

The logo for Rutgers University, featuring the word "RUTGERS" in a large, white, serif font. Below it, the words "THE STATE UNIVERSITY OF NEW JERSEY" are written in a smaller, white, sans-serif font. The background is a solid red color with a faint, large watermark of the Rutgers University seal.

THE STATE UNIVERSITY
OF NEW JERSEY

Rutgers Strategic Planning Survey to Retired Faculty and Staff

Compendium of findings

May 2013

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Context

During the winter of 2012-2013, Rutgers launched a survey to assess the perspectives of retired faculty and staff related to the strategic planning effort.

The survey to the retired faculty and staff addressed topics such as:

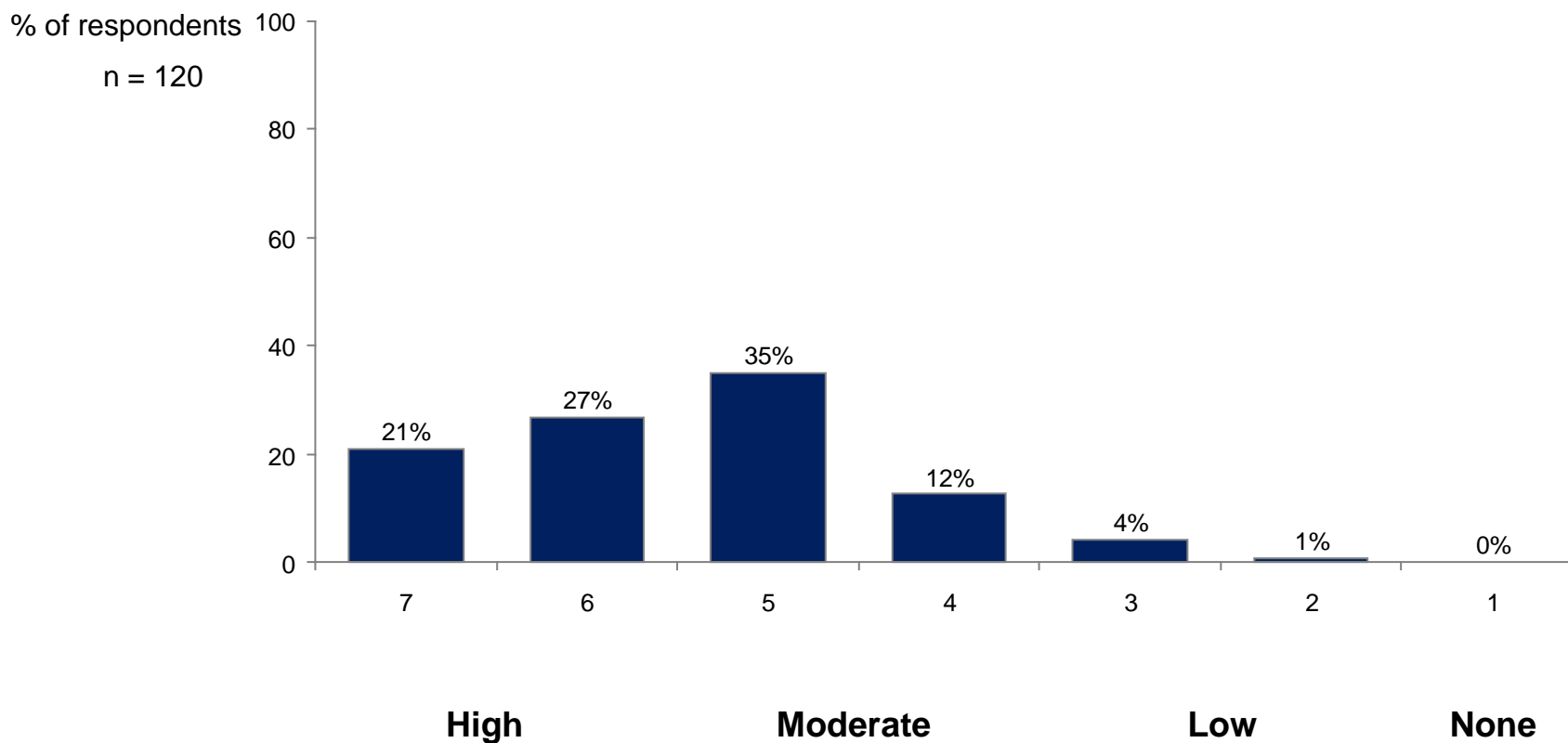
- Level of change required
- Importance and performance of teaching, research, and service, the three elements of the mission
- Importance and performance of various goals

The contents of the following report include the results of the survey

- Survey distributed to a representative sample of 418 retired faculty and staff
- Overall response rate: 37% (154 responses)

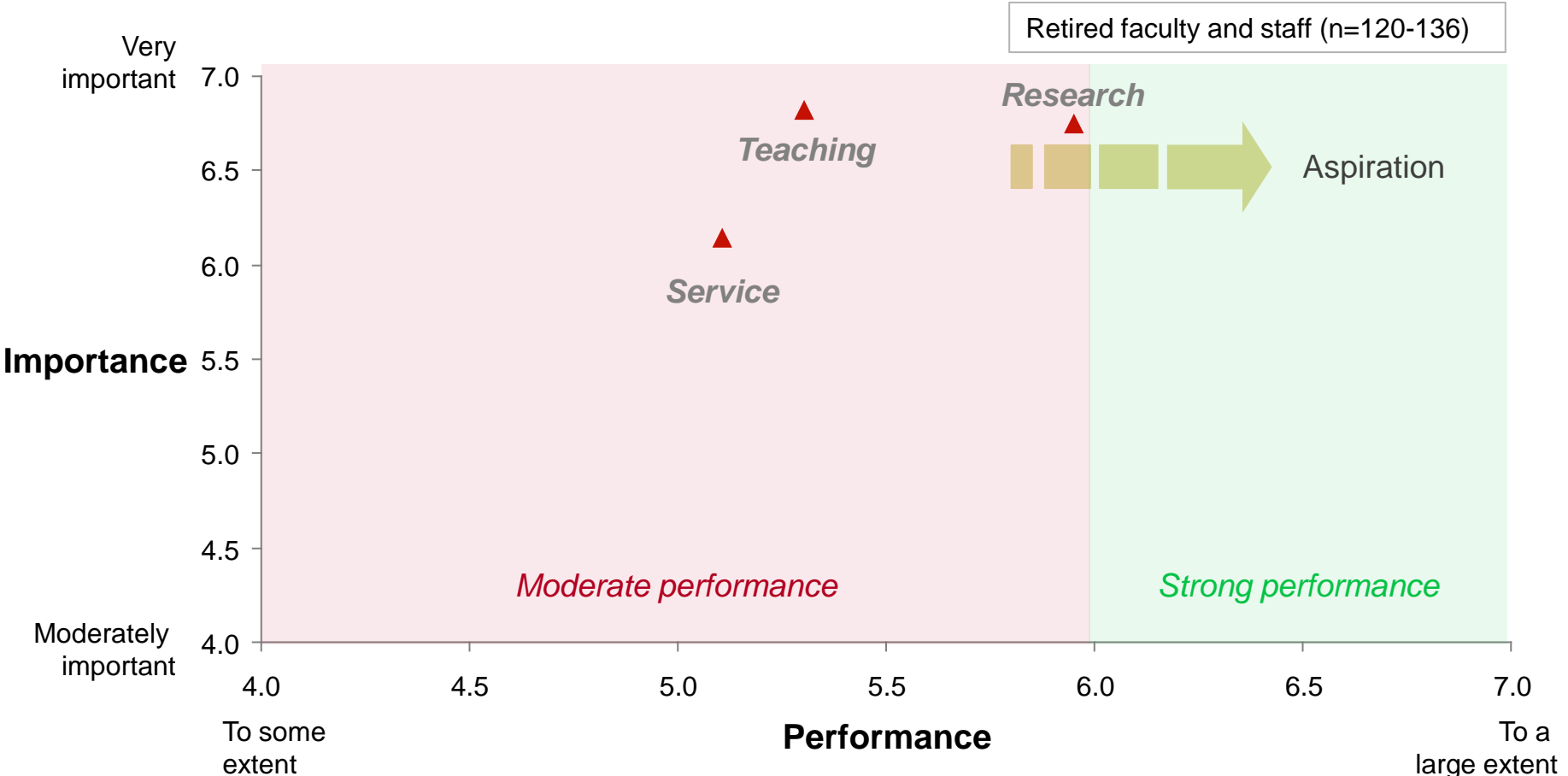
Perception of level of change needed for future success

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



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 retired faculty and staff, Spring 2013, BCG analysis

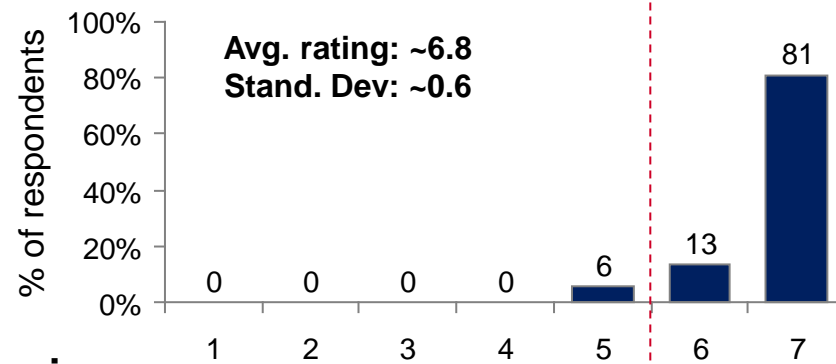
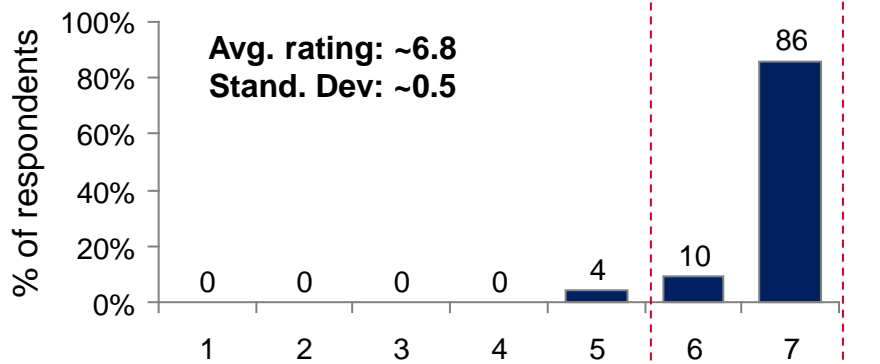
Importance rating distribution for elements of the mission

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

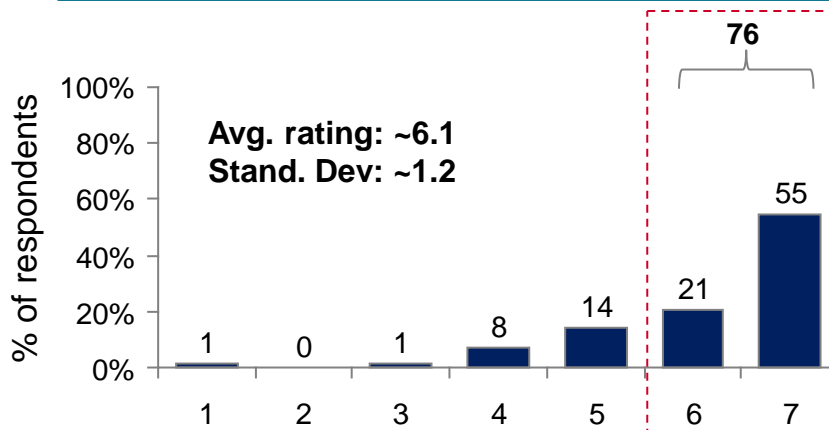
Teaching

(n = 135-136)

Research



Service

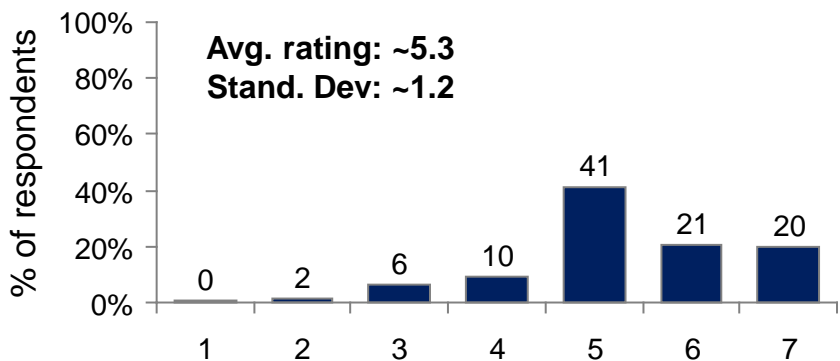


Performance rating distribution for elements of the mission

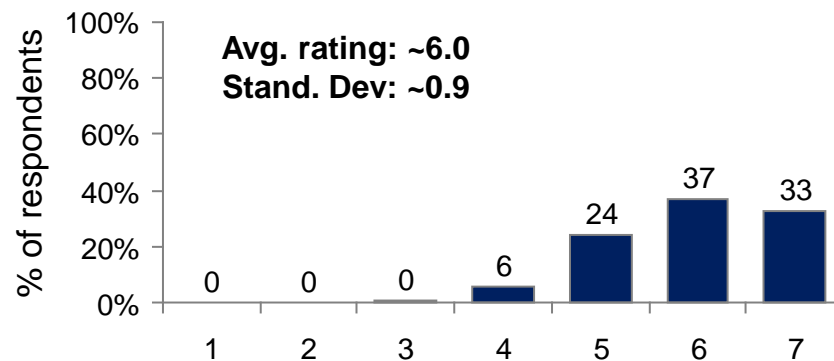
Scale: 1-not at all, 7-to a large extent

(n = 120-126)

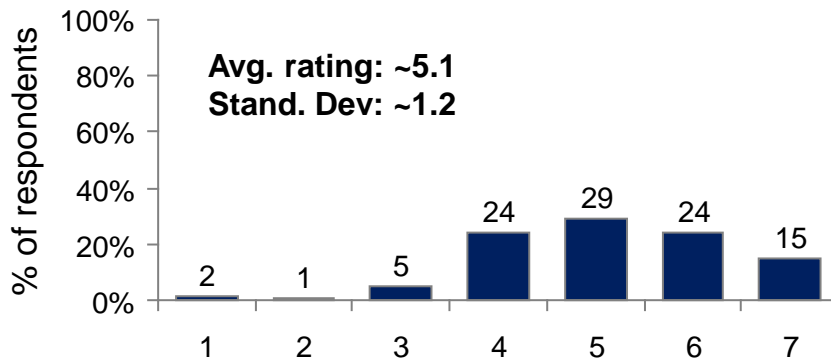
Teaching



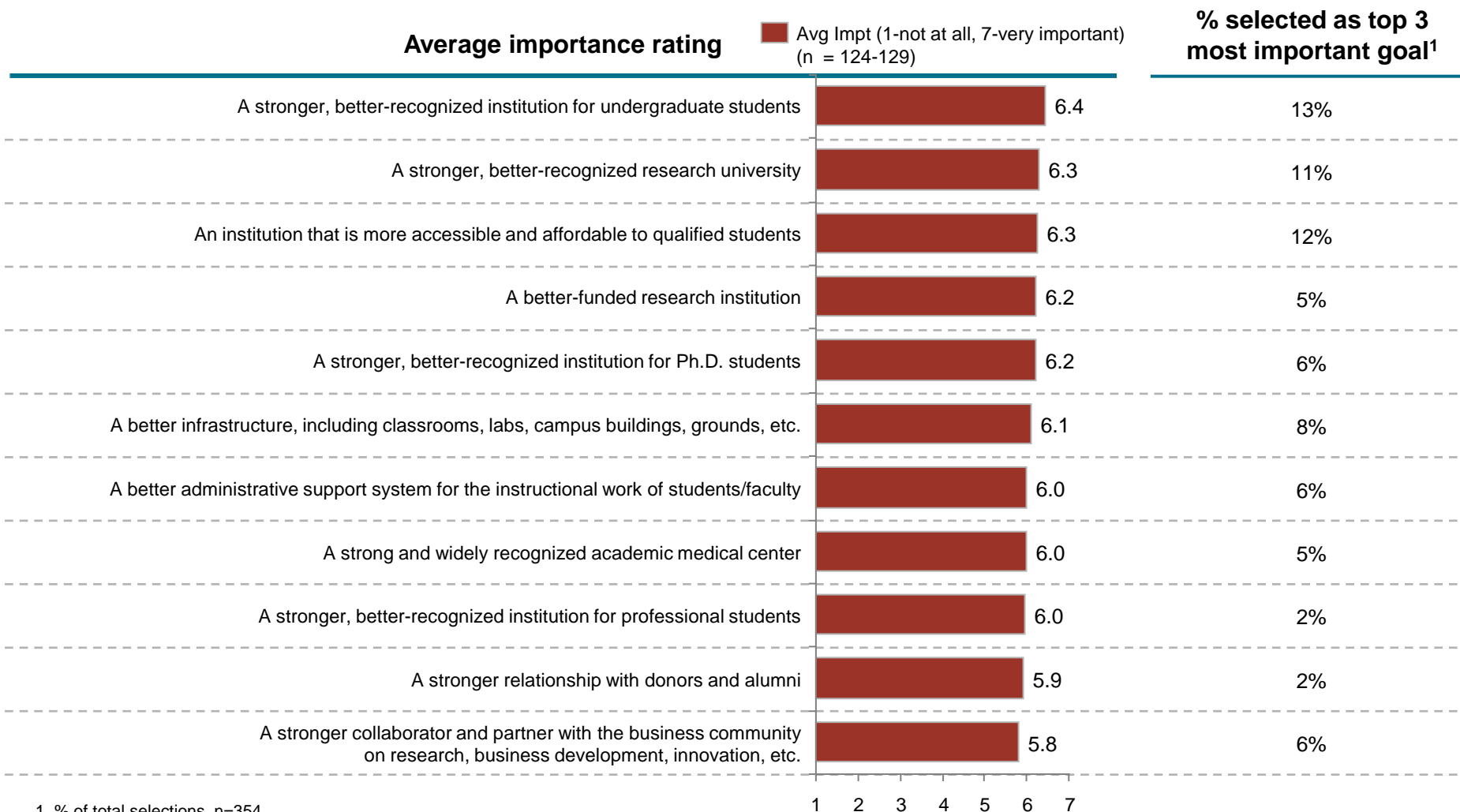
Research



Service



Average importance rating for each of 22 goals (I)



1. % of total selections, n=354.

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 retired faculty and staff, Spring 2013, BCG analysis

Average importance rating for each of 22 goals (II)



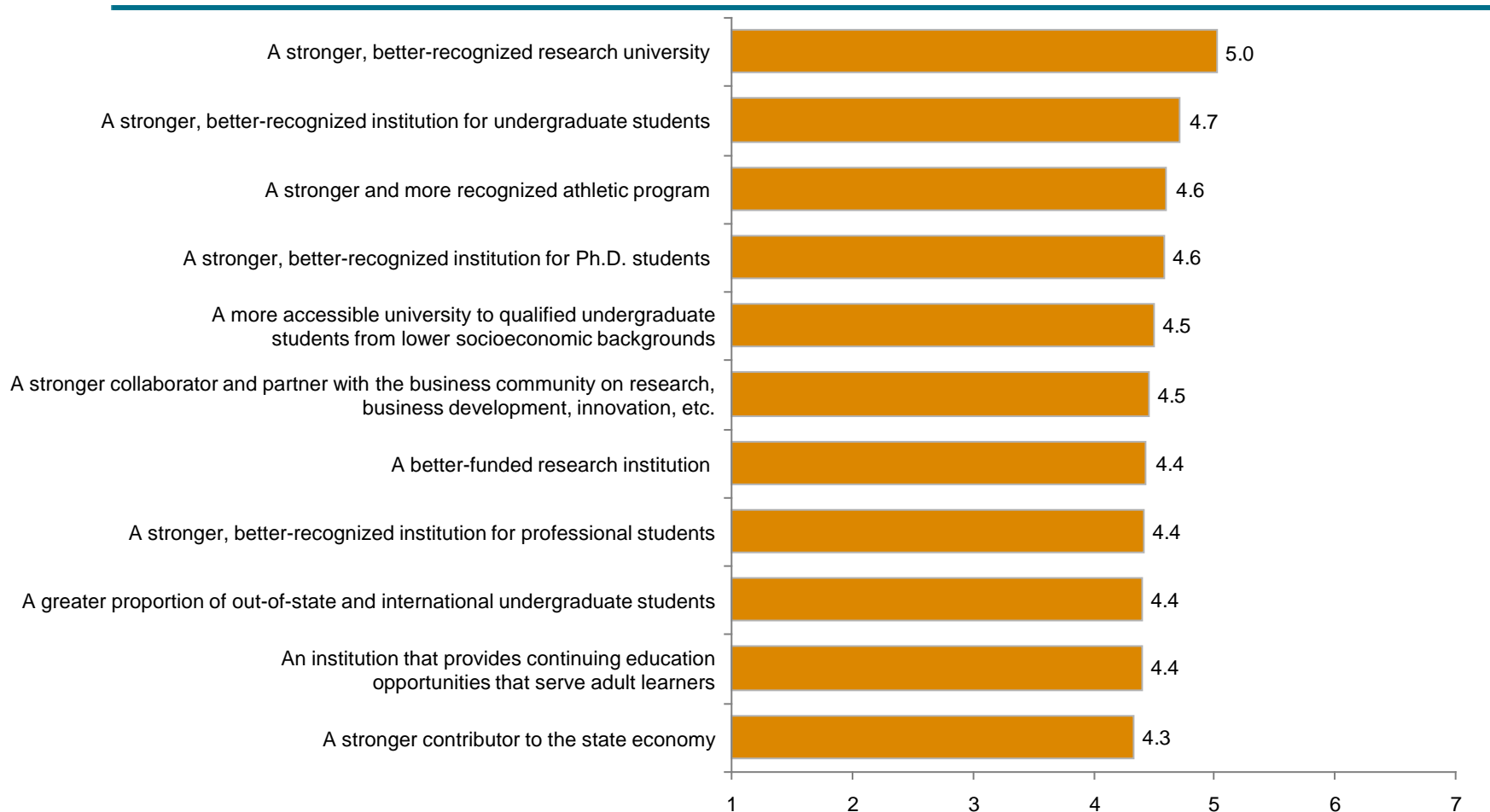
1. % of total selections, n=354.

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 retired faculty and staff, Spring 2013, BCG analysis

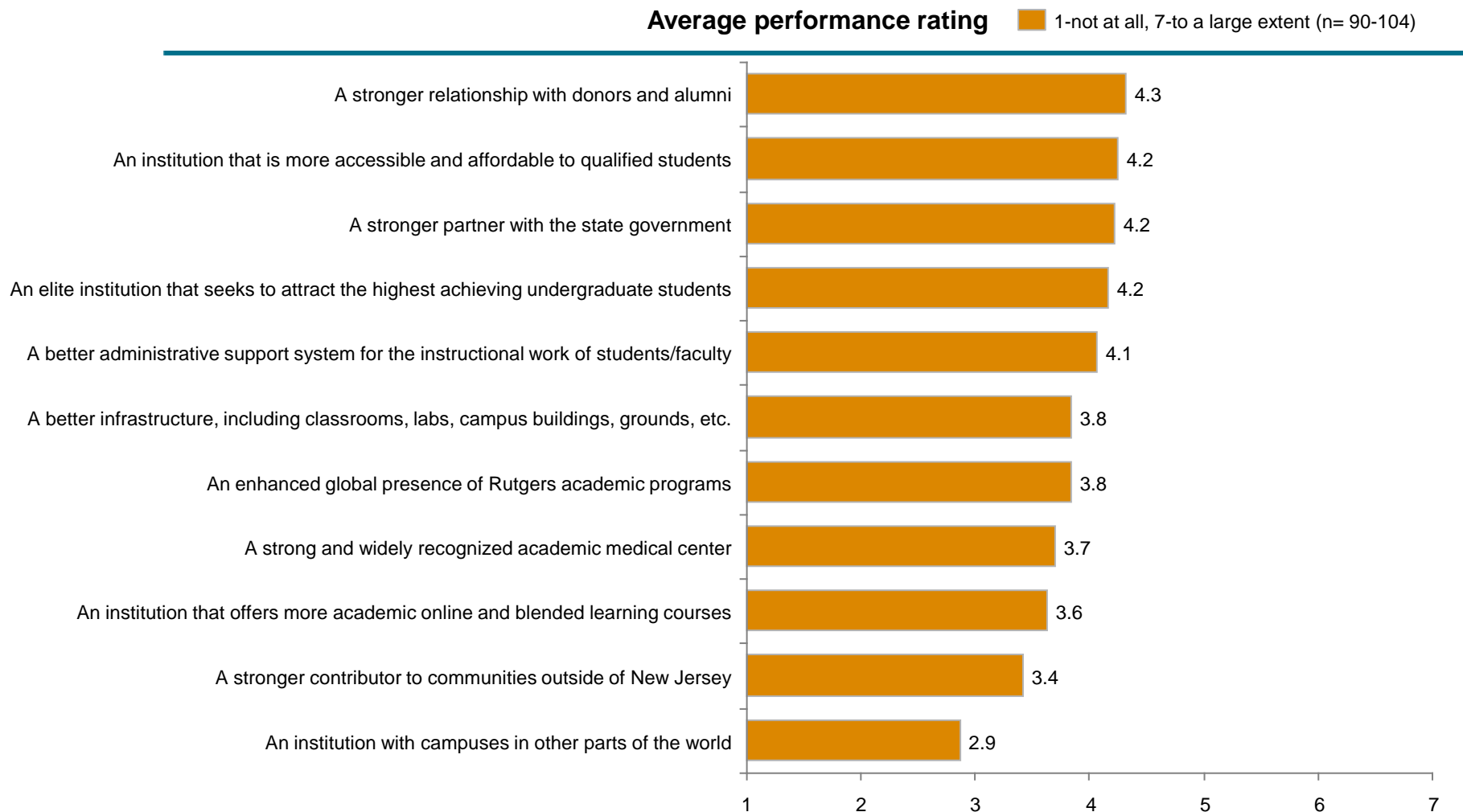
Average performance rating for each of the 22 goals (I)

Average performance rating ■ 1-not at all, 7-to a large extent (n= 90-104)



Survey question: To what extent is Rutgers already delivering on these goals?
 Source: Rutgers Strategic Plan: Survey to retired faculty and staff, Spring 2013, BCG analysis

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



Survey question: To what extent is Rutgers already delivering on these goals?
 Source: Rutgers Strategic Plan: Survey to retired faculty and staff, Spring 2013, BCG analysis

Appendix

Backup: Importance rating for the university goals

Average importance rating:
(1-not at all, 7-very important) n=124-129

Standard error¹

Standard dev



1. 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 $x + SE$.

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 retired faculty and staff, Spring 2013, BCG analysis

Backup: Performance rating for the university goals

Average delivery rating: (1-not at all, 7-to a large extent) n=90-104	Standard error ¹	Standard dev
A stronger, better-recognized research university	0.19	1.1
A stronger, better-recognized institution for undergraduate students	0.21	1.3
A stronger and more recognized athletic program	0.28	1.7
A stronger, better-recognized institution for Ph.D. students	0.20	1.2
A more accessible university to qualified undergraduate students from lower socioeconomic backgrounds	0.22	1.3
A stronger collaborator and partner with the business community on research, business development, innovation, etc.	0.19	1.2
A better-funded research institution	0.22	1.3
A stronger, better-recognized institution for professional students	0.20	1.2
A greater proportion of out-of-state and international undergraduate students	0.23	1.4
An institution that provides continuing education opportunities that serve adult learners	0.22	1.4
A stronger contributor to the state economy	0.21	1.3
A stronger relationship with donors and alumni	0.24	1.5
An institution that is more accessible and affordable to qualified students	0.20	1.2
A stronger partner with the state government	0.22	1.3
An elite institution that seeks to attract the highest achieving undergraduate students	0.25	1.5
A better administrative support system for the instructional work of students/faculty	0.22	1.4
A better infrastructure, including classrooms, labs, campus buildings, grounds, etc.	0.23	1.4
An enhanced global presence of Rutgers academic programs	0.23	1.3
A strong and widely recognized academic medical center	0.28	1.7
An institution that offers more academic online and blended learning courses	0.22	1.3
A stronger contributor to communities outside of New Jersey	0.24	1.4
An institution with campuses in other parts of the world	0.26	1.6

1. 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 $x + SE$.
 Survey question: To what extent is Rutgers already delivering on these goals?

Source: Rutgers Strategic Plan: Survey to retired faculty and staff, Spring 2013, BCG analysis