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LEADERSHIP ON THE BANKS: RUTGERS' PRESIDENTS, 1766-1991

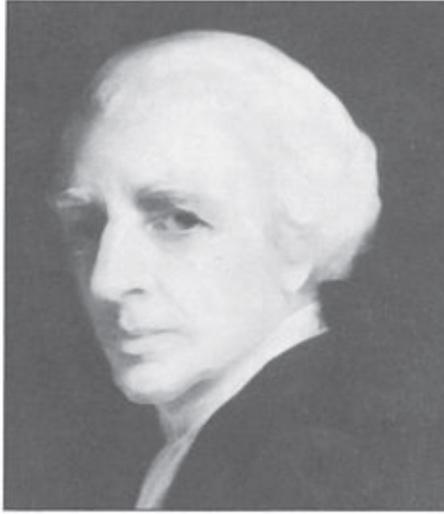
By Thomas J. Frusciano

Rutgers, The State University of New Jersey, was born out of dissension within the Dutch Reformed Church of America as Queen's College in 1766. It struggled for existence throughout much of its infancy, surviving the torments of war and recession during its youth. The college transformed its shape and character several times during the nineteenth and early twentieth centuries. In 1945, Rutgers reached maturity when it was named the State University of New Jersey. The present configuration of Rutgers as a large public research institution is the result of political, social, and economic conditions that have changed the university over time. The modern Rutgers is also the product of immense dedication bestowed upon it by individuals who as students, alumni, faculty, and administrators have strived to achieve greatness. As the university inaugurates Dr. Francis L. Lawrence as its eighteenth president on March 3, 1991, *The Journal* takes this special occasion to look back over 225 years of history and accomplishments of those "Leaders on the Banks" who have charted the course that Rutgers has traveled—the past presidents of Rutgers.

Chronology of the Presidents of Rutgers

1786–1790	Jacob Rusten Hardenbergh
1791–1795	William Linn
1795–1810	Ira Condict
1810–1825	John Henry Livingston
1825–1840	Philip Milledoler
1840–1850	Abraham Bruyn Hasbrouck
1850–1862	Theodore Frelinghuysen
1862–1882	William H. Campbell
1882–1890	Merrill Edward Gates
1891–1906	Austin Scott
1906–1924	William Henry Steele Demarest
1925–1930	John Martin Thomas
1930–1931	Philip M. Brett
1932–1951	Robert C. Clothier
1951–1958	Lewis Webster Jones
1959–1971	Mason W. Gross
1971–1989	Edward J. Bloustein
1990–	Francis L. Lawrence

Jacob Rusten Hardenbergh
1786-1790



Jacob Rusten Hardenbergh (1736–1790) was eighteen years old when he first stepped foot in the Raritan Valley, arriving at the home of John Frelinghuysen for religious instruction. Born in Rosendale in Ulster County, New York, Hardenbergh was a member of a prominent Dutch-speaking family who had settled in “New Amsterdam” in the middle of the seventeenth century.

Upon the death of Frelinghuysen in 1754, Hardenbergh took over the parish of his preceptor and assumed an active role in establishing a Dutch college. In 1763, he traveled to Europe to renew the cause for church independence and to inform the Amsterdam church of efforts in the colonies to appeal to King George III of England on behalf of the college movement. His efforts were partially rewarded when on November 10, 1766, William Franklin, provisional governor of New Jersey, granted a charter for Queen’s College.

When the trustees of the college convened for its first meeting in May 1767, Hardenbergh took his place alongside other Dutch ministers who had been active in its founding. Launching the new college proved to be difficult, taking five years before opening at the “Sign of the Red Lion,” a former tavern located on the corner of Albany and Neilson streets in New Brunswick, which housed the students of the college and the grammar school. In November 1771, Frederick Frelinghuysen (son of the late John Frelinghuysen) commenced instruction for the first students.

The college went without a president for more than a decade, during which time governance remained in the hands of the trustees. The college grew slowly

over the next few years and, by 1774, when the first commencement was held, there were over twenty students enrolled. Jacob Hardenbergh, staunch and dedicated proponent of Queen's College, presided over the memorable event and conferred on behalf of the trustees the first and only degree of the day to Matthew Leydt.

As the American Revolution approached, Hardenbergh became an outspoken proponent for American independence. According to one writer, he "took no pains to conceal his opinions," and frequently "stirred up the people through the pulpit ministrations." He was a delegate to the last Provincial Congress, which met in Burlington in June 1776 to ratify the Declaration of Independence and frame the constitution of the state of New Jersey. He served several terms in the General Assembly, where his colleagues "testified their confidence in his political wisdom and patriotism."

In 1781, Hardenbergh left New Jersey to return to Ulster County, where he was to remain for five years as pastor of the Reformed churches. He stayed active in the college's affairs, seldom missing a meeting of the trustees. Meanwhile, the trustees continued their search for a president with the assistance of a reunited and autonomous Dutch Church. In 1786, the trustees appointed the Reverend Jacob Rusten Hardenbergh as the first president of Queen's College.

Queen's College prospered during the next four years under the leadership of Hardenbergh. With assistance from the trustees and ministers in the area of New Brunswick, he campaigned for additional subscriptions to meet expenses and paved the way for attracting funds to erect a new home for the college. Enrollment climbed slowly, and by 1789 the graduating class of the college included ten students. Hardenbergh reported to the Church Synod that year on the progress of the institution, but also cautioned that more was needed in the way of financial support. Before the churches could come to the college's aid, President Hardenbergh succumbed to tuberculosis and died on October 30, 1790.

Queen's College had lost its most loyal friend and avid supporter. Described as "a grave and dignified man," Jacob Rusten Hardenbergh was regarded by his contemporaries as one of the "distinguished lights of the profession." Selected on four different occasions as president of the General Synod of the Reformed Church, his devotion and dedication were highly praised by the Dutch clergy.

William Linn
President Pro Tem, 1791-1795



With the death of Jacob Hardenbergh, Queen's College fell upon hard times. The college's erstwhile tutor, Frelinghuysen, had departed, and his place was taken by a succession of tutors. As the trustees searched for a successor to Hardenbergh, the Reverend William Linn was appointed interim president.

A gifted preacher, William Linn (1752-1808) of Pennsylvania was described as "a most ardent and impassioned" minister. He graduated from Princeton in 1772, was ordained by the Donegal Presbytery in 1775, and served as a chaplain in the American army during the Revolution before being called as pastor of the Presbyterian Church at Big Springs, Pennsylvania, in 1776. Linn remained at Big Springs for seven years before he moved to Maryland to become the principal of the Washington Academy. He left teaching to return to the church in 1786. In 1787, Dr. Linn was appointed a trustee of Queen's College, where he assisted Jacob Hardenbergh in securing subscriptions for the new college building, and when adequate funding for the college appeared remote, debated with his fellow trustees the merits of merging the college with Princeton.

Though nothing came of the proposed merger, the Church Synod raised the possibility of moving the college closer to the large Dutch population in northern New Jersey and New York, a prospect which favored the union of the college with that of the Professorship of Theology, then languishing with the Dutch Reformed Church in New York. The trustees, cognizant that the synod's plan would mean an end to the college in New Brunswick, nonetheless chose

to remain at Queen's College and, with meager resources and diminishing prospects for the future, soon closed the college in 1795.

The Reverend William Linn's service as acting president and trustee of the college also came to an end. His interest in education continued as he completed his twenty-one years of service as a regent of the University of the State of New York shortly before his death in 1808. For the next twelve years Queen's College was to remain dormant.

Ira Condict
President Pro Tem, 1795–1810



In 1794, the Reverend Ira Condict (1764–1811) was appointed by the trustees as professor of moral philosophy in Queen’s College. He also received the role of superintendent of instruction, with the power to employ tutors for the college. With the college on the brink of collapse, the trustees, nonetheless, selected him president, *pro tempore*, on September 30, 1795.

Born in Orange, New Jersey, on February 21, 1764, Condict prepared for the ministry in his hometown and in Newark. He graduated from Princeton in 1784, and received his license from the Presbytery of New Brunswick in 1786. For six years he served as pastor of the Presbyterian churches of Hardwick, Newtown, and Shapenock before he was installed over the Dutch Reformed Church at New Brunswick in 1794, the position previously held by Jacob Hardenbergh. A tall, muscular man, with black hair and prominent features, Condict labored with zeal and perseverance in conducting the affairs of the church.

With suspension of collegiate work at Queen’s College, Dr. Condict turned his attentions to assuring success in the grammar school and developing plans for reopening the college. The grammar school prospered but the college remained idle; the trustees did not meet until 1800 and then very infrequently thereafter until 1807, when interest in the college was renewed. The two men most responsible for this resurgence were Andrew Kirkpatrick, former teacher in the grammar school and chief justice of New Jersey, and the Reverend Condict. Kirkpatrick urged the trustees to raise funds for the erection of a new college building. The trustees resolved to raise \$12,000 to “complete the necessary

buildings, re-establish the College and its courses of instruction, and raise it to that pitch of public utility which the present view of things seems to encourage.” In 1807, Condict procured over \$6,000 for the building from patrons in and around New Brunswick and continued his efforts during the early construction of the building.

On April 27, 1809, at a formal ceremony, Dr. Condict laid the cornerstone “with his left hand, in consequence of suffering a temporary lameness in his right.” The college had acquired a gift from the family of James Parker, constituent of the Provisional Congress before the Revolution and a leading member of the Board of Proprietors, consisting of five acres bounding Somerset and George Streets, the present site of the Queen’s campus. In addition to raising funds and supervising construction of Old Queen’s, Condict agreed to teach the junior class in 1808 and the following year to instruct the senior class. The lower classes remained with the grammar school until the fall of 1809, when the trustees selected Condict’s son, Daniel Harrison, as tutor for the students in their first and second years. Five students appeared before the president *pro tem* to receive their degrees in 1809, the first commencement held since 1795. On that day, the trustees offered the presidency of the college to Ira Condict, but he declined the offer. The trustees, realizing that his service was sorely needed, asked him to be vice president and professor of moral philosophy and to continue general superintendence of the college. Though rejecting the vice presidency, Condict agreed to teach moral philosophy and to accept the supervision of the institution.

After repeated efforts, the trustees finally secured the appointment of the Reverend John Henry Livingston as president of Queen’s College in April 1810. One year later, Ira Condict died of yellow fever on June 1, 1811, at the age of forty-seven. The college had lost another leader, a devoted friend, and zealous participant in the revival of the college in 1807. Condict did not live to see the completion of Old Queen’s, but his memory lives within that magnificent edifice.

John Henry Livingston
1810-1825



In 1810, the Reverend John Henry Livingston (1746–1825) left the Dutch Reformed Church in New York City and headed for New Brunswick to preside as the new president and professor of theology of Queen's College. The most influential minister in the Dutch Church at that time, he had agreed to accept the position with limited responsibilities to the college. But to the theological students who came under his wing, he would devote his undivided attention.

Livingston was born in Dutchess County, near Poughkeepsie, New York, graduated from Yale College in 1762, and by 1766, the year Queen's College was founded, set sail for Amsterdam to study theology. He was licensed and ordained by the Classis of Amsterdam in April 1770, and one month later received the degree of doctor of theology from the University of Utrecht.

Upon his return from Holland in 1770, Dr. Livingston became one of the ministers of the Reformed Church in New York. He also brought back with him an agreement that ended the controversy between the Coetus and the Conferentie, the two factions of the Dutch church in America. Livingston served the church in New York for forty years, and for three years he was the sole pastor before being joined by the Reverend William Linn in 1786. With the revival of Queen's College in 1807, the trustees called the Reverend Livingston to the office of president and the professorship of theology. He initially declined, but finally accepted in 1810, when the trustees assured him that he was only "to preside at commencement and authenticate diplomatic documents and take

general superintendence of the institution as far as . . . [his] time and health [would] admit.”

By the end of Livingston's first year as president, Queen's College was faced with such financial problems that construction was halted on its new building. The trustees had expended \$20,000 on the building but only \$12,000 had been raised through subscriptions. In January 1812, the trustees received approval by the state legislature to conduct a lottery to raise the needed funds, but the venture fell short of its intended goal. Depressed economic conditions during the War of 1812 had hindered the trustees' ability to secure adequate funds for the college. By 1816, the trustees were forced to suspend collegiate instruction and turn over the building to the synod for use by the theological school.

Although Livingston continued to instruct in the theology school, the college remained dormant. The trustees, lacking sufficient funds to repair the building, were pressed to pay the debt incurred with the construction of Old Queen's. In 1823, the trustees agreed to sell the building and the lot to the Church Synod for \$4,000. Free of debt, the trustees turned toward reviving the college and appointed a committee to confer with the synod. Its members included Dr. Philip Milledoler, soon to become the next president of the college, Abraham Van Nest, and Jacob R. Hardenbergh, son of the former president, who had graduated from Queen's College in 1788.

The Reverend John Henry Livingston died on January 25, 1825, ten months short of the reopening of the college. Though his involvement in the college was minimal, he had given it the prestige of his name. Under his direction, theological instruction had flourished. During his last year in New Brunswick, he had close to thirty students studying for the ministry.

Philip Milledoler
1825-1840



The change of name from Queen's to Rutgers College can be attributed in large part to Philip Milledoler (1775–1852), the man who succeeded the Reverend John Henry Livingston as professor of theology in the seminary and who was elected in 1825 by the trustees as president of the college. It was in Dr. Milledoler's parish in New York City that Colonel Henry Rutgers served as elder. A devoted member of the Dutch Reformed Church, president of its Board of Corporation, and a wealthy bachelor who was inclined to support benevolent causes, Colonel Rutgers epitomized those Christian qualities held in such high esteem by the synod and the college trustees. By honoring Henry Rutgers, the synod and trustees were also signaling a break from an uneven past and the start of a new and promising era.

The revival of Rutgers College was the result of several factors, two of which stand out: successful fund-raising and collaboration between the trustees and the synod. The sale of the building had cleared the college of its debt and the synod immediately expended funds to complete most of the interior rooms of the building and perform much needed alterations to the exterior and the college grounds. Prompted by the success of a second lottery that yielded \$20,000 in 1825, the trustees reached agreement with the synod on a plan to commence instruction. Under this new covenant, Rutgers College opened its doors to thirty students on November 14, 1825. To lead the college, trustees turned to the Reverend Milledoler, professor of didactic theology, a member of the Queen's College trustees since 1815, and close friend of Colonel Henry Rutgers, who also served for a short time as a trustee of the college.

A clergyman of much distinction, Milledoler was born in Rhinebeck, New York, and was a graduate of Columbia College. In 1794, he was ordained to the ministry by the German Reformed Synod at Reading, Pennsylvania. Milledoler held various offices under the General Assembly of the Presbyterian Church and was moderator of the assembly in 1808. He was active in forming the American Bible Society and the United Foreign Missionary Society. In 1811, he was appointed by the Presbytery of New York to instruct students in theology and continued this function until the founding of the Princeton Theological Seminary. In 1813, he became the pastor of the Dutch Reformed Church in New York, serving for twelve years until he was called to New Brunswick in 1825.

Rutgers College blossomed under the leadership of Milledoler and much of its early success was due to its small but able faculty. The curriculum offered during his presidency followed a prescribed course of Greek and Latin languages and literatures, and mathematics in the first two years, and a broadened and flexible curriculum that included philosophy, literature, and political economy during the third and fourth years. In 1830, students in the upper classes received for the first time lectures in geology, mineralogy, and chemistry. The senior class course in moral philosophy integrated the entire curriculum by "relating all subjects to higher general laws of nature."

Enrollment in the college slowly increased over the next several years. Students came predominantly from Dutch families who resided in New York and New Jersey. Once in New Brunswick, they secured rooms in respectable boarding houses and formed an integral part of the community. At this time, students formed their own associations, especially literary societies. In 1825, Rutgers students established two literary societies, Peithessophian and Philoclean, that became the center of social and intellectual life in the college during the nineteenth century.

The second revival of Rutgers College under the Reverend Milledoler commenced with enthusiastic optimism and appeared to show great promise for the future. Finances remained a recurring problem, but the trustees were willing to solicit additional subscriptions among the church congregations to meet salary obligations and operating expenses. The trustees and General Synod enjoyed a relatively peaceful coexistence through 1832, but were soon entangled in controversy. At the center of the dispute was the relationship between the college and the Theological Seminary. The ensuing battle resulted in a move toward establishing the independence of the college from the church.

Milledoler found himself the source of dissension. He resigned the presidency of Rutgers College on July 2, 1839, but agreed to continue in that capacity until a suitable replacement could be secured. He remained in office for another year and continued teaching in the Theological Seminary until 1841, when he returned to New York City to devote the remaining years of his life to his family, his church, and his city. He died on September 22, 1852, his seventy-seventh birthday.

Abraham Bruyn Hasbrouck
1840-1850



Distinguished and urbane, scholarly but genial in manner, with a command of both classical literature and legal knowledge, Abraham Hasbrouck (1791-1879) possessed the distinct Christian qualities that the trustees of Rutgers College sought for their president. Though his accomplishments as president were to be minimal, he instilled dignity and honor to the office.

Abraham Bruyn Hasbrouck was born in Kingston, New York, and studied at Kingston Academy before entering Yale College, where he graduated in 1810. Hasbrouck attended the private law school in Litchfield, Connecticut, where he received instruction in the common law from Tapping Reeve and James Gould. He returned to Kingston and, in 1814, began his law practice. Hasbrouck served as president of the Ulster County Bank from its inception in 1831. In 1824, he was elected to Congress, where he supported Henry Clay's policy of internal improvements.

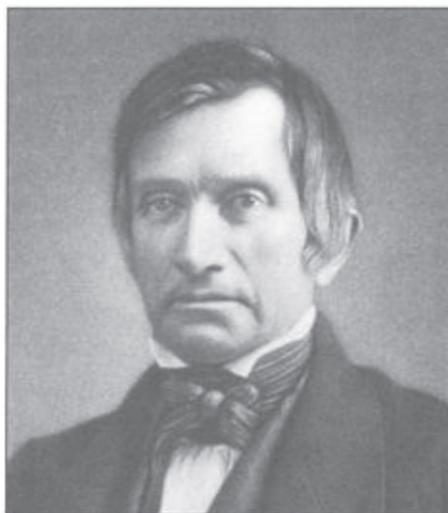
Chosen by the trustees in 1840, Hasbrouck was the first layman to hold the office of president of Rutgers College. During his administration, the college moved further toward establishing independence from the church. Paucity of finances continued to plague the institution, but the college was able to make some progress. The faculty increased to three full-time professors and five part-time instructors. Modern languages and expanded scientific instruction were added to the curriculum, complementing the traditional classical offering. The theological professors provided instruction in moral philosophy, evidences of Christianity, logic, and mental philosophy. In 1841, a "Scientific or Commercial

Course” was introduced to accommodate students who desired specialized training; those students were awarded a certificate upon completing their studies. The course was offered through 1864, when the Rutgers Scientific School was established. Hasbrouck, in addition to his official duties as president, gave instruction in rhetoric to the junior class and presented lectures in constitutional law and political economy to the senior class. He also presided over the weekly forensic exercises for seniors.

Other changes took place during Hasbrouck’s years in office. In 1841, the college erected a small house for the president and his family to the east of Old Queen’s on a plot of land leased from the Church Synod. Van Nest Hall was completed in 1848 and soon became home to the two literary societies, the geological museum, and a chemical laboratory. The literary societies flourished in the 1840s but were soon challenged in their supremacy by the emergence of “secret societies,” or Greek-lettered fraternities. Other student activities included the first venture into student publishing in 1842 with the short-lived *Rutgers Literary Miscellany*.

In the midst of this thriving student life, the college failed to prosper to the trustees’ expectation. The number of students in attendance declined to a low of sixty-five in 1850. Relations between the trustees and the synod, amicable throughout most of the decade, once again deteriorated, and the trustees suggested a reconveyance of the building and campus to the college. The complete separation of the college from the Dutch Reformed Church was not to occur for over a decade. In July 1849, Abraham Hasbrouck resigned from the presidency of Rutgers College. He remained in office until April 1850, when the college secured the appointment of Theodore Frelinghuysen. Hasbrouck spent a few years in New York City, before returning to his native Kingston, where he became the founder of the Ulster County Historical Society and lived in retirement until his death on February 23, 1879.

Theodore Frelinghuysen
1850-1862



A brilliant lawyer, social reformer, educator, known to his contemporaries as the “Christian statesman,” Theodore Frelinghuysen (1787–1862) was no stranger to Rutgers College when he arrived in New Brunswick in 1850. His father was Frederick Frelinghuysen, the first tutor in Queen’s College and his stepfather was Jacob Hardenbergh, the college’s first president. Born in Millstone in Somerset County, New Jersey, Frelinghuysen attended the grammar school in Queen’s College and eventually went on to Princeton, graduating second in his class in 1804. He entered the law office of Richard Stockton, and in 1808, when he was twenty-one years of age, he was admitted to the bar.

Frelinghuysen’s rise in the legal profession was brisk. By 1812, he had an extensive and lucrative practice in the city of Newark that brought him into political life. His abilities as a lawyer and his personal character were so well recognized that he was made attorney general of New Jersey in 1817. Reelected by the legislature in 1822 and 1827, he served admirably until his election to the United States Senate in 1829. Though in Congress for only a single term, he gained national prominence and recognition. In 1836 and again in 1838, he was elected mayor of Newark but resigned in 1839 to become the chancellor of the University of the City of New York (New York University). In 1844, he made his last appearance in a political role as the unsuccessful vice-presidential candidate of the Whig Party, headed by his friend Henry Clay.

In 1850, the trustees of Rutgers College looked upon the sixty-three-year-old Frelinghuysen with admiration and respect when they chose him for the presidency.

Enrollment of students had declined over the past decade, and the problem of obtaining adequate resources persisted. There appeared among the public great apathy to the college, and the trustees placed the blame on the faculty. By 1859, all were replaced except Professor George H. Cook, who had joined the faculty in 1853. In an effort to stimulate interest in the college among the students, individual trustee members created separate prize funds to be awarded at commencement to seniors for distinguished work in composition, natural sciences, classical studies, and mathematics.

Curriculum changes were few during these years. Frelinghuysen lectured on international and constitutional law and gave the senior course in moral philosophy and rhetoric. Classical training prevailed at Rutgers during these years, to the delight of its president.

Throughout the decade of the 1850s, students came in greater numbers to New Brunswick, a city in the midst of transformation and already closely tied to the commercial metropolis of New York. By 1861, prior to the outbreak of the Civil War, Rutgers had nearly doubled in size since 1850. Such high enrollments in both the college and the Theological Seminary created overcrowded conditions in Old Queen's, prompting the Reverend William H. Campbell, professor of oriental language and literature and belles lettres, to admonish his students and fellow instructors to demand new facilities. The Church Synod acquired funds from Mrs. Anna Hertzog of Philadelphia to erect a spacious building one block north of the campus. In 1856, all seminary work was transferred to the Theological Hall, marking for the first time the physical separation of the college from the church.

As Rutgers entered the new and troubling decade of the 1860s, Theodore Frelinghuysen's association with the college came to an end with his death on April 12, 1862, at the age of seventy-five. "A man of noble qualities, whose entire life was governed by a deep religious sensibility," wrote Professor Richard P. McCormick, "he symbolized in his passing the end of a distinctive era in the history of the College." A new era was dawning, one that demanded fresh insight into the role of collegiate education within the state and nation.

William H. Campbell
1862-1882



The Reverend William Henry Campbell (1808–1890), eighth president of Rutgers College, was born in Baltimore. He entered Dickinson College at the age of sixteen, graduating in 1828. He attended the Princeton Theological Seminary for one year, then secured a teaching position at Erasmus Hall in Flatbush, Long Island. He was licensed to preach by the Second Presbytery of New York in 1831, and from 1831 to 1833 Campbell served as co-pastor in Chittenango, New York, after which he labored for six years as principal of Erasmus Hall in Flatbush. In 1839, he preached at East New York, then moved to the Third Reformed Church in Albany two years later. Returning to the field of education, he became principal of the Albany Academy in 1848, and in 1851, he assumed the position of professor of oriental languages in the Theological Seminary in New Brunswick. While in this position, he filled, gratuitously, the professor of belles lettres in Rutgers College during a period of twelve years. In 1862, Campbell was appointed president of Rutgers College.

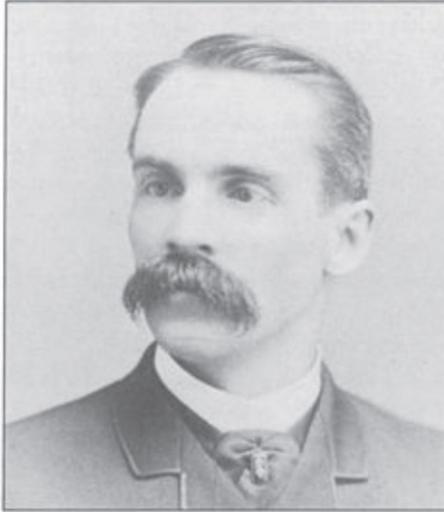
Rutgers College was transformed considerably during Campbell's presidency. The changes were reflected in the students, the curriculum, the faculty, and the institutional structure of the college. In 1864, Rutgers gained further independence from the Dutch Reformed Church when the General Church Synod reconveyed Old Queen's and the campus to the college and withdrew its faculty from its teaching responsibility. The Rutgers Scientific School, established in 1862 with the assistance of Professor George H. Cook, was designated by the legislature as the land-grant college for New Jersey in 1864 under the Morrill

Act. The land-grant status brought Rutgers into a relationship with the state of New Jersey for the first time in its history. President Campbell and the trustees completed the “New Endowment Fund” by raising over \$137,000. They also assembled a strong and assertive faculty, individuals who differed significantly from their predecessors in background, scholarly achievement, and approach to knowledge. In 1872, construction was completed on Geological Hall, erected between Old Queen’s and Van Nest Hall, which housed an armory in the basement, laboratories for the physical sciences on the first floor, and a large museum on the second floor. In the same year, the college received the residuary estate of Sophia Astley Kirkpatrick, in the amount of \$65,000, which was used to construct the chapel which bears her name. The structure, which also contained a library, was dedicated in December 1873.

In spite of the expanded facilities, increased endowment, new curriculum, and learned faculty, Rutgers College never had sizable enrollments of students during William Campbell’s administration. There were rarely more than 170 students attending the college at one time and in 1882, the last year of his presidency, there were only 113. Nonetheless, the students of the college proved to be successful in their studies and in the careers they entered following graduation. During their collegiate years, they established several significant organizations, activities, and enterprises that were to become traditional to Rutgers. In January 1869, the first issue of the student newspaper, the *Targum*, was published, and two years later the first college annual, the *Scarlet Letter*, was issued by the junior class. In 1873, the Rutgers Glee Club was formed and with it, the song “On the Banks” was composed by Howard N. Fuller. The first athletic clubs were formed during the 1860s and 1870s, and in 1869, the first intercollegiate football contest was played between Rutgers and Princeton; Rutgers won 6 to 4.

Following two eventful decades, Dr. William H. Campbell resigned from the presidency of Rutgers College. Failing eyesight caused him to relinquish his duties, but he remained until a successor was found. In 1882, he left Rutgers to organize the Suydam Street Reformed Church, serving as its pastor until shortly before his death on December 7, 1890.

Merrill Edward Gates
1882-1890



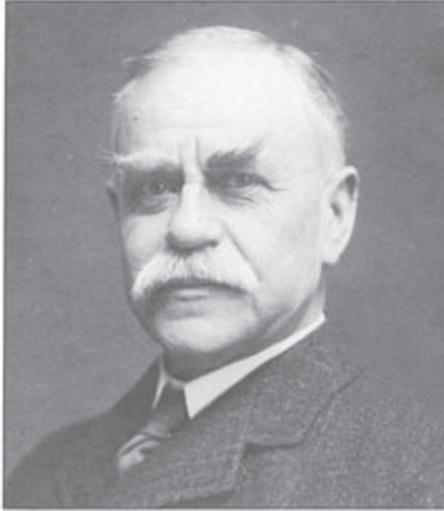
Dr. Merrill Edward Gates (1848–1922), the first professional educator to assume the presidency of Rutgers College, was thirty-four years old when he arrived in New Brunswick to succeed the Reverend William H. Campbell in 1882. Born in Warsaw, New York, Gates was a graduate of the University of Rochester, where he achieved high honors in mathematics, Latin, and Greek, and received the English Essay Prize in his senior year. For twelve years he was principal of the Albany Academy, where he extended the course of study from eight to twelve years, covering much of a college course of study, and increased the total attendance of the school from seventy to three hundred students. Traveling to England in 1872, he visited the educational institutions at Rugby and Oxford. In 1875, he was elected chancellor of the University of Tennessee, but declined the offer and remained in Albany. He went abroad again in 1879, spending a year in travel and study in France, Italy, Egypt, Palestine, and Greece. The University of the State of New York conferred on him an honorary degree in 1880, and in June 1882, both Princeton University and the University of Rochester awarded him the degree of Doctor of Laws. Following his presidency at Rutgers, he received the LL.D. degree from Columbia University in 1891 and from Williams College in 1893. Columbia University also conferred upon him the degree of L.H.D. in 1887.

An academic disciplinarian who sought tighter control over student discipline, President Gates was a firm believer in liberal education. He opposed the expansion of the elective system, which was popularized at the time by President

Charles Eliot at Harvard, and introduced in a modified form in Rutgers during the Campbell administration. He reenergized the faculty and brought to Rutgers young academic scholars. He also made the first nonfaculty appointments in the college. Although generally unsuccessful in acquiring substantial private support, he did accept the unsolicited offer by Garret E. Winants of Jersey City to build the college's first dormitory, which was completed in 1890. Gates was effective in securing increased state and federal aid. In 1887, under the provisions of the Hatch Act, the agricultural experiment station was established with an annual subsidy of \$15,000. Rutgers also obtained additional federal funds for the scientific school with the passage of the second Morrill Act of 1890. Relations with the state of New Jersey also moved forward. The state erected New Jersey Hall in 1889 on land conveyed to them by the college for the State Agricultural Experiment Station. The building was also used by the college for chemistry and biology instruction. In 1890, the State Scholarship Act was passed by the legislature, providing one scholarship in each of the sixty assembly districts in New Jersey. Since the scholarships were to be used for the State Agricultural College, the scientific students at Rutgers soon outnumbered those pursuing a classical curriculum.

In 1890, Dr. Merrill Gates resigned the presidency of Rutgers to become the president of Amherst College. In 1899, he left Amherst and was named chairman of the United States Board of Indian Commissioners, and later named secretary of the board, serving from 1889 to 1912. He remained in Washington, D.C., presenting lectures and serving literary and philanthropic societies, and preaching in the Congregational Church. He died at his summer home in Bethlehem, New Hampshire, on August 11, 1922, at the age of seventy-four.

Austin Scott
1891-1906



An eminent and influential teacher, Dr. Austin Scott (1848–1922) was professor of history, political economy, and constitutional law in Rutgers College when the trustees elected him to succeed Merrill Gates as president in 1891. He was born in Maumee, near Toledo, Ohio, graduated from Yale College in 1869, and spent a year at the University of Michigan, where in 1870, he received a Master of Arts degree. He studied for three years at Berlin and Leipzig and received his Ph.D. from the University of Leipzig in 1873, writing his dissertation on “Relations of Macedon to Rome in the War with Carthage.” In Germany, he assisted the famed historian, George Bancroft, at that time United States minister to Germany, in preparing the tenth volume of his *History of the United States*. He was also charged with the responsibility of carrying dispatches to Washington on the decision of Emperor William as arbitrator between Great Britain and the United States in regard to the northwestern boundary. On his return to the United States, Dr. Scott was a German instructor at the University of Michigan from 1873 to 1875, and then, for seven years, an associate in history at Johns Hopkins University, where he organized a seminar on American history. During this period, he continued as assistant to Bancroft, assembling and arranging historical material for his *History of the Constitution of the United States*. In 1883, he was appointed to the faculty of Rutgers College and served with distinction until his election as the tenth president of the college.

Scott’s presidency at Rutgers was dominated by the college’s relations with the state of New Jersey. He succeeded in resolving issues relating to the

Scholarship Act of 1890, from which Rutgers had failed to receive payment for over a decade. In efforts to serve the state, Rutgers instituted the “short course” and college extension education. The faculty turned their attentions to curriculum reform with intent on strengthening the classical program. Student life flourished with fraternities, intercollegiate athletics, debating contests, and new secret honorary societies such as Cap and Skull (1900), Casque and Dagger (1901), and Theta Nu Epsilon (1892). Students experimented for the first time with self-government and formed a committee to regulate student conduct and discipline. Physical training received a boost in the 1890s with a generous gift from Robert F. Ballantine, a wealthy brewer in Newark and college trustee, to construct a gymnasium on the campus. A private gift from Mrs. Ralph Voorhees provided funds for the construction of a library, as the one in Kirkpatrick Chapel had expanded considerably under the care of Irving S. Upson. The Voorhees Library was dedicated on Charter Day, 1904.

Throughout his administration, Dr. Scott continued to teach and he wished to return to the classroom. He never enjoyed administrative work and ultimately tendered his resignation as president in 1906 to return to his professorial duties, instructing in political science—including the constitution, international law, and civics. For sixteen years, he carried on his teaching and provided generous administrative assistance to his successor as president, William H.S. Demarest. He also took an active interest in the civic affairs of New Brunswick, serving as president and contributor to the New Brunswick Historical Club. In 1912, he was elected mayor of the city and served in that office for three years. He was an elder in the Second Reformed Church and also a member of the Board of Superintendents of the New Brunswick Theological Seminary. Austin Scott died on August 15, 1922, at his home in Granville Centre, Massachusetts.

William Henry Steele Demarest
1906-1924



The Reverend Dr. William Henry Steele Demarest (1863–1956), the first alumnus to become president of Rutgers College, was “the personification of old Rutgers,” as Richard P. McCormick has so aptly written. Ancestrally, his connection with the college was almost coexistent with its history. His great-great-grandfather, John Schureman, was a trustee from 1782 to 1795; his great-grandfather, the Reverend Henry Polhemus, was a trustee from 1800 to 1816; his maternal grandfather served as a trustee from 1825 to 1858 and secretary of the board from 1825 to 1830; and his father, the Reverend David D. Demarest, was a trustee from 1858 until his death in 1898, and secretary of the board from 1866.

William H.S. Demarest was born in Hudson, New York. He moved to New Brunswick in 1865, graduated from the Rutgers Grammar School in 1879, and immediately entered Rutgers College. As an undergraduate, he was active as class secretary, vice president, and president; director and secretary of the athletic association; and a member of the Peripatric Club, class baseball and football teams, and the varsity baseball team. He was senior editor of the *Targum* and the Class Day orator. In his senior year, he was elected to Phi Beta Kappa, graduating from Rutgers with high honors in 1883.

From 1883 to 1886, Dr. Demarest taught in the Rutgers Preparatory School. In 1888, he graduated from the New Brunswick Theological Seminary, and that same year was ordained to the ministry of the Dutch Reformed Church. He served as pastor of the Reformed Church of Walden, New York, from 1888

to 1897, and pastor of the church in Catskill, New York, from 1897 to 1901. In 1901, he was appointed professor of ecclesiastical history and church government in the New Brunswick Theological Seminary, serving in that capacity for five years. In 1899, he became a trustee of Rutgers College and served as secretary of the board from 1904 to 1906. During the year 1905–1906, he was acting president of the college and was elected by the trustees to succeed Austin Scott as president in February 1906.

Rutgers changed significantly under Dr. Demarest's stewardship and several milestones were achieved during his administration. In 1917, the Agricultural College or State College was designated the State University of New Jersey. It was expanded and new facilities constructed on the college farm. In 1918, the New Jersey College for Women was established. The undergraduate curriculum was restructured in 1907 and again in 1916 to keep abreast of the changing needs of the state and the nation. Teacher-training courses were emphasized in the newly established summer session program in 1913. State and federal appropriations increased substantially, as did private gifts and alumni support. New facilities were constructed for instruction in engineering, chemistry, entomology, and ceramics. Dormitories were built to accommodate the increased undergraduate population, which rose from 235 students in 1906 to 750 in 1924. Together with students in the women's college, the summer session, the extension courses, and the short courses in agriculture, the total enrollment during Demarest's last year in office was close to twenty-five hundred students. Financial support in the form of state scholarships was extended during these years to include all undergraduates. In 1918, the college aided the war effort by establishing a unit of the Students Army Training Corps and established a War Service Bureau to communicate with the students, faculty, and alumni who served during the war.

Throughout his administration, Dr. Demarest envisioned a dual role for Rutgers. One would be that of the state-supported university, the other, the small private college that the school had been throughout its history. In the aftermath of World War I, the institution moved closer to becoming a public institution. In 1925, the college changed its name to Rutgers University. But by this time, William H.S. Demarest had submitted his resignation, which was effective on June 30, 1924.

Following his resignation, Dr. Demarest served for ten years as president of the New Brunswick Theological Seminary and remained active in the affairs of the university. In 1924, he published *History of Rutgers College*, the first detailed history of the institution. Dr. William Henry Steele Demarest died on June 23, 1956. To quote Professor McCormick, "No son of Rutgers had ever been privileged to serve his alma mater with such loyalty and distinction."

John Martin Thomas
1925-1930



By 1925, Rutgers University had shifted its focus to become a leading public educational institution, and its trustees secured the services of a man who would lead the school in that direction. "The college has accepted a great responsibility in becoming a land-grant college of the state and in permitting the designation of the state university of New Jersey," declared Dr. John Martin Thomas (1869–1952), the twelfth president of Rutgers University. A former college president, Martin possessed the administrative experience required to assume the leadership of a state university, and he embarked upon his duties with characteristic vigor and determination.

John Martin Thomas was born at Fort Covington, New York, and was a graduate of Middlebury College and the Union Theological Seminary in New York City. He served as pastor of the Arlington Avenue Presbyterian Church in East Orange, New Jersey, from 1893 to 1908. In 1908, at the age of thirty-nine, he became president of Middlebury College and served at the Vermont school until 1921, when he became president of Pennsylvania State College. He left Penn State in 1925 to become president of Rutgers.

Dr. Thomas's five-year reign at Rutgers was marked by a period of growth and expansion in student enrollment, academic programs, and physical facilities; it was also a time of increased frustration over relations with the state. In 1925, when he assumed the presidency, Rutgers had 1,343 undergraduates and a total registration of 2,396. By 1930, the undergraduate population had increased to 2,662, and combined enrollment in the university was nearly seventeen

thousand students. In 1925, the University Extension Division was established providing educational service to over forty thousand residents of New Jersey. The following year, Dr. Thomas invited the Bureau of Education to conduct an extensive survey of the university and submit a detailed report, which was used to develop long-range plans for the institution. As a result of the study, faculty salaries were increased and four-year courses in economics and business administration were added to the curriculum. In January 1927, the New Jersey College of Pharmacy in Newark was incorporated into the university, and in the same year the Bureau of Biochemical and Bacteriology Research was established. By 1930, the university consisted of seven schools and colleges: Arts and Science, Engineering, Agriculture, Education, the New Jersey College for Women, Pharmacy, and Chemistry.

With the growth of new academic programs came new facilities. The Dramatic Arts Building was completed in 1925, and one year later, Hegerman Hall, an addition to the Voorhees Library, and Van Dyck Hall were completed. Construction at the women's college included Recitation Hall and the Voorhees Chapel in 1926, and the Willets Infirmary and the Music Building in 1928. In 1929, three dormitories—Wessells, Leupp, and Pell Halls—were begun.

Throughout his term, Dr. Thomas and the trustees deliberated over the university's relationship with the state of New Jersey. State appropriations had not equaled the levels needed to expand the school into a state university, and the problem remained concerning the dual private-public role of Rutgers. By 1930, numerous attempts to resolve the differences had failed and, on September 19, 1930, Dr. Thomas announced his resignation as president of Rutgers University. He had championed the idea of Rutgers becoming a state university, but he had become discouraged with the lack of results. Upon his resignation, he assumed the vice presidency of the National Life Insurance Company in Montpelier, Vermont. He later became acting president of Norwich University. The trustees of Rutgers University named Philip M. Brett, devoted trustee and a graduate of Rutgers College, Class of 1892, as acting president. On February 26, 1952, John Martin Thomas died, at the age of eighty-two, in Rutland, Vermont.

Philip M. Brett
Acting President, 1930–1931



“No one who has the interest of Rutgers at heart could but give sincere approval,” declared the *Targum* on news of the selection of Philip M. Brett (1871–1960) as acting president of Rutgers University in October 1930. To the student editors, he was “a true Rutgers son if there ever was one.” Brett took office at a time when the nation was plunging into the depths of a depression, the university was entangled in disagreements with the newly established State Board of Regents, and morale had severely diminished among the faculty.

Philip Milledoler Brett was born in Newark, was a graduate of the New Brunswick Theological Seminary, and was the recipient of an honorary degree from Rutgers in 1916. A descendant of the Reverend Philip Milledoler, president of Rutgers College from 1825 to 1840, Brett was graduated from Rutgers in 1892. As an undergraduate, he was the winner of the sophomore and junior oratorical prizes and was an active participant in athletics. He was captain of the football team in 1891, a member of the basketball team, and tennis doubles champion with Clarkson Runyon, Jr. Receiving his degree with honors, he was awarded an LL.B. from the New York Law School in 1894. At the time of his selection as acting president, Brett was a partner in the Manhattan law firm of Nevius, Brett and Kellogg. In 1906, he became a member of the Rutgers College Board of Trustees, and served as chairman of the committee on honorary degrees, a member of the executive and preparatory school committees, a trustee of the Epsilon chapter of Delta Phi fraternity, and a member of its Board of Governors.

Brett served as acting president for eighteen months, during which time he restored the confidence of the faculty and the alumni in the college. Their praise and affections culminated in a petition requesting him to accept appointment as president of the college. Though greatly honored, Brett declined the overture and relinquished the office to his successor, Robert C. Clothier, but continued his faithful service to the university as a trustee for fifty years. He died on July 2, 1960.

Robert C. Clothier
1932-1951



“I seem to see a great university, great in endowment, in land, in buildings, in equipment, but greater still—second to none—in its practical idealism, and its social usefulness,” declared Robert C. Clothier in November 1932. The new president of Rutgers had inherited a relatively small institution which had only recently become a university. Expansion was a necessary and inevitable goal for Rutgers, and he embarked upon a course that resulted in tremendous development in size and educational service.

Robert Clarkson Clothier (1885–1970) was born in Philadelphia, attended Haverford School from 1894 to 1903, and enrolled in Princeton. Following graduation in 1908, he worked as a reporter for the *Wall Street Journal* and later joined the Curtis Publishing Company in Philadelphia as a personnel manager.

During World War I, Dr. Clothier was appointed to the war department’s Committee on Classification of Personnel. Following the war, he helped form the Scott Company, personnel consultants for industry, and served as its vice president until 1923. He then returned to Haverford School as assistant headmaster and was later named as acting headmaster. In 1929, he was appointed dean of men at the University of Pittsburgh and remained in that position until he assumed the presidency of Rutgers in 1932.

Clothier’s vision of growth and development for Rutgers coincided with the depression and war years. State appropriations were drastically reduced during the early 1930s and private gifts were not forthcoming. He nonetheless encouraged a “friendly and understanding” relationship with the state and embarked

on an expansion program. In 1935, he announced the acquisition of a 256-acre tract immediately across the Raritan River. The River Road campus, as it was called at the time, soon featured playing fields for intramural and intercollegiate athletic programs, a 22,000-seat stadium, the Chemistry Building, a faculty village, and a housing development for married students. By the 1940s, the university had acquired buildings along Georges Road for the College of Agriculture, buildings on College Avenue, and the President's House on River Road. It had constructed an annex to the Engineering Building and had transformed the Neilson campus, now the Queen's campus mall.

During the early years of Clothier's presidency, the curriculum was strengthened and new programs were added. The graduate faculty was formed in May 1932, two years later University College was established. In March 1936, the Rutgers University Press was founded.

With America's entry into World War II, Rutgers found itself once again in the throes of a national emergency. Clothier immediately committed the university's resources to the war effort. The campus became host to the Army Specialized Training Program, which helped maintain enrollment levels in the university. The war had a devastating effect on the university; 5,888 Rutgers men served in the armed forces, and 234 men and two women lost their lives overseas.

During the postwar years, Rutgers renewed its call for growth and expansion. Clothier declared that university policy would be to accommodate "all qualified veterans and high school graduates for whom it is possible to provide, not just those whom it is convenient to take." Over nineteen thousand veterans flooded the campus to receive their education through the benefits of the G.I. Bill. In 1945, under the provisions of the State University Act, the state legislature enacted the designation of State University to all units of Rutgers. In 1946, among other areas of significant growth, the College of Arts and Science, the School of Business Administration, and the School of Law of the former University of Newark were merged with the university to form Rutgers-Newark. In 1950, the university assumed control of a law school and the two-year College of South Jersey in Camden, extending the university to that portion of the state.

During this period of tremendous growth, Dr. Clothier also assumed many civic responsibilities. In the summer of 1947, he served as president of the New Jersey Constitutional Convention, held in the gymnasium on College Avenue, that produced the modern state charter.

In 1951, Robert C. Clothier retired from the presidency of Rutgers University, at the age of sixty-six. He was the recipient of honorary degrees from Princeton, Pittsburgh, Delaware, Temple, the State University of New York, New York University, Tusculum, Dickinson, and Lafayette. During his retirement, he returned to Rutgers for numerous occasions and special events. He died on March 18, 1970.

Lewis Webster Jones
1951-1958



“The greatest challenge of this century,” Dr. Lewis Webster Jones told the New Jersey Press Association in 1955, “is to make the maximum use of the intelligence of Americans.” In his estimation, higher education was not meeting this demand. “If we do not meet it, we must abdicate world leadership and be succeeded by a society which does recognize the state’s interest in trained intelligence.” As president of Rutgers, Jones looked to the state of New Jersey to assist the university in fulfilling its commitment in training the future leaders of a democratic society. His seven years in office were devoted to redefining the relationship of Rutgers and the state and to expanding the university to meet the increase of students seeking higher education.

Lewis Webster Jones (1899–1975) of Emerson, Nebraska, was a noted economist and university president, and a man of deep insight and broad educational philosophy. He spent his boyhood and youth near Portland, Oregon. A graduate of Reed College and the Brookings Graduate School of Economics and Government, where he received his Ph.D. in 1927, he had undertaken postdoctoral studies at Columbia University, the London School of Economics, Cambridge, and Geneva before serving as an economist and editor with the Foreign Policy Association until 1930. During his stay in Europe, he served as an economist on the staff of the League of Nations. For two years, he was the economist for the Committee on the Costs of Medical Care and then joined the original faculty of Bennington College in 1932. In 1941, he was named president of Bennington, serving with distinction until 1947, at which time he became president of the

University of Arkansas. During his presidency at Arkansas, Dr. Jones was a member of the President's Commission on Higher Education. On September 7, 1951, he was selected as the fifteenth president of Rutgers.

Under Lewis Webster Jones, Rutgers began to fulfill its pledge to serve the state of New Jersey. Most significant was the reorganization of the university's governing structure. In 1956, the Board of Governors was created to provide the state with a larger role in the control of the university. Recommended by a special committee of the Board of Trustees, the Board of Governors consisted of eleven voting members, six appointed by the governor and five from among the trustees, which continued to exist to serve in an advisory capacity, to manage certain funds, and to act as a "watchdog" over educational standards.

A major building program resulted in the construction of Alexander Library, the River dormitories along the Raritan (named after past presidents Frelinghuysen, Hardenbergh, and Campbell), the completion of Demarest Hall on the College Avenue campus, Lipman Hall at the College of Agriculture, and Waksman Hall, which houses the Institute of Microbiology on the Busch campus. Other construction projects underway or in the planning stages at the time of his departure in 1958 included new buildings for the study of horticulture and poultry on the Cook campus, a library at Camden, and a health center and two new dormitories at the College for Women, renamed Douglass College in April 1955 in recognition of the vision and leadership of its first dean, Mabel Smith Douglass.

With expansion of facilities came an increased emphasis on graduate education. In 1954, Rutgers established two new divisions: the Graduate School of Social Work and the Graduate School of Library Service. Through the generous bequest of Florence Eagleton, the Eagleton Institute of Politics was established. By 1957, nearly one thousand students were enrolled in graduate programs throughout the university. Educational programs and facilities were also expanded in Newark and Camden. A nursing curriculum was introduced on the Newark campus in 1952, and evolved into the College of Nursing four years later. Scientific instruction and facilities received increased federal support after 1957 in the wake of the Soviet Union's launching of Sputnik.

Dr. Lewis Webster Jones resigned as president of Rutgers in August 1958 to accept the presidency of the National Conference of Christians and Jews. In 1965, he retired to Sarasota, Florida, where he lived until his death on September 10, 1975.

Mason W. Gross
1959-1971



Mason Welch Gross (1911–1977), the sixteenth president of Rutgers, was born in Hartford, Connecticut. He spent his early years in the Hartford public school system and the Taft School, a preparatory school in Watertown, Connecticut. Gross studied classics at Cambridge University, where he earned both his bachelor's and master's degrees, and continued his graduate studies at Harvard, completing his doctorate in 1938. He subsequently began his teaching career as a philosophy instructor at Columbia University.

With the United States entry into World War II, he enlisted in the Army Intelligence Corps in 1942, and earned a Bronze Star and the rank of captain. Discharged in 1945, he returned to Columbia, but in the fall of 1946, left New York to become assistant professor of philosophy and assistant to the dean of arts and science at Rutgers University. The following year he was promoted to assistant dean and associate professor.

In 1949, Mason Gross assumed the new position of provost. As provost, he became the chief academic officer, and at the same time, attained the rank of full professor. Although he was the choice of many to succeed President Clothier in 1951, the trustees selected Dr. Lewis Webster Jones, a former university president. During the next eight years, Gross continued to serve as provost, philosophy teacher, and “answer man” on two popular television quiz shows, “Think Fast” and “Two for the Money,” where he gained national acclaim for his scholarship and genial wit. In 1958, he took on the additional title of vice president and, with the abrupt resignation of President Jones, he became acting president.

In February 1959, Mason Gross was unanimously selected by the Board of Governors as the sixteenth president of Rutgers.

It was during the 1960s, under the leadership of Mason Gross, that Rutgers witnessed unprecedented growth and development. In 1959, the first of three bond issues was passed by the citizens of New Jersey, enabling the university to embark upon a \$75 million building program. By 1964, enrollment had doubled with more than twelve thousand full-time undergraduate students. A second public referendum yielded approximately \$19 million for Rutgers, and in 1968, an additional \$68 million was secured. As a result of increased public support, construction took place on every campus of the university. In 1964, Rutgers acquired 540 acres of the former Camp Kilmer army base where Livingston College opened in 1969. Throughout the decade, the number of doctoral programs increased from twenty-nine to more than fifty, and research opportunities in the sciences increased significantly through the receipt of federal aid.

The decade was also one of political action and social awareness. President Gross promoted a sense of calm and reason when confronted with black student demands on the Newark campus in 1969, and again with the student protests over the Vietnam War in 1971. He took an unpopular stand on academic freedom when he refused to dismiss Dr. Eugene Genovese for proclaiming publicly during a teach-in that he welcomed a Vietcong victory in Southeast Asia. His defense of academic freedom was recognized by the Association of University Professors, which presented the university with the ninth annual Meiklejohn Award in 1966.

Throughout his tenure, Mason Gross considered himself first and foremost a teacher, and he taught philosophy each semester during his presidency. He also enjoyed football and rowing, and even provided personal financial support for the Rutgers crew team. No one appreciated the arts more and no one worked harder to stimulate interest in the creative and performing arts in the university and in the state, and it was only fitting that the School for the Creative and Performing Arts at Rutgers was named in his honor.

Mason Gross died on October 11, 1977, in Red Bank, New Jersey, at the age of sixty-six. He had devoted twenty-five years of his life to the university. During Commencement 1971, in recognition of that service, the Board of Governors conferred upon him the only honorary degree of the day.

Edward J. Bloustein
1971–1989



Under Edward J. Bloustein, Rutgers compiled a number of significant achievements. His tenure as president began in the midst of student protests over Vietnam and ended with protests over proposed increases in student tuition, but the intervening years saw the university expand its research facilities, attract internationally known scholars, and achieve distinction as one of the major public research universities in the nation. In February 1989, the university was invited to join fifty-six other prestigious academic institutions that make up the Association of American Universities. It was this kind of recognition that Edward Bloustein sought so diligently for Rutgers during his eighteen years in office.

Edward J. Bloustein (1925–1989), seventeenth president of Rutgers, was born in New York City, graduated from James Monroe High School in the Bronx in 1942, and entered the United States Army one year later. Discharged in 1946, he entered Washington Square College of New York University on a full scholarship and graduated Phi Beta Kappa in 1948. He traveled to Oxford University as a Fulbright scholar and received a Bachelor of Philosophy degree in 1950 with a thesis entitled “Is Epistemology a Logical, Psychological or Sociological Study?” Returning to the United States, he taught philosophy briefly at Brooklyn College and spent close to a year in Washington, D.C., with the Office of Intelligence in the Department of State, where he served as a political analyst, specializing in Marxist theory and international political movements in the German Democratic Republic.

In 1951, Bloustein went to Cornell for a doctorate in philosophy, which was awarded in 1954. While living in Ithaca, he again contracted to work as a political analyst for the state department before entering the Cornell Law School, where he served as editor-in-chief of the *Cornell Law Quarterly* and graduated with an LL.B. in 1959.

Bloustein began his professional career as a law clerk to Judge Stanley H. Fuld of the New York State Court of Appeals, serving from 1959 to 1961. He then joined the faculty of the New York University Law School as an assistant professor, elevating to full professor in 1964. He moved to Vermont in 1965 when he was named president of Bennington College. Six years later, with the retirement of Mason Gross in 1971, he was elected president of Rutgers.

In 1972, Rutgers College became coeducational. One year later, the university made a commitment to “big time” sports. In 1978, efforts were begun to reorganize the New Brunswick faculty into a unified Faculty of Arts and Sciences, which was accomplished in 1980. In 1981, a mission statement was approved that provided a blueprint for future planning and development of the university.

During the 1980s, the university established the “Fund for Distinction,” a combination of private giving and state and federal support, that helped finance science and technology centers on the Busch campus. The fund was given a boost when New Jersey voters approved a \$90 million Jobs, Science, and Technology Bond issue in 1984, and again in 1988 with the \$350 million Jobs, Education, and Competitiveness Bond issue.

By 1989, Rutgers had become an “institutional goliath” with over forty-seven thousand students enrolled in programs offered in three cities. The total budget had reached over \$600 million and academic standards had risen substantially over the years.

Rutgers, under the leadership of Edward Bloustein, enjoyed the benefits of a healthy economy and a governor who gave strong support to the mission of the university. The president fostered a close relationship with state and federal officials and persistently promoted Rutgers. He was a tireless fund-raiser who became personally involved in helping the university reach its projected goal of \$125 million during the Campaign for Rutgers, shortly before his untimely death on December 9, 1989.

Francis L. Lawrence
1990-



Francis L. Lawrence had been recognized nationally as a leading educator long before his appointment in July 1990 as the eighteenth president of Rutgers, The State University of New Jersey.

Dr. Lawrence came to Rutgers from Tulane University in New Orleans where he was academic vice president and provost and dean of the Graduate School.

He is a native of Woonsocket, Rhode Island, and received a bachelor's degree in French and Spanish from Saint Louis University in St. Louis, Missouri, in 1959. He earned a doctorate in French classical literature from Tulane in 1962.

In the years that followed, he established an international reputation as a scholar in his field and earned promotion to the highest professorial rank in 1971. He is the author of the book, *Molière: The Comedy of Unreason*, has edited three collections of essays, and has published a long list of articles, bibliographies, and reviews in American and European scholarly books and journals. Dr. Lawrence chaired the Department of French and Italian, served as acting dean of Newcomb College, and accepted positions of increasing administrative responsibility as assistant vice president for academic affairs, as deputy provost, and, finally, as chief academic officer of the university.

While at Tulane, he established a task force to study gender-based pay equity issues and another to develop a five-year plan to increase black student enrollment. He initiated planning and supervised the realization of the Educational Resource Center, which offers peer tutoring, skills workshops, a learning laboratory, supplemental instruction, and summer transitional programs for

first-year minority students. Other academic support systems and academic plans initiated under his management included new and revised undergraduate and graduate interdisciplinary teaching and research programs, enhanced support for graduate education, comprehensive upgrading of the university computing systems, increased options for faculty early retirement, a centralized research instrumentation facility, and an evaluation and planning process based on institutional research.

On the national level, Dr. Lawrence is a former president and vice president of the Association of Graduate Schools of the Association of American Universities, which helps to shape issues and define policies affecting the premier research institutions in the United States and Canada.

Since his arrival in October, the new president has been confronted with massive cuts in state funding amounting to more than \$90 million over a three-year period. Following an unexpected \$19.6 million shortfall in salary adjustments announced by the state at Thanksgiving, Lawrence decided to honor union contracts of faculty and staff, meeting the shortfall instead through several other budget adjustments. He has mounted an intensive public campaign to win public support and to convince the governor and the legislature that higher education, and Rutgers, The State University of New Jersey, in particular, should be among New Jersey's top funding priorities. To that end, he has issued a report on Rutgers' current and future importance to the state titled "The Joint Future of New Jersey and Rutgers, The State University of New Jersey," supplemented by a series of ten brochures providing greater detail on the university's hundreds of public service programs and other contributions to the welfare of the state.

Other priorities on Lawrence's agenda that he has begun to implement or is planning to launch for Rutgers include: increased emphasis on teaching and undergraduate education; additional support systems for teaching and learning; better internal and external understanding and appreciation of the links among the university's missions of research, teaching, and service, and the need for distinction in all three; revitalization of the university's sense of community; use of a broad consultative process and collegial style in the administration of the university; achievement of greater efficiency and effectiveness through a service orientation in the university's administrative support systems; and renewed commitment to the support and inclusion of minorities in the university community through enrollment, hiring, and opportunities to promote not only tolerance but understanding of the value of diversity in the community.

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