

The image features a solid red background. In the top left corner, the word "RUTGERS" is written in a large, white, serif font. Below it, in a smaller, white, sans-serif font, are the words "THE STATE UNIVERSITY OF NEW JERSEY". A large, faint, circular seal of Rutgers University is visible in the background, centered behind the text. The seal contains the text "RUTGERS THE STATE UNIVERSITY" around its perimeter and a central emblem.

**RUTGERS**

THE STATE UNIVERSITY  
OF NEW JERSEY

# **University Senate Address**

**September 21, 2018**



Jan Ellen Lewis, Dean of the School of Arts and Sciences – Newark  
and Professor of History at Rutgers University—Newark

	<b>2012</b>	<b>2018</b>
<i>Students</i>	58,000	70,000
<i>Degrees Conferred</i>	13,942	18,132
<i>Annual Budget</i>	\$1.9 billion	\$4.3 billion
<i>Endowment</i>	\$690 million	\$1.3 billion
<i>Endowed Professorships</i>	41	88
<i>Annual Fundraising</i>	\$95 million	\$223 million
<i>Research Funding</i>	\$397 million	\$608 million
<i>Tuition CAGR</i>	3.9% ('07-'12)	2.3% ('13-'18)
<i>Capital Construction</i>	\$870 million ('07-'12)	\$2.2 billion ('12-'18)
<i>Rutgers Health</i>	Nonexistent	>2 million annual patient visits

## Free Speech and Academic Freedom

*“Colleges and universities must create inclusive learning environments and protect freedom of speech. To achieve both of these goals, campuses may do many things, but they may not treat the expression of ideas as a threat to the learning environment.”*

*Free Speech on Campus*

Erwin Chemerinsky, Howard Gillman

*“....Few values are as important to the University as the protection of our First Amendment rights. -- even when the speech we are protecting is insensitive and reckless.”*

*R. L. Barchi, letter to the executive dean*

# Fighting Hate while Preserving Freedom

March 27, 2018

- Day-long symposium brought together experts in community practices for confronting ethnic and religious bias and bigotry
- Keynote speakers included Rabbi Francine Roston, Former U.S. Secretary of Homeland Security Jeh Johnson, and NJ Attorney General Gurbir Grewal



## First Amendment Advisory Panel

Charge: To advise the Office of the General Counsel on First Amendment issues that arise in the context of administrative investigations.

### *Panel Members*

- **Ron Chen**, University Professor and former Dean, Rutgers Law School
- **John Farmer**, University Professor, Rutgers Law School, and former Attorney General for New Jersey
- **Stacy Hawkins**, Professor of Law, Rutgers Law School
- **Barbara Lee**, Senior Vice President for Academic Affairs, Rutgers University
- **Rayman Solomon**, University Professor of Law and Dean Emeritus, Rutgers Law School

## Ongoing Efforts for DACA Students

“DACA students contribute to Rutgers’s goals of inclusiveness, diversity, and a cohesive culture. As outlined in our Strategic Plan at Rutgers, diversity is not passive, but rather actively creates conditions for inclusion, respect, equality, and fairness . . . . [R]escinding DACA would undermine our commitment and support to diversity and would cause Rutgers and all of New Jersey harm.”

*Rutgers University Declaration on DACA Students*  
*NJ Motion to Intervene in State of Texas v. United States of American*

## **A Community Effort to Defend DACA Students**

- Over 45,000 Letters Generated from the Rutgers Community to Congress in Support of DACA
- Rutgers Immigrant Community Assistance Project
- Rutgers Undocumented Student Leader Esder Chong Invited to State of Union by Congressman Pallone
- Tuition Assistance Grants Secured for Dreamers by Murphy Administration
- Declaration of Support from Rutgers entered as part of New Jersey's Legal Intervention in Federal DACA Case
- Rutgers-Newark Chancellor Cantor Co-chairs the Presidents' Alliance on Higher Education and Immigration



## Promoting Faculty Diversity

*Progress is being made....*

- Nearly \$22m committed to recruiting, hiring, and retaining diverse faculty members
- Last year, 40% of our tenured or tenure-track appointments were faculty who self-identified as being from underrepresented groups

*But more work needs to be done....*

- Despite efforts, overall demographics have been slow to change
- Uneven hiring practices make data hard to track

## Mentoring and Supporting a Diverse Faculty

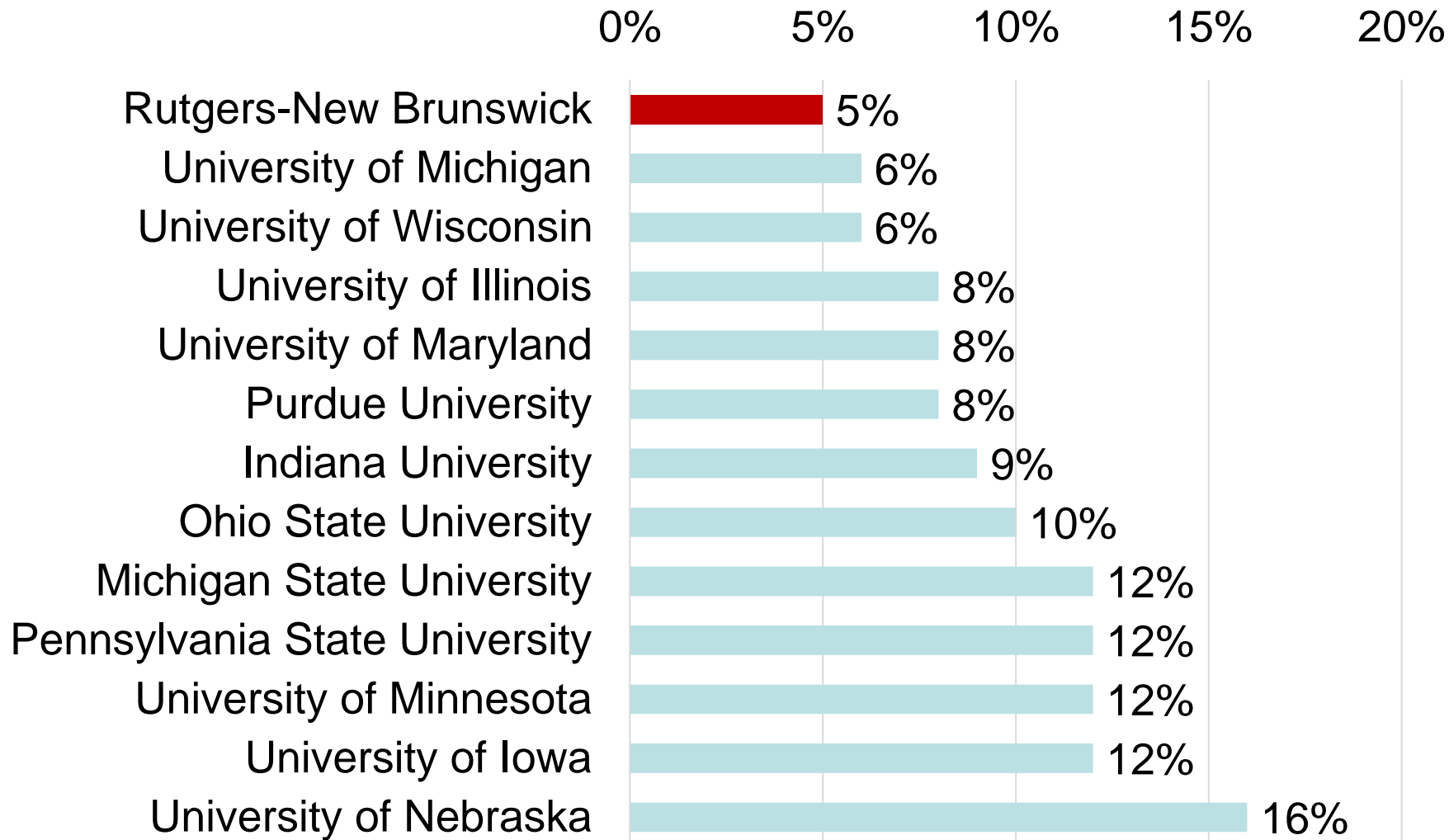
- Rutgers Connection Network pairs faculty members with mentors from across Rutgers
- OASIS Leadership and Professional Development Program is a semester-long program designed to accelerate career advancement for female faculty members.
- Program for Early Career Excellence focuses on diverse faculty early in their careers and provides them with the mentoring, professional development, and workshops that will help to ensure their success as assistant professor
- Over 100 faculty members participated in these programs last year

## Community-Wide Commitment to Student Diversity

- Rutgers-Camden:
  - 2/3 of the incoming class is either black or Hispanic
- Rutgers-Newark:
  - 59% increase in enrollment among Newark residents since 2013 through City of Learning Collaborative
- Rutgers-New Brunswick:
  - Leading the B1G in graduation rates for students receiving Pell Grants

## 6-Year Graduation Rate Gap - Non-Pell vs. Pell

2011 Cohort



# Paul Robeson Plaza Groundbreaking

- Memorial Plaza project has been led by Class of 1971 and Rutgers African-American Alumni Alliance
- Centennial of Paul Robeson, Class of 1919 Valedictorian
- Plaza will be constructed in coming year near Ford Hall on the College Avenue campus
- Buildings and centers on every campus have been named for Paul Robeson



## Middle States Accreditation

- Reaffirmed accreditation for the next nine years
- No corrective measures necessary
- University was commended for “living a deeper mission than its focus on excellence in teaching, research, and service. Their focus on affordability and accessibility across geography, and economic, ethnic, and racial differences is noteworthy.”
- A community effort involving students, faculty, staff, and board members
- Thanks to Barbara Lee and Ann Gould for leading the steering committee

Nursing and Science Building –  
Camden



Weeks Hall of Engineering – NB

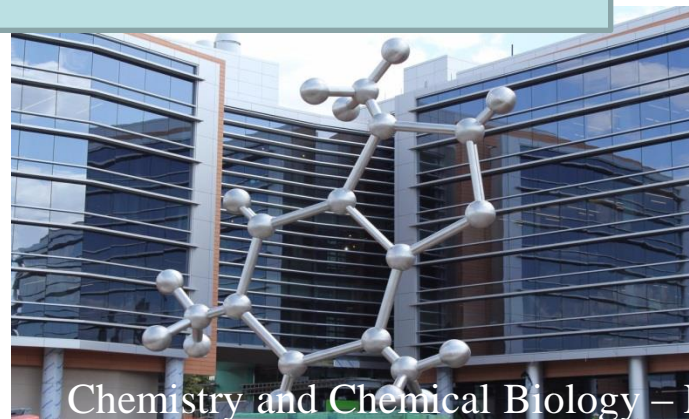


- **New Buildings Opened in Past Year**

- Nursing Education and Research Building in Camden
- Life Sciences Building extension in Newark
- Ernest Mario School of Pharmacy Addition in New Brunswick
- Richard Weeks Hall of Engineering in New Brunswick
- Chemistry and Chemical Biology Building in New Brunswick



Life Sciences Center – Newark



Chemistry and Chemical Biology – NB

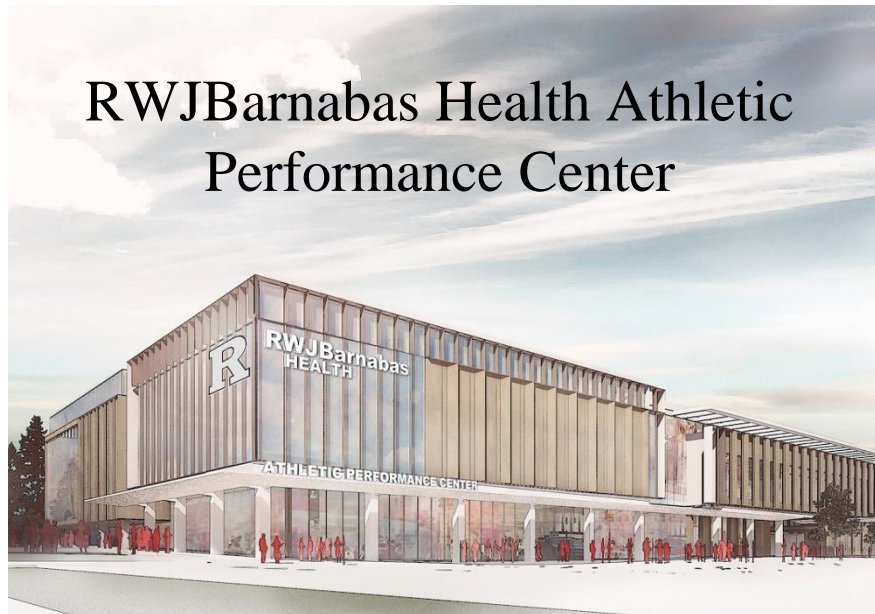


Honors Living Learning Community - Newark

## New Brunswick Performing Arts Center



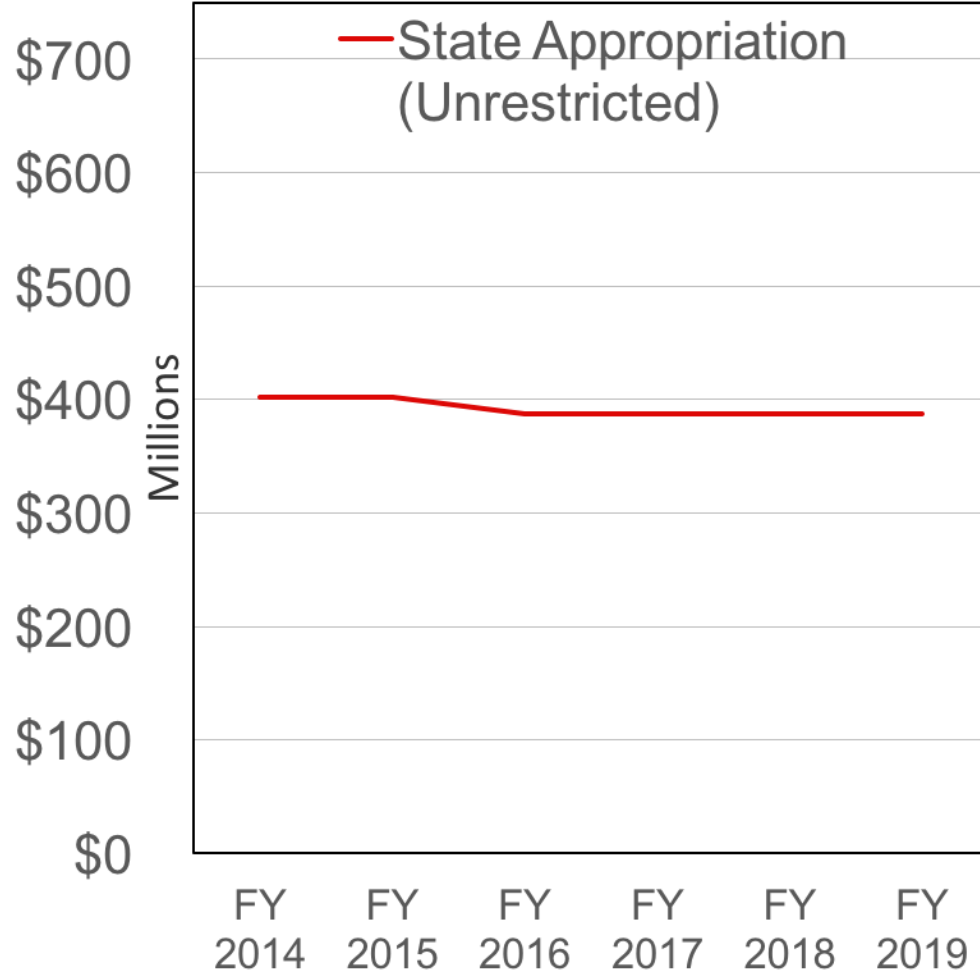
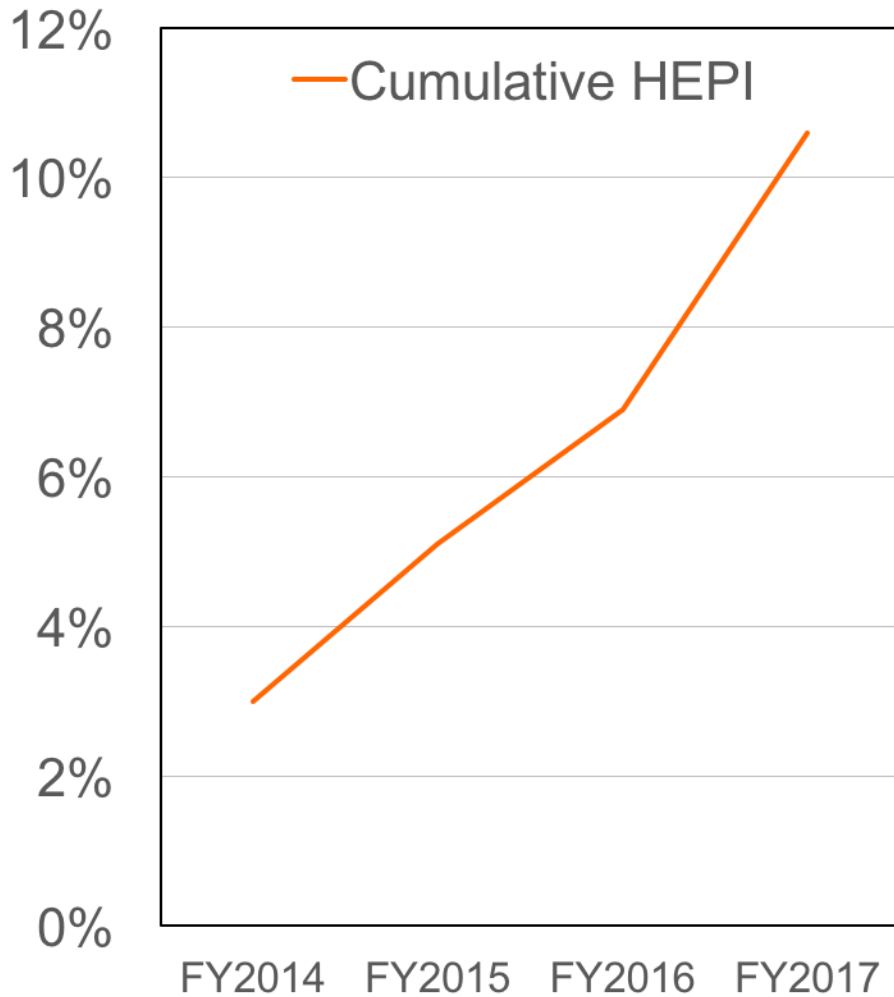
## RWJBarnabas Health Athletic Performance Center





# **Financial Position**

## Continued Cost Pressures on the University



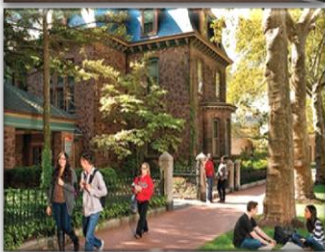
Average net price for Rutgers' first-year, in-state **commuting** students receiving scholarship/grant assistance, **with family income less than \$48,000:**



**New Brunswick:** Pays, on average, **\$267** toward tuition and fees



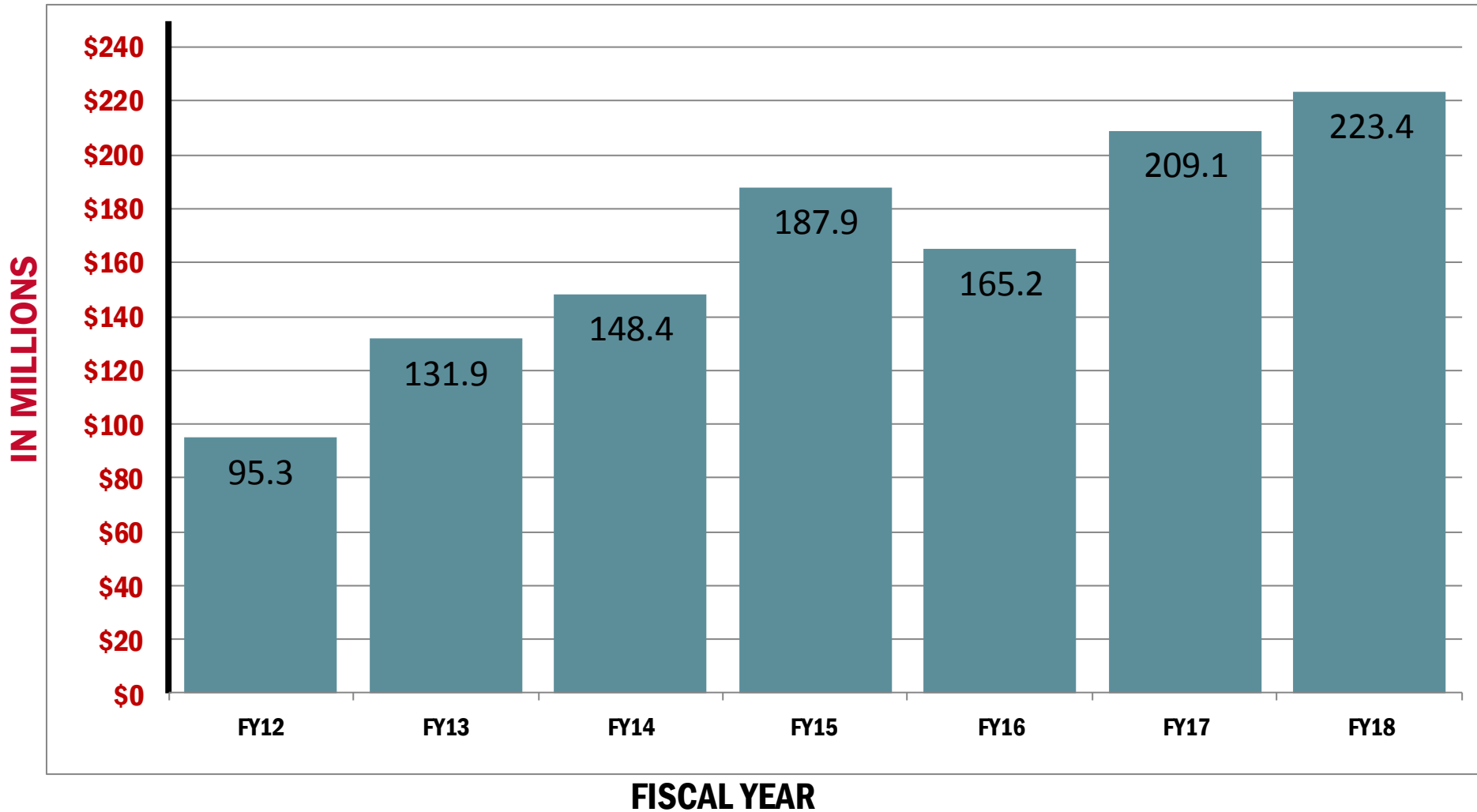
**Newark:** Tuition and fees are completely covered with \$44 of aid remaining



**Camden:** Tuition and fees are completely covered with \$132 of aid remaining

Incoming cohorts include first-time, full-time in-state undergraduates awarded any Title IV federal aid (grants, loans, work study)

# New Gifts and Pledges: FY12 – FY18



## Solid Bond Ratings

- S&P Global Rating affirmed A+/Stable long-term rating for Rutgers' bonds
- S&P noted Rutgers' sound financial policies, favorable enrollment trends, and high student quality and graduate rates
- Moody's reaffirmed Aa3 rating
- Major risk identified by both rating agencies: low level of unrestricted net assets coupled with narrow operating margin

- Unionized Workforce Profile
  - 20,000 unionized employees
  - 24 negotiating units
    - 19 staff units
    - 5 academic units
- Negotiations Progress
  - At the table with 21 negotiating units
    - 16 staff units
    - 5 academic units
  - Held 117 negotiating sessions since March 2018
    - 87 sessions with staff units
    - 30 sessions with academic units
  - Settled and ratified 2 agreements
    - Teamsters
    - FOP Superiors (includes merger of legacy UMDNJ and legacy Rutgers FOP Superiors unit into one unit)

**Improving the Student Experience -  
A Few Highlights**


## Increasing Financial Support for Students

- **State Advocacy**
  - State Tuition Assistance Grants Expanded to Include NJ Dreamers
  - Expansion in overall TAG by \$7 million
  - Additional Funding for EOF by \$1.5 million
- **University Actions**
  - Board of Trustees Dedication of Endowment Income to Student Aid - ~\$400,000 in FY18
    - Additional commitment for FY19 anticipated
  - Increased Rutgers Minimum Wage for Student Workers to \$11 per hour



myRUTGERS
My Dashboard | My Apps | Welcome | Everyday | Cornerstone | Academics | My Tab | Employee Self Service | Employee Resources | Financial Aid | Libraries | Campus Life | Technology | News | Athletics | Career Services | Financial Aid | New Tab

Add Tab
myDashboard BETA



**Joe Smith**  
School Of Engineering  
New Brunswick

RUID: [redacted]  
NetID: [redacted]  
Mobile Phone: [redacted]  
Student Email: [redacted]

change password
update Phone
ID Card
mail opt-in

Health Service
FERPA release
Directory Privacy

### My Courses

#### My 2018 Summer Rutgers Schedule

**Fin For Entre & Sb**  
Course #033.382.203 Section: D6 Credit: 3

**Instructor:** [redacted]

**Time:** Mon Start: 6:00PM End: 10:25PM

**Location:** Business School Building-3038

**Campus:** Livingston

---

**Prin Info & Data Mgt**  
Course #01.198.330 Section: F9 Credit: 4

**Instructor:** [redacted]

**Time:** Tues Start: 6:00PM End: 9:50PM

**Location:** Lucy Stone Hall-A143

**Campus:** Livingston

### My Grades

#### 2018 Spring

Course	Dept/School	Grade
Software Methodology Course #214 Section: D4 Credits: 4	Computer Science School Of Arts And Sciences	👁
Systems Programming Course #214 Section: D4 Credits: 4	Computer Science School Of Arts And Sciences	👁
Discrete Math Ece Course #312 Section: D1 Credits: 3	Electrical And Compu. School Of Engineering	👁
Creat, Innov, & Entr Course #340 Section: D2 Credits: 3	Entrepreneurship Rutgers Business School-Nw/Nb	👁
Electronics Devices Course #351 Section: D1 Credits: 3	Electrical And Compu. School Of Engineering	👁
Professionalism/Ethic Course #393 Section: D1 Credits: 1	Electrical And Compu. School Of Engineering	👁

### My Money

**Total Balance:**


👁

**Payment Due** **Billable Credit Hours**


Friday  
Sep 15 2017 **150**

The listed payment due day is for the current term. Please make your payment on or before the due day to avoid [late fee](#).


The total balance is the sum of all your outstanding balance. If you have unpaid bills from past terms, those payments should be paid immediately. For detail billing information, please visit your [account summary](#).




Tuition & Fees




Online Term Bill




Payment Options




Tuition Payment Plan




RU Express



RU Book Advance




Tax Statements




Term Bill Refunds


### Course Registration




COURSE SCHEDULE PLANNER (CSP)



WEB REGISTRATION (WEBREG)



SCHEDULE OF CLASSES (SOC)




BOOKSTORE

### My Degree


**Major(s):** ELECTRICAL AND COMPUTER ENGINEERING

**School:** SCHOOL OF ENGINEERING


**GPA**




Cumulative




Last Term




PLAN for ACADEMIC PROGRESS (DEGREE NAVIGATOR)



REQUEST for TRANSCRIPT, VERIFICATION, TERM GRADE



APPLY for SCHOOL TO SCHOOL TRANSFER



APPLY for GRADUATION (DIPLOMA)

### My Financial Aid


Apply
Track
Award

#### Financial Aid Requirements for July 2017-June 2018

Requirements	Date	Status
Non-filer Statement: Verify your tax filing status for the 2016 calendar year by completing the non-filer statement here: <a href="https://financialaid.rutgers.edu/hnfd6">https://financialaid.rutgers.edu/hnfd6</a>	2018	Incomplete
2016 W-2: Submit a copy of all of your 2016 IRS W2 forms. You can submit the completed documents at <a href="https://financialaid.rutgers.edu/upload">https://financialaid.rutgers.edu/upload</a>	2018	Incomplete

### My Alerts

#### Personal Alerts



Office of the Registrar  
Posted 2018-05-02  
05:05:57

Emergency Contact Information

### MyApps Favorites

Library Book...

My Library A...

Blackboard

Parking Port...

Canvas

eCollege

Moodle

Sakai

NJ Transit D...

Dropping Cl...

Rutgers Medi...

Health Insura...

### My Email - ScarletMail

Mail Inbox
Calendar

From	Subject	Date/Time
MW	[redacted]	04:27am
JG	[redacted]	04:01am
SN	[redacted]	02:04am
BJ	[redacted]	06/11
H	[redacted]	06/11
H	[redacted]	06/11
MW	[redacted]	06/11
CS	[redacted]	06/09

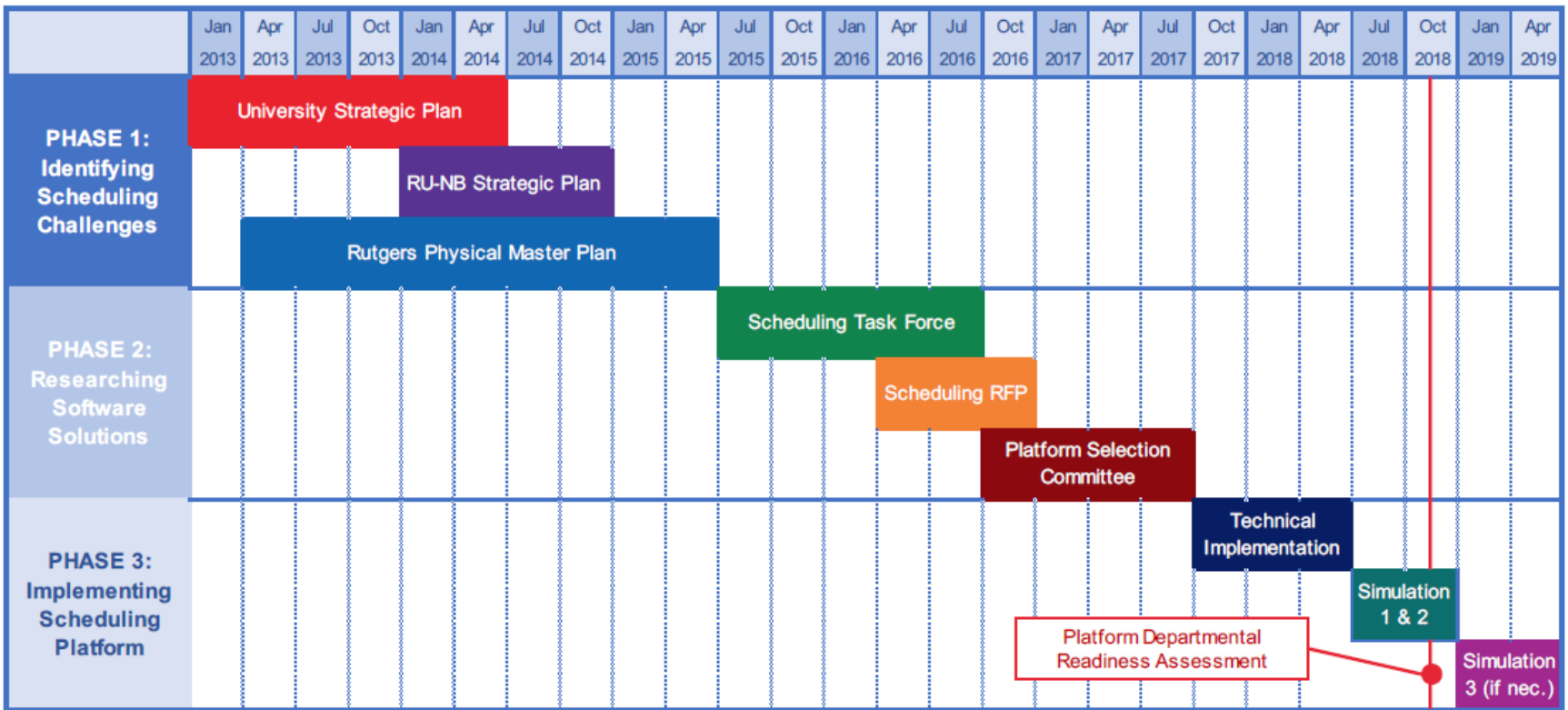
# One-Stop Student Services Centers

- One-stop resource center for students
  - Payments
  - Cashiering
  - Financial aid
  - Payment plans
  - Records
  - Registration
  - Student accounts
  - Personalized guidance
  - Referrals to a wealth of campus resources
- Rutgers University–Camden opened earlier this month
- Rutgers University–New Brunswick to open by spring 2020
- Rutgers University–Newark to open by the end of 2020

# Improving the Course Scheduling Process

## Course Scheduling Initiative

### Timeline



## Ongoing Efforts to Improve the Bus Experience

- Rutgers operates the 2<sup>nd</sup> largest bus fleet in the state, behind NJ Transit
- 60,000 rides on a typical day
- Added 18 buses
- Through improved scheduled, *reduced* ridership by 10% over three years ago
- Launched bus tracking app
- Removed articulated buses

Bus Shelter at the Yard – New Brunswick



- Eliminates the need for hangtags and paper tickets
- License plates now scanned automatically in parking areas
- Aligns with our commitment to the environment
- Provides a convenient, self-managed parking pass system
- Guests and visitors can register online for parking



# **Supporting Scholarly Excellence**

## Sampling of Faculty Honors 2017-18

- **Paul Falkowski (New Brunswick)** *Tyler Prize for Environmental Achievement*
- **Charlotte Thomas-Hawkins (RBHS)** *Outstanding Contribution Award, American Nephrology Nurses Association*
- **Kate Epstein (Camden)** *Frederick Burkhardt Residential Fellowship for Recently Tenured Scholars, American Council of Learned Societies*
- **Leon Fraser (Newark)** *Mentor of the Year, National Black MBA Association, New Jersey Chapter*
- **Vivian Bellofatto and Arnold Rabson (RBHS), Richard Padgett and Peter March (New Brunswick)** *Fellows of the American Association for the Advancement of Science*
- **Yanyong Zhang (New Brunswick)** *Fellow of the Institute of Electrical and Electronics Engineers*

## Academic Excellence

- Rutgers-New Brunswick ranked 56<sup>th</sup> among national research universities by US News & World Report (69<sup>th</sup> last year)
- Rutgers-Newark moved to 115<sup>th</sup> among national research universities (133<sup>rd</sup> last year)
- Rutgers-Camden 28<sup>th</sup> among regional institutions
- 28 academic programs ranked in the top 10 in their fields by USNWR or USA Today
- Rutgers-Newark ranked #1 in campus ethnic diversity
- Ranked #4 by Military Times Best for Vets 4-year colleges



## A Research Powerhouse

- Rutgers now ranks among the top 20 Public Universities in annual research expenditures
  - Under \$400m in 2012 to over \$600m in FY18
- CINJ reauthorized as only NCI-designated comprehensive cancer center in New Jersey
- 20 start-up companies launched since 2014
- \$14.5m in patent revenue in FY18
- Rutgers Corporate Engagement Center launched
- Increasing research collaborations with Princeton

## Building on Our Strengths in the Humanities

Task Force Report in 2016

- Five-year, \$10 million commitment

*Highlights include:*

- 20 new faculty hires
- Renowned scholars in English, history, philosophy, linguistics
- Increased fellowship aid for master's candidates in Newark
- Funding for graduate students teaching writing in Camden
- Salamishah Tillet, Clement Price Institute associate director
- Naomi Klein, inaugural Gloria Steinem Chair



*Salamishah Tillet*



*Naomi Klein*

# **A New State of Health**

## Rutgers – RWJBarnabas Partnership

- RBHS and RWJBarnabas Health signed a master affiliation agreement on July 24, 2018
- Shared objective: to collaborate to form a world-class academic health center that functions as one system



- Develop a world-class academic health system for New Jersey
- Recruit leading academic, research, and clinical faculty
- Consolidate clinical services under RWJBH leadership, while respecting traditional academic reporting structure
- Focus academic, educational, and research efforts within Rutgers
- Dedicate collective resources to education, research, and health improvement to benefit patients, students, and all of New Jersey
- Capitalize on the strength of the Rutgers Health brand



## Master Affiliation Agreement Highlights

- Transforming academic health care in New Jersey:
  - **\$100 million** initial investment, functions as endowment
    - **\$10 million** set aside to retain top students who remain with RWJBH/RU post-residency
  - **\$50 million**/year in fixed mission support
  - Variable mission support based on RWJBH financial success
  - Recruitment of approximately **100** new faculty investigators over 10 years - doubles RBHS research portfolio

# Inaugural Health Care Symposium

- Celebrates the new Academic Health System
- October 30, 2018
- Keynote address by Dr. David Blumenthal, President of the Commonwealth Fund, former S. O. Thier Professor of Medicine at Harvard and CIO of the Partners Healthcare System in Boston
- Stellar list of other speakers and panels on health care and health care policy.

## Tech Innovation Hub

### Partnership with the State and the City of New Brunswick

- The State, City, and Rutgers share a vision of New Brunswick as driver of the New Jersey innovation economy
- Rutgers working with DEVCO to design collaborative research incubation space in downtown New Brunswick





# Happy 100th, Douglass!



# QUESTIONS