

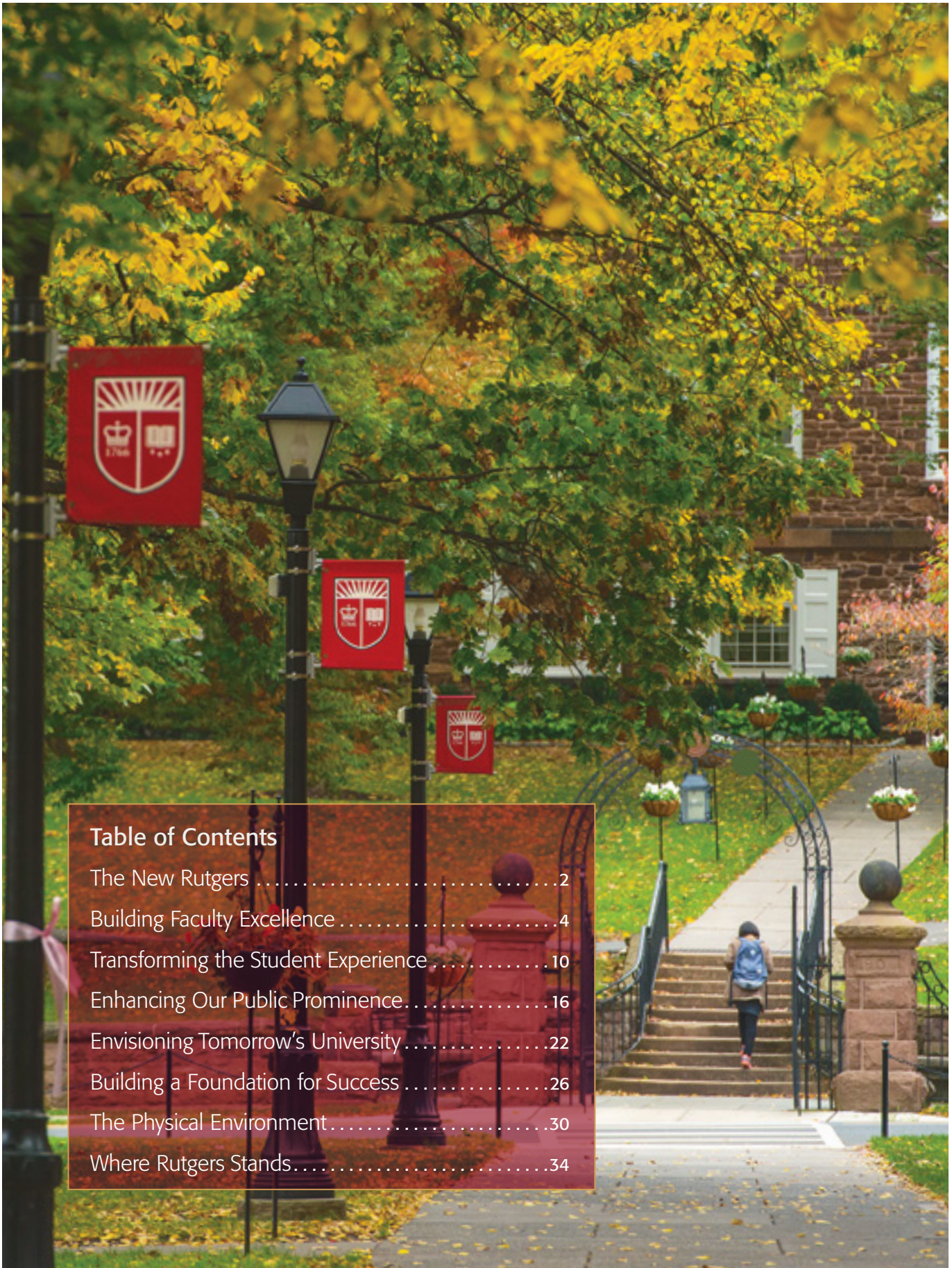


**RUTGERS**  
THE STATE UNIVERSITY  
OF NEW JERSEY

# Rutgers 2020: An Eight-Year Perspective







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Dear Members of the Rutgers Community,



What a difference eight years have made! Thanks to so many people across this remarkable community of scholars, Rutgers is a much stronger university today than it was in 2012.

- We have new academic vigor—with greater research productivity, state-of-the-art facilities, and renewed commitment to our core strengths in the humanities and sciences.
- We have better tools to serve our students, a stronger commitment to access and affordability, and increasing numbers of high achievers.
- We have made reputational gains and contributed to national policy discussions.
- We are becoming a model 21st-century institution with innovative relationships, including partnership with the state's leading health care system.

This report highlights some of the remarkable changes that have taken shape at Rutgers over the past eight years. It is organized to reflect the major priorities identified by the many thousands of you who took part in our yearlong strategic planning process: build faculty excellence, transform the student experience, enhance our public prominence, and envision tomorrow's university, while building a firm financial and administrative foundation for success.

During the past eight years, our University has undergone seismic changes, chief among them the integration of most units of the former University of Medicine and Dentistry of New Jersey into Rutgers; entrance into the Big Ten, the nation's premier athletic and academic conference; and the infusion of hundreds of millions of dollars in state bond funding for capital construction across the University.

Through your efforts, we have capitalized on those opportunities. Because of you, Rutgers has become an academic, research, and health powerhouse that leverages outstanding talent, resources, and expertise to improve the human condition, in New Jersey and around the world.

Thank you for all you have done to achieve our vision. As I complete my presidency, I am proud to say that Rutgers has indeed taken its place among the best universities in America.

Sincerely,

Robert Barchi  
President  
Rutgers, The State University of New Jersey  
March 1, 2020



# The New Rutgers

The past eight years have marked a period of transition for Rutgers. The New Jersey Medical and Health Sciences Education Restructuring Act of 2012, which brought most of the former University of Medicine and Dentistry of New Jersey into Rutgers, created fundamental, and at times unanticipated, changes in our organization and, in some cases, in how members of our community related to each other. The potential impact of these changes on Rutgers' vision and mission formed the basis for many community-wide discussions during our strategic planning process.

## Before Integration

Prior to passage of the restructuring act in 2012, Rutgers comprised three campuses. The University was led administratively by the president, who directly managed Rutgers–New Brunswick, the sole entity with membership in the Association of American

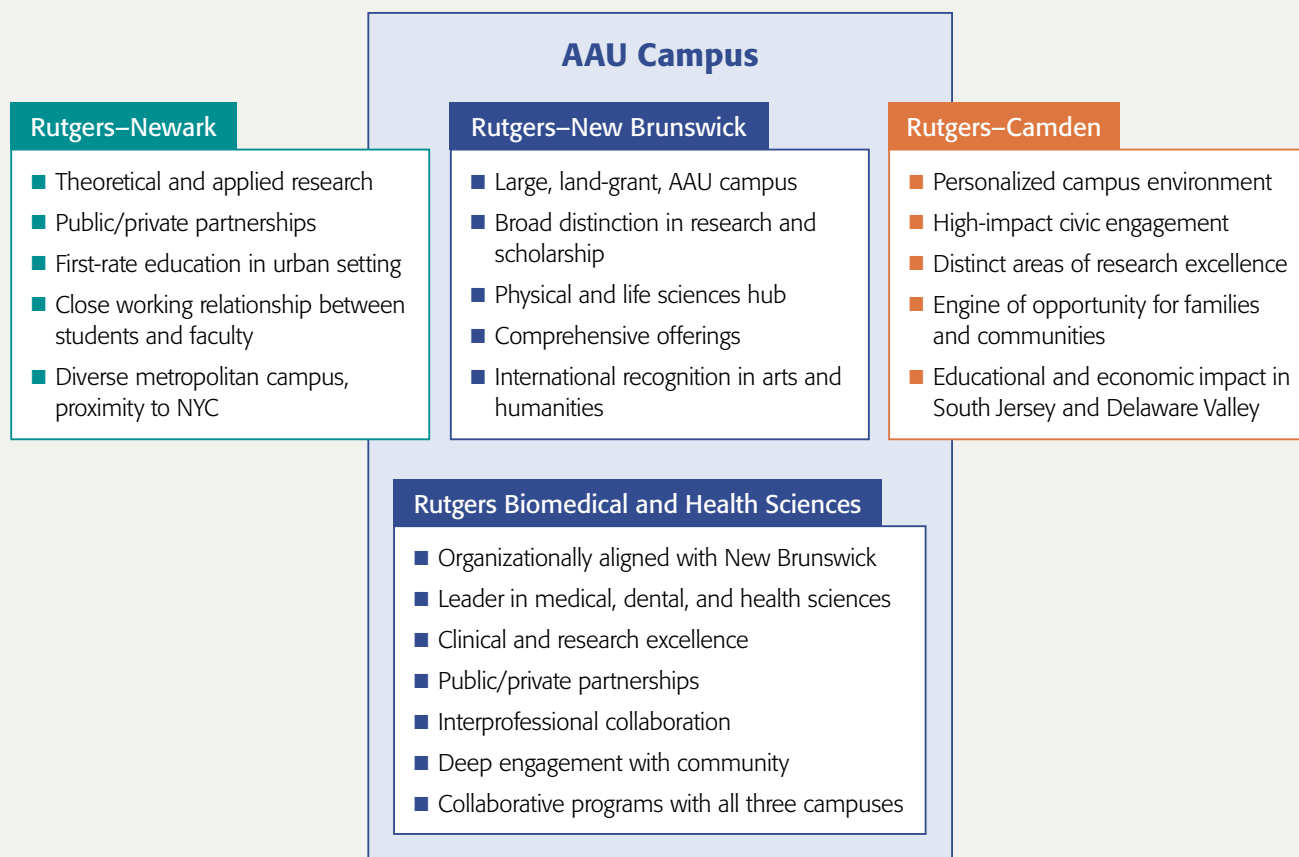
Universities (AAU). Chancellors at Rutgers–Newark and Rutgers–Camden functioned as chief operating officers of their campuses and reported to the president.



From left: Old Queens, the university's oldest building, at Rutgers University–New Brunswick; students walk past the gateway near Conklin Hall at Rutgers University–Newark; students by the Admissions Building at Rutgers University–Camden.

## Impact of Legislation

The new Rutgers increases autonomy for Rutgers–Newark, Rutgers–Camden, and the combined AAU unit of Rutgers–New Brunswick and RBHS



**RUTGERS**

## After Integration

Following exhaustive conversations across the community, a new organizational construct was developed to encompass the four chancellorships at Rutgers established by the 2012 legislation, including new ones for Rutgers–New Brunswick and the new division, Rutgers Biomedical and Health Sciences (RBHS). This organization creates additional operating and budgetary autonomy for Rutgers University–Newark, for Rutgers University–Camden, and for the combined entity of Rutgers University–New Brunswick and RBHS, which together comprise the unit of Rutgers with AAU membership.

## President and Chancellors

The new legislation separated the position of Rutgers president from that of the New Brunswick chancellor. In the new structure, the Rutgers president has two roles:

- Leader of Rutgers, The State University of New Jersey, responsible for all the chancellor units and their academic programs, students, and faculty
- President of the AAU entity reflecting the joint domains of the chancellors of RBHS and Rutgers–New Brunswick

Each of the four chancellors followed up our university-wide strategic planning process by developing strategic plans of their own, adding their leadership and vision for their unit to the overall University plan.

# Building Faculty Excellence

Over its history, Rutgers has attracted outstanding scholars, many of whom have brought special distinction through their research and discoveries. But the best universities must constantly renew and build the excellence of their faculty.

Rutgers has made significant progress in this regard. An influx of newly endowed chairs in critical disciplines has brought Rutgers a world-class cohort of senior and mid-career scholars. Long-awaited facilities for chemistry, life sciences, nursing, engineering, and nutritional sciences have been constructed to replace outdated buildings. And more than \$50 million is being invested to strengthen Rutgers' prominence in the humanities and commitment to faculty diversity and mentoring.

## Doubling Endowed Professorships

Since 2013, externally endowed professorships at Rutgers have increased from 41 to 91.

These endowed chairs have brought to Rutgers world-class scholars in fields from cell biology and cancer genomics to public history and humanities, engineering to entrepreneurship, water resources and watershed ecology to philosophy.

## New Henry Rutgers Professorships and Chairs Attract Top Scholars

President Barchi also created two groups of internally funded chairs—Henry Rutgers Professorships, for recruiting preeminent senior scholars, and Henry Rutgers Term Chairs, for outstanding faculty reaching the mid-phase of their careers. Funding came from presidential strategic funds and did not tap endowment income.

Nineteen Henry Rutgers Professorships now support acclaimed scholars in such fields as chemistry, law, global health, philosophy, African-American studies, and advanced manufacturing.

Eleven Henry Rutgers Term Chairs now honor mid-career faculty in areas including digital film, ethics, women's and gender studies, piano, data science, health sciences, philosophy, planetary geology, and comparative sexuality, gender, and race.

### Top Scholars at Rutgers

**91** Externally funded professorships

**19** Henry Rutgers Professorships

**11** Henry Rutgers Term Chairs

## Attracting and Retaining Preeminent Faculty



A sampling of outstanding scholars appointed to externally funded professorships and Henry Rutgers professorships and term chairs since 2012: **1** | Shridar Ganesan, genomic science **2** | Elise Boddie, law **3** | Naomi Klein, media, culture, and feminist studies **4** | April Benasich, developmental cognitive neuroscience **5** | Ted Baker, entrepreneurship **6** | Peter Cole, pediatric hematology/oncology **7** | Brian Leftow, philosophy of religion **8** | Erin Vogel, anthropology **9** | Jak Chakhalian, experimental physics **10** | Salamishah Tillet, African and African-American studies and creative writing **11** | Richard Marlink, global health **12** | Vanessa Hus Bal, adult autism **13** | Stephen Burley, chemistry **14** | Martin Blaser, human microbiome **15** | Jen-Hao Chen, health sciences **16** | Anne Mosenthal, surgery **17** | Darrin York, chemistry **18** | John Kuo Wei Tchen, public history and humanities.



## Faculty Distinction

Membership in the National Academies of Sciences, Engineering, and Medicine is the gold standard of excellence for U.S. research universities. Since 2012, Rutgers has increased its number of National Academies and American Academy of Arts and Sciences members from 34 to 54 faculty. Other national and global honors include:

**Joachim Messing** – 2013 Wolf Prize in Agriculture

**Henryk Iwaniec** – 2015 Shaw Prize in Mathematical Sciences

**Gregory Pardlo** – 2015 Pulitzer Prize for Poetry

**Evelyn M. Witkin** – 2015 Albert Lasker Basic Medical Research Award

**Cheryl A. Wall** – 2017 Octavia E. Butler Award for Scholarship on Black Women Writers

**Paul Falkowski** – 2018 Tyler Prize for Environmental Achievement

**John Keene** – 2018 MacArthur Fellow “Genius Grant”

**Edmond LaVoie** and **Joachim Messing** – 2018 Fellows of National Academy of Inventors

**Rigoberto González** – 2020 PEN/Voelcker Award for Poetry

Note: Joachim Messing died in September 2019

*“An engaged, distinguished, diverse, and empowered faculty lies at the core of the University’s aspiration.”*

– UNIVERSITY STRATEGIC PLAN

## A \$42 Million Investment in Faculty Diversity

Enhancing diversity and inclusion starts with the right “tone from the top.” Senior Vice President Barbara Lee developed a plan to invest nearly \$22 million in presidential strategic funds to recruit, retain, and mentor diverse faculty. President Barchi later committed an additional \$20 million to the program, which will run until June 2024.

The initiative provides half the salary support for the first three years of each newly hired faculty member’s service at Rutgers, along with funds for mentoring and retention activities.

## Prominence in the Humanities

President Barchi asked a faculty task force from across the University for strategies to ensure that the humanities retain their traditional strength as Rutgers grows. He then committed to a five-year \$10 million plan, using presidential strategic funds, to implement the group’s key recommendations, including:

- Recruitment of distinguished faculty in English, history, women’s history, and philosophy in anticipation of the retirement of distinguished professors in those disciplines to ensure a continuity of excellence
- Establishment of three Henry Rutgers Term Chairs in the humanities to attract strong junior scholars or retain strong mid-career scholars
- Availability of stipends for newly admitted doctoral students in English, history, linguistics, and philosophy
- Launching of public humanities initiatives at Rutgers University–New Brunswick, Rutgers University–Newark, and Rutgers University–Camden



Among Rutgers’ National Academy of Sciences members are four inducted in 2013 (from left): Eva Andrei, David Vanderbilt, Karin Rabe (all physics and astronomy); Robin Fox (anthropology).





Cheryl A. Wall, Board of Governors Zora Neale Hurston Professor of English. In 2017, Rutgers University–New Brunswick’s graduate program in English was ranked #15 in the country by *U.S. News & World Report*.



Alan Goldman, Distinguished Professor of Chemistry, with students Arun Shuda and Xiaoguang Zhou. Rutgers has consistently ranked among the top universities in the United States in spending on chemistry research and development.

## Research Productivity and Distinction

Rutgers' research and development expenditures rose by more than **\$200 million in five years** to stand at \$736.8 million, with the integration of the former University of Medicine and Dentistry of New Jersey accounting for a substantial part of this increase. Rutgers University–New Brunswick now ranks among the nation's top 20 public universities in total research spending.

Two recent national achievements underscore the growing strength of Rutgers research:

- In 2018, **Rutgers Cancer Institute of New Jersey** earned redesignation by the National Cancer Institute as New Jersey's only comprehensive cancer center—a competitively awarded distinction held by only 49 centers across the nation.
- In 2019, a Rutgers-led consortium of New Jersey research universities secured the **Clinical and Translational Science Award** from the National Institutes of Health—a highly competitive \$29 million grant focused on shortening the time between basic science breakthroughs and life-saving clinical treatments.

	<p>Spurring Innovation and the Economy</p> <p><b>730+</b> active U.S. patents</p>
	<p><b>755</b> active license agreements</p>
	<p><b>86</b> current start-ups</p>

## Commitment to Teaching and Mentoring

A faculty task force developed a rigorous new system of department-led teaching evaluation that relies on student surveys, peer observations, course material review, and other tools—and is tied to appointment, reappointment, and advancement for all faculty.

Rutgers is also developing career tracks for non-tenure-track faculty and part-time lecturers based on experience, commitment, and teaching quality.

The University increased its commitment to faculty mentoring. Three university-wide mentoring programs have been bolstered to encourage all new faculty to tap the expertise of more senior faculty as they begin their careers at Rutgers.



From left: Graduate students Aminat Saliu-Musah and Stacey Cifelli in a laboratory with New Jersey Medical School professor Teresa Wood, the Rena Warshow Endowed Chair in Multiple Sclerosis.



# Transforming the Student Experience

Great universities provide support and infrastructure that help students to focus on academic success, earn a degree, and become engaged alumni. High student satisfaction can drive admissions, attract top scholars, and produce alumni donors who help Rutgers reach ever-higher ambitions.

Today's Rutgers students enjoy new personalized learning environments and improved academic and administrative services. New financial aid programs and an institutional determination to minimize tuition increases are keeping Rutgers affordable for New Jersey families. At Rutgers University–New Brunswick, Rutgers is reducing travel time and easing congestion on University buses.

## Outstanding Honors Colleges

Rutgers has been able to recruit and engage greater numbers of top-performing students by creating or expanding honors colleges at each location.

The **Honors College at Rutgers University–New Brunswick** complements strong honors programs in the undergraduate schools and attracts some of the highest-achieving high school graduates from New Jersey and across the nation. These students likely would have enrolled in universities outside New Jersey without the draw of these prestigious opportunities.

- A 500-bed residential and academic facility opened in 2015.
- On average, incoming students earn SAT scores above 1500 and GPAs above 4.0.
- First-year students live and learn alongside faculty fellows.

The **Honors Living-Learning Community (HLLC) at Rutgers University–Newark** is revolutionizing the concept of an honors college. The HLLC identifies the homegrown knowledge of talented students, relying not only on measures like SAT scores but also on a holistic assessment of talents and characteristics associated with a student's ability to thrive in college and contribute to the greater good.

- Students receive a residential scholarship and engage in internships, research assistantships, and service opportunities.

- A 400-bed residential and academic facility will open in the fall of 2020.
- Prudential Financial established a \$10 million scholarship program for Newark residents enrolling in HLLC—the largest gift ever at Rutgers–Newark.





Above: The Honors College at Rutgers University–New Brunswick, opened in 2015. Below: The Honors College at Rutgers University–Camden, established in 1997. Left: One of several media articles on the Honors Living-Learning Community at Rutgers University–Newark, established in 2015.

*“Improving the experience for all students once they enroll at the University is critical for retaining students and enhancing their progress through graduation as well as for improving alumni engagement.”*

– UNIVERSITY STRATEGIC PLAN

The **Honors College at Rutgers University–Camden**, more than 20 years old, has expanded to include not only first-year students but also transfer and rising sophomores, resulting in a record enrollment of more than 500 students.

- An engagement activity is required every semester.
- Students pursue academic “commitments”—second majors, minors, and departmental honors—or undertake academic “enhancements”—such as undergraduate research, internships, and the UN Summer Study Program.
- Subsidies are available for short-term learning abroad.







Associate teaching professor of mathematics Michael Weingart teaches a course on probability in an active learning classroom at the Rutgers Academic Building on the College Avenue campus at Rutgers University–New Brunswick.

## Access and Opportunity

The University is keeping a Rutgers degree affordable for New Jersey families. Tuition increases were held to an average of 2.4 percent from 2013 to 2019, which compares with a 3.9 percent average annual increase over the previous five years.

New financial assistance programs at Rutgers University–Newark (**RU-N to the Top**) and Rutgers University–Camden (**Bridging the Gap**) guarantee that students whose family income is \$60,000 or less will have their tuition fully covered. Both have shown strong results.



### At Rutgers University–Newark

- First-year enrollment grew from 1,050 in 2013 to 1,300 in 2018.
- The enrollment of Newark residents increased by 59 percent in those years.

### At Rutgers University–Camden

- First-year enrollment moved from 500 in 2013 to 1,000 in 2018.
- Two-thirds of incoming undergraduates in 2018 were African American or Hispanic.

### At Rutgers University–New Brunswick

- A model of access among Big Ten public universities, Rutgers University–New Brunswick has the largest percentage of federal Pell grant recipients and the smallest gap in graduation rates between Pell and non-Pell students.

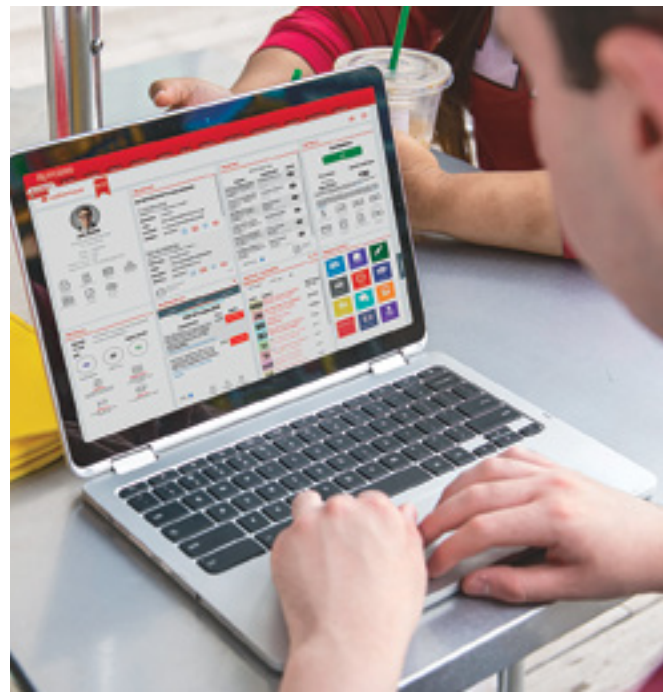
Rutgers' Board of Trustees voted in 2018 to provide \$2 million in tuition grants, emergency assistance, and funding to student-based food pantries through 2022. These funds represent the spending allocation from eight endowed funds under the control of the trustees.



## Making It Easier to Be a Student

Rutgers has sought to improve the way students interact with University offices for enrollment, financial aid, student accounting, and registration.

- A new financial aid website and a check-in app in the financial aid office enable students to conduct most business online and reduce wait times for in-person support.
- One-stop service centers have been proposed for each campus, and one—at Rutgers–Camden—opened in 2018. At Rutgers–New Brunswick, staff from the offices of the registrar, financial aid, and student accounting are now all located in the same building at Records Hall.
- The myRutgers dashboard allows students to perform self-service activities from computers and mobile devices for courses and registration, grades, financial aid, and more. The dashboard received 7.7 million hits in its first year, with 99 percent of students using it.
- A new computer-based course scheduling system—the first major change to the system in decades—is underway for scheduling courses for fall 2020. By optimizing course locations and scheduling, it will reduce time to graduation, facilitate the satisfaction of major requirements, and reduce the time spent on University buses.

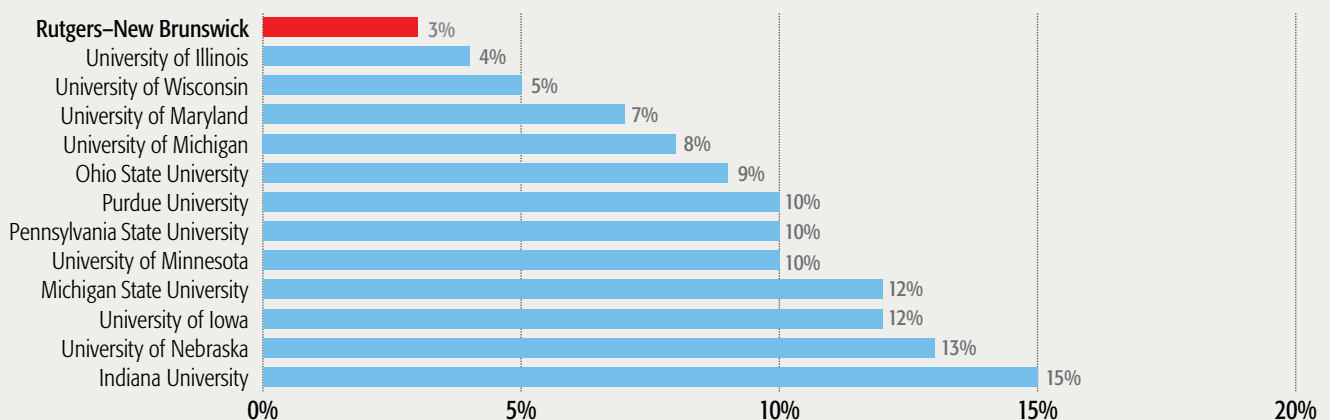


The myRutgers student online dashboard, which was launched in 2018, enables students to perform self-service activities.

- A task force developed strategies for relieving the congested bus system and travel times between classes at Rutgers–New Brunswick. Rutgers has added 18 buses to the fleet, installed a system to tell students when the next bus will arrive at the nearest stop, and used classroom locations to help determine first-year housing placements. In addition, the University now tracks every bus ride, studies real-time data, and adjusts buses accordingly.

## Rutgers Leads Public Big Ten Schools in Pell Student Graduation Rates

6-Year Graduation Rate Gap — Non-Pell vs. Pell  
(2012 Cohort)





Professor Marshall Jones leads a theater appreciation class on the Rutgers University–New Brunswick Douglass campus, with some of his students participating remotely from the Busch campus through telepresence technology.

## Technology-Enabled Learning

Technology is increasingly integral to academic life, and the University has made efforts to ensure that technology is helping students navigate their Rutgers careers.

**Active Learning:** Rutgers University–New Brunswick has developed active learning classrooms and lecture halls in the new Richard Weeks Hall of Engineering, the Rutgers Academic Building, Tillett Hall, and the new Chemistry and Chemical

Biology Building. These spaces employ new technology and room architecture to foster student engagement and collaboration. For example, the instructor and students can project images from their laptop, phone, or tablet to screens that can be viewed by the entire class.

**Telepresence Classrooms:** Introduced in 2017, telepresence technology makes it possible for one professor to teach a course in two separate classrooms at New Brunswick—one on the Busch campus, the other on the Douglass campus—with



## Exceeding Expectations on Graduation Results

6-Year Graduation Rates — Actual vs. Predicted (FY2018)

**CAMDEN**  
**+5.8%**  
 Peers: +3.3%

**NEW BRUNSWICK**  
**+8.4%**  
 Peers: +4.1%

**NEWARK**  
**+11.2%**  
 Peers: -5.0%

Celebrating their graduation from Rutgers in 2017 are members of the first cohort of Rutgers Future Scholars.



*“Rutgers needs to balance its commitment to maintaining access for all qualified students with enhancing its ability to attract and retain the highest-achieving students from New Jersey and across the nation.”*

– UNIVERSITY STRATEGIC PLAN

students choosing the location most convenient to them (and avoiding bus travel). The classrooms’ immersive video technology makes it feel as if they’re all in the same room.

A similar technology is employed by Rutgers Law School, enabling courses to be offered simultaneously at Camden and Newark and increasing the number of courses available to law students in both locations.

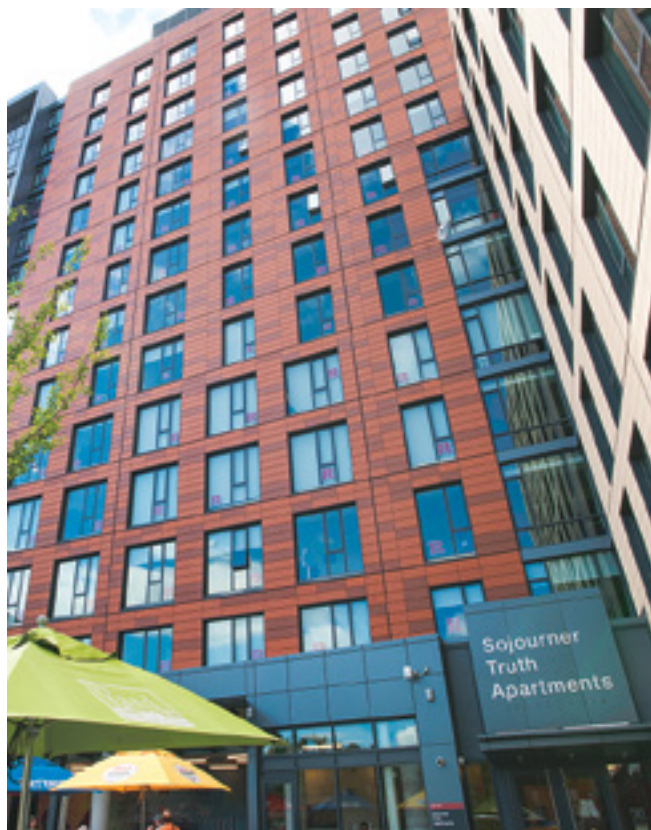


## Student Spaces

Although classrooms and labs play a fundamental role, the student experience also involves what happens in the other campus spaces.

Rutgers has completed or planned important construction projects to enhance student life across the University, including:

- Sojourner Truth Student Apartments in New Brunswick
- Renovated 1920s high-rise building at 15 Washington Street in Newark
- Kathleen W. Ludwig Global Village Living Learning Center in New Brunswick
- Express Newark in the former Hahne & Co. department store in Newark
- New fields for intercollegiate and intramural sports in Camden
- New Brunswick Performing Arts Center



Top: Students at Express Newark, an arts incubator conceived by Rutgers University–Newark faculty, staff, and students and community arts leaders, which opened in 2017 in the former Hahne & Co. department store. Bottom: The Sojourner Truth Apartments and The Yard on the College Avenue campus at Rutgers University–New Brunswick opened in 2016.



# Enhancing Our Public Prominence

It is not enough to be excellent; gaining recognition for that excellence is critical, as it opens myriad opportunities—from recruiting the best students and scholars to winning research grants to securing major gifts from foundations and donors.

Rutgers has taken advantage of timely milestones, including its 250th anniversary and entry into the Big Ten, to make important gains in national rankings, market the University in and beyond the state, and take our rightful place among the outstanding institutions of the Big Ten.

## Rutgers 250

To mark the 250th anniversary of our founding, Rutgers carried out a yearlong and broadly inclusive commemoration, with informational, scholarly, musical, contemplative, and celebratory programs around New Jersey, in Washington, D.C., and in the Netherlands. The year’s most noteworthy highlight: hosting President Barack Obama as commencement speaker in a packed stadium on May 15, 2016, when he declared, “America converges here.”

Rutgers 250 built pride and generated more than 14,000 favorable news stories that earned millions of impressions worldwide.

*“As an internationally recognized university, we must more broadly promote our unique history, our diversity and academic excellence, and our educational breadth and research depth.”*  
– UNIVERSITY STRATEGIC PLAN

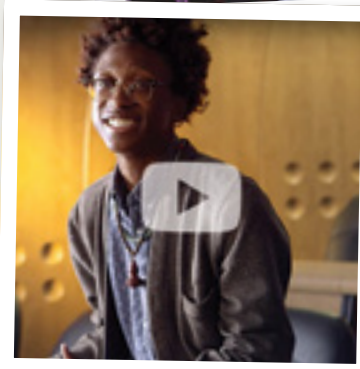
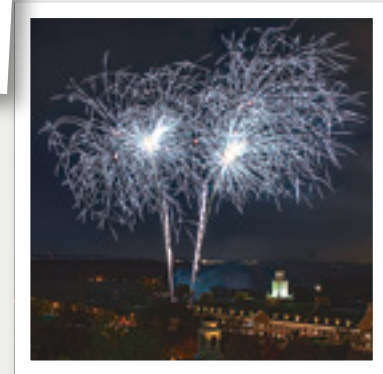


## Critical Examination

The 250th anniversary also occasioned a critical examination of Rutgers’ early history and the publication of *Scarlet and Black*, which documents our founders’ participation in the slave trade, our debts to enslaved men and women whose labor was used to build Rutgers, and our role in displacing the Lenni Lenape. Acting on a faculty-led committee’s recommendations to recognize and atone for Rutgers’ past actions without erasing its history, the University has renamed three spaces at Rutgers University–New Brunswick:

- The **Sojourner Truth Apartments** on the College Avenue campus, honoring the abolitionist and women’s rights activist who was once owned by the family of Rutgers’ first president, Jacob Hardenbergh
- The **James Dickson Carr Library** on the Livingston campus, named for Rutgers’ first African-American graduate
- **Will’s Way** at the Old Queens Building, which honors an enslaved man who laid the foundation for the building at the heart of Rutgers University–New Brunswick

## Rutgers 250: A Celebration



Center: The new Rutgers shield, adopted in 2015. Clockwise from top center: President Barack Obama at University Commencement in May 2016; Rutgers' illustrated history book; fireworks on Rutgers' 250th anniversary, November 10, 2016; executive vice president Antonio Calcado, Rutgers University–Camden chancellor Phoebe Haddon, and president Robert Barchi cut the ribbon for Writers House at Rutgers University–Camden in 2015; Founders Day celebration in November 2016; Empire State Building lit scarlet on Rutgers' 250th anniversary; Pauline Yu, then-president of the American Council of Learned Societies, a speaker at the 250th Anniversary Presidential Symposia on Higher Education; screen shot of the short film *Our Revolutionary Spirit*; bell-ringing to launch the anniversary year in November 2015; unveiling of the RevOLUTIONary monument.

*(The Empire State Building image ® is a registered trademark of ESRT Empire State Building, L.L.C. and is used with permission.)*



A “No Ban, No Wall” protest in January 2017 at Rutgers–New Brunswick, one of several examples of student activism at Rutgers.

## Helping Shape National Policy Discussions

Rutgers has contributed to public policy discussions on a range of topics, from immigration to free speech.

- Piloted a national survey on campus climate regarding sexual violence
- Created the Rutgers Immigrant Community Assistance Project
- Hosted a “Fighting Hate While Preserving Freedom” symposium
- Won a federal grant to expand services to victims of sexual assault, dating violence, and stalking
- Sent 45,000 letters to Congress from students, faculty, staff, and alumni supporting DACA Dreamers
- Began a plan to reduce Rutgers’ carbon footprint and enhance its resilience to the effects of climate change

*“By promoting achievements from across our communities, Rutgers’ reputation and stature will improve regionally, nationally, and internationally.”*

– UNIVERSITY STRATEGIC PLAN

## Partner with the State

Rutgers continues to build on its reputation as a generator of economic growth for the Garden State and as New Jersey’s trusted resource across political party lines. Since 2016, the Office of State Government Affairs has increased its average monthly contacts with government leaders from about 70 contacts per month to nearly 150.



## Students Competing on the National Stage

Rutgers students have repeatedly won prestigious competitions and highly competitive scholarships, further raising the University's national profile.

- A top producer of Fulbright student awards for 10 consecutive years, Rutgers won more Fulbrights in 2018–2019 than every other public university except for the University of Michigan.
- Our students have won 11 Gates Cambridge Scholarships in 12 years.
- A Rutgers team won the \$1 million 2017 Hult Prize for Social Entrepreneurship.
- Our students won the 2016 National College Fed Challenge.
- A Rutgers team won two national collegiate debate championships in 2017.
- Rutgers students won the 2017 GME Group Trading Challenge.
- In 2019, Rutgers claimed its first-ever winner of the Marshall Scholarship, established in 1953.
- Our students have also won Truman, Goldwater, Schwarzman, Luce, Churchill, and Mitchell scholarships.

## Reputational Gains

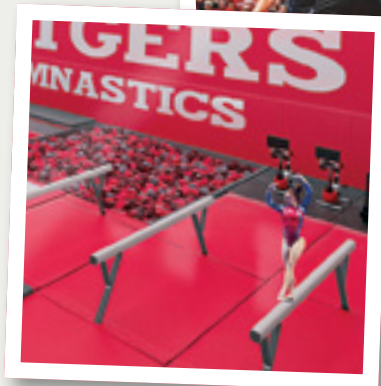
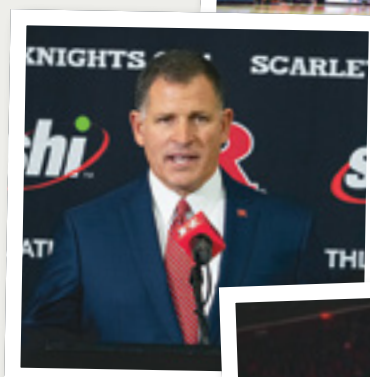
Since 2016, Rutgers University–New Brunswick (where SAT scores of first-year students rose 50 points in five years) has improved by 10 positions in the *U.S. News & World Report* rankings. In the same publication's rankings, Rutgers University–Newark currently stands fourth among all national universities in the new category of advancing social mobility. And as evidence of its growing stature, Rutgers University–Camden moved from being ranked among regional universities in the North to being listed among national universities for the first time in *U.S. News* for 2020.

This rise has followed improvements in national rankings for several units, including the nursing, law, and business schools. In addition, more than a dozen Rutgers undergraduate majors have been ranked in the top 10 by College Factual, from health professions to criminal justice to social work to biology.



Top: President Bill Clinton with Rutgers' 2017 Hult Prize-winning team, (from left) Gia Farooqi, Hanaa Lakhani, Moneeb Mian, and Hasan Usmani. Center: Rutgers University–Newark's 2017 national debate team champions, Devane Murphy, left, and Nicole Nave. Bottom: Rutgers' 2019 Goldwater Scholars, (from left) Rikab Gambhir, Mariya Galochkina, and Brandon Gomes.

## Athletics Highlights



From top: Rutgers' 2019 NCAA wrestling national champions, Nick Suriano, left, and Anthony Ashnault; Scarlet Knights women's basketball guard Arella Guirantes; returning head football coach Greg Schiano; Scarlet Knights men's basketball center Myles Johnson; rendering of gymnastics room at RWJBarnabas Health Athletic Performance Center.

## Rightful Place in the Big Ten

Rutgers University–New Brunswick joined the Big Ten in 2014. Competing in the powerhouse conference is as hard as Rutgers imagined—but has already yielded many highlights.

- Wrestling: Nick Suriano and Anthony Ashnault won national titles in 2019
- Women's Soccer: Final Four in 2015 and multiple NCAA tournament bids
- Men's Lacrosse: Consistently among the nation's top 20
- Field Hockey: NCAA tournament bid in 2018, first since 1986
- Men's Basketball: Ranked in the Top 25 in a weekly poll for the first time in four decades
- Women's Basketball: Hall of Fame coach C. Vivian Stringer became the sixth Division I basketball coach to win 1,000 games

There is also tremendous excitement at the return of head football coach Greg Schiano, former national Coach of the Year at Rutgers, for the 2020 season. His rehiring in December 2019 drew national news coverage and has sparked a surge in season ticket sales and athletics fundraising.

Fully committed to providing Big Ten-quality athletic facilities, Rutgers has raised \$100 million to construct state-of-the-art venues including the RWJBarnabas Health Athletic Performance Center, the Marco Battaglia Practice Complex, and the Gary and Barbara Rodkin Academic Success Center, which will be completed in 2020.

Within the Big Ten Academic Alliance, the academic counterpart of the Big Ten athletic conference, Rutgers has led in several areas of collaborative research, including regenerative medicine, bioexploration, and visualization and data analytics for homeland security.





The Rutgers Symphony Orchestra performs at Lincoln Center’s Alice Tully Hall in 2016. Rutgers students have performed at other famous venues in recent years, including the Marching Scarlet Knights drummers’ appearance on the first episode of NBC’s *The Tonight Show Starring Jimmy Fallon* in 2014.

## Our Impact on New Jersey’s Economy

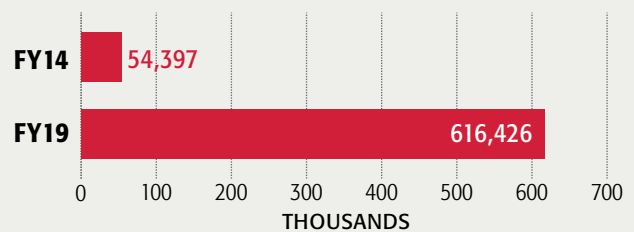
An academic study released in 2017 revealed how Rutgers fuels the New Jersey economy through annual spending on day-to-day operations and on long-term construction projects. Key impacts include:

- Economic Impact—\$5.2 billion in annual economic activity for NJ
- Return on Investment—\$7 for NJ’s economy for every \$1 of state investment
- Direct and Indirect Jobs—58,000
- Wages and Salaries—\$4.3 billion
- Purchasing from NJ Companies—\$610.2 million
- State Tax Revenues Generated—\$403.9 million
- Local Tax Revenues Generated—\$394.3 million

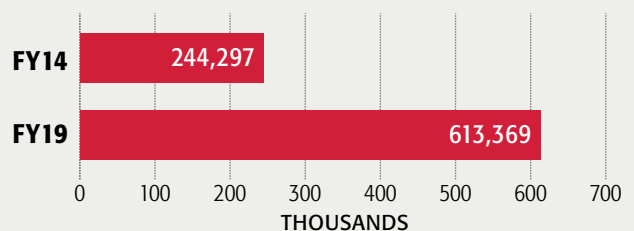
## Expanding Media Exposure

Initiatives that have propelled Rutgers’ favorable media coverage include the launching of Rutgers Today, a daily compendium of University news and features; the expansion of the University’s social media presence; and the more active promotion of Rutgers-related stories in local and national media.

### Followers on Main Social Media Channels



### News Stories Citing Rutgers



# Envisioning Tomorrow's University

Rutgers' strategic plan envisioned a future driven by technological changes in higher education, a rethinking of the structure of the University, and the need for deep and innovative relationships with the corporate community and government.

Rutgers is moving confidently toward that future as a truly comprehensive university, having added to our public mission the provision of world-class academic health care. We are also partnering with industry, most especially with the state's largest health care provider, and with government leaders—here in New Jersey and half a world away—to put our research prowess to work for the benefit of 21st-century society.

## A New Rutgers

As dictated by the New Jersey Medical and Health Sciences Education Restructuring Act of 2012, most units of the former University of Medicine and Dentistry of New Jersey

(UMDNJ) moved into Rutgers on July 1, 2013, making Rutgers one of the largest comprehensive research universities in the country.

Over the past seven years, Rutgers Biomedical and Health Sciences (RBHS)—with schools of medicine, nursing, dental medicine, public health, health professions, pharmacy, and graduate studies and seven centers and institutes—has been fully integrated into the University, administratively and academically. This has been achieved under the leadership of Chancellor Brian Strom, who eliminated an annual operating deficit (inherited from the legacy UMDNJ) of more than \$40 million through improvements in fiscal management and the faculty's generation of additional revenue from grants and clinical care.

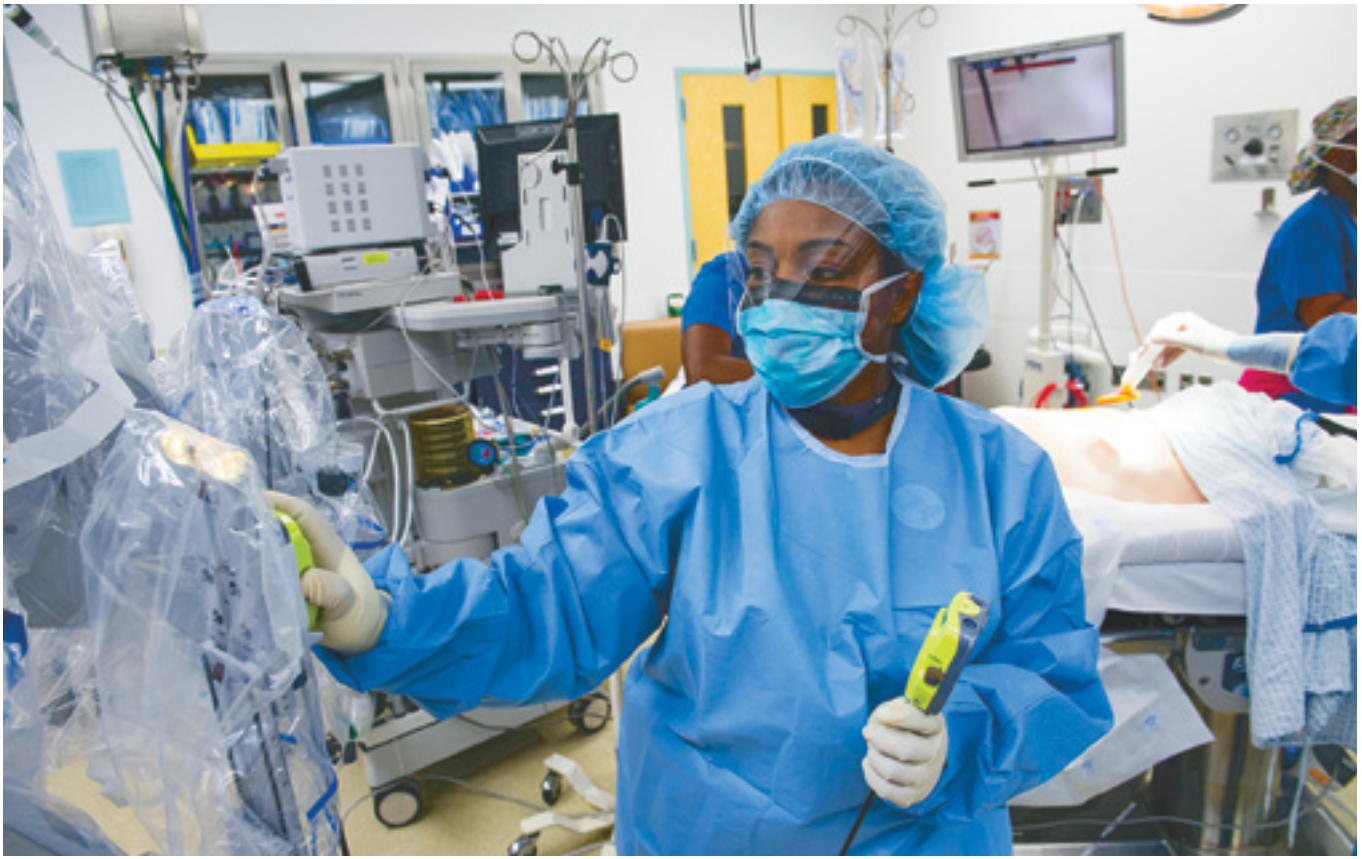
In building the strength of RBHS, Chancellor Strom has recruited eminent leaders in such fields as cancer research (Steven Libutti), translational science (Reynold Panettieri), global health (Richard Marlink), and behavioral health care (Frank Ghinassi). In recruiting Martin Blaser, Maria Gloria Dominguez Bello, and Liping Zhao, Rutgers now has three of the nation's top microbiome researchers.

### RBHS: Eminent New Faculty



Clockwise from top: Steven Libutti, director of the Rutgers Cancer Institute of New Jersey; Maria Gloria Dominguez Bello, Henry Rutgers Professor of Microbiome and Health; and Reynold Panettieri, director of the Institute for Translational Medicine and Science.





Top: A team prepares for an operation that will be performed by Robert Wood Johnson Medical School surgeons using minimally invasive robotic surgical technology. Bottom: Marc Klapholz, professor, chair of medicine, and director of the cardiology division at New Jersey Medical School, speaks with a patient.



At the 2018 signing of a master affiliation agreement between Rutgers and RWJBarnabas Health (RWJBH). Seated (from left): RWJBH Board of Trustees then-chair Jack Morris, RWJBH president and CEO Barry Ostrowsky, RBHS chancellor Brian Strom, and Rutgers president Robert Barchi. Standing (from left): RBHS senior vice chancellor for clinical affairs Vicente Gracias, RBHS senior vice chancellor of finance and administration Kathleen Bramwell, and RWJBH Board of Trustees current chair Marc Berson.

*“Our strategic planning has had to conceptualize tomorrow’s university in an effort to envision how we can become more competitive and innovative.”*

– UNIVERSITY STRATEGIC PLAN

### World-Class Academic Health Care

In 2016, the University announced the establishment of Rutgers Health, a clinical arm that gives New Jersey residents access to the very best clinical care, delivered by those who are researching new therapies to treat illness and maintain wellness. The Rutgers Health Group, an integrated multispecialty faculty practice of more than 1,000 providers, was established

in 2017. The group partners with patients, hospitals, and community clinicians to deliver high-quality health care in clinical settings throughout the state.

In 2018, Rutgers formed a partnership with RWJBarnabas Health (RWJBH) to create New Jersey’s largest and most comprehensive academic health system. In the partnership, Rutgers Biomedical and Health Sciences (RBHS) will lead all aspects of medical research and education, and RWJBH will lead the clinical enterprise. Through the agreement, RWJBH committed an initial investment of \$100 million to the development of Rutgers’ academic and research initiatives in the health sciences, as well as \$50 million per year in operating support. This will enable RBHS to recruit approximately 100 new faculty within the coming decade and double the research that RBHS conducts.



## Transformational International Relationships

Rutgers has long been globally engaged across many disciplines, with hundreds of faculty members involved in research projects around the world. For example:

- The New Jersey Medical School's Global Tuberculosis Institute works to conquer and cure TB worldwide.
- RBHS faculty are part of a project that instructs dieticians in Malaysia in nutrition-focused physical examination.
- Business faculty are working to strengthen supply chains for international disaster relief.

Three recent projects take innovative approaches to supporting social and economic growth.

**Sub-Saharan Africa:** Since 2014, the U.S. Department of State has selected Rutgers to run six-week Mandela Washington Institutes—one focused on civic engagement, the other on business leadership. The fellowship brings groups of 25 young leaders from across sub-Saharan Africa to universities in the United States for leadership training. Of the 27 universities chosen for Mandela Institutes in 2019, Rutgers was the only one selected to lead two.

**Greece:** In 2018, an initiative led by Rutgers–New Brunswick received \$27.5 million from the Stavros Niarchos Foundation to train young people in Greece for jobs in agriculture and food-related businesses. We bring expertise from our School of Environmental and Biological Sciences and the New Jersey Agricultural Experiment Station, including the Food Innovation Center. The grant is the largest by a philanthropic foundation in Rutgers' history.

**Botswana:** In 2019, Rutgers and leaders in the Republic of Botswana launched the Mahube Partnership for Transformation, an initiative to exchange knowledge and develop programs that help Botswana address strategic development goals. Unique in its nature—a partnership between a university and a nation—the collaboration focuses on health care, information technology, higher education and research, entrepreneurship, and civic leadership to help Botswana transform from a predominantly natural resource-based economy into a knowledge-based one.



From top: Mandela Washington Fellows at a reception at the president's house in Piscataway; students walk on a farm in Greece; president Robert Barchi with Botswana President Mkgweetsi Eric Masisi during Masisi's visit to Rutgers in 2018.

# Building a Foundation for Success

Rutgers seeks to be known for brilliant faculty, a robust and rewarding student experience, life-changing research and clinical care, and service and expertise that benefit society. These ambitions depend on a firm foundation of excellence in day-to-day operations.

Rutgers has made substantial investments to strengthen and overhaul our financial and administrative systems, boost annual fundraising, and enhance our partnership with state and federal leaders. Just as important, we have committed ourselves to a culture of service and support, high standards of integrity, and rigorous assessment of our progress.

## Stronger Financial Position

The University has improved its financial position in the past five years.

**Fundraising:** The Rutgers University Foundation completed its first billion-dollar capital campaign in 2014 and achieved six record-breaking years in fundraising, including a new high of \$251 million in fiscal 2019.

**Endowment:** Rutgers hired a director of investments and, with governing board consent, revised its strategic investment allocation and engaged a new investment consultant. The endowment has grown at an average of 9.2 percent per year since 2013, the second-best return in the Big Ten and fifth among public Association of American Universities institutions. Rutgers now has the 71st-largest endowment among U.S. universities, up from 102nd.

**Bond Ratings:** Rutgers' sound fiscal health has led to strong bond ratings.

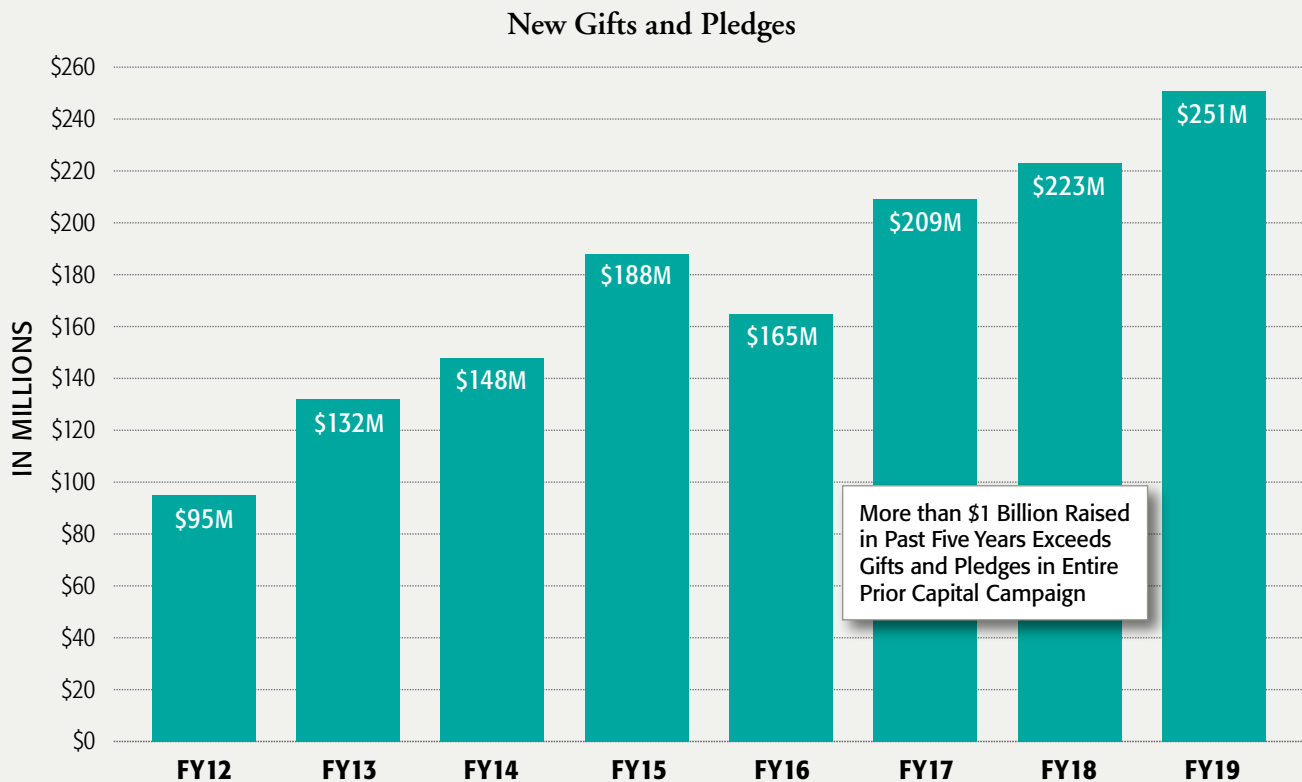
- 2017: Moody's Investors Service reaffirmed its Aa3 rating and upgraded its outlook from negative to stable.
- 2018: Standard & Poor's (S&P) affirmed its A+ long-term rating and determination of a stable outlook for all Rutgers general obligation bonds.

S&P credited Rutgers' "extremely strong enterprise profile" to the breadth and depth of our academics and improvements to our management and governance, including our recent focus on enterprise risk management.

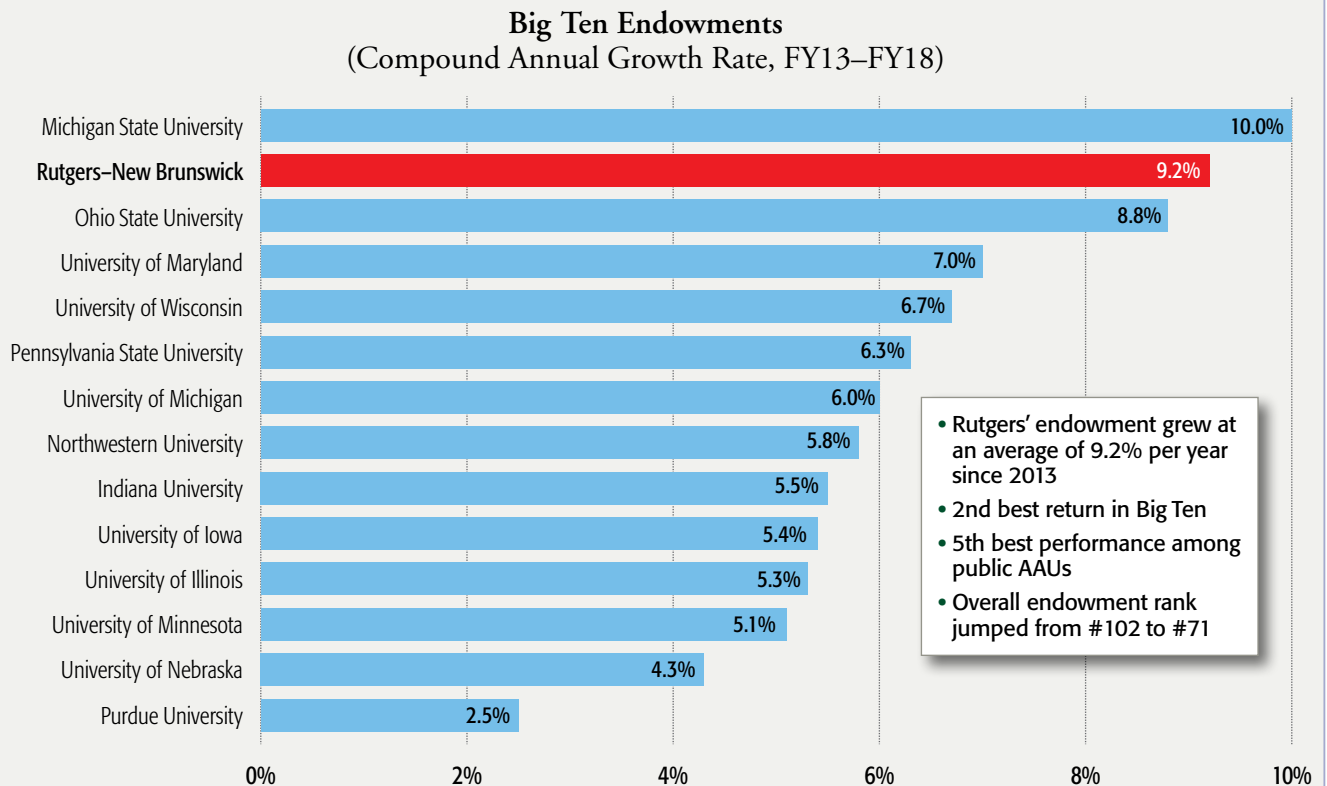


Alumnus and donor Richard Weeks '50 (third from left) cuts the ribbon at the Richard Weeks Hall of Engineering in 2018, alongside (from left) Rutgers University–New Brunswick chancellor Christopher Molloy, School of Engineering dean Tom Farris, and president Robert Barchi.

## Fundraising Growth



## Endowment Growth





*“We must underpin all aspects of our community with outstanding academic and administrative systems supported by updated technology.”*

– UNIVERSITY STRATEGIC PLAN

### Overhauled Administrative Systems

In implementing the strategic plan and integrating the University of Medicine and Dentistry of New Jersey (UMDNJ) into Rutgers, we committed to creating strong new systems across the enterprise—from student services to procurement to payroll to grants administration—that would make Rutgers a better place in which to learn, work, do research, and conduct business.

Rutgers has made tremendous strides in overhauling its administrative systems—procedurally and in the technological tools it uses.

- Migrated 200 separate email systems to one cloud-based, more secure, and more functional system
- Replaced two outdated general ledgers with a single integrated system connected to new, centralized grants accounting
- Established a new procurement tool that enables strategic sourcing
- Merged Rutgers and UMDNJ payroll and human resources into a better, unified system
- Replaced a complex paper-based expense management process with an online system that has cut reimbursement time from 45 days to three or four

### Overhaul of Core Administrative Systems

	2014	2020
<b>Financial Management</b>	Two outdated general ledgers Home-grown grants system	Single integrated system
<b>Grants Accounting</b>	Distributed, local accounting No central oversight	Centralized, university-wide grants system, integrated with general ledger
<b>Procurement</b>	Two procurement systems Contract coordination required	Single vendor Marketplace Enables strategic sourcing
<b>Human Resources and Payroll</b>	Two separate systems Inconsistent policies	Single HR/Payroll system for the University
<b>Reimbursement</b>	Slow, paper-based process Reimbursements took months	Online process Reimbursements in 3–4 days
<b>Email</b>	200 distinct systems No single directory	Single email system University-wide directory



Rutgers has numerous computing environments for optimizing research, learning, and administrative work. Above is the Amarel Cluster, developed to serve the university's wide-ranging research needs.

## Data-Driven Management

Using state-of-the-art information technology, Rutgers has implemented new systems to collect and analyze data in order to measure the performance of schools, administrative units, and the University. These tools are enabling managers to make data-driven decisions to improve efficiency and the quality of our services to students, while giving the governing boards up-to-date information about the University's fiscal health.

### New data-driven management efforts include:

- Responsibility Center Management budgeting model
- Goal-based performance management system for administrators
- Fifty dashboard metrics regularly reported to the Board of Governors
- Monthly financial tracking and reporting
- Research management reports
- A structured debt portfolio

## Managing Our Reputation

The University launched an enterprise risk management system whose work has expanded. The office, now called University Ethics and Compliance, identifies and analyzes risks to Rutgers' reputation, provides education and training regarding regulatory and policy requirements, and responds to incidents of non-compliance. The office has done extensive work on issues involving athletics, health care, Title IX, privacy regulations, and professional ethics.

# The Physical Environment

Leveraging state funding from the 2012 Building Our Future Bond Act, the first New Jersey higher education construction bond act since 1988, Rutgers has constructed major new or expanded academic facilities across the University. The past eight years mark the most active period of campus construction since the 1960s—and, guided by a new physical master plan, more growth is on the way.

## Exciting Campus Visions

A physical master plan approved by the Board of Governors in 2015 provides a detailed vision for the future of each Rutgers campus. Reflecting broad participation from the University community, it is the most comprehensive master plan Rutgers has ever created. The master plan enhances the student experience in classrooms, labs, student centers, residence halls, and recreation facilities, and it addresses critical issues about transportation. At the same time, the document offers improvements to facilities and infrastructure that will enable Rutgers to recruit and retain the best faculty.

- The **Rutgers University–New Brunswick** plan transforms College Avenue with a new dining hall, student center, and green space leading to the Raritan River. A pedestrian and bicycle bridge connects the Livingston and College Avenue campuses.
- The **Rutgers University–Newark** plan opens the campus with a new college walk from Dr. Martin Luther King Jr. Boulevard to Military Park and serves commuters with a transit hub at Conklin Hall.
- The **Rutgers University–Camden** plan adds new facilities for business education and scientific research, substantially renovates classrooms and other learning spaces, creates a new welcome center, and continues to reinvigorate Cooper Street.
- The **Rutgers Biomedical and Health Sciences** plan expands its footprint by one million square feet, considers relocating first- and second-year medical students from Piscataway to New Brunswick, and adds a basic research building in Piscataway and an interprofessional building in Newark.

*“To become a leading public university, Rutgers must create a physical environment commensurate with preeminence in research, excellence in teaching, and commitment to community.”*

– UNIVERSITY STRATEGIC PLAN



Executive vice president for strategic planning and operations Antonio Calcado at a town hall-style meeting at Rutgers University–Newark during the development of the University Physical Master Plan in 2014.





Top: Rendering of a reoriented College Avenue campus at Rutgers University–New Brunswick, leading to a pedestrian bridge over the Raritan River, in the 2015 University Physical Master Plan. Bottom: Frank Wong, assistant vice president of facilities planning and development, shows the University Physical Master Plan to visitors on Rutgers Day in 2015.



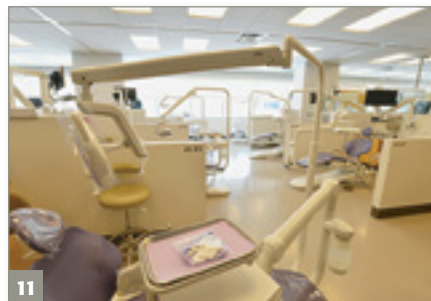
## Transformational Growth

Since 2012, the University has begun or completed more than \$2.5 billion in building projects. New facilities are serving Rutgers in the life sciences, business, nursing and science, chemistry, engineering, pharmacy, dental medicine, nutrition, microbiology, performing arts, the humanities, and other vital fields.

### Research and Academic Spaces



### Health Sciences Spaces



**1** | Rutgers Academic Building – New Brunswick **2** | Richard Weeks Hall of Engineering – New Brunswick **3** | Life Sciences Center Phase II – Newark  
**4** | Chemistry and Chemical Biology Building – New Brunswick **5** | Institute for Food, Nutrition and Health – New Brunswick **6** | Writers House – Camden  
**7** | Robert E. Mortensen Hall – New Brunswick **8** | Waksman Institute of Microbiology Addition – New Brunswick **9** | New Brunswick Performing Arts Center  
**10** | Nursing and Science Building – Camden **11** | Rutgers School of Dental Medicine Clinic – RBHS Newark **12** | Ernest Mario School of Pharmacy Addition – RBHS New Brunswick



## Student Spaces



13



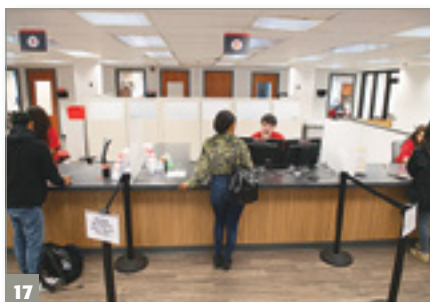
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**13** | Honors College – New Brunswick  
**14** | Honors Living-Learning Community – Newark  
**15** | 15 Washington Street Apartments – Newark  
**16** | Sojourner Truth Apartments and The Yard – New Brunswick  
**17** | One-Stop Services Center – Camden  
**18** | Golden Dome Athletic Center Renovation – Newark  
**19** | Kathleen Ludwig Global Village Living Learning Center – New Brunswick  
**20** | RWJBarnabas Athletic Performance Center – New Brunswick

## Community Spaces, Landscape, and Hardscape



21



22



23



24



25

**21** | Alumni House – Camden  
**22** | Express Newark – Newark  
**23** | College Avenue Bike Lanes – New Brunswick  
**24** | Bus Shelter @ The Yard – New Brunswick  
**25** | Paul Robeson Plaza – New Brunswick



# Where Rutgers Stands

Six years after the release of the University Strategic Plan and eight years after President Barchi took office, Rutgers is a different institution today: bigger and better, with an expanded mission and aiming to reach even higher as one of the nation's most important and influential universities.

## Challenges Remain

As the University welcomes a new president, many challenges remain for Rutgers in the coming years.

These include:

- Continued pressure on university budgets
- Attracting a high-achieving and diverse student body
- Maintaining and replacing aging campus infrastructure
- Achieving an ideal mix of in-state and out-of-state undergraduates
- Defining the optimal structure of academic units
- Engaging alumni as advocates for Rutgers
- Keeping pace with faculty recruitment in critical disciplines

Rutgers also faces major issues that challenge colleges and universities across the nation:

- The value proposition for, and financing of, higher education
- The campus social environment and sexual violence
- Freedom of speech and academic freedom
- Climate change, carbon footprint, and proactive planning
- Immigration, DACA, and related issues affecting students
- Diversity in, and access to, higher education

## Positioned for Excellence

Today, Rutgers is well positioned to address these challenges and seize opportunities for further success. We are becoming the academic, health, and research powerhouse that the strategic plan envisioned. Rutgers is improving the human condition, here and around the world.

- More students than ever—high-achieving and highly diverse—are seeking a Rutgers education and earning a Rutgers degree.
- Our campuses have been transformed by important new academic and student facilities.
- Rutgers faculty are winning more funding awards than ever for their life-changing research.
- Rutgers is providing first-rate academic health care to New Jersey families.
- Record numbers of our alumni are giving back to their alma mater.
- Rutgers has forged a strong partnership with state and federal elected officials.
- Our endowment is growing, and our financial position is strong.



A first-generation college graduate—one of nearly 19,000 members of the Rutgers University Class of 2019—celebrates her achievement.

## A Lot Has Changed in Eight Years

	2012	2020
<b>Student Impact</b>		
Enrollment	<b>58,000</b>	<b>71,000</b>
Degrees Conferred Annually	<b>13,942</b>	<b>18,825</b>
Average Tuition Increases	<b>3.9%</b> ('07-'12)	<b>2.4%</b> ('13-'19)
Residential Honors Colleges	<b>0</b>	<b>2</b>
Alumni Houses	<b>0</b>	<b>3</b>
<b>Faculty Excellence</b>		
Endowed Professorships	<b>41</b>	<b>91</b>
Faculty Members of National Academies/AAAS*	<b>34</b>	<b>54</b>
Research Expenditures	<b>\$474.5 million</b>	<b>\$736.8 million</b>
Rutgers Health Patient Visits	<b>0</b>	<b>2 million+</b>
<b>Institutional Growth</b>		
Operating Budget	<b>\$1.9 billion</b>	<b>\$4.6 billion</b>
Endowment	<b>\$690 million</b>	<b>\$1.5 billion</b>
Annual Fundraising	<b>\$95 million</b>	<b>\$251 million</b>
Capital Construction	<b>\$870 million</b> ('07-'12)	<b>\$2.5 billion</b> ('13-'19)

\* American Academy of Arts and Sciences





Center: Decorated mortarboard at 2019 Commencement. Clockwise from top left: Bed races, a Rutgers–New Brunswick tradition; student at Rutgers Business School in Newark; Rutgers University–Newark chancellor Nancy Cantor and students at Rutgers Day 2016; students at Rutgers Business School in New Brunswick; graduate students in professor Jing Li’s chemistry lab at Rutgers–New Brunswick; nursing students at the Nursing and Science Building at Rutgers–Camden; undergraduate in the robotics lab at Richard Weeks Hall of Engineering at Rutgers–New Brunswick; students in the lobby of the Chemistry and Chemical Biology Building at Rutgers–New Brunswick; Veterans House at Rutgers–New Brunswick; assistant professor Amisha Malhotra examines a patient at Robert Wood Johnson Medical School.

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