

The image features a solid red background. In the top left corner, the word "RUTGERS" is written in a large, white, serif font. Below it, in a smaller, white, sans-serif font, are the words "THE STATE UNIVERSITY OF NEW JERSEY". A large, faint, circular seal of Rutgers University is visible in the background, centered behind the text. The seal contains the text "RUTGERS UNIVERSITY" and "THE STATE UNIVERSITY OF NEW JERSEY" around its perimeter, with a central emblem.

RUTGERS

THE STATE UNIVERSITY  
OF NEW JERSEY

# Rutgers Strategic Planning Fact book

March 6, 2013

## About this information

**Rutgers has undertaken a strategic planning process to set the university's course for the next 10-15 years.**

- A Steering Committee was formed in early December, and the team has been engaging with members of the Rutgers community to gather perspectives on the university's future
- On March 6th, ~200 leaders from across the university community came together to learn about the Committee's work to date and to provide input on the strategic plan

**These materials are intended to lay out a base of facts to allow the university community to be prepared for deeper conversations about Rutgers' aspirations and strategic plan**

- These materials were prepared with assistance from The Boston Consulting Group (BCG), Rutgers' partner in this strategic planning process
- BCG has conducted almost 120 interviews and 13 focus groups and received more than 5,000 survey responses from Board members, students, faculty, and academic administrators/staff<sup>1</sup>
- These slides were informed by these interactions with stakeholders, as well as through research and analysis and BCG's broader experience working in higher education

1. Student survey still open. Alumni survey has been released to 3,000 people

# Contents

	<u>Page</u>
<b>Key information shaping the strategic plan</b>	
• Summary	3
• Trends in higher education	8
• New Jersey landscape	25
• <b>Assessment of Rutgers' current position</b>	<b>38</b>

## Summary: Assessment of Rutgers' current position

### **Rutgers faces a wide gap in financial resources relative to peers**

- Rutgers has historically raised much less money than peers
- Among public AAU universities, Rutgers ranks in the bottom quartile in total endowment, alumni annual giving, and annual fundraising
- Rutgers receives lower state appropriations relative to peers and is more dependent on revenues from tuition

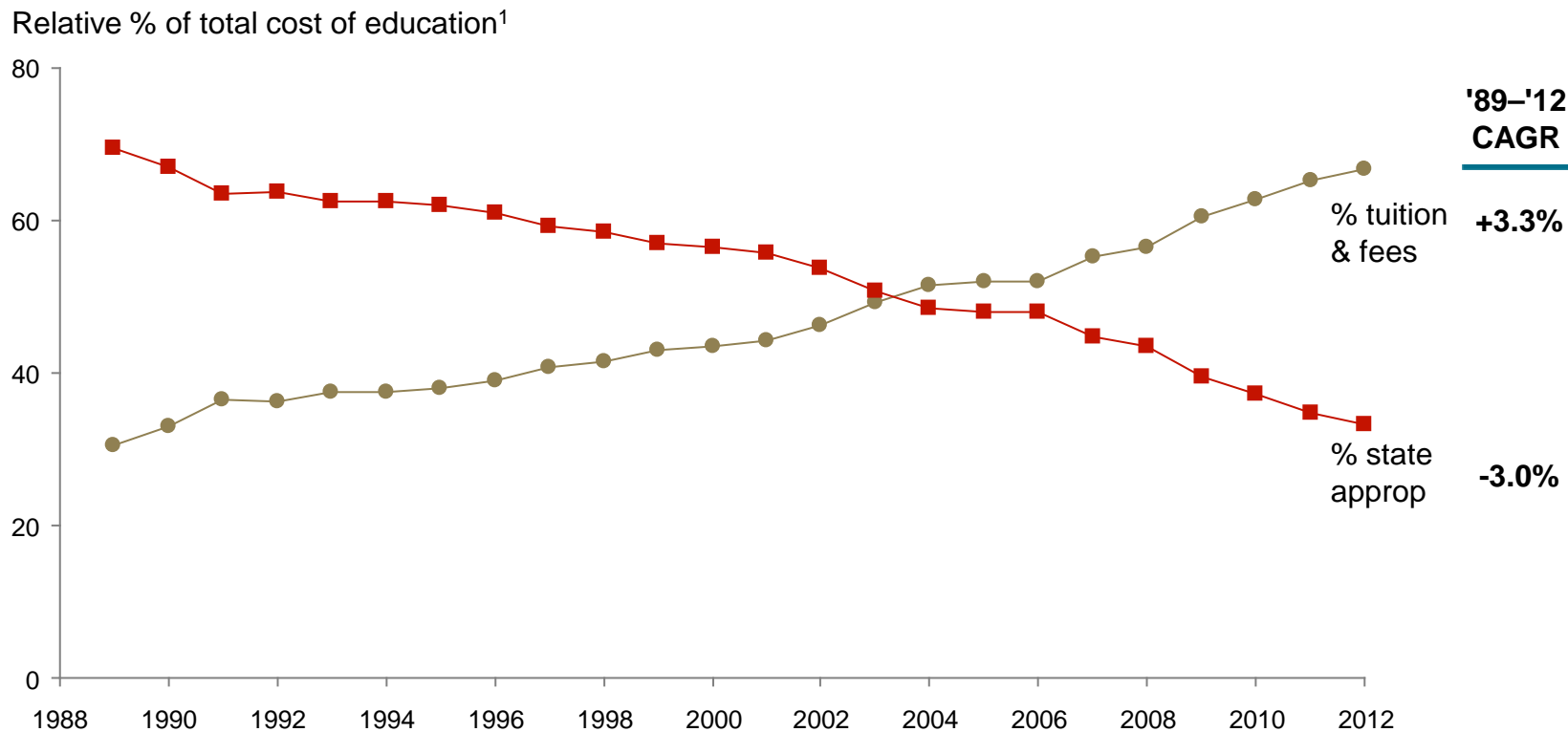
### **Rutgers mix of students is different than many peers on several dimensions**

- Rutgers is less selective in admissions relative to peers and aspirants
- Rutgers attracts fewer out-of-state students
- Rutgers serves more diverse students, more under-represented minorities, and more students with financial need

### **Several specific academic programs are clearly excellent, but Rutgers lags aspirants in overall academic performance**

- Rutgers lags aspirants on some student outcome measures
  - Freshman retention and 6-year graduation rates on par with peers, but lagging aspirants
- However, some evidence that Rutgers may exceed peers and aspirants in improving student performance
- Faculty receive fewer awards and less research funding than peers
- Publications and citations by Rutgers faculty are below peers

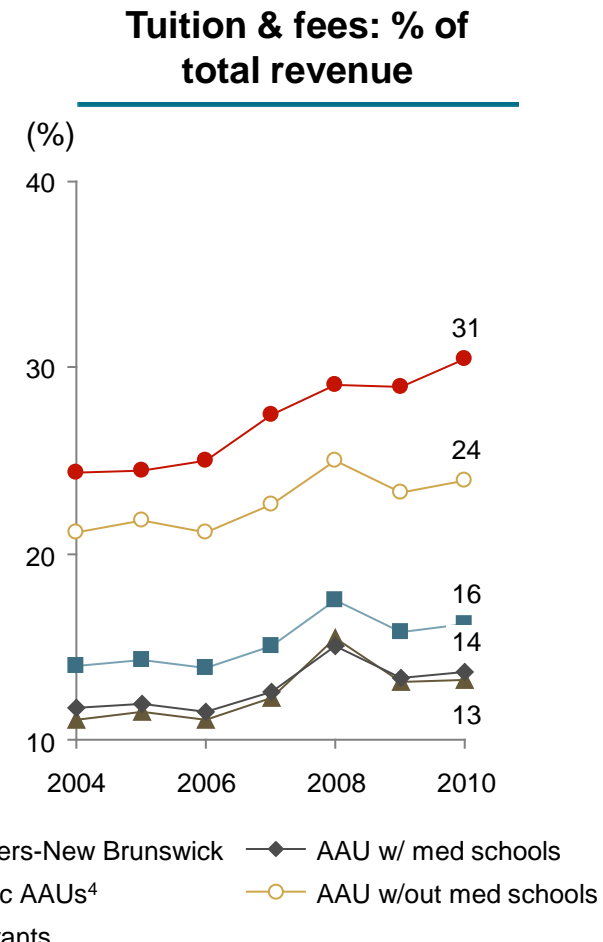
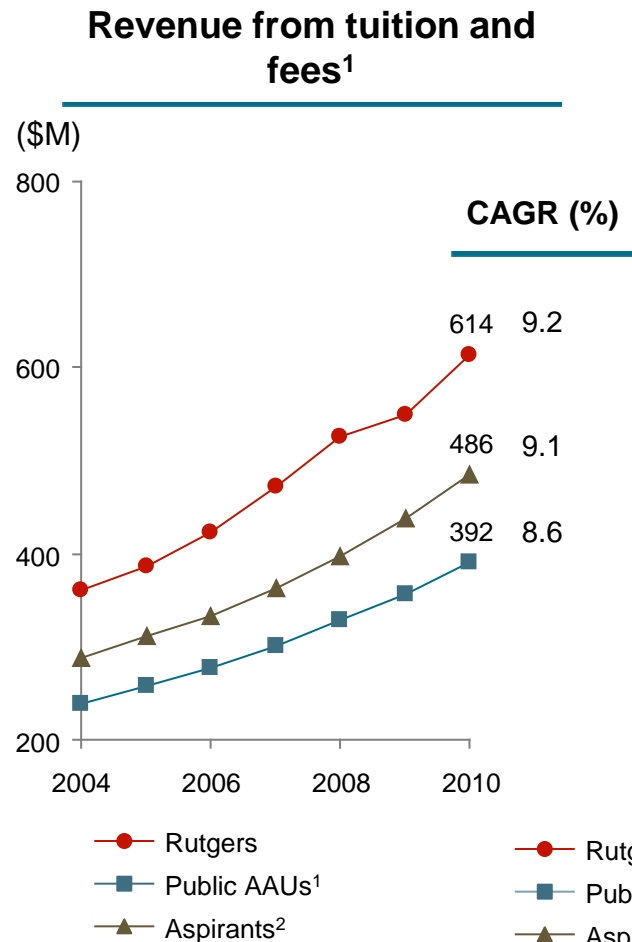
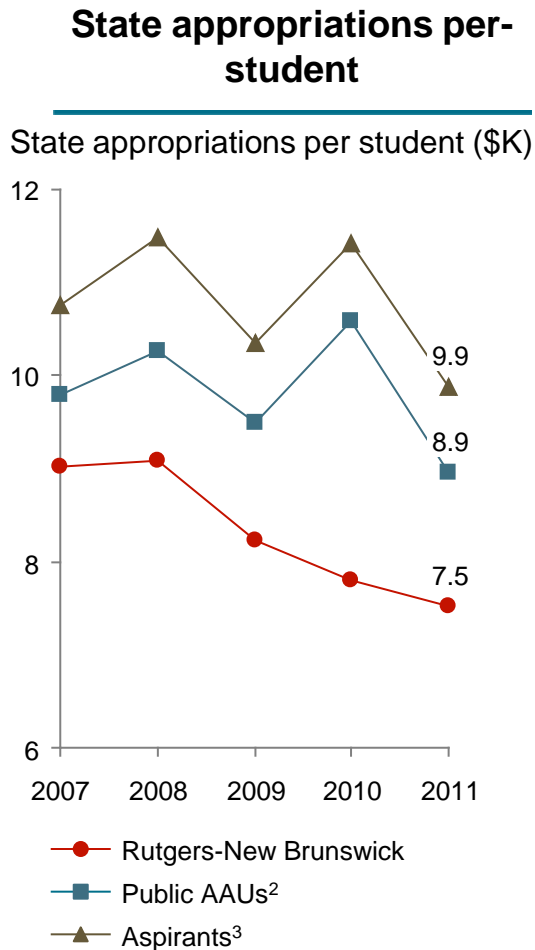
# Rutgers students paying a steadily increasing share of the cost of their education as the state share declines



1. Includes the percentages of the total costs covered by tuition/.fees and state appropriations – not all costs. Percentages are calculated as the share of the total of these two items (tuition/fees + state approps)

Source: Rutgers Office of Institutional Research. BCG Analysis.

# Rutgers receives lower state appropriations than peers and is more dependant on revenues from tuition

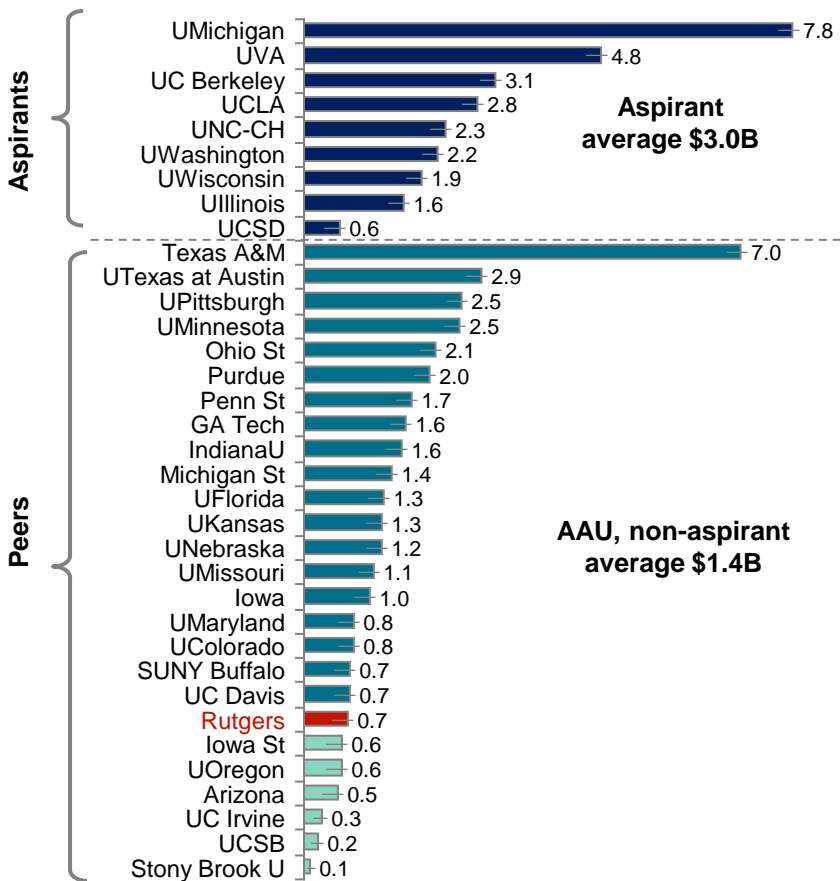


1. Tuition and fees after deducting discounts and allowances 2. Excludes Penn State Univ. and Univ. of Pittsburgh (data not available) 3. AAU Aspirants, as defined by Rutgers. See Appendix for full list 4. Public members of the Association of American Universities. See appendix for full list of schools  
 Source: National Center for Education Statistics <http://nces.ed.gov/ipeds/datacenter> . BCG Analysis.

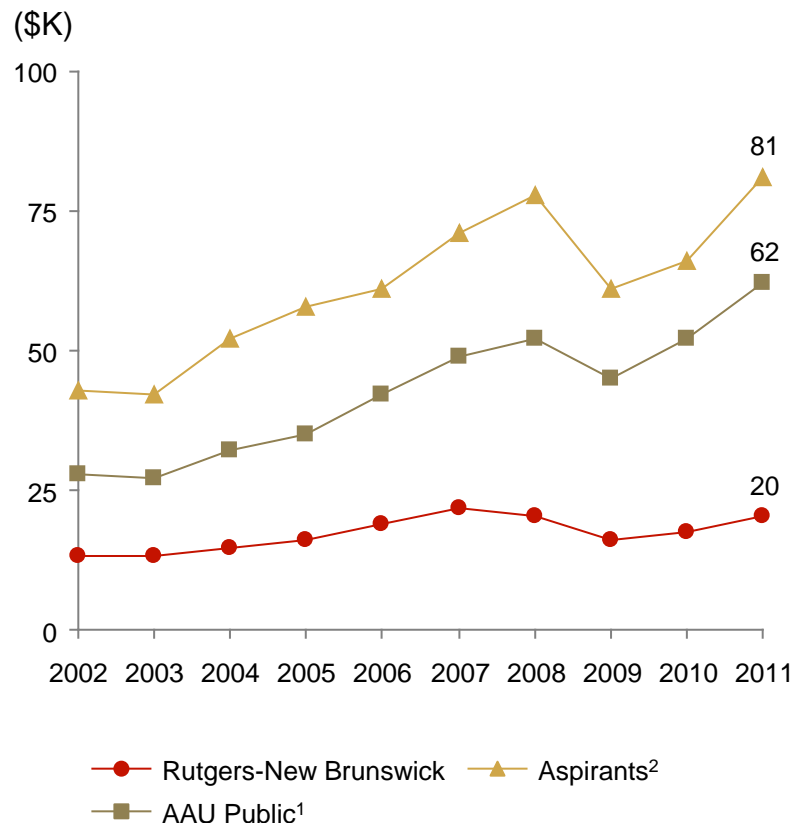
# Rutgers endowment lags peers and aspirants

Peer endowments per FTE have doubled since 2002 while Rutgers growing modestly

**Total endowments of selected peers and aspirants**



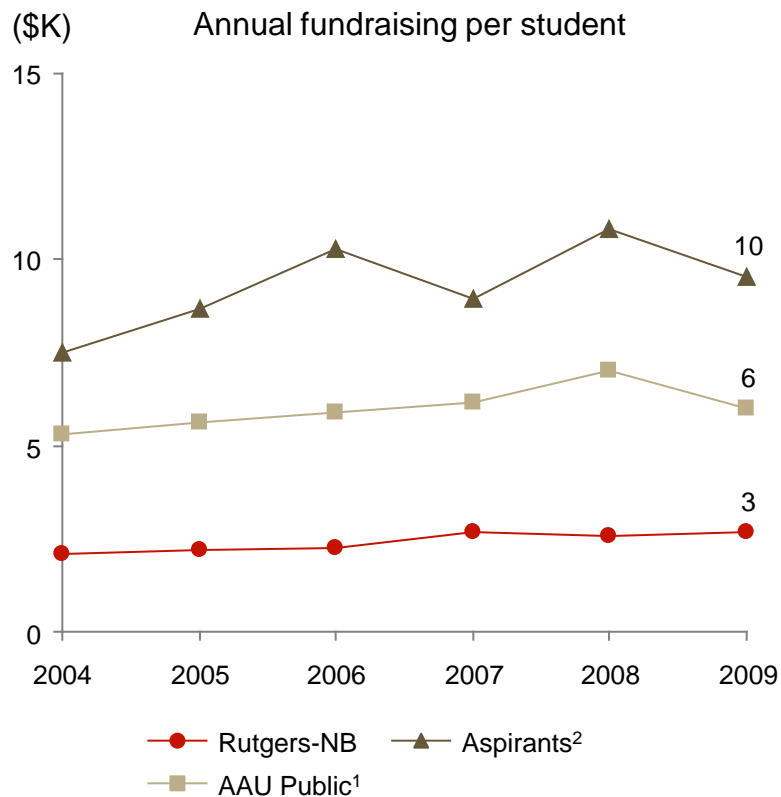
**Total endowment per student FTE**



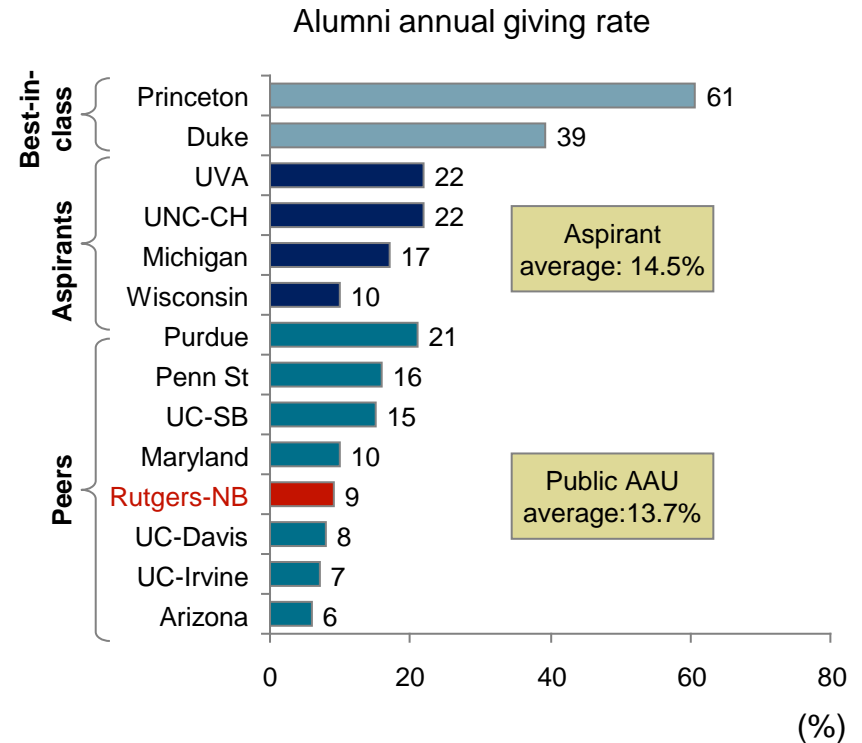
1. Public members of the Association of American Universities. See appendix for full list of schools 2. AAU Aspirants, as defined by Rutgers. See Appendix for full list Source: Rutgers Dashboard Indicators, 2011. Reports from individual universities. University of California Annual endowment report—fiscal year 2011. BCG Analysis.

# Rutgers fundraising significantly lower than peers

**RU has historically raised much less money than peers and aspirants ...**



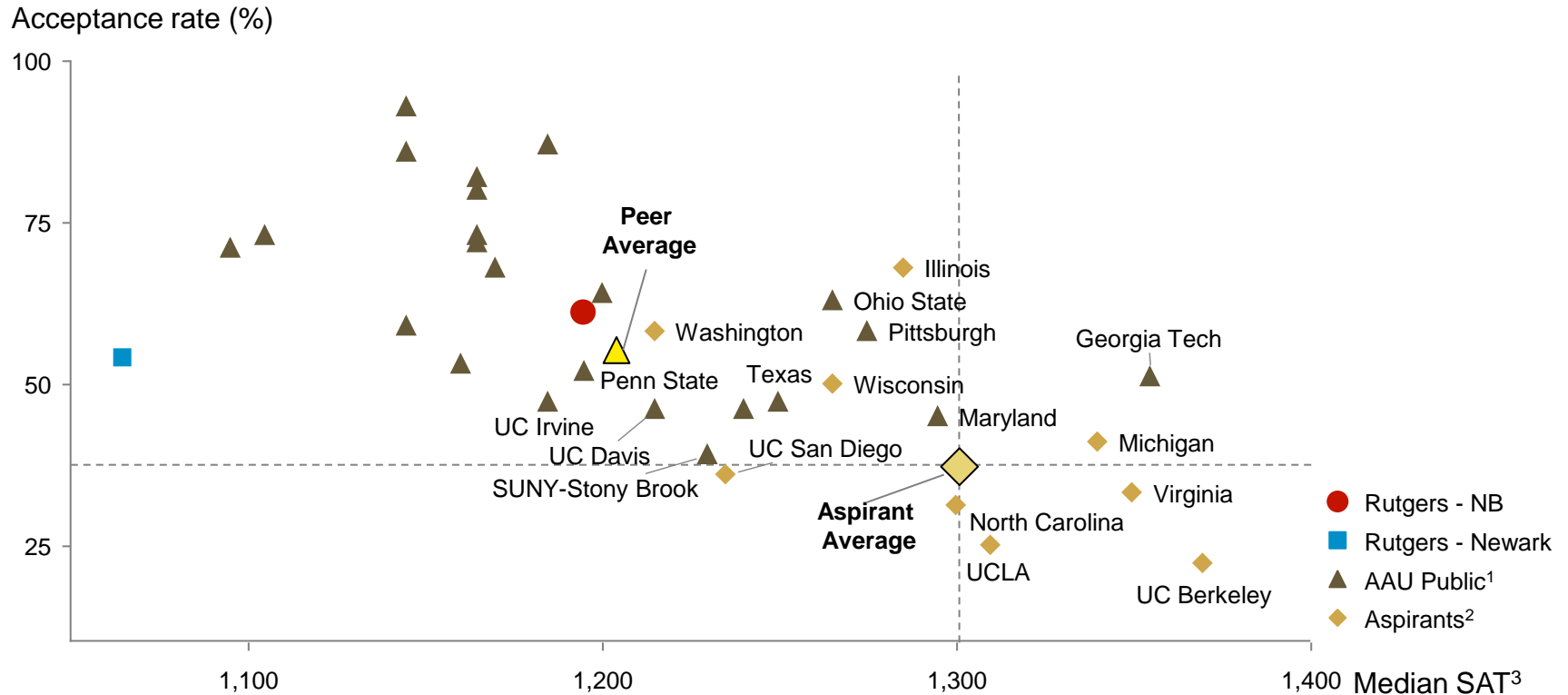
**... including alumni giving rate well below peers**



1. Public members of the Association of American Universities. See appendix for full list of schools 2. AAU Aspirants, as defined by Rutgers. See Appendix for full list Source: Rutgers Office of Institutional Research. US News and World Report. BCG Analysis.



# Rutgers is less selective in admissions relative to aspirants



Note: Rutgers-Camden is considered regional university and not included in national university ranking

1. Public members of the Association of American Universities. See appendix for full list of schools 2. AAU Aspirants, as defined by Rutgers. See Appendix for full list

3. ACT scores were converted into SAT scores using the conversion table published by ACT

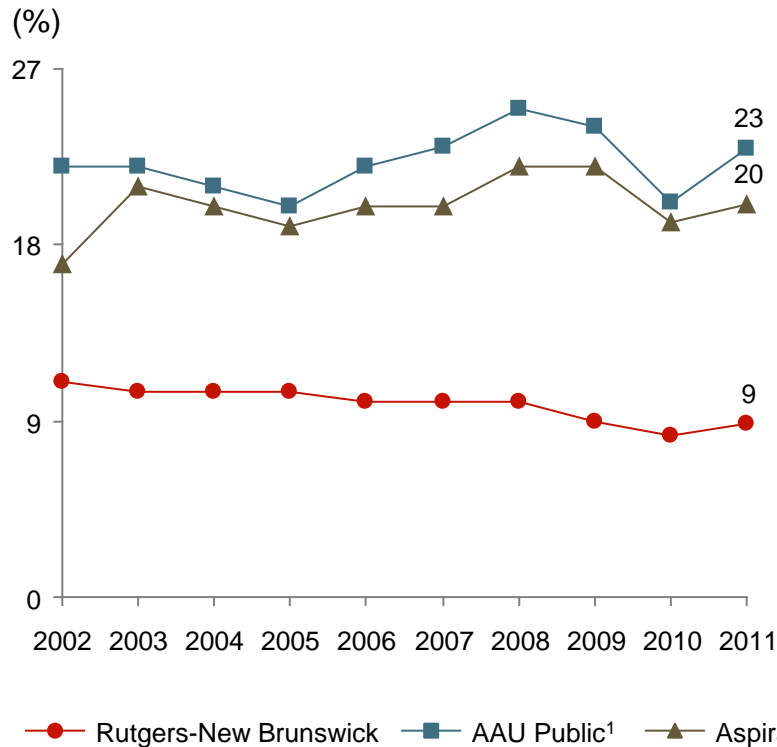
Source: US News & World Report 2013 annual undergraduate rankings of colleges. BCG Analysis.

*Draft: advisory, consultative & deliberative material for discussion purposes only*

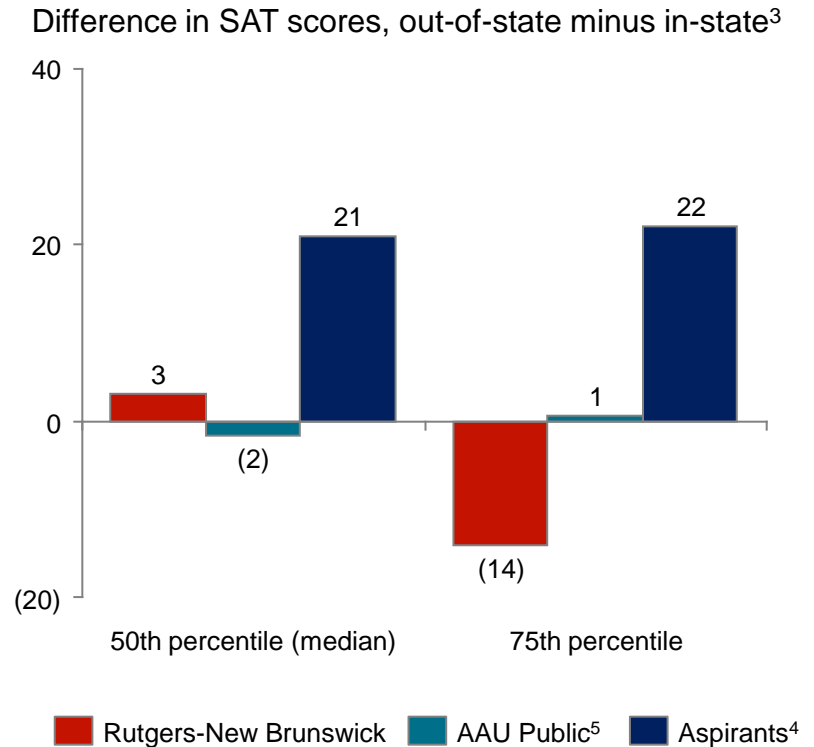
# Rutgers attracts fewer out-of-state students than peers

Out-of-state students are not more qualified than in-staters

**Percentage of out-of-state students well below peers and aspirants**



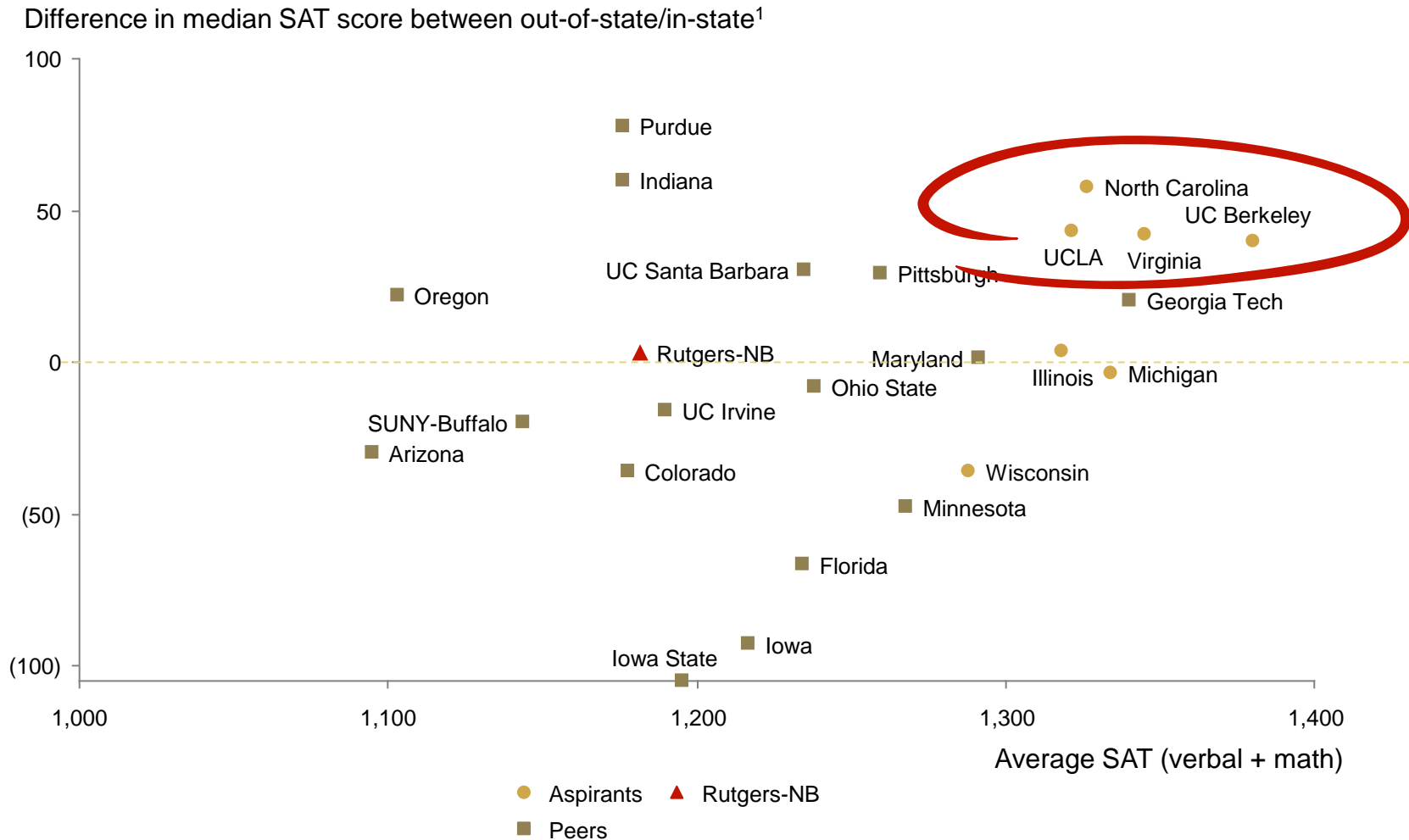
**Little distinction between in-state and out-of-state on SAT scores**



1: Public members of the Association of American Universities. See appendix for full list of schools 2. AAU Aspirants, as defined by Rutgers. See Appendix for full list  
 3. Difference in median combined (Math + Verbal) SAT scores, average for 2007–2012 4. Average of 7 aspirants, excludes UC-San Diego and Univ. Washington—data not available for these schools 5. Average of 23 AAU public schools—data not available for all schools  
 Source: Rutgers Office of Institutional Research. BCG Analysis

# Aspirants use out-of-state students to raise standards

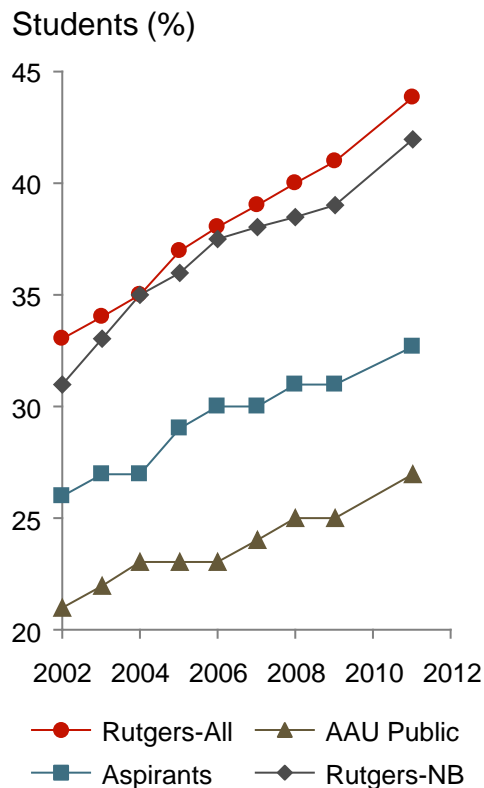
Out-of-state students at UNC, Berkeley, UCLA better-qualified than in-state



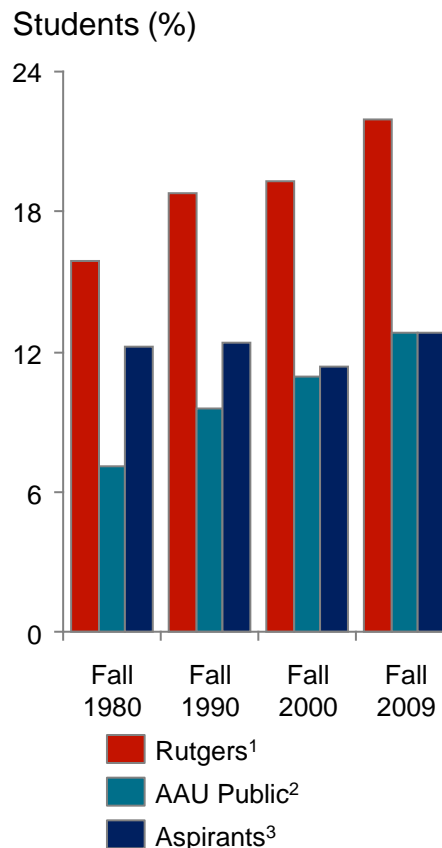
1. Difference in Median combined (Math + Verbal) SAT score, five-year average, 2007–2012  
 Source: Rutgers Office of Institutional Research. BCG Analysis

# Rutgers serves more diverse students, under-represented minorities, and those with financial need

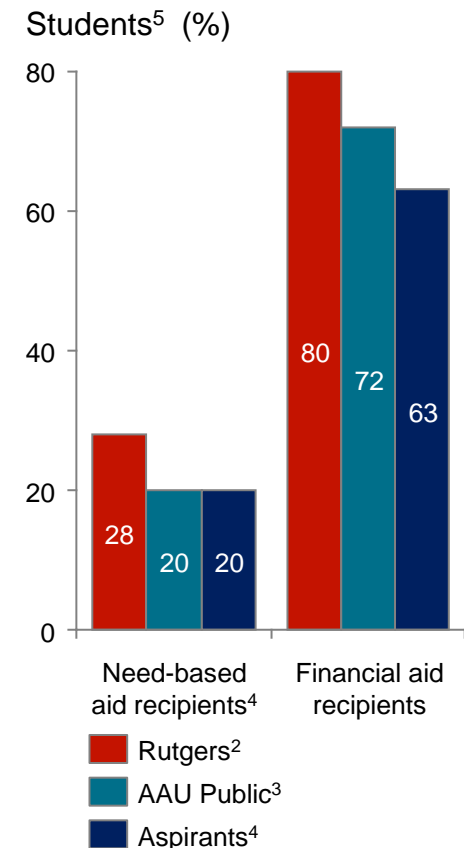
**Total minority enrollment**



**Under-represented minorities<sup>1</sup>**



**Students receiving financial aid**

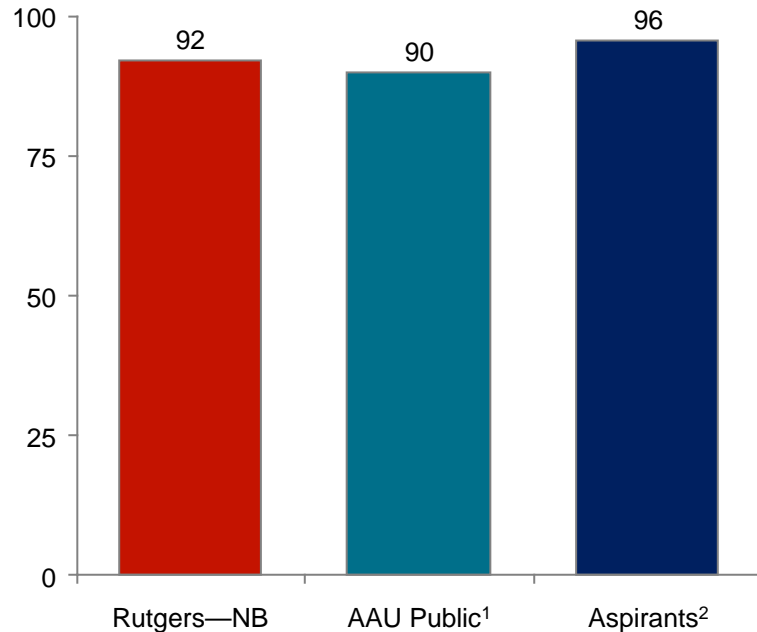


1. Underrepresented minorities exclude white Asians (includes African American, Latino, others) 2. Universitywide: includes all campuses 3. Public members of the Association of American Universities. See appendix for full list of schools 4. AAU Aspirants, as defined by Rutgers See Appendix for full list  
Source: Rutgers Dashboard Indicators, 2011. BCG Analysis.

# Rutgers aligned with peers in freshmen retention and graduation rates but behind aspirants

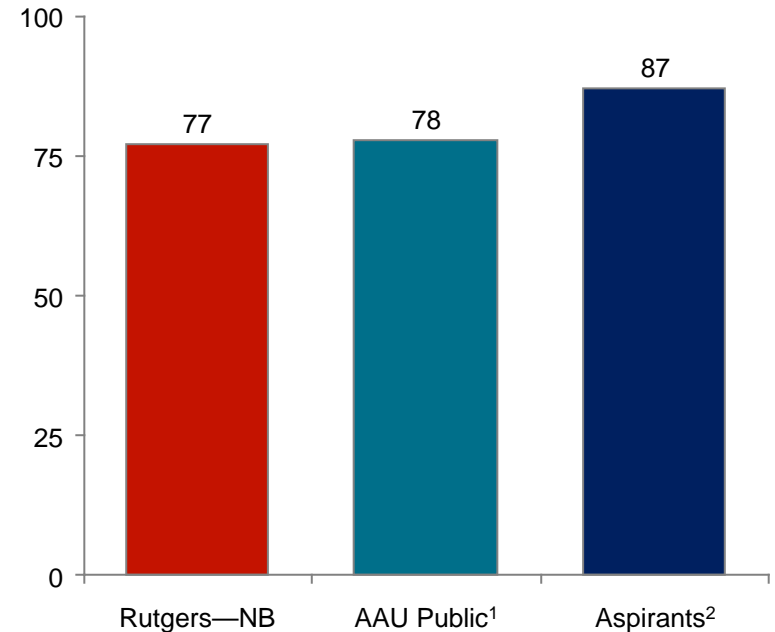
**Rutgers has slight advantage over peers in freshmen retention rates ...**

Retention among freshmen (%)



**... but lagging behind aspirant average graduation rates<sup>3</sup>**

Graduation (%)



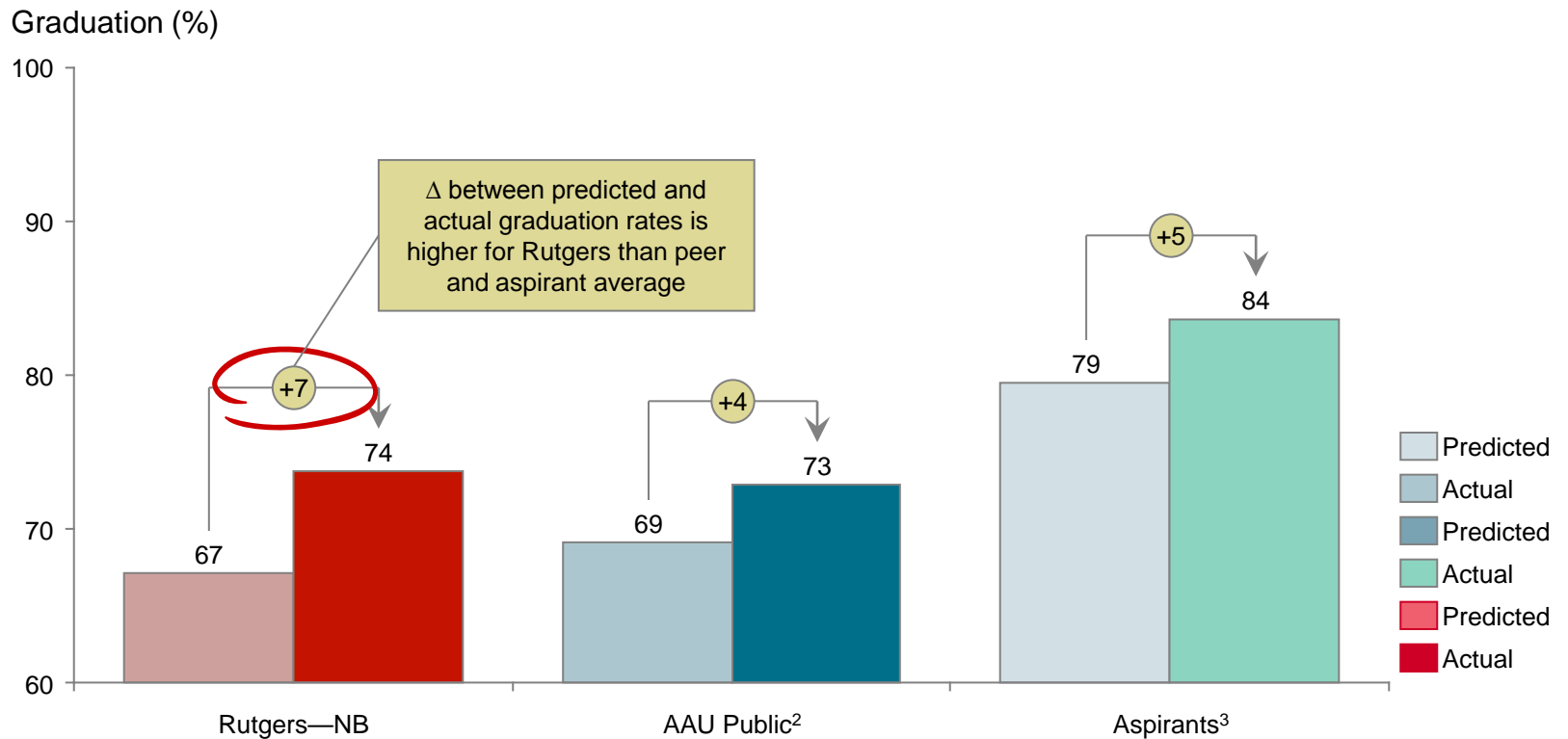
1. Public members of the Association of American Universities. See appendix for full list of schools 2. AAU Aspirants, as defined by Rutgers. See Appendix for full list

3. Percentage of students who graduate within 6 years

Source: US News & World Report 2013 annual undergraduate rankings of colleges

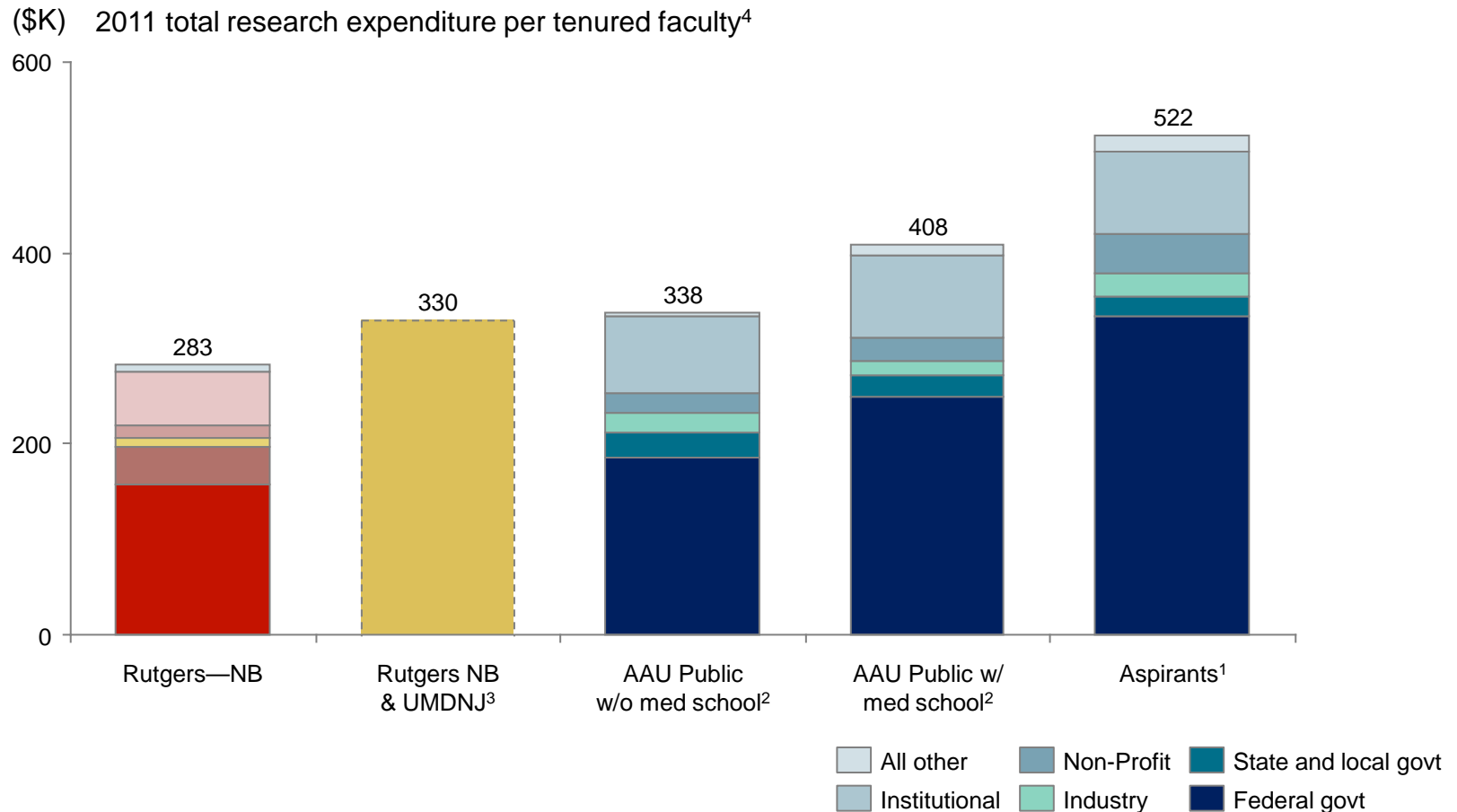
# Some evidence that Rutgers is increasing student outcomes more than peers and aspirants

Average predicted<sup>1</sup> and actual graduation rates from 2001 to 2012



1. Predicted graduation rates are calculated by US News & World Report using SAT scores and education expenditure per FTE student 2. Public members of the Association of American Universities. See appendix for full list of schools 3. AAU Aspirants, as defined by Rutgers. See Appendix for full list Source: US News & World Report 2013 annual undergraduate rankings of colleges

# Rutgers lags peers in research activities per faculty



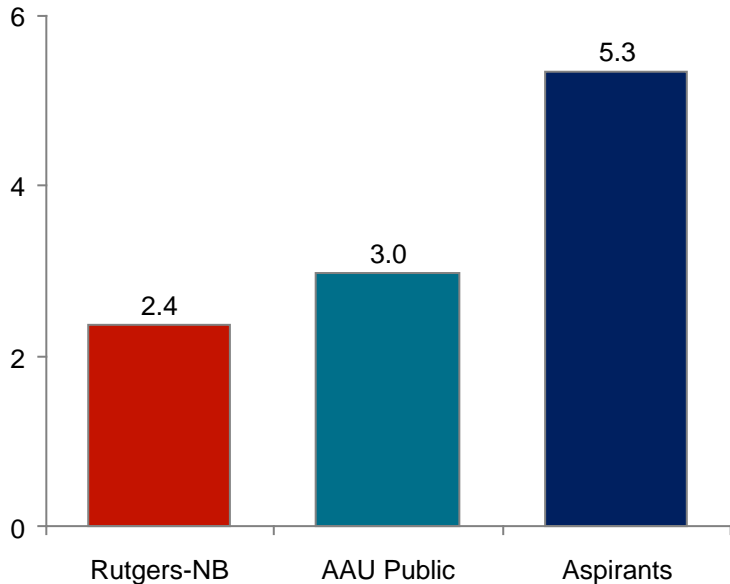
1. All aspirants have medical school except for UC Berkeley 2. Public members of the Association of American Universities. See Appendix for full list of schools 3. Funding for all UMDNJ schools was included except for the School of Osteopathic Medicine which will be integrated into Rowan University 4. Tenured faculty includes non tenured faculty on tenure track. Note: Rutgers-NB tenured + tenure track faculty size is 1,526. UMDNJ excluding SOM tenured faculty size is 482 based on data from UMDNJ annual institutional profile.

Source: BCG Analysis. National Institute of Health grant database; 2011 National Science Foundation database; National center for education statistics <http://nces.ed.gov/ipeds/datacenter>

# Rutgers' academic memberships and citations are below peers

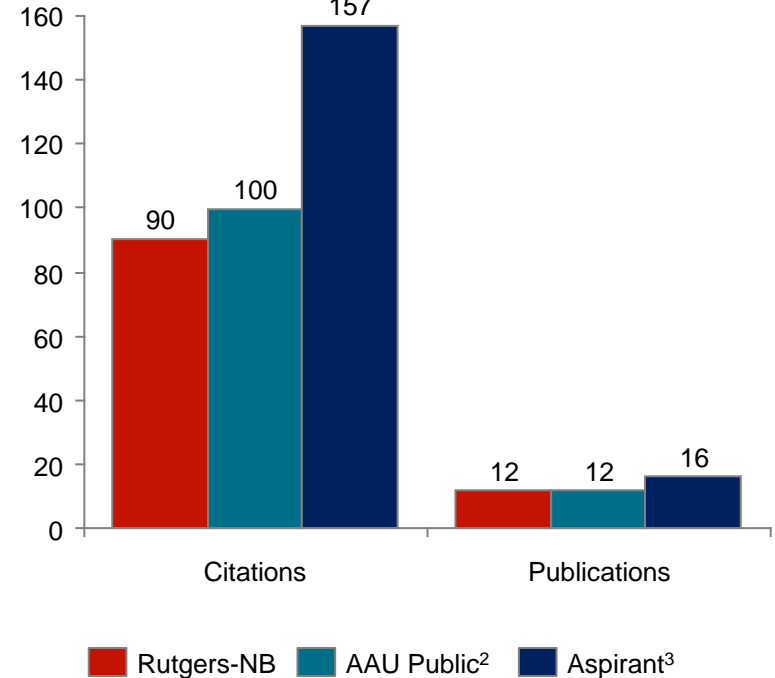
**Lower % of faculty with academic membership**

Tenured faculty<sup>4</sup> in academic organizations<sup>1</sup> (%)



**Fewer citations per faculty**

Publications and citations per tenured faculty<sup>4</sup> (2007-2011)



1. Includes membership in National Academy of Sciences, National Academy of Engineering and institute of Medicine in 2010 2. Public members of the Association of American Universities. See appendix for full list of schools 3. AAU Aspirants, as defined by Rutgers. See Appendix for full list 4. Tenured faculty includes non tenured faculty on tenure track. Source: BCG Analysis Rutgers Dashboard Indicators, 2011; Thomson Reuters Citations & Publications for 2007 to 2011