

The background of the slide is a solid red color. In the upper 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 features a sunburst design and the words "RUTGERS UNIVERSITY" around the perimeter.

RUTGERS

THE STATE UNIVERSITY  
OF NEW JERSEY

# Rutgers Strategic Planning Survey to the Faculty

Compendium of findings

March 2013

# Table of Contents

Page No.

## Overview

- Context
- Response summary

2-3

## Need for change

4

## Mission: importance and performance ratings

5-7

## Goals: Importance and performance ratings

8-11

## Prioritization and budget allocation

12

## Appendix:

13-24

### Mission – universitywide

- Supporting statistics
- By faculty type

14-20

### Goals

- Supporting statistics
- By faculty type

21-24

## Context

**During the winter of 2012-2013, Rutgers launched a faculty-wide survey to assess the perspectives of faculty members related to the strategic planning effort.**

**The survey to the faculty addressed topics such as:**

- Level of change required
- Importance and performance of teaching, research, and service, the three elements of the mission
- Importance and performance of various goals
- Budget allocation and dimensions on which to prioritize programs

**The contents of the following report include the results of the faculty-wide survey. The following faculty member categories are reflected in the report:**

- Senior administrators and managers (e.g., VP titles, Associate/Asst./Exec. Directors, Chancellors/Provosts, Vice Deans, Full Deans, Associate Deans)
- Professors (e.g., Professor I, II, University Professors)
- Associate professors
- Assistant professors (e.g., Asst. Professors, Asst. Lecturers)
- Instructors & lecturers (e.g., Lecturers, Instructors, Asst. Instructors)

## Faculty survey: Response breakdown

# = n  
 (# %) = % of column total

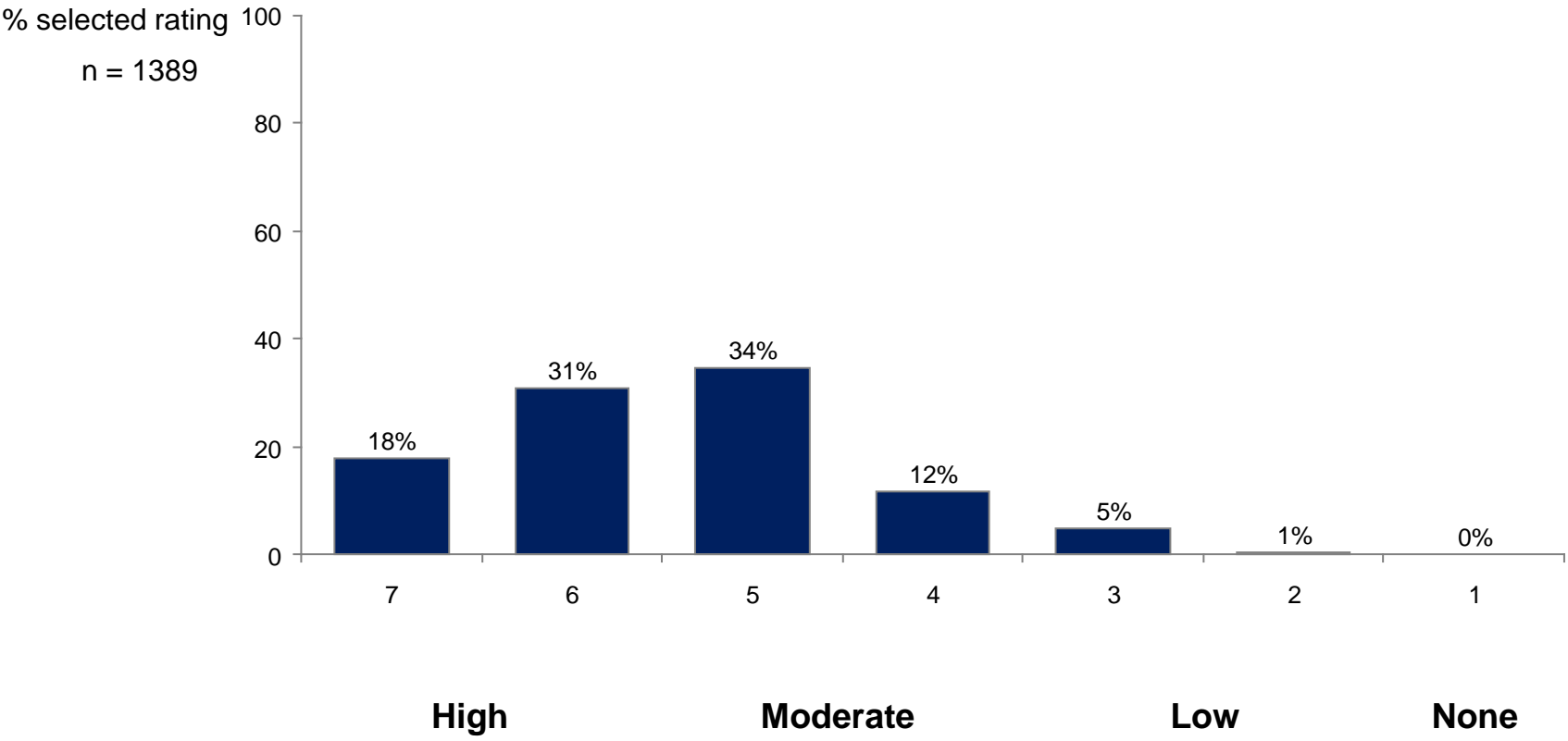
		<b>Group</b>	<b>Distributed</b>	<b>Completed</b>	<b>Response rate (%)</b>
<b>Campus breakdown</b>		<b>New Brunswick</b>	2,268 (73%)	1,126 (73%)	50
		<b>Newark</b>	531 (17%)	243 (16%)	50
		<b>Camden</b>	292 (9%)	172 (11%)	46
		<b>Total</b>	<b>3,091 (100%)</b>	<b>1,541 (100%)</b>	<b>50</b>

		<b>Group<sup>1</sup></b>	<b>Distributed</b>	<b>Completed</b>	<b>Response rate (%)</b>
<b>Faculty type breakdown</b>		<b>Senior administrators and managers</b>	87 (3%)	59 (4%)	68
		<b>Professors</b>	1,055 (34%)	621 (40%)	59
		<b>Associate professors</b>	738 (24%)	401 (26%)	54
		<b>Assistant professors</b>	654 (21%)	297 (19%)	45
		<b>Instructors and lecturers</b>	557 (18%)	163 (11%)	29
		<b>Total</b>	<b>3,091 (100%)</b>	<b>1,541 (100%)</b>	<b>50</b>

1. Groups include: Senior administrators and managers (e.g., VP titles, Associate/Asst./Exec. Directors, Chancellors/Provosts, Vice Deans, Full Deans, Associate Deans), Professors (e.g., Professor I, II, University Professors), Associate professors, Assistant professors (e.g., Asst. Professors, Asst. Lecturers), Instructors & lecturers (e.g., Lecturers, Instructors, Asst. Instructors)  
 Source: Strategic Planning survey to faculty, Winter 2012-2013, BCG analysis

# Perception of level of change needed for future success

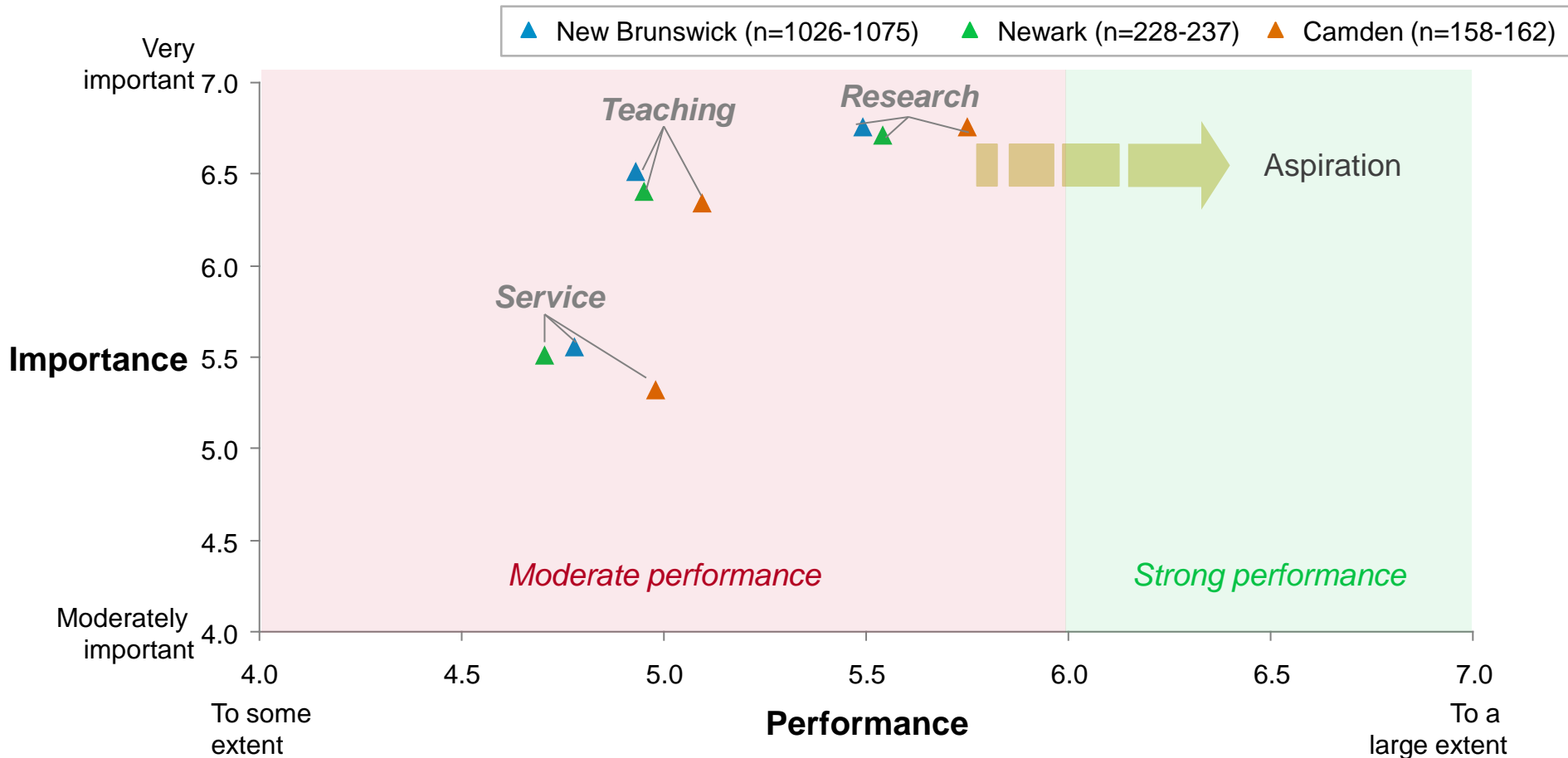
***Given the current mission of Rutgers, what degree of change do you feel is required for Rutgers to achieve its goals?***



Survey question: Given the current mission of Rutgers, what degree of change do you feel is required for Rutgers to achieve its goals?  
 Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

# Rated importance vs. performance of each element of the mission, by campus: Teaching, Research, Service

**Importance:** Please rate the importance of each element in Rutgers' mission to the future success of the university  
**Performance:** Please rate the extent to which Rutgers is fulfilling each element of its mission



Survey questions: Importance-Please rate the importance of each element in Rutgers' mission to the future success of the university; Performance-Please rate the extent to which Rutgers is fulfilling each element of its mission

Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

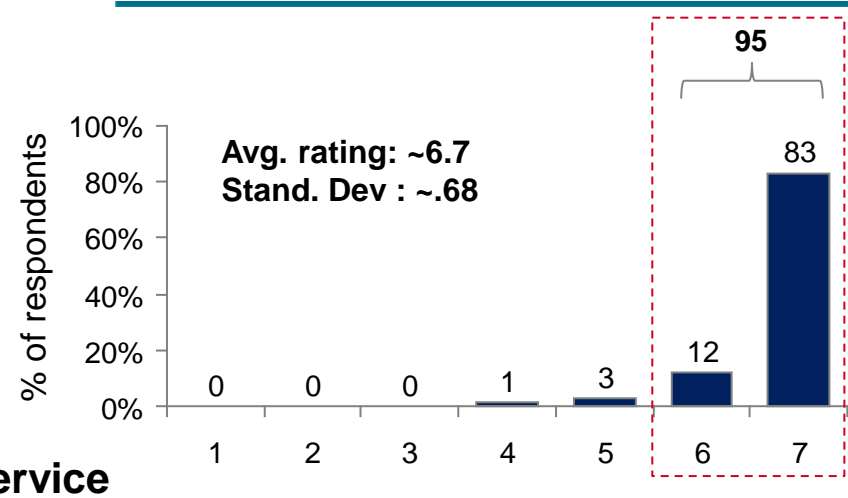
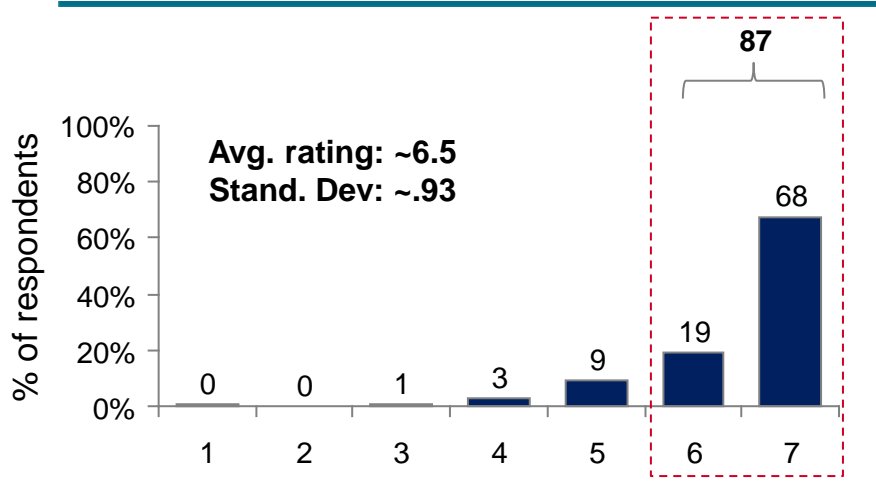
# Importance rating distribution for elements of the mission

Scale: 1-not at all, 7-very important

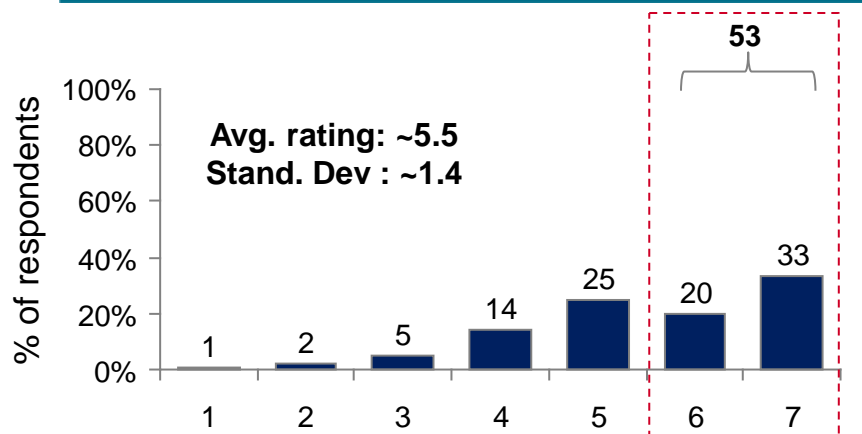
(n = 1469-1474)

## Teaching

## Research



## Service



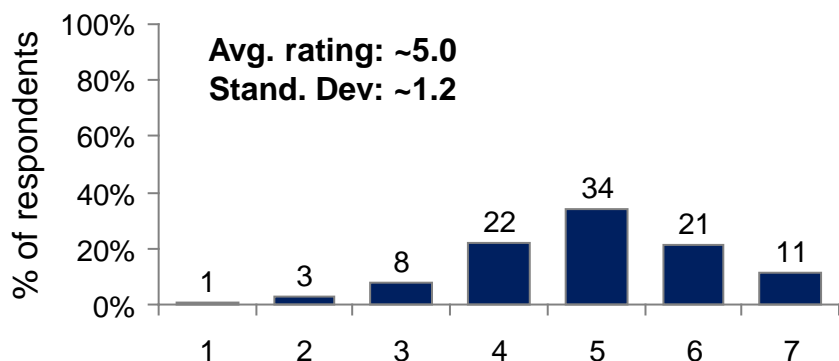
Survey question: Importance-Please rate the importance of each element in Rutgers' mission to the future success of the university;  
Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

# Performance rating distribution for elements of the mission

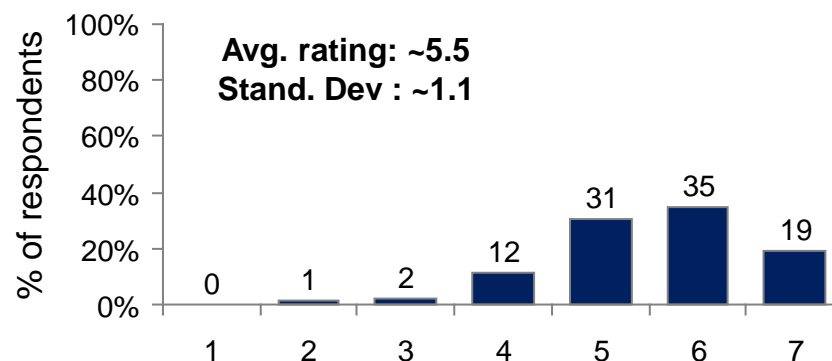
Scale: 1-not at all, 7-to a large extent

(n = 1412-1446)

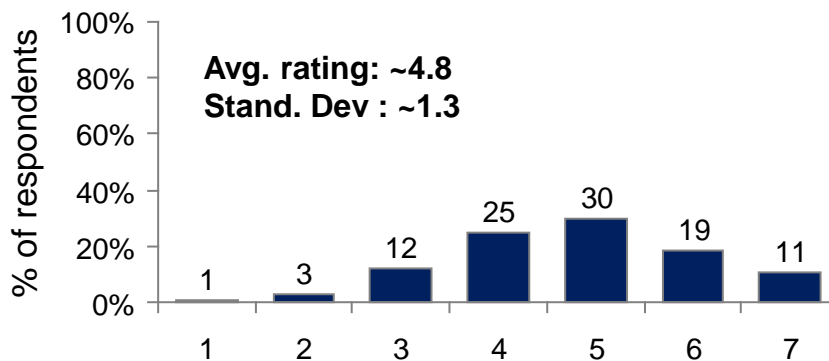
## Teaching



## Research

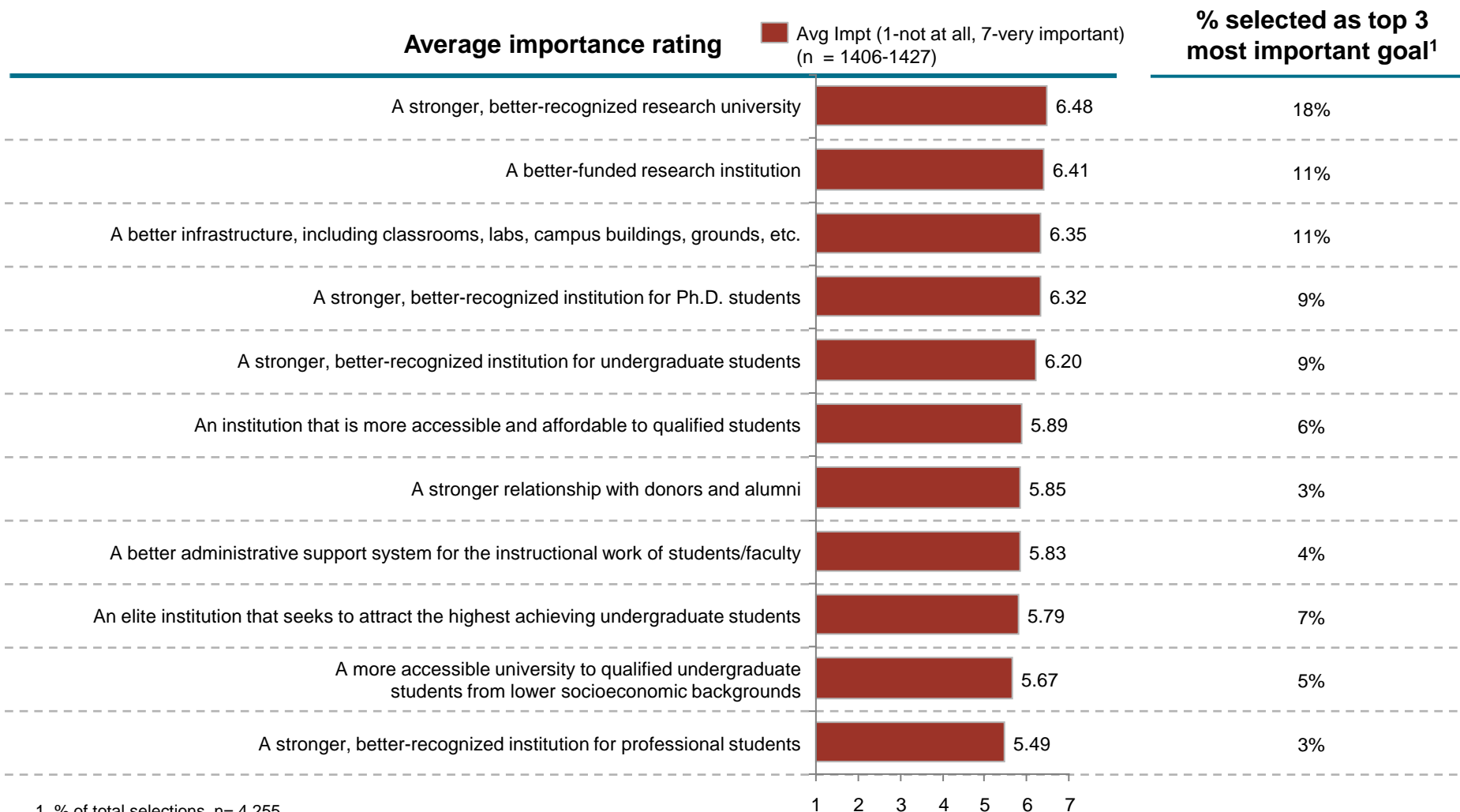


## Service





# Average importance rating for each of 22 goals (I)

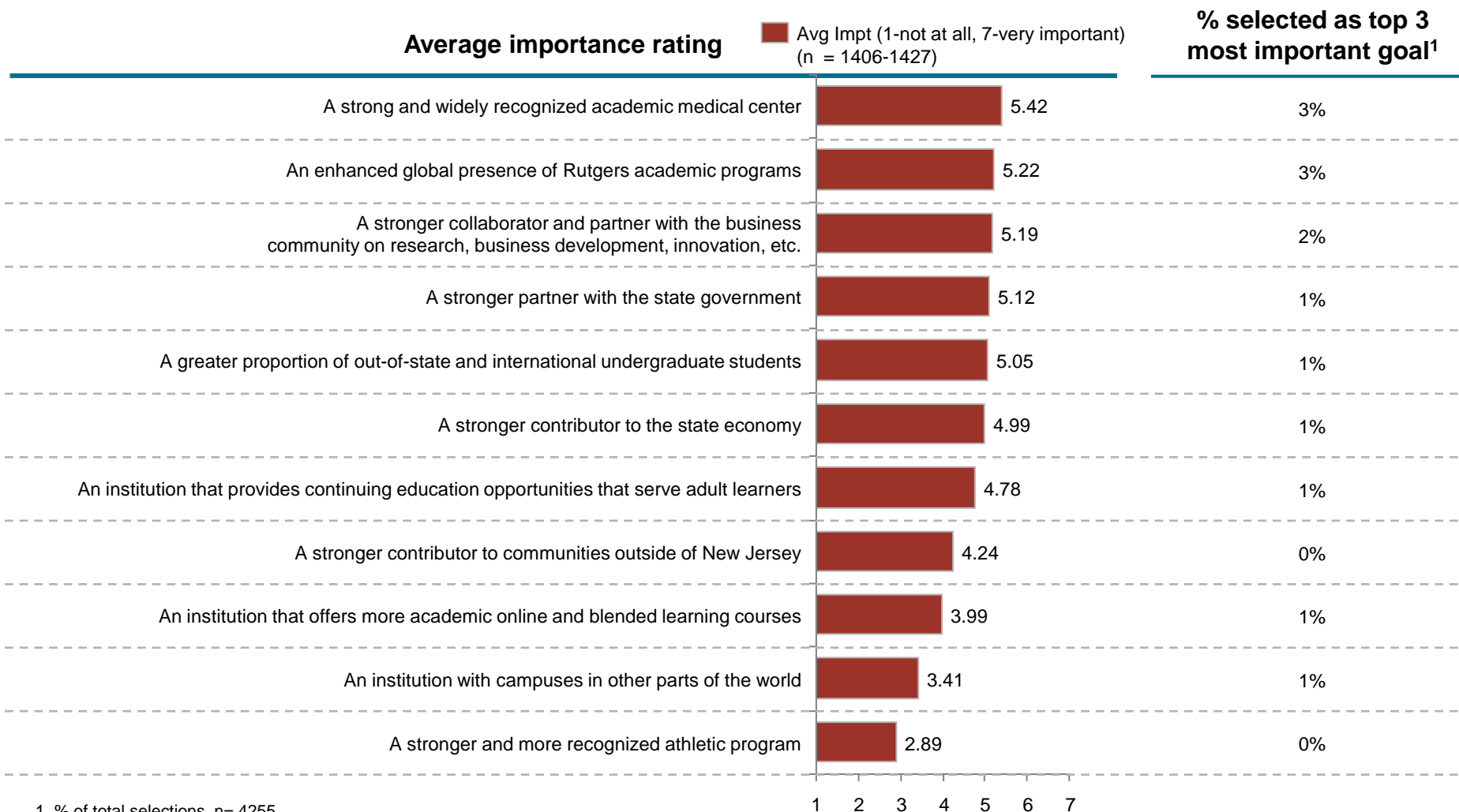


1. % of total selections, n= 4,255.

Survey questions: Importance-How important is it for the university, as a whole, to pursue each of the following goals?; Which goals are most important for Rutgers to pursue? Please select up to three goals.

Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

## Average importance rating for each of 22 goals (II)



1. % of total selections, n= 4255.

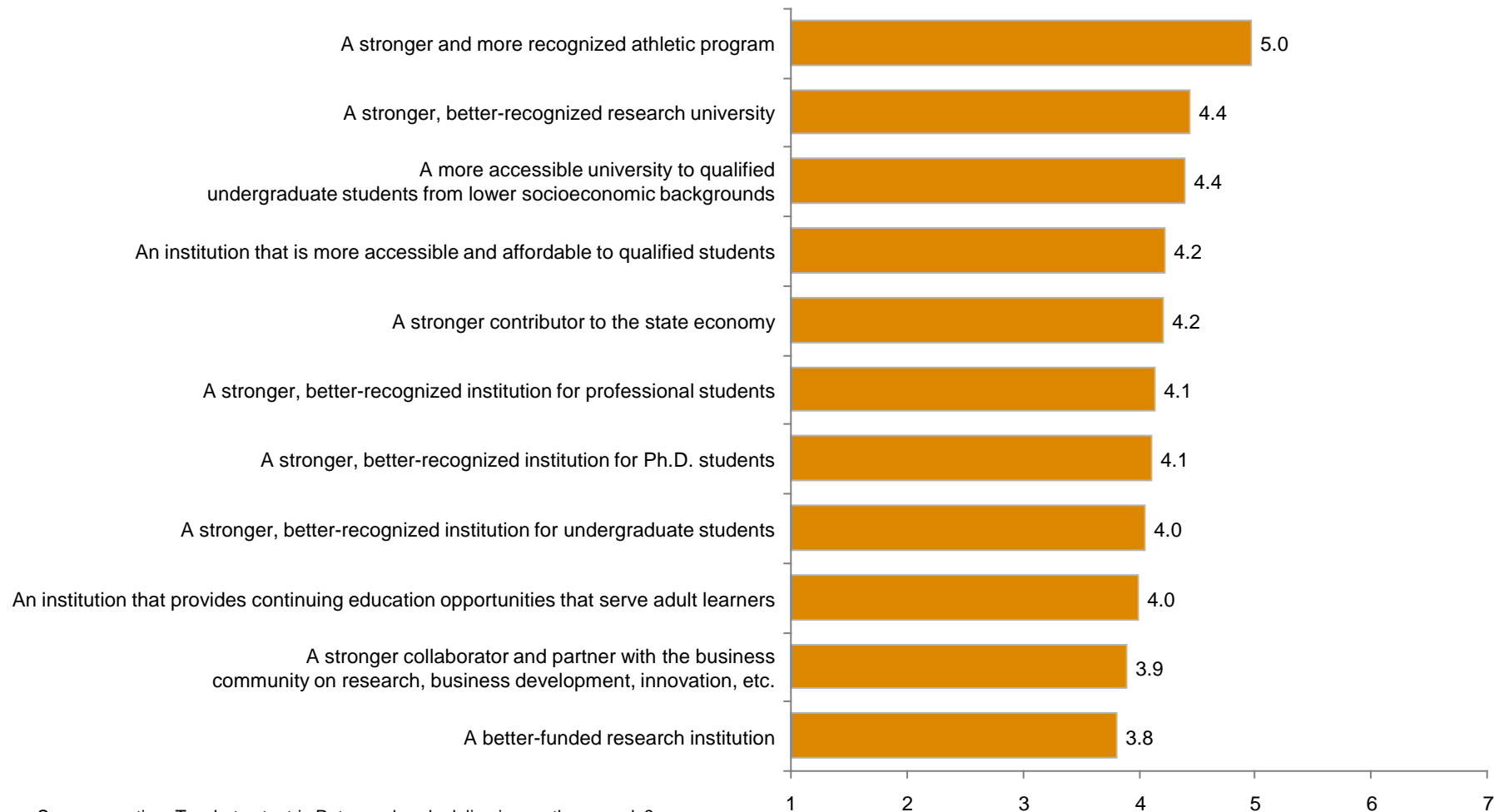
Survey questions: Importance-How important is it for the university, as a whole, to pursue each of the following goals?; Which goals are most important for Rutgers to pursue? Please select up to three goals.

Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

# Average performance rating for each of the 22 goals (I)

**Average performance rating**

1-not at all, 7-to a large extent (n=1,214-1,323)

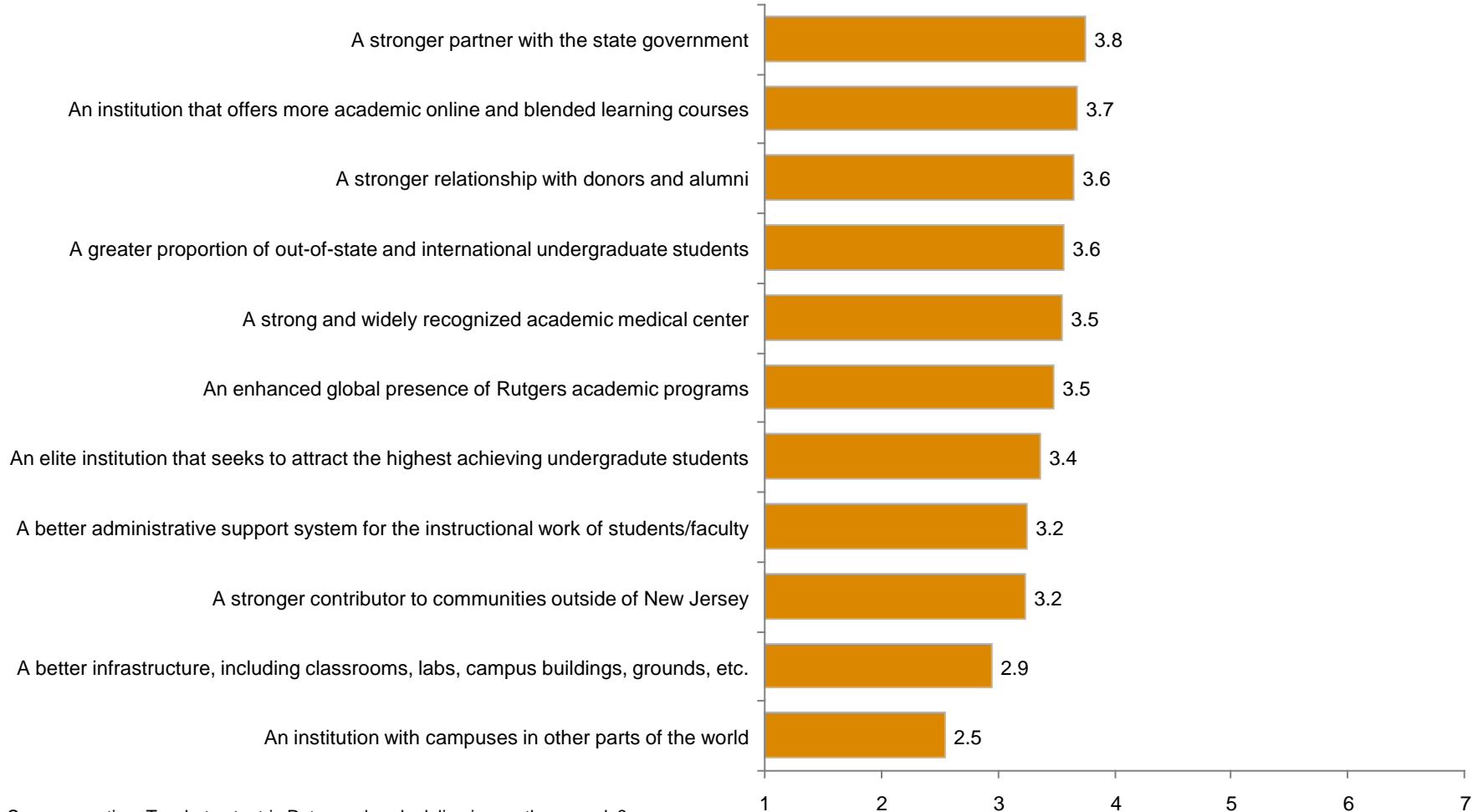


Survey question: To what extent is Rutgers already delivering on these goals?  
 Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

# Average performance rating for each of the 22 goals (II)

Average performance rating

1-not at all, 7-to a large extent (n=1,214-1,323)



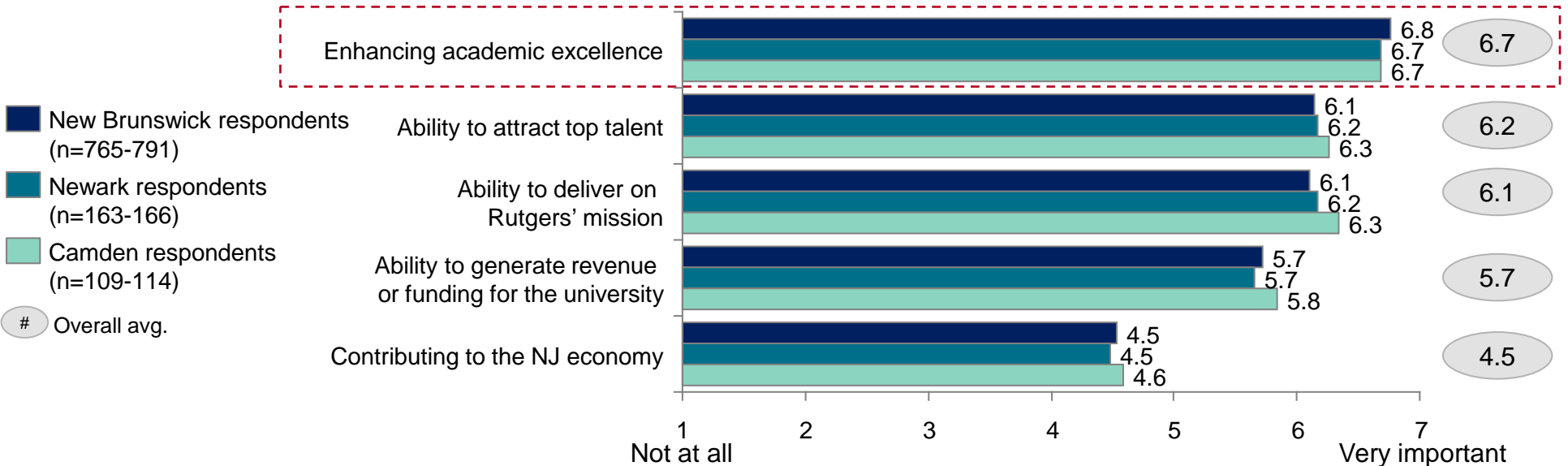
Survey question: To what extent is Rutgers already delivering on these goals?  
 Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

# 77% see prioritization as needed; enhancing academic strength viewed as most important priority to allocate budget

**Respondents**

	Overall (n=1396)	New Bruns. (n=1016)	Newark (n=221)	Camden (n=159)
<b>Should Rutgers establish a set of priorities to help guide the university's budget allocation process?</b>				
<b>Yes</b>	77%	78%	75%	72%
<b>No</b>	2%	2%	2%	2%
<b>I am not sure</b>	21%	20%	23%	26%

## How important is each of the following criteria in determining how the university prioritizes and defines its budget allocation?



Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

## Appendix

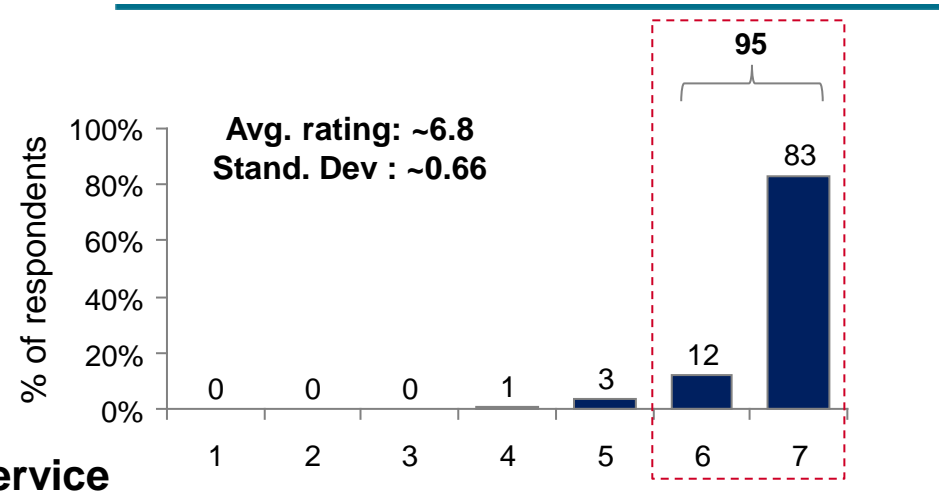
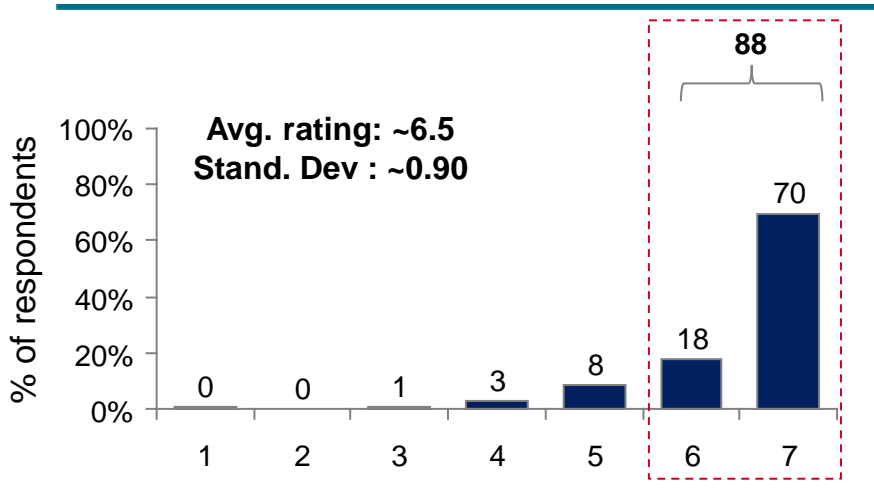
# Backup: Importance rating distribution for university mission

Scale: 1-not at all, 7-very important

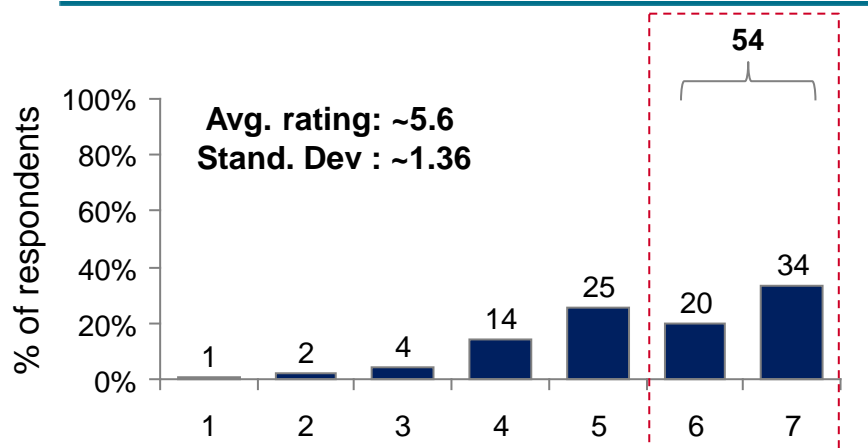
## Teaching

(n =1071-1075)

## Research



## Service



Survey question: Importance-Please rate the importance of each element in Rutgers' mission to the future success of the university;  
Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

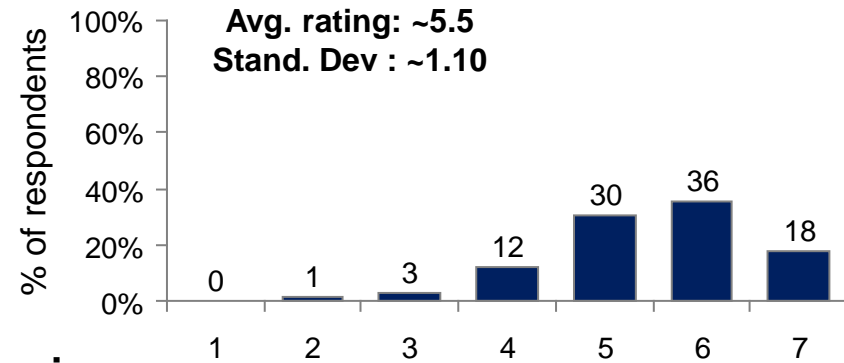
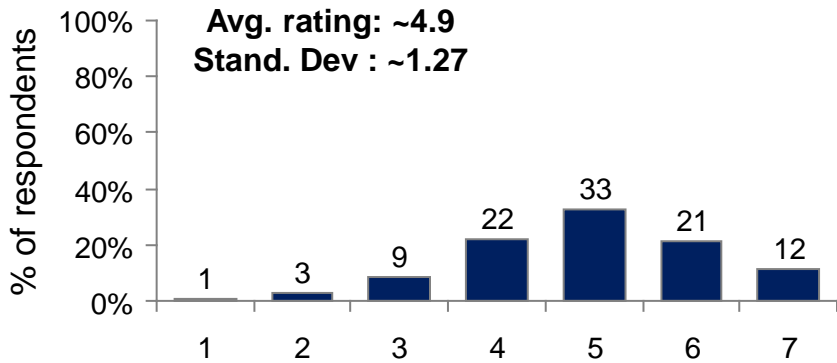
# Backup: Performance rating distribution for university mission

Scale: 1-not at all, 7-to a large extent

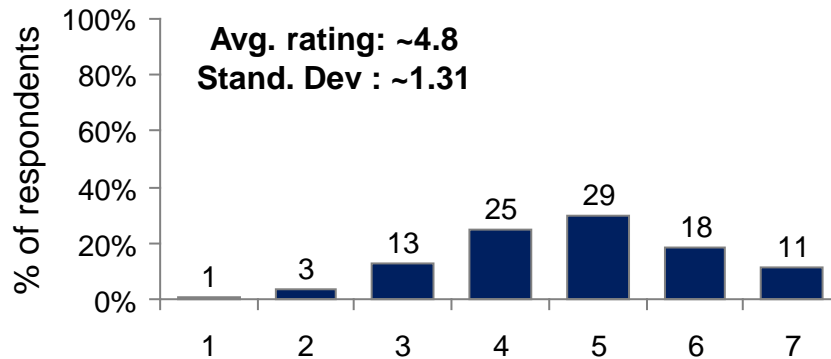
## Teaching

(n =1026-1056)

## Research



## Service





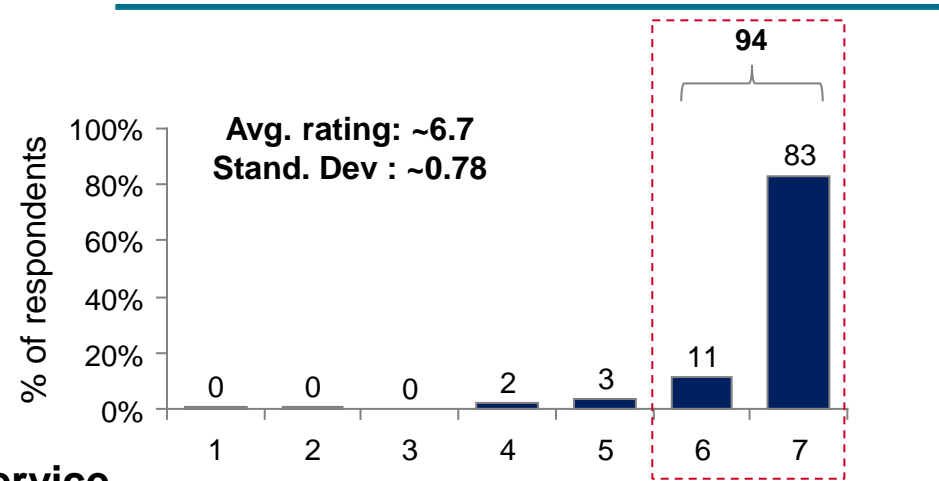
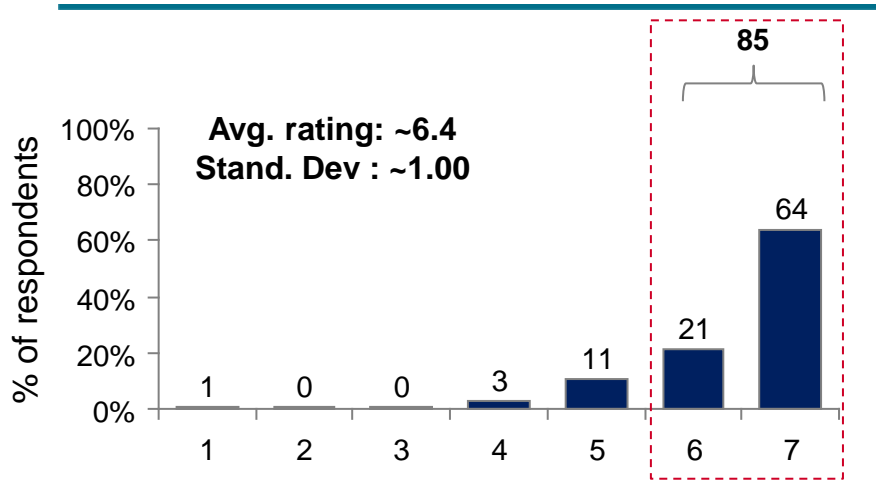
# Backup: Importance rating distribution for university mission

Scale: 1-not at all, 7-very important

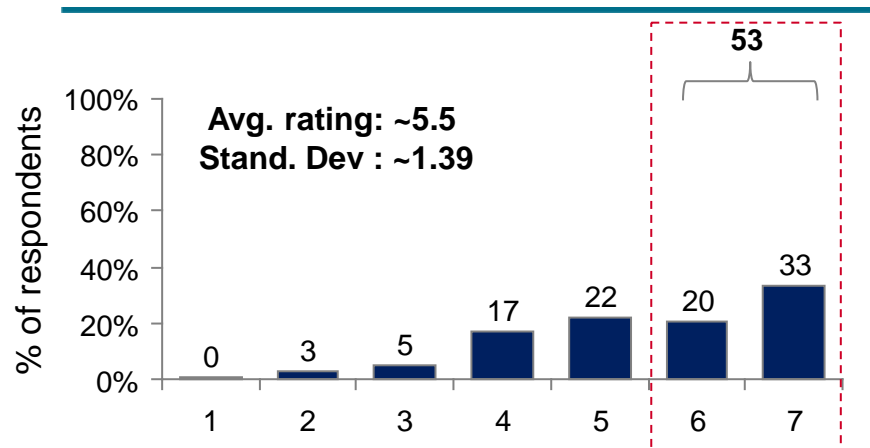
(n =236-237)

## Teaching

## Research



## Service



Survey question: Importance-Please rate the importance of each element in Rutgers' mission to the future success of the university;  
 Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

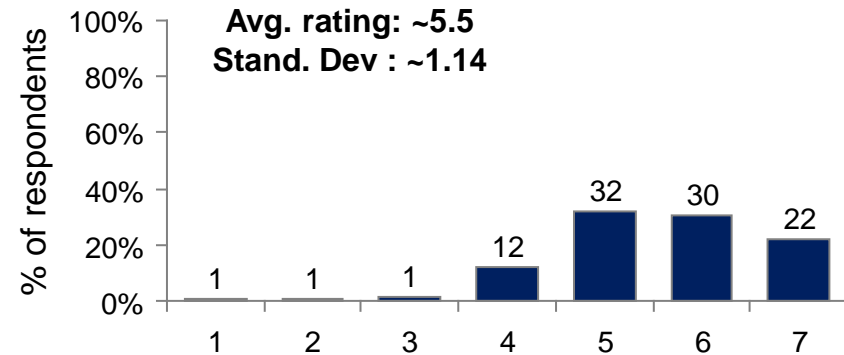
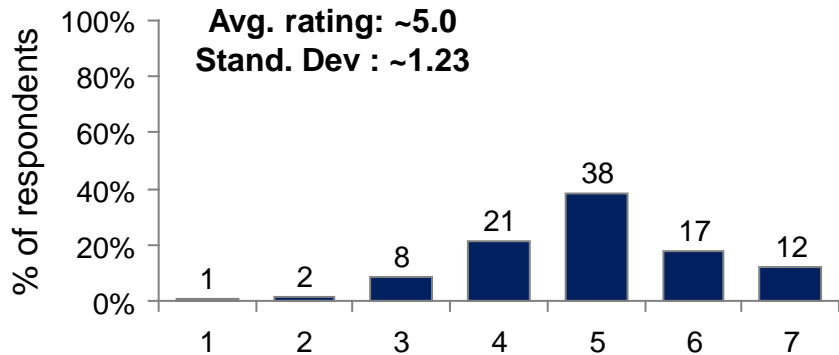
# Backup: Performance rating distribution for university mission

Scale: 1-not at all, 7-to a large extent

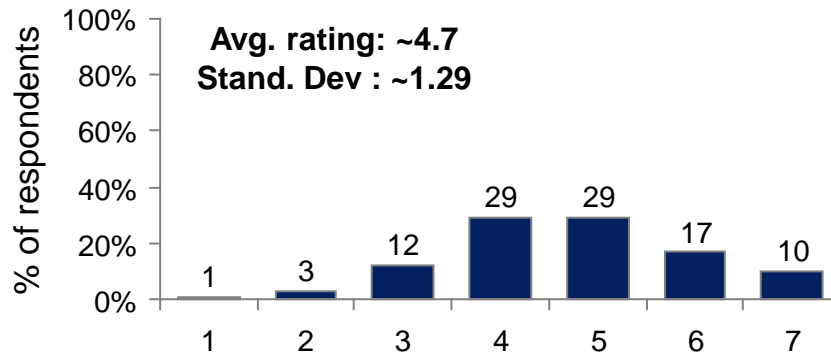
(n =228-230)

## Teaching

## Research



## Service

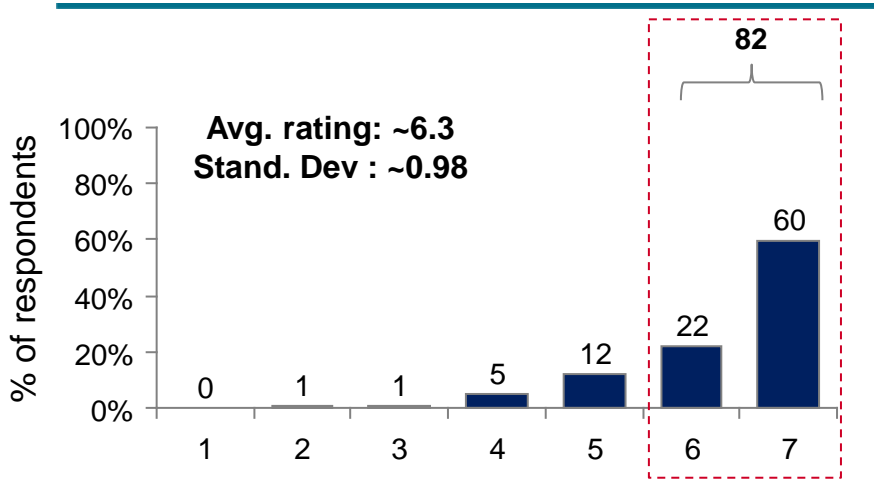


# Backup: Importance rating distribution for university mission

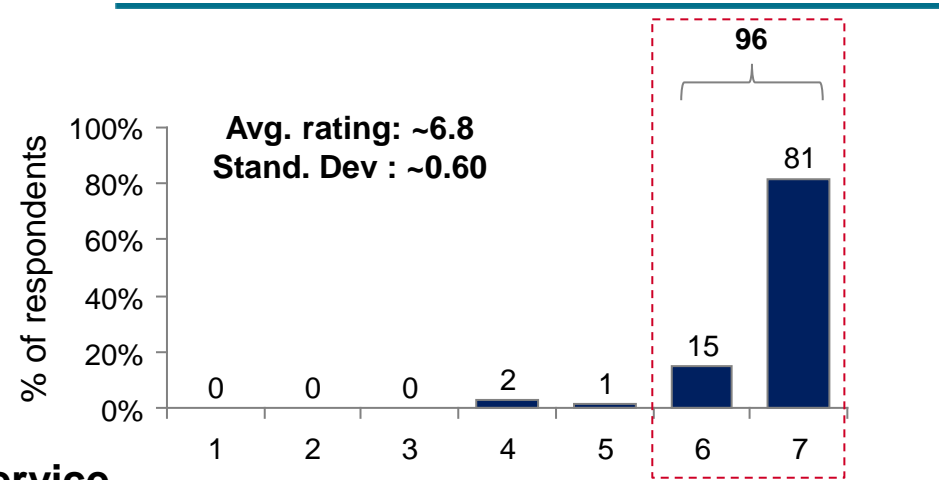
Scale: 1-not at all, 7-very important

(n =161-162)

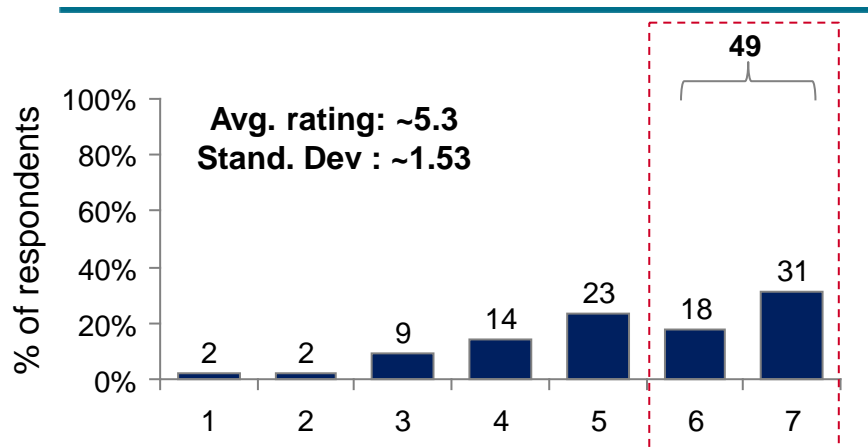
## Teaching



## Research



## Service



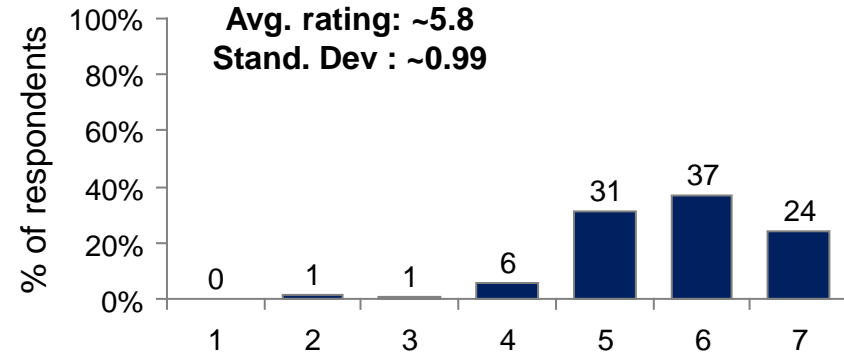
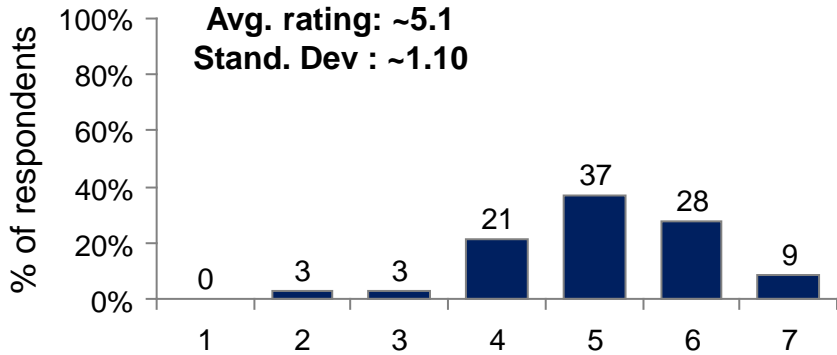
# Backup: Performance rating distribution for university mission

Scale: 1-not at all, 7-to a large extent

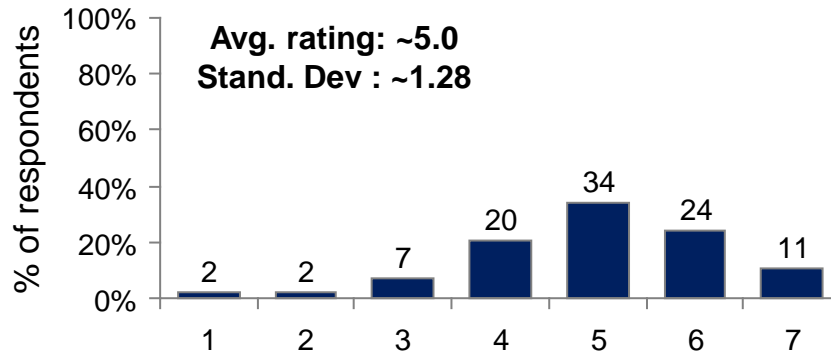
## Teaching

(n =158-160)

## Research

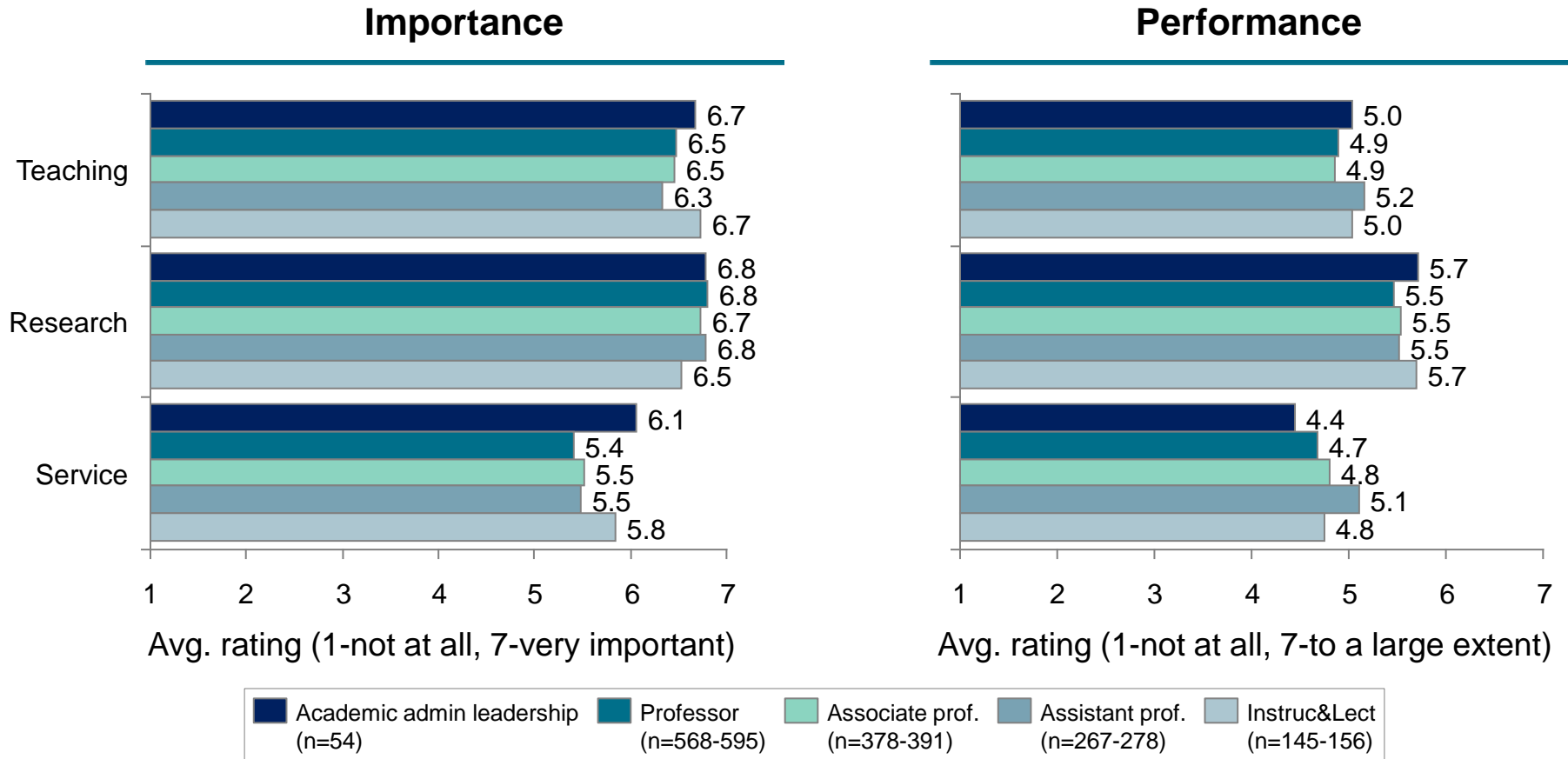


## Service



# Rated importance and performance of each element of the mission, by type of faculty member

**Importance:** Please rate the importance of each element in Rutgers' mission to the future success of the university  
**Performance:** Please rate the extent to which Rutgers is fulfilling each element of its mission



Survey questions: Importance-Please rate the importance of each element in Rutgers' mission to the future success of the university; Performance-Please rate the extent to which Rutgers is fulfilling each element of its mission

Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis

# Backup: Importance rating for the university goals

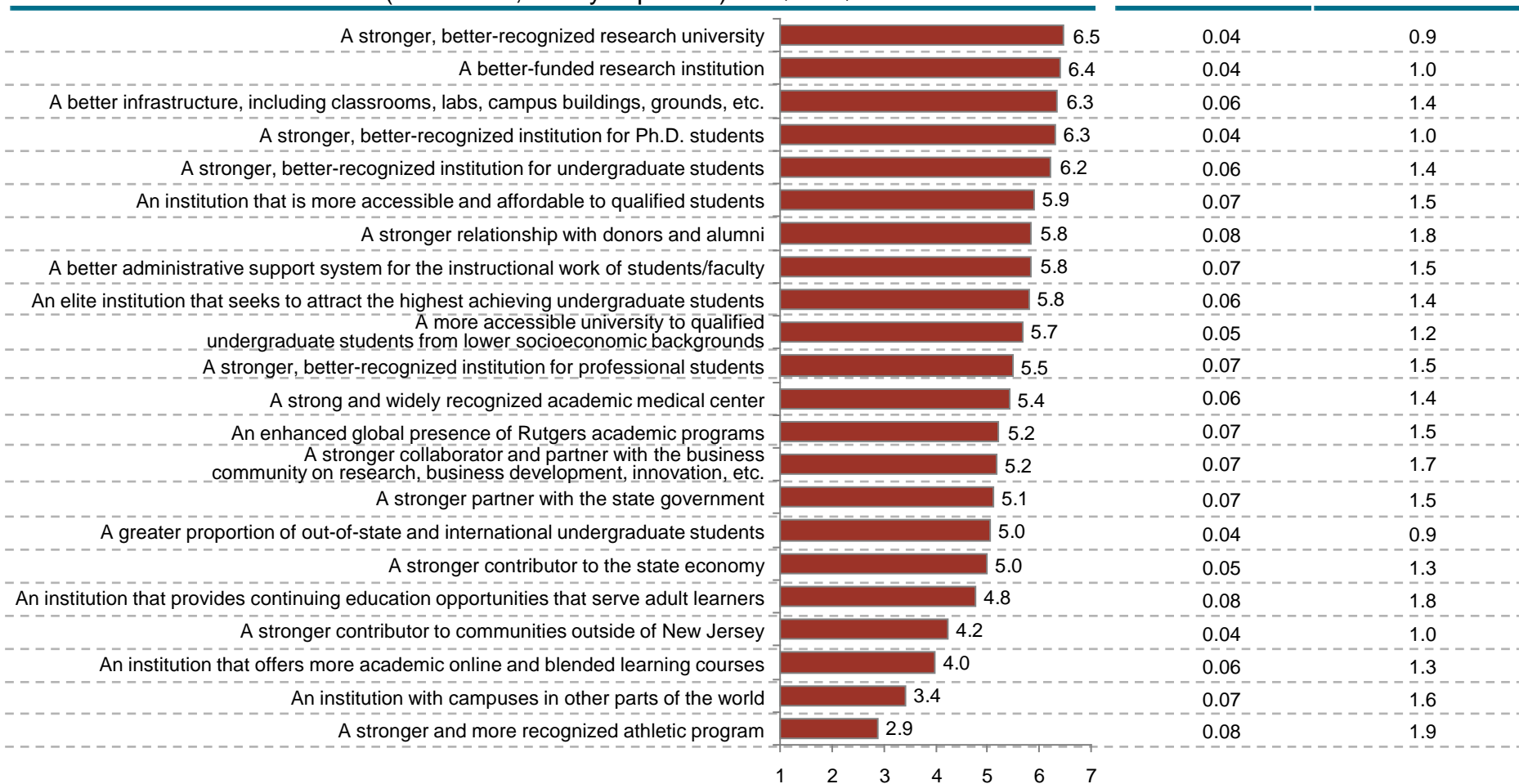
## Average importance rating:

(1-not at all, 7-very important)

n (overall) = 1406-1427

## Standard error<sup>1</sup>

## Standard dev



1. SE: Standard error. SE indicates that the average rating falls within +/- the value listed as the SE, with 90% confidence.

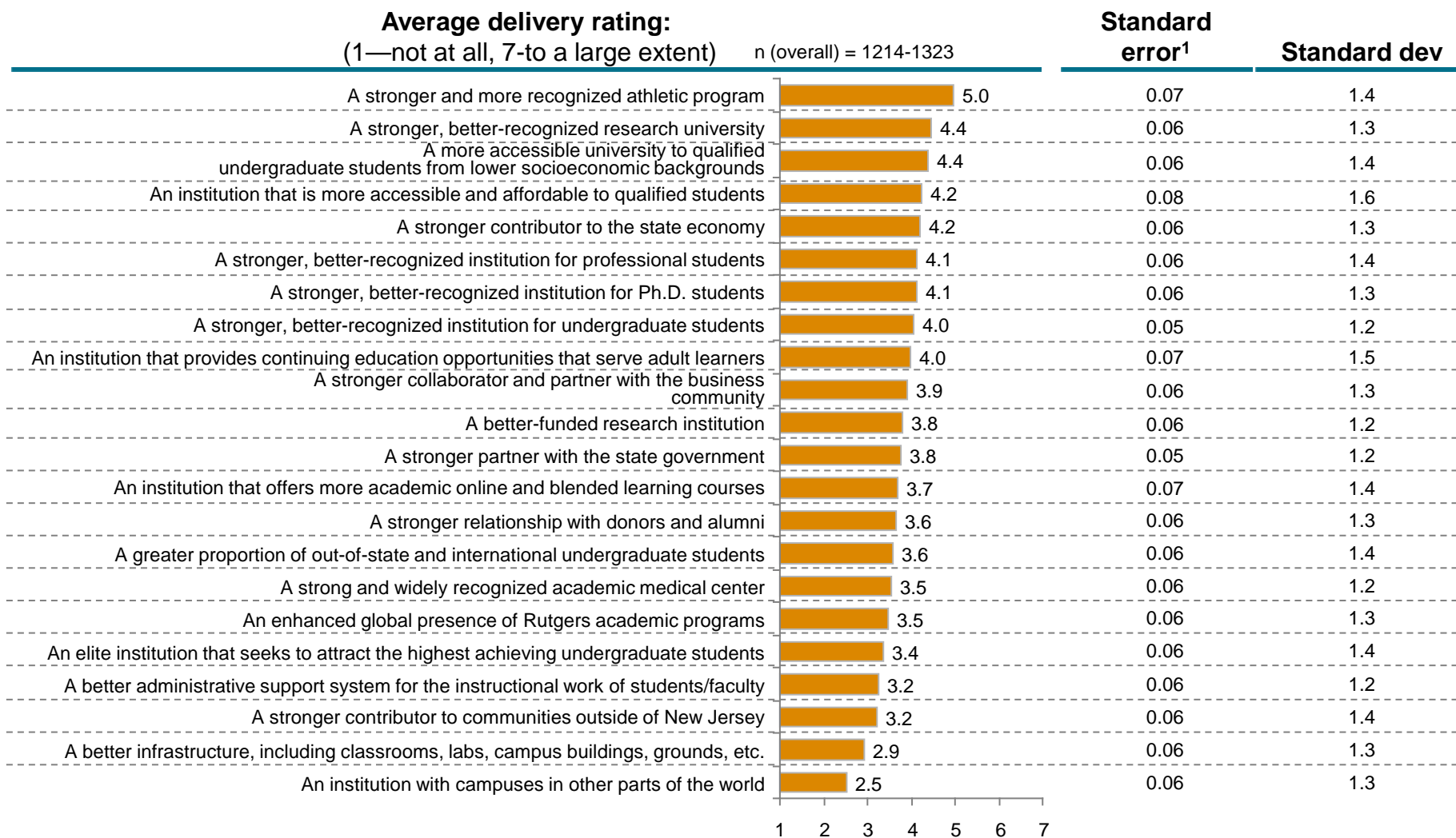
Survey question: Importance-How important is it for the university, as a whole, to pursue each of the following goals?

Source: Rutgers Strategic Plan: Survey to Faculty, Winter 2012-2013, BCG analysis

## Backup: Average importance rating for each of the 22 goals

	n (overall) = 1406-1427	Overall avg.	Academic leadership	Prof.	Assoc. prof.	Asst. prof.	Instruc & Lect
1 A stronger, better-recognized research university		6.5	6.6	6.5	6.5	6.6	6.0
2 A better-funded research institution		6.4	6.5	6.5	6.5	6.5	6.0
3 A better infrastructure, including classrooms, labs, campus buildings, grounds, etc.		6.3	6.4	6.3	6.4	6.3	6.3
4 A stronger, better-recognized institution for Ph.D. students		6.3	6.3	6.4	6.3	6.3	6.1
5 A stronger, better-recognized institution for undergraduate students		6.2	6.3	6.1	6.3	6.2	6.3
6 An institution that is more accessible and affordable to qualified students		5.9	5.9	5.8	6.1	5.7	6.1
7 A stronger relationship with donors and alumni		5.8	6.3	5.9	5.8	5.8	5.6
8 A better administrative support system for the instructional work of students/faculty		5.8	6.1	5.7	5.9	5.8	6.0
9 An elite institution that seeks to attract the highest achieving undergraduate students		5.8	5.8	5.8	5.8	5.9	5.8
10 A more accessible university to qualified undergraduate students from lower socioeconomic backgrounds		5.7	6.0	5.5	5.8	5.6	5.8
11 A stronger, better-recognized institution for professional students		5.5	5.8	5.5	5.4	5.5	5.8
12 A strong and widely recognized academic medical center		5.4	5.9	5.4	5.3	5.6	5.4
13 An enhanced global presence of Rutgers academic programs		5.2	5.1	5.2	5.2	5.3	5.2
14 A stronger collaborator and partner with the business community on research, business development, innovation, etc.		5.2	6.0	5.1	5.0	5.3	5.5
15 A stronger partner with the state government		5.1	5.8	5.0	5.2	5.1	5.0
16 A greater proportion of out-of-state and international undergraduate students		5.0	5.3	5.1	5.1	4.9	4.8
17 A stronger contributor to the state economy		5.0	5.6	4.9	5.0	5.0	5.1
18 An institution that provides continuing education opportunities that serve adult learners		4.8	5.0	4.6	4.8	4.8	5.4
19 A stronger contributor to communities outside of New Jersey		4.2	4.2	4.1	4.3	4.4	4.4
20 An institution that offers more academic online and blended learning courses		4.0	4.8	3.8	3.9	4.0	4.4
21 An institution with campuses in other parts of the world		3.4	3.3	3.1	3.5	3.7	3.9
22 A stronger and more recognized athletic program		2.9	3.7	2.7	2.7	3.1	3.4

# Backup: Performance rating for the university goals



SE: Standard error. This is defined as: If  $x$  is the average value of the sample (e.g., the measured avg. importance rating for research for the Newark campus), then there is a 90% chance that the true average will fall between  $x - SE$  and  $x + SE$ . Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis



## Backup: Average performance rating for each of the 22 goals

	n (overall) = 1214-1323	Overall avg.	Academic leadership	Prof.	Assoc. prof.	Asst. prof.	Instruc & Lect
1 A stronger and more recognized athletic program		5.0	4.7	4.8	5.0	5.2	5.1
2 A stronger, better-recognized research university		4.4	4.8	4.4	4.4	4.3	4.8
3 A more accessible university to qualified undergraduate students from lower socioeconomic backgrounds		4.4	4.5	4.4	4.3	4.6	4.3
4 An institution that is more accessible and affordable to qualified students		4.2	4.5	4.2	4.0	4.5	4.2
5 A stronger contributor to the state economy		4.2	4.1	4.0	4.2	4.4	4.4
6 A stronger, better-recognized institution for professional students		4.1	4.4	4.0	4.2	4.3	4.2
7 A stronger, better-recognized institution for Ph.D. students		4.1	4.3	4.1	4.1	3.9	4.5
8 A stronger, better-recognized institution for undergraduate students		4.0	4.4	3.9	4.0	4.2	4.3
9 An institution that provides continuing education opportunities that serve adult learners		4.0	3.5	3.8	4.1	4.4	4.1
10 A stronger collaborator and partner with the business community on research, business development, innovation, etc.		3.9	3.6	3.8	4.0	4.1	4.1
11 A better-funded research institution		3.8	4.1	3.7	3.7	3.9	4.3
12 A stronger partner with the state government		3.8	3.3	3.6	3.7	4.2	4.1
13 An institution that offers more academic online and blended learning courses		3.7	3.3	3.4	3.7	4.2	4.1
14 A stronger relationship with donors and alumni		3.6	3.1	3.4	3.6	4.0	4.2
15 A greater proportion of out-of-state and international undergraduate students		3.6	3.7	3.4	3.6	3.7	3.9
16 A strong and widely recognized academic medical center		3.5	3.3	3.3	3.6	3.7	4.0
17 An enhanced global presence of Rutgers academic programs		3.5	3.3	3.4	3.4	3.6	3.8
18 An elite institution that seeks to attract the highest achieving undergraduate students		3.4	3.7	3.2	3.3	3.4	3.7
19 A better administrative support system for the instructional work of students/faculty		3.2	3.0	3.1	3.2	3.4	3.5
20 A stronger contributor to communities outside of New Jersey		3.2	3.0	3.1	3.3	3.4	3.5
21 A better infrastructure, including classrooms, labs, campus buildings, grounds, etc.		2.9	2.7	2.9	2.8	3.1	3.4
22 An institution with campuses in other parts of the world		2.5	2.1	2.3	2.6	2.9	2.9

Survey question: To what extent is Rutgers already delivering on these goals?  
 Source: Rutgers Strategic Plan: Survey to faculty, Winter 2012-2013, BCG analysis