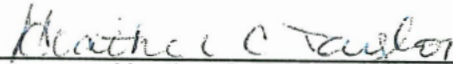


OATH OF ALLEGIANCE AND OFFICE

STATE OF NEW JERSEY :
: SS.
COUNTY OF MIDDLESEX :

I, Heather C. Taylor, do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution of the State of New Jersey; that I will bear true faith and allegiance to the same and to the Governments established in the United States and in this State, under the authority of the people; and that I will faithfully, impartially and justly perform all the duties of the office of member of the Board of Governors of Rutgers, The State University of New Jersey according to the best of my ability.

*(So help me God.)




Heather C. Taylor

Address:

Privacy Exemption

Sworn and subscribed before me

this 23rd day of July 2019



John J. Hoffman
Attorney-at-Law
State of New Jersey

*Person taking oath has the option of including "So help me God" if he/she so desires.