

Proceedings of the 2<sup>nd</sup> CHEN Summit  
on the Development of  
University/Business Partnerships  
March 20, 2003

**DESTINATION:  
NEWARK,  
YEAR 2013**

**C H E N**



**NEWARK Alliance**



**Regional Plan Association**  
NJ NY CT

# Destination: Newark, Year 2013

The City of Newark

The Council for Higher Education in Newark

The Newark Alliance

Regional Business Partnership

Regional Plan Association – New Jersey Section

# Destination: Newark, Year 2013

Proceedings of the 2<sup>nd</sup> CHEN Summit on the Development of University/Business Partnerships

---

## Contents

<b>Acknowledgments</b>		4
<b>Preface</b>		5
<b>PRESENTATIONS</b>		6
<b>Summary</b>		7
<b>Introduction</b> <i>The Region's Reliance on Healthcare and Collaboration</i>	<i>Dr. Stuart D. Cook, President, University of Medicine Dentistry</i>	9
<b>CHEN Overview</b> <i>CHEN's Plan to Transform Newark, the Regional Center</i>	<i>Dr. A. Zachary Yamba, President, Essex County College</i>	11
<b>University/Business Partnerships</b> <i>Regional Partnering: Opportunities to Overcome</i>	<i>Dr. John J. Petillo, President &amp; CEO, Newark Alliance (2001-2003)</i>	13
<b>Newark in the Region</b> <i>Appreciation for a Most Livable City</i>	<i>Richard Monteilh, Business Administrator, City of Newark</i>	14
<b>Commerce</b> <i>The Necessity of Collaboration for Tomorrow's Economic Vitality</i>	<i>Arthur Stern, Principal, Cogswell Realty Group</i>	16
<b>Regional Impact</b> <i>Building Strong Partnerships Between the Public and Private Sectors</i>	<i>Gov. James Florio, Chair, Regional Plan Association – New Jersey Section and CEO, XSPAND Corporation</i>	18

# Destination: Newark, Year 2013

Proceedings of the 2<sup>nd</sup> CHEN Summit on the Development of University/Business Partnerships

---

## Contents

<b>Workforce Development</b> <i>Meeting the Challenge of Workforce Transformation</i>	<i>Dennis Bone, Chair, Regional Business Partnership Board and President, Verizon-New Jersey</i>	22
<b>Philanthropy, Human Service, and Collaboration</b> <i>Regional Human Services Planning &amp; Delivery: A Lesson in Effective Collaboration Building</i>	<i>Maria Vizcarrondo-DeSoto, President and CEO, United Way of Essex and West Hudson</i>	24
<b>Higher Education and Technology</b> <i>Higher Education, Technology, and Economic Development</i>	<i>Dr. Robert A. Altenkirch, President, New Jersey Institute of Technology</i>	26
<b>Transportation</b> <i>Heart of the Regional Transportation System</i>	<i>Richard T. Roberts, Chief Planner, New Jersey Transit</i>	29
<b>Measuring Progress</b> <i>Reinventing Newark: A History</i>	<i>Dr. Steven J. Diner, Provost, Rutgers University-Newark</i>	32
<b>Entertainment and Sports</b> <i>Making Newark a 'Round the Clock' City</i>	<i>George Zoffinger, President, New Jersey Sports &amp; Exposition Authority</i>	34
<b>APPENDICES</b>		36
<b>Mayor's Summit Program</b>		37
<b>CHEN's Mission and Vision</b>		39
<b>Contributors to the Second Summit Proceedings Report</b>		40

# ACKNOWLEDGMENTS

The Council for Higher Education in Newark created the Summit for the Development of University/Business Partnerships to strengthen CHEN's role in Newark's development as a college town, a regional hub and international destination. As Newark takes its rightful place as a producer of opportunity, jobs, technology, intellectual capital, and economic activity for the region, CHEN thanks all of those who helped make the Summit a reality. Special thanks to NJN News Senior Anchor Kent Manahan for serving as moderator of the Second CHEN Summit. Many people helped to explore the variety of ways that the CHEN institutions can further contribute to Newark's well being, including:

## Sponsors of the Second CHEN Summit

Dr. Robert A. Altenkirch	President, New Jersey Institute of Technology
Mr. Dennis Bone	Chairman, Regional Business Partnership and President, Verizon-NJ
Dr. Stuart D. Cook	President, University of Medicine and Dentistry of New Jersey
Dr. Steven J. Diner	Provost, Rutgers University - Newark
Gov. James Florio	Chairman, Regional Plan Association - New Jersey Section and CEO, XSPAND Corporation
Hon. Sharpe James	Mayor, City of Newark, New Jersey
Dr. John J. Petillo	President and CEO (2001-2003), The Newark Alliance
Dr. A. Zachary Yamba	President, Essex County College

## Mayor's Summit/CHEN Representatives

Linda McDonald Carter, Esq.	Essex County College
Theodore Johnson, PhD	New Jersey Institute of Technology
Henry Mauermeyer	New Jersey Institute of Technology
Gene A. Vincenti	Rutgers University - Newark
Heidi Szymanski	Rutgers University - Newark
George Hampton	University of Medicine and Dentistry of New Jersey
Stacie J. Newton, MPA	University of Medicine and Dentistry of New Jersey

## Mayor's Summit Planning & Logistics Committee

Essex County College	William Clark, Karleen Smith, and Jonell Congleton
NJIT	Jean Llewellyn, Judith Mayo, Sheryl Weinstein, Peter Weyer, and Pamela I. Johnson
Rutgers University – Newark	Bill Castillo, Dianne Hill, Helen Paxton, Jane Pfeiffer, Jimmy Rivera, Martin Roddini, Denise Taylor, and Lenore Pearson
UMDNJ	Mylka Biascochea, Carl Chase, Stacie J. Newton, MPA, April P. Coage, Susan Preston, Anthony Shelton, Mittie Simmons, Jill Spatz, Phyllis Smith, Wesley Tahsir-Rodriguez, and Anthony Valentine



***Kent Manaban***  
***Moderator***

---

*"This Summit clearly demonstrates the intense movement to further strengthen Newark's future as an economic, educational and cultural anchor for the region."*

---

## Preface

# *Rebuilding the City of Newark*

---

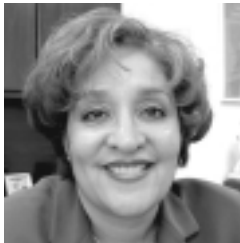
I am delighted to serve as moderator for the Council for Higher Education in Newark Summit on the Development of University/Business Partnerships, which continues the search for ways to leverage some of Newark's best advantages – the vision and synergy provided by the Council for Higher Education in Newark member institutions and their many collaborators. This Report on the Proceedings of the Second CHEN Summit on the Development of University/Business Partnerships lets you in on the process of the rebuilding of Newark as a cultural and economic center.

CHEN's Second Summit is an opportunity for exploration by a dynamic panel of experts into Newark's potential for using its reputation as New Jersey's largest city – and various other assets – to gainful advantage. Panelists for the Second Summit (March 2003) explore how building and strengthening collaborations can spark renewed prosperity in urban centers such as Newark. This level of partnership among leading commercial, healthcare, higher-education, entertainment, sports and transportation constituents is helping move the City on its journey into the future. The Second Summit's cosponsors help strengthen this report: the City of Newark, the Newark Alliance, the Regional Business Partnership and the Regional Plan Association NJ Section.

Based on their presentations, a dozen experts with a keen interest in Newark serve as proponents of the City's revitalization. They address high priorities for development and put forth numerous challenges, raising the bar for existing organizations and coalitions as well as partnerships yet to be established.

This Summit clearly demonstrates the intense movement to further strengthen Newark's future as an economic, educational, and cultural anchor for the region.

# Presentations



# Destination: Newark, Year 2013 The Region's Anchor

---

The idea of CHEN Summit 2 was expansive. Ably moderated by **New Jersey Network News Senior Anchor Kent Manahan**, a dozen presenters whose essays spring from their remarks on March 20, 2003 examine Newark's strengths, challenges and opportunities in two contexts: as a leader in the drive for North Jersey's expanding fame and fortune, and as an attractive destination all its own. As Newark asserts its dominance as a resource for education, business/industry and other sectors, their thinking on the further development of Newark's region proves enlightening. The following overview provides each author's topic, key role, and main insights.

In *The Region's Reliance on Healthcare and Collaboration*, **UMDNJ President Stuart Cook MD** notes how Newark's dynamic healthcare infrastructure adds to the economic strength of the region. He stresses how the region's health education and healthcare institutions have long relied and depended upon strong collaborations and partnerships to leverage their effectiveness and value for Newark's people – and indeed New Jersey's.

In *CHEN's Plan to Transform Newark, the Regional Center*, **Essex County College President A. Zachary Yamba PhD** explains CHEN's undertaking, from the initiation of development in the University Heights neighborhood to the creation of University Heights Science Park and the groundbreaking of the new state-of-the-art Science Park High School. CHEN's joint venture is a massive economic engine: CHEN's "College Town" environment – with intangible qualities such cities thrive on – supports the billions of dollars of urban development projects by CHEN institutions.

In *Regional Partnering: Opportunities to Overcome*, **Newark Alliance**

**President and CEO (2001-2003) John J. Petillo PhD** looks forward to Newark's infinite opportunities in emerging as a celebrated destination through effective partnerships. Building upon the extraordinary progress of recent years, Newark has set the stage for future economic development. Expansion in housing, education and healthcare institutions, and the arts and cultural communities are among its competitive advantages. These allow Newark to reconnect with other towns and continue to drive the area's economic resurgence.

In *Appreciation for a Most Livable City, City of Newark Business Administrator Richard Monteilh* speaks of the power and convenience of such an asset-rich City. Mass transit is well-located and accessible to just about anywhere – most beneficial for those en route to Newark's state-of-the-art airport and prestigious colleges and universities. As downtown Newark thrives, he responds to the call for the restoration of "uptown" – the City's neighborhoods. Their development will set an example of how collaboration can change the country.

In *The Necessity of Collaboration for Tomorrow's Economic Vitality*, **Cogswell Realty Group Principal Arthur Stern** says that the collaborative efforts of CHEN, cultural institutions, and the business community are on track to bring Newark back to the economic power it once was. The challenge in creating this "24-hour community" is to ensure that key sectors – commerce, transportation, and health care – are fully integrated, while enlightening those outside Newark that its growth as an urban center is critical to the entire state.

In *Building Strong Partnerships Between the Public and Private Sectors*, **Regional Plan Association-**

## Summary (continued)

**New Jersey Section Chairman Gov. James Florio** says that the vision to be the state's pinnacle of attraction must include viable public/private partnerships. As an important piece to the State of New Jersey's metropolitan puzzle, Newark should look to apply the model of the Regional Planning Authority's 1929 plan towards the City's objective in creating partnerships between the public and private sectors. He also argues that with honest and competent partners, Newark is destined to surpass expectations.

In *Meeting the Challenge of Workforce Transformation*, **Verizon - New Jersey President and Regional Business Partnership Chairman Dennis Bone** explains how strong workforce development in Newark requires a strategy to reconcile the needs of both the corporate community and the sectors that prepare the region's future workforce. New Jersey's "flagship" City must meet this challenge by answering the questions: (1) Are businesses working effectively with the government and universities? and, (2) How can these sectors be aligned more thoroughly and efficiently?

In *Regional Human Service Planning & Delivery: A Lesson in Effective Collaboration Building*, **United Way President and CEO Maria Vizcarrondo-DeSoto** says that coordination of services and resources in this community contributes toward the strategic transformation of the City. As the City experiences major economic and social changes, United Way of Essex and West Hudson is forced to do the same – supporting collaborative efforts to ensure a good quality of life for Newark's citizenry.

In *Higher Education, Technology, and Economic Development*, **NJIT President Robert Altenkirch PhD** speaks about the obvious economic impact of universities at a local level through job creation and the purchase of goods and services. But on a broader level, higher learning supports regional economies in three ways: sustaining a

trained workforce, the direct transfer of technology and special knowledge, and short and long term problem-solving through intellectual linkages. Altenkirch speaks of Newark's assets, like Science Park, as agents in linking technological knowledge to the regional community.

In *Heart of the Regional Transportation System*, **New Jersey Transit Chief Planner Richard Roberts** talks of Newark as a "transit town" on the move. As one of the top 20 transit cities in the United States, Newark is the core of a regional transportation system. New Jersey Transit is working with area businesses, property owners, and most importantly the City to make travel accessible and reliable. With improvements in trip times and major terminals, New Jersey Transit expands the transportation system to keep up with Newark's rising popularity.

In *Reinventing Newark: A History*, **Rutgers University-Newark Provost Steven Diner PhD** gives an outlook on the future of Newark from an historical point of view. As early as the late 19th century, Newark represented strength in trade, government, entertainment, and culture. With cultural infrastructures such as the Newark Museum, Newark Public Library, Symphony Hall, as well as the state's largest newspaper, Newark is reinventing itself from the earliest European settlements into the Information Age.

In *Making Newark a 'Round the Clock' City*, **New Jersey Sports & Exposition Authority President George Zoffinger** says that the development of inner cities and urban areas is through intelligent economic decisions. Newark must have an ambitious goal, a well-conceived plan, and the relentless drive to stimulate a 24-hour community – one that includes an enjoyable quality of life for more than just the daytime workplace. The new sports arena will be a reality and ultimately attract people and their businesses into the City.



**Dr. Stuart D. Cook**  
**President**  
**University of Medicine**  
**and Dentistry of**  
**New Jersey**

---

*“If you seek  
medical care in  
New Jersey, there’s  
a one-in-eight  
chance that your  
physician is a  
UMDNJ  
graduate; 3,287  
of the practicing  
physicians in  
New Jersey  
graduated from  
UMDNJ.”*

---

## Introduction

### *The Region’s Reliance on Healthcare and Collaboration*

---

I welcome you to the Second CHEN Summit on the Development of University/Business Partnerships. The Newark campus of University of Medicine and Dentistry of New Jersey, the home of six of our eight schools, University Hospital and University Behavioral HealthCare, is proud to serve as host of this important event.

This university is the largest free-standing health sciences university in the country. As New Jersey’s premier academic health center, our mission is to conduct world-class research, educate health care professionals, offer specialized clinical care, and provide health care for indigent and uninsured people.

University faculty have been path finders in fields such as HIV/AIDS, tuberculosis, cancer, sickle cell disease, heart disease and environmental illnesses. They have made significant contributions to the scientific understanding about mechanisms that govern cell growth and death, findings that could lead to new treatments for illnesses such as Parkinson’s disease, multiple sclerosis and cancer. The University’s Newark campus is a vanguard site for the national Women’s Health Initiative, the lead site on a federal study to define the medical symptoms of Gulf War Syndrome, and the center of one of the most rapidly developing infectious disease and biodefense programs nationwide.

If you seek medical care in New Jersey, there’s a one-in-eight chance that your physician is a UMDNJ graduate; 3,287 of the practicing physicians in New Jersey graduated

from UMDNJ. If you seek dental care, you have a one-in-four chance that your dentist is a UMDNJ graduate; 1,538 dentists practicing in New Jersey are UMDNJ alumni.

In fact, with more than 200 health care and higher education institutions affiliations statewide, you probably have received care at a UMDNJ affiliate and from at least one health care professional who graduated from UMDNJ. UMDNJ also makes an impact on the regional economy. The University employs 7,400 people on the Newark campus, making it the second largest employer in Essex County and last year the University spent more than \$13 million in goods and services provided by Essex County businesses.

UMDNJ is in the middle of a \$535 million statewide capital construction campaign. On the Newark campus, the projects include a new \$100 million cancer center, a \$22 million University Behavioral Health Sciences building and the \$78 million International Center for Public Health in University Heights Science Park which opened last May.

Approximately 22 percent of the students on the Newark campus of UMDNJ are residents of Essex County. Some are enrolled in one of 32 joint degree programs or one of nine dual degree programs, such as an M.D./J.D. degree sponsored through a UMDNJ and Rutgers collaboration.

I cite this information not for bragging rights, although I certainly am proud of UMDNJ, but to underscore the point that inter-relationships are the fabric of both

higher education and health care in Newark and the region. You will hear more about higher education in a moment, but I'd like to focus a bit more on health care.

As you will learn from many of the sector speakers at the Summit, to successfully provide the quality programs to which residents of Newark and the rim communities are entitled, requires collaboration. Health care is no different. Let me assure you that Newark's hospitals provide some of the most outstanding care in the region. If you're going to need specialized care, look to this City.

St. Michael's Medical Center and Newark Beth Israel, in addition to UMDNJ-University Hospital, provide state-of-the-art programs in cardiac surgery. If we look at the rim communities, Kessler Institute for Rehabilitation in East Orange is always on the list of top rehabilitation centers in the nation and the VA Medical Center at East Orange has developed exceptional expertise in treating health problems that plague our aging veteran population. St. Barnabas Medical Center in Livingston is a top-notch regional burn care center.

I know I am biased towards UMDNJ-University Hospital, but because it is an academic medical center with a thriving medical school, the scope of its services reflects the synergy of faculty committed to quality research and clinical care. University Hospital is the Level I Trauma Center for Northern New Jersey and the home base for NorthSTAR Air Medical Program. Its liver transplant program boasts the third best survival rate in the country. It is the only hospital in New Jersey with a unique MRI system that allows safe dissection of tumors that might otherwise be inoperable. It has the only tertiary academic ophthalmology program in the state

and has just established an outstanding team of experts in stroke treatment and prevention.

Importantly, Newark's hospitals also provide the safety net for people who are underinsured or uninsured to make sure they have access to the health care they need.

Newark has terrific community health programs as well, such as the FOCUS Clinic, whose patient base is primarily the Hispanic Community; Broadway House, a hospice for AIDS patients; and the Newark Community Health Center, one of several federally qualified health centers throughout this City.

Even with all of this outstanding health expertise, however, I would be remiss if I did not also say health care disparities is a major public health issue, whether we talk about Newark, Essex County or communities across New Jersey. This issue is such a high priority for UMDNJ that we established the Institute to Eliminate Health Disparities. We are not taking on this issue alone, however. We are forming collaborative efforts University-wide, with other institutions of higher education, and with state and local officials. For example, in the wake of the tragedy of 9/11 we began a collaborative effort with the Newark Health Department, not only to address issues related to emergency health preparedness but also to tackle critical issues such as improving the City's childhood immunization rates. We know that if we truly want to make a difference that will improve the quality of life for this region, we must work together.

I have shared just a few of the examples of the dynamic health care infrastructure in Newark and the rim communities that contribute not only to the health of our citizens but also the economic strength of the region.

---

*“Let me assure you that Newark’s hospitals provide some of the most outstanding care in the region. If you’re going to need specialized care, look to this City.”*

---



***Dr. A. Zachary Yamba***  
***President***  
**Essex County College**  
***Chairman***  
**Council for Higher**  
**Education in Newark**

## CHEN Overview

### *CHEN's Plan to Transform Newark, the Regional Center*

---

This is the story of The Council for Higher Education in Newark, a unique collaboration that took root more than two decades ago. That's when the leadership of four distinct but neighboring public institutions of higher learning embarked on a bold plan to help transform a community.

The four institutions that comprise CHEN – Essex County College, New Jersey Institute of Technology, Rutgers University-Newark, and the University of Medicine and Dentistry of New Jersey – can point with pride to a vibrant partnership. CHEN has positioned Newark advantageously, as the home of a particularly dynamic cluster of academic institutions.

When the CHEN consortium first came together in the 1970s, its goal was to help transform the immediate surroundings of the four schools into a vibrant neighborhood and, in so doing, serve as a vital resource for the residents of the community. The collaborative nature of the institutional relationships has profoundly impacted the community that has become University Heights, as well as the City of Newark and the region as a whole. Through the CHEN consortium, a strong spirit of cooperation has developed among the schools. Independent of each other and with distinct missions, these institutions have evolved into a model of collaboration.

Beyond our cooperative initiatives, perhaps the strongest bonds are our institutions' commitments to serve the greater Newark community. Every year, graduates of the four schools become productive employees of the region's many

corporations and agencies. CHEN's students, faculty and administrators provide countless hours of volunteer service to schools and nonprofit organizations. The result is a vibrant community and enhanced quality of life for everyone in New Jersey's largest City.

The recently completed CHEN Economic Impact Report provides a comprehensive overview of our extensive collaborative ventures and other activities. According to this report, CHEN is one of the largest organizations in New Jersey, serving more than 26,000 students. In 2000 alone, CHEN generated more than \$2.6 billion total spending in New Jersey New Jersey New New Jersey from \$1.1 billion in direct spending. Nearly half of the 25,000 jobs produced were in Essex County. Indeed, 40 percent of these jobs went to Essex County residents.

The CHEN mission is two-fold.

Our internal mission relates to the academic life of the four institutions: to build intellectual growth and educational options for students, develop faculty strength, and increase research opportunities within and between our schools. By identifying overlapping interests and working collectively in the areas of academic, administrative and student affairs, CHEN institutions collaborate while maintaining their autonomy.

Our external mission reaches well beyond our brick and mortar. CHEN institutions have improved the quality of life in the surrounding neighborhood by advancing Newark as a College Town and by instituting

---

*“Beyond our cooperative initiatives, perhaps the strongest bonds are our institutions’ commitments to serve the greater Newark community.”*

---

far-reaching economic, business, and community development initiatives. We have forged alliances with the Newark public schools and community organizations. We are engaged in extensive pre-collegiate activities, and have been the catalyst for a soon-to-be constructed new Science High School which will be renamed University Heights Science Park High School.

Our collaborative ventures reflect an array of issues spanning the academic arena. We have established course and program cross-registrations; developed joint degree and certificate programs; created joint research and teaching opportunities; shared facilities; coordinated cultural and student life activities; and spearheaded public safety initiatives, including a shuttle service between our campuses. In short, we have shared our expertise and resources for the betterment of our students and our communities.

The redevelopment of the University Heights District – through neighborhood housing, retail stores, entertainment venues, Science Park, incubator facilities and the International Center for Public Health, to name just a few – are largely due to the vision and tenacity of the CHEN institutions. CHEN has a long record of revitalizing University Heights area. The development of University Heights Science Park, under the dynamic leadership of Jeanette Brummell, is a crowning achievement of our shared economic development. Science Park leverages university research and resources, applying these potent forces for Newark's redevelopment. In partnership with the City of Newark, the Newark Public Schools, the federal government, private industry and community organizations, we have created a mixed-use development of over 50 acres in University Heights.

Other recent projects among CHEN's robust collaborations include The Graduate Center at Newark, a joint venture of Rutgers-Newark, NJIT, and UMDNJ that will further the quality of graduate education and research and attract high-level graduate students and postdoctoral fellows.

The CHEN institutions are committed to their role as urban institutions. They support the local economy not only as educators, but also through numerous other programs and activities that contribute to the development and growth of the local economy and well being of its residents.

Today, University Heights is a vibrant College Town Neighborhood. CHEN institutions have invested more than \$1 billion in buildings and equipment, transforming what was once a depressed area of Newark. But the campuses are far more than their buildings. Residential housing and campus life add social and cultural vibrancy to the neighborhood. Of the 12,000 faculty and staff at the four institutions, many are homeowners who contribute to making Newark the bustling college town of the CHEN vision. CHEN institutions attract students from all walks of life. Our large and diverse population features students from more than 100 countries, which further enhances Newark's strength as a multicultural City.

Clearly, the presence of CHEN provides an added value that has propelled Newark's resurgence. Together we have participated in the revitalization of the City, improving the quality of life and making Newark a vibrant college town. Today, it is our judgment that Newark, Essex County and, indeed, the entire region are far better because of this strategic alliance that was formed over two decades ago.

---

*“Clearly, the presence of CHEN provides an added value that has propelled Newark’s resurgence.”*

---



***Dr. John J. Petillo***  
***President and CEO,***  
***The Newark Alliance***  
***(2001-2003)***

## University/Business Partnerships

### *Regional Partnering: Opportunities to Overcome*

---

In our first Summit on the Development of University/Business Partnerships, held at Rutgers-Newark, we focused on Newark's potential as an economic engine and a university town. This conference builds on those theoretical discussions and focuses us on the realities today of Newark as a regional destination. The opportunities that exist now flourish precisely because they are in the context of partnerships among the City, its neighborhoods, the colleges, arts & cultural institutions, and the corporate communities. Certainly these types of partnerships create complexities but they also provide opportunities to unleash the creativities of those various constituencies.

Allow me to quote from that famous and ubiquitous American philosopher, Pogo of the country's funny pages. He once said, "at times we are confronted with insurmountable opportunities."

To many people, Newark remains an enigma. The contrast from stereotype to reality can be both stark and stunning. The realities of multifamily housing in the various wards, the expansiveness of the collegiate and healthcare development, the leisure and entertainment destinations all provide exciting examples of a determined City and citizenry.

The enigma is that these developments are not simply quantitative. They clearly demonstrate that this City's rejuvenation and redevelopment are seeking quality. From University Heights Science Park, to NJPAC, to 744 Broad Street to the neighborhood market rate housing to the plans for the Mulberry Street Gardens, to Hahne's and 1180 Raymond

Boulevard, to the riverfront, these are the projects that fundamentally strengthen the City's life.

The lexicon for development in this City and its neighboring towns must be conversant with planned quality. Across the river facing our redeveloping waterfront sites, Harrison has identified mixed-use plans for market rate housing, recreation, and retail. This just further enhances the destination and the quality of life context for Newark. Planned development should be regional in itself and in its partnerships.

Today's presenters will be focusing our attention on the realities of Newark and the region as a destination. The discourse on anti-sprawl is actually an opportunity to reconnect with cities. This year again, I reference Michael Porter's studies that identify competitive advantages for urban centers:

- They are core hubs of transportation and communication,
- They are centers providing opportunities for outsourcing,
- They offer substantial purchasing power for the underserved local market, and,
- They provide a stable and underutilized workforce.

This Summit and the mayor's representation here are testimony to this City's revitalization commitment; are an indication that opportunities exist; and are acknowledgement that – despite Pogo's quotable observation – through partnerships and regional appreciation, great opportunities *can* be surmounted.

---

*"To many people, Newark remains an enigma. The contrast from stereotype to reality can be both stark and stunning."*

---

## Newark in the Region

# *Appreciation for a Most Livable City*

---

*Mayor Sharpe James was unable to attend CHEN's second Summit due to a City emergency. Richard Monteilh spoke in his place.*

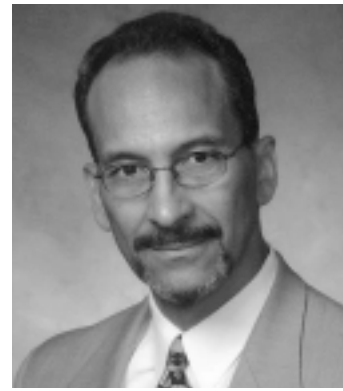
I am very pleased to be a part of the Summit that highlights the collaboration between CHEN, the business community, and the City of Newark. These partnerships are generators of the economic and community resurgence that we are seeing in Newark today.

The City of Newark is a great place to be. By any measure, Newark has more assets than any other city I have ever been in: from its geographic location, to its transportation networks, to its colleges and universities, to its corporations and businesses, to its arts and cultural institutions. Newark has always had the right ingredients for success. From its original founding on the banks of the Passaic River as an important route for commerce, to its evolution today into the gateway of a regional and global economy, Newark is already poised to regenerate itself, in a very short time, to the benefit of all of its people.

With Newark's unparalleled transportation networks – mass transit, highways, and airport/seaport, there is no better place to locate a work facility. The City's public transit systems will soon be further networked, with a downtown link to the North Broad Street Lackawanna rail line connected to the western suburbs, which will enhance Newark as a destination for business and commercial resources from those areas.

Having a diversity of assets does not guarantee the revitalization of a city. There must be an organized process to capitalize on the opportunity for success to make it a reality. As representatives of our respective organizations, we must bring a clear vision, concrete goals and coordinated planning, whereby all sectors of Newark – government, education, business and community – can participate in Newark's course to greatness. This is what I feel we are doing through our collaborations and partnership with CHEN. We are proud of our successful collaborations with CHEN in four major areas: In economic development they include the University Heights Science Park, the new Rutgers University Undergraduate Housing project, and new retail, commercial residential mixed-use projects such as the James Street Redevelopment Investigation Area; in health care, clinical, research, and related services for Newark residents; in education, a new regional Science High School on Norfolk Street; and in security, the coordination of CHEN and Newark security services. All of these efforts are furthering Newark's revitalization.

Commerce and business is being generated all the way from the Ironbound area through to the Central Ward. The challenge for all of us is the uptown areas of the City, since the downtown area will thrive on an already strong economic engine. It is the neighborhoods that must galvanize our attention. We must work together to bring economic, educational and employment opportunities into those communities. This is our challenge: Everyone must share in Newark's



**Richard Monteilh**  
**Business Administrator**  
**The City of Newark**

---

*“We must bring a clear vision, concrete goals and coordinated planning, whereby all sectors of Newark – government, education, business and community – can participate in charting Newark’s course to greatness.”*

---

---

*This is our  
challenge:  
Everyone must  
share in Newark's  
resurgence –  
from the 'big'  
people to the  
'small' people,  
from downtown  
to uptown.”*

---

resurgence – from the “big” people to the “small” people, from downtown to uptown. No one must be ignored or left behind, for if we allow that to happen, then we have failed to fully accomplish our mission.

The key underpinning of our collaboration is establishing a better quality of life for all of the people of Newark to create a vibrant and wholesome City. Economic development plays a major role, of course, but there are also various health and social issues, where we must focus efforts and address the negative statistics. We have a responsibility to devote our energies to these areas.

As Business Administrator of the City of Newark, I feel that in a way I am helping my country by helping Newark reach its full potential. And with all of the City's resources and talent, through such organizations as CHEN, there is no reason why that potential cannot be realized, and soon. I know that CHEN shares with me the eagerness to see the City of Newark have its day.

Partnership is working together, and it is through that process that the goal of a better future for the entire City can be achieved. Through the efforts of the partners of CHEN, and others who are committed to Newark's leadership and revitalization, this will all be brought about.

In closing, I want to thank all participants of the CHEN Summit for the effort and contributions you bring to the City of Newark. Mayor Sharpe James and I look to our continued partnership.

## Commerce

# *The Necessity of Collaboration For Tomorrow's Economic Vitality*

---

I am always humbled when speaking before a group such as those assembled for the CHEN Summit. It is a delight to speak about the future of Newark, the community's aspirations and what I see emerging here today. Therefore, I appreciate the opportunity to share my thoughts with you on the Newark of the future.

A lot of what is being discussed is really not unique to Newark. The issues that we are wrestling with are really no different than what major cities throughout the country are experiencing. In some respects, Newark is a step a head. We once had a vital urban center and lost it. Our goal is to regain what we had. If you look at Denver, Atlanta, Los Angeles, Houston, and Dallas, all of these major cities throughout the U.S. are trying to create a dynamic urban center that has that magical, 24-hour community, where one never existed.

Today, you hear a lot about collaboration. Educational institutions, and obviously CHEN, have a very vital role in this collaboration. In addition, however, we must also integrate all sectors such as transportation and commerce if we are to create a model for a 24-hour City.

As an example, if you look at some of the issues from the standpoint of a real estate perspective, you can understand the integration that needs to occur. When we meet with potential tenants, issues such as transportation, education and healthcare often come up. Tenants consider issues such as, how we are going to commute here? Where are we going to get medical care in the

event of an emergency? Who will provide employees with continuing education? Where will our work force live? All of these issues are not just related to commerce, but to the supporting community as a whole.

Our company is working on integrating all of these various facets. In order for us to do this successfully, we integrate all of the factors we spoke about and layer in our areas of expertise. As a real estate company, our projects are deeply intertwined with the health of the community at large. This is a pioneering effort that requires an enormous amount of creativity and perseverance. It is our belief that the Newark of today is poised to take on a new development with upscale residential housing being the next component.

As an illustration that the time is right, we recently had one of the most prominent New York families take a tour of Newark. This particular family controls several thousand units in Manhattan and is one of the original dynasties in the New York real estate industry. After one conversation and learning about what was taking place, they asked if they could come out and see the amazing things you were all doing here in Newark.

I took them on a tour of 1180 Raymond Boulevard, 744 Broad Street, the Hahne's Griffith Building and Military Park. I also took them to the New Jersey Performing Arts Center, the Newark Museum and the CHEN campuses. After they got back to New York, they called me immediately. They told me that my vision of what is the Newark of the



**Arthur Stern**  
**Principal**  
**Cogswell Realty Group**

---

*“We once had a vital urban center and lost it. Our goal is to regain what we had.”*

---

---

*“In my opinion,  
the chief obstacle  
for the City lies  
outside of  
Newark, in that  
we have to  
transform the  
mentality of the  
State from one  
with a suburban  
focus to an  
urban one.”*

---

future is exactly in line with what they saw. The negative perceptions have faded. It is time to move on.

As we create this new community of residential and commercial centers, everything has to fire together – all of the economic sectors. When we look to the future, one of the most important components we will have will be the collaboration with CHEN and the educational institutions they represent.

In my opinion, the chief obstacle for the City lies outside of Newark, in that we have to transform the mentality of the State from one with a suburban focus to an urban one.

This Governor gets it, but the mentality elsewhere must reflect that the urban centers in this state are worth saving. It should be from this perspective: that if there is going to be any substantial growth in the future then it should be in our cities. The infrastructure is already in place here, and everything is poised for growth in the urban centers, as opposed to continuous growth in the suburbs.

The time is right to reclaim cities such as Newark.

## Regional Impact

# *Building Strong Partnerships between the Public and Private Sectors*

---

I have been asked to address how the public sector can, by building partnerships, contribute to reaching the goal of making Newark a destination – a local, regional, national, and international destination.

There is no other choice. If we want to promote smart growth in New Jersey, we must attract development and capital to our urban areas. As our state's largest City, and a growing hub of commerce, education, healthcare, transportation, and the arts, Newark is nonetheless dwarfed economically by New York City and the combined development of other parts of our region. In addition, national and international forces, including the economy, market, and demographic changes will affect Newark's future in ways that require partnerships to address successfully.

Newark is an indispensable transportation hub, not only for northeastern New Jersey but for the entire tri-state region. No other place serves as a node for as many types of travel – the interstate highway network, the commuter rail system, domestic and international air travel, and ocean, air and rail freight. For example:

- Nearly 30 million airline passengers a year – over a third of all air travelers in the region – depart or arrive at Newark Airport.
- Most of the region's ocean-borne cargo passes through Port Newark-Elizabeth.
- Every workday, 70,000 rail passengers board or disembark from New Jersey Transit, PATH and

AMTRAK trains at Newark Penn Station, and this doesn't include the thousands who transfer between trains at Newark.

The Regional Plan Association, as the nation's oldest planning organization, has long recognized Newark's importance in the metropolitan region. In its 1929 Plan, the Regional Plan Association (RPA) promoted infrastructure investments such as rail, highway and port development to strengthen the City and its surrounding communities.

The Introduction to RPA's First Regional Plan from 1929 provides some thoughts that could be applied to today's discussion of Newark and the region:

In making a study of a community so vast in scale and complex in detail, and in trying to formulate tentative proposals for the guidance of its growth and development, they have had to face a number of questions which present themselves only when one thinks of the totality rather than the parts. They have had to recognize that the great whole is a living thing, with a certain spirit of its own, a sort of anatomy, and something like a functional physiology. What forces have molded all these? Can it be seen what determines the relations of parts to one another and of parts to the whole?

Possible outcomes of today's discussions should center on a consensus about "significant and important" investment decisions to promote smart growth.

At the Pinelands Commission, looking for opportunities to promote



**Governor  
James Florio**  
**Chairman**  
**Regional Plan Association -**  
**New Jersey Section and**  
**CEO**  
**XSPAND Corporation**

---

*“If we want to promote smart growth in New Jersey, we must attract development and capital to our urban areas.”*

---

---

*“There is no doubt about the advantages of a thriving middle class... Equally important is the ability to encourage a diverse population to contribute to the city and the region!”*

---

smart growth in areas with infrastructure, we view Atlantic City as that region’s destination city. Maximizing opportunities for growth in Atlantic City and Newark can relieve development pressure and congestion in the suburbs. And building partnerships within the region on a common vision can have tremendous results.

CHEN has rightly recognized its power as an economic engine in the region. We need to focus on what is necessary to take us to the next step, and where the public sector can work with those in the private and nonprofit sectors to achieve those characteristics of a premier city: an economic engine, thriving middle class, innovation, aesthetics and synergy of partnerships.

It is this mutuality of interests that will guarantee our success –but only with a shared vision, commitment to succeed, and two critical characteristics: honesty and competence.

Newark is far more than a place just to pass through: With 125,000 jobs, Newark is still the largest employment center outside of Manhattan in the tri-state region.

RPA’s Second Regional Plan (1968) noted that “Downtown Newark gained 7,600 office workers between 1959 and 1965, a 15 percent increase. Nevertheless, the State’s decision to put the New Jersey State College of Medicine and Dentistry there instead of on a suburban campus was valuable in maintaining business confidence that public investment would not pass Newark by.”

The Third Regional Plan (1996) called for investments in 11 regional downtowns, including Newark, attracting new job growth and rebuilding communities rather than building on greenfield sites. It also recommended support for new institutions and uses in centers, such

as “telematic” at-home businesses, mixed-use districts, and arts and cultural institutions.

Recently, RPA convened the Civic Alliance to Rebuild Downtown New York. Five economic criteria considered by the Civic Alliance are worth considering here:

- Growth: What potential is there for expanding economic output, jobs, income and tax revenues throughout the region?
- Equity: What potential is there for reducing income and housing disparities?
- Stability: How can we reduce the cyclical swings impacting the region?
- Feasibility: Are plans consistent with economic trends and the regional outlook?
- Financial Stability: What is the potential to produce public and private revenues to pay for the investments in infrastructure and amenities?

There is no doubt about the advantages of a thriving middle class. Atlantic City, Hoboken and New Brunswick are evidence of the benefits of attracting new residents with disposable incomes. Equally important is the ability to encourage a diverse population to contribute to the City and region.

The 2000 Census shows the need for attainable housing:

- Approximately half of the people in Newark earning an entry-level salary –\$20,000 to \$35,000 – spend more than 35 percent of their income on housing.
- 28 percent of all homes in Newark were built before 1939.
- 25 percent of Newark families are in poverty. The household median income in Newark is only \$27,000, compared to \$45,000 for the rest of the county, and \$55,000 for New Jersey.

New housing for all income levels will encourage commercial development to meet the new needs of the City and its region. 27,000 fewer people live *and* work in Essex County now than they did in 1990. At the same time, thousands more Essex County residents are commuting to other parts of New Jersey and New York City: 1,000 more Essex residents now work in Morris County, 2,500 more work in New York City, 3,700 more work in Bergen County.

Newark is both a creative and intellectual destination. Led by the New Jersey Performing Arts Center, Newark's cultural venues are becoming increasingly recognized as region-wide assets. The four CHEN institutions constitute one of the region's largest academic resources, with a larger student body than all but a handful of university centers. Providing opportunities for graduates to live and work in a vibrant, culture-rich Newark is the essence of smart growth.

Economist (and Newark native) Richard Florida, in his book "The Rise of the Creative Class," argues that the growing role of creativity in our economy is transforming work, leisure, community and everyday life. He came to understand the power of creativity at work not from economic textbooks or from research, but in Newark very early in life from his father, who said that the productive power of the factory lay not in the machines and presses, but in the intelligence and creativity of its workers.

Florida identifies those forces that have combined to bring people and economic activity back to urban areas:

- Decreasing crime rates;
- Creative lifestyles and the new amenities that go with it;
- Powerful demographic shifts;
- Centers of creativity and incubators of innovation; and
- Replication in other cities and suburbs.

These examples illustrate not only how far cities have come back, according to Florida, but how truly pervasive the demand for quality of place has become – all for economic reasons – to attract talented people and the companies that power growth in today's economy.

Newark's Olmstead parks and Beaux Arts architecture inspire all who appreciate the importance of natural and cultural resources to our quality of life.

There is a golden opportunity over the next decade for Newark and Essex County to partner with the State and nonprofit organizations to rehabilitate parks and historic structures, and create a new waterfront that can be the catalyst for economic growth and a renewed pride. During the last few decades, many urban areas have not sufficiently invested in our parks and historic sites, failing to recognize the importance of this infrastructure to the economy and stability of our communities. But the Garden State Preservation Trust Act includes provisions encouraging nonprofit organizations to work with cities on park development projects, and a recent proposal by Governor McGreevey to increase resources and priority for urban parks could add to the opportunities available to Newark.

---

*“Newark is both a creative and cultural destination.”*

---

---

*“The lessons of history show that collaborative, Community-based efforts often produce results beyond initial expectations.”*

---

Perhaps most important, though, is the need to avoid the “quick fix” as well as the “unimportant,” and to develop and maintain a regional system of natural and cultural resources that link where people live, work and shop.

As we hear the call to increase the number and frequency of partnerships to achieve our common vision, as a strong proponent of smart growth let me add my voice of support. The lessons of history show that collaborative, community-based efforts often produce results beyond initial expectations. Budget cuts on the federal, state and local levels challenge us to find better ways to provide necessary infrastructure and services, while investing in our common future. Entities like CHEN are critical to

bringing expertise and purpose to the table. To avoid these resources is to risk certain failure.

As I began, I briefly mentioned the importance of honesty and competence. I can’t overly stress the need for good people to come to the table and consider public service. At no other time in our history has it been more critical for responsible governance. Without honesty and competence, even the best partnership is doomed to failure.

For Newark to become the “Destination” we all seek and a shining example of smart growth in New Jersey, it must also be a destination for the best that public/private partnerships can offer. It is a vision that, together, we can share with the world.

## Workforce Development

# *Meeting the Challenge of Workforce Transformation*

---

I commend CHEN and the City of Newark for hosting this Summit, and I echo the importance of this vision for Newark, as well as how important it is to the state of New Jersey. This Summit's theme is what Newark will look like in 2013. When you think about how New Jersey will evolve as a state and a region, it will be defined by its cities – especially Newark.

The future of Newark and New Jersey are linked together and with great promise.

As New Jersey's flagship City, Newark needs special interest and special care, and certainly CHEN and our friends and collaborators can provide that.

I've been asked to speak about workforce. I wear several hats – first, as the head of a major corporation with thousands of employees located across the state. I also chair the Regional Business Partnership, which is committed to improving the business climate in Newark and the surrounding region.

Many issues surround workforce development, but one thing that everyone agrees on is that workforce development is important. In the knowledge economy, workforce is generally viewed as the most important element for economic transformation, so this is critical for a region's success.

Federal Reserve Board Chairman Alan Greenspan said it best: If we are to remain a leader in transforming knowledge into economic value, the U.S. system of higher education must remain the

world's leader in generating scientific and technological breakthroughs and in preparing workers to meet the evolving demands for skilled labor.

You can't have a successful economy without workers who possess these skills and acceptable levels of knowledge. The workforce model at one level is simple. What do you need to have a successful workforce system? You need to align the workforce needs of business and industry with the provider system – the colleges and universities – and with government, where much of the funding originates.

That is the underlying principle of the Workforce Investment Act of 1998. However, all attendees of this Summit know that it's not quite that easy. We know the challenges of trying to create a workforce model that is part and parcel of an economic transformation that fuels the growth we all covet.

The challenge we face is not so much with the vision of a successful workforce system but with the strategy and tactics used to achieve it. We need to continually ask basic questions like: Are businesses working effectively with the universities and government? Are we all together on what are the next steps we need to take?

We all recognize Newark is in the midst of a radical transformation. To see it, you need only to look at the old Macy's building, which is now the site of an "Internet hotel" – full of Internet service providers; or the old Mutual Benefit building, which now is the home of IDT and



**Dennis Bone**  
**President**  
**Verizon-New Jersey**  
**and Board Chairman**  
**Regional Business**  
**Partnership**

---

*“When you think about how New Jersey will evolve as a state and a region, it will be defined by its cities – especially Newark.”*

---

---

*“How do we ensure that every Newark resident fully participates in the new economy and has the skills and competencies needed?”*

---

Net2Phone; or the MBNA center, which is hiring hundreds and hundreds of Newark workers for its customer care center.

Newark is evolving and good things are happening. Our challenge is how can we make it better? What do we do differently? How can we better align those bonds between the business community with the colleges and universities and technology incubators? How do we ensure that every Newark resident fully participates in the new economy and has the skills and competencies needed?

A Partnership Summit like this is a good start. Knowing the people in it – knowing what you do, how you do it and what you invest in this City – I think we can make workforce development stronger in Newark and make the City work better.

## Philanthropy, Human Service and Collaboration

# *Regional Human Service Planning & Delivery: A Lesson in Effective Collaboration Building*

---

After 75 years of service to the Newark Community, The United Way of Essex and West Hudson in 1994 embarked on a journey. It would strategically transform itself in order to maintain its relevancy and value in a community that was experiencing major economic and social changes at an unprecedented speed.

The result has been a reengineering – from a fundraising federation that raised funds through the workplace to support a network of member agencies, to a community-impact organization that seeks to invest the funds raised in strategic ways that will produce results and, more importantly, make an impact that may create incremental change in the short term but institutional change in the long term.

We are doing this by perfecting the process of collaboration with public and private stakeholders and service providers. Instead of funding programs, we are investing in initiatives by recruiting corporate/foundation and public-institutional partners around our vision and assembling selective service agencies to lend their expertise to bear on an identified problem, and we methodically orchestrate the process of investment, quality control and measuring outcomes.

We decided to make this our niche for two reasons:

- (1) An extensive countywide needs assessment verified that this would be a positive direction for us to take, and,
- (2) There has always been a dire need for better coordination of services and resources in this community. The challenge has always been the

competitive environment that prevented effective coordination in Newark around service delivery.

This new approach has brought about decisive changes:

It changed relationships with companies because they are working with us year-round, in contrast to the old model of fall campaigns.

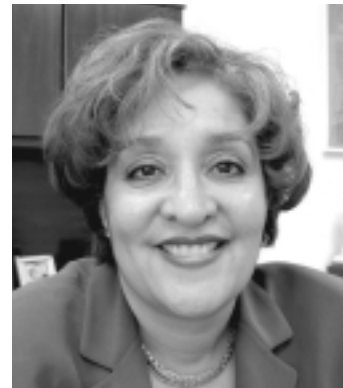
It changed relationships with agencies because the partnerships are now based on what they can bring to the table to support the vision we create from our community needs assessment vs. the entitlement structure that existed for some 75 years.

It expanded our role in the community because the collaboration process requires more outreach to partners that are the right fit for work on community solutions.

It focused our energy and resources on a family stability track that is measurable and where we can make a difference.

Most importantly, it has made us the epicenter for human service planning and delivery.

How does this relate to the characteristics of a premier city? In order for a city to thrive its residents need to enjoy a stable home, good health, a solid education or training that will make them competitive for the job market and obviously have access to job opportunities that will afford them a good quality of life. The underlying issues that may prevent achieving these life goals are usually tied to needs that



***Maria Vizcarrondo-DeSoto***  
***President and CEO***  
**The United Way of Essex and West Hudson**

---

*“Instead of funding programs, we are investing in initiatives by recruiting corporate/foundation and public-institutional partners around our vision. . . .”*

---

---

*“The United Way’s role is to demonstrate the positive impact of collaboration around human service delivery.”*

---

must be addressed and supported by the social sector. This is where the role of United Way becomes critical as the City tries to meet the needs of the human condition that are essential prerequisites to addressing the quality of life issues that, if left unaffected, will ultimately prevent a true renaissance from occurring in the City. The United Way’s role is to demonstrate the positive impact of collaboration around human service delivery.

United Way’s Success By 6 is the perfect example of the impact of good collaboration in the local community and how that effort can extend to the greater county and region. Started back in 1997 the United Way partnered with the Prudential Foundation to mobilize the community around the needs of children prenatal to six years of age and their families by meeting their health, social and economic needs as an early intervention strategy with a vision to produce future generations of contributing members of society and with the residual effect of stabilizing families in the long run. Remember, this was the pre-Abbott-Decision era, and at the dawn of Welfare Reform.

Success By 6 has achieved some key objectives of the United Way and the Prudential Foundation:

- Put the resources of both entities together for greater impact.
- Invested considerable time and resources into training stakeholders (service providers, public servants, child advocate organizations, etc.) on how to work in collaboration effectively.
- Developed strong partnerships with community institutions such as UMDNJ, Newark Public Schools, Newark Preschool Council, Essex County College, and Rutgers University to name a few to provide expertise and resources to the health and educational components of the initiative.
- Expanded the initiative beyond Newark to Greater Essex County and now Hudson County.
- Developed best practice models for

work with this age group that have become prototypes for services that will expand to the region.

- Outcome: We have provided services to close to 100,000 children and families so far, which will hopefully result in a spill-over of well-adjusted kids who will be ready to learn in the middle youth years.
- Major community campaigns: Leady Eddy is now expanding statewide. Models for quality day care and parenting programs have been created. Community-based organizations are better prepared to meet the Abbott requirements for early childhood educational programs.

Building upon and around SB6 and other youth initiatives, we expanded collaborations with other corporate/private foundations: The PSE&G, Amelior, Schumann, and Victoria foundations, to name just a few.

So, you may ask, Where are we going? We intend to pursue the following major initiatives going forward, while maintaining our emphasis on the building of effective collaborations:

- Child Welfare Coalition, which will institutionalize the collaborations that have been formed long term to address the needs of children so that none of them are left behind.
- Get the community at large to create a major campaign promoting child welfare, with billboards that will say, “Newark: A Success By 6 City,” and each company will have a plaque on their building that stated, “We are a SB6 Champion.”
- Spread the best practice models of community collaboration throughout the region.

In all of these things, United Way has enjoyed the relationships with CHEN’s member institutions, which have provided expertise and resources to this effort.

## Higher Education and Technology

# *Higher Education, Technology, and Economic Development*

---

Today, higher education is definitely viewed as a key component of urban and regional economic success. A group of chief executive officers, CEOs for Cities, recently explored this topic from a strategic perspective in a report titled *Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda*. The complete text of this insightful analysis is on the World Wide Web at [www.ceosforcities.org/research/2002/leveraging\\_colleges](http://www.ceosforcities.org/research/2002/leveraging_colleges).

I am pleased to have this opportunity to share the report's main points with you and expand on how they apply to Newark, long the home of New Jersey Institute of Technology. Some of my observations apply to all colleges and universities, while others are unique to a technological research institution like NJIT.

On what is probably the most basic level, the operating activities of a university contribute to the local economy by providing jobs and through the purchase of goods and services. Teaching and learning constitute the workforce development that Dennis Bone spoke about. In addition, there are two other points. First, universities are also advisers and network builders, channeling a wide range of expertise into local communities and beyond. Then, there's investing that provides seed support for start-up companies and the commercialization of research breakthroughs.

In reaching out and interacting with society at large, higher education is a primary engine for moving technology into a knowledge base that serves as a basic national resource. That's done in three ways, the first of which is

sustaining the workforce. By this I mean educating technical specialists such as scientists and engineers, placing interns and co-op students, and offering opportunities for continuing education.

Technology transfer is another way in which higher education has a direct impact on the economy. Basically, direct technology transfer is converting research into patentable inventions and converting inventions into products, frequently through licensing to manufacturers. However, this can be economically daunting for a university.

Technology transfer also includes the potential to integrate spin-off companies into the structure of a university, which has the added dimension of a new connection between the economy and a university's faculty and students. While more challenging than the straightforward mission of equipping people with knowledge needed in the workplace, technology transfer can open new avenues of economic support for a university and enhance the educational process for students with real-world experience.

Third, a more subtle and complex contribution, but perhaps the most valuable, is intellectual linkage with the private sector through faculty expertise, facilities and equipment, and nationally competitive research. Some of this linkage is short-term, helping to solve pressing bottom-line problems. Industry has a problem that must be solved, university faculty have the expertise needed, industry supports the effort, the problem gets solved. But that's a small amount of the funding universities receive,



***Dr. Robert A. Altenkirch***  
***President***  
**New Jersey Institute of Technology**

---

*“Higher education is a primary engine for moving technology into a knowledge base that serves as a basic national resource.”*

---

---

*“I was in a senator’s office one day discussing a research idea. A staffer said to me, ‘We don’t fund research. We fund economic development.’”*

---

mainly because industries and university researchers operate on different, incompatible time scales. The longer timeframe of most university research means less immediate economic-development potential.

However, university involvement in solving long-term, industry-wide problems is a mutually viable economic activity. Generally, this activity is funded not by industry but by the federal government, which has the most elasticity in funding and is by far the largest supporter of university research. This requires partnerships among government, industry and universities to identify the problems that are important, just as focusing the educational mission of universities requires the same partnerships to identify knowledge and skills needed in the workforce.

Federal funders are interested in supporting research that eventually leads to economic development, a perspective underscored when I was in a senator’s office one day discussing a research idea. A staffer said to me, “We don’t fund research. We fund economic development.”

Universities, then, can partner in activities along an economic-development continuum that spans workforce training, technology transfer, solving short-term problems and work on longer-term, industry-wide problems. Yet there’s more that can benefit the economy and the university in addition to the end results of these activities. That’s because the process of working toward desired solutions in and of itself affords benefits associated with what have been termed economic “clusters.”

Extensive, well-funded university research geared toward solving real-world problems requires a host of products, services and skills. This requires participation by a wide range of providers and workers in a

mutually beneficial cluster. Analysts point out that the economic energy of a cluster depends on the scope of the activity that brings the cluster into existence.

In the case of university-focused research, there is the potential to build clusters with substantial economic clout. While being of great benefit to the local economy, major university research efforts draw upon the resources of “traded clusters” that are often regional, even national. Accordingly, work involving the long-term problems mentioned earlier would resonate economically far beyond the university involved as a principal partner.

Newark, NJIT’s host community, has all that’s needed to be the center of a major vertically-integrated traded cluster that returns the many benefits integral to invention and commercialization. As Saul Fenster, my predecessor at NJIT, has often emphasized, Newark offers every asset basic to such a cluster: invention, design, development, product, market and distribution.

At the heart of this cluster on the educational level are substantial university resources in science, engineering and medicine, along with effective linkage to school systems in the area to attract the most promising students. This is the catalyst for energizing research and invention.

Outside of the university classroom and laboratory, there are facilities like University Heights Science Park, which includes two of the three business incubators that operate under the auspices of NJIT. To give you some idea of what a major asset this is, these fully occupied incubators are in the top 3 percent of the 950 business incubators in the United States in terms of size. In addition to housing start-ups from the region, the incubators are also available to assist university spin-out companies. Today, here in Newark,

these facilities are imparting vital economic momentum to new technologies and products.

While the main focus of our incubators is encouraging the growth of companies specializing in technological products, a complementary mission is to provide developmental support for minority-owned businesses. To further this goal, we are partnering with the Institute for Entrepreneurial Leadership ([www.IFELNJ.org](http://www.IFELNJ.org)) to assist such businesses. This group may even establish its own incubator, because the demand is there.

Looking at the final two links in the developmental chain, Newark is at the center of a region that offers unique resources in terms of markets and distribution. Our transportation facilities are unequaled in their potential to serve markets that extend across the country and to other parts of the globe. NJIT is deeply committed to a partnership with industry, government and other educational institutions that strengthens all of the links on this chain – which is anchored in the excitement of invention – to the benefit of our home City, our state and our nation.

---

*“Newark offers every asset basic to such a cluster: invention, design, development, product, market and distribution.”*

---

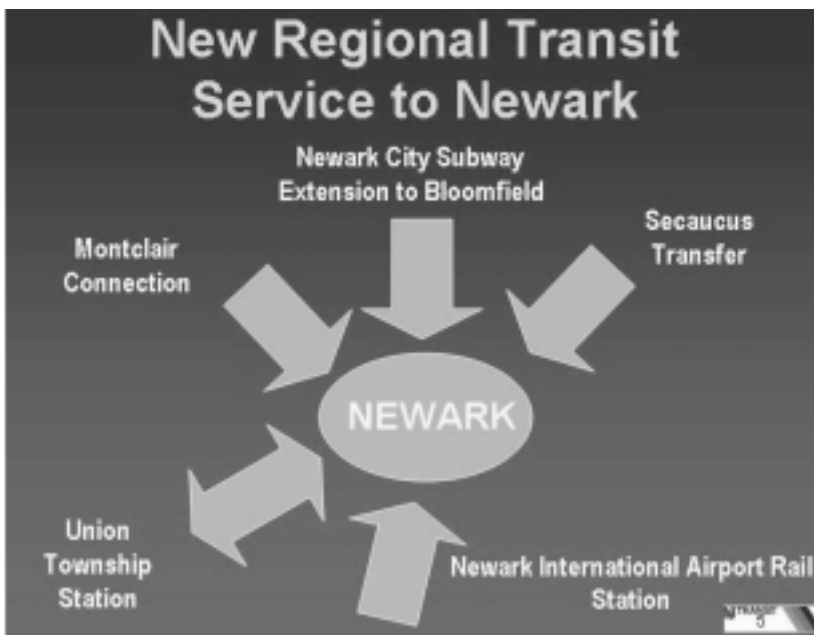


**Richard T. Roberts**  
**Chief Planner**  
**New Jersey Transit**

*“Newark is a transit town . . . among the Top 20 transit cities in the United States.”*

**Figure 1**

*“Look at Newark as being in the center of things.”*  
Source: Richard Roberts, New Jersey Transit



## Transportation

### *Heart of the Regional Transportation System*

*New Jersey Transit Executive Director George Warrington was unable to attend CHEN's Second Summit. Richard Roberts spoke in his place.*

I'm going to discuss some images of what is happening in the regional transit infrastructure, what's about to happen next, and what will happen in the future.

Newark is a transit town. For one thing, 25 percent of the people who work in Newark take mass transit. So do 26 percent of the people who live here; and Newark is among the Top 20 transit cities in the United States. So, this is definitely a place where public transportation plays a major role.

Of course, this is the home of New Jersey Transit, and in our agency we are in the midst right now of focusing back to the basics. In basic, simple terms, this really revolves around three things: Reducing congestion, trying to promote smart growth, and sustaining or fueling a growing economy.

That is going to be the very key in mass transit development in greater Newark,

because along with trying to sustain the current growth we're trying to sustain the visions that CHEN has here for the City. We really want to work with you, so we largely respond to you.

So, how do we promote the economic development of cities around mass transit? Well, one way is we try to make sure we have the necessary capacity. We try to have the necessary linkages, and one thing we realize is that we can't expand the system very much more.

You have some of that happening now – with I-78, Routes 22 and 21 (and more work will be done on 21) – but that can't be the whole story. We come in as supporters of that part. We are going to be looking at improving transit both to Newark and also within the City.

Look at Newark in terms of being in the center of things (See Figure 1). And consider some of the things we are doing:

The Newark Airport Rail Station (See Figure 2), which opened a few years ago and is now finished, handles nearly 3,000 daily passengers, very nicely. We extended the Newark City Subway up to Belleville, and we're handling about 1,000 more daily riders on that. We handle the Montclair connection, and right now you can go places you couldn't before – for example, from Great Notch to Downtown Newark in about 20 minutes.

We have a new station that will be open in Union near Kean University – which was previously called Newark State College. There's the Secaucus Transfer Station, which will open in late 2003. This will allow people in Bergen and Passaic Counties and even from Orange County, New York, for instance, to transfer and ride trains into Newark.



**Figure 2** Newark Liberty International Rail Station.  
 Photographs courtesy of New Jersey Transit

Within the City, we have Broad Street Station, Newark Penn Station, Newark City Subway, and I also want to mention the American Disabilities Act improvements quickly: At Broad Street Station we are now poised to make a major investment in major upgrades – coordinated with the Light Rail Extension making this station Americans with Disabilities Act compliant by putting in elevators and other improvements.

We have a major effort on the rise in and around Newark Penn Station, in which some of you have been involved with New Jersey Transit. We are looking at about 4 million square feet of potential space that could be built in and around the station within the circle that is shown in (Figure 3). That doesn't include what could happen with the arena coming, but we are working with the area businesses, land-owners, and the City to determine how to improve vehicular circulation and pedestrian flows – the vehicular part largely because we have a large number of buses coming in and out of Newark Penn Station, with 1,600 daily departures and arrivals. About 31,000 people use those buses daily in and out of that facility. That makes it a very high-usage facility. About 11,000 of them transfer from the buses to other modes at that facility.

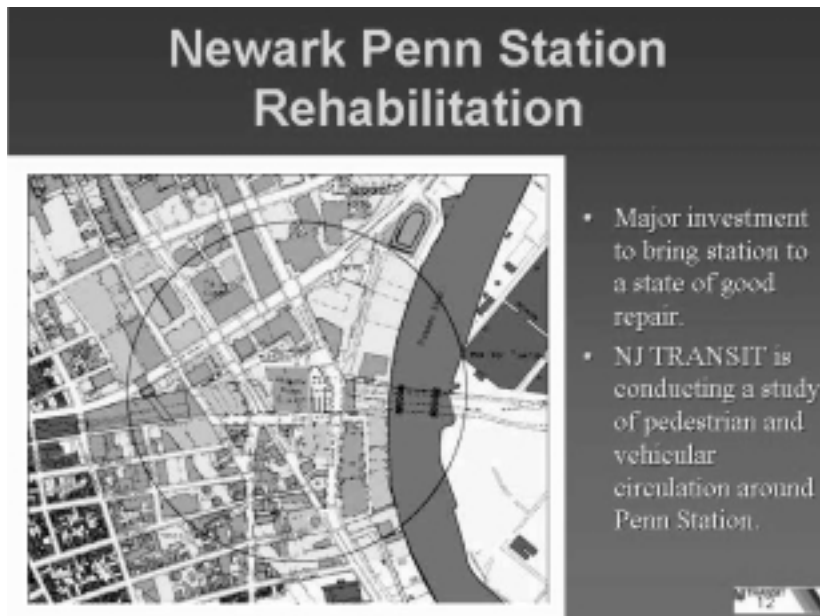
Newark is the nucleus, the center of the larger transportation system, and we want to make it work even better. We need to make it work better in the

sense of more development and other activities that are going to happen in the area.

We also intend to make big improvements. The place you know so well needs a touch-up.

We are also going to be doing some other things. We will look at the possibility of extending the City Subway beyond just what you see here (Figure 4). Right now, we are working on the Broad Street-to-Penn Station extension. We'll do some things to improve service on the Morris and Essex lines. We keep striving to improve these things and bring them all together.

**Figure 3** Newark Pennsylvania Station may get 4 million square feet of additions – even more if the Newark Arena comes to fruition.




---

*“Newark is the nucleus, the center of the larger transportation system, and we want to make it work even better.”*

---

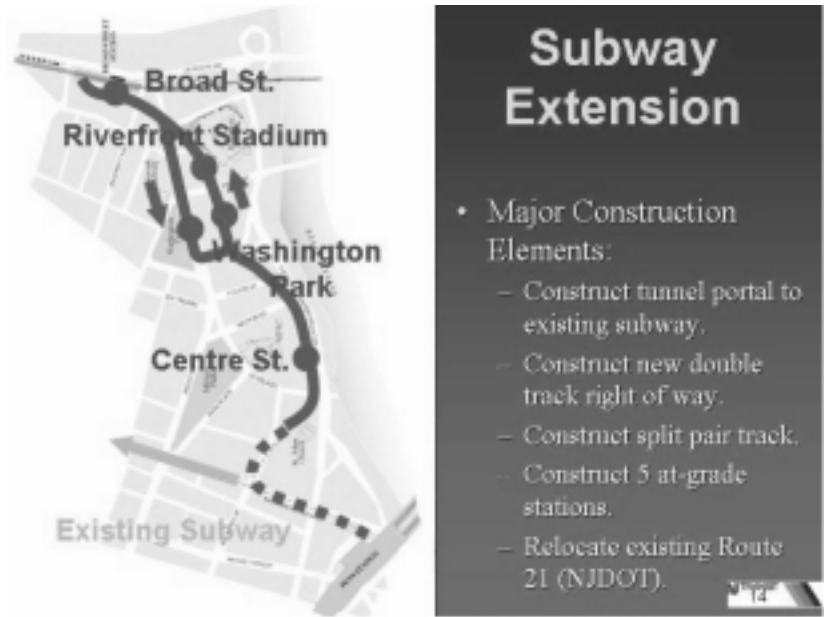
Right now, we are looking at a 12-minute trip from the Broad Street Station down to Newark Penn Station. The result will be a more-integrated, connected system, and that's one of the underlying messages here. We are investing in the transit system to give you a higher grade of flexibility, and a greater diversity of options for people to come to the City and move around in the City.

A little bit of background on the City Subway and what's going to happen: This is the route that is being built. This is all coordinated with Route 21, and there are other potential extensions we will be looking into, mostly to the suburbs. Some of the development to be served along this route, acting on what we have been talking about, include (Figure 5) the new City Subway as it extends up by Washington Park, the improvements to the Broad Street Station, the light rail we'll put in at the Broad Street Station, additional parking there, and a larger bus facility there for people to get on and off the buses and get to the trains. We will be vastly improving this area. In fact, we are talking to the owner of the Westinghouse Building, so this can all become pretty surroundings of the station.

We want to improve overall – trip times and reliability – for bus and train service within the City. We've noticed that with the increased auto traffic in the City our buses are having more and more difficulty operating reliably and quickly through the City. So we want to increase some express bus service to make it better for people to get around. We want to look at the possibility of extending the City Subway, as I mentioned a couple of different times. One previous study effort looks at extending the subway south, and at proposed improvements to other extensions, and we may get into those projects.

Again, a high priority is improving circulation in and around the nuclear hub of the City – Newark Penn Station. This is where we have to spend most of our attention in order to make everything work well.

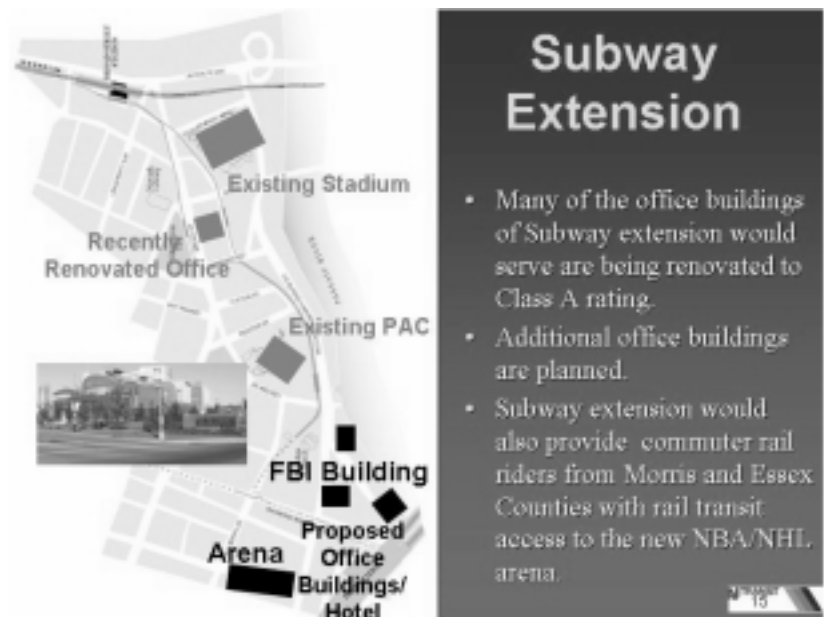
**Figure 4** Newark City Subway projected route is designed to mesh with Route 21, McCarter Highway.



### Subway Extension

- Major Construction Elements:
  - Construct tunnel portal to existing subway.
  - Construct new double track right of way.
  - Construct split pair track.
  - Construct 5 at-grade stations.
  - Relocate existing Route 21 (NJDOT).

**Figure 5** According to plans, Newark City Subway will extend to a stop nearby Washington Park.



### Subway Extension

- Many of the office buildings of Subway extension would serve are being renovated to Class A rating.
- Additional office buildings are planned.
- Subway extension would also provide commuter rail riders from Morris and Essex Counties with rail transit access to the new NBA/NHL arena.

*“We are investing in the transit system to give you a higher grade of flexibility, options for people to come to the City and move around in the City.”*

## Measuring Progress

### *Reinventing Newark: A History*

---

As an historian of American cities, I cannot help but view the future of Destination Newark in historical perspective. Cities like Newark thrived from the earliest European settlements of North America, as centers of trade, government, entertainment, and culture.

As mass transportation took hold in the late 19<sup>th</sup> Century, cities also began to segregate land uses and social groups, with the poor and least-advantaged generally living closest to the central core and the more prosperous at the periphery. With widespread ownership of automobiles by the mid-20<sup>th</sup> Century, and the government's massive investment in highway construction, more affluent urban populations moved well beyond the legal limits of the City. They left behind, in the central cities, the vast majority of poor people, many of whom were denied opportunity by their race as well as their poverty. The automobile enabled employers to move to new suburban office parks, allowed retail stores to move to shopping malls, and enabled popular entertainments like movies and restaurants to decentralize as well.

Government policy accelerated this process of urban de-concentration, social segregation, and disinvestment in cities. They did that by locating public housing only in communities with large low-income populations and by denying Federal Housing Administration and Veterans Administration mortgages for racially- and economically-mixed neighborhoods.

Seeing all this happening, and seeing the cities erupt in civil unrest in the 1960s, many policymakers and pundits concluded that there was no real future for American cities.

But they were wrong, as the resurgence of one city after another in the 1990s has proven.

So why have these cities come back?

First and foremost, it is because they have extraordinary assets that were built up over decades, clustered together in relatively dense environments. Older cities have extensive infrastructures. Newark has a transportation system that is outstanding, and this makes it an attractive place to work and play because people can get here with ease. Particularly impressive is our rail system, which becomes an ever bigger and better asset with each passing year, as highway gridlock grows relentlessly.

Second, the physical environments found in the cities are rich and stimulating. Newark has a splendid built environment, with wonderful art deco buildings and many more architectural treasures – a visual antidote to the low-density malls and cute little town centers of the suburbs. This is an environment ripe for modern urban life, with streets that one should want to walk down and explore.

Third, older cities have major cultural institutions rarely replicated in newer, low-density communities. Newark boasts an extraordinary cultural infrastructure – the Newark Museum, the Newark Public Library, Newark Symphony Hall, the New Jersey Historical Society, the Aljira Center for Contemporary Art, and now the New Jersey Performing Arts Center, along with the state's largest newspaper and several TV and radio stations.



***Dr. Steven J. Diner***  
***Provost***  
***Rutgers University - Newark***  
***And Professor of***  
***U.S. Urban History***

---

*“Pundits concluded that there was no real future for American cities. But they were wrong, as the resurgence of one city after another in the 1990s has proven. So why have these cities come back?”*

---

---

*“Real urban centers, throbbing with activity and culture and a sense of being part of the urban scene, remain important and enormously attractive.”*

---

Last but not least, many older cities are home to a disproportionate share of America’s colleges and universities. In this respect, Newark is extremely unique. Newark has an extraordinary cluster of colleges and universities, serving 40,000 students and undertaking vital research in biomedical sciences, technology, business, and other fields attractive to 21<sup>st</sup> Century industry. This provides a foundation for the new “knowledge economy” of Newark.

These are resources that do not exist to the same degree in the low-density suburbs – and the resources that do exist in the suburbs are too geographically dispersed to create the excitement of a dynamic city. What we have learned is that, even in the age of virtual reality, place still matters. Real urban centers, throbbing with activity and culture and a sense of being part of the urban scene, remain important and enormously attractive.

Many suburbanites refuse to acknowledge that Newark continues to serve, as it always has, as a regional center for northern New Jersey. It has inherited from the past the resources and infrastructure that make Newark quite exceptional.

Newark in the 21<sup>st</sup> Century won’t look like the Newark of 1920 or 1950. But it may well be even better.

Whatever Newark becomes will grow from the extraordinary assets that this dense cluster of institutions, buildings and activities on the Passaic River offers for the Information Age and the knowledge economy. Newark is reinventing itself before our very eyes.

## Entertainment and Sports

### *Making Newark a 'Round the Clock' City*

---

Allow me to discuss some of my experiences in building partnerships between the universities, colleges, and businesses. Governor Florio and Governor McGreevey certainly understand the need to develop the inner cities and urban areas through economic engines. And one of the things that have really come forth in the discussions of CHEN Summit 2, about how we achieve that goal, is that you have to understand what it takes to get there.

One of the things revealed by the public sector during Summit 2 is the opportunity to see how these partnerships can really work.

For 10 years I have been chairman of New Brunswick Development Corporation. This development corporation is a nonprofit established by Johnson & Johnson and a bank I was running at the time (Constellation Bank), plus a number of other executives in the City of New Brunswick. They do very much the same thing you are accomplishing here in Newark.

The way we were successful in revitalizing New Brunswick was by building the partnerships between both the different industries that were important, and in many ways they're very similar to the things we have here in Newark. We have a large healthcare industry, two very prominent hospitals. We have UMDNJ's Robert Wood Johnson Medical School in New Brunswick. We have one of the largest healthcare companies in the world, Johnson & Johnson. And we have a number of small businesses that are trying to take part in that economic revitalization.

One thing that worked early on was when UMDNJ made the decision to move a part of their facilities into downtown New Brunswick – it served as a catalyst for the economic development that surrounded that.

We also have one very important thing, the one thing I really wanted to address today: We had a goal, we had a plan, and we had a focus. We geared all these toward making the City more than just a daytime workplace.

In order for a city to be revitalized, you need to have the night-life. You need to have the residential infrastructure. You need to have all of the things that make the difference in terms of quality of life, which are important for corporations making the decision to locate someplace, and you can see it beginning to happen here in Newark, certainly in the NJPAC and other things, like the Bears Eagles Riverfront Stadium. I would hate to underestimate those things.

Never underestimate entertainment and sports as catalysts for what you need to build, which is a 24-hour focus that will allow people to enjoy the quality of life where they work, and where they want to come and eat at restaurants, and where they want to come and enjoy entertainment and other things. We have learned that city night-life, entertainment and other quality-of-life issues cannot be on the sidelines.

One of the things that we are working hard to do as partners with Newark, as part of this region, is to make way for this new arena. At the Meadowlands, we have done our part. As everybody here knows (I think), we embarked on a very aggressive



***George Zoffinger***  
***President***  
**New Jersey Sports &  
Exposition Authority**

---

*“We had a goal, we had a plan, and we had a focus. We geared all these toward making the City more than just a daytime workplace.”*

---

---

*“We have learned that city night-life, entertainment and other quality-of-life issues cannot be on the sidelines.”*

---

schedule under the Governor’s direction to redevelop the Continental Arena site. We went through a process that actually worked a lot better than people thought it could work. We now have a proposal on the Meadowlands Arena site, up to \$1.4 billion in development in response, and \$160 million in an up-front payment from the State of New Jersey that will save us about \$100 million in interest costs. It includes 500 acres of wetlands that are going to be preserved – these won’t be developed. It includes \$65 million in infrastructure improvements. The reason I can tell you all of this is because this will pave the way for the Nets and the Devils to be able to move into a new arena in downtown Newark, where the transportation issues have so openly been talked about here this morning.

The sports business is changing. The Continental Arena as it currently stands, is a one-concourse arena. It is not what modern-day arenas are all about. It doesn’t have the retail points of sale that are necessary for the teams to make additional revenue that they need in order to cover those large salaries the Wayne Gretzkys of

the sports world earn. So I will tell you this: the Governor and I along with my counsel, my friend, and my party chairman are working as closely as we can to try help negotiate that deal and make the arena a reality.

One of the things that I have learned in all of my business dealings and all of my public-sector work and just about everything I have done in the business world, is that economics drives the deal. It is very important that we create the right economics – it is very important that you make it economically viable for people who want to move their businesses and their residences into the City.

# **Appendices**

## **Program Agenda**

## **Mission and Vision of the Council for Higher Education in Newark**

## **Contributors to the Second Summit Proceedings Report**

**Appendix 1:**  
**Program Agenda**

**Second Summit on the Development of  
University/Business Partnerships**

University of Medicine and Dentistry of New Jersey  
New Jersey Medical School  
Lecture Hall B-610  
185 South Orange Avenue  
Newark, New Jersey

March 20, 2003 7:30 a.m.

**Welcome**

Dr. Stuart D. Cook, Conference Host  
President,  
*University of Medicine and Dentistry of New Jersey*

**Overview and History of CHEN**

Dr. A. Zachary Yamba, Chairperson,  
*Council for Higher Education in Newark*  
President, *Essex County College*

**CHEN Presentations**

Dr. A. Zachary Yamba

**University/Business Partnerships**

Dr. John J. Petillo  
CEO, *The Newark Alliance (2001-2003)*

**Introduction of Panelists**

Kent Manahan, Senior Anchor,  
*New Jersey Network (NJN) News*

**Newark in the Region**

Richard Monteilh, Business Administrator  
*City of Newark*

**Commerce**

Arthur Stern, Principal, *Cogswell Realty Group*

# Program Agenda

## Second Summit on the Development of University/Business Partnerships

### **Regional Impact**

Gov. James Florio, Chair, *Regional Plan Association-New Jersey Section  
Board of Trustees; and CEO, XSPAND Corporation*

### **Workforce Development**

Dennis Bone, Chair, *Regional Business Partnership Board of Trustees;  
and President, Verizon-New Jersey*

### **Philanthropy, Human Services, and Collaborations**

Maria Vizcarrondo-DeSoto, President and CEO,  
*United Way of Essex and West Hudson*

### **Higher Education - Technology**

Dr. Robert Altenkirch, President, *New Jersey Institute of Technology*

### **Transportation**

George D. Warrington, Executive Director, *NJ Transit*

### **Entertainment and Sports**

George Zoffinger, President,  
*New Jersey Sports and Exposition Authority*

### **Measuring Progress**

Dr. Steven J. Diner, Provost, *Rutgers University-Newark*

### **Panel Discussion**

Moderator: Kent Manahan, Senior Anchor, *New Jersey Network News*

**Appendix 2:**  
**COUNCIL FOR HIGHER EDUCATION IN NEWARK**  
**Mission and Vision**  
**2002-2004**

**Developing One of the Finest  
College Town Destinations in the Region**

In the early 1970s, CHEN was formed to foster cooperation among the schools and to make Newark a significant American university center. The participating public institutions of higher education include Essex County College (ECC), the New Jersey Institute of Technology (NJIT), Rutgers University-Newark, and the University of Medicine and Dentistry of New Jersey (UMDNJ). As a result of their collaboration and partnerships in both public service and education, CHEN has increased the range of programs and services for each member institution, as well as the number of students served. The institutions already shared a record of community service, and recognized that the future of Newark's higher education community was linked to that of their involvement in the surrounding neighborhoods.

By the early 1980's the group began the process that resulted in what is now known as University Heights. In 1984, the CHEN institutions identified areas of potential development, both for the college campuses and the surrounding community. Its primary purpose was to persuade others outside the universities to invest in the area. CHEN was essential and instrumental in securing University Heights' designation as part of Newark's Urban Enterprise Zone. At University Heights Science Park, The International Center for Public Health and the future site of Science Park High School are just a few of the many important community projects produced by CHEN.

CHEN continues to build the intellectual capacity and educational options for students, develop faculty strength and increase research opportunities, within and between the four institutions. By identifying overlapping interests, working collectively in areas of academic, administrative and student affairs, CHEN enhances the standing of each individual institution. Recognizing the unique character and individuality of each institution, its purpose is to work in collaboration while maintaining their autonomy.

These four distinguished institutions continue to act as a catalyst for stability and development in Newark, investing over \$1 billion in capital improvements and facility expansion, and bringing 40,000 students and faculty into the area who have helped breathe life into a community once depressed. University Heights can now be described as a "College Town Neighborhood."

Today, CHEN has a two-fold mission: improving academic life internally for students, faculty and staff of the four institutions, along with enhancing their relationship to CHEN's external environment of Newark, the region, and the State of New Jersey.

## **Appendix 3:**

### **Contributors to the Second Summit Proceedings Report**

#### **Produced by:**

UMDNJ Department of Urban and Community Development  
65 Bergen Street Room 1346, Newark, New Jersey 07107-1701  
(973) 972-6364  
[www.umdj.edu/comreweb](http://www.umdj.edu/comreweb)

#### **Editor**

George Hampton  
Vice President for Urban and Community Development, UMDNJ

#### **Co-editor**

Carl Chase  
Program Development Analyst, Urban and Community Development, UMDNJ

#### **Panel Members**

Dr. Robert A. Altenkirch, Mr. Dennis Bone, Dr. Stuart D. Cook,  
Dr. Steven J. Diner, Gov. James Florio, Ms. Kent Manahan,  
Mr. Richard Monteilh, Dr. John J. Petillo, Mr. Arthur Stern,  
Ms. Maria Vizcarrondo-DeSoto, Mr. Richard T. Roberts,  
Dr. A. Zachary Yamba, and Mr. George Zoffinger

#### **Reviewers**

Barbara Hurley, UMDNJ Department of Government and Public Affairs  
Ollyn J. Lettman, Stacie J. Newton MPA, Krystal Smith and Anthony Valentine, UMDNJ Department of  
Urban and Community Development

#### **Design and Printing**

Felix Guzman and Sherri Winters, Sir Speedy Newark

#### **Photography**

Dan Katz, Dan Katz Photography  
Carl Chase, UMDNJ  
Mass transit photography courtesy of New Jersey Transit





**For additional copies of this report, contact:**  
**University of Medicine and Dentistry of New Jersey**  
**Department of Urban and Community Development**  
**P.O. Box 1709**  
**65 Bergen St., Suite 1346**  
**Newark, NJ 07101-1709**  
**urbandev@umdnj.edu**  
**(973) 972-6364**

**Council for Higher Education in Newark**  
**[www.CHEN-NJ.org](http://www.CHEN-NJ.org)**

