

Strategic Goals for Rutgers University and 2004-05 Areas of Emphasis and Effort

The Rutgers University Board of Governors and President McCormick have identified five long-term strategic goals for the university related to academic excellence; students and campuses; service and constituency relations; resources for Rutgers; and leadership and administration. Within each strategic goal, the Board and the president agreed upon several areas of emphasis and effort for the 2004-05 academic year. This report is not intended to replace the president's responsibility to present a broad vision for Rutgers, which will continue to take place in his Annual Address to the University Community each September and in other venues.

ACADEMIC EXCELLENCE

Strategic Goal: Improve the quality of Rutgers' academic programs, especially in areas where there are comparative advantages and opportunities.

Areas of Emphasis and Effort for 2004-05

- Reduce barriers to collaboration with UMDNJ and NJIT
- Review undergraduate learning and life
- Create a plan to increase financial support for graduate programs
- Continue identification and establishment of strategically selected programs
- Carry out a cluster review of all business programs
- Invest in new initiatives through the Academic Excellence Fund
- Increase the diversity of the faculty

STUDENTS AND CAMPUSES

Strategic Goal: Enhance the effectiveness of student services, the livability of our residence halls, and the attractiveness and accessibility of our campuses.

Areas of Emphasis and Effort for 2004-05

- Continue the student services improvements begun in 2003-04
- Complete the survey of campus climate
- Continue the residence hall initiatives in Camden, Newark, and New Brunswick
- Improve campus attractiveness consistent with the Campus Master Plan
- Initiate a master planning process for transportation and parking
- Complete phase I of the program to lessen the impacts of Route 18 construction

SERVICE AND CONSTITUENCY RELATIONS

Strategic Goal: Improve Rutgers' service to, and reputation among, all the relevant internal and external constituencies.

Areas of Emphasis and Effort for 2004-05

- Encourage service to the people of New Jersey by faculty, staff, and students
- Increase access to distributed educational programs and lifelong learning
- Enlarge and utilize the Friends of Rutgers network
- Complete the Constituency Research Project and begin follow-up actions
- Improve communication within the university community

RESOURCES FOR RUTGERS

Strategic Goal: Increase Rutgers' resources to the levels of peer AAU public universities and manage those resources more strategically and efficiently.

Areas of Emphasis and Effort for 2004-05

- Promote increased state appropriations for FY 2006
- Seek increased federal research support
- Begin preparations for the next capital campaign
- Implement a more integrated and strategic internal allocation of resources

LEADERSHIP AND ADMINISTRATION

Strategic Goal: Continue to develop an administration that will provide leadership for achieving Rutgers' strategic goals.

Areas of Emphasis and Effort for 2004-05

- Complete the leadership searches and appointments currently under way
- Examine and streamline administrative processes
- Invest in staff development and recognition
- Continue delegating authority to appropriate administrative areas
- Complete a strategic plan for academic and administrative IT
- Seek to increase the diversity of the university's top leadership