
Strategic Goals for Rutgers University and 2006–2007 Areas of Emphasis and Effort

Below are the five strategic goals for Rutgers University established by the university president and the Board of Governors in 2004. They are intended to provide a pathway for achieving our two overarching aspirations for the university—greater academic distinction and more significant service to communities beyond our campus, particularly to the citizens of our state. These strategic goals remain the basic framework for determining the focus of our activities over the next several years.

Within each goal are specific areas of emphasis and effort for 2006–07. They have emerged from ongoing discussions within the university community, and they are designed to delineate key benchmarks against which our progress in accomplishing the goals can be evaluated. In almost every case, the areas of emphasis will yield measurable outcomes that can be assessed in one way or another.

Each spring the university president will report to the Board of Governors on accomplishments related to that year's areas of emphasis and effort. Each fall the president and the board will together decide on an updated complement of objectives for the year ahead.

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 2006–07

- Complete implementation of the current phases of the initiatives for transforming undergraduate education across the university (New Brunswick/Piscataway, Newark, Camden)
- Continue to develop major new academic programs, including:
 - Institute for Advanced Materials and Devices (NB/P)
 - Multidisciplinary program in nutrition (NB/P)
 - International and global programs (NB/P)
 - Undergraduate major in public service (N)
 - School of Public Affairs and Administration (N)
 - Doctor of Nursing Practice and online Ph.D. in Nursing (N)

- Ph.D. in childhood studies (C)
- Complete a comprehensive analysis and reorganization of research support structures, including the Office of Research and Sponsored Programs (ORSP), Office of Corporate Liaison and Technology Transfer (OCLTT), and Division of Grant and Contract Accounting (DGCA)
- Strengthen collaborations with UMDNJ on all three campuses and explore the issue of medical education at Rutgers
- Strengthen graduate programs through the reorganization of graduate fellowship programs and the establishment of Presidential Fellowships
- Continue strategic investments in programs to advance academic excellence through the Academic Excellence Fund

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 2006–07

- Complete the reorganization of student affairs programs related to transforming undergraduate education including: student fee structure; campuswide and consistent student services; establishing roles and responsibilities of campus deans; and developing residential college(s) and campus learning communities
- Begin development of a comprehensive plan for the Livingston campus, including academic, residential, and commercial facilities, and begin Livingston Student Center construction
- Advance capital projects including College Avenue and Gateway (NB/P), Proteomics Research Center (NB/P), Newark Residence Halls, Rutgers Business School building (N), Camden Law School, and Camden Dining Hall (consistent with the availability of the required resources)
- Continue improvements in student safety on all campuses in cooperation with Rutgers' host cities

SERVICE AND CONSTITUENT RELATIONS

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

Areas of Emphasis and Effort for 2006–07

- Review the university's State Relations and advocacy programs to enhance Rutgers' outreach, service, and communication with executive and legislative branches of state government and other constituencies
- Using the university's growing relationship with Johnson & Johnson as a model, become better integrated with the corporate community by improving internship opportunities, recruitment, continuous education, and collaborative research with J&J and other regional companies
- Begin incremental implementation of the comprehensive communications plan, including the phase-in of a new visual identity and standards for its use
- Improve publicity and external communications about Rutgers, including more cohesive and effective use of electronic media

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 2006–07

- Establish the Committee on Efficiency and Entrepreneurship at Rutgers to develop specific recommendations for cost savings and revenue enhancements
- Identify fund-raising priorities and prepare the launch of the quiet phase of a new capital campaign, and increase funds raised by at least 10% over the previous fiscal year
- Appoint a presidential task force to examine the structure of alumni organizations and make recommendations to create a national model for alumni loyalty, involvement, and advancement of the university
- Develop and begin implementation of a plan to enhance resources by strengthening programs of continuous education, distance learning, outreach, interuniversity collaborations, and executive education

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 2006–07

- Complete key searches for academic leadership, including deanships of the School of Arts and Sciences (NB/P), Pharmacy, Rutgers Business School–Newark and New Brunswick, Faculty of Arts and Sciences–Newark, and School of Criminal Justice
- Continue to enhance the diversity of the university at all levels, including the faculty, staff, student body, and administration
- Review and revise university policies and procedures regarding contracts and signatory authority
- Review and revise policies on ethics, consulting, and conflict of interest in light of evolving state requirements and best practices in higher education

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