

I came to Rutgers in 1992, midway in Norman Samuels's twenty-year tenure as provost. During the ensuing decade, I have been impressed by the consistency and even tenacity with which Norman has sought to make Rutgers-Newark, in his words, "the best university campus it can possibly be." He should be very proud of what he has accomplished as he leaves office. Because of Norman, Rutgers-Newark will be central to Newark's continuing rebound in the next twenty years.

I most appreciate Norman's emphasis on research in building the Rutgers-Newark faculty. This, even more than the physical plant, will be his enduring legacy. He has put in place a high-quality faculty, with the integrity to insist that recruits in the coming decades be of equal and even higher stature.

Norman's contribution to improving the quality of the Rutgers faculty goes beyond what he has accomplished on the Newark campus. As provost, he has continuously served on the university's Promotion Review Committee, where he has had a strong and pivotal role in setting high university-wide standards for research. This fact might surprise some of my New Brunswick colleagues, and I must confess that I have come to understand it fully only as a result of my own recent service on this committee.

I want to thank Norman for the opportunities I have found at Rutgers. His participation in my recruitment was essential to my coming in 1992. This was very important to me personally, because it allowed me to live in the same state as my wife. It also had a great impact on my work. The environment at Rutgers has made it possible for me to write two books in the past decade, and I believe these books will prove to be my most important scholarly work.

Glenn Shafer
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