

Sustainable Models for Centers of Practice in an Academic Professional School

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Bloustein School Mission

Mission: Explore planning approaches and public policy solutions that are healthier, greener, fairer, and generate greater prosperity than do current practices.

Deliver equitable and efficient solutions to public problems at multiple levels from the global to the local and emphasizes the professional perspectives of urban planning, public policy, and public health.

Advances its aspiration to be a global leader in teaching, research, and service by engaging society's challenges with focused programs that align current strengths with emerging needs.

- Solve public problems through constructive engagement of governmental, private, and non-profit actors;
- Address the challenge of urbanization in its various global manifestations;
- Serve as a forum for rigorous and engaging public policy dialogue; and
- Prepare students for rewarding professional careers in public service.

Offerings

Bloustein School

- Multidisciplinary professional school
- Disciplines: City and regional planning + Public policy + Public health + Health administration + Public informatics

Structure:

- Academic Programs
- Centers of research and practice
 - Create and apply knowledge
 - Inform policy solutions
 - Benefits
 - ✓ Offer student experiences
 - ✓ Loop back real world experience to classroom
 - ✓ Contribute to the betterment of the world

Challenges

Mission driven service work and applied research does not deliver Rutgers audited indirect rates

- Philanthropy – 0-20%; State agencies – 10%; gifts – 0%
- Chronic deficits
- No reserve

Not a clear way “in” to Bloustein

- Personal relationships to EJB staff/faculty
- No standing agreements

Student-engaged work that meets the needs of clients

- Incentives for faculty to lead service/center mission-driven research
(lucrative external contracts, tenure/promotions, return on federal indirect)

Woes of soft money life

- Burn out

Approach

1. Interview and review materials from similar professional schools, both public and private
 - Penn, Maryland, MIT, Oregon, TCNJ
2. Engage EJB Center Directors and Program Directors
 - Hetling, Newman, Andrews, Carnegie
3. Engage other Centers at Rutgers
 - Engineering, Computer Science, SEBS
4. Interview EPIC-Network <http://www.epicn.org/programprofiles>

Findings and Observations

- **Challenges are widespread**
 - So much so, national network of (34) professional schools
- **Subsidized programs**
 - Negotiated lower indirect rates with university
 - Lower faculty fringe rates for center-based projects
 - Gifts from university
- **Business agreements**
 - Contracts
 - Standard rates
 - HR

Findings and observations

- **Faculty incentives**
 - No one has 'cracked the code' w/ regard to tenure/promotions
 - Higher hourly rate for center projects
 - Administrative support
 - Flat rate fee in addition to salary
- **Umbrella agreements with clients**
 - Non-compete
 - state and federal agencies, frequent clients
 - Steady stream of projects coming in
- **External entrepreneurial face**
 - Business office
 - Centralized fundraising

Opportunities

- Work with the faculty who want to do it. Identify faculty rewards (administrative support, public attention)
- Leverage incoming RWJF grant
- Negotiated indirect rate with RU Central administration
- Overarching agreements
 - key state agencies (NJDEP, State Plan, DCA)
 - NGOs (NJSLM)
- Consider joining EPIC-Network
- Revamp EJB's external face to create a centralized 'way in' for potential clients. Create 'prestige' for clients to work with EJB.

Next Steps

1. Briefing memo for Dean and Associate Deans
2. Presentation at next Center Directors Meeting
3. Initiate some “proofs in concept” with close partner clients
4. Poll faculty to see who might be interested and what topics
5. Identify specific (and appropriate services) to focus on initially
6. Find champions within Central Administration (community relations?
State & federal relations?)
7. Prioritize fundraising for the subsidy w/ EJB Advisory Board

Thank you



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