

University Finance and Administration

# Finance Town Hall





We are recording.



We will address questions at the end of the meeting.

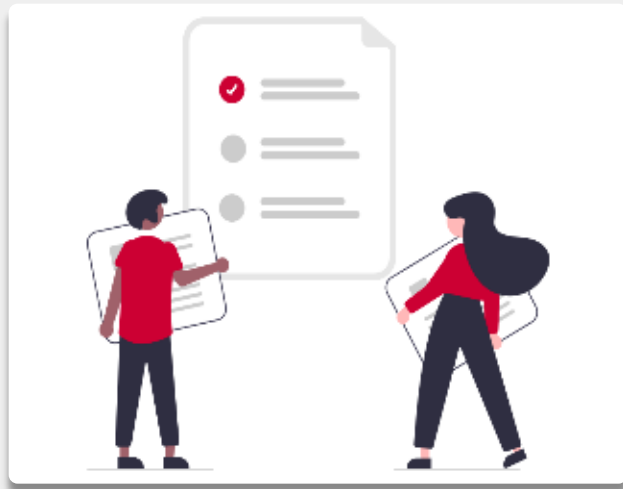


If you have questions for the presenters, please use the Q&A function.

# University Finance and Administration

## Guiding Principles and Values

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Support & Collaboration



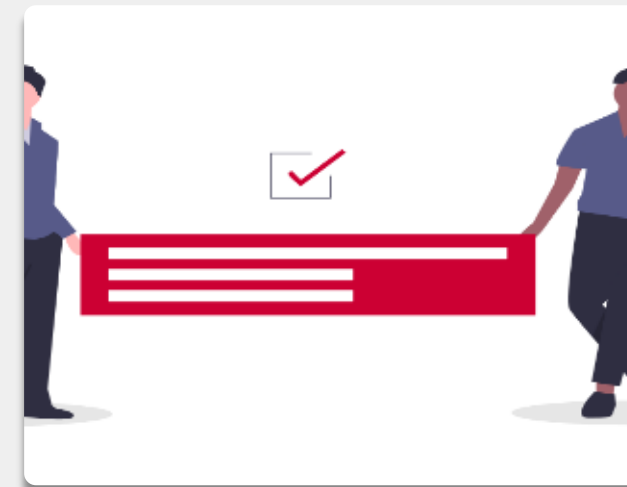
Understanding & Trust



How We Work



Strategic Alignment



Accountability

# Agenda

## TRENDS IN HIGHER EDUCATION

Responding to Federal Actions:  
A CFO's Perspective

J. Michael Gower

## SPOTLIGHT

Update from the Office for Research

Michael E. Zwick

## SPOTLIGHT

Update from the Office of Federal Relations

Francine  
Newsome Pfeiffer

## WRAP UP

Q&A

All presenters





## Meet the Presenter

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### **J. Michael Gower**

Executive Vice President-Chief Financial Officer  
& University Treasurer

Mike is the Executive Vice President - Chief Financial Officer & University Treasurer at Rutgers where he leads financial management and planning, procurement, and strategic administrative system initiatives. As part of his role at Rutgers, Mike was responsible for the financial integration of former units of the University of Medicine and Dentistry of New Jersey (UMDNJ) into the university.

### **On the Agenda**

Responding to Federal Actions: A CFO's Perspective

# Trends in Higher Education

# Trends in Higher Education

## The Daily Targum

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A federal judge postponed President Donald J. Trump's administration's memo to halt funding to federally backed programs.

Media: Connor Gan / Unsplash

### Judge postpones federal funding pause that would have hit 'almost every aspect' of U. pursuits

AP LIVE: Tariffs Stock market today Miles Taylor LeBron James doll Kash Patel Jillian Lauren

POLITICS

### About \$1.8 billion in federal money for Cornell and Northwestern is frozen, the White House says

DONATE Sign in



April 09, 2025

### NIH Freezes Millions More in Funding for Columbia

The U.S. National Institutes of Health reportedly froze another \$250 million in federal research funding for the university, on top of the \$400 million already in limbo.

THE CHRONICLE OF HIGHER EDUCATION

A 'GENERATIONAL RESTRUCTURING'

### Research Universities Are Poised to Lose Billions Under Trump's Sudden Cut

By Megan Zahneis | February 8, 2025

HARRY HAYSOM FOR THE CHRONICLE

RUTGERS

About Rutgers Academics Admissions & Tuition Experience Rutgers Research Health & Patient Care

## Navigating New Federal Government Actions and Requirements

Federal Actions FAQ Messages

UPDATED APRIL 6, 2025

Rutgers is guided by its public mission of teaching, research, and service. It is imperative as we work to understand the reach, legal implications, and impact of new federal rules that we stay focused on our core mission, that we support our students' educational journey, and that we work together with open lines of communication.

The executive branch of the federal government has recently released a series of executive orders that have led to questions and concern from many in our community. The university is monitoring the situation and advocating on behalf of higher education and Rutgers. This webpage has been established to provide the Rutgers community information and guidance and to help faculty, students, and staff continue their work.

This page will be updated regularly as information becomes available about any federal actions or policies that may impact Rutgers.

### Federal Actions and Rutgers FAQ

Here is a list of frequently asked questions to help navigate the evolving impact of federal government actions and requirements.

<https://www.rutgers.edu/federal-actions>

NACUBO

Washington Update Webinar: Supplemental Resources

April 9, 2025

NACUBO News and Resources

- Executive Orders 101
- NACUBO Statement on ED Layoffs
- College Cost Reduction Act May Get a Second Chance
- Federal Guidance on Race-Based Policies
- NACUBO News: NACUBO Raises Concerns About Executive Order to Dismantle the Department of Education
  - NACUBO State on Department of Education Executive Order
- NACUBO News: NACUBO Joins Community Letter Urging Strong FY25 Funding for the Department of Education
- NACUBO News: NIH Caps Indirect Costs at Flat Rate
  - National Organizations Announce Joint Effort to Develop a New Indirect Costs Funding Model
  - NACUBO statement
    - It was cited in Inside Higher Ed, Tampa Bay Times, and Politico's newsletters
    - Helpful resources
- NACUBO News: Federal Funding Freeze Fate Still Uncertain
  - NACUBO statement
    - It was cited by prominent trade outlets including the Chronicle of Higher Education, Inside Higher Ed, and Higher Ed Dive
- NACUBO News: Lawmakers Target Colleges, Hospitals, and Other Tax-Exempt Organizations to Fund Federal Priorities

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outlining current 2025 priorities and focused on tax college research, culture and funding. Confusion 543 that threaten nonprofit tax-exempt institutions. sharing updates on layoffs (3/14/25) retires (4/2/25) king process and announcing upcoming public Actions Impacting Nonprofits



## Meet the Presenter

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### **Michael E. Zwick**

Senior Vice President for Research

Michael is the Senior Vice President for Research at Rutgers University, where he leads the Office for Research and Rutgers research and innovation activities as Rutgers' chief research officer and institutional official for the Human Research Protection Program (HRPP) and Institutional Animal Care and Use Committee (IACUC).

### **On the Agenda**

Update from the Office for Research



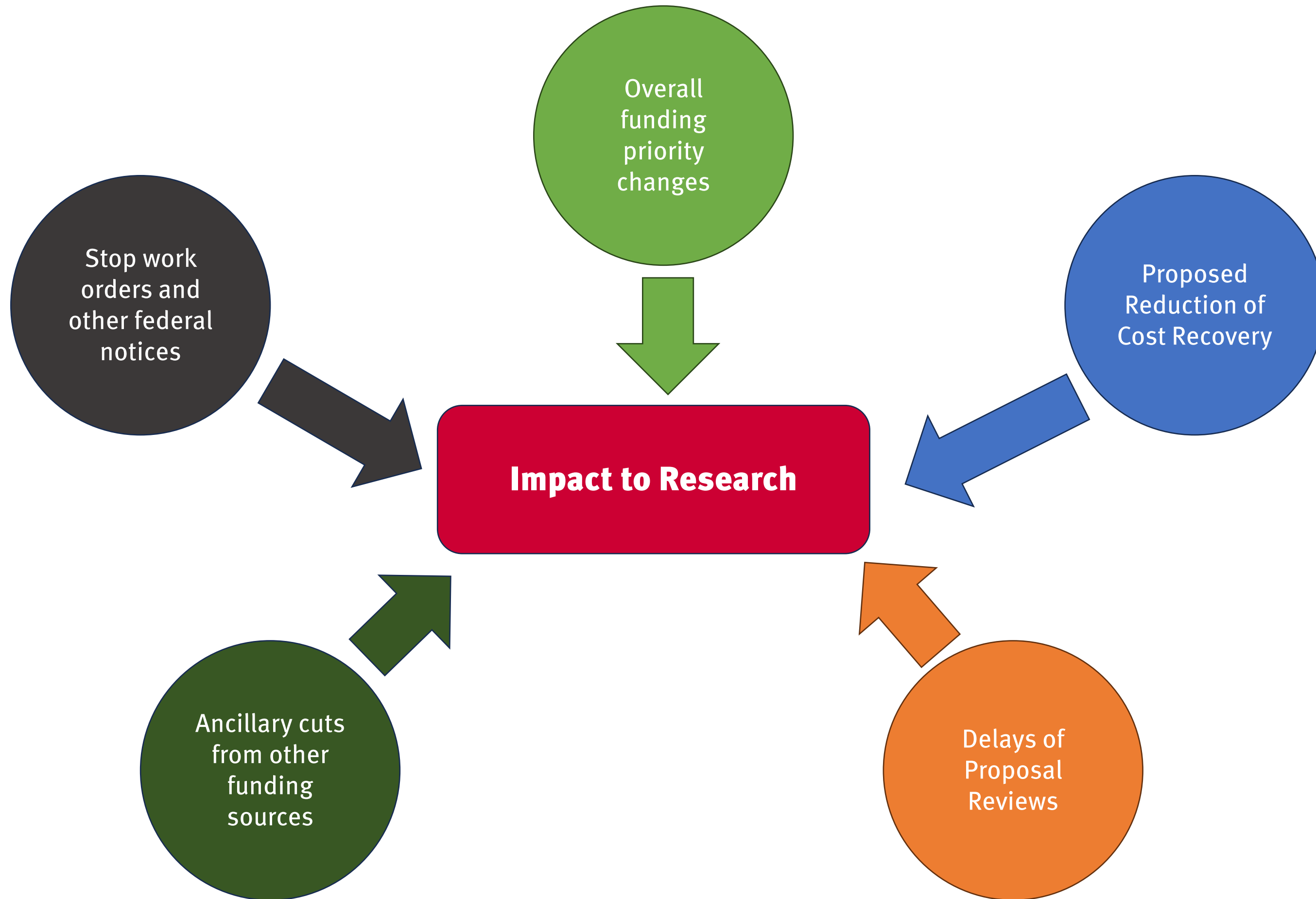
# Update from the Office for Research

# Let's Address The Elephant In The Room

Regardless of what is happening on the federal level:

1. America's research prowess, led by our research universities' faculty, students, and staff, drives innovation.
2. American companies turn our discoveries into goods and services that improve the lives of ALL Americans.
3. A strong Research and Innovation enterprise advances American interests.
4. Rutgers' Research and Innovation supports our students, faculty, staff, and the people and communities of New Jersey.
5. It is precisely the wrong time for our country to give up its commitment to research and innovation.

# The Challenge



# Stop Work Orders and Federal Notices

## Federal Award Summary Report

From 1/20/2025  
To 4/8/2025  
CLU (All)

Federal Notices			
Active Notices			
Other	Full	Partial	Termination
5	4	3	27
Finalized Notices			
Budget Reduction	Modifications to Text or Budget (no cut)	No change	Termination
2	4	18	17

**Federal Notice Categories**

**Full:** Represents a Full Stop Work order indicating to a principal investigator (PI) to temporarily stop all work on a grant.  
**Partial:** Represents a Partial Stop Work order indicating to a principal investigator (PI) to temporarily stop some work on a grant.  
**Termination:** Represents the termination of an award.  
**Other:** Represents any other notice received.

Stop Work Orders Take Many Forms:

- Full Stop Work Orders
- Partial Stop Work Orders
- Terminations
- Other

- ✓ Daily monitoring of the [federal-tracking@Rutgers.edu](mailto:federal-tracking@Rutgers.edu) e-mail address.
- ✓ Partnering with OGC and the PI on each stop work order.
- ✓ Tracking all stop work orders and their impact in dashboards

# Grant Terminations

Chancellor-Led Unit	Total Award Terminations	FY 25 Estimated Loss	FY 26 Estimated Loss	Total
Rutgers - Camden	1	\$1,530,974	\$0	\$1,530,974
Rutgers - New Brunswick	10	\$557,491	\$2,126,656	\$2,684,147
Rutgers - Newark	2	\$692,244	\$0	\$692,244
Rutgers Health	31	\$14,307,501	\$17,651,709	\$31,959,210
<b>TOTAL</b>	<b>44</b>	<b>\$17,088,210</b>	<b>\$19,778,365</b>	<b>36,866,575</b>

\*Figures as of April 8, 2025

\*Estimated losses are approximate figures.

# What The University Is Doing

## Challenging Overall Federal Decisions

- Supported efforts to legally challenge federal decision
- Provide information to the NJ AG in support of legal actions

## Challenging Stop Work Orders

- Setup an evaluation process
- Proceeding with administrative appeals

## Communicating with CLU Leadership and the Community

- Sending almost weekly e-mails to the university community
- Meeting with faculty and staff to keep them informed
- Developing scenarios and forecasts to predict losses
- Developing direction for bridge/gap funding

## Innovate How We Use Our Technology and Data

- Using AI to understand who our experts are
- In partnership with the Rutgers Foundation, help match experts with donors and foundations
- Earlier identification of research that may lead to new technologies in key target disciplines
- Implement AI to streamline administrative processes

# Changes to Overall Funding Priorities

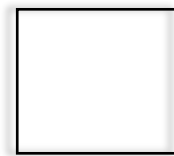
Develop an understanding of new federal funding priorities

Determine how we maintain our values while seeking federal funding

Communicate clearly about shifts in federal funding as they become known

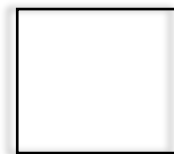
# AI: Opportunities for Innovation

## Challenges



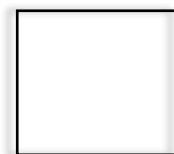
### **Data Mining**

We have a lot of sponsored award data, but it is challenging to get detailed information.



### **Invention Discovery**

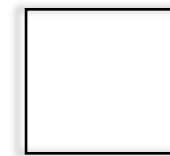
The process of combing through thousands of records to identify future inventions is time-consuming



### **Budget Cut Impacts**

Budget cuts have reduced our staff size and capacity at a time when research was growing.

## Goals



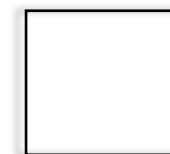
### **Data Mining**

Quickly review vast amounts of data and categorize in logical ways.



### **Invention Discovery**

Quickly assess awards and flag those that have the highest potential for commercialization.



### **Operational Support**

Reduce staff time on time-consuming tasks so their focus can be shifted to high-level tasks and communication.



# Use Cases

## Data Mining

- Determine award disciplines
- Identifying awards with key information
- Identifying qualities that make submissions successful
- Analyzing submission and award budget information
- And more...

**Complete**

Greater understanding of research portfolio.

## Invention Discovery

- Better matching of experts with requests from industry
- Review research portfolio for possible inventions earlier
- Seek experts that may be interested in entrepreneurship
- And more...

Increase commercialization activities with the same staff size.

## Process Enhancement

- Review all submissions and provide a checklist
- Review all program reports for accuracy and completeness
- Develop subaward forms
- Review IRB submissions and provide a checklist
- Review IACUC submissions and provide a checklist
- And more...

**In Process**

Relieve staff burnout and provide quicker response times.

# What's Next

All units must work together to understand the federal changes

Address immediate and longer-term challenges

Understand the doors that are closing and those that are opening

Work to develop increased communication about Rutgers Innovation



## Meet the Presenter

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### **Francine Newsome Pfeiffer**

*Senior Vice President for Government Relations*

Francine is the Senior Vice President for Government Relations at Rutgers University. As the University's top advocate in Trenton and Washington, DC, she leads Rutgers' efforts to secure critical funding and shape higher education policy at both the state and federal levels. She oversees the University's Office of Federal Relations in Washington, DC, where she worked for more than 25 years.

### **On the Agenda**

*Update from the Office for Federal Relations*

## **Update from the Office for Federal Relations**



# Questions & Comments



University Finance and Administration

# Finance Town Hall



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**Michael E. Zwick**

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**Thank you!**