



Office of the Senior Vice President  
and General Counsel

September 2013

Re: **Request for Qualification**

Dear Counsel:

Rutgers University is issuing this Request for Qualification (“RFQ”) to select one or more law firms that will render legal services in the following legal areas:

- a. General Civil Litigation in both state and federal jurisdictions;
- b. Labor and Employment in both state and federal jurisdictions;
- c. Internal Investigations; and
- d. Healthcare regulations.

Established in 1766, Rutgers is New Jersey’s flagship public research and land-grant University with approximately 50,000 students and more than 10,000 faculty and staff located throughout its main campus in the New Brunswick/Piscataway area, its Newark campus, its Camden campus, and at its extension offices and other facilities throughout New Jersey. The University comprises 29 undergraduate colleges and graduate and professional schools as well as over 130 specialized research institutes and is an instrumentality of the State of New Jersey. As of July 1, 2013, the University of Medicine and Dentistry of New Jersey (“UMDNJ”) was integrated with Rutgers.

Over the last few years Rutgers has suffered substantial budget cuts, and the University places a premium on low and predictable costs and efficiency in completing projects. While the University does not insist on fixed fees, where possible it prefers them. Alternatively, the University will consider ranges of fees with specific criteria for increased costs. Reasonableness and predictability of costs is the priority.

In retaining counsel, the university will prioritize budgetary considerations as well as look at the following factors: expertise in the relevant area of law, particularly higher education law where appropriate; demonstrated success in complex litigation; and demonstrated commitment to diversity.

**Rutgers, The State University of New Jersey**

---

7 College Avenue  
New Brunswick, NJ 08901-1258  
p. 848-932-7697/7813  
f. 732-932-8473/6913

65 Bergen Street  
Newark, NJ 07101-1709  
p. 973-972-4705  
f. 973-972-7297

335 George Street, 3rd floor  
New Brunswick, NJ 08901  
p. 732-235-8700  
f. 732-235-7399

If you choose to respond to the RFQ, please provide the following information:

- A detailed and specific description of your firm's experience and competence working on general civil litigation, labor and employment (including complaints filed with DCR, OCR and EEOC, unfair practice charges before PERC and public sector labor arbitrations), internal investigation matters and/or healthcare regulations (including state and anti-kickback statutes, as well as affiliation agreements among healthcare providers). In particular, please indicate the names or types of clients for whom you have provided similar advice or services, and a description of one or more particular projects or matters your firm has handled for these clients.
- A description of your firm's previous experience working with institutions of higher education.
- An estimate of the rates you would generally bill Rutgers for handling cases, by either providing a flat rate or an hourly rate (differentiating costs for associates, partners and paralegals). If you propose a flat rate, please explain the criteria you would use for billing, such as a certain rate per arbitration or a certain rate if a case were litigated short of trial or up through a trial. Please note that the University will not consider your response unless a cost estimate is provided.
- References from clients, preferably in higher education, whom you have represented in the types of matters involved in this engagement.
- A description of the participation of underrepresented minorities (not limited to race) and women attorneys at your firm. Please note the number of underrepresented minority, and women partners and associates and indicate the percentage of your firm that is owned by underrepresented minorities and women. Please also provide information about any affinity groups offered for attorneys at your firm (e.g., women lawyers group; Muslim lawyers group, LGBTQ lawyers group, etc.). In addition, please note any factors that might be helpful to us in demonstrating the inclusiveness of your firm.
- Since the need for these services is imminent, please indicate whether the services required can be provided immediately.

If your firm has the requisite experience, and wishes to respond to this inquiry, please provide the above information at your earliest convenience. In the interest of both time and cost, please make your response brief and specific. Please do not send in a proposal if your firm does

not have strong experience in one or more of these areas. Please send your proposal to the attention of Martha Kim, Associate General Counsel, which can be sent electronically. (In order to avoid your proposal being misdirected to a “spam” folder, please email Ms. Kim separately to indicate you are submitting your proposal. Please call her at 848-932-7697 or email her at [mkim@oldqueens.rutgers.edu](mailto:mkim@oldqueens.rutgers.edu) if you have questions.

After reviewing the responses, the University may invite selected firms to speak or meet with us. We expect that the individuals who would actually undertake the work required would attend such a meeting.

Thank you for your consideration and possible interest in this work. We look forward to hearing from you.

Very truly yours,

A handwritten signature in black ink, appearing to read "John J. Farmer". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

John J. Farmer  
Senior Vice President and General Counsel