February 18, 2011 Meeting of the RFA

“John Locke:
Physician, Philosopher, Political Theorist”

Gordon Schochet, PhD, Professor Emeritus, Rutgers University, presented a thoughtful and scholarly presentation on John Locke, particularly focusing on his career as a physician. Dr. Schochet received his A.B. and M.A. degrees from Johns Hopkins University and his Ph.D. from the University of Minnesota. He studied at Cambridge University as a Fulbright Fellow. He has had a life-long interest in John Locke starting with a paper that he wrote on him in high school. Among the many books written by Dr. Schochet is Life, Liberty, and Property (Essays on Locke's Political Ideas). He retired from the Department of Political Science at Rutgers after 44 years (having taught for 50 years altogether).

Dr. Schochet’s excellent article based upon his presentation at the RFA meeting is included as an addendum to this newsletter.

A REPORT OF THE TOUR OF THE ZIMMERLI ART MUSEUM

by Eckhard Kemmann, M.D.

[Editors’ Note: RFA members attended a guided tour of the Zimmerli Art Museum in New Brunswick on Saturday February 26. An account of that event is recorded below. The RFA plans to host similar events in the future.]

This was the first outing arranged by the RFA. Our small group of five met at the Zimmerli Art Museum, was greeted, and handed over to our guide, Ms. Lacey Rzeszowski who after a brief introduction, took us on our tour to see visual art by dissidents and non-conformists created...
in the Soviet Union after the death of Stalin. The museum has the largest collection of such art in the world. By the way, there appears to be no such art from Stalin's time. Our knowledgeable guide placed things into context, gave interpretative suggestions, and initiated discussions. It was interesting to learn how the non-conformists learned from artists in the West, then went on to translate their new insights into their situations, and met in private to exchange ideas and show their pictures. In the exhibition we saw art documenting the situation in work camps that among many others housed artists who "went too far". A special segment of the exhibition showcases the art of Boris Sveshnikov, a painter who after eight years of labor camp, returned and transformed his experienced into his later works. The tour was concluded with a visit to the temporary and unrelated exhibition of prints by Joan Snyder, an artist who had studied at Rutgers.

RWJMS RFA BUSINESS MEETING – February 18, 2011

Eckhard Kemmann welcomed everyone to the February 18th meeting of the RFA at the Dean’s Conference Room in Piscataway.

Eckhard announced that RFA members were invited to attend a guided tour of the Zimmerli Art Museum in New Brunswick on Saturday February 26. Two exhibits in the museum are particularly noteworthy. The Norton & Nancy Dodge Collection of Nonconformist Art from the Soviet Union (1956-1986) is the largest and most comprehensive collection of its kind in the world. Comprising more than 17,000 works of art, this collection documents Soviet dissident art from the historical Cold War period (1956-1986)--from Khrushchev’s cultural “thaw” to Gorbachev’s glasnost and perestroika. In addition, the first major retrospective of prints by Joan Snyder will be shown at the museum. A report of the tour is given starting on the previous page.

John Lenard, the RFA treasurer, reported that the RFA has approximately $1700. These funds can be used for a variety of purposes such as paying honoraria for speakers and for improving the RFA office. Suggestions for the use of these funds are welcome.
The RFA is planning to establish a display at RWJMS of books or books containing chapters written by RWJMS faculty. Those who would like to have their books displayed should contact Paul Manowitz (tel. no. 732-235-4347; email address: manowitz@umdnj.edu).

**NEWS FROM AFAR**

**Bob Shelden**, a past President of the RWJMS RFA, wrote the following on March 9, 2011:

“My news is not really 'from afar' as we have a home in Kendall Park and I still have limited responsibilities in the Department of Obstetrics, Gynecology, and Reproductive Sciences. Two years ago, we decided to become snowbirds and bought a small house in Dunedin, Florida, with the notion of spending 3-4 winter months in "paradise" and the remainder of the year in New Jersey. Since then, we find ourselves spending more and more time in Dunedin and enjoying many new friends and activities. We have become involved in a variety of community activities: I have been elected president of our local home owner's association and have contributed, on behalf of relatives, to committee efforts in another retirement community. Lately, my free time (when not on the golf course) has been taken up with home renovations, volunteering and cleaning the swimming pool. We miss our friends in New Jersey and the camaraderie of RFA activities and functions, but do not miss last winter's weather. Good health to all.”

**Avedis Khachadurian**, Professor Emeritus of Medicine, wrote the following article, “Random Reflections on My Tenure at RWJMS,” on March 9, 2011:

I joined Rutgers Medical School in 1973 at the insistence of Dr. Hadley Conn. He assured me that the school would be highly selective and asked me to prepare plans for a Clinical Research Center based on my experiences as director of the pediatrics CRC at Northwestern University.

The scenario changed overnight. Plans for building clinical facilities on the Piscataway campus were dropped, and we remained at the Raritan Valley Hospital for several years.

This unfortunate turn of events was more than compensated for by what I found at RMS—a superb faculty and administration, a friendly atmosphere, well-qualified students, and ample space in the building housing the basic science departments which were located at close proximity to the Rutgers University science departments. This allowed me to collaborate in research, as well as to coordinate the course Introduction to Medicine via constant interaction with the pre-clinical faculty. The atmosphere of my division could not have been more friendly and supportive. I was blessed to have colleagues like Drs. Amorosa, Schneider, and Rifici, as well as highly qualified research assistants, nurses, secretaries, volunteer faculty, medical students, and graduate students from Rutgers University.

The move to the New Brunswick campus in the early 1980’s adversely affected all the benefits we enjoyed from being close to our colleagues on the Piscataway campus and Rutgers University.

I retired in 2002, a few years later than I had planned, because I wanted to wait until a replacement had been found. My initial plan for my retirement was to break my ties to the medical profession and enjoy what I had missed after my college years - i.e., the arts, philosophy, classical music, opera, French literature. Living within walking distance of
Princeton University gave me easy access to many of these activities. However, old habits are difficult to shed, and my relation to the medical field and my colleagues lured me back to the field. I also felt that the best I could do as a charitable function was to do what I knew best and to volunteer to see patients and contribute to medical teaching. I am grateful to my colleagues in the division and to Dr. Kostis for making me feel wanted.

Like most Americans, I am deeply concerned with the unsustainable cost of health care delivery in this country. Having participated in and observed medical care in several countries, I am overwhelmed by the excessive use of tests and procedures, and a widespread ignorance of their costs by physicians in this country. One of the first episodes I remember upon arriving to this country occurred at the Raritan Valley Hospital. A middle-aged patient was admitted with widespread metastatic cancer of the testis with numerous complaints and cachexia. The residents had ordered an extensive battery of tests to cover every organ affected by the tumor. The patient was presented at a grand round, where the residents proudly discussed their findings. Not a single objection was raised about the excessive workup. The patient died soon afterwards. The wife reported to me that she had to sell her house in order to be able to cover merely a part of the hospital bills. This episode reminded me of my residency days in Beirut, when the attending physician (Dr. Virgil Scott, who later became president of the Rockefeller Foundation) chided me for having ordered a serum creatinine test on a patient who had no history of kidney disease.

A few weeks ago, I gave a lecture on lipids for the second year Pathophysiology course. I also attended the preceding lecture on diabetes in order to make the necessary coordinations. The lectures were held in the main auditorium in Piscataway. There were but 38 students (out of a class of 175) scattered among the back rows. There were no questions asked. I understand that this is a common occurrence. An air of vacancy prevailed throughout the entire building complex. I wondered if, given similar physical facilities, medical schools in other countries would not be able to educate five times as many students.
In Memoriam

Harvey Strassman, MD

“On January 30, 2011, we lost an esteemed colleague and friend. Dr. Harvey Strassman was eighty-eight years old. Dr. Strassman was an extraordinary mentor who led by example. Dr. Strassman inspired me and others with his message to “be active and be involved.” He encouraged me to become involved in psychiatric organizations and to become an educator. Dr. Strassman had a very dynamic personality and a rich sense of humor. We will all miss him.”

Thomas S. Newmark, MD
Professor of Psychiatry, RWJMS Camden

The following is taken from a message from Peter Amenta, MD, PhD, Dean:

Dr. Strassman was a respected psychiatrist, medical educator and clinical researcher, who served as professor of psychiatry at Robert Wood Johnson Medical School and Chief of Psychiatry at Cooper University Hospital from 1983 until his retirement in 1993. Dr. Strassman received a bachelor’s degree in 1943 and a medical degree in 1948 from the University of Illinois. He completed his internship at Los Angeles County Hospital during the polio epidemic and completed his residency in psychiatry at the Veterans Affairs Hospital, near UCLA, where he first taught. At the beginning of his career in Los Angeles, Dr. Strassman became a psychoanalyst, and began researching alcohol and substance abuse, as well as humor and medical education.

Prior to joining RWJMS, he served on the faculty of Chicago Medical School, serving as acting dean in 1974 and as Assistant Dean for curriculum for three years. According to his obituary in the Chicago Tribune, “Dr. Strassman, a veteran of World War II and the Korean War, is best known for his documentation of a syndrome that led to the recognition of post traumatic stress disorder, a result of insights gained from interviews with prisoners of war held in North Korea.” Dr. Strassman was a Distinguished Life Fellow of the American Psychiatric Association.

Norman Rosenberg, MD

Dr. Norman Rosenberg, an esteemed vascular surgeon and dedicated clinician educator who served UMDNJ-Robert Wood Johnson Medical School and Robert Wood Johnson University Hospital for more than 40 years. Dr. Rosenberg was a pioneer in conventional vascular methods which led to the modern techniques of minimally-invasive procedures. He was best known as a co-developer of the bovine graft for bypassing peripheral blood vessels.
Norman Rosenberg, M.D. (continued)

He joined then Middlesex General Hospital in 1956 as chief of the division general surgery. From 1959 to 1966, he also served as chief of staff, during which time he became a volunteer faculty member at the newly formed Rutgers Medical School. He became chief of surgical services at the hospital in 1975. In 1981, Dr. Rosenberg was appointed a full-time faculty member and served as professor at the medical school, and chief of the division of vascular surgery at both the medical school and hospital until his retirement in 1986. He continued to work part-time until 1991 when he was named Professor Emeritus. During his tenure, Dr. Rosenberg led the creation of Robert Wood Johnson Medical School’s vascular surgery residency programs - one of the nation’s first - as well as the vascular surgery fellowship.

A past president of the Vascular Society of New Jersey, Dr. Rosenberg authored 63 surgical papers and two editions of the Handbook of Carotid Artery Surgery. He contributed to 13 additional books and was a frequent consultant to study groups and post-graduate courses. He served as a trustee of the Robert Wood Johnson Foundation from 1958 until 1996.

Following his retirement in 1986, the department of surgery established an endowed lectureship series in his name in recognition of his contributions to the medical school. In 2002, the Norman and Ruth H. Rosenberg Chair in Vascular Surgery was established to celebrate the inventive mind-set and pioneering work of Dr. Rosenberg. …In addition to (his wife) Ruth, Dr. Rosenberg is survived by his daughter, Lois Ebin and two granddaughters.

- Peter S. Amenta, MD, PhD, Dean
SHOULD RWJMS MERGE WITH RU OR REMAIN WITHIN UMDNJ?
WHAT ARE THE ISSUES?

by Paul Manowitz, PhD

The report of the New Jersey Higher Education Task Force formed by Governor Chris Christie that was released on January 4, 2011 recommended that UMDNJ’s “Robert Wood Johnson Medical School and the School of Public Health (SPH) should be merged with Rutgers University’s New Brunswick-Piscataway campuses (RU) to establish a first-class comprehensive university based health science center.” The entire report, including the recommendation of the proposed merger that begins on page 64, can be found at the following website: http://nj.gov/governor/news/reports/pdf/20101201_high_edu.pdf.

On the same day as the release of the task force’s report, the Governor issued Executive Order No. 51, establishing the University of Medicine and Dentistry of New Jersey Advisory Committee with its five members appointed by the Governor. "The committee shall also examine and provide recommendations concerning the following issues: (a) whether Robert Wood Johnson Medical School and the School of Public Health should be merged with Rutgers University's New Brunswick-Piscataway campuses...." The committee's report is due by September 1, 2011.

The RWJMS bylaws state that the school is dedicated to the pursuit of excellence in the
- Education of health professionals
- The conduct of basic and clinical research
- The delivery of health care
- The promotion of community health

The purpose of this article is to examine the following questions: In order for RWJMS to fulfill its missions, would it be better for it to remain part of UMDNJ or be merged with RU? What are the major issues to be considered?

Profiles of the two universities are given at the end of this article. In addition, references are given at the end of this article for the views of the presidents of UMDNJ and RU on the proposed merger.
Education of Health Professionals

One of RWJMS’s main missions is to train physicians. The number of graduating physicians from RWJMS has been reduced recently because of the loss of the Camden Regional Campus of RWJMS. This affects both the size of the first and second year classes as well as the number of graduating students, which, of course, has both educational and financial consequences.

Cooper University Hospital has served as a clinical campus for Robert Wood Johnson Medical School since 1981. Presently, there are three hundred physicians at the hospital with RWJMS appointments who teach the RWJMS third- and fourth-year medical school students. This program is being phased out at the end of the 2012-2013 academic year with the creation of a four-year medical school, Cooper Medical School of Rowan University that will be jointly administered by Cooper University Hospital and Rowan University. As a result of the loss of the Camden Regional Campus, the size of the RWJMS entering class has been reduced to about 120 students from its former size of about 160 students. Peter Amenta, MD, PhD, Dean of UMDNJ-RWJMS, said that he would like to increase the RWJMS class size by utilizing other clinical affiliated sites.

Will RU or UMDNJ be better able to recruit an additional clinical site(s) for the training of RWJMS students?

The Delivery of Health Care

UMDNJ is composed of eight schools and a full range of health care services. If there is difficulty in funding one part of the University, the University has the flexibility of moving funds from one part to another to deal with the deficit. In its report of May 11, 2010, Fitch Ratings, which provides credit markets with credit opinions, stated, “While University of Medicine and Dentistry of New Jersey (UMDNJ) academic and clinical care operations are essential to the state of New Jersey…the university has historically operated at a significant loss which has severely limited operating and financial flexibility. Large operating losses are chiefly the result of unfunded charity care costs incurred by University Hospital (UH), which serves both as an academic medical center and an inner city safety net hospital.” On February 12, 2011, William Owen, MD, President of UMDNJ, told a meeting of the RWJMS faculty that in the past over $150 million dollars had been given to University Hospital in Newark from other parts of the University.

While the financial situation of University Hospital has improved recently - Dr. Owen said that the University Hospital had a $15 million dollar surplus last year and is on track to break even this year - extensive transfer of funds between UMDNJ units is allowed and practiced. It is worth noting that the new federal health care laws require an expansion of Medicaid eligibility that begins to take effect in 2014 and will encompass millions of additional people nationwide by 2019. Given the present difficulty in financing experienced by the State of New Jersey, this expansion of Medicaid for services for indigent inpatients and outpatients may prove to be a financial burden to UMDNJ. According to Dr. Owen, over twenty percent of UMDNJ’s revenues comes from RWJMS, which suggests that RWJMS as well as other UMDNJ units have “contributed” directly and indirectly to charity care in the past. If RWJMS ties are severed from UMDNJ, will this enhance the financial ability of RWJMS to carry out its
missions? On the other hand, if RWJMS is removed from UMDNJ, will UMDNJ be able to continue to provide an appropriate level of charity care?

The Conduct of Basic and Clinical Research

RWJMS is located in closer proximity to RU scientific researchers in New Brunswick and Piscataway than to UMDNJ researchers on its other campuses. The trip by car between Piscataway and Newark typically is about 40 minutes but can take much longer depending upon the traffic. From that perspective, research collaborations among RU and RWJMS faculty members are easier to develop than between faculty members at RWJMS and the other UMDNJ campuses.

The collaboration between researchers at RU and RWJMS at present is administratively cumbersome and filled with barriers. The July 22-23, 2010 report of the External Review Team which reviewed the Graduate School of Biomedical Sciences (GSBS) in Piscataway, which is composed of faculty members from RU and RWJMS, stated, “…the present administrative structure of GSBS is complex and should be reevaluated with the aim of eliminating layers of senior administrative bureaucracy and empowering local leadership.” Despite the present administratively cumbersome structure, there appears to be more common research between RU and RWJMS than between Newark and RWJMS. Jointly administered activities by RU and RWJMS include three research institutes - the Center for Advanced Biotechnology and Medicine, the Stem Cell Institute of New Jersey, and the Environmental and Occupational Health Sciences Institute - and twelve programs leading to advanced degrees. Would the proposed merger of RWJMS and RU further facilitate research? If RWJMS and RU were merged, would the combination/cooperation of basic scientists at RWJMS and RU likely lead to the critical mass of researchers required to bring program project grants to New Jersey?

The Promotion of Community Health

Would RWJMS better accomplish its mission of promoting community health as part of RU or UMDNJ? How do the various stakeholders in the RWJMS’s community health programs view the alternatives of RWJMS as part of UMDNJ or RU? To take one example, the Robert Wood Johnson Foundation has been an important contributor to the RWJMS’s Eric B. Chandler Health Center (as well as to RU). Would these donations be affected depending upon the university to which RWJMS belongs?

In order for RWJMS to succeed in its four missions, it needs to have proper administrative and financial support.

Administrative Issues

Would RU offer better services to RWJMS than UMDNJ? Would RWJMS be better served by RU with its main administrative offices primarily located in central Jersey rather than UMDNJ with central administrative offices primarily located in Newark?

The roles of the State of New Jersey in the governance of RU and UMDNJ are quite different. As a result of a 1956 state law, the Board of Governors, the governing body of RU, is composed of 11 voting members of whom six are appointed by the governor of the state with
confirmation by the New Jersey State Senate. In contrast, the Board of Trustees of UMDNJ is composed of 19 members all of whom are appointed by the governor of the state with confirmation by the New Jersey Senate. RU has more leeway to develop its own rules than UMDNJ.

The New Jersey Higher Education Task Force noted that many people view UMDNJ’s central administration “as organizationally cumbersome and adversely affected by its bureaucratic approach, political intervention, and expedient financial decisions.” The recently released RWJMS Internal Laboratory Research Task Force report stated that centralized UMDNJ processes are ineffective. At faculty meetings, some RWJMS faculty members have expressed frustrations with the inadequacy of services provided by the UMDNJ central administration. Have similar concerns been expressed regarding RU’s administration?

Furthermore, to what extent does RU have the administrative basis to support a medical administration? Is there a nascent administrative cradle at RU into which a medical school can fit?

**Financial Considerations**

The present financial difficulties of the State of New Jersey are well known. What are the immediate savings/costs of the proposed merging RU and RWJMS? Would there be long term savings/costs by this proposed merger?

Moody’s Investor Service rated RU’s 2010 Series Bonds as “Aa2” and UMDNJ’s 2009B Series Revenue Bonds as “Baa1” and UMDNJ’s 2004 Certificates of Participation as “Baa2.” How might bond ratings of the two universities affect bond interest rates to support future development of RWJMS?

What are the comparative endowments of RU and UMDNJ?

The loss of senior faculty members at RWJMS is a major concern. Denise Rodgers, MD, executive vice president for academic and clinical affairs, has written the “Faculty Recruitment and Retention Report; Academic Years 2005-09.” In this report, she states, “RWJMS has commented that the school is hiring more junior faculty (instructors and assistant professors) to replace departing senior faculty (associate professors and professors)….RWJMS has pointed out that retention of faculty is also associated with substantial costs. Many of the senior faculty that have left the school have received substantial offers from other institutions which RWJMS could not match.” Has RU had problems retaining its senior faculty?

While UMDNJ and RU have similarities in that both have teaching, research, clinical, and service responsibilities, these two institutions place different emphases on these activities. Where would the best synergy lie, with RWJMS as part of UMDNJ or part of RU?

Hopefully, the RWJMS Administration and the recently formed RWJMS Faculty Council will provide insight into these and related issues and will be able to transmit these to the University of Medicine and Dentistry of New Jersey Advisory Committee, which will be examining the question of whether RWJMS should be part of UMDNJ or RU in the coming months.
Additional information on the proposed merger can be found at the websites listed below.

President Owen provides his view on the proposed merger at http://umdnj.edu/home2web/higheredu/higher-ed-spotlight/owen-jan-4.html.

President Richard L. McCormick of Rutgers University provides his view of the proposed merger at http://president.rutgers.edu/letter_010511.shtml.

The statement by the New Brunswick Faculty Council of Rutgers University on the proposed restructuring of the public research universities, which was issued approximately four years ago, may be of interest and can be found at http://nbfc.rutgers.edu/year06_07/NBFCStatementOnRestructuring_2007.pdf. The Faculty Council stated that its support for the proposed merger of RU, UMDNJ, and NJIT “must include a firm commitment to enhance all aspects of teaching, research and service, not just those related to health science, education and training…”

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<tr>
<th></th>
<th>UMDNJ</th>
<th>RU</th>
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<tbody>
<tr>
<td>No. of Students</td>
<td>6,300(^1)</td>
<td>56,800(^3)</td>
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<tr>
<td>No. of Full and Part-time</td>
<td>2,800(^2)</td>
<td>4,200(^3)</td>
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<td>Faculty</td>
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<tr>
<td>Operating Revenues</td>
<td>$1.4 billion(^1)</td>
<td>$1.2 billion(^4)</td>
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<tr>
<td>Direct State Funding</td>
<td>$262 million(^1,3)</td>
<td>$291 million(^4,5)</td>
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<tr>
<td>Year Founded</td>
<td>1970 (CMDNJ)</td>
<td>1766</td>
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\(^1\)http://www.umdnj.edu/about/UMDNJ_AFS_2010.pdf  
\(^2\)http://www.umdnj.edu/about/fastfacts.pdf  
\(^3\)http://www.rutgers.edu/about-rutgers/facts-figures  
\(^4\)http://postaward.rutgers.edu/RU_2010FinStmt.pdf  
\(^5\)These figures do not include indirect funding of fringe benefits paid by the state government. CMDNJ, College of Medicine and Dentistry of New Jersey; subsequently granted university status in 1981.

Please note that the figures in the above table were taken from the internet and other sources and do not always correspond to the same years. Nevertheless, they do give a rough idea of the differences and similarities between the two institutions.

This newsletter was edited by Eckhard Kemmann, Michael Gallo, John Lenard, and Paul Manowitz.
Retired Faculty Association

The following members have paid their RWJMS RFA 2011 dues:

- David Alcid
- Gad Avigad
- Gordon Benson
- Bruce and Mary Breckenridge
- Barbara Brodsky
- Charles and Margaret Brostrom
- Ned Browning
- Wilfredo Causing
- Jay Chandler
- Norman Edelman
- David Egger
- Eric Eikenberry
- Stephen Felton
- Michael Gallo
- Herb Geller
- George Hansen
- Richard Harvey
- Arthur Hess
- Al Jekelis
- Marsha Jessup
- Avedis Khachadurian
- Florence Kimball
- Linda Kovach
- George Krauthamer
- Lourdes Laraya-Cuasay
- Gordon Macdonald
- Paul Manowitz
- Russell McIntyre
- Virginia Mehlenbeck
- Robert Pinals
- David Seiden
- Bob Shelden
- Norman Sissman
- Paul Smilow
- Frank Snope
- Thomas Stevens
- Victor Stollar
- Mary Swigar
- Joseph Zawadsky
Retired Faculty Association

If you have not already done so, please send in your 2011 dues. Dues are collected for the calendar year. Please cut along the dotted line and return this portion with your payment.

RWJMS Retired Faculty Association 2011 Dues

Benefits of RFA Membership:

- Defining, advocating for and publicizing the benefits of retired faculty at RWJMS,
- Fostering ongoing engagement and participation of retired faculty in RWJMS activities,
- Promoting continuing interaction among retirees,
- Providing information and options for faculty considering retirement, and
- Interacting with other academic retired faculty associations (e.g., Rutgers Retired Faculty Association).

Please Print:

Name: __________________________________________

Address:  __________________________________________

Phone:   __________________________________________

E-mail address: __________________________________________

Please enclose a check in the amount of $15 made payable to “RWJMS Retired Faculty Association” and mail it to John Lenard, PhD, at the following address:

John Lenard, PhD
Department of Physiology and Biophysics
UMDNJ-Robert Wood Johnson Medical School
675 Hoes Lane
Piscataway, NJ. 08854

Thank you.       April 2011