



RUTGERS EDGE

STRATEGIC FRAMEWORK

OCTOBER 2026



New Jersey stands at the edge of a defining moment.

Talent, technology, health, affordability, and economic competitiveness are being reshaped simultaneously. And the responsibility of a public research university has never been greater.

Rutgers is uniquely positioned to meet this moment.

Across Newark, New Brunswick, and Camden, we bring together scale, academic excellence, statewide reach, healthcare partnerships, and public purpose unlike any other institution.

For 260 years, Rutgers has helped shape New Jersey's future. Now, we have an opportunity to define what comes next.

To educate and develop talent.
To discover and accelerate innovation.
To grow New Jersey's economy and competitiveness.
To engage and improve lives.

This is the RUTGERS EDGE.



EDUCATION

DISCOVERY

GROWTH

ENGAGEMENT







**AT THE EDGE OF
OPPORTUNITY**

**AT THE EDGE OF
INNOVATION**

**AT THE EDGE OF
PROGRESS**

**AT THE EDGE OF
CONNECTION**

R

**THE
EDGE
THAT
MOVES
US**

EDUCATION

STRATEGIC AIMS

AT THE EDGE OF **OPPORTUNITY**



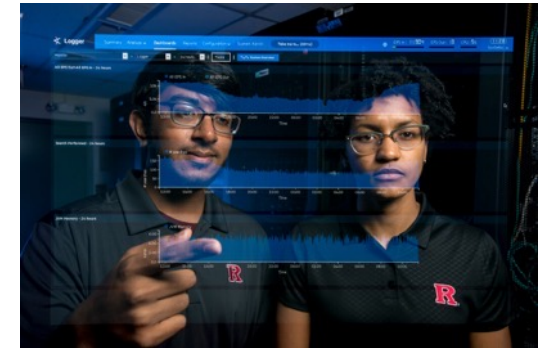
**ADVANCE
STUDENT SUCCESS
AND OPPORTUNITY**



**BUILD A
WORLD-CLASS
ACADEMIC HEALTH
ENTERPRISE**



**ELEVATE
SIGNATURE AREAS
OF ACADEMIC
EXCELLENCE**



**POSITION
NEW JERSEY AS A
LEADER IN THE A.I.
ECONOMY**



EDUCATION

STRATEGIC AIMS

AT THE EDGE OF **OPPORTUNITY**

ADVANCE STUDENT SUCCESS AND OPPORTUNITY

- Strengthen Strategic Enrollment Management
- Expand Financial Support and Student Success Systems
- Improve Retention and Graduation Rates
- Increase Career Preparation and Post-Graduate Achievement

BUILD A WORLD-CLASS ACADEMIC HEALTH ENTERPRISE

- Complete School of Medicine accreditation and integration
- Align Rutgers Health schools and centers
- Expand interprofessional education and clinical training
- Integrate education, research, care, and population health

ELEVATE SIGNATURE AREAS OF ACADEMIC EXCELLENCE

- Connect signature programs across all Rutgers campuses
- Leverage honors programs and nationally recognized academic programs
- Use Big Ten affiliation to expand academic opportunities
- Increase collaboration and visibility for areas of national distinction

POSITION NEW JERSEY AS A LEADER IN THE A.I. ECONOMY

- Embed AI education across academic disciplines
- Establish AI readiness as a core student competency
- Expand interdisciplinary AI learning
- Align academic programs with emerging AI workforce demands

DISCOVERY

STRATEGIC AIMS

AT THE EDGE OF **INNOVATION**



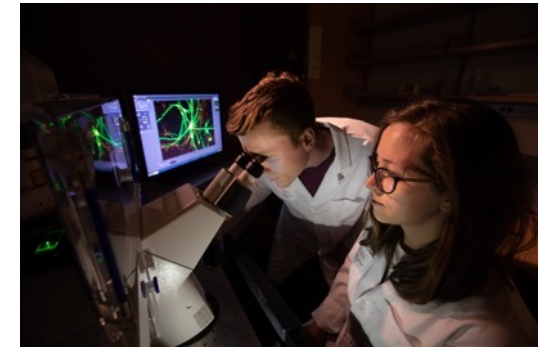
**CHAMPION
FACULTY
DEVELOPMENT
AND DISTINCTION**



**EXPAND
RESEARCH
EXCELLENCE
ACROSS RUTGERS**



**ACCELERATE
CLINICAL DISCOVERY
AND TRANSLATIONAL
RESEARCH**



**NATIONAL LEADER
IN BRAIN AND
BEHAVIORAL
HEALTH**

DISCOVERY

STRATEGIC AIMS

AT THE EDGE OF **INNOVATION**

CHAMPION FACULTY DEVELOPMENT AND DISTINCTION

- Expand faculty mentorship and professional development
- Increase research support and leadership opportunities
- Coordinate faculty development across Rutgers
- Build pathways for career advancement and national distinction

EXPAND RESEARCH EXCELLENCE ACROSS RUTGERS

- Increase sponsored research and citations
- Expand seed funding and research development
- Strengthen startup and commercialization pathways
- Position Rutgers–Newark to achieve Research 1 status

ACCELERATE CLINICAL DISCOVERY AND TRANSLATIONAL RESEARCH

- Expand next-generation clinical trials
- Invest in clinical departments and research infrastructure
- Move discoveries more rapidly into new therapies
- Expand patient access to cutting-edge clinical research

NATIONAL LEADER IN BRAIN AND BEHAVIORAL HEALTH

- Integrate neuroscience, medicine, behavioral science, and clinical care
- Advance new treatment models
- Expand access to brain and behavioral healthcare
- Establish national leadership in research and policy

GROWTH

STRATEGIC AIMS

AT THE EDGE OF **PROGRESS**



**POSITION RUTGERS
AS NEW JERSEY'S
ENGINE FOR
ECONOMIC
DEVELOPMENT**



**POSITION RUTGERS
AS THE TRI-STATE'S
PREMIER EMPLOYER**



**ENSURE LONG-TERM
FINANCIAL STABILITY**



**BUILD THE
INFRASTRUCTURE
FOR RUTGERS'
FUTURE**

GROWTH

STRATEGIC AIMS

AT THE EDGE OF *PROGRESS*

POSITION RUTGERS AS NEW JERSEY'S ENGINE FOR ECONOMIC DEVELOPMENT

- Translate Rutgers discoveries into new industries
- Expand strategic industry partnerships
- Attract investment and support New Jersey business growth
- Harness the economic and convening power of Rutgers Athletics

POSITION RUTGERS AS THE TRI-STATE'S PREMIER EMPLOYER

- Maintain competitive compensation and benefits
- Expand leadership development and career advancement
- Improve faculty and staff recruitment and retention
- Advance collaborative labor relations and shared governance

ENSURE LONG-TERM FINANCIAL STABILITY

- Implement Revenue-first budget modeling
- Strengthen disciplined debt management
- Drive greater operational efficiency
- Preserve capacity to fund university priorities through uncertainty

BUILD THE INFRASTRUCTURE FOR RUTGERS' FUTURE

- Develop a comprehensive universitywide master plan
- Modernize technology and cybersecurity infrastructure
- Build an integrated institutional data ecosystem to drive decision-making
- Coordinate emergency management and crisis communications

ENGAGEMENT

STRATEGIC AIMS

AT THE EDGE OF **CONNECTION**



**ENHANCE
RUTGERS'
COMMITMENT TO
CIVIC ENGAGEMENT**



**COMPETE TO WIN
IN THE BIG TEN
CONFERENCE**



**STRENGTHEN
GOVERNMENT AND
COMMUNITY
ENGAGEMENT**



**ADVANCE HEALTH
AND WELL-BEING
ACROSS
NEW JERSEY**

ENGAGEMENT

STRATEGIC AIMS

AT THE EDGE OF **CONNECTION**

ENHANCE RUTGERS' COMMITMENT TO CIVIC ENGAGEMENT

- Expand Scarlet Service and universitywide volunteerism
- Engage students directly in public problem-solving
- Leverage the Eagleton Institute and the Rutgers Democracy Lab
- Prepare graduates for active participation in civic life

COMPETE TO WIN IN THE BIG TEN CONFERENCE

- Build programs capable of competing at the highest Big Ten level
- Use athletics to elevate Rutgers' national profile
- Deepen alumni connection and pride
- Leverage the nation's largest media market to expand Rutgers' reach

STRENGTHEN GOVERNMENT AND COMMUNITY ENGAGEMENT

- Deepen federal, state, and local government partnerships
- Expand Cooperative Extension and other statewide networks
- Bring Rutgers research and expertise directly into New Jersey communities
- Translate university knowledge into practical solutions for state and local needs

ADVANCE HEALTH AND WELL-BEING ACROSS NEW JERSEY

- Integrate clinical care, research, health professions, and community engagement
- Expand access to care across New Jersey
- Deepen partnerships with RWJBarnabas Health and University Hospital
- Strengthen Rutgers' statewide public health role

EXECUTING THE FRAMEWORK

STRATEGIC AIM (University-wide)					ADVANCE STUDENT SUCCESS AND OPPORTUNITY			
POINT GUARDS (Chancellors)								
	NEWARK		NEW BRUNSWICK		CAMDEN		RUTGERS HEALTH	
	CHANCELLOR		CHANCELLOR		CHANCELLOR		CHANCELLOR	
	 Develop campus-specific strategy tied to the aim.		 Develop campus-specific strategy tied to the aim.		 Develop campus-specific strategy tied to the aim.		 Develop campus-specific strategy tied to the aim.	
	 • Key initiatives • Programmatic actions • Cross-unit collaboration		 • Key initiatives • Programmatic actions • Cross-unit collaboration		 • Key initiatives • Programmatic actions • Cross-unit collaboration		 • Key initiatives • Programmatic actions • Cross-unit collaboration	
EXPECTED OUTCOMES (Success Measures)	 • Clear metrics • Measurable milestones • Progress reporting		 • Clear metrics • Measurable milestones • Progress reporting		 • Clear metrics • Measurable milestones • Progress reporting		 • Clear metrics • Measurable milestones • Progress reporting	

