Rutgers University-Newark:
Where Opportunity Meets Excellence

Strategic Plan 2014
We believe that Rutgers University – Newark has been and continues to be a place of courage, well-practiced in examining itself and re-inventing itself to be better, rising to the challenges of ever-changing times.
All Roads Lead to Newark

"... to be broadly recognized as among the nation’s leading public universities, preeminent in research, excellent in teaching, and committed to community."

Rutgers System strategic plan

"Newark could be a real college town

“With 60,000 students and faculty at six colleges and universities, Newark has the fifth-highest concentration of higher education on the East Coast, after Boston, New York City, Philadelphia and Washington, D.C.”

The Star-Ledger
Embracing Our Full Talent Pool

The immigrant communities that created Newark’s past, and the immigrant communities represented by the university’s student body, will, together, shape the future of the city and the state.

Coming to Rutgers was a first for me: first in my family to go to college, first job I ever had, first internship, first time I thought I could believe in me. That’s what college access is about.
Tackling Excellence at the Intersection

Excellence lies at the intersection of boundary-crossing scholarship, diverse talent cultivation, and engagement as an anchor institution in the world through collaboration.

The Newark Faculty Council suggests leveraging RU-N’s strengths as the nation’s most diverse research university, our broad and deep representation of nationalities, and our location embedded in the iconic American city of Newark.
Invest in Collaborative Academic & Research Programs

Seed Grants
Spur new or enhanced collaboration across disciplines, sectors, geographies in teaching, research, and engagement

Metrics

# engaged learning opportunities (in local and global cross-sector settings)

# cross-disciplinary (and school/college) courses and degree programs

faculty collaboration index (percentage of faculty collaborating across RU-N, across the Rutgers system, external partnerships)
Invest in Our Students

“Inclusive admissions ...

... elite graduates”

A residential, honors living-learning community

A state-of-the-art facility (house upwards of 500 first-and second-year students; dining, recreational, and academic space); curricular themes of “Local Citizenship in a Global World;” and increased enrollment of the talented students from Greater Newark, as they live and learn at RU-N with students from all over the world.

Metrics

Inclusive recruitment

Affordability index

Retention and graduation relative to incoming undergraduate student profile for first-year and transfer students

Outcomes and placement

Graduate student outcomes

Undergraduate student satisfaction, growth, engagement, citizenship index

Phi Beta Kappa initiates 2014
Invest in Our Faculty and Grad & Professional Students

A study group on the new professoriate
Will address questions regarding:
The tenure clock
Public scholarship
Non-tenured faculty
Graduate and professional training

Metrics
Size of our faculty, grad/professional student body, and professional staff
Student/teacher ratio
Diversity of faculty and grad/professional student body
Growth in sponsored research
Rankings in targeted disciplines
Multi-dimensional index of scholarly recognition
Value Our Staff

A study group on staffing for the new mission

Strategies for recruiting, supporting, and engaging our staff, including:

Staff training, development, and career counseling services

Recognition of staff roles in the anchor institution framework

Leveraging the talents of our staff, including identifying rules, regulations, and practices that limit operational effectiveness

Metrics

Launch a periodic survey of faculty and staff experience

Launch town hall series targeting specific areas for action
Leverage Our Diversity & Build Civic Dialogue

We need a deeper, richer, broader discussion about the meaning of the diversity of our student body in relation to the university’s mission. How does it affect our classrooms, our research, campus life, our relationships to our communities?

We have the unique opportunity of combining real people with real scholarship.

A study group to deliberately foster “dialogues across difference” and build on the full range of experiences, opinions, values, cultural traditions encompassed here

- Innovate through curricula and in public events and convenings
- Leverage our remarkable diversity
- Strengthen our shared governance and co-ownership across university-community, public-private, academic/non-academic, citizen-scholars, generations, groups, and geographies of our joined futures

Metrics
Counts of faculty, student, and staff diversity

Measures of social ties across RUN, drawing upon faculty/staff/student surveys and ADP’s civic health index
Invest in Spaces & Places

Metrics

National Indices

Facilities benchmarking and analysis using Sightlines

Sustainability metrics will be the Sustainability Tracking, Assessment and Rating System (STARS) developed by American Association for Sustainability in Higher Education

Technological capacity to be benchmarked using the Core Data Service from Educause

Targeted Indices

Investing in collaborative spaces and places in the community

# of technology enhanced classrooms, distance learning enabled classrooms, instructional computing labs, BYOD computing labs, study lounges, state-of-art spaces that facilitate group interaction, immersive distance learning rooms, informal collaborative spaces
Express Newark: A University – Community Collaboratory

Sample Community Partners
- New Jersey Performing Arts Center
- Gallery Aferro
- Newark Print Shop
- Aljira Gallery
- Hycide Magazine
- Newark First
- GlassRoots
- WBGO
- VII visual documentary collective

Collaborative Programming
- Arts Incubator
- Communication Media Center
- Design Consortium
- Portrait Studio
- Institute of Jazz Studies
- Maker Space
- Newark Museum
- Writers in Newark
Invest in Anchor Institution Collaboration

“If we want America to invest in science, in human capital, in communities, in education, we need to create a community of experts which can move away from the old ivory towers ... “

“We need to be what we say we should be, to move real knowledge forward and practice democracy in action.”

Comments from participants in RU-N Advisory Board Retreat, March 2014

**Five Anchor Focus Areas**

1. K-20 educational pipeline and pathways
2. strong, healthy, safe neighborhoods
3. arts and cultural districts and initiatives
4. regional economic development
5. science and the urban environment

**Metrics**

Lumina Foundation’s community-based postsecondary educational attainment strategy

Democracy Collaborative’s Anchor Institution Dashboard Index

American Democracy Project’s Civic Health Index
An Anchor Institution

**Economic Development**
- Rutgers Business School
- The Center for Urban Entrepreneurship & Economic Development (CUEED)
- Center for Real Estate Studies

**Strong Healthy Neighborhoods**
- Sustainable Purchasing Leadership Council
- The Center on Law in Metropolitan Equity
- Greater Newark Youth Violence Consortium

**Arts & Culture District**
- Gallery Aferro
- Index Gallery
- Newark Arts Council
- Newark Print Shop
- NJPAC
- Robeson Gallery
- Newark Museum
- Newark Public Library
- 15 Washington
- WBG0

**Education**
- "A City of Learning"
- Newark VISION 2025
- "25% of Adult Residents in Newark will have a Bachelor's Degree"
- Strategy 1: Focus on cradle-to-career pipeline
  - Target: "No diploma"
- Strategy 2: Re-engage adult learners
  - Target: "Some college, no degree"
- Strategy 3: Attract & retain college grads
  - Target: "Bachelor or higher"

**BROADBAND SUPERIORITY**

**Center for Real Estate Studies**

**Greening Newark**

**WBGO**

**Washington Park**

**Military Park**

**Aljira**

**GlassRoots**
Tell the RU-N Story

Strengthen communications across institutional functions including enrollment management, alumni relations, development, marketing, government and business relations, and media relations, as well as communications internal to RU-N.

Metrics
- Alumni participation rates
- Increase media mentions of RU-N
- Rankings in targeted disciplines
- Rankings of value/cost in Washington
- Monthly annual rankings
- Employer and alumni satisfaction
- President’s Higher Education Community Service Honor Roll
“... serious commitment to pushing forward ambitiously and assertively to be that diverse urban research institution that leaves no stone unturned in its impact – on scholarship, social mobility, urban civic life.”