to the adverse consequences of shock/trauma than males. Thus, understanding the mechanisms by which shock/trauma leads to multiple organ failure, as well as the role of sex hormones in modulating this response, could lead to major health advances in this area.
- UMDNJ-New Jersey Medical School received the largest grant – \$1.3 million – of nine universities nationwide from the National Institutes of Health's Science Education Partnership. The award will enable New Jersey Medical School to expand its SMART Initiative (Science, Math and Related Topics pipeline), a set of pre-college health-related educational enrichment programs for students entering grades 8 through 12. The grant will support the development of a new curriculum designed around

current health issues affecting minority populations: obesity, cancer prevention, asthma, hypertension, and coronary heart disease. The new program will be pioneered at St. James Preparatory School in Newark.

- Dr. Mona Thiruchelvam, assistant professor of environmental and occupational medicine at UMDNJ-Robert Wood Johnson Medical School, is one of 10 international recipients to share in a \$1.8 million grant for translational research in Parkinson's disease from The Michael J. Fox Foundation for Parkinson's Research. Dr. Thiruchelvam's lab is one of six that will work to generate new neuroprotective strategies with the potential to slow or stop the disease's progression — something no treatment on today's market can do. Her research will focus on synthetic estrogen's ability to protect dopamine neurons in culture.
- UMDNJ-New Jersey Dental School successfully completed a site visit by the American Dental Association's Commission on Dental Accreditation (ADA-CODA) for eight of its nine programs. Accreditation by the ADA is a comprehensive review process that includes a thorough self-study, written reports, and a site visit by the nation's leading dental practitioners and researchers. During their exit conference, reviewers bestowed 19 commendations on the pre-doctoral and post-graduate programs. Accreditation by ADA-CODA occurs every seven years and is based upon mandatory compliance with more than 800 individual standards. These standards cover the areas of institutional effectiveness, educational mission, faculty and staff, educational support services, patient care services, and research programs.

MISSION, VISION, AND VALUES

MISSION

The University of Medicine and Dentistry of New Jersey (UMDNJ), the state's university of the health sciences, is dedicated to the pursuit of excellence in: the undergraduate, graduate, postgraduate and continuing education of health professionals and scientists; the conduct of biomedical, psychosocial, clinical and public health research; health promotion, disease prevention and the delivery of health care; and service to our communities and the entire state.

Providing educational, research and service programs at campuses in Camden, New Brunswick/Piscataway, Newark, Scotch Plains and Stratford, in communities throughout the state, and nationally and internationally through advanced communication and information technologies, UMDNJ seeks to meet the needs of our diverse constituencies and improve the health and quality of life of the citizens of New Jersey and society at large.

VISION

Through excellence in education and research, UMDNJ will achieve ever-increasing national distinction as a health sciences university. UMDNJ will provide outstanding health care through its faculty, staff, programs and centers of excellence and affiliates. UMDNJ will advance its unique contributions to the diversity of the workforce, health, quality of life and prosperity of New Jersey.

VALUES

UMDNJ values **PEOPLE** and **DIVERSITY**, treating all with compassion, dignity and respect for individual beliefs.

UMDNJ values **ETHICAL BEHAVIOR**, professionalism, integrity and accountability in all aspects of our academic, scientific, clinical and administrative work.

UMDNJ values **EXCELLENCE**, encouraging achievement in all endeavors of the University family, fostering collegiality and maintaining high academic standards, through a productive, scholarly faculty and a talented student body.

UMDNJ values **KNOWLEDGE**, its creation, dissemination, synthesis and application.

UMDNJ values **SERVICE**, demonstrated through our commitment to effectiveness, accessibility and affordability in our education, research and health care programs.

UMDNJ values **COLLABORATION** within the University family and through partnerships with others to enhance the fulfillment of our Mission and attainment of our Vision.

UMDNJ values **INNOVATION** and **FLEXIBILITY** to meet the ongoing societal needs and challenges of the future

HISTORY OF THE UNIVERSITY

- 1954** New Jersey's first programs of medical and dental education were founded with the incorporation of the Seton Hall College of Medicine and Dentistry on August 6. The college, located at Jersey City Medical Center, enrolled its first class in 1956. It was the forerunner of the New Jersey Medical School, the New Jersey Dental School and the Graduate School of Biomedical Sciences.
- 1962** New Jersey's first public program of medical education was chartered as part of Rutgers University. The Rutgers Medical School opened in 1966 as a two-year basic science institution offering the master of medical science (M.M.S.) degree.
- 1965** The Seton Hall College of Medicine and Dentistry was acquired by the State of New Jersey and renamed the New Jersey College of Medicine and Dentistry (NJCMD) under a contract signed on May 3. Two years later, the medical school relocated to temporary facilities in Newark, although the dental school remained in Jersey City until 1977.
- 1968** Martland Hospital was acquired by the State as the primary teaching facility for NJCMD. (Closed as a health care facility in 1979, the Martland Building currently houses the School of Health Related Professions, the School of Nursing and various administrative and clinical offices.) The Newark Agreements, a historic social contract among federal, state and local governments and the Newark community, were signed on March 1, clearing the way for the construction of a major academic health center in Newark's Central Ward.
- 1969** The Graduate School of Biomedical Sciences was founded as a separate and independent school of NJCMD.
- 1970** The Medical and Dental Education Act of 1970, signed into law by Governor Cahill on June 16, created the College of Medicine and Dentistry of New Jersey (CMDNJ) by merging NJCMD with the medical school of Rutgers University under a single board of trustees.
- 1971** Stanley S. Bergen, Jr., M.D., was named the first president of CMDNJ on July 1. The following week, ground was broken for construction of a \$200-million campus in Newark.
- 1972** The Community Mental Health Center at Piscataway was dedicated. The Robert Wood Johnson Medical School (then known as CMDNJ-Rutgers Medical School) matriculated its first third-year class of M.D. candidates. The school graduated its first M.D.s in 1974.
- 1975** The South Jersey Medical Education Act, signed into law by Governor Byrne, directed the University to establish both allopathic and osteopathic programs of medical education in South Jersey.
- 1976** The Newark campus, which included the Medical Science Building, the dental school building, the Community Mental Health Center, the George F. Smith Library of the Health Sciences and a power plant, was dedicated on May 10. The School of Health Related Professions (then called CMDNJ-School of Allied Health Professions) was established on the Newark campus as a separate school. The School of Osteopathic Medicine was chartered, enrolling its first class the following year and graduating New Jersey's first doctors of osteopathic medicine (DOs) in 1981.
- 1977** An affiliation agreement with Middlesex General Hospital (now known as the Robert Wood Johnson University Hospital) established the New Brunswick hospital as the core teaching facility for the CMDNJ - Rutgers Medical School. Cooper Medical Center/University Medical Center, Camden, became the core teaching affiliate for the Robert Wood Johnson Medical School Clinical Campus at Camden. In the same year, a pilot class of third-year students began taking clinical rotations at the Camden hospital. Kennedy Memorial Hospital became the core teaching hospital for the School of Osteopathic Medicine.
- 1979** University Hospital (then called College Hospital) in Newark opened in January and was dedicated on May 10. The primary teaching hospital for the New Jersey Medical School, the facility remains the only medical center owned and operated by the University.
- 1981** Legislation signed on December 10 by Governor Byrne established CMDNJ as the University of Medicine and Dentistry of New Jersey (UMDNJ). Along with university status, UMDNJ was granted additional independence and flexibility within state government. UMDNJ became the largest, free-standing, public university of the health sciences in the United States.

- 1984** UMDNJ dedicated the Education and Research Building in Camden. It now houses the UMDNJ-Robert Wood Johnson Medical School Clinical Campus at Camden.
- 1985** The Center for Advanced Biotechnology and Medicine, a joint research facility of UMDNJ and Rutgers University, was established.
- 1986** The Environmental and Occupational Health Sciences Institute, a joint facility of UMDNJ and Rutgers University, was established. University Health System of New Jersey, a not-for-profit corporation of UMDNJ and its major teaching hospitals, was founded. On July 1, UMDNJ-Rutgers Medical School officially adopted UMDNJ-Robert Wood Johnson Medical School as its name and Middlesex General University Hospital became Robert Wood Johnson University Hospital.
- 1987** The Stone Center of New Jersey at University Hospital opened in October.
- 1989** An addition to the Camden Education and Research Building, designed to house the Coriell Institute for Medical Research, was dedicated on November 1.
- 1990** The Center for Advanced Biotechnology and Medicine dedicated its new building on September 26 on the Piscataway campus. The UMDNJ-Robert Wood Johnson Medical School opened its Clinical Research Center, a satellite facility of the Center for Advanced Biotechnology and Medicine, in a new structure atop Robert Wood Johnson University Hospital, New Brunswick. The Education and Research Building on the Stratford campus was opened, bringing programs that had been held in Stratford and Piscataway together in a single location. The UMDNJ-School of Osteopathic Medicine's consolidation in Stratford also permitted the UMDNJ-Robert Wood Johnson Medical School to unify its programs, offering all basic sciences in Piscataway, with clinical education in New Brunswick and Camden.
- 1991** The Cancer Institute of New Jersey, the first and only multidisciplinary, medical school-based clinical cancer center in the state, was formed as a joint partnership of UMDNJ, RWJMS, and the New Brunswick Affiliated Hospitals. The Environmental and Occupational Health Sciences Institute, a joint facility of UMDNJ and Rutgers, dedicated its new facility on the Piscataway campus on October 24.
- 1992** The UMDNJ-New Jersey Medical School Doctors Office Center was opened on the Newark campus, with dedication ceremonies on June 10. Governor Florio signed into law The University of Medicine and Dentistry of New Jersey Flexibility Act of 1992, providing the University with the structural flexibility to pursue the development, manufacture or marketing of products, technology, scientific information and health care services directly or through joint ventures on August 12. The UMDNJ-School of Nursing was created as the seventh school of the University on December 10.
- 1993** The UMDNJ-School of Osteopathic Medicine dedicated the Academic Center and a laboratory expansion at its Science Center on November 10, providing for additional educational and research facilities. The University Healthcare Corporation was approved by the Board of Trustees on December 8 as the first step in the creation of a major statewide-managed care network.
- 1995** The UMDNJ-Robert Wood Johnson Medical School dedicated a new complex for the Eric B. Chandler Health Center in New Brunswick on January 12. The UMDNJ-Robert Wood Johnson Medical School dedicated the Clinical Academic Building on March 16. School of Health Related Professions opened its Scotch Plains facility.
- 1996** The UMDNJ Violence Institute of New Jersey was established to study "the leading public health problem of our time--violence." The Cancer Institute of New Jersey (CINJ) dedicated its new building in New Brunswick in November. The Board of Trustees approved University Behavioral HealthCare (UBHC) as the new name for the former Community Mental Health Centers at Newark and Piscataway and all their satellite locations. The Graduate Medical Education Consortium-New Jersey Medical School was established to coordinate the graduate medical education programs of NJMS, University Hospital, Hackensack University Medical Center and Morristown Memorial Hospital.
- 1997** A financial memorandum of understanding was signed by the New Jersey State Treasurer on behalf of the state for a new \$78 million International Center for Public Health at Newark's University Heights Science Park. The CINJ received designation from the National Cancer Institute as a federal clinical care center, the only one in New Jersey.
- 1998** The University's founding President, Dr. Stanley S. Bergen, Jr., retired and became Founding President Emeritus. The Martland Building was renamed the Stanley S. Bergen Building. Dr. Stuart D. Cook was named President by the Board of Trustees on November 23. The University established its eighth school, the UMDNJ-School of Public Health (SPH) in collaboration with Rutgers on the Piscataway/New Brunswick

campus. A new Master of Public Health Program would be offered in 1999 on the Newark campus in collaboration with Rutgers-Newark and NJIT.

- 1999** Dr. Stuart D. Cook was inaugurated President on April 9. Child Health Institute of NJ was created at RWJMS. Focus Community Health Center, an off-site practice of New Jersey Medical School and University Hospital, was established in Newark. The Governor's Council on Autism was established at UMDNJ to oversee research, diagnosis and treatment of autism programs. CINJ launched the Dean and Betty Gallo Prostate Cancer Center with \$1 million dollars in federal appropriations.
- 2000** Ground-breaking ceremony for the International Center for Public Health was held on September 13. The Master Educators Guild was created and 12 charter members inducted. The new University logo was unveiled at University Day. Research 2000, a UMDNJ research publication, was created and sent for the first time to 12,000 scientists, academic leaders and pharmaceutical company executives throughout the United States. The Board of Trustees approved a \$356 million university-wide capital construction plan.
- 2001** School of Osteopathic Medicine celebrated its 25-year anniversary. The Robert Wood Johnson Foundation contributed a record \$30 million gift to three UMDNJ institutions: the Cancer Institute, the Child Health Institute of NJ and the Cardiovascular Institute. NIH research grants to UMDNJ increased significantly more than the national average. UBHC negotiated to increase its service area in Ocean, Monmouth and Hunterdon counties. The Institute for the Elimination of Health Disparities was established.
- 2002** School of Nursing celebrates its 10-year anniversary. School of Health Related Professions celebrates its 25-year anniversary. The International Center for Public Health officially opens. The new Behavioral Health Sciences Building opens.
- 2003** The NIH awarded more than \$20 million to the University to construct a regional bio-containment laboratory focusing on the study of agents of bioterrorism and infectious diseases. The new facility will be built at the International Center for Public Health in Newark. Jersey Cancer Trials Connect, a Web site and hotline providing information about clinical trials for cancer patients, was launched. The Robert Wood Johnson Medical School and School of Public Health building opened on the Piscataway campus and the University Doctors Pavilion opened on the Stratford campus. RWJMS expanded and enhanced their network of affiliated health providers.
- 2004** Dr. Stuart D. Cook stepped down as President of the University effective June 5, 2004 and Dr. John Petillo is named Interim President. Dr. Petillo was named President by the Board of Trustees on November 16, 2004. The UMDNJ Master Educators' Guild was renamed the Stuart D. Cook, MD Master Educators' Guild, in honor of its founder. Governor James E. McGreevey announces the establishment of a New Jersey Stem Cell Research Institute to be jointly run by UMDNJ and Rutgers University. The Healthcare Foundation of New Jersey Center for Humanistic Medicine was endowed at UMDNJ-New Jersey Medical School to focus on training doctors in compassionate care and humanism in medicine. A major facilities expansion in New Brunswick provided additional clinical, research and administrative space for the Cancer Institute of New Jersey. Dr. John J. Petillo named President by the Board of Trustees on November 16.
- 2005** New Jersey Medical School celebrated its 50th anniversary. The School of Osteopathic Medicine dedicated the new wing of the Science Center, increasing research space by more than 25 percent. The Center of Cultural Competency at UMDNJ was established to improve medical care for minorities. Construction begins on the Newark campus for the University's first student residence and the New Jersey Dental School's new Oral Health Pavilion is completed. Robert Johnson, MD, is appointed Interim Dean of New Jersey Medical School. The Child Health Institute on the New Brunswick campus is open and dedicated.
- 2006** Bruce C. Vladeck, PhD, is appointed interim president of the University. Peter Amenta, MD, PhD, is appointed interim dean of Robert Wood Johnson Medical School. School of Nursing offers masters degree program in clinical trials research and a doctorate degree in nursing practice. Thomas Cavalieri, DO is appointed interim dean of the School of Osteopathic Medicine