

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

Strategic plan Potential goals and initiatives

May 9, 2013

Strategic framework as of May 7

**To be broadly recognized
as among the best public universities: preeminent
in research, excellent in teaching, and committed to community**

**Themes for
academic distinction**

- Ethnicity, diversity and migration...
- Creating a sustainable world..
- Health and wellness in individuals and populations
- Educating citizens for a dynamic world
- Creative expression and the human experience

**Building on
faculty excellence**

- Recruiting and retaining the strongest faculty
- Research facilities and infrastructure
- Breadth and depth of graduate education
- Professional education as a core strength
- Endowment support for academic effort

**Transforming the
student experience**

- Honors Colleges
- Learning environment
- Culture/social environment
- Student support services
- Faculty interactions
- Physical environment
- Transportation and access

**Collaborations
and partnerships**

- State (NJ)
- Business
- Alumni
- University
- Tech transfer
- Private-public

**Enhancing
our visibility**

- Regional and national brand
- Public spaces
- Public image
- Prospective students and faculty

Robust core of sciences and humanities

Cohesive, vibrant, diverse, and inclusive culture

Efficient and responsive processes, infrastructure, supporting staff, and leadership

Financial resources sufficient to fund the aspiration

Input from the community has yielded 28 potential goals and 172 potential initiatives across pillars and enablers

		Goals	Initiatives
Pillars	Building on faculty excellence	3	25
	Transforming the student experience	5	34
	Collaborations and partnerships	4	28
	Enhancing our visibility	3	19
Enablers	Robust core of sciences and humanities	2	16
	Cohesive, vibrant, diverse, and inclusive culture	3	16
	Efficient and responsive processes, infrastructure, staff, and leadership	4	14
	Generating sufficient financial resources	4	20
TOTAL		28	172

Key now is to prioritize and phase initiatives

About these goals and initiatives

Strategy will ultimately include a "portfolio" of goals and initiatives

- Some quick wins for incremental improvements to build momentum
- Some big bets or long-term investments that could be more transformative
- Many areas where better execution of core operations is required

We have organized each initiative in certain buckets to assist with initial prioritization, but important to note that many goals and initiatives are highly interdependent

- Many initiatives could fit into multiple pillars
- Many initiatives could support multiple goals

The placement on evaluation matrices is preliminary

- Based on early feedback from the community and also on subjective judgments
- Intended to provide a high-level, directional understanding for committees to refine

These are dynamic documents, with more changes being made every week

- Nothing set in stone at this point

These materials are intended to support the conversations around prioritization of goals and initiatives

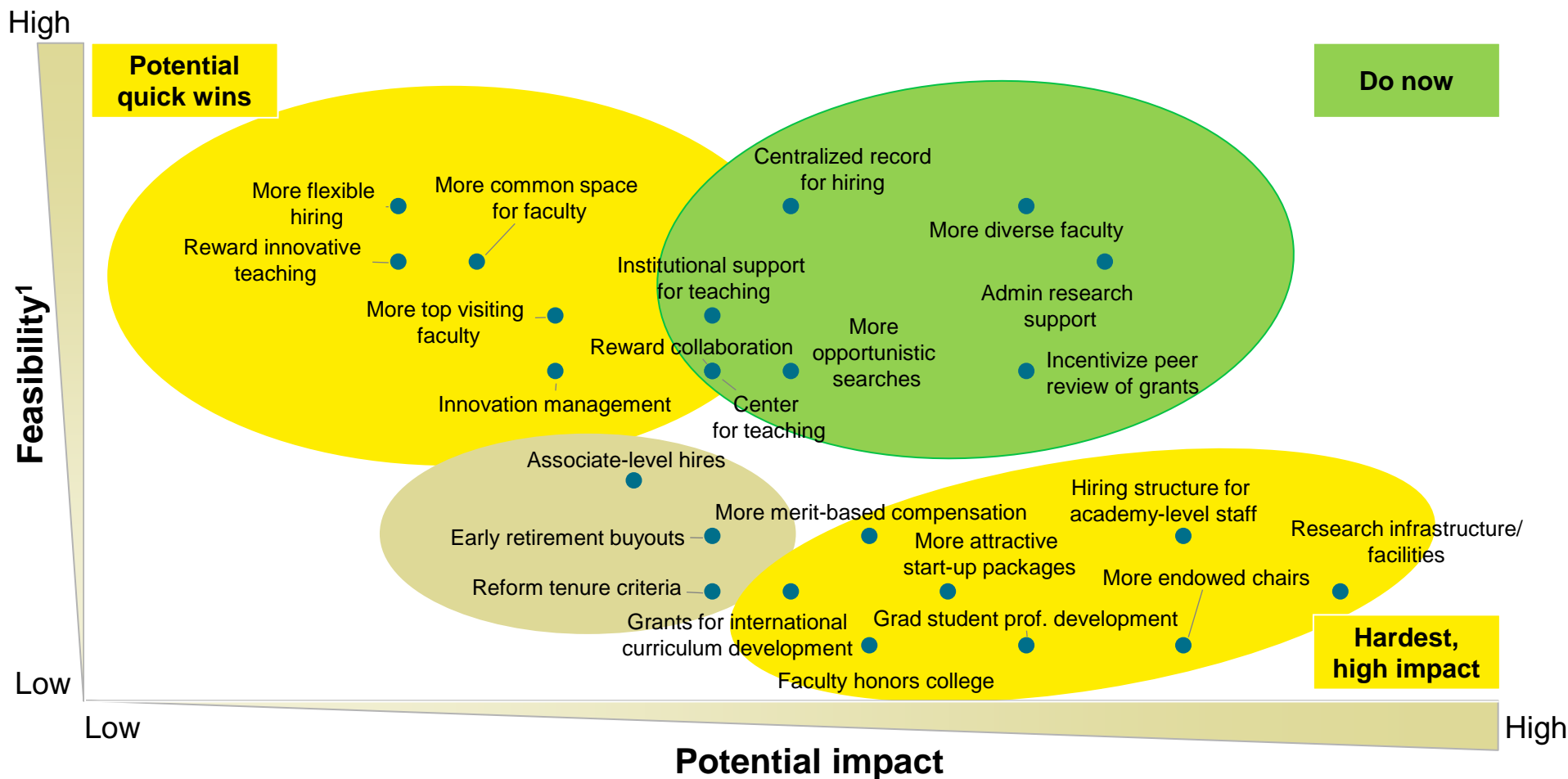
Goals and initiatives related to building on faculty excellence (I)

	Potential initiatives
<p>Goal # 1: Attract and retain higher number of high-caliber faculty</p>	<ul style="list-style-type: none"> • Improve infrastructure and facilities for research • Offer more attractive startup packages • Ensure diversity of faculty reflects that of student body and the world • Expand number of endowed chairs • Offer greater flexibility in hiring for top talent who may not fit into narrow discipline/departmental priorities • Implement professional development programs for graduate students • Undertake more opportunistic searches • Create stronger merit-based compensation structure • Create stronger structure to recruit National Academy-level faculty members to strengthen specific departments • Centralize recordkeeping for faculty recruitment/hiring • Target hires for associate-level positions • Offer faculty early retirement buyouts to faculty

Goals and initiatives related to building on faculty excellence (II)

	Potential initiatives
<p>Goal #2: Better develop all faculty to increase overall productivity</p>	<ul style="list-style-type: none"> • Create centralized visiting scholars program to bring in top visiting faculty • Offer bonuses and startup funds for innovative, technology-based teaching and improved learning outcomes • Create "faculty honors college" (e.g., Institute for Advanced Study) • Strengthen Center for Teaching Advancement and Assessment Research • Create incentives (e.g., financial bonuses, service credit) for faculty members to review peers' research grant proposals • Provide more institutional support to ensure that all faculty are excellent teachers (e.g., ongoing professional development and accountability) • Create more support for innovation management/tech transfer • Reform tenure system to give greater weight to teaching • Seed grants for international curriculum development
<p>Goal #3: Create a more cohesive and better-supported faculty community</p>	<ul style="list-style-type: none"> • Increase administrative and staff support for faculty research (e.g., grants /contracts) • Create more common spaces for faculty social and intellectual exchange • Explicitly evaluate collaboration across departments/schools in assessing performance and promotion (e.g., reward interdisciplinary courses/scholarship in tenure evaluation)

Evaluation matrix: building on faculty excellence



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Goals and initiatives related to transforming the student experience (I)

	Potential initiatives
Goal # 1: Attract and retain more of New Jersey's best students and more highly-qualified out-of-state students	<ul style="list-style-type: none"> • Create residential honors colleges • Build stronger support structure for out-of-state recruiting (e.g., more staff in regions, "virtual" campus visits, expanded social media) • Undertake direct marketing to NJ guidance counselors • Provide summer immersion program for gifted youth • Develop a stronger and differentiated merit scholarship program (e.g., UVA Jefferson Scholars) • Enhance recruiting experiences for prospective students (e.g., tours, on-campus experiences, sell days) • More students, faculty, and alumni as brand ambassadors • Increase applicant pool (e.g., waive application fees, accept Common Application) • Consider offering early decision (vs. early action), which can free up admissions' time to focus on spring yield management • Increase admissions standards and selectivity
Goal #2: Ensure access to high-potential talent from all backgrounds	<ul style="list-style-type: none"> • Institute higher standards for community college transfers • Leverage financial aid to attract best students • Increase guarantee offering (i.e., admitting top students who meet predetermined academic standards) • Develop stronger outreach and recruitment for high-achieving underrepresented students

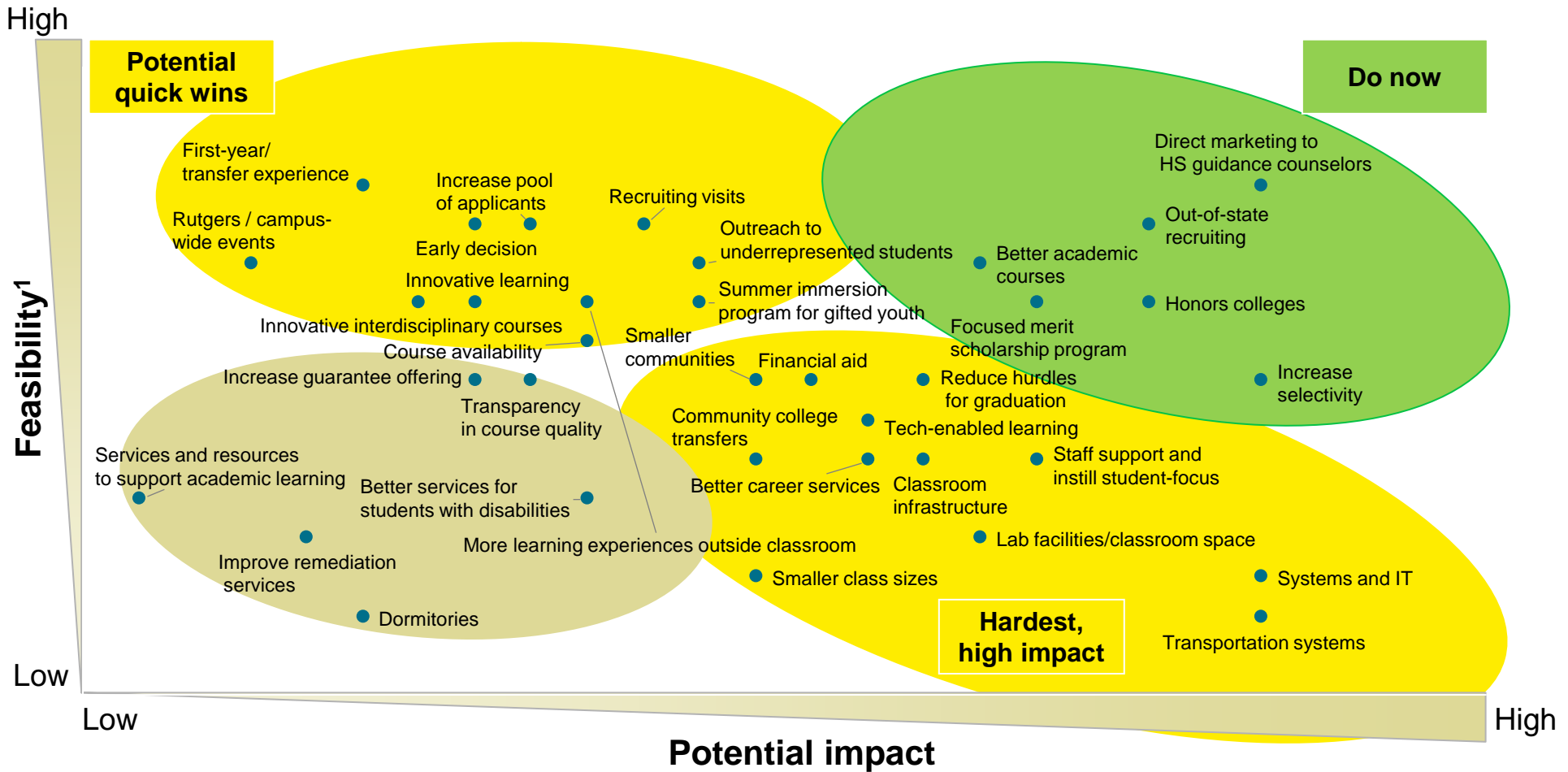
Goals and initiatives related to transforming the student experience (II)

	Potential initiatives
<p>Goal # 3: Enhance the quality and relevance of the learning experience</p>	<ul style="list-style-type: none"> • Develop more challenging and relevant academic courses • Improve lab facilities and classroom space • Improve classroom infrastructure (e.g., "smart" classrooms) • Expand learning opportunities outside the classroom (e.g., research, service learning, internships for credit, study abroad, experiential coursework) • Expand use of technology-enabled learning to supplement in-class learning (e.g., online or blended/hybrid courses) • Increase transparency of course quality (e.g., student access to course reviews) • Expand innovative learning with cutting-edge or interdisciplinary course topics • Enhance initiatives and opportunities for courses with smaller class sizes for undergraduates, particularly in the first and second year • Improve remediation services

Goals and initiatives related to transforming the student experience (III)

	Potential initiatives
Goal #4: Create a more personalized student experience with simplified processes	<ul style="list-style-type: none"> Unify and simplify systems and IT, particularly student data system Improve transportation system within and among campuses (e.g., schedules, parking availability and cost, more bike lanes) Expand staff support and instill student focus and pride in work at all levels Reduce hurdles for graduation: personalized academic advising and more flexible course credit (e.g., cross-listing) and transfer system Develop more effective career services with formal career system connecting students to alumni and advisers Increase course availability (e.g., weekend and online courses, ability to take graduate courses or courses on other campuses/at other schools) Update services and resources available to support academic learning (e.g., most up-to-date journal subscriptions, 24-hour services, library research assistance, book availability)
Goal #5: Create a cohesive student community	<ul style="list-style-type: none"> Enhance first-year and transfer experience (e.g., develop formal peer mentorship program, revise orientation program) Create more living and learning communities (e.g., Douglass Residential College) Establish and enhance Rutgers/campuswide events (e.g., establish and enhance visibility of marquee student events, establish /revitalize old traditions, increase cultural/social events) Expand services and infrastructure to support students with disabilities Expand and improve dormitories

Evaluation matrix: transforming the student experience



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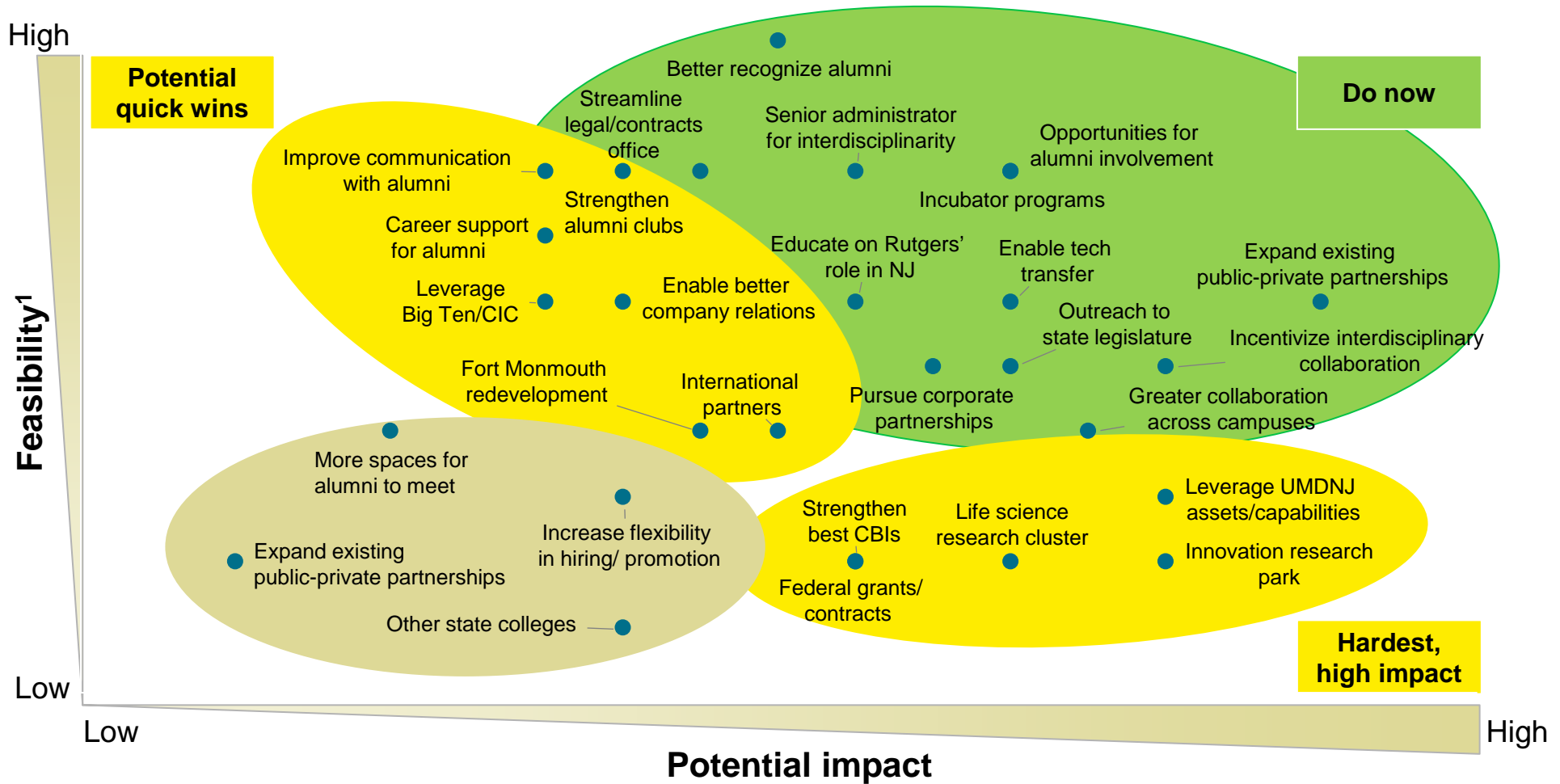
Goals and initiatives related to collaborations and partnerships (I)

	Potential initiatives
<p>Goal # 1: Foster greater interdisciplinary scholarship and teaching</p>	<ul style="list-style-type: none"> • Develop a plan to ensure that more schools leverage UMDNJ assets/ capabilities • Incentivize interdisciplinary collaboration (e.g., reward best practices, make explicit in role descriptions, consider in promotion decisions) • Foster greater collaboration across campuses, better leveraging each campus's assets and capabilities • Appoint senior administrator for interdisciplinary affairs and empower this leader to eliminate hurdles to collaboration • Fully leverage our partnership with the Big Ten and CIC • Invest in strengthening our most effective centers, bureaus, and institutes as hubs of interdisciplinary scholarship (e.g., more funds, greater visibility, enhanced resource allocation) • Increase flexibility in hiring and promotion to allow for faculty appointments across multiple departments or to centers/institutes
<p>Goal #2: Build stronger engagement with alumni as a vital asset</p>	<ul style="list-style-type: none"> • Better recognize all alumni for personal success and/or involvement with RU • Create more opportunities for alumni to be involved at Rutgers (e.g., recruiting events, speaking to classes, brand ambassadors) • Strengthen local/regional alumni clubs • Provide more career support to alumni (e.g., networking among alumni and with faculty, online courses, career advising) • Create more dedicated spaces for alumni to meet on campus • Improve communication with alumni (e.g., greater personalization, more innovative mechanisms)

Goals and initiatives related to collaborations and partnerships (II)

	Potential initiatives
<p>Goal #3: Strengthen ties with New Jersey government and local community</p>	<ul style="list-style-type: none"> • Identify new federal grant/contract opportunity areas • Educate stakeholders to gain broader recognition for Rutgers' role in NJ (e.g., spurring workforce/econ development, lead in higher ed) • Undertake outreach to build a new tone of trust and partnership in state legislature • Pursue Fort Monmouth redevelopment opportunity • Partner with other state/community colleges and universities to create a stronger overall system in NJ • Strengthen relationships with international partners
<p>Goal #4: Expand our reach through collaboration with private industry</p>	<ul style="list-style-type: none"> • Work with life science industry to build a research cluster in NJ focused on an emerging opportunity (e.g., genomics/personalized medicine) • Launch Innovation Research Park • Expand existing public-private partnerships (e.g. RUCDR, Biomaterials Ctr) • Restructure legal/contracts office to enable more public-private partnerships • Enable greater tech transfer and commercialization of innovation (e.g., reduce legal barriers, improve tech transfer office, standard contract lang.) • Create incubator programs to foster greater innovation • Make it easier for companies to work with Rutgers (e.g., remove barriers, more proactive outreach, incentivize public-private partnerships) • Pursue other corporate partnerships to meet private industry needs (e.g., professional/continuing education, research collaboration) • Create stronger links with philanthropic foundations

Evaluation matrix: collaborations and partnerships



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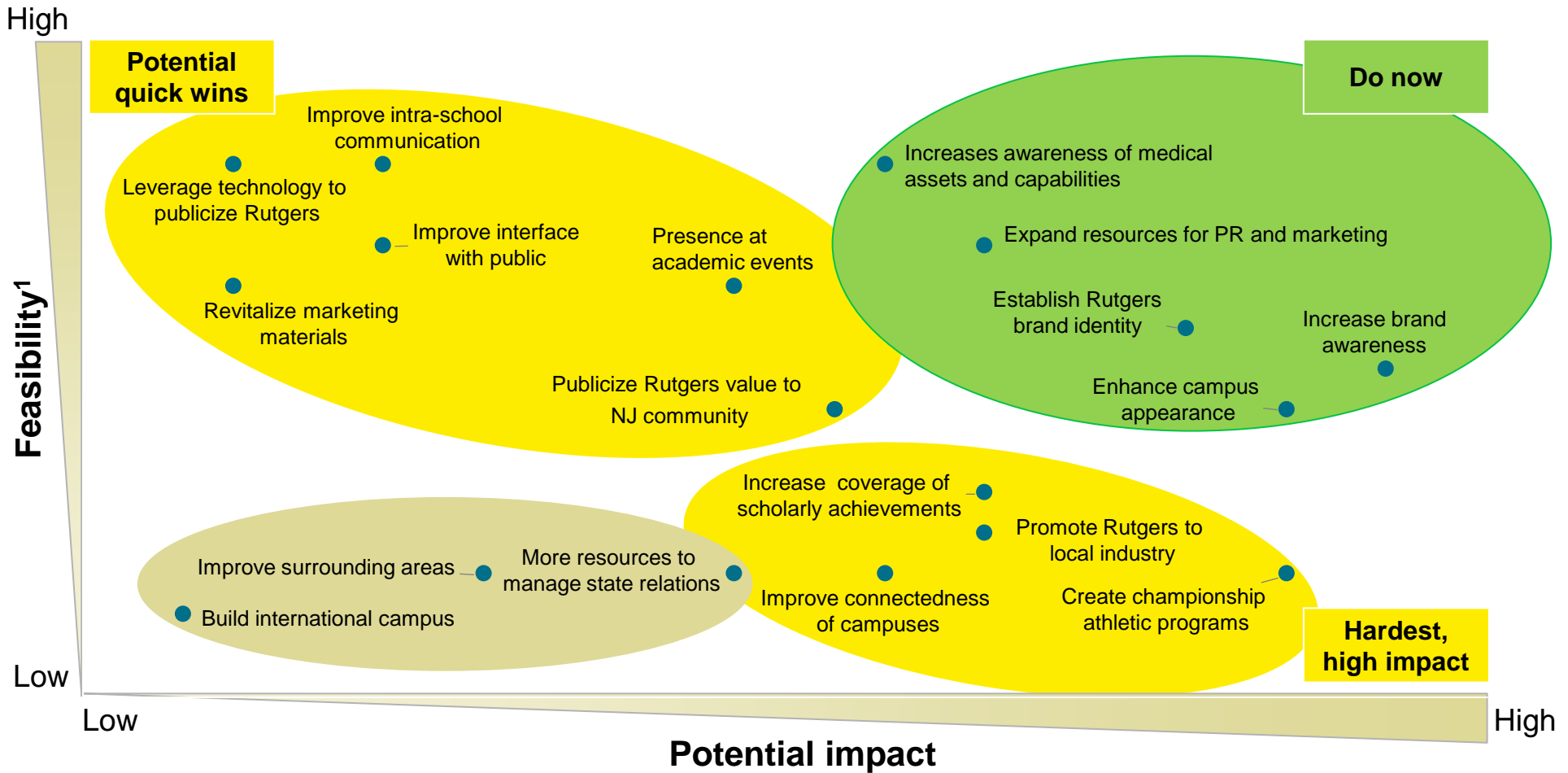
Goals and initiatives related to enhancing our visibility (I)

	Potential initiatives
Goal # 1: Enhance physical campus	<ul style="list-style-type: none"> • Enhance physical appearance of campuses (e.g., renovate campus facilities, carry out beautification of campus grounds, execute on facilities master plan, develop central community space, such as a main quad, on campus) • Increase connectedness of campuses • Improve surrounding locale (e.g., support development of local areas as college towns, improve safety) • Build international campuses
Goal #2: Improve reputation with external community	<ul style="list-style-type: none"> • Enhance the Rutgers brand through visual, written, and verbal messaging • Increase awareness of brand in NJ and beyond • Expand resources dedicated to public relations and marketing • Establish awareness of Rutgers' new strengths in patient care and expanded capabilities in biomedical and health sciences research • Increase earned media coverage and paid media advertising to promote scholarly and research achievements (e.g., new breakthroughs, awards) • Dedicate additional resources to managing relations with state government • Highlight Rutgers value-add as a public partner to local industry (e.g., better promote research resources to local PharmaCo)

Goals and initiatives related to enhancing our visibility (II)

	Potential initiatives
<p>Goal #2: Improve reputation with external community (cont.)</p>	<ul style="list-style-type: none"> • Leverage technology to highlight and popularize Rutgers core strengths with public (e.g., MOOCs with high-profile faculty, social media campaigns) • Increase visibility at national and global academic forums (e.g., participation in conferences, policy debates) • Better publicize Rutgers value proposition to NJ community (e.g., improve marketing to high school guidance counselors) • Revitalize marketing materials, including visuals and messaging • Improve interface with the public (e.g., streamline website, increase responsiveness, develop ambassador program) • Create championship athletic programs • Build international campuses
<p>Goal #3: Increase awareness of brand within the Rutgers community</p>	<ul style="list-style-type: none"> • Improve intra-school communication of successes (e.g., internal awards recognizing faculty/student/staff achievements, universitywide intranet)

Evaluation matrix: enhancing our visibility

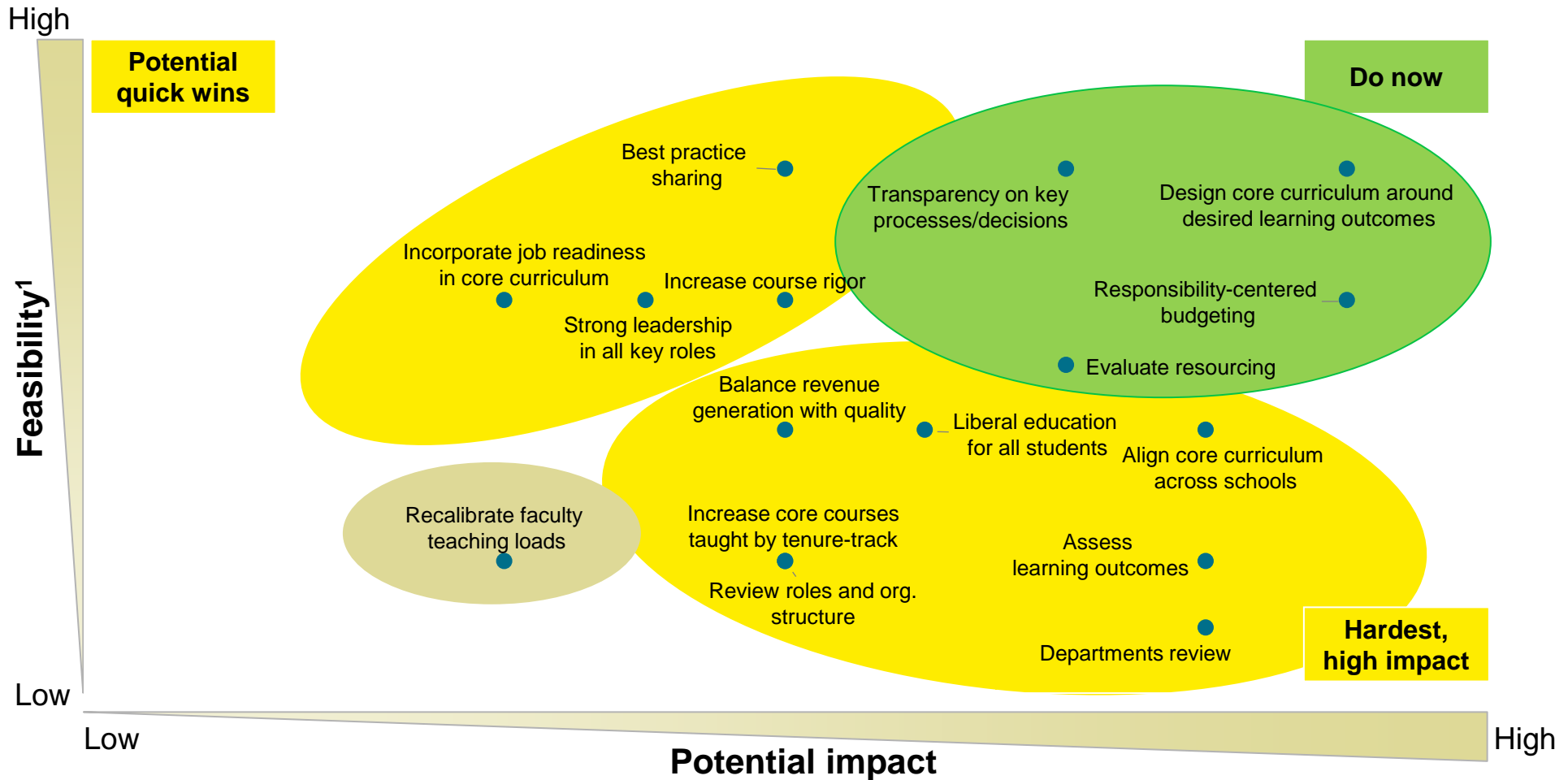


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Goals and initiatives related to robust core of sciences and humanities

	Potential initiatives
Goal # 1: Better deliver core skills and knowledge for the 21st century	<ul style="list-style-type: none"> Identify core skills and knowledge that every student should gain and align core curriculum around these learning outcomes (e.g., critical thinking, writing, science literacy) Identify ways to align core curriculum across schools (e.g., common learning model, standardization of requirements/ syllabi/courses) Implement rigorous, universitywide program to assess student learning outcomes Ensure liberal education as a foundation for pre-professional undergraduate programs Ensure that core curriculum creates adequate opportunities to develop/strengthen core competencies for job readiness Increase % of core courses taught by tenure-track faculty Increase rigor of courses included in the core curriculum Optimize tradeoff between need for revenue generation and need to maintain high quality of courses and degrees (e.g., periodic reviews to ensure high standards)
Goal #2: Preserve and enhance excellence in scholarship and teaching in the arts and sciences	<ul style="list-style-type: none"> Implement responsibility-centered management budget model Evaluate resourcing of all schools and departments Review roles, organizational and governance structures of all schools to minimize overlaps, improve accountability Increase transparency on key processes and decisions, particularly budgeting Ensure strong leadership in all key roles (e.g., reduce interim positions) Undertake periodic, independent evaluations of departments to ensure resource alignment with student demand and research opportunities Evaluate faculty teaching and service loads to ensure adequate time for research Increase forums for faculty leadership (e.g., department chairs, area deans) to share best practices

Evaluation matrix: robust core of sciences and humanities



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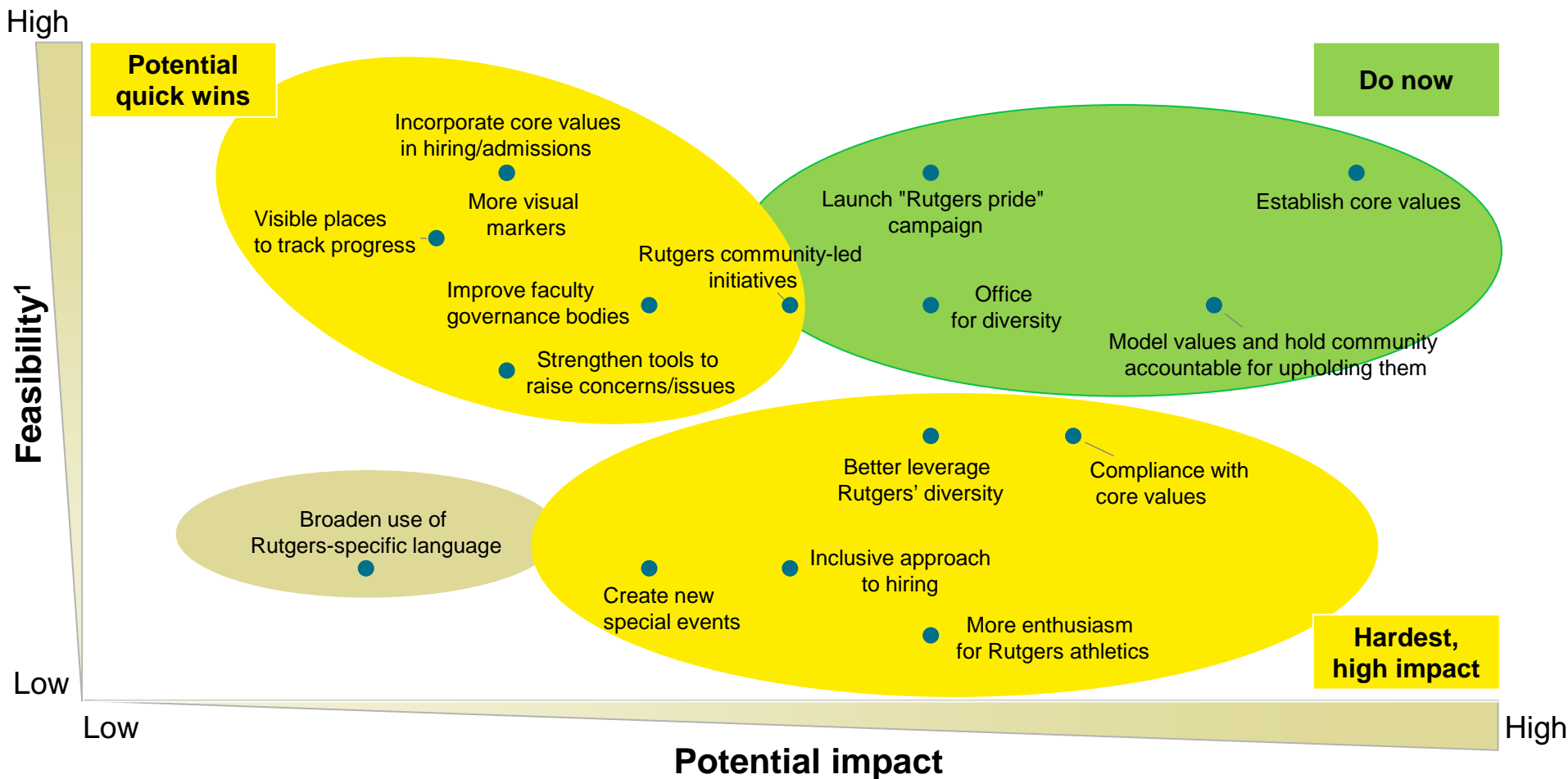
Goals and initiatives related to cohesive, vibrant, diverse, and inclusive culture (I)

	Potential initiatives
<p>Goal # 1: Establish core values and embed them throughout the community</p>	<ul style="list-style-type: none"> • Establish core values that will define Rutgers' identity, norms, and behaviors • Model and communicate core values from central administration and incentivize students, faculty, staff, and administration to uphold them (e.g., performance metrics/incentives) • Incorporate core values in hiring and admission requirements • Conduct internal reviews to ensure compliance with core values • Improve efficiency and effectiveness of faculty governance bodies • Strengthen tools for community to raise concerns/issues (e.g., ombudsman)
<p>Goal #2: Instill greater pride in Rutgers</p>	<ul style="list-style-type: none"> • Launch "Rutgers pride" campaign to celebrate and increase awareness of Rutgers history, traditions, and successes • Create special events as new traditions to bring the Rutgers community together • Build stronger enthusiasm around Rutgers athletics • Create more visual markers (e.g., flags, block Rs on streets) • Charge students, faculty, and staff with developing initiatives to grow pride in Rutgers and foster desired culture/behaviors • Create visible places on campus to track progress toward desired cultural changes (e.g., eliminating RU screw) • Broaden use of language and terminology unique to Rutgers

Goals and initiatives related to cohesive, vibrant, diverse, and inclusive culture (II)

	Potential initiatives
<p>Goal #3: Capitalize on and retain Rutgers' strength in diversity</p>	<ul style="list-style-type: none"> • Establish a best-in-class office for diversity and equity • Develop a culture and practice of inclusive searches for faculty, staff, and senior leadership • Better leverage Rutgers' diverse student body to ensure that tolerance and understanding is a more prominent part of every student's experience

Evaluation matrix: cohesive, vibrant, diverse, and inclusive culture



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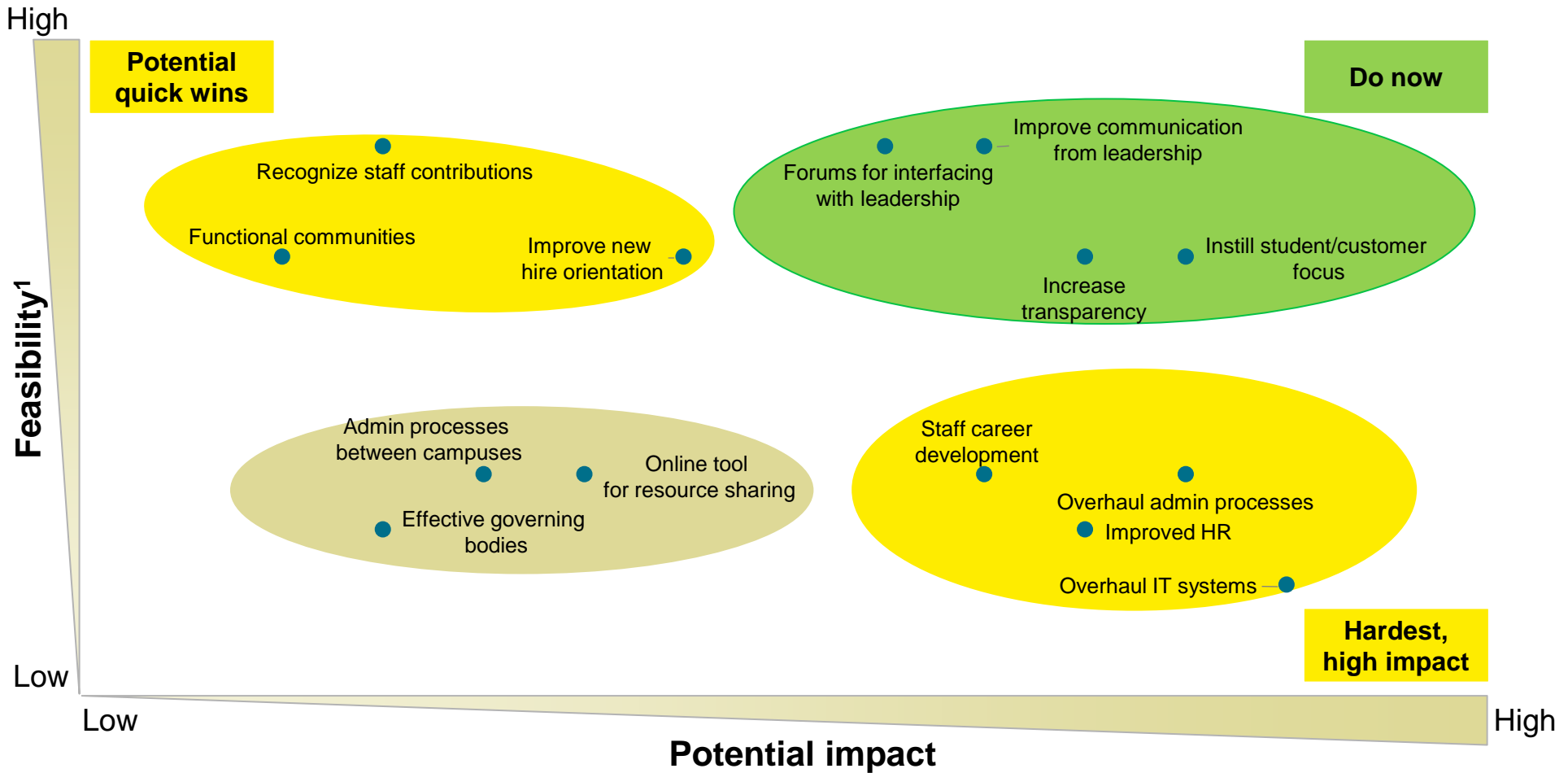
Goals and initiatives related to efficient and responsive processes, infrastructure, staff, and leadership (I)

	Potential initiatives
Goal # 1: Establish more standardized, effective processes	<ul style="list-style-type: none"> • Conduct overhaul of administrative processes to achieve greater standardization/minimize duplication • Evaluate admin processes between campuses to ensure alignment between staff accountability and authority • Empower and increase efficiency of governing/advisory bodies (e.g., faculty advisory/leadership councils, RU Senate)
Goal #2: Build IT infrastructure for seamless university operations	<ul style="list-style-type: none"> • Conduct complete overhaul of IT systems

Goals and initiatives related to efficient and responsive processes, infrastructure, staff, and leadership (II)

	Potential initiatives
<p>Goal # 3: Ensure an effective and supportive staff culture</p>	<ul style="list-style-type: none"> • Instill student/customer-focused culture and orientation • Allow for more end-to-end career development of staff (better accountability/performance measurement and incentives, training) • Ensure that HR operates as a resource and partner to identify and develop quality staff • Improve new hire orientation and training programs • Establish more forums for staff to communicate and collaborate across departments/units (e.g., functional communities) • Better recognize staff contributions
<p>Goal #4: Improve transparency and accountability</p>	<ul style="list-style-type: none"> • Increase transparency regarding policy changes and decision-making processes (e.g., resource allocation) • Improve day-to-day communication from leadership • Establish regular forums for interface between administration and community • Develop online tool for resource sharing

Evaluation matrix: efficient and responsive processes, infrastructure, staff, and leadership



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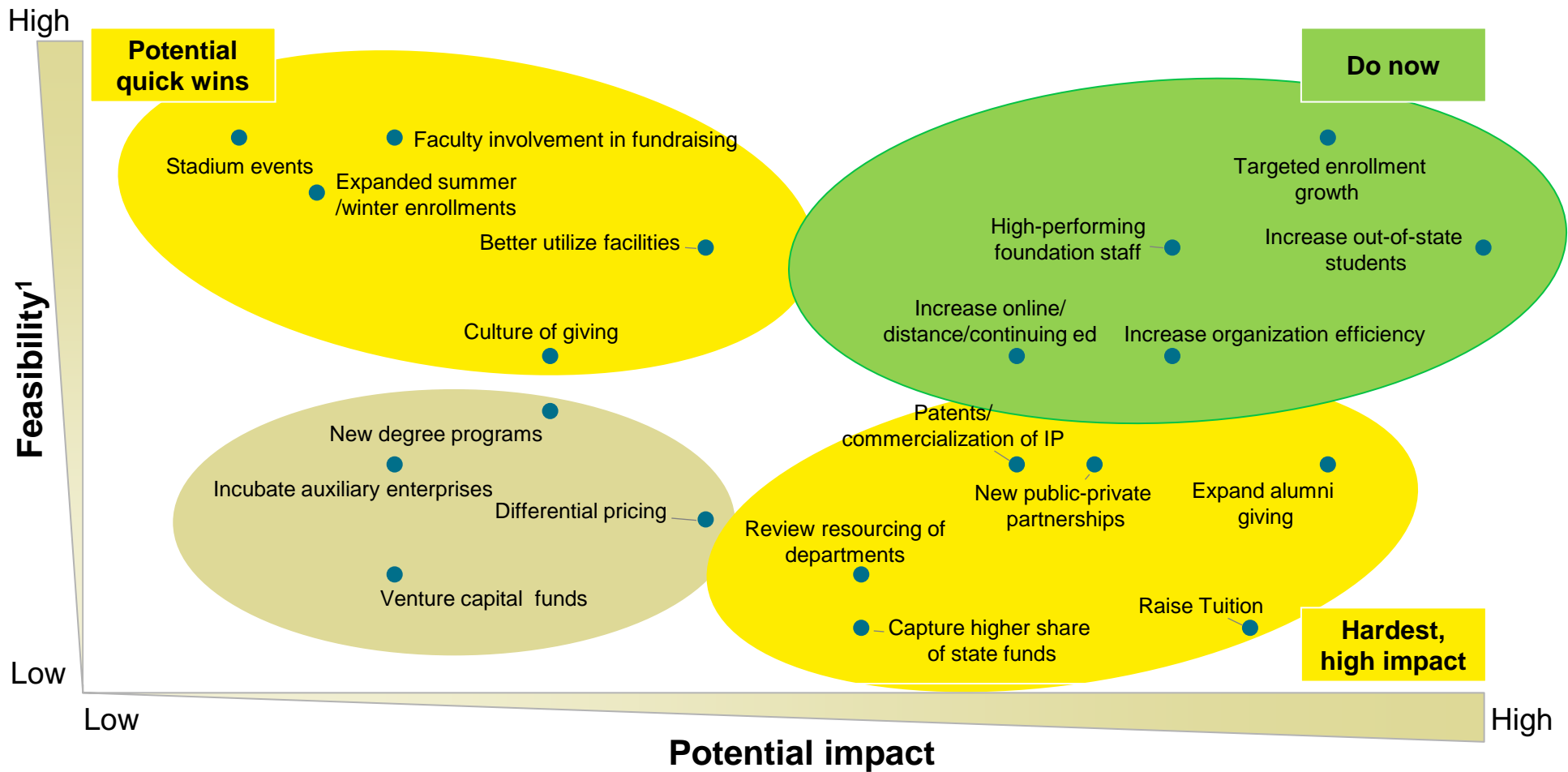
Goals and initiatives related to generating sufficient financial resources (I)

	Potential initiatives
Goal # 1: Grow the endowment through increased private giving	<ul style="list-style-type: none"> • Expand alumni giving through enhanced affiliation/outreach • Attract and retain high-performing staff and leadership at the Rutgers University Foundation • Inculcate culture of giving among students • Involve faculty in fundraising
Goal #2: Expand existing/traditional sources of revenue (i.e., tuition and state appropriations)	<ul style="list-style-type: none"> • Grow enrollment in a strategically targeted way • Increase proportion of out-of-state and international students • Increase online/distance/continuing education enrollments • Develop new degree programs (e.g., executive education, professional programs, online degrees) • Expand summer/winter enrollments • Expand use of differential pricing of degree programs • Enhance visibility with state legislature in order to raise more state appropriations and ongoing capital funding • Raise tuition rate if warranted by market conditions

Goals and initiatives related to generating sufficient financial resources (II)

	Potential initiatives
Goal #3: Grow innovative/ nontraditional revenue sources	<ul style="list-style-type: none"> Form new revenue-generating, public-private partnerships (e.g., corporate, federal contracts, philanthropic foundations) Extract more revenue from patents/ commercialization of IP Create new venture capital fund to invest in Rutgers entrepreneurs Incubate new for-profit auxiliary enterprises More events at stadium
Goal #4: Better allocate and utilize existing assets	<ul style="list-style-type: none"> Evaluate academic programs to eliminate duplication and prioritize focus areas Identify efficiencies in staff and administrative operations Rationalization of the physical plant

Evaluation matrix: generating sufficient financial resources



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