

## REPORT ON PROGRESS TOWARD 2005–06 STRATEGIC GOALS

*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 selected several areas of emphasis and effort for the 2005–06 academic year. This report, part of the annual accountability cycle for President Richard L. McCormick, describes briefly what has been accomplished in each of those areas.*

### 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 2005–06

- **Conclude the reviews of undergraduate education on each campus, encourage widespread discussion of those reviews, and develop plans of implementation.**

Accomplished. The New Brunswick/Piscataway review concluded in March 2006 with board approval of President McCormick's comprehensive recommendations for restructuring undergraduate education. The vote followed eight months of campuswide discussion of the July 2005 report of the Task Force on Undergraduate Education. Rutgers will welcome the first students of the School of Arts and Sciences in fall 2007. Newark's undergraduate task force, chaired by Professor John Sheridan of the Chemistry Department, will issue a report this spring. Camden organized a comprehensive working group to respond to educational issues created by the state's Stars II program.

- **Identify and initiate selected academic programs for strategic investment and development.**

Ongoing. Rutgers pursues strategic investment and development in key areas including transportation, stem cell research, advanced materials and devices, early childhood education, global affairs, urban issues, cognitive/neuroscience, nutrition, race and ethnicity, and security. This includes formation of the Institute for Advanced Materials and Devices, comprising nearly 100 faculty members from across the university. The institute will develop teaching and research programs in nanotechnology and other areas, equip laboratory space, and support New Jersey's business and education communities, such as by providing incubator space for start-up ventures and high-tech workforce training. The university's strategic investment in transportation led to a special allocation of \$2.5 million from the Federal Transportation Authority to support Rutgers' Transportation Coordination Council and promote new initiatives in transportation

research, education, and service. The Childhood Studies Program, featuring the first Ph.D. program on the Camden campus, was approved by the Board of Governors and will be the first doctoral degree-granting program of its kind in the nation and one of only a handful around the world. The proposal for a School of Public Affairs and Administration in Newark will be submitted to the board for action in June.

- **Establish specific mechanisms to foster collaboration among the state's public research universities.**

Ongoing. Collaborative initiatives implemented this year include joint major equipment proposals with UMDNJ and continued progress on the Stem Cell Institute. Academic program collaborations continue to be developed and effected. A new program in computational neuroscience involving Rutgers–Newark, UMDNJ/NJ Medical School, and NJIT was established and received a substantial foundation grant. Dean of Life Sciences Kenneth Breslauer was appointed Vice President for Health Science Partnerships to further promote those collaborations.

- **Work with UMDNJ and the state to bring the Stem Cell Institute of New Jersey to fruition.**

Ongoing. Rutgers has worked with the governor and key legislative leaders to help advance legislation that would invest in a research facility and a bond referendum for research grants. A bill to fund the Stem Cell Institute has passed the Senate and awaits action in the Assembly. Grants were received from the state to promote stem cell research in our genetics and cell biology laboratories, and Rutgers received state funding for renovation of laboratories in Nelson Hall to accommodate early recruits to Rutgers and UMDNJ in stem cell research prior to completion of the institute's building.

- **Complete development of the Health Sciences Center in New Brunswick and begin construction of its facilities.**

Nearing completion. Architectural final design and engineering of the Health Sciences Center are being completed, with construction to begin in the late fall of 2006. The university received a \$10 million gift from The Robert Wood Johnson Foundation to help support construction, and additional requests for funding are pending.

- **Implement selected recommendations of the universitywide business program review.**

Ongoing. A new dean of the School of Business in Camden has been recruited and has taken office, and the selection of a new dean in Newark/New Brunswick is under way. The search for a new dean for the School of Management and Labor Relations is also

nearing conclusion. Universitywide initiatives related to integrating business with other disciplines of the university have been discussed and planned.

- **Initiate selected cluster reviews of academic programs, including cognitive sciences/psychology and computational sciences.**

Ongoing. Cluster reviews in computing and in psychology will take place in fall 2006. Core academic and research units, key issues to be addressed in each review, and (after extensive consultation with faculty) the most appropriate distinguished external reviewers have all been identified. Final preparation of pertinent background documents for each review is under way. The Committee on Standards and Priorities in Academic Development has been reconceptualized and renamed the Committee on Academic Planning and Review (CAPR) to better express its role in conducting such reviews. CAPR has done the work on the psychology cluster review and has shared the work on computing with the Computing Coordinating Council.

- **Further increase the diversity of the faculty.**

Ongoing. The Office of Faculty Diversity Initiatives continues to work closely with provosts and deans to promote diversity in our educational and scholarly programs and to support taking advantage of special opportunities in hiring and retaining faculty in these areas. Several new diversity hires have been made on all three campuses, and Rutgers increased efforts to promote the entry and progression of women in the science, technology, engineering, and mathematics professions through the appointment of Dr. Joan Bennett as associate vice president and head of the Office to Advance Women in Science. In addition, Rutgers Professor Keith Wailoo was named to the Martin Luther King Chair and Professors Cheryl Wall and Deborah Gray White have been nominated for Board of Governors Professorships. In April, President McCormick initiated the Leaders in Diversity awards program to honor faculty members who are working to advance diversity of all kinds at Rutgers. In addition, the Center for Race and Ethnicity was established to showcase and foster vigorous research and interchange among the many faculty at Rutgers who work on issues of race and ethnicity in contemporary America.

- **Develop and utilize accountability measures for the university's four goals for intercollegiate athletics.**

Accomplished. The four goals—academic success of Rutgers' student athletes; unquestioned integrity of athletic programs; budgetary self-sufficiency; and success on the field – were promulgated and accountability measures were applied to each one. The

athletic director will submit a report each May on progress toward accomplishment of each goal using the accountability measures.

## **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 2005–06

- **Continue the student services improvements begun in 2004–05.**

Ongoing. New Brunswick/Piscataway improvements include: new laundry facilities in all residence halls using student swipe cards, a student ID system that does not use Social Security numbers, expanded dining services hours, completely smoke-free residence halls, improved fire alarm systems in several buildings, improved health services lab testing at significant savings, more community service opportunities, greater flexibility in the Knight Express system, and a career services program to improve interview skills. Camden formed an on-campus recruitment and retention committee with representatives from student affairs and the individual academic units. Increased collaboration across all campus units throughout the year is yielding stronger enrollment figures for fall 2006 than were exhibited at this time last year. Newark revamped orientation, carried out a major improvement in parking services, developed a “first-year team” of professionals to help new students, and continued extended office hours during add/drop.

- **Analyze the results of the campus climate survey and distribute the findings for discussion within the university community.**

Nearing completion. The Campus Climate Survey results for student, faculty, and staff from all three Rutgers’ campuses is complete, and its findings will be released in the coming months. The results of the survey are positive, but point to some areas in which Rutgers can continue to improve.

- **Working in collaboration with Rutgers’ host cities, take the next appropriate steps to improve safety and security on and around our campuses.**

Ongoing. New Brunswick/Piscataway: The New Brunswick and Rutgers police departments sent a joint letter to residents of the 5th and 6th Ward community addressing safety issues. Emergency Services performed in-service training for the Piscataway District 2 Fire Department and Firefighter Assist and Search Team training with the New Brunswick Fire Department. A Personal Safety and Awareness pamphlet

was distributed to first-year students during orientation and distributed at crime prevention programs.

Newark: The Public Safety Department changed its focus to Community Policing, assigning all police officers geographic responsibility for a certain section of the campus and establishing biking and walking patrols. Rutgers–Newark police meet weekly with the Newark Police to review crimes in the city and in areas around the campus. Twelve new recruits were added to the police force, achieving a full complement of staff. The campus completed a project to increase the number of blue light emergency phones on campus to more than 90.

Camden: Rutgers is a lead partner in the Camden Special Services District (CSSD), which delivers regular patrols of a 15-block area of the city that includes the Rutgers campus. During their weekday patrols, with shifts running from 7 a.m. to 7 p.m., the CSSD crew maintains clean sidewalks and public spaces; serves as hospitality officers for shoppers and guests; and enhances security by remaining in close contact with the city's law enforcement agencies and private security forces. Rutgers police continue to include the Cooper Grant neighborhood as part of regular patrols, and remain engaged in the Camden Corporate Watch, a security coalition of city organizations.

- **Complete the campus housing master plan and continue the residence hall initiatives on all three campuses.**

Nearing completion. The campus housing master plan has been completed, two presentations of the results were made to senior administrators, and the final report of the consulting firm is being written. Their recommendations are now under review and will be used to guide housing decisions about room rates, renovations, demolition of older housing structures, and the construction of new student housing. The Department of University Housing completed over \$9 million in capital improvements to existing university housing in 2005–06 and has planned an additional \$9 million in critical capital improvements and deferred maintenance projects for 2006–07. The nearly 600-bed University Square residence hall in Newark will open in August.

- **Prepare and approve a comprehensive three-campus plan for renovation and construction of facilities.**

Ongoing. A ten-year Capital Plan with a prioritized list of needed capital projects across all three campuses has been developed. The total value of these projects exceeds \$2.7 billion, and includes new construction, major renovation, infrastructure, acquisition,

technology, capital equipment, and deferred maintenance projects. The next phase of work will involve planning for bond issuance, affordability, and integration of capital campaign funds.

In addition, the University Building Aesthetics and Environmental Design Guidelines and Standards were submitted for board approval in April 2006. They are intended to advance the 2003 University Master Plan and help create a single Rutgers University identity across the campuses. All future development projects and proposed rehabilitation or renovation projects will follow these new guidelines. A University Design Review Board may be established to ensure compliance with the guidelines for all significant capital building projects.

- **Prepare an analysis of developable Rutgers land for presentation to the Board of Governors.**

Nearing completion. An analysis of all vacant lands that we own was performed to determine potential suitability for development. All vacant lands that might be deemed usable were evaluated for their highest and best use values on all three Rutgers' campuses, as well as all outlying properties across the state. The findings will be presented to the Buildings and Grounds committee in June 2006. The total acreage of developable properties on the New Brunswick/Piscataway campuses is 384.72 acres at a value of \$149.775 million, and 1,834.2 acres at a value of \$54.635 million at the outlying campuses. No properties were identified on the Newark and Camden campuses as these campuses are in an acquisition mode. Upon board approval, we will begin to put the plans into operation, including College Town on the Livingston campus.

- **Advance specific plans to improve the attractiveness of the Camden, Newark, and New Brunswick/Piscataway campuses.**

Ongoing. Major projects completed or nearing completion are the Center for Advanced Infrastructure and Transportation, Life Sciences Building, Public Safety Building, Rockoff Hall, Administrative Services Building 2, and Biomedical Engineering on the New Brunswick/Piscataway campuses; the Life Sciences Building and University Square on the Newark campus; and the Law School Addition on the Camden campus. A design competition for the College Avenue campus was initiated and designs were created by the five finalists. However, because of concerns over the state budget, the Rutgers administration suspended the public presentations and selection process until the fall.

A master list of exterior projects for New Brunswick/Piscataway has been developed, including major works in the Livingston mall area and the mall from Lucy Stone to the

Livingston Student Center, as well as the Engineering Complex, the corner of Hamilton and College Avenue, Bettenbender Plaza, and the Bartlett Hall area. Improvement projects on the Newark campus include renovation of two remote parking lots in the James Street Historic District and new pedestrian lights around campus. Upcoming projects on the Camden campus include renovation of the recreational and dining facilities, a new campus Gateway project, a new on-campus residence hall, and the renovation of Johnson Park.

- **Complete Phase II of the parking and transportation master plan and begin implementation.**

Nearing completion. Phase II of the transportation master plan will be completed by the end of spring 2006. Implementation has already begun. The master plan will be recommending locations for enhanced visitor parking as well as more short-term parking for students. To that end locations on each campus are being identified. Cost estimates for meter parking with pay stations are being sought for implementation in 2006–07.

## **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 2005–06

- **In collaboration with a competitively selected marketing/public relations firm, begin a comprehensive communications campaign for Rutgers.**

Ongoing. Last fall the university hired the communications firm Lipman Hearne, which has conducted focus groups this spring to define messages and is developing a comprehensive campaign to improve internal and external communications, including possible redesign of the Rutgers logo. A fall 2006 launch was planned, but the timing and scope are being reviewed and revised in light of budget concerns. Some communications improvements, such as the Rutgers web site banner article, have been implemented.

- **Enlarge the Friends of Rutgers Network to 10,000 members and expand their capacity for advocating on Rutgers' behalf.**

Ongoing. Friends of Rutgers' (FOR) membership has doubled since July 2005 and now numbers well over 6,000 individuals. FOR had expected to reach the 10,000-member target through an "opt-out" enrollment of Rutgers alumni but has not yet been able to

obtain permission from alumni associations for this approach. Nevertheless, FOR is working with alumni associations to promote broader alumni participation. To expand advocacy, FOR identified and trained more than 50 volunteer legislative District Leaders and coleaders. District Leaders have begun in-person meetings with state legislators.

- **Launch the Rutgers Speakers Bureau for placing faculty speakers around New Jersey.**

Accomplished. A core group of New Brunswick/Piscataway faculty and staff is participating in this web-based program, which was officially launched statewide as a pilot program with 65 speakers in April. A direct mailing to community and civic organizations and key constituents announced the program. Camden increased the marketing of its existing Speaker's Bureau.

- **Expand the president's initiative to support faculty research in service to New Jersey.**

Ongoing. The university presented the 2006 President's Award for Research in Service to New Jersey to Joel Cantor, director of the Center for State Health Policy, for his role in shaping state policy on health care coverage (including the recent expansion of NJ FamilyCare) and improved access to care for all New Jersey residents. The president's initiative also includes grants for research projects relevant to the state; grants in 2006 will support a School of Social Work pilot study to adapt an HIV intervention for heterosexual Latina women between 18 and 29, and an FAS–Newark feasibility analysis of a statewide 311 system in New Jersey. Fewer applications for grants were received than in the previous year, and a decision was made because of budget constraints, and to maintain the very highest quality, to award fewer grants at a lower total dollar amount.

The New Faculty Traveling Seminar, now in its third year and 2006 winner of a gold medal from the Council for Advancement and Support of Education (CASE), continues to spark faculty research and service projects tied to the state; for example, Professor Bill Rodgers is conducting grant-funded research on New Jersey's logistics chain industry, especially port warehouse workers and truck drivers, and Professor Nydia Flores is examining language issues in New Brunswick schools and developing research for two agencies that serve New Brunswick residents.

- **Establish the Rutgers Institute for Improving Student Achievement (RIISA) and launch its work in support of New Jersey's K-12 schools.**

Accomplished. RIISA was established by Rutgers and its Graduate School of Education in September 2005. Leadership activities this year include working with 25 superintendents on data-driven decision making and on Achievement Gap issues. RIISA



is working with five districts to examine science content and methods in their middle grades. RIISA also established a network of 10 high schools who are revising aspects of both their ninth- and twelfth-grade programs to improve achievement. Rutgers faculty and RIISA have made presentations to foundations and software companies of plans to improve K-12 science education and to improve literacy in urban high schools in the 2006–07 school year.

- **Complete the development of Rutgers' strategic compact with Johnson & Johnson.**

Ongoing. To strengthen Rutgers' relationship with Johnson & Johnson, four key areas of focus were identified—research, community, workforce, and alumni—and committees of university and company personnel were established. Plans developed by the committees include a formalized research alliance, endorsement of Rutgers' work with the New Brunswick schools, the establishment of a Rutgers-J&J co-op program, and a more aggressive engagement with the over 10,000 Rutgers alumni working at Johnson & Johnson. We are now working on an executive relationship plan to deepen the corporation's support for Rutgers.

- **Formulate concrete plans of collaboration with the African-American and Hispanic Latino communities of New Jersey.**

Ongoing. Rutgers hosted the NAACP leadership installation event in New Brunswick and met with NAACP leaders to discuss a broader relationship. University administrators reached out to African-American community leaders to encourage them to apply for or identify qualified candidates for Rutgers positions. Rutgers began a partnership with the Black Issues Book Review for a mentoring program for emerging young writers.

The new Center for Race and Ethnicity (see page 3), formed as a result of discussions with Rev. Dr. William Howard and several African-American faculty members, included among its initial activities an analysis of reactions to the aftermath of the Katrina tragedy, including several meetings on the subject and a major symposium.

In partnership with the Latino Leadership Alliance of New Jersey, Rutgers launched an annual program to bring speakers of interest to Latinos at Rutgers and the broader community or present conferences of special interest. The university has worked with HILAR, an internal Latino/Hispanic organization of faculty, students, and staff, to plan a roundtable meeting of key leaders to discuss health, education, and economic development issues.

As part of the Transcultural New Jersey Initiative, the university developed partnerships with statewide social service agencies and community-based foundations to provide arts and health-care programs (headed by Rutgers interns working with artists and faculty) to better serve African-American and Latino communities.

- **Plan and conduct exemplary campuswide discussions of undergraduate education.**

Accomplished. More than 40 meetings in New Brunswick/Piscataway were held, including campus forums on Busch, Cook, Douglass, Livingston, and College Avenue and meetings with student government and alumni groups from throughout New Brunswick/Piscataway. Faculty of relevant schools discussed the report and issued reports or resolutions. The Rutgers Board of Trustees held a public meeting, formed a subcommittee on the Task Force report, and issued a resolution regarding the report. The University Senate and New Brunswick Faculty Council issued detailed reports with numerous recommendations, many of which were incorporated in the final plan.

The Newark process has also benefited from campuswide outreach, as online bulletin boards have been set up to encourage input on undergraduate education from faculty and students who are not members of the task force.

## 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 2005–06

- **Prepare proposals for targeted investments in higher education for the new governor of New Jersey and work with him to obtain them.**

Ongoing. Twenty Rutgers administrators and faculty served on the Governor's Transition team. The Higher Education Transition Policy Group's recommendations included studying the feasibility of a dedicated revenue stream for higher education and placement of a higher education bond issue on the ballot (see next bullet). In March, Rutgers submitted to the Governor's Higher Education Policy Chief and the Office of Economic Growth a requested economic growth plan based upon a two-fold strategy: (1) invest in scientific and technological research and facilities in areas of competitive advantage; and (2) expand New Jersey's knowledge-based economy by increasing degree offerings in high-demand fields.

- **Collaborate with state officials, business leaders, and colleges and universities to place a higher education bond issue on the ballot in 2006.**

Ongoing. The 45 colleges and universities in New Jersey jointly developed the Proposed Capital Bond Projects Report which quantifies the need for immediate investment in our state's higher education infrastructure. As the result of this report, legislation has been introduced in both the Senate and Assembly that would authorize a \$2.705 billion higher education facilities bond for voter approval in November 2006. A coalition of presidents from each institutional sector, including President McCormick, has conducted a series of meetings with the governor, the legislature, and key business leaders to promote the passage of this pending legislation. This legislation has been stalled, however, because of the intense focus of the governor and legislature on the proposed state budget.

- **Advocate for three strategically selected federal earmarks for Rutgers research.**

Ongoing. Rutgers has selected 14 projects for which it will seek federal earmark funding in 2007. (Nearly a dozen projects at the university received federal earmark funding in FY 2006.) The top three for FY 2007: (1) Redevelopment of College Avenue, in which Department of Transportation dollars are being sought for needed circulation improvements and to begin the first phase of the greenway; (2) the Mammalian Biology Resource Center, for which funds are being sought from a variety of federal sources for construction and outfitting of this critical biological science building to be situated on the Busch campus; and (3) the Soldier Biomaterials Institute, for which continued funding is being sought from the Army for cutting-edge research on battlefield wound care and related applications. In each case, federal competitive funding is not available and earmarked funds would provide significant leverage in attracting other sources of support.

- **Evaluate and respond to the Marts & Lundy assessment of Rutgers' fund-raising capacity and readiness for a major capital campaign.**

Ongoing. President McCormick, Executive Vice President Furmanski, and Foundation President Carol Herring have been developing plans for the next capital campaign and in April gave Administrative Council members a draft timeline for developing campaign priorities and the first draft of a campaign vision statement. Actions taken in response to the Marts & Lundy assessment include appointing a committee on funding the campaign, led by Dean Ray Solomon; promoting broad participation in planning the upcoming campaign on the part of the cabinet, the Administrative Council, faculty leaders, and board members; reorganizing the fund-raising operation with an emphasis on obtaining very large gifts; and deepening corporate engagement through an active Kitchen Cabinet comprising some of New Jersey's most prominent corporate leaders.

- **Develop presidential relationships with 20 of the most significant donor prospects.**

Ongoing. President McCormick has made personal contact through letters, phone calls, meetings, and visits to more than 20 of the university's most significant donor prospects. In many cases, this contact has advanced Rutgers' relationship with these individuals beyond that which had been developed by a college or administrative unit alone. President McCormick's donor relationships have already yielded several six- and seven-figure gifts to Rutgers.

- **Implement the All Funds Budgeting process for strategically allocating and managing Rutgers' resources.**

Accomplished. All-Funds Budgeting (AFB) was applied for a second cycle to all academic units across the university. Deans, directors, and their administrative staff received additional training in the strategic development of budget. Application of AFB to administrative units is under way and is intended to be completed in the current budget cycle. The net result of AFB was that in the current difficult environment, the strategic allocation of resources was much more efficient and effective. More attention has been placed in the schools and units on strategic investment and revenue generation, the results of which should be realized in the next few years.

- **Provide seed funding for competitively chosen new initiatives through the Academic Excellence Fund.**

Accomplished. The Academic Excellence Fund, now in its third year, seeks to seed outstanding new academic initiatives, establish vital core resources or facilities that serve multiple groups, and enhance interdisciplinary activities. This year, 37 out of 100 proposals were selected for funding that totals more than \$3 million—four in Camden, 10 in Newark, and 23 in New Brunswick/Piscataway.

## **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 2005–06

- **Increase the diversity of the Rutgers administration.**

Ongoing. Efforts were made at all levels, but progress has been disappointingly slow in increasing the diversity of the administration. One appointment was Sybil James, ombudsperson for the university. Special attention has been focused on diversity in the

pool of applicants for vice president for enrollment management and the search for the deans of the Rutgers Business School and the School of Management and Labor Relations.

- **Implement the new conflict of interest policy for board members and administrators.**

Accomplished. The Conflict of Interest (COI) policy was revised and approved by the Board of Governors and Board of Trustees in 2005. A COI Certification and Disclosure Form was added to the revised policy to ensure that we are aware of any potential COI and are able to manage them accordingly. The Committee on Audit of the Board of Governors reviews the disclosure statements for members of the boards and for university officers.

- **Complete key leadership searches, including appointment of the vice president for undergraduate education, deans of the two business schools, and the public safety directors in Newark and New Brunswick.**

Nearing completion. Following his widely praised service as chair of the Task Force on Undergraduate Education, Professor Barry Qualls was appointed as acting vice president for undergraduate education. Dr. Mitchell Koza, a highly regarded international business strategy scholar, was recruited to serve as dean of the School of Business–Camden, effective February 15. Michael Lattimore, 25-year veteran and former head of the Plainfield police, was hired as director of public safety in Newark last September. Rhonda Harris, a highly qualified member of the Rutgers University Police Department, was selected chief of police in New Brunswick/Piscataway in February – the first woman chief of police in Middlesex County and the first woman to hold this position at Rutgers. The searches for dean of the Rutgers Business School–Newark and New Brunswick, dean of the School of Management and Labor Relations, and vice president for enrollment management are progressing.

- **Conduct annual evaluations of everyone who reports directly to the president.**

Ongoing. President McCormick has conducted reviews of all those who report directly to him and will submit a written report to the Board of Governors on the progress of each.

- **Review and revise university policies governing purchases and contracts.**

Accomplished. The draft purchasing policy (last revised in 1988) was developed in consultation with the Office of the Vice President and General Counsel. Greater emphasis has been placed on the university's commitment to fair and ethical practices, competitive bidding, supplier diversity, and sustainability. A set of general purchasing

principles has been added, along with sections on audits, insurance, and taxes. The section on unauthorized purchases was strengthened. The revised policy stresses stewardship of university resources, holds individuals accountable for their purchasing decisions, and underscores the competitive purchasing process.

- **Complete and implement a strategic plan for administrative and academic computing.**

Ongoing. In January, the Information Technology Strategic Planning Committee completed a draft universitywide IT strategic plan. The committee, comprising students, faculty, and staff and representative of all campuses, examined information technology issues related to teaching and learning, research, business/enterprise services, university life, and governance. The plan has been circulated throughout the university community for comments and recommendations, and the committee will finalize the plan this spring with initial implementation commencing over the summer.

- **Reorganize the administration of undergraduate education, consistent with the outcomes of the reviews noted above (under Academic Excellence).**

Ongoing. In March, President McCormick announced the appointment of Professor Barry Qualls as acting vice president for undergraduate education, Professor Michael Beals as director of implementation and chair of the Steering Committee on Implementation, and Professor Cheryl Wall as vice chair of the Steering Committee. The Steering Committee met in April and will conduct implementation through the work of more than a dozen committees with wide representation. President McCormick also appointed Professor Lea Stewart to chair a Committee on Nontraditional Students, which will examine the unique needs of these Rutgers students in the new undergraduate system.

May 22, 2006