



## University of Medicine and Dentistry of New Jersey

The University of Medicine and Dentistry of New Jersey (UMDNJ) is the State's public university of the health sciences. Dedicated to increasing access to high quality health care for all New Jerseyans, UMDNJ's mission includes:

**Education**—of physicians, dentists and other health sciences professionals to serve New Jersey in sufficient numbers and appropriate fields to meet the State's projected needs;

**Research**—in the basic sciences and in clinical applications, addressing New Jersey's most serious health problems;

**Specialized Care**—through the development and provision of state-of-the-art health service programs designed to bring new Jerseyans adequate resources in the most advanced treatment techniques;

**Community Service**—to insure access to high quality health care for every New Jersey citizen.

Created to consolidate and unify all of the State's public programs in medical and dental education, UMDNJ was founded in 1970 by act of the State Legislature. In 1981, it was granted status as a freestanding university, in recognition of its growth and development as a Statewide system for health professions education.

### Schools of the University

UMDNJ-New Jersey Medical School  
185 South Orange Avenue  
Newark, New Jersey 07103-2757

UMDNJ-Robert Wood Johnson Medical School  
675 Hoes Lane  
Piscataway, New Jersey 08854-5635  
New Brunswick Division  
180 Somerset Street  
New Brunswick, New Jersey 08903-0019

UMDNJ-School of Osteopathic Medicine  
401 Haddon Avenue  
Camden, New Jersey 08103-1505  
Stratford Division  
18 E. Laurel Road  
Stratford, New Jersey 08034-2098

UMDNJ-New Jersey Dental School  
110 Bergen Street  
Newark, New Jersey 07103-2425

UMDNJ-Graduate School of Biomedical Sciences  
185 South Orange Avenue  
Newark, New Jersey 07103-2757

UMDNJ-School of Health Related Professions  
65 Bergen Street  
Newark, New Jersey 07107-3006

### University Health Care Facilities

UMDNJ-University Hospital  
150 Bergen Street  
Newark, New Jersey 07103-2425

UMDNJ-Community Mental Health Center at Newark  
215 South Orange Avenue  
Newark, New Jersey 07103-2770

UMDNJ-Community Mental Health Center at Piscataway  
671 Hoes Lane  
Piscataway, New Jersey 08854-5633

### Core Teaching Hospitals

Cooper Hospital/University Medical Center  
One Cooper Plaza  
Camden, New Jersey 08103

Kennedy Memorial Hospitals-University Medical Center  
113 E. Laurel Road  
Stratford, New Jersey 08034

Robert Wood Johnson University Hospital  
One Robert Wood Johnson Place  
New Brunswick, New Jersey 08903

### Affiliated Institutes

Center for Advanced Biotechnology and Medicine  
679 Hoes Lane  
Piscataway, New Jersey 08854-5638

Center for Molecular Medicine and Immunology  
One Bruce Street  
Newark, New Jersey 07103-2709

Coriell Institute for Medical Research  
Copewood Street  
Camden, New Jersey 08103

Environmental and Occupational Health Science Institute  
675 Hoes Lane  
Piscataway, New Jersey 08854-5635

Eye Institute of New Jersey  
15 South 9th Street  
Newark, New Jersey 07107

Samray Davis, Jr. National Liver Institute  
185 South Orange Avenue  
Newark, New Jersey 07103-2757

Stone Center of New Jersey  
150 Bergen Street  
Newark, New Jersey 07103-2425

The Honorable Thomas H. Kean, Governor  
Members of the Legislature  
and Citizens of New Jersey

Ladies and Gentlemen:

Over the holidays, I had the opportunity to see again that excellent movie classic, "It's a Wonderful Life." In the film, James Stewart plays a man who thinks he is a failure until he is granted a chance to see what life in his town would have been like if he had never existed.

It occurred to me that this might be a good technique to demonstrate the impact of UMDNJ on New Jersey. With six schools, four University hospitals, two mental health centers and a network of 128 affiliated education and health institutions in 19 counties, UMDNJ touches the life of every New Jersey citizen in some way. Like the character in the movie, however, many of us don't fully appreciate UMDNJ's role. Some of the benefits New Jersey would lack without a health sciences university include:

- *Educational Opportunities:* UMDNJ's schools enroll some 3,000 students in medical, dental and allied health programs, 90 percent of whom are New Jersey residents. Another 1,100 study in 53 medical and dental residency programs sponsored by the University.
- *New Health Professionals:* More than 8,100 health professionals have graduated from UMDNJ's schools and half of these now practice in our State.
- *Health Services:* Nearly 100,000 patients each year are admitted to University Hospital and the University's three core affiliates—Robert Wood Johnson University Hospital, Cooper Hospital/University Medical Center and Kennedy Memorial Hospitals-University Medical Center. The emergency and outpatient services register almost half a million visits. Through University-operated ambulance services in Newark and Camden, UMDNJ emergency medical technicians respond to nearly 100,000 calls per year.
- *Mental Health Services:* Among only a handful of centers in the nation with University affiliations and accreditation of Hospitals, UMDNJ's two community mental health centers offer New Jerseyans exceptional quality in their programs. The UMDNJ-Community Mental Health Center at Newark provides 4,000 clients with 40,000 visits each year while the Piscataway facility offers 55,000 visits to 4,000 clients annually.
- *Biomedical Research:* With a current level of \$37 million in sponsored research programs, UMDNJ has attracted nearly \$200 million in grants and contracts to New Jersey since its founding. As we work toward our goal of becoming one of the nation's "Top 25" health sciences universities, we hope to see that total grow to \$1 billion by the turn of the century. In addition to the many benefits New Jerseyans receive in advanced treatment from UMDNJ's research efforts, the university has received 19 patents for new technological advancements.



*Herbert A. Roemmele, chairman of UMDNJ's Board of Trustees, greets Judith H. Stanley, chairman of the New Jersey Highway Authority and John H. Johnson, president of Johnson Publications, Inc., at the second annual benefit for The Sammy Davis, Jr. National Liver Institute at UMDNJ. Mrs. Stanley and Mr. Johnson served as co-chairman and chairman of the event, which included a concert by Sammy Davis Jr. at Symphony Hall and a dinner for more than 500 corporate benefactors on the University campus.*

- *Specialized Care:* UMDNJ and its university hospitals have introduced into New Jersey many new and sophisticated health services which were previously not available in the state. These include such specialized areas as cancer treatment, lithotripsy, liver disease, neurological disorders, trauma care, environmental medicine and in vitro fertilization.

During 1987, we have once again seen exceptional progress at UMDNJ. Even after three years as chairman of the University's board of trustees, I am still surprised and gratified to see how rapidly the University advances toward its goals. On behalf of the board of trustees, I offer my sincere thanks and congratulations to the many members of the UMDNJ family who contributed to another outstanding year.

Sincerely,

Herbert A. Roemmele  
Chairman  
UMDNJ Board of Trustees

## A Message from the President

During the past year, the University of Medicine and Dentistry of New Jersey has undertaken an intensive effort to identify what it must accomplish to meet Governor Kean's challenge to become one of the nation's top 25 health sciences universities by the turn of the century. One of the most interesting and encouraging outcomes of this evaluation process has been the realization that UMDNJ, by virtue of its unique history and development, is already well-positioned for national leadership in the next century.

Prior to this decade the characteristics of a top-ranked health sciences center were clear-cut: an excellent educational program, an extensive, well-funded research program and a prestigious teaching hospital offering a complete range of sophisticated specialized services. While these factors are still of major importance, economic and social trends dictate that academic health centers must also be prepared to excel within a new set of criteria, if they are to survive and thrive in the 21st century. Experts predict that the nation's evolving health care system will in the maximum support between 25 to 40 major health sciences centers in the next century, and the factors which characterize these institutions will include:

- *The ability to recruit and retain minority students.* As the pool of health professional school applicants continues to shrink, both because of changing population trends and because of increased competition from other professional areas, the proportion of college-aged minority young people will continue to rise, reaching 30 percent of the 18 to 21 year age group by the early 1990's. The health sciences institutions best able to maintain top-ranked educational programs will be those positioned to attract talented minority students and to help prepare disadvantaged young people for health professions education through innovative enrichment and orientation programs at the undergraduate college and high school levels.

Over the past two decades, UMDNJ has maintained one of the best records in the nation for enrollment and graduation of minority students. At the same time, the University has been a pioneer in assisting minority students in preparing for health professions education. Its Students for Medicine and Dentistry Program, initiated in 1974, has provided educational enrichment and professional support to thousands of disadvantaged students who have since entered the health professions. In addition, the University offers summer programs to promising high school students designed to interest them in biomedical science and the health professions as well as health skills training to assist older high school graduates in preparing for employment in healthcare fields.

- *The ability to assume a leadership role in the restructuring of the health care system.* As trends continue toward reduction of inpatient beds and increased utilization of less expensive outpatient and home care services, the successful academic health centers will be those prepared to take an active role

in reshaping their regional health care systems. Issues to be resolved include developing the means and funding to provide a full range of quality health services for the poor and the aged; developing a regional or statewide system of specialized services centering on the university hospitals; and participating in solutions for emerging health crises such as AIDS and drug abuse.

UMDNJ's health care programs have been developed around New Jersey's needs for health services. In Newark, University Hospital offers one of the nation's largest comprehensive primary care programs for the medically needy, and programs have been developed in New Brunswick and Camden which are designed to meet the needs of citizens in those communities. Likewise, new specialized services have been developed in response to the state's most urgent health needs as well as to assure New Jerseyans of adequate access to the most advanced care that medical science can offer. Through University Health Systems, a corporation of UMDNJ and its major affiliated hospitals, the University has begun to impact upon the development of regionalized specialty services and a statewide referral network.

Founded in 1986 as a partnership of UMDNJ with its core teaching hospitals—UMDNJ-University Hospital, Newark; UMDNJ-Robert Wood Johnson University Hospital, New Brunswick; UMDNJ-Cooper Hospital/University Medical Center, Camden; and Kennedy Memorial Hospitals-University Medical Center, Stratford—University Health Systems recently added Hackensack Medical Center to its membership. With established expertise in specialized areas such as perinatology, cancer treatment, neurology and neurosurgery, infertility, child development and heart diseases, these institutions form the basis of a statewide network of high quality, accessible medical services on a par with the finest health care delivery systems in the nation.

- *The ability to tailor teaching programs to meet the emerging needs for new health professionals.* Although health sciences universities have traditionally given precedence to their medical education programs, the changing environment, with trends toward more sophisticated technology and cost containment, demands increased attention to the allied health professions. This must include efforts to offset impending shortages in professions such as nursing as well as development of new types of highly-skilled support personnel. At the same time, the medical curriculum itself must have the flexibility to evolve around newly developing specialty

areas which reflect emerging needs, such as geriatrics, environmental medicine and technological advances.

UMDNJ has developed its educational programs around New Jersey's needs for health manpower. Its School of Health Related Professions establishes its offerings in response to regional needs as well as industry trends and technological advances. The medical and dental schools continually update their curricular offerings with new educational initiatives in areas such as wellness and clinical prevention, geriatrics and geriatric dentistry, toxicology and environmental medicine and other emerging areas of science and medicine.

One of the primary reasons for UMDNJ's pioneering development has been the Newark Agreements, the historic social contract negotiated between agencies of Federal, State and City government and the citizens of Newark. As we commemorate the 20th anniversary of this landmark document during 1988, it is important to recognize its significance and the critical impact it has had on the development of UMDNJ.

Although the Newark Agreements addressed a variety of issues involving many governmental agencies, a number of the provisions dealt with the newly-formed institution which would become New Jersey's health sciences university. These included a special emphasis on educating minority students for the health professions; a commitment to the development of comprehensive primary care services to meet the needs of the city's poor; an agreement to provide equal access for all citizens to the specialized services which would be developed in a university setting, and a commitment to the development of career opportunities and employment in the health professions for the disadvantaged.

The unprecedented commitment to community service outlined in the Newark Agreements has had a profound effect on every aspect of UMDNJ's development.

■ When UMDNJ's mission was expanded Statewide under the Medical and Dental Education Act of 1970, the philosophy of social responsibility established by the Newark Agreements was broadened to encompass the entire State of New Jersey. Therefore, as UMDNJ has grown, it has based its major programs in urban areas and innovative primary care programs have developed hand-in-hand with sophisticated specialty services.

■ Because the University has concentrated the development of research and service programs on areas of most importance to the communities it serves, UMDNJ has developed recognized centers of excellence in several key areas. Its programs in areas such as cancer research and treatment, environmental medicine, substance abuse and liver disease are achieving national prominence, and during the past year, UMDNJ has become one of the nation's leading centers for AIDS research.



*Dr. Bergen (left) and Marc H. Lory, vice president and chief executive officer of UMDNJ-University Hospital, greeted Governor Thomas H. Kean at grand opening ceremonies of the Stone Center of New Jersey, a state-of-the-art treatment center for kidney stones operated jointly by UMDNJ and St. Barnabas Medical Center on the University's Newark Campus.*

■ The continuing challenge presented by the University's unique and extensive mission has engendered in UMDNJ the strength and vitality it needs to achieve in every arena. Even while pursuing new directions which some of the nation's foremost health centers are only beginning to address, UMDNJ has succeeded in making significant progress toward more traditional academic goals. Its educational programs are among the best in the nation, as evidenced by its students' performance on national licensing examinations. And while its research programs are still small by the standards of the current top-ranked academic health centers, they are among some of the fastest-expanding in the nation.

There is still a great deal which UMDNJ must accomplish if it is to achieve the top 25 rank by the turn of the century. New facilities must be built and faculties must grow by fifty percent to enable UMDNJ to establish new research and treatment centers. Current programs must be continually enhanced to develop into national centers, and new programs must be initiated to meet regional needs. Programs which serve the communities must be reinforced with mechanisms for stable financial support.

The next decade will present many new challenges for UMDNJ, but the University's unique history has served to make "top 25" a realistic goal. We have achieved much in these first two decades through the dedication of talented faculty and staff and through the committed support of the State leadership and the citizens we serve. With this renewed commitment, UMDNJ can enter the 21st century as the world class health sciences university that New Jersey deserves. We know that we can achieve this goal if adequate resources are made available to us.

Dr. Stanley S. Bergen, Jr.  
President UMDNJ

## Newark Agreements

### **Agreements Reached Between Community and Government Negotiators Regarding New Jersey College of Medicine and Dentistry and Related Matters (AS AMENDED) April 30, 1968**

#### **I Acreage**

It is agreed that the New Jersey College of Medicine and Dentistry will construct its facilities on 57.9 acres of land and relinquish its other options, releasing such land for the prompt development and rehabilitation of housing. It is further agreed that the 4.7 acres contemplated for use as a day care center for mentally retarded children and as an emergency reception and child care center will be relinquished for housing or mixed use. The possibility of retaining this facility in the Fairmount area as part of a mixed housing and institutional use project will be explored, and if found not to be feasible, efforts will be made to relocate the facility elsewhere in the city in order to make these important services available to the Newark Community.

#### **II Health Services, Employment and Training**

A new era in community health screams to be born. The people of Newark are unselfish mid-wives who have offered their homes and their hopes. But without whole community participation, there cannot be a new beginning in the improvement of health services. Nor can there be genuine progress without medicine making its boldest commitment.

When physicians and healers monitor the inner city pulse, they also must look for signs of social pathology and purpose. Only total concern for the community can help it contribute to the national well-being.

The low-income and disadvantaged sectors of the community cannot be held to be responsible for the present state of public health in Newark. They are, however, prepared to share responsibility for the future, and there cannot be a meaningful future for the health professions without their partnership.

In order to provide for a comprehensive health program for the residents of the area served by Martland Medical Center (the Newark City Hospital) and for the New-

twenty years ago the City of Newark and State of New Jersey forged a pact with a community that paved the way for the construction of a medical college in an area that lay devastated and smoldering from five days of summer rioting. Called simply "The Newark Agreements," the historic document stands today as a monument to the struggle and ultimate rebirth of urban America.

This spring—April 30 to be precise—will mark the twentieth anniversary of the signing of those agreements. Considering the unique role they played in the subsequent revitalization of the city and the emergence of the state's health sciences university, the story of that document deserves remembrance. This is especially so for a whole generation of young adults presumably unfamiliar with this pivotal episode in the state's history.

The story of the Newark Agreements is complex, involving a troubled, controversial time and a diverse cast of participants, constituencies and agencies. Central to the plot was a parcel of land in the city's impoverished Central Ward that had been marked for clearance to make way for a medical college. It is generally agreed that the residents of the sector knew little of the plan before it appeared in a local newspaper. What transpired must be viewed within the context of the times.

In the early sixties, Newark's Central Ward and surrounding area was among the nation's most poverty-stricken vicinities. The city strained under the second highest population density in the nation, the fifth highest unemployment rate, one of the lowest per capita incomes and highest crime rates. A full third of its housing was classified as

sub-standard—the highest percentage in any comparably-sized city.

The city's social and financial woes were compounded by a devastating health picture. Services were woefully inadequate to meet the community's staggering health needs. Newark in the late '60's had the nation's highest rates of maternal and infant mortality, venereal disease and tuberculosis. Death rates due to accidents, lead poisoning, cancer and heart disease were also among the highest in the country. In every area, the city's health statistics painted a picture of mass suffering and death that was unwarranted in mid-20th century America.

Yet, even as the need grew, health care was becoming increasingly out of reach for the poor. While suburban Essex boasted some excellent health facilities, access to care in the city was declining. Between 1962 and 1969, some 600 physicians moved their practices out of Newark.

The city could offer its population little relief through its public health system. The major public hospital, Harrison S. Martland Medical Center, was considered obsolete at its opening in 1954, having been built from plans developed and approved in the

## Newark offers to help 'evicted' med school

By BRUCE BAILEY  
The New Jersey College of Medicine and Dentistry — faced with "eviction" from the Jersey City Medical Center on New Year's Day — yesterday was offered free facilities at Newark City Hospital for all third and fourth-year students.  
Mayor Addonizio said "Newark is prepared to accept this emergency to spare the students from being scattered throughout the city."  
"In the interim, however, we are prepared and more than willing to see that the third and fourth year students can study and perform clinical practice under one roof," the mayor said.  
The mayor's offer came while both college officials and Mayor Thomas A. Yawetz were seeking a temporary rental contract so that freshmen and sophomores might continue their studies.  
Whelan countered by saying the first and second year students could remain but the college's annual rent bill of \$275,000 would be increased to more than \$1 million a year.  
T. James Turnulty, Jersey City's councilman, said the college should be given the right to use the hospital.

ark area generally, the following steps will be taken in conjunction with the community.

1 Upon agreement with the City of Newark that the New Jersey College of Medicine and Dentistry will administer Newark City Hospital, the college will devote a minimum of \$2.5 million to the immediate renovation and improvement of health services and facilities at the hospital.

The State of New Jersey pledges to provide this minimum amount from existing appropriations. The college will use this pledge as a stimulus towards securing the additional funds from private and public sources (state, local and federal) for the continued improvement of health services at Newark City Hospital.

2 The college will operate the city hospital as an integral part of its education and community health programs. It will seek to improve the quality of medical care at city hospital to a level equivalent to that expected of the teaching hospital built on college grounds.

3 The relationship of the teaching hospital to the city hospital will be the same as that maintained with every other hospital in the state: Newark patients will be accepted at the teaching hospital on precisely the same basis as all other residents of New Jersey.

4 The college agrees to implement a comprehensive community health services program. This program will include experimental and demonstration techniques, as well as long range health services. They will be subject to the review and recommendations of the community health council to be established with the community.

5 The college and the community agree to work with other interested parties in developing a Newark community health council. The community health council will have majority representation from the community. Three members will be designated by the Model Cities Citizen Participation Committee.

Three more shall be appointed by the UCC and three additional members will be selected by the community-at-large. Eight members will represent local medical and health institutions. If a larger council is necessary, it will be expanded.



Mayor Hugh J. Addonizio uses a large map to define Newark's plan for location of the New Jersey College of Medicine and Dentistry

## Newark needs land fast if it wants med school

By ROBERT P. KALTER

The decision on whether the New Jersey College of Medicine and Dentistry locates in Newark or Madison appeared last night to hang on Newark's ability to deliver sufficient land in time to meet the building schedule anticipated by the trustees.

session, and they included leading representatives of the professions, business, industry, higher education, social agencies, the clergy and labor.

George F. man of the said

be needed for the plans will be to complete the project is . . . Over . . . in

weakened by political patronage. State

law required one nurse per six to eight

patients; Martland had only two nurses per ward of 39 patients.

In light of such conditions, the prospect of a medical college bringing health care, urban redevelopment and jobs to the area was viewed as a godsend by the city and its mayor, Hugh Addonizio. In 1962 the mayor had offered Martland to any medical school willing to run it. Two years later, opportunity knocked.

At that time, the history of medical education in New Jersey was brief. Although responsible for the nation's first organized medical society back in 1775, the state did not have a viable school of medicine until 1954 when Seton Hall University initiated the Seton Hall College of Medicine and Dentistry at the Jersey City Medical Center. But a decade later, suffering from serious fiscal problems, the schools were assumed by the state and named the New Jersey College of Medicine and Dentistry (NJCMD). Shortly thereafter the deteriorating condition of the medical center, coupled with jurisdictional and governance conflicts, caused state officials to consider a new site.

in the same proportion as that established here. The functions of the community health council will be as follows:

- a Development of a comprehensive health plan for Newark's low-income community;
- b A comprehensive community mental health plan for Newark's low-income community;
- c To contract for and operate federal, state and local funded community health programs, including OEO and P-IS;
- d Serve to formulate and coordinate training programs in the health services and professions area;
- e Assist the College of Medicine and Dentistry in an active program of recruitment for minority group students, faculty members and professional personnel;
- f A sub-committee of the community health council, composed of the nine community representatives, shall work jointly in developing and shall review and approve programs to be developed and administered by the college to provide community health services to low-income persons in Newark;

This sub-committee shall be attached to the College's Department of Preventive and Community Medicine; it is understood that this sub-committee will relate to other departments as the need arises;

- g The community health council will work jointly with the college in developing career ladders for non-professionals in the health field, including the establishment of criteria for the screening and selection of non-professionals;
- h Evaluate from time to time the adequacy of community health services being provided by the medical school complex and make suggestions for change.

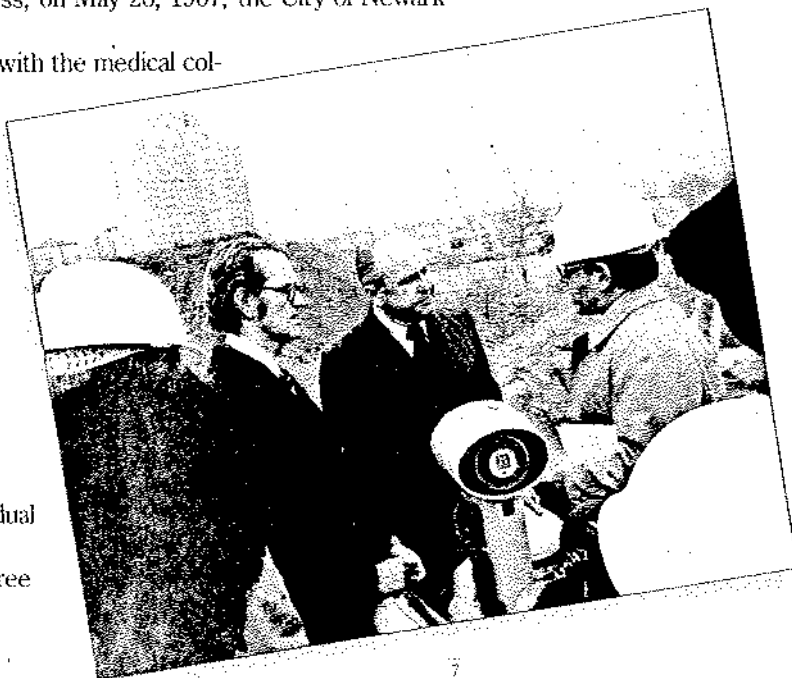
The college will abide by the various policy decisions made by the Council within the areas described in points (a) through (h). The Newark Community Health Council will be represented on the Areawide Health Planning Council and will be provided technical assistance by the Areawide Council. Funds will be secured from Model Cities, OEO and other sources, including funds for the hiring of consultants to the community.

'30's. Even though it was a relatively new facility, the city's financial difficulties had caused it to become rundown, over-crowded, understaffed and

In June of 1966, after reviewing several proposed locations, including Newark, the college chose a picturesque, 138-acre tract in suburban Madison. But, over the ensuing year, intense pressures brought to bear by the City of Newark through the Essex County legislative delegation, the Governor's office, a broad spectrum of civic, educational and religious organizations and local newspapers—and the promise of some 185 acres of Central Ward land—turned the tide.

The following spring, a growing mood of community hostility surfaced at public hearings held by the Newark Planning Board on the site issue. According to observers, increasingly vocal, often menacing protests, some leading to arrests, challenged the plan that would displace thousands of residents living in the area the city sought to declare officially blighted in order to have cleared for the new school.

Nevertheless, on May 26, 1967, the City of Newark agreed to a contract with the medical college's board of trustees that designated an initial 50-acre tract for campus construction. The proposed tract comprised 500 individual properties. Within three



6 The College will establish a special scholarship and recruitment program directed at attracting black and Latin students to the medical and dental professions.

7 The Essex County Community College and the Medical College will develop training programs for nurses, ward management, specialists and medical technicians. Five such programs will begin in September 1968: pre-medical, nursing, hospital unit management, medical records librarian and medical secretary. Three hundred students will be enrolled by this fall with a special recruitment drive to be focused in the medical college area.

8 Commissioner Marburger will work with the Newark vocational schools and MDTA skill center to key developing programs to paramedical opportunities made available by the Medical College. In particular, the pending expansion of the skill center will be closely coordinated with the Dean of Allied Health Professions at the Medical College to achieve the highest standards in training and clinical experience. Specific training will be undertaken for practical nurses, ward aides, dietary personnel, and medical maintenance personnel.

9 The New Manpower Training Skill Center already has initiated programs in three health professional areas: practical nursing, nurses aides, and medical secretary. The can be expanded to three to five times the current enrollment, and further training programs can and will be added.

10 Commissioner Marburger will also work with the Essex County Vocational and Technical School to increase enrollment in current programs for practical nurses, dental assistants, and medical assistants.

Whenever possible, efforts will be made to locate training courses in the vicinity of the College.

11 Every effort will be made to insure that as many of the 2,600 jobs which the medical college complex is expected to produce once it is in full operation in the early 1970's will be filled by residents surrounding the medical school area.

### III Relocation

In recognition of the fact that New

ark's housing resources are limited, the following procedures will be used to assure that all families and individuals dislocated by the medical center project will be satisfactorily relocated:

1 The State of New Jersey pledges that demolition and construction on the 46 acre site will be staged in such a manner as not to displace any family until satisfactory relocation accommodations are found for each family and individual so displaced.

2 The State of New Jersey, through the Department of Community Affairs, will provide a rent supplement program for all families who could not otherwise be relocated. Through the Department of Institutions and Agencies, the State will insure that local and county welfare departments meet their full obligation under existing welfare law and regulations to relocate welfare recipients to standard housing at full economic rent.

3 The State of New Jersey will accelerate its assistance to community based housing corporations in order to create additional relocation resources in the manner indicated in Part VI below.

4 The Newark Housing Authority will accelerate its leased housing and rent supplement programs under existing authorization and will seek additional commitments of leased housing funds as soon as possible.

5 The relocation review board shall be formed consisting of one member of HUD, one member from the Department of Community Affairs, and four members selected by the community housing council to be formed under these agreements. The review board shall have two functions:

a The review board will hear complaints from relocatees regarding the relocation process. If the review board finds that the relocation practices followed and adopted by the Newark Housing Authority adversely affect any individual to be displaced or evicted, or threatened with the displacement or eviction as a result of the construction of the medical school, they will refer him to the appropriate state or federal body for administrative or judicial remedy, and assist the

months, the state legislature had passed bills to enable the city: to float a \$15-million bond issue to acquire the properties; to take over the properties by acceptable condemnation procedures; and to pay moving expenses for small area businesses. Construction was to begin April 15 of the following year:

Announcement of the site decision rocked the Central Ward. Louise Epperson, a long time resident and popular neighborhood representative, emerged as a key figure in the debate. Nearing age 60 at the time, she had worked hard to rehabilitate her two-story wood frame home on 12th Avenue, near Bergen Street, in anticipation of retirement. But her plans were shattered as she sipped coffee and read her newspaper one Sunday morning.

"As soon as I read about the relocation plan I began calling my neighbors—none of them had been prepared," she recalls. She has told the story hundreds, maybe

thousands of times to every conceivable group—

media, students, health care workers, politicians,

teachers, business people—but her account of the

period still evokes in her the memory of the anger

and frustration that she and other community

leaders would project to any local, city or

state official who would listen. Still

clear in her mind is the conclusion of

a meeting with Newark Mayor

## CMDNJ wins Middle States accreditation

By PAUL B. BROWN

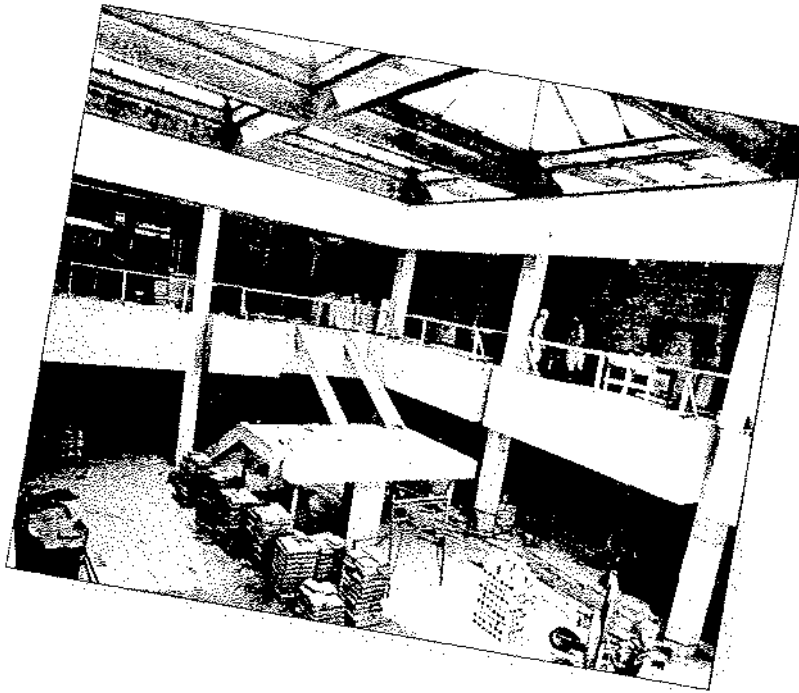
The College of Medicine and Dentistry of New Jersey (CMDNJ) has been accredited by the Middle States Association of Secondary Schools and Colleges, it was announced yesterday.

CMDNJ President Dr. Stanley S. Bergen said the school has been granted a five-year accreditation — the longest granted by the association — and was given high marks.

The association only raised four minor questions and we have until April 1981 to respond to them," he said. "It was an excellent report and we are proud."

Under the bylaws of the association, a school that is not considered earlier for accreditation is not graduated a class as freshman.

Addonizio when she warned: "We will die for our little piece of property!"



Meanwhile, the medical college faculty was as startled by the decision as the community. "The faculty was under the impression that it was to be moved to the Madison site, and some members were already looking for homes in the area," said Dr. Joseph Tassoni, who was then an assistant professor of anatomy based in Jersey City and is now an associate dean of the school. "Many were very unhappy with the decision and left," he added.

Others, however, viewed the choice as an opportunity to fill an obvious health care need. Dr. Frank Behrle, who later became chairman of the pediatrics department, was among the first to begin clinical duties at the Martland Hospital.

"The hospital was under 10 years old and already an abomination," he asserted. "Babies were very sick with tuberculosis and nutritional anemia. There were no private physicians. There were no classrooms for education. It was archaic. We were needed here."

While several individuals representing a variety of interest groups were active in community protests, two primary organizations emerged. One, rallied together by Mrs. Epperson and the late Harry Wheeler, a teacher, was the Committee Against Negro and Puerto Rican Removal. The other was NAPA (Newark Area Planning

complainant in the presentation his grievance.

To this end, the review board shall be given full access to dwelling inspection records, the record of complainants appearing before the board, any plans, proposals, contracts, leases, and supporting documents which are pertinent, except for those documents made confidential by law.

b The review board shall also serve to determine which families she need State of New Jersey rent supplements as provided under point 2 above. The review board will work with the Department Community Affairs in developing standards and criteria for its guidance in making this determination.

The Department of Community Affairs will secure funds to pay salaries of two full-time staff persons to work with the relocation review board. These two persons shall be designated by the community representatives on the review board.

6 The State Division of Civil Rights will participate on an active basis in the relocation process and insure that all state and federal legislation pertaining to housing is scrupulously enforced.

7 The above provisions will be made terms of the contractual agreement between the medical college and the City of Newark, and between the city and the federal government.

#### **IV Medical College Construction Objective:**

A major objective of the community and federal, state and local governments is expanded opportunities *minority group employment on the medical college construction site.* Achievement of this objective requires significant representation of minority groups in each trade, with at least one-third of all journeymen and one-half of all apprentices in each trade being drawn from minority groups.

#### **B Steps to be Taken:**

In addition to vigorous enforcement of Title VII of the U.S. Civil Rights Act, the President's Executive Order 11246, and New Jersey Executive Order 21, the following steps shall be taken toward the above objective:

Formation of a *review council* composed of community representatives, union officials, contractors, state and federal representatives to conduct pre-contract award reviews, review union-contractor bargaining agreements, to coordinate recruitment and referral efforts, and review compliance. The council shall establish minority group representation standards in conformity with the objectives stated above. The majority membership on this council shall be composed of community representatives. The pre-contract award review process will require all contractors and sub-contractors to submit projected manning (manpower) steps with racial breakdowns and union contractor bargaining agreements to the review council. *If these projections do not meet the minority group representation standards established by the council, contractors will be required to undertake an affirmative action program designed to meet such standards. The affirmative action program will be incorporated in the construction contract and all sub-contracts. Failure to carry out the affirmative program will constitute material breach of contract. Affirmative programs must include at least the following:*

a A concerted effort to recruit qualified craftsman using all available community resources, including the Joint Apprenticeship Program, the New Jersey Public Employment Service, the UCC and minority group publications. Recruitment will be focused particularly on craftsman working in related trades or in non-union jobs. On-the-job training will be provided by industry, labor, or government to enable craftsmen to make any necessary transition from one related trade to another. A convenient mechanism must be established so that such craftsmen will be graded by and introduced into the trade unions. In the event of union resistance, contractors— with the full support of the State Government — will hire such minority group craftsmen directly and assign them to the medical school construction site. Such craftsmen will be paid prevailing union rates, including the cash equivalent of fringe benefits.



Association),  
headed by  
Junius

Williams, a Newark attorney who

was then a senior Yale law student and community organizer.

On Wednesday evening, July 12, 1967, Mrs. Epperson was summoned from a committee meeting on Springfield Avenue. A few blocks away, at the local police station on Belmont Avenue (now Irvine Turner Boulevard), "all hell was about to break loose," Mrs. Epperson remembered. The crisis was touched off by the reported harassment of a black cab driver by white police officers. The violence flared for five days.

Newark was not unique in its outbreak of urban rebellion and riots. The very conditions that plagued the city—the urban decay, lack of opportunity for education, employment, decent housing and health services, and hostile relationships with local law enforcement officers—had already precipitated similar eruptions in Los Angeles, Detroit, Washington, D.C. and elsewhere. In Newark, the medical college plan may have been one issue too many; but at the same time the state considered the project too vital to the city's rehabilitation to be sacrificed.

Mrs. Epperson notes: "At this point (in the wake of the violence) the people who wouldn't talk to me before were starting to call." Governor Richard Hughes chose his directors of community affairs and higher education to spearhead the state's efforts. Further, the federal government entered the scene through the departments of Health,

Education, and Welfare (HEW), which held the grant application for medical school construction funding, and Housing and Urban Development (HUD), which administered the Model Cities Program of urban renewal, including the college site in Newark.

In November, as community protests continued, NAPA's Junius Williams and the NAACP Legal Defense Fund filed formal briefs with HUD and HEW showing that the city's plan violated HUD's relocation provision for urban renewal. According to Mr. Williams, the legal action, combined with strong community support, drew the attention of the federal authorities. Under Secretary Robert Wood of HUD and Under Secretary Wilbur J. Cohen of HEW co-signed a letter to Governor Hughes citing seven areas of community concern—including site acreage, housing, jobs and health needs—that needed to be addressed before the project could go forward. The so-called Wood-Cohen letter developed into the Newark Agreements.

From early January, 1968 through April, representatives of the city, the college (as represented by NJCMD president, Dr. Robert R. Cadmus) and the community met to resolve

the conditions expressed by the letter. Experts in the areas of medicine,

b Immediate pressure by contractors and the state and government to enlarge exit apprenticeship classes, or to open new classes, in order to provide maximum opportunity for minority groups in accordance with the Bal Harbour Declaration.

c Immediate development of apprenticeship training programs, at pay commensurate with apprenticeship rates, with guarantees by contractors and unions that persons who satisfactorily complete training will receive employment with contractors. This provision recognizes the fact that there are many young people who become qualified craftsmen who cannot now meet formal apprenticeship requirements for entrance. MDTA Multi-Skill Centers shall be one of the agencies providing apprenticeship construction training programs.

2 The review council shall formulate an affirmative program to assure that a substantial number of contracts are placed, to the fullest extent possible, consistent with state and federal law, with minority businessmen. Contracts and subcontracts shall be divided into parcel bids so as to assure equitable distribution of contracting parcels. The State shall assure that minority group businessmen will have adequate assistance in acquiring bonding, where required, in order to undertake and complete contractual relationships. Additional technical assistance shall be provided by the State to minority group businessmen to enable them to bid effectively.

3 The designation of full-time compliance officers in the Department of the Treasury to police and enforce the medical school construction integration program. Those officers shall be selected by the review council in conformity with Civil Service Laws.

#### V Model Cities

1 The Federal regulations relating to the Model Cities Program will be rigidly adhered to by the Newark City Demonstration Agency.  
2 An ad hoc committee of community representatives composed

## LIVER INSTITUTE

### Sammy Davis leads effort for med school

By JOAN WHITLOW

Entertainer Sammy Davis Jr. has agreed to establish a major institute for the treatment of liver disease at the University of Medicine and Dentistry of New Jersey (UMDNJ) campus in Newark, with plans for a liver transplant program as part of the patient care, education and research effort.

UMDNJ officials and Gov. Kean yesterday announced the incorporation of the nonprofit Sammy Davis Liver Institute and its board members.

Celebrity fund-raising is expected to play a key role in the support of the institute.

A singer, dancer, nightclub entertainer and movie star, Davis issued a statement, saying "It is of tremendous importance that we learn much more about how to cure and prevent liver diseases. This is a challenge that I am happy to join."

According to a spokesman for Davis, the impetus for the entertainer's name

Professor and chairman of the Department of Medicine at the UMDNJ's New Jersey Medical School in Newark, Leevy is recognized as one of the leading liver disease experts in the world.

Leevy said that Davis made it clear the institute could not be limited to research and must include patient care and patient and professional education.

of 25 members—five from the UCC, ten from the community-at-large, five to be designated by the negotiating team, and five to be designated by the city—will be formed. The ad hoc committee will serve as the catalyst in developing a broad-based community group to serve as the vehicle of community participation under the Model Cities guidelines. The composition of this community participation vehicle will ultimately be subject to ratification by the community in a democratic manner and after due public notice.

**3** The City of Newark agrees that the citizen participation mechanism eventually developed will have a joint veto over the programs to be developed and administered by the City Demonstration Agency.

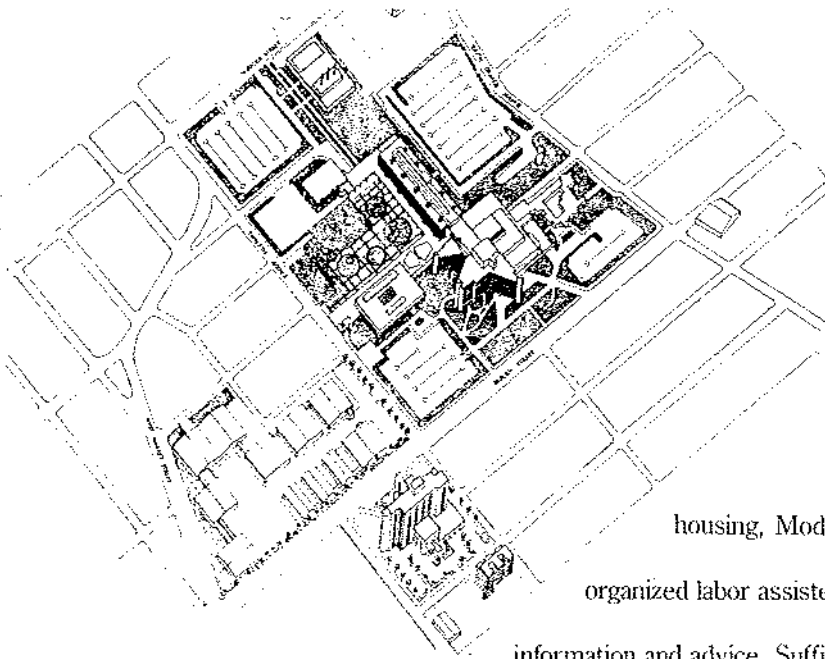
**4** The citizen participation mechanism will also have the power to call for a public hearing when it feels that its views are not properly being considered by the City Demonstration Agency.

**5** The Department of Housing and Urban Development will carefully supervise the degree of effective citizen participation and will suspend activities in the Model Cities Program when the participation requirements herein expressed are not being fulfilled.

## **VI Housing Construction**

**1** A Community Housing Council shall be formed within 30 days. This Council shall be broadly representative of community organizations and individuals concerned about housing in Newark.

**2** A task force of representatives of HUD, the State Department of Community Affairs, the Newark Housing Authority and the members of the Citizens Housing Council shall be organized promptly upon the formation of the Citizens Housing Council. The Majority membership on this task force shall be composed of representatives of the Citizens Housing Council. The task force shall prepare a housing program designed to produce sufficient housing to meet the demand created by projected dislocation in Newark, as well as to add significantly to Newark's supply of low and moderate income housing. This program shall be used as guidelines for federally and state assisted housing programs in Newark. The



housing, Model Cities and organized labor assisted with technical information and advice. Sufficient progress

was made to begin public hearings on March 15.

In the ensuing two-week period at least six grueling, standing-room only sessions—characterized variously as stormy and acrimonious, cumbersome and rancorous—took place in a conference room of the state office building on Raymond Boulevard. Finally, out of the months of chaos, order was achieved. On March 30, with jubilation in the air, the "Newark Agreements" were initialed by the principals.

In exchange for the 57.9 acres of land committed for medical college development (requiring 50 acres of actual clearing), the community was guaranteed 60 acres of land for subsequent housing development, training and jobs in both the construction trades and health care industries, and primary health care services among the benefits detailed in the agreements, which are printed herein.

As for medical education, New Jersey entered into a new era. In less than a decade, the medical and dental schools which had become the College of Medicine and Dentistry of New Jersey in 1970, had grown to six schools based at the state's three urban centers of Newark, New Brunswick and Camden. In 1981, the state legislature acknowledged the institution's expanding scope in health-sciences education, scientific research and community service by granting it university status. The University of Medicine and Dentistry of New Jersey (UMDNJ) is only the second public university in

New Jersey history.

Ten years ago, in commemoration of the tenth anniversary of the accord, UMDNJ's President Stanley S. Bergen, Jr., M.D., presented an in-depth paper on the phenomenon that he termed "The Newark Experience." His conclusion is timeless:

"While angry at its beginning, destructive in its means, and often defensive in its justifications, the experience gained in Newark through the interaction of an institution with the people it must serve has been productive and instructive. The episode has been one of diverse constituencies learning to live and survive; the "haves" sharing with the "have-nots" and the "have-nots" becoming acclimated to the norms and techniques of accommodation of the social system for the betterment of all.

The technological developments of the last three decades simply will not permit any group to live an isolated experience. As painful as it may be, health-care professionals, whether involved in service,

delivery, or education, must learn

this lesson and, as practitioners

of the healing arts, transmit this

knowledge to all segments of our

society. As healers, we must view

social, emotional, behavioral, and

physical components as equally import-

ant to the health of our community."

## **RACE TO THE TOP** **Goal for UMDNJ: One of nation's** **25 major academic health centers**

By MARY JO PATTERSON AND JOAN WHITLOW

The University of Medicine and Dentistry of New Jersey (UMDNJ) is in a self-declared race to become one of the top 25 academic health programs in the country, and it is asking the state government and New Jersey businesses for millions to help the school reach the goal in the next 10 years.

UMDNJ officials mention Harvard and Johns Hopkins when they talk of their goal, but because no one officially ranks medical schools, they admit this is a race where they do not know exactly who they are chasing, where the finish line is or how far back in the pack they are.

Nevertheless, according to Dr. Stanley S. Bergen, president of the UMDNJ, the race must be run.

"As the health care system shrinks in response to the pressure to be cost-effective, we must be able to heal," says Bergen.

task force shall report within three months of its formation.

3 The Newark Housing Authority agrees to meet with the Citizens Housing Council periodically to:

a Review the status and disposition of parcels in urban renewal projects in execution, and

b Review the priorities and direction of urban renewal in Newark, particularly with regard to the need for greatly increased housing construction.

4 The Newark Housing Authority agrees to convey to non-profit community-based housing corporation land designated in Louis Danzig's letter of March 1, 1968 to Chancellor Dungan, the text of which is attached as Appendix A to these agreements.

5 In order to facilitate responsible planning and analysis by community groups, the Department of Community Affairs pledges to:

a Provide to such community groups as have received an option on urban renewal land "see money" for planning and development of working drawings, specifications, etc.

b To provide resources for the overall evaluation of Newark's housing program in the form of consultants, planners, and any funds reasonably necessary;

c To have the New Jersey Housing Finance Agency process applications for State funds from community groups with dispatch.

6 All parties concerned will give due consideration to mixed use construction, e.g., housing over schools, institutional facilities, arc or commercial uses.

7 The United States Departments of Housing and Urban Development and Health, Education and Welfare pledge to encourage their component and subsidiary agencies in the fields of housing, health, and education to proceed with all possible dispatch in processing applications from community and community-related groups for Federal funds for these purposes.

8 Both HUD and the Department of Community Affairs will review an act upon all urban renewal and housing proposals from the City of Newark in such a manner as to bring about a greater commitment of available land and resources to housing construction.

*"The College will establish a special scholarship and recruitment program directed at attracting black and Latin students to the medical and dental professions."*

*"...the Medical College will develop training programs for nurses, ward management, specialists and medical technicians."*

NEWARK AGREEMENTS

UMDNJ has established itself as a national leader in the recruitment and retention of minority students, maintaining an enrollment of 20 percent minority students University-wide over the past fifteen years. In addition, the University has pioneered in the development of enrichment programs designed to help disadvantaged students prepare for, and succeed in, medical and dental schools. Its nationally-acclaimed Students for Medicine and Dentistry program has launched thousands of minority young people on professional careers in the health sciences at universities across the nation.

UMDNJ-School of Health Related Professions, established in Newark in response to the community's concern for educational and career opportunities in allied health fields, has developed a core of programs ranging from certificate to graduate level, spanning the entire state through cooperative efforts with colleges and

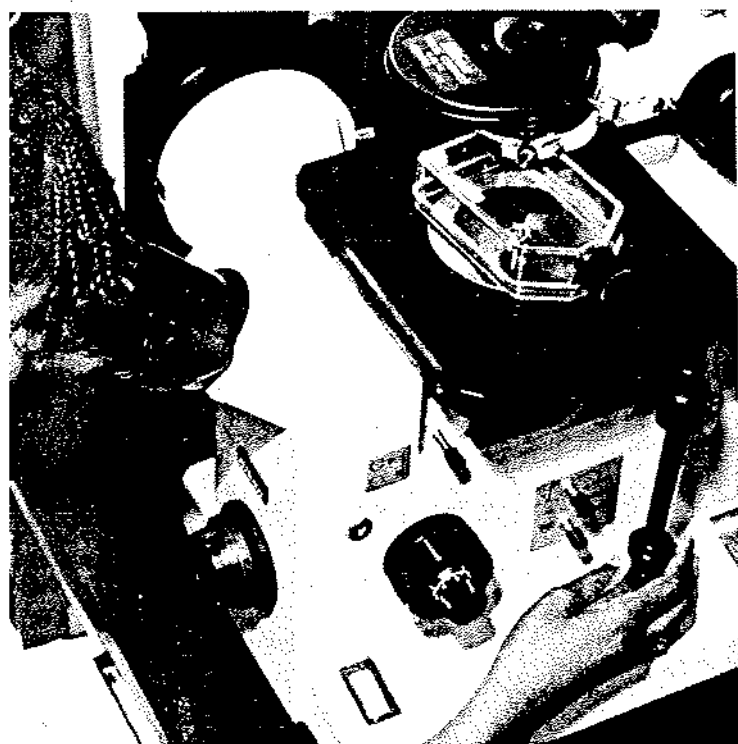
hospitals. The school has a minority student enrollment of 30 percent Statewide, with fifty percent in the Newark-based programs.

High-quality educational programs are the most basic element in the foundation required for a top-ranked health sciences university, and in recent years, excellence in minority education has developed as a strong corollary need. UMDNJ has achieved both, as demonstrated by the following statistics:

- Students at both of UMDNJ's medical schools have scored well above the national mean on national licensing examinations in each of the last seven years, while the dental students have ranked among the best in the Northeast region for the last five years. Students of the UMDNJ-School of Osteopathic Medicine regularly rank first or second in the nation on board examinations.
- Students of the UMDNJ-School of Health Related Professions do equally well on their professional licensure tests. The University's Physicians Assistant program ranked first in the nation in 1986 for student performance, and has ranked among the top ten in every year since 1979. Nurse midwifery graduates averaged 560 on their certification examination against a passing national score of 375. Graduates of the Dietetic Internship program averaged 214.75 versus a national mean of 202.24.



- UMDNJ's two medical schools enroll 20.4 percent minority students as compared to an average of 8.65 percent in all United States medical schools, according to 1986 statistics from the American Association of Medical Colleges. While UMDNJ's students account for 3.75 percent of all medical students, the University enrolls 8.9 percent of all minority medical students in the nation.
- UMDNJ's residency training programs include 25 percent minority physicians as compared to 17 percent nationally. While UMDNJ trains 1.5 percent of the nation's medical residents, its programs account for 2.2 percent of all minority physicians in residencies.
- While only 80 percent of all medical school graduates were



*Camden High School senior, Johanna Conyer, examines human cells under a microscope at UMDNJ-School of Osteopathic Medicine. She was a participant in the first Science Motivation and Apprenticeship Program, one of several UMDNJ initiatives designed to attract minority young people to the health sciences.*

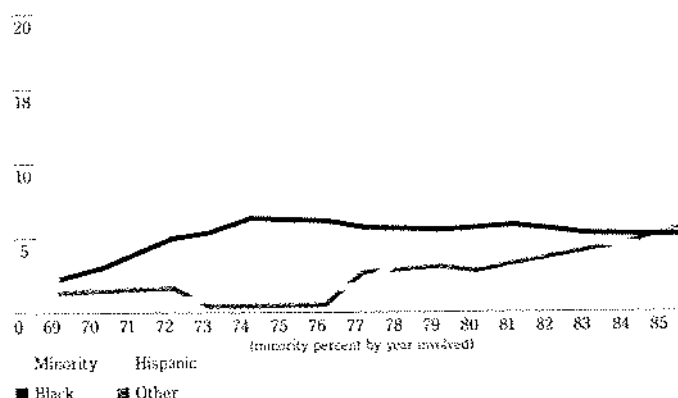
accepted in a matched residency program in their first year after graduation in 1986, 98 percent of the University's medical graduates received residencies; 88 percent of UMDNJ's minority graduates were placed.

New Jersey needs a top-ranked health sciences university as an integral element in a world-class system of higher education. Much of the progress New Jersey has made over the past decade in advancing and improving its higher education system has been built upon linkages among programs and institutions, and UMDNJ has played a central role in these initiatives. If higher education in New Jersey is to continue its development, a top 25 health sciences institution will be vital to its success. But most of all, a top ranked health sciences university will mean that New Jersey students will receive the highest quality health sciences education and that the State will have the highest calibre health professionals.

### Minority Enrollment Trends (1969-86)

#### UMDNJ Allopathic Medical Schools

(percent of population)



Based on data provided by the American Association of Medical Colleges, this chart tracks minority enrollment at UMDNJ-New Jersey Medical School and UMDNJ-Robert Wood Johnson Medical School from 1969 to 1986.

### UMDNJ Enrollment 1987-88

#### UMDNJ Degree Programs

UMDNJ--New Jersey Medical School	6
UMDNJ--Robert Wood Johnson Medical School--Piscataway	4
UMDNJ--Robert Wood Johnson Medical School--Camden	1
UMDNJ--School of Osteopathic Medicine	2
UMDNJ--New Jersey Dental School	3
UMDNJ--Graduate School of Biomedical Sciences--Newark	
UMDNJ--Graduate School of Biomedical Sciences--Piscataway	
Total	1,8

#### Joint Degree Programs:

UMDNJ--Graduate School of Biomedical Sciences--Piscataway	4
UMDNJ--Robert Wood Johnson Medical School--MPH Program	1
Total	5

#### UMDNJ Certificate Programs

UMDNJ--School of Health Related Professions	1
UMDNJ--New Jersey Dental School--Postgraduate Program	
Total	1

#### Joint Certificate Programs

UMDNJ--School of Health Related Professions	2
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#### House Officers

UMDNJ--New Jersey Medical School	5
UMDNJ--Robert Wood Johnson Medical School--Piscataway	2
UMDNJ--Robert Wood Johnson Medical School--Camden	1
UMDNJ--School of Osteopathic Medicine	1
UMDNJ--New Jersey Dental School	
Total	1,1

#### Post-Doctoral Fellows:

UMDNJ--New Jersey Medical School	
UMDNJ--Robert Wood Johnson	
UMDNJ--School of Osteopathic Medicine	
Total	

#### M.D./PH.D. Candidates

UMDNJ--New Jersey Medical School	
UMDNJ--Robert Wood Johnson Medical School	
Total	

Total Enrollment	4,0
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*Dr. Stanley Stein(r), adjunct professor of molecular genetics and microbiology at UMDNJ-Robert Wood Johnson Medical School and Clement Woghten, Ph.D. student, study protein chemistry in laboratories of the Center for Advanced Biotechnology and Medicine, a joint facility of UMDNJ and Rutgers University. While construction of the CABM in begin April, research activities get underway in University facilities.*

advanced technology treatment of the degenerative bone disorder prevalent among aging women.

- UMDNJ-Robert Wood Johnson Medical School was one of sixteen centers in the nation awarded Superfund Hazardous Waste Worker Health and Safety Training Grants designed to assist more than 130,000 high-risk workers in New York and New Jersey in the safe handling of hazardous substances.

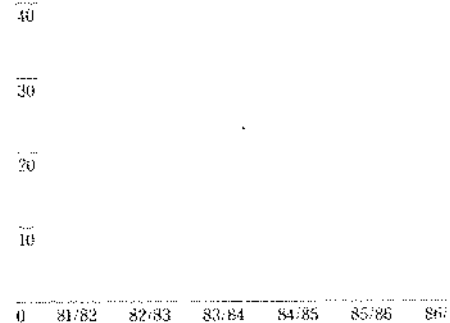
- The Center for Fertility and Reproductive Medicine at University Hospital became one of only two successful egg donation programs in the United States when a pregnancy was achieved in a woman without functioning ovaries.

- The Melanoma-Pigmented Lesion Center for diagnosis and treatment of potentially fatal skin cancers was established by UMDNJ-Robert Wood Johnson Medical School and Robert Wood Johnson University Hospital.

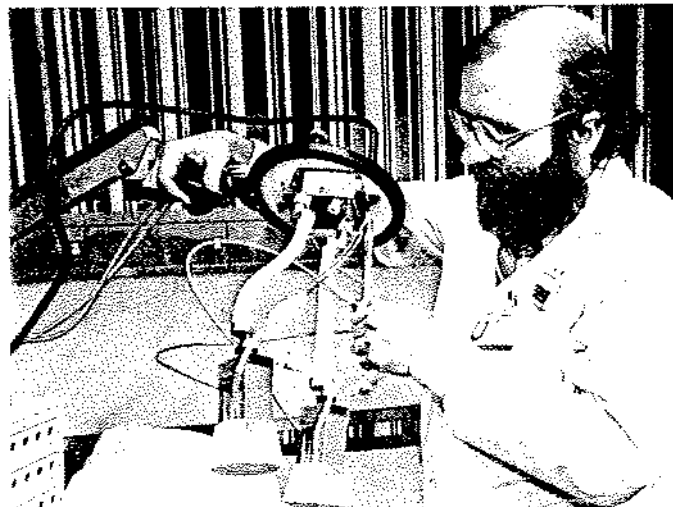
Biomedical research and state-of-the-art health care programs go hand-in-hand in the academic health center setting, where new techniques and knowledge can be applied within treatment programs quickly and safely. As UMDNJ advances toward its Top 25 goal, these areas will be the focus of major expansion and development, assuring New Jerseyans of ready access to the most advanced health care available.

**Sponsored Research at UMDNJ**

(in millions)



*Chris Hawkins, chief physicist at UMDNJ's New Jersey Cancer Center, demonstrates hypothermia equipment, which utilizes he therapy to shrink certain types of tumors. The cent recently submit application for designation as a Comprehensive Cancer Center to the National Cancer Institute*



## Community Health Services

*"The college agrees to implement a comprehensive community health services program. This program will include experimental and demonstration techniques, as well as long range health services."*

### NEWARK AGREEMENTS

UMDNJ today offers a vast array of primary and preventive health services to area residents through its Newark units. UMDNJ-University Hospital continues to serve as "family physician" to the city's poor, providing 60 to 70 percent of all of the city's uncompensated care at a cost of up to \$40 million annually. Its comprehensive outpatient clinic program offers more than 100,000 visits per year. Its emergency service answers 75,000 calls per year and registers 55,000 visits. The Community Mental Health Center offers a comprehensive range of services for both children and adults to 4,000 clients each year for a total of more than 40,000 visits. The dental school clinics offer 80,000 patient visits annually to 5,500 patients, nearly half of whom are area residents.

As UMDNJ has expanded its programs Statewide, it has also expanded its mission to include a role in insuring access to high quality health care for all New Jersey citizens. A wide range of primary care and prevention programs are offered through the medical schools in Piscataway/New Brunswick and Camden/Stratford, through the mental health center at Piscataway and its outreach

programs throughout Central Jersey, and through jointly-sponsored efforts with affiliated hospitals and agencies throughout the State. Targeted programs cover areas ranging from lead poisoning to hypertension, from drug and alcohol abuse to family planning.

The development of a sound and comprehensive system for providing health services to the poor and the aged has emerged as a critical factor for a leading health science university. Those institutions which will be able to attain top ranking will be those which can establish themselves as the core of a balanced, stable regional health care system. With the health industry's increasing emphasis on cost containment and competition, this will require taking a leadership role in developing the systems and mechanisms for providing adequate services to the needy. New initiatives begun by UMDNJ in 1987 include:

- With a \$600,000 grant from the Robert Wood Johnson Foundation, UMDNJ-New Jersey Medical School opened the first school-based health clinic for teenagers at Newark's Barringer High School. In addition, University Hospital's Maternal and Infant Care program collaborated with the Urban League of Essex County to establish a prenatal clinic for pregnant teenagers at the Chestnut Street School.
- UMDNJ-School of Osteopathic Medicine established a program to track the effects of environmental hazards on pregnant women.



*In addition to the 70,000 ambulance calls per year in the city of Newark which are handled by the UMDNJ-University Hospital Emergency Medical Services, the University recently undertook operation of ambulance service for the city of Camden. The University's role in emergency and trauma medicine will expand further next year with the acquisition of Northstar and Southstar emergency helicopters.*



■ UMDNJ-Community Mental Health Center at Piscataway initiated the Student Assistance Program to provide drug and alcohol abuse counselling to students at Middlesex County High Schools.

■ The Eric B. Chandler Health Center was opened in New Brunswick by UMDNJ-Robert Wood Johnson Medical School and its core hospital to provide community-based family care to local residents.

All of the elements New Jersey needs for urban re-development — improved educational systems, development of new housing and stimulation of new business ventures—are dependent upon adequate health care systems within the cities to ensure a healthy urban environment and a strong, productive workforce. UMDNJ will continue to work with State and local agencies to develop a comprehensive health care system to serve the State's cities.

■ UMDNJ-New Jersey Dental School launched a program with the Newark Board of Education to provide regular dental checkups to elementary school children.

■ UMDNJ took on operation of the ambulance service for the City of Camden as an extension of its University Hospital Emergency Medical Service in Newark.

*Central Jersey teenagers who have been substance abusers meet weekly with counsellor at the CMHC at Piscataway in the Adolescent Recovery Group, one of the programs in the center's multifaceted addiction recovery program.*



## UMDNJ's Economic Impact

*“Every effort will be made to insure that as many of the 2,600 jobs which the medical college complex is expected to produce once it is in full operation... will be filled by residents surrounding the medical school area.”*

*“The review council shall formulate an affirmative action program to assure that a substantial number of contracts are placed, to the fullest extent possible, consistent with state and federal law, with minority group businessmen.”*

### NEWARK AGREEMENTS

Twenty years ago, it would have been impossible to project what UMDNJ's growth and development would mean to Newark and New Jersey. In 1968, the institution had a total operating budget of about \$50 million and employed a total of 2,200 including faculty. For FY 1986-87, the total operating budget exceeds \$320 million, and the University employees nearly 8,900 individuals in its units throughout the State. When these totals are added to the employment and expenditures stimulated through the University's affiliated programs and joint ventures, UMDNJ can be clearly seen as a major force in New Jersey's economic development.

The largest portion of UMDNJ's annual operating budget—some \$251 million in 1987—is its payroll. In keeping with the goals of the Newark

Agreements, the largest group of employees by municipality are Newark residents—1,342 or 15.2 percent with a total annual payroll of \$26.8 million. The surrounding communities in Essex County account for another 1,857 employees or 21 percent of the University total, for an additional \$53 million in salaries.

The University also has proportionate impact on the communities surrounding its Piscataway/New Brunswick campus and its Camden/Stratford campus. A total of 1,992 Middlesex County residents are employed by UMDNJ with annual payroll of nearly \$51 million, as well as 402 Camden County residents, for a total of nearly \$13 million in salaries annually. In addition, the University has worked to maintain the highest affirmative action standards: of its 8,857 total employees, nearly 4,000—or 45 percent are minorities, earning a total of \$97.4 million annually.

The other area of major economic impact is the University's purchasing power. During FY 1986-87, UMDNJ issued nearly 45,000 purchase orders at a total of \$79.4 million. Although the reference in the Newark Agreement to minority businesses was specific to construction contracts, UMDNJ has adopted the spirit of the agreements to become a leader in the State's special vendor program.

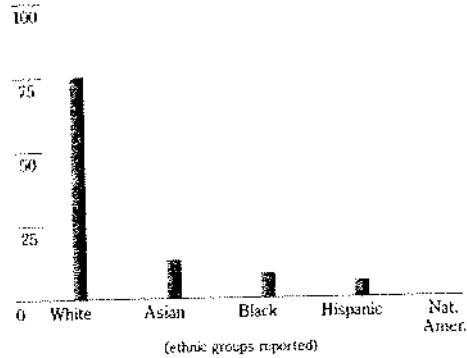
When legislation went into force last year enabling state government agencies to set aside a portion of its contracts for special vendors, UMDNJ was the first organization to

design a special vendor program, and is currently the only public institution in New Jersey with a working program for small, minority-owned and woman-owned businesses. Although the start-up program did not meet the full goals specified in the legislation, the University awarded small business contracts totalling \$6.3 million; minority vendor contracts of \$2 million, and contracts to women-owned businesses of \$1.1 million.

As UMDNJ continues to grow and progress toward its top 25 goal, the University projects that its annual operating budget will increase by another 25 percent to a total of more than \$400 million annually over the next ten years. In addition, UMDNJ will sponsor or co-sponsor more than \$100 million in new construction projects over the decade, creating many additional jobs for New Jersey. A top-ranked health sciences university will help to insure New Jersey's continued economic growth and will contribute to the revitalization of the cities in which its campuses are based.

**Ethnic Distribution of Postgraduate Physicians in Residency Training Comparison U.S. to UMDNJ 1985**

(percent of population)

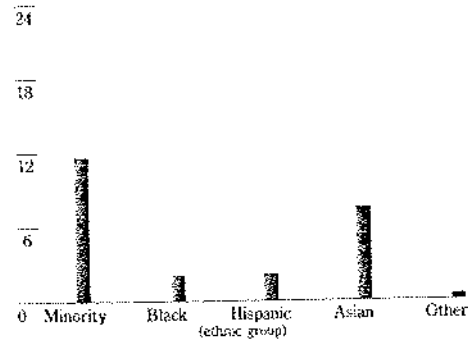


U.S. Postgraduate Physicians  
 ■ UMDNJ Postgraduate Physicians

This chart compares postgraduate physicians in residency training in UMDNJ-sponsored programs to national statistics provided by the Association of American Medical Colleges.

**AAMC Ethnic Distribution/1987 For Allopathic Medical School Faculty**

(percent of total population)

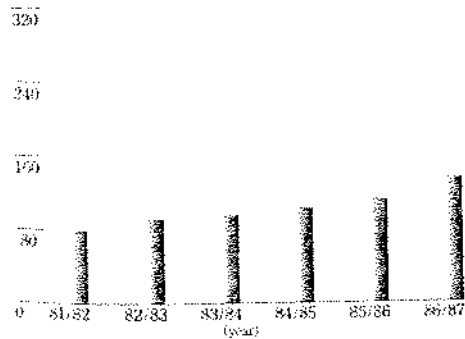


UMDNJ Percentage  
 ■ AAMC Percentage

This chart compares current full time paid faculty at UMDNJ-New Jersey Medical School and UMDNJ-Robert Wood Johnson Medical School based on University payroll records with the national data supplied by the Association of American Medical Colleges. No comparative data is available on osteopathic medical faculty.

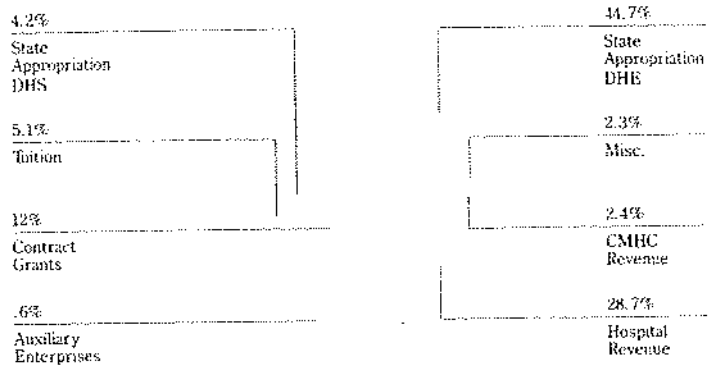
**UMDNJ Budget Comparison Report Operating Expenses**

(millions of dollars)

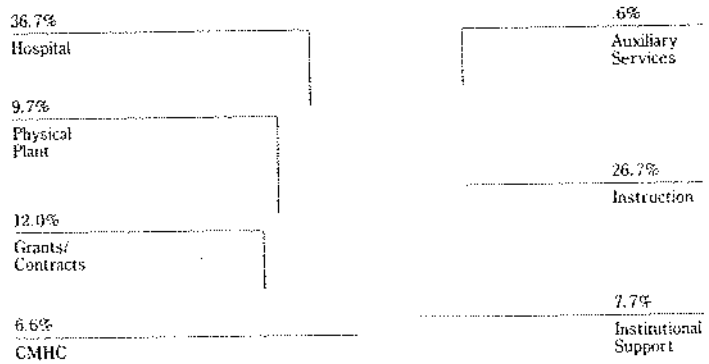


Total Expenditures  
 ■ State Appropriations

**For Years 86/87 Revenue Sources**



**For Years 86/87 Expenses**



## Community Involvement at UMDNJ

***“The college and the community agree to work together with other interested parties in developing a Newark community health council. The community health council will have majority representation from the community.”***

### NEWARK AGREEMENTS

Although the Newark Community Health Council voted to disband with the development of State and regional health planning agencies, UMDNJ saw the need for continuing interaction with the communities it serves. Newark's Board of Concerned Citizens was founded in 1971 and other advisory groups have been established as needed.

These boards provide the University Board of Trustees and Administration with valuable support, input and service which enhance UMDNJ's ability to serve its constituencies. Community groups advise on local health service needs, assist in student recruitment and orientation, participate in employment searches, sponsor community educational programs and help to bring UMDNJ's message to the citizens they represent.

### Board of Concerned Citizens

#### Chairman

Mary Mathis-Ford  
*Planned Parenthood of Essex County*

#### Community Organizations Representatives

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*ASPIRA*

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*Newark Tenant's Council, Inc.*

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*Department of Health and Human  
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*Blessed Sacrament Church*

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*Aide to the Mayor of Newark*

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*North Jersey Medical Society*

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*Newark Board of Education*

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*Central Ward Senior Advisory Council*

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Ms. Edna Greenleaf

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#### Employees

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*UMDNJ-New Jersey Medical School*

Ms. Peggy Hicks Moore, R.N.  
*UMDNJ-University Hospital*

Dr. Margaret Murray-Sobers  
*UMDNJ-New Jersey Dental School*

Mr. Jose Rivera  
*University Operations*

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*UMDNJ-New Jersey Medical School*

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*UMDNJ-New Jersey Medical School*

Mr. LeRoy Smith, Jr.  
*UMDNJ-University Hospital*

Ms. Doris F. Zglinski  
*UMDNJ-New Jersey Medical School*

#### New Jersey Medical School Student Representatives

Mr. Bob Goodman '88

Mr. Cornelius Wilson '88 (Alternate)

#### UMDNJ House Staff Representative

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*Newark Coalition for Neighborhood*

Dr. Kenneth Chance  
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*UMDNJ-Graduate School  
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*Cooper Plaza Neighborhood Association*

Althea Furlow  
*UMDNJ-University Hospital*

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*UMDNJ Registrar*

Jan Gabin  
*UMDNJ Office of Legal Management*

James Harris  
*Montclair State College*

Dr. May Hollinshead  
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*Essex County College*

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*UMDNJ-School of Health Related  
Professions*

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Bernard Sarret  
*UMDNJ-New Jersey Medical School*

Annie Shelton  
*UMDNJ-School of Osteopathic Medicine*

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Rosa Zorn  
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Board**

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1. At press time, the South Jersey Community Advisory Board was undergoing reorganization and a complete membership list was not available.

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## UMDNJ Affiliates

### Atlantic County

Atlantic City Medical Center  
Betty Bacharach Rehabilitation Hospital  
Children's Seashore House  
Ventnor Rehabilitation Service

### Bergen County

Bergen Pines County Hospital  
Childbirth Center  
Englewood Hospital Association  
Fairleigh Dickinson University  
Hackensack Medical Center  
Holy Name Hospital  
North Jersey Physical Therapy Institute  
Pascaack Valley Hospital  
Ramapo State College  
Special Services School District  
Multiple Handicap Program  
Valley Hospital

### Burlington County

Deborah Heart and Lung Center  
Memorial Hospital of Burlington County  
Walson Army Hospital

### Camden County

Camden County Health Department  
Our Lady of Lourdes Hospital  
West Jersey Health System

### Cumberland County

Newcomb Medical Center  
Bridgeton Hospital

### Essex County

Bloomfield College  
Cerebral Palsy Treatment School of Essex and West Hudson  
Clara Maass Memorial Hospital  
East Orange General Hospital  
Essex County College  
Essex County Geriatric Center  
Essex County Hospital Center  
Hospital Center at Orange (NJ Orthopedic Hospital)  
Irvington General Hospital  
Kessler Institute for Rehabilitation  
Montclair State College  
Mountainside Hospital  
National Committee for the Prevention of Child Abuse  
Newark Beth Israel Medical Center  
New Jersey Institute of Technology  
New Jersey Rehabilitation Hospital  
North Jersey Blood Center  
St. Barnabas Medical Center  
St. James Hospital

St. Mary's Hospital  
St. Michael's Medical Center  
Seton Hall University  
Theresa Grotta Center for Restorative Services  
United Cerebral Palsy of North Jersey  
United Hospitals Medical Center,  
Newark

### Gloucester County

Upsala College  
Veterans Administration Hospital,  
East Orange  
West Orange Geriatrics Center

### Hudson County

Glassboro State College  
Underwood Memorial Hospital  
Bayonne Hospital  
B. S. Pollak Hospital  
Christ Hospital  
Jersey City Medical Center  
Jewish Home and Hospital for the Aged  
Jewish Hospital and Rehabilitation Center  
St. Francis Community Health Center  
St. Mary Hospital  
West Hudson Hospital

### Hunterdon County

Hunterdon Medical Center

### Mercer County

Delaware Valley Physical Therapy Associates  
Hamilton Hospital  
Helene Fuld Medical Center  
Medical Center at Princeton  
Mercer Medical Center  
Morris Hall Health and Rehabilitation Center  
St. Francis Medical Center  
State of New Jersey Department of Corrections

### Middlesex County

Cerebral Palsy Treatment Center  
Francis E. Paker Memorial Home  
John F. Kennedy Medical Center  
New Brunswick Affiliated Hospitals, Inc.  
Raritan Bay Health Services Corporation  
Roosevelt Hospital  
Rutgers University  
South Amboy Memorial Hospital  
St. Peter's Medical Center  
Wiliets Health Center  
Woodbridge State School

### Monmouth County

Bayshore Community Hospital  
Jersey Shore Medical Center  
Monmouth College  
Monmouth Medical Center  
United Cerebral Palsy of Ocean & Monmouth Counties

### Morris County

Chilton Memorial Hospital  
College of St. Elizabeth  
Dover General Hospital  
Early Childhood Learning Center  
Morris County Society for Crippled Children and Adults  
Morristown Memorial Hospital  
St. Clare's Hospital  
Welkind Rehabilitation Hospital

### Ocean County

Point Pleasant Hospital

### Passaic County

Daughters of Miriam Center for the Aged  
New Jersey Rehabilitation Services  
Passaic County Elks Physical Therapy Center  
Passaic County Planned Parenthood  
St. Joseph's Hospital & Medical Center  
St. Mary's Hospital  
Visiting Health Services for Passaic Valley  
Wayne General Hospital  
William Paterson College

### Somerset County

Carrier Foundation  
Matheny School  
Somerset Medical Center  
Veterans Administration Hospital,  
Lyons  
Warren Hospital

### Sussex County

Newton Memorial Hospital

### Union County

Alexian Brothers Hospital  
Children's Specialized Hospital  
Elizabeth General Medical Center  
John Rannels Hospital  
Kean College of New Jersey  
Muhlenberg Regional Medical Center  
Overlook Hospital  
Plainfield Neighborhood Health Center  
Rahway Hospital  
St. Elizabeth Hospital  
Twin Boro Physical Therapy Association  
Union County College  
Union Hospital  
Union Physical Therapy Associates

### Warren County

Hackettstown Community Hospital