

REPORT ON PROGRESS TOWARD 2004-05 STRATEGIC GOALS

This report, prepared by the Office of the President, is part of the annual accountability cycle for President Richard L. McCormick and his administration. 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 describes briefly what has been accomplished in each of those areas of emphasis and effort. 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**

It is important for New Jersey's three public research universities – Rutgers, UMDNJ, and NJIT – to collaborate toward academic goals they share in teaching and research.

During the past year, Rutgers has completed negotiations with UMDNJ on foundational documents for the Stem Cell Institute, which Governor Richard Codey has strongly endorsed and where scientists will explore potential treatments and cures for Alzheimer's, spinal cord injury, diabetes, cancer, and other previously intractable diseases. The presidents and other top leaders of the three research universities now meet regularly to advance areas of common interest. Together they are pursuing establishment of the State Research University Foundation, which will promote and administer large multi-institutional research activities. Ad hoc committees have worked on joint acquisition of equipment and the joint training of graduate and undergraduate students. New ways of promoting cohesive research programs are under consideration – for example, integrating basic Rutgers science research with UMDNJ's clinical trials in disease management.

Rutgers-Newark, through the Council for Higher Education in Newark, has explored collaborative efforts including new joint academic programs with NJIT (possibly in writing) and with UMDNJ (possibly a neurological institute). All three institutions are working together to establish a Passaic River Institute to conduct joint research projects and provide education programs related to the environmental improvement of the Passaic River Basin.

Rutgers-Camden continues to plan joint-degree programs with UMDNJ, including upgrading the current joint master of physical therapy program into a doctor of physical therapy program. Rutgers-Camden has also developed a concept document in collaboration with UMDNJ to create a joint science research center in Camden. The campus and UMDNJ are also collaborating on a new student housing project.

- **Review undergraduate learning and life**

Rutgers, like other major research universities, has been examining ways to strengthen the quality of the academic experience of its undergraduates. In 2004, President McCormick and Executive Vice President Philip Furmanski established the Task Force on Undergraduate Education to reinvigorate the undergraduate experience of New Brunswick/Piscataway students by focusing on undergraduate academic life, student affairs, and student services. The task force goals are to:

- Reconnect Rutgers faculty to the work of undergraduate education and provide opportunities and incentives for faculty to focus energy and time on undergraduates;
- Engage New Brunswick/Piscataway students in the university's exciting intellectual work from admission to graduation and beyond;
- Offer all undergraduates equal access to high quality academic programs and distinctive educational experiences;

- Provide undergraduates on all New Brunswick/Piscataway campuses ready access to learning communities of students with similar interests and to facilities and programs that meet their diverse needs;
- Recruit and admit to Rutgers high-achieving students who will contribute to its rich diversity and who want the challenges and opportunities of a research university;
- Improve the attractiveness, clarity, organization, and accessibility of undergraduate education at Rutgers-New Brunswick/Piscataway.

The task force, chaired by Faculty of Arts and Sciences (FAS) Area Dean Barry Qualls, issued its report in July 2005. The report calls for a major reconceptualization of undergraduate education, a strengthened connection between faculty and students, and new academic opportunities. The administration will provide extensive opportunities for discussion and deliberation over the report, including formal action by the University Senate, in fall 2005 before presenting recommendations to the Board of Governors for approval.

Newark FAS Dean Edward G. Kirby has formed a task force charged with a systematic review of undergraduate education. Provost Steven J. Diner and Dean Kirby have also established a task force to develop a unique undergraduate major in public service. Provost Diner appointed a study group on admissions to develop the most appropriate and sophisticated indicators for success on the Newark campus. A joint faculty-student life group is exploring development of academically oriented thematic floors in the new residence hall once it is open in fall 2006.

Camden FAS Dean Margaret Marsh has established the Dean's Undergraduate Research and Travel Grant program to support student research under the guidance of faculty members. FAS has made available online a projected schedule of classes for the next two academic years to allow students to make better strategic decisions as they plan their schedules. During 2004-05, Rutgers-Camden also opened a Language Resource

Center with capabilities for incorporating audio, video, and digital materials into language learning at all levels.

- **Create a plan to increase financial support for graduate programs**

The excellence of graduate education at Rutgers depends upon providing nationally competitive funding for its students. Toward this end, the Graduate School-New Brunswick has developed a comprehensive plan to increase support for doctoral students across the New Brunswick/Piscataway campus. This report documents the challenges faced at Rutgers-New Brunswick/Piscataway in providing competitive doctoral student support and provides a timeline for implementing the needed changes. This report has been reviewed and endorsed by faculty and administrative leaders across the campus.

One change effected during the 2004-05 academic year provides immediate financial support to graduate students. Post-qualifying graduate students, both in residence and off-campus, who have completed all credit requirements for the degree are required to register for only one credit per semester for continuing registration. Previously, post-qualifying students in residence in the tri-state area who had completed all credit requirements were required to register for three credits per semester. This change eases the financial burden on students who are engaged in dissertation research and adds an incentive for faculty support of graduate students on external grants. Also In 2004-05, the Executive Vice President for Academic Affairs provided \$250,000 in supplementary support to the Graduate School–New Brunswick to enhance fellowship offers to make them more competitive nationally.

The Rutgers-Newark Provost's Office has modestly increased the number of Teaching Assistant/Graduate Assistant lines available and added some funds to the pool used to attract top graduate students. The Graduate School at Rutgers-Camden established a Graduate Student Fellowship Fund to encourage donor support for graduate students.

The Dean has doubled the monies available for fellowships from the Graduate School Academic Excellence Fund.

- **Continue identification and establishment of strategically selected programs**

As described in detail by President McCormick in his 2004 Annual Address, Rutgers has strategically identified several areas of interdisciplinary academic excellence for emphasis and further development. These are areas in which Rutgers has historic strengths across the disciplines and has opportunities to obtain targeted resources, serve New Jersey and the world, and be among the best in the nation. They include programs in transportation, stem cell research, advanced materials and devices, structural and computational biology (proteomics), and global studies. New initiatives have just begun in nutrition and education. University Relations gained significant external media placement in 2004-05 regarding these areas of excellence and the faculty involved in this research. In addition, University Relations highlighted these areas in several venues, including Rutgers Day in Trenton (in collaboration with State Relations), Rutgers Day in Washington (in collaboration with Federal Relations), the *Caucus: New Jersey* television program, the Trenton Seminar Series, *Rutgers Magazine*, and *Rutgers Focus*.

Provost Diner has been working on a plan to enhance the public administration program in Newark, which will result in a proposal to establish it as a separate school. He has been investing additional resources in the School of Criminal Justice, especially in the area of homeland security and in prisoner reentry. A faculty committee on the Newark campus has developed a plan to increase the stature and visibility of the global affairs graduate programs. Rutgers-Newark has also identified several areas of interdisciplinary academic excellence for emphasis and further development. These are: globalism; cognitive and neuroscience; race, ethnicity, and history memory; and urban, metropolitan, and public affairs.

Rutgers-Camden has completed planning for a doctoral program in childhood studies, which, with Board of Governors approval, is expected to enroll its first students in fall 2006 and would be the first of its kind in the nation. Planning has continued in Camden for doctoral programs in public affairs and computational biology. New master's programs at Rutgers-Camden in computer science and psychology have been developed and will enroll their first students in fall 2006.

- **Carry out a cluster review of all business programs**

With a goal of providing the highest quality in business education and business scholarship on all its campuses, Rutgers has undertaken a cluster review of all business programs. The universitywide review was conducted in April 2005 by distinguished professors from the Massachusetts Institute of Technology, the University of Southern California, and the University of Minnesota. The team is assimilating information from the review and developing a plan of action. A second team, consisting of professors from the University of Pennsylvania, the University of Minnesota, Penn State, the University of North Carolina at Chapel Hill, and the University of California-Irvine has completed a review specifically focused on Rutgers Business School – Newark and New Brunswick.

- **Invest in new initiatives through the Academic Excellence Fund**

Even in a time of budgetary constraints, it is imperative that Rutgers continuously make fresh investments in strategically chosen academic projects. Each year, the competitive Academic Excellence Fund, currently set at \$3 million, provides such an opportunity. Examples of the 33 projects funded in 2004-05 through the Fund include a joint proposal by Cook College and the Ernest Mario School of Pharmacy to purchase state-of-the-art equipment for analysis of biomolecular interactions; development of a doctoral program in childhood studies at Rutgers-Camden; digitization and meta data markup of deteriorating 35-millimeter "lantern" slides of historic sites and artifacts from around the world crucial to teaching and research in classical literature and culture; an effort in coordination with the State of New Jersey to establish the Governor's School of Business at Rutgers-Camden;

and a joint proposal of Newark's Prudential Business Ethics Center and the Eagleton Institute of Politics in New Brunswick to establish Rutgers as a nationally recognized center of excellence for research and teaching in ethics and its applications to business, politics, and other areas.

- **Increase the diversity of the faculty**

The diversity of Rutgers is essential if the university is to achieve its academic ambitions and serve the state. Significant work lies ahead to achieve the level of diversity on the faculty that exists among Rutgers students. In late 2004, the university established the Office of Faculty Diversity Initiatives within the Office of the Executive Vice President for Academic Affairs. This office provides funding for searches to ensure that a wide net is cast for diversity candidates. It provides supplemental salary and start-up funding if units need additional resources to attract these candidates. The office encourages diversity within the membership of faculty search committees to maximize the likelihood of attracting the broadest possible pool of applicants. The office also is preparing a resource of best practices to ensure successful searches and serves in a consultative capacity to departments undertaking searches with diversification as a key component. Faculty of diverse backgrounds hired for the 2005-06 academic year include, as a partial listing, 25 in New Brunswick/Piscataway, 23 in Newark, and 6 in Camden. In fall 2005, President McCormick and Executive Vice President Furmanski will make a full report to the university community on faculty diversity hiring for the year.

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**

President McCormick has made a firm commitment to improve the quality and delivery of services to all students on all Rutgers campuses. During the past year, much progress has been made. Office hours on all campuses were extended to give maximum coverage during the business day, and a 24-hour call return policy was established for all academic and administrative offices. The university is installing a degree audit and online catalog system, providing a major improvement for student advisement and progression through their academic programs, and has implemented online transcript requests. One-stop shopping for student services at hubs on each campus now operates for two weeks at the beginning of each semester. A search is concluding for the appointment of a Student Ombudsperson to adjudicate student difficulties and complaints. With student input, improved food selections have been implemented on all regional campuses.

Campus-specific improvements include establishment of a Nurse Call Line in Health Services in New Brunswick/Piscataway; an Office of Commuter Services and a commuter lounge in Newark; and the renovation of a section of the campus center in Camden in response to student requests for suitable meeting space. Online tutoring was implemented in New Brunswick/Piscataway, and the myRutgers Web portal was expanded to the Newark and Camden campuses in fall 2004; as of March 2005, the portal has over 33,000 registered users and registers daily log-ins as high as 26,000.

The Office of Information Technology (OIT) has implemented a ResNet scheduling system that allows residential students to make an appointment with an OIT staff member for online assistance with computer networking issues. OIT has also moved toward full implementation of web registration for classes with the goal of eliminating touch-tone phone registration.

- **Complete the survey of campus climate**

Rutgers University must provide a welcoming environment for everyone on its campuses. To measure the extent to which students and others in the university community find such an environment at Rutgers, the Office of the Vice President for Student Affairs has launched a Campus Climate Survey, first recommended by student leaders. After a pilot study during the fall semester, students on all Rutgers campuses were surveyed in spring 2005. Preliminary results show the following campus-by-campus percentages of students responding favorably to a survey question about “overall satisfaction with your experience at Rutgers”:

Camden	27% very satisfied	53% somewhat satisfied
Newark	21% very satisfied	57% somewhat satisfied
New Brunswick/Piscataway	26% very satisfied	56% somewhat satisfied

Students asked to assess the overall campus climate for students at Rutgers produced the following campus-by-campus results:

Camden	15% very satisfied	66% somewhat satisfied
Newark	13% very satisfied	64% somewhat satisfied
New Brunswick/Piscataway	13% very satisfied	69% somewhat satisfied

The complete student survey results, including breakdowns by gender, ethnicity, age, and other factors, will be released later this year. Faculty and staff will be surveyed in fall 2005. The university will identify and take appropriate steps to address the issues that emerge from the survey.

- **Continue the residence hall initiatives in Camden, Newark, and New Brunswick**

Rutgers is committed to expanding residence hall space and improving student housing services. New Brunswick’s Alvin Rockoff Hall, accommodating 671 undergraduate and graduate students, will open for the fall 2005 semester and is fully subscribed. Newark’s University Square, a nearly 600-bed residence hall, is scheduled to open in fall 2006. Other Newark housing is in the planning stage. Rutgers-Camden advanced plans for a third residence hall by selecting a site, conducting market surveys, completing initial design parameters, and forming a strategy for soliciting development partners. Vice

President for Student Affairs Gregory S. Blimling has implemented several consumer-focused residence hall initiatives, including seven-day housekeeping and online housing application for sophomores, juniors, and seniors.

- **Improve campus attractiveness consistent with the Campus Master Plan**

The appearance of Rutgers' campuses and the quality of its facilities are essential to attracting the best faculty and students. Rutgers-New Brunswick/Piscataway has launched a College Avenue Campus initiative, which envisions a greenway along College Avenue that will be closed to vehicular traffic; a major Rutgers presence in a Gateway building adjacent to the New Brunswick train station; a transportation hub where Records Hall now stands; and a major new academic building at the corner of College Avenue and Hamilton Street. Two advisory committees have been established for purposes of planning of a design competition, fundraising, and community outreach.

On the Livingston campus in Piscataway, the College Town project has begun its second phase with a feasibility study and design components. The administration also has committed to an expansion of the Livingston Student Center. Other New Brunswick/Piscataway projects include landscape and sidewalk enhancements in residence hall areas, continued work on deferred maintenance, and repairs to Brower Commons. The university also reestablished the Design Standards Committee to develop new parameters to ensure a consistent university approach to buildings and all other campus amenities. Plans are under way to develop a university landscape design plan.

Rutgers-Newark is working with the City of Newark and other nearby institutions on a comprehensive plan for the development and beautification of University Avenue and Washington Street.

Rutgers-Camden has completed design work on the new law school facility. Renovation of two underutilized buildings has created a state-of-the-art 10,000-square-foot academic

facility at 405/07 Cooper Street, and a green area has been added to the rear of that facility. Plans have advanced on the Gateway Project, which seeks to create an attractive portal into the Camden campus at Fourth Street.

- **Initiate a master planning process for transportation and parking**

During the past year, Rutgers commenced a master planning process for parking and transportation designed to coordinate changes in these areas to accommodate current and future needs of the university. Recommendations have emerged that include policy changes to help the university deal with problems that will occur during Route 18 construction in New Brunswick. Parking and Transportation Services has also coordinated communications with university departments and other governmental entities regarding the impact of transportation and parking challenges associated with the university's master plan. Rutgers-Newark is developing plans for a new parking deck and has undertaken a campaign to increase use of public transportation.

- **Complete phase I of the program to lessen the impacts of Route 18 construction**

The widening of Route 18 at the southern entrance to New Brunswick will create significant transportation disruptions in the coming years. Last year, President McCormick appointed a committee of faculty, staff, and students to make recommendations designed to enable the university community to cope with these disruptions. In 2004-05, Rutgers-New Brunswick/Piscataway eliminated two less-utilized bus routes and will use these cost savings to reinforce remaining high-demand routes; the expected results are shorter wait times on all bus routes and more consistent services for riders. The "open lots" policy has been changed to considerably reduce vehicle movement during rush hour. Parking and Transportation Services has eliminated the overselling of College Avenue parking permits. The university has placed two modular classroom buildings at Livingston and Cook and will fully implement a staggered class schedule in fall 2005 to reduce traffic between campuses during the Route 18 project.

- **Take steps to improve safety and security on and near our campuses**

During the past year, issues of safety and security have emerged as among the most important challenges Rutgers is facing. Accordingly, a substantial number of actions have been taken on all three campuses.

The Rutgers University Police Department (RUPD) in New Brunswick/Piscataway has permanently assigned one patrol vehicle to the College Avenue campus and has assigned three officers to Lot 8 on Thursday, Friday, and Saturday evenings until 3:00 a.m. In 2004-05, RUPD offered home security surveys to all off-campus students, conducted widely publicized safety seminars, and, with the New Brunswick Police Department, conducted “safety walks” with 5th and 6th ward residents. Student Community Service Officers also patrol on foot and in vehicles in the 5th and 6th wards seven days a week from 7:00 p.m. to midnight. Security officers and RUPD police officers provide walking or vehicle escorts upon request. The department has more than doubled the number of on-campus security cameras over the past 18 months and has installed and maintains closed-circuit TV to improve safety and security. RUPD is selecting a standardized network digital video recording system for use in the new Public Safety Building, allowing the public safety staff a complete view of all cameras on campus. RUPD also is planning to install voice, video, and data links and emergency call boxes at all university bus stops, allowing staff to view the stops from the new building. RU-TV has produced, aired, and widely distributed an “RU Safe? RU Secure?” program featuring crime and safety information from RUPD, Emergency Services, and Sexual Assault Services & Crime Victim Assistance. Rutgers Off-Campus Housing Service has improved its web site to provide access to safety-related information. Student Affairs, in conjunction with Public Safety, has implemented the permanent Compass card access system for residence hall and apartment exteriors, upgraded fire alarm audibility in several residence halls, and completed the fire alarm upgrades on Busch campus.

Following a strategic review of its campus police by policing expert Robert Wasserman, Rutgers-Newark is developing a community policing orientation and is in the final stages of a search for a new director of public safety to implement the changes. The Police Institute in the School of Criminal Justice has developed a three-day training program for police personnel in diversity, conflict resolution, and interpersonal relations. Security has been improved in the Center for Law and Justice with the installation of a reception desk, the addition of security cameras, a constant security personnel presence during building hours, and the requirement of IDs for access. Other Rutgers-Newark security enhancements include improved exterior lighting; installation of 40 blue-light emergency phones; parking-deck security improvements such as card access, alarms at exits, and cameras on each level; and the use of 25 Community Student Officers from 7:00 a.m. to 11:00 p.m. each weekday to supplement the police and security force on campus.

Rutgers-Camden has deployed enhanced security patrols in its parking lots and along the campus perimeter. The campus has coordinated patrol of nearby areas with the New Jersey State Police, the Camden Police Department, the county prosecutor's office, and the Delaware River Port Authority, and has worked intensively with the Camden police to improve their deployment strategies. Rutgers-Camden has converted all exterior pay phones to emergency phones and added several more. Improved exterior lighting has been installed, along with RUPD-monitored video cameras at seven additional locations (50 such cameras are now in operation, indoors and outdoors, on the campus). The shuttle bus has increased its evening service, and students with course placements in the city of Camden can request transportation to and from those placements. Provost Roger J. Dennis has created a security committee of more than 50 students, faculty, and staff to address security concerns.

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**

Service to the people and communities of New Jersey is an intrinsic responsibility of Rutgers as the state university. This mission was a determining factor in the university's selection of specific academic areas for strategic emphasis, matching Rutgers research expertise with New Jersey needs and opportunities in such areas as transportation, nutrition, stem cell research, and K-12 education.

To further encourage the application of Rutgers faculty expertise in this way, President McCormick has established a new President's Award for Research in Service to New Jersey and has distributed seed grants for five competitively chosen faculty research projects that benefit the people of the state. Professor Sandra Lee Harris earned the program's first President's Award for her dedication to understanding autism and its effects on sufferers and their families.

Professor Harris was publicly honored in Trenton by Acting Governor Richard Codey, one of many highlights of the university's second annual New Faculty Traveling Seminar. The seminar, a five-day bus tour across the state, gives faculty who are new to Rutgers a deeper understanding of New Jersey and the challenges facing its residents while promoting Rutgers expertise in service to communities across the state. Taking a new route this year, President McCormick escorted 36 faculty members on a tour that reached from Cape May to High Point. The group met with citizens, mayors, farmers, business people, community leaders, teachers, students, and experts in local history, the arts, and the environment.

Building on its expertise in K-12 education, Rutgers has hosted two major New Jersey Governor's Conferences on education issues in the past year: Governor McGreevey's conference on early childhood literacy in October 2004 and Governor Codey's conference on school security in May 2005. In 2004-05, Rutgers also initiated a New

Brunswick Education Summit in collaboration with Johnson & Johnson to highlight the Graduate School of Education and other Rutgers units that benefit public schools.

Determined to expand Rutgers' outreach, President McCormick held a number of meetings with African American community leaders during the past year to learn how Rutgers can better serve New Jersey's communities of color. The president has held similar meetings with Jewish leaders. He also has met on several occasions with legislators from the counties in which Rutgers' campuses are located to learn how Rutgers can meet the needs of those regions of the state. In 2004, the president hosted the university's first annual reception at the State League of Municipalities and distributed a municipal resources guide to highlight Rutgers support available to local governments.

- **Increase access to distributed educational programs and lifelong learning**

Rutgers is committed to expanding access to its academic resources to residents across the state, especially those living in areas more distant from Rutgers' campuses. Toward that end, the Division of Continuous Education and Outreach and Rutgers-Camden have reached conceptual agreement with Atlantic Cape Community College (ACCC) to open a center in Mays Landing in fall 2006 modeled on the Western Monmouth Higher Education Center (WMHEC) in Freehold. Rutgers operates the WMHEC facility through the Division of Continuous Education and Outreach, serving more than 600 students at Freehold by providing access to the university in programs such as criminal justice, labor studies and employment relations, nursing, education, and liberal studies. Programs from all three regional campuses are represented at WMHEC. The new center also will benefit from the new ACCC off-campus extension in Cape May Courthouse.

- **Enlarge and utilize the Friends of Rutgers network**

The Friends of Rutgers network is a still-new instrument for identifying and mobilizing men and women who will advocate on behalf of Rutgers. Enrollment in the Friends of Rutgers (FOR) has increased from slightly more than 2,000 last June to nearly 3,500

alumni, student, faculty, and staff activists. In 2005, FOR members have sent more than 3,300 e-mails and letters to legislators in their districts supporting investment in Rutgers as The State University of New Jersey. FOR members have supported and attended advocacy events such as Rutgers Day in Trenton and Rutgers Day in Washington. The FOR web site has been enhanced to promote district-based advocacy by providing detailed information about Rutgers benefits to each legislative district. In addition, district-based training events are being held regularly to further develop grassroots leadership and improve individuals' engagement and effectiveness as advocates for Rutgers, particularly in key legislative districts.

- **Complete the Constituency Research Project and begin follow-up actions**

Last year, Rutgers employed the services of a research firm to help the university better understand the expectations of its constituencies and their perceptions of Rutgers. The firm surveyed approximately 8,000 people in New Jersey, including business leaders, citizens, high school guidance counselors, prospective students, parents, and Rutgers students, faculty, staff, and alumni. Its report, delivered in fall 2004, suggested that while Rutgers is generally well-regarded in the state, most people do not have a clear sense of the university and its strengths.

President McCormick and Vice President for University Relations Kim Manning-Lewis have shared the report broadly with internal and external audiences. Message and branding-strategy meetings have been held among the president, provosts, executive vice presidents, and vice president for university relations to discuss priorities for marketing the university and its three regional campuses. The university also has identified the objectives for the next phase of constituency outreach and has developed and issued a Request for Proposals to select a vendor. The university expects to select a vendor by the end of summer 2005. In anticipation of the upcoming comprehensive

communications campaign, the university has updated its policies regarding advertising and endorsements.

- **Improve communication within the university community**

It is essential for Rutgers to improve communication with its students, faculty, staff, and alumni. The Constituency Research Project identified these groups as among the most influential sources of information about the university.

In pursuit of this goal, Rutgers has taken many steps, including establishment of the *RU-info* effort creating a comprehensive web site (<http://ruinfo.rutgers.edu>) linked with a renamed Rutgers Information and Referral Center (732-932-INFO) to improve student, faculty, and staff access to Rutgers information, programs, and services. The university has ensured that students, faculty, and staff are informed of major announcements through e-mail, web sites, and *Focus* articles. Web sites have been developed around major events and initiatives such as the Dalai Lama visit, the Student Services Initiative, the College Avenue campus project, and the Task Force on Undergraduate Education, to share information with the university community on an ongoing basis. RU-TV has produced several student-focused programs regarding university initiatives and issues. University Relations has developed a working relationship with the editors of the *Daily Targum*, who met with the top administrators several times in 2004-05 to keep abreast of major university initiatives. Rutgers *Focus* has published a pullout chart (also available online) to illustrate the university's administrative structure and identify administrative leaders. *Focus* has increased the publication of awards received by faculty and staff, devoted greater coverage to initiatives featuring faculty-student collaboration, and improved access to its online version. President McCormick has launched a column in *Rutgers Magazine* to keep alumni and friends informed about major university initiatives and challenges. A Communicators Network has been developed to bring together and share information among the communication arms of administrative and academic units throughout Rutgers.

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**

The Fiscal 2006 state budget, signed by Acting Governor Codey on July 2, continues a recent and very welcome upward funding trend for Rutgers and the rest of New Jersey's higher education system. The new state budget includes partial state support for negotiated salary increases and continued full funding of employee fringe benefits. The salary funds were increased late in the budget process, raising total state salary support in Fiscal 2006 to approximately 50% of negotiated increases at Rutgers and its fellow senior public colleges and universities.

Rutgers students will benefit from state funding increases for student assistance, including both the Tuition Aid Grant and Educational Opportunity Fund programs, and increased merit aid through the Outstanding Scholars Recruitment Program.

The Fiscal 2006 state budget also includes some special funding for Rutgers-related projects, including money for stem cell research at Rutgers and UMDNJ, new capital funds for the Rutgers Business School in Newark, and new operating funds for the Rutgers-Camden Center for the Arts and the Gubernatorial Papers Project.

President McCormick and other Rutgers representatives have been working diligently with executive and legislative branch officials to encourage this type of reinvestment in public higher education (through testimony at legislative hearings, participation in "Rutgers Day in Trenton" activities, one-on-one meetings, etc.). Such work will continue in the new fiscal year. In addition, work continues on developing the Friends of Rutgers to permit the university to mobilize more effectively its grassroots supporters.

- **Seek increased federal research support**

Federal research support across the nation is level, at best, or declining because of constraints on the federal budget; nevertheless, Rutgers' federal funding increased by 6 percent in the past year. In pursuit of continued growth in federal support, the university has reorganized the federal relations office and appointed a new director. President McCormick and Executive Vice President Furmanski visited Washington during 2004-05 to meet with members of New Jersey's Congressional delegation and to promote Rutgers' research initiatives. In April, the president also joined with Rutgers students and alumni members of the Friends of Rutgers network at Rutgers Day in Washington. They fanned out across Capitol Hill to stress the importance of federal financial aid for Rutgers students. In addition, the university is working with other federal officials to enhance Rutgers' presence in research support organizations such as the National Institutes for Health, the National Science Foundation, the departments of Homeland Security, Energy, and Defense, and the National Aeronautics and Space Administration.

- **Begin preparations for the next capital campaign**

Last year was a time of fundamental transition for private fundraising at Rutgers. A number of initiatives were undertaken to evaluate the previous capital campaign and begin to plan for the next one. All of this activity reflects the heightened importance of private gifts to the future of Rutgers.

During 2004-05, the Rutgers University Foundation closed The Rutgers Campaign at \$615.3 million, 23 percent over the \$500 million goal. Following an internal assessment of the campaign, the Foundation instituted a major restructuring of fundraising and alumni relations in which major areas are now grouped together instead of operating in more than a dozen "silos." In recognition of the distinct fundraising environments of each separate campus, a Foundation representative has been assigned to the Provost's Office in Camden, and plans are under way to give the Newark Provost the same resource. In addition, the Foundation hired a national consulting firm, Marts and Lundy, to determine,

in snapshot form, how the university has performed recently in terms of fundraising results. At the university's request, the same firm has prepared a thorough assessment of the Foundation's readiness for a new capital campaign, with specific recommendations about what the Foundation and university must do to plan, implement, and execute a new capital campaign at the billion-plus level. Related to this effort, President McCormick has appointed a task force of deans and Foundation overseers, chaired by Rutgers-Camden law school dean Rayman L. Solomon, to consider new ways of providing long-term, adequate funding for fundraising at Rutgers. Most recently, following a national search, Carol P. Herring has been named President of the Rutgers University Foundation and Vice President for Development and Alumni Relations, effective September 1, 2005.

- **Implement a more integrated and strategic internal allocation of resources**

In an era of constrained resources, setting budgetary priorities is of paramount importance. Rutgers has set a goal of making certain that all academic activities are planned with a sense of where the university can achieve excellence and then allocate resources accordingly. Led by the executive vice presidents, the university has moved to an All Funds Budgeting (AFB) system that is designed to promote more strategic fiscal planning, to clarify the fiscal consequences of various decisions, and to build greater incentives to increase non-state revenues. Under AFB, all expenditures and revenues (including tuition, state appropriations, restricted income and expenses, direct and indirect research, gifts, and endowments) are planned and budgeted, with more attention given to increasing the revenue sources over which units have greater control. In the first phase of implementing this system, all of the university's academic units have been moved to AFB. The administrative units will move to AFB in its second phase.

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**

During the 2004-05 academic year, searches were completed for the following positions: Senior Vice President and Chief Financial Officer (Jeffrey C. Apfel); Vice President and General Counsel (Jonathan R. Alger); Dean of the Graduate School of Education (Richard De Lisi); Executive Dean of Cook College (Robert M. Goodman); President of the Rutgers University Foundation (Carol P. Herring); and Dean of the School of Social Work (Richard L. Edwards). Searches initiated during this period and still under way include Dean of the Rutgers School of Business – Newark and New Brunswick, Dean of the Rutgers School of Business – Camden, and Vice President for Research and Graduate Education. The search for Vice President for Undergraduate Education awaits the discussion and implementation of the Task Force on Undergraduate Education in New Brunswick/Piscataway.

- **Examine and streamline administrative processes**

The Rutgers administration is committed to building the academic excellence of Rutgers by providing efficient, cost-effective service to students, faculty, and academic programs. As mentioned elsewhere in this report, the university has made significant advancements in student-services initiatives on every campus. Equal access to high-quality administrative and academic services has been a fundamental focus of the Task Force on Undergraduate Education.

In pursuit of increased efficiency, the Office of the Executive Vice President for Administrative Affairs has consolidated operations and reorganized staff to eliminate redundancies. Procurement Services has been streamlined from a four-unit to a two-unit area. Through the Office of Information Technology, the university has provided web-based interface for clients, decreasing the need for phone calls for basic information.

The university has developed an Administrative Gateway web site (<http://nbpweb.rutgers.edu/admingateway>) that provides a one-stop guide to

administrative and business services categorized by function. OIT has added online recruitment forms, expanded the Time Reporting System to include more employee types, and implemented print management software at New Brunswick/Piscataway computer labs to reduce paper waste and control costs.

The university has moved to electronic digital storage of documents in Facilities and Capital Planning and the Office of the Secretary of the Boards. Internal partnerships have been created to save money while delivering effective services. For example, the Division of Public Safety inspects and repairs state-mandated fire service equipment for university facilities and will provide security services at Rockoff Hall. In addition, University Human Resources has reduced postage, printing, and distribution costs by delivering several functions online, such as job postings, benefit forms and booklets, and absence reporting.

- **Invest in staff development and recognition**

President McCormick has declared teamwork and collaboration to be among the administration's fundamental goals and values. Accordingly, he has instituted a President's Recognition Award program to honor staff for both individual excellence in service and teamwork across administrative units. In October 2004, the first of these annual award ceremonies was held, at which ten individuals received Excellence in Service Awards and six teams earned Bridge Awards. All nominated teams were asked to showcase their projects to encourage best practices and promote collaboration and innovation. President McCormick has also hosted a series of staff receptions at his home to recognize individuals and teams of Rutgers employees for general excellence and for the successful completion of specific projects, such as the installation of sprinkler systems in the residence halls.

- **Continue delegating authority to appropriate administrative areas**

The administration is committed to delegating authority from Old Queen's to the university's campuses and units, wherever such delegation benefits the quality of the work performed. The process began in 2003. By now, the following have been delegated: admissions; registrar; financial aid; learning resource centers; psychological services; and health services. The university is in discussion about devolution or partial devolution of animal care.

The All Funds Budgeting system mentioned above furthers the process of delegation by placing more budgetary responsibility in the hands of individual units and campuses.

- **Complete a strategic plan for academic and administrative IT**

Touching all areas of the university, information technology (IT) is a strategic asset for Rutgers, vital to the effective and efficient operations of the administration. The strategic plan for academic and administrative information technology has not been completed, but it is well under way. Subcommittees have been established on teaching and learning; research; business services and enterprise systems; governance; and public services and university life. Related to this project, an IT Project Governance Committee is prioritizing projects for IT application, including a financial aid management system within student services and an upgrade of the Financial Data Warehouse reporting environment.

- **Seek to increase the diversity of the university's top leadership**

Just as Rutgers seeks to increase faculty diversity, the university is also committed to diversifying the central administration. To achieve this goal, every search committee is instructed to make special efforts to recruit a diverse pool of candidates through a variety of formal and informal means, including advertisement in targeted publications and the hiring of executive firms with expertise in this area. Despite these efforts, this goal remains to be accomplished in the university's external searches. However, the administration has made several key promotions of internal candidates, including Kim

Manning-Lewis, Vice President for University Relations; Brian Crockett, Vice President for External Programs at the Rutgers Foundation; Isabel Nazario, Associate Vice President for Academic and Public Partnerships in the Arts and Humanities; Delia Pitts, Assistant Vice President for Student Affairs; Marcia Brown, Vice Provost of Rutgers-Newark; and Deborah Bowles, Associate Provost for Enrollment Management at Rutgers-Camden.

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