



RUTGERS
THE STATE UNIVERSITY
OF NEW JERSEY

Presidential Leadership Profile

The Search for Rutgers' 22nd President



Winter 2025



EXECUTIVE SUMMARY

Rutgers, The State University of New Jersey, announces its search for president of the university.

Founded in 1766, Rutgers is America's eighth-oldest institution of higher learning and an academic, health, and research powerhouse that leverages outstanding talent, resources, and expertise to address challenges and create positive impact in New Jersey and beyond. Rutgers educates across the full educational spectrum: undergraduate to graduate, residencies to postdoctoral fellowships, continuing education for professional and personal advancement, and early childhood and pre-college programs. Rutgers represents inclusive access for students, with a focus on being the national model for outstanding academic programs, social mobility, and educational equity, with purposeful and timely degree completion, career preparation, and lifelong learning. Through the excellence of its scholarly research, health systems, and outreach programs, Rutgers propels the creation, sharing, and application of knowledge, and addresses societal challenges and improves lives in collaboration with local and global partners.

One of the leading comprehensive public research universities in the nation with its New Brunswick campus a member of the Association of American Universities, Rutgers operates 29 schools and colleges that together enroll over 69,000 undergraduate and graduate students; receives over \$969 million in research grants and sponsored programs annually; and has over 600,000 alumni around the world. Rutgers is a national leader across disciplines, including the humanities, sciences, social sciences, arts, and professional fields. Currently, 53 Rutgers faculty are members of the National Academies, the American Academy of Arts and Sciences, or both. Additionally, more than 100 Rutgers faculty have been inducted as members of the American Association for the Advancement of Science. Rutgers is a member of the NCAA Division I Big Ten Conference (Scarlet Knights) and NCAA Division III New Jersey Athletic Conference (Scarlet Raiders and Scarlet Raptors). The university has an annual operating budget of nearly \$6 billion.

Rutgers' next president will be a dynamic leader who will lead transformative initiatives that propel the university forward. The new president will also be tasked with advancing academic excellence and an outstanding student experience; refining the university's organizational structure and infrastructure to best align with university goals; motivating and inspiring a committed workforce of faculty, staff, and students; serving as a visible and engaged university advocate among the greater community and with external partners, including the Governor and the state legislature; and ensuring a strong financial future for the university. The ideal candidate will be an exceptionally capable leader and communicator with well-developed financial and management skills. It is expected that candidates have achieved national prominence in their academic discipline or have the credentials and/or experience sufficient to warrant the respect and confidence of the academic community.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 6 of this document.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The incoming president will be expected to advance the following priorities:

Think big

The next president must be a bold and visionary leader capable of elevating the institution for an even greater reputation, excellence, and impact. With all the essential components for success already in place, including talented faculty, dedicated staff, ambitious students, a supportive community responsive to leadership, and location in a state that is a leader in research and technology, Rutgers needs a dynamic leader to unite these strengths and create a cohesive, forward-thinking strategy. This next-level leader will be an exceptional communicator who inspires and galvanizes stakeholders around a shared vision for the future. By building on the university's existing foundation, the president will lead transformative initiatives that advance the institution's academic, research, and societal contributions, ensuring its continued prominence and influence on a local, state, national, and global scale.

Prioritize and support academic excellence

The next president will be expected to further Rutgers' academic scholarship and research excellence by supporting the world-class faculty. The president should engage with campus leaders, faculty, students, and staff at each location to identify meaningful ways to engage students in undergraduate research, leverage the increasing influence of technology and AI to develop innovative pedagogy, and create more hands-on learning opportunities through internships and apprenticeships, among other intellectual initiatives. As the university grows toward \$1 billion in research expenditures, it is paramount for Rutgers' new president to nurture a culture where faculty and students are empowered and supported in their pursuit of scholarship and creative endeavors that extend beyond traditional boundaries and forge new intellectual territory.

Lead the development of a more efficient and effective organizational system

With four Chancellor-Led Units reporting to the president and campuses in New Brunswick, Newark, and Camden, as well as Rutgers Health, the incoming president will refine an organizational structure and infrastructure that leverages the distinctiveness of each campus and unit within the broader context of the university. In partnership with the Board of Governors and Board of Trustees, significant opportunities exist to clarify and define roles and responsibilities; enhance and align overall systems, processes, and infrastructure; and increase efficiencies, streamline services, and reduce redundancies. The next president should be prepared to better align the unit-level strategic plans, policies, and operations within a broader strategy and vision for the university that best elevates and positions Rutgers for success in a competitive higher education landscape.

Enhance the student experience

The new president will play a pivotal role in shaping a transformative student experience, ensuring that every aspect of university life contributes to student success. Central to this mission will be fostering high graduation rates, promoting civility and civic engagement, and equipping students with the skills and opportunities needed to secure meaningful employment after graduation. By building a strong sense of community among the diverse student population, the president will help foster an inclusive and supportive environment where students across each unit feel empowered to thrive. Experiential learning opportunities—such as internships, research projects, service-based programs, and civic engagement offerings—should be prioritized to bridge academic knowledge with real-world application. Through visionary leadership, the president will enhance current resources, partnerships, and initiatives that inspire students to excel and engage during their university journey and beyond and contribute to the state and regional economy.

Motivate and inspire a committed workforce of faculty, staff, and students

Rutgers' highly committed employees, including faculty, staff, and students, are among the institution's greatest strengths and are eager to collaborate with the president to advance the university. The incoming president should be an inspirational, motivational, and committed leader who cares deeply about the well-being and success of the university's workforce. To this end, the next president must be a visible and active leader and university citizen who walks in stride with the many internal constituent groups that serve as the institution's backbone. It will be important to create a compelling vision, drive innovation, and harness Rutgers' creative energy to propel the institution forward. As part of this effort, the new president will need to critically examine issues of equity across the university and recognize and articulate the value of all four Chancellor-Led Units. The ideal candidate will be able to appreciate and work effectively with the unionized structure of the university.

Ensure a strong financial future for the university

Like many U.S. colleges and universities, Rutgers' balance sheet has evolved considerably in a post-COVID era. As federal stimulus funding declined, Rutgers' operating deficit has increased—driven, in part, by enrollment declines at select campus locations, the financial demands of a shifting athletic landscape, and inflationary costs of goods and services, to mention a few. To respond to current fiscal challenges, the Board passed a sustainability plan and [policy](#) in June 2024. As part of this plan, the Board outlined strategies that include improving operational efficiencies, raising funds for financial aid and scholarships to offset tuition revenue, modernizing and implementing new technology (such as AI), and leveraging non-academic assets that have the potential to generate additional funding. The next president will be expected to execute the financial sustainability plan and ensure its success for the future strength of the university.

Serve as a visible and engaged spokesperson, advocate, and partner with the community and external constituents

Like many universities of Rutgers' size, the president should bring the high level of competence and relationship-building skills necessary to serve as the public face and figurehead of the university to continue to elevate the university's brand and recognition and ensure that the university serves as a strategic partner in state initiatives. It will also be important for the president to engage and partner with a loyal and committed external community of business leaders, donors, alumni, government officials, and other external constituents. As part of this effort, the president should employ strong political skills and understand the unique dynamics of local, state, and federal politics related to higher education funding, programs, and initiatives. Furthermore, the next president should be an excellent listener, good communicator, and savvy storyteller who has the ability to make a strong case for support among donors, alumni, and legislators and likewise effectively articulate the return on investment of a Rutgers education.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

Rutgers University seeks a proven leader to be its next president. The ideal candidate will possess the following qualifications and personal characteristics.

- **Commitment to Mission and Values:** Strong commitment to furthering the mission of the university, promoting excellence in teaching, research, service, and health care; driving inclusive access, social mobility, and educational equity; building community and enabling active citizenship; addressing societal challenges and improving the lives of people in New Jersey and around the world; and keeping students' needs and the needs of the State of New Jersey at the forefront when considering institutional priorities and decisions.
- **Vision:** Ability to build upon existing momentum to set and realize an ambitious vision for the future of the university that accelerates and fuels institutional success; a complete understanding of the opportunities and challenges facing major public research universities in the 21st century, along with the ability to anticipate and optimize coming opportunities and inoculate the university against potential challenges.
- **Leadership:** Experience leading an institution or organization of similar complexity and reach, with a leadership style that both employs and expects strong ethics and clear and open communication that is characterized by being present, visible, and engaged; a leader who listens but can make, drive, and stand by difficult decisions; a team builder and team player who exhibits the ability to create and maintain partnerships that build consensus and optimize trust and innovation, and who expects the same of their team and of the broader community. An executive leadership approach that is courageous and drives clarity, inspires unity, and ensures that decisions are made and communicated in a timely and fair manner with sensitivity to the culture of shared governance and academic freedom.
- **Management:** A future-focused and empowering managerial approach that emphasizes transparent and open communication; experience and skill in deploying, developing, and retaining a high-performing senior leadership team; the ability and willingness to delegate authority and hold people accountable; an ability to lead the building of efficient, clear systems and processes that remove barriers to cross-university collaboration. Experience with academic health centers and large, public, multi-campus universities or systems, and Division I Athletics is a plus.
- **Financial and Operational Acumen:** Excellent financial management skills, including an ability to address contemporary trends impacting the economic model of higher education; the willingness to make decisions among competing demands as needed to support the university's goals and priorities; and the ability to consult with campus constituents to understand perspectives, build support, and communicate rationales and impacts of those decisions.
- **Advocacy:** Demonstrated political and diplomatic acumen in engaging with policymakers at all levels of government and success in advocating for institutional interests in a multifaceted social and political environment; enthusiasm for advocating on behalf of Rutgers with all its many diverse constituencies.
- **Equity and Inclusion:** Proven impact in addressing issues of equity and the ability to foster an innovative, inclusive, safe, and affirming community that attracts, retains, and sustains a diverse community of outstanding faculty, students, and staff.
- **Fundraising:** Established track record and/or capacity to raise funds from local, regional, and national sources and the proven ability to articulate to external audiences the value of supporting the university.

- **Communication and Interpersonal Approach:** Exceptional communication skills, including the ability to listen openly and actively and to build trust through communication, transparency, and collaboration across a diverse community; capacity to inspire, connect with, and engage varied audiences, including but not limited to students, faculty, staff, alumni, policymakers, union leadership, and friends of the university; resilience, persistence, and tenacity; empathy and optimism; and a fierce hunger and drive to attack challenges.
- **Credentials:** National prominence in an academic discipline and a record of distinguished scholarship that merits tenure in one of the university's academic units preferred. Candidates with the credentials and/or experience sufficient to warrant the respect and confidence of the academic community will be considered.

PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Rutgers in this search. For fullest consideration, candidate materials should be received by March 3, 2025.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Zachary A. Smith, Ph.D., Robin Mamlet, and Christine Pendleton

RutgersPresident@wittkieffer.com

It is Rutgers University policy to provide equal employment opportunity to all its employees and applicants for employment regardless of their race, creed, color, national origin, age, ancestry, nationality, marital or domestic partnership or civil union status, sex, pregnancy, gender identity or expression, disability status, liability for military service, protected veteran status, affectional or sexual orientation, atypical cellular or blood trait, genetic information (including the refusal to submit to genetic testing), or any other category protected by law. As an institution, Rutgers values diversity of background and opinion, and prohibits discrimination or harassment on the basis of any legally protected class in the areas of hiring, recruitment, promotion, transfer, demotion, training, compensation, pay, fringe benefits, layoff, termination or any other terms and conditions of employment. For additional information please see the [Non-Discrimination Statement](#).

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY



AN OVERVIEW

Rutgers, The State University of New Jersey, is a leading national research university and New Jersey's preeminent public institution of higher education. An academic, health, and research powerhouse, Rutgers is a university of access and opportunity for its highly diverse student body of more than 69,000 students from all 21 New Jersey counties, all 50 states, and more than 120 countries.

Rutgers' distinctiveness is singular in the United States. It is the nation's sole university that is a major public research university with membership in the Association of American Universities, a land-grant university, and a colonial college founded before the American Revolution. William Franklin, son of Benjamin Franklin and New Jersey's last Royal Governor, signed Rutgers' charter in 1766, establishing Rutgers as the nation's 8th oldest higher education institution.

Initially a small, all-male private college with Dutch theological roots, Rutgers' mission expanded in 1864 when it prevailed over Princeton University to become New Jersey's land-grant university, broadening its focus to include the practical arts and sciences. This event laid the groundwork for Rutgers' emergence as a modern institution of higher learning and its eventual

designation, through legislative acts of 1945 and 1956, as The State University of New Jersey, a public institution. By 1989, Rutgers had become a major public research university—its stature recognized with an invitation to join the Association of American Universities. The university's mission again expanded in 2013 following legislation integrating into Rutgers most units of the former University of Medicine and Dentistry of New Jersey. In 2014, Rutgers joined both the Big Ten Athletics Conference and Big Ten Academic Alliance, another hallmark of distinction. Today, Rutgers plays a crucial role in New Jersey, educating tomorrow's workforce and serving as an economic engine, job creator, employer, trusted resource, and leading provider of health care.

With main campuses in three major New Jersey cities and a footprint that spans the state, Rutgers is the top-ranked public university in the New York/New Jersey metropolitan region. Rutgers–New Brunswick, Rutgers–Newark, and Rutgers–Camden all rank among *U.S. News & World Report's* Top 50 public national universities and Top 100 national universities. Rutgers is one of the only universities in the nation with each campus ranked in the Top 100.

University Mission

As a leading national public research university, Rutgers has the threefold mission of:

- Providing for the educational needs of New Jersey through our undergraduate, graduate, and continuing education programs;
- Conducting research that contributes to the health, environmental, social, and cultural well-being of the state, nation, and world, as well as strengthening the economy and supporting businesses and industries; and
- Performing public service in support of the needs of the people of the state and their local, county, and state governments.

Rutgers Values

The Rutgers community embraces and upholds the fundamental values that define the university:

- academic excellence that's both accessible and affordable;
- building a community where every single member of the university has a voice; and
- serving the common good while making a meaningful difference in the world.

A University with Major Impact

[Watch this video](#) for a glimpse into why Rutgers is an academic, health, and research powerhouse.

Watch the video



Our Prime Location

Situated at the midpoint of the nation's vital northeast corridor, Rutgers' location is one of its greatest assets, with ready access to New York and Philadelphia and all that those great American cities have to offer. Home to 9 million residents, New Jersey itself is a small but powerful and influential state, with tremendous diversity—of people, terrain, communities, arts and culture, transportation, and businesses. New Jersey is America in microcosm, an ideal proving ground for new ideas. And Rutgers has always been its trusted partner in moving forward.

OUR STRUCTURE

Reporting to the president are the chancellors of the four chancellor-led units and the leaders of the universitywide administration that support academic, administrative, and organizational activities across Rutgers and keep the university running optimally. Rutgers employs 27,000 faculty and staff across the entire institution.

Universitywide Administration

Academic Affairs • Finance and Administration • General Counsel • Government Relations • Information Technology • Institutional Planning and Operations • President’s Office • Research • Rutgers Foundation • University Communications and Marketing • University Equity and Inclusion • University Human Resources • University Secretary

Recent Universitywide Initiatives

- **Going Green** With a pledge to become carbon neutral by 2040, the university created the Office of Climate Action to help facilitate projects that include: installing solar-powered canopies in parking lots to reduce Rutgers’ output of planet-warming gases; retrofitting buildings for increased energy efficiency; and obtaining EVs for two-thirds of university vehicles by 2030.
- **Civic Engagement Initiatives** Hundreds of students participate in the Rutgers Scarlet Service program, which provides paid public service internships at nonprofit and government organizations with the goal of improving democracy and advancing the common good. Rutgers Democracy Lab aims to encourage democratic participation, promote constructive discourse, and provide students with the tools needed to be informed and involved citizens. They are two of several initiatives distinguishing Rutgers in its commitment to building a culture of civic service and engagement.
- **Becoming a More Inclusive University** The university’s first Senior Vice President for Equity and Inclusion was named, and a comprehensive Equity Audit was completed to inform the university’s first strategic diversity plan.
- **New Faculty Hiring Program** Rutgers instituted a five-year, \$45 million investment to hire more diverse faculty, with more than 75 hired to date.
- **Future of Work** Capitalizing on lessons learned during the pandemic, Rutgers initiated new practices including flexible work options and a caregiver support program for employees.

Dedicated Employees

There are more than 27,000 employees—10,000+ full- and part-time faculty and 17,000+ full- and part-time staff—at Rutgers whose daily endeavors are what keep the university strong and moving forward. They are experts in their fields, whether their role is keeping the facilities functioning, lecturing in a classroom, healing a patient, helping a student find the right internship, or preparing nutritious meals in the dining halls.



Rutgers is one of the state’s top employers and is ranked #12 in New Jersey in *Forbes* Best Employers By State. Our employees say it’s a great place to work too as a 2022 survey of faculty and staff revealed strong employee satisfaction.

- 83% were satisfied or very satisfied working at Rutgers
- 78% were likely to recommend Rutgers as a great place to work

Rutgers Organizational Chart

The current organizational chart of the offices reporting to the president is available [online as a PDF](#).

RUTGERS' CHANCELLOR-LED UNITS

Rutgers has four Chancellor-Led Units (CLU) where most of the teaching, research, and service takes place. Each CLU is led by a chancellor reporting to the president.



Rutgers University–New Brunswick

Francine Conway, Chancellor

Rutgers–New Brunswick is the birthplace of Rutgers University, chartered in 1766 as Queen’s College in honor of Queen Charlotte of England. Nearing its 260th year, Rutgers–New Brunswick stands as a Top 100 world university, a Top 15 public national university, and New Jersey’s #1-ranked public university. Rutgers–New Brunswick and Princeton University are New Jersey’s only members of the Association of American Universities (AAU), an organization comprising North America’s leading research institutions of higher education. Rutgers–

New Brunswick and Rutgers Health together compose the AAU unit of Rutgers. Rutgers–New Brunswick is also the sole university in the region that competes in the Big Ten Athletic Conference and is a member of the Big Ten Academic Alliance.

Location Rutgers–New Brunswick is located in central New Jersey at the epicenter of America’s northeast corridor, which stretches from Boston to Washington, D.C. Its five interconnected campuses—from bucolic to bustling city in character—span the adjacent municipalities of New Brunswick, Piscataway, and Edison. As the state’s land-grant institution, Rutgers–New Brunswick’s reach extends to all 21 New Jersey counties through its off-campus research farms, research stations, incubators, extension services, centers, and programs supporting innovative research and outreach programs.

12 Schools, Enrollment: Fall 2024

- Total: 44,500+
- Undergraduate: 35,700+
- Graduate Students: 8,800+



Rutgers University–Newark

Jeffrey Robinson, Interim Chancellor

With its origins dating to 1908, Rutgers–Newark joined Rutgers in 1946. Today, Rutgers–Newark is a Top 100 national university, a Top 40 public national university, and the top public university in northern New Jersey. A leading urban research university, Rutgers–Newark is deeply committed to its role as a transformative anchor institution in its home city.

Location Rutgers–Newark is located in the heart of New Jersey’s largest, most populous city and one of the nation’s oldest metropolises. With a compact, walkable campus and an expanding portfolio of major off-campus downtown facilities, Rutgers–Newark is one of the four higher education institutions comprising Newark’s University Heights district. Situated just 14 miles from midtown Manhattan, Rutgers–Newark is a 20-minute train ride from New York City.

6 Schools, Enrollment: Fall 2024

- Total: 11,200+
- Undergraduate: 7,900+
- Graduate Students: 3,300+



Rutgers University–Camden

Antonio Tillis, Chancellor

Rutgers–Camden joined Rutgers in 1950, with its origins dating to the merger of two New Jersey colleges founded in the mid-1920s. Rutgers–Camden today is a Top 100 national university, a Top 50 public national university, and the top public university in southern New Jersey. Rutgers–Camden emphasizes civic engagement and partnerships with its home city, serves as a key higher education institution for the greater Delaware Valley, and is a leading research university in southern New Jersey.

Location Rutgers–Camden is located on an intimate, close-knit campus in the City of Camden amid resurgent industry and southern New Jersey’s fast-growing educational and medical district—the “Eds and Meds Corridor”—which is leading the city’s revitalization. Philadelphia is immediately across the Delaware River from the campus, a 15-minute train ride away.

6 Schools, Enrollment: Fall 2024

- Total: 5,600+
- Undergraduate: 3,800+
- Graduate Students: 1,800+



Rutgers Health

Brian Strom, Chancellor

Rutgers Health was established in 2013 following state legislation that integrated into Rutgers most units of the former University of Medicine and Dentistry of New Jersey, expanding Rutgers’ mission to include health care education, health and clinical research, and patient care. In short order, Rutgers Health has emerged as New Jersey’s leading academic health center, partnering with RWJBarnabas Health to jointly operate an academic health system dedicated to reducing

health disparities and delivering high-quality health care for all. Rutgers Health is home to the state’s top schools for medicine, dentistry, nursing, pharmacy, public health, and health professions.

Location Rutgers Health’s eight schools are headquartered at its chief academic locations: Rutgers Health–New Brunswick and Rutgers Health–Newark. Its primary teaching hospitals are Robert Wood Johnson University Hospital in New Brunswick and University Hospital in Newark. Rutgers Health has additional educational, research, and clinical practice facilities in both of those cities and in municipalities throughout New Jersey, including in 16 of the state’s 21 counties.

8 Schools, Enrollment: Fall 2024

- Total: 7,600+
- Undergraduate: 2,200+
- Graduate Students: 5,400

Some schools are located in more than one Chancellor-Led Unit.



THE SPIRIT OF ATHLETICS

An integral part of the university and its community, Rutgers’ athletics offers a chance to cheer on a favorite team and student-athletes the opportunity to compete as:



- **Scarlet Knights**
NCAA, Division I,
Big Ten Conference,
Rutgers–New Brunswick



- **Scarlet Raiders**
NCAA, Division III,
Rutgers–Newark



- **Scarlet Raptors**
NCAA, Division III,
Rutgers–Camden

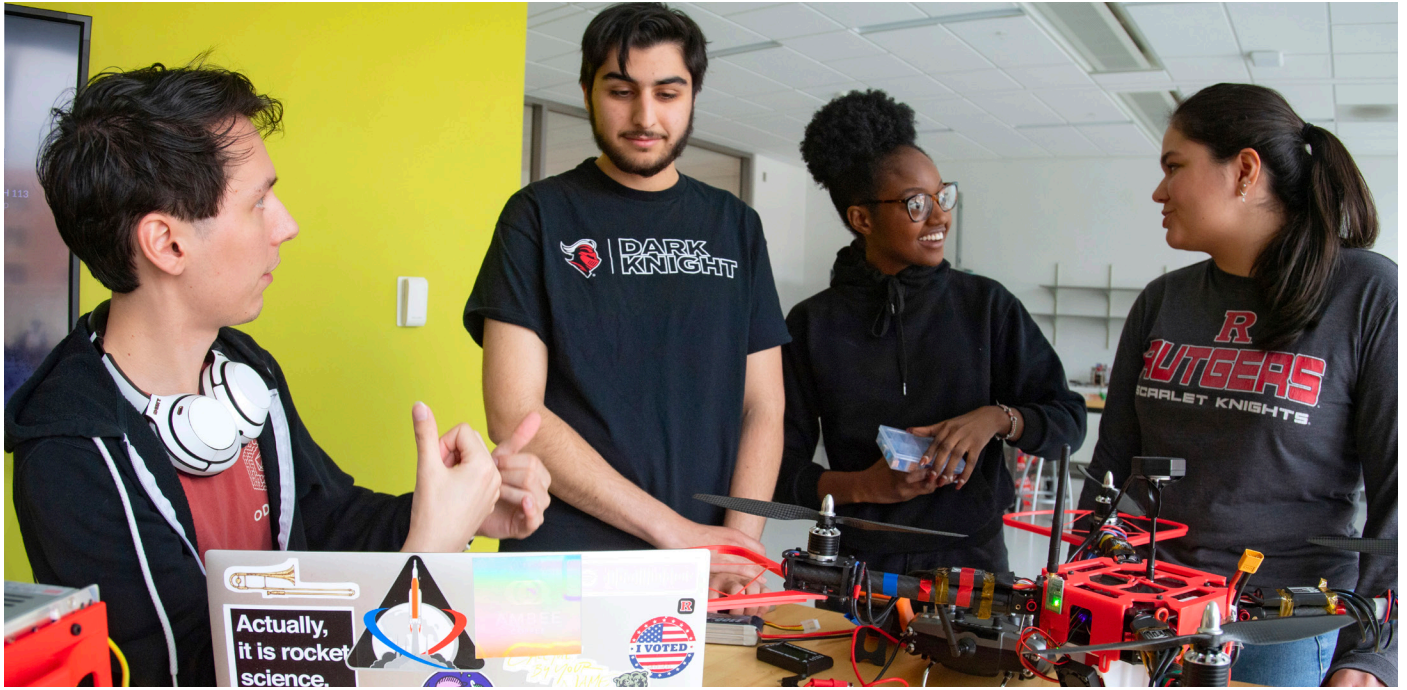
Beyond varsity sports, intramural leagues and club sports offered across campuses provide recreational athletic opportunities for thousands of Rutgers students looking for a level of sporting competition.

A BIG TEN SCHOOL

Since joining the Big Ten in 2014, the Scarlet Knights have steadily climbed to reach new heights in the storied conference. Some highlights include:

- Several football bowl appearances, including defeating Miami in the 2023 Pinstripe Bowl at Yankee Stadium and posting a regular season-winning record in 2024 while earning an invitation to take on Kansas State in the Rate Bowl.
- Consecutive appearances in the NCAA Division I men’s basketball championship in 2021 and 2022, finishing in a three-way tie for fourth place in the Big Ten in the 2020–2021 season.
- Women’s soccer makes it to the 2024 Big Ten Championship game, falling to second-seeded and No. 9 ranked UCLA. In 2021, the Scarlet Knights won the Big Ten Championship, earning its first Big Ten title.
- Wrestling draws big crowds, posting the ninth-best average attendance record in the nation in 2023–2024. To date this season, wrestling stands at No. 17 in the nation.





ACADEMIC EXCELLENCE

Rutgers is a university of academic excellence and opportunity that puts an outstanding educational experience within reach of every student seeking to succeed.

- 69,000+ Students across the university from all 50 states and 120+ countries
 - 49,700 undergraduates
 - 19,400 graduate students
- 150+ Majors
- 400+ Graduate programs
- 25,000 Undergraduate and graduate courses taught each year
- 250,000+ Continuing education course enrollments annually
- Degrees offered: Associate’s, Bachelor’s, Master’s, Doctoral, Professional, Certificate
- 29 Schools/Colleges

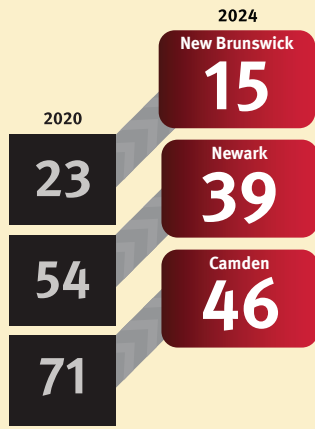
Camden College of Arts and Sciences
 Edward J. Bloustein School of Planning and Public Policy
 Ernest Mario School of Pharmacy
 Graduate School–Camden
 Graduate School–Newark
 Graduate School of Applied and Professional Psychology
 Graduate School of Education
 Mason Gross School of the Arts
 New Jersey Medical School
 Robert Wood Johnson Medical School
 Rutgers Business School–Newark and New Brunswick
 Rutgers Law School
 Rutgers School of Dental Medicine
 School of Arts and Sciences
 School of Arts and Science–Newark

School of Business–Camden
 School of Communication and Information
 School of Criminal Justice
 School of Engineering
 School of Environmental and Biological Sciences
 School of Graduate Studies
 School of Health Professions
 School of Management and Labor Relations
 School of Nursing
 School of Nursing–Camden
 School of Public Affairs and Administration
 School of Public Health
 School of Social Work
 University College–Camden

Rankings and Accolades

A Top 50 in the Nation Public Research University, *U.S. News & World Report*

Rutgers continues to post unprecedented rankings gains, with all three campuses in the top 50 in 2024.



Outstanding Students

Rutgers students are recognized for excellence as top national scholars, and they excel in numerous fields. Churchill, Truman, Goldwater, Udall, and Voyager scholarships—some of the recognition earned by them over just the past year.

■ Goldwater Scholars

With four students being named scholars in 2024, Rutgers extended its streak to 19 years of students earning the nation’s preeminent undergraduate research scholarships.

■ Fulbright Students

Rutgers has been a top-producing Fulbright school 14 times in the past two decades, with 31 Fulbright students in the past two years alone. The Fulbright is the nation’s flagship international academic exchange program.

Top 100 in the World

Rutgers sits among the world’s top universities in multiple international rankings.

- Global 2000, Center for World University Rankings
- World’s Most Innovative Universities, Reuters
- Worldwide Universities Granted U.S. Patents, National Academy of Inventors
- Sustainability, QS World University Rankings

Stellar Faculty

Rutgers faculty are leading scientists, scholars, practitioners, and artists.

They are members of learned societies:

- American Academy of Arts and Sciences
- American Association for the Advancement of Science
- National Academies (Sciences, Engineering, Medicine)
- National Academy of Inventors

They have been recognized with:

- Pulitzer Prize
- Guggenheim Fellowship
- MacArthur “Genius” Grant
- Grammy Award
- Abel Prize

40+

Graduate Programs Ranked in the Top 25 Nationally

A sampling of the breadth of programs: African American History, Agricultural Sciences, Art, Business: Supply Chain, Criminology, Cultural History, Discrete Mathematics and Combinatorics, Electrical and Electronic Engineering, English, Fine Arts—Painting and Drawing, Food Science and Technology, Library and Information Studies, Mathematics, Modern History, Nursing, Oceanography, Pharmacy, Philosophy, Physician Assistant, Social Work, Urban Planning, Women’s History

Global Learning

Through the work of Rutgers Global, the office that promotes engagement worldwide, Rutgers is a destination for international students and scholars and a globally networked university with hundreds of partnerships and study abroad opportunities worldwide.



INCREASING ACCESS TO A WORLD-CLASS EDUCATION

A core value at Rutgers is putting a world-class educational experience within reach of every student seeking to succeed. With expanding financial assistance options, a Rutgers education is even more accessible to today’s students—regardless of their economic circumstances. More than 75 percent of Rutgers undergraduates receive some form of financial aid and more students than ever enroll and stay in school, making Rutgers a catalyst for upward social mobility. Every Rutgers campus ranks in the Top 25 among *U.S. News & World Report* national universities for the graduation rate of students receiving federal need-based Pell grants, affirming that students with financial needs succeed in completing their education at Rutgers.

Removing Financial Barriers to a Rutgers Education

Low or No Tuition Programs: Bridging the Gap (Rutgers–Camden), RU-N to the Top (Rutgers–Newark), and Scarlet Guarantee (Rutgers–New Brunswick) are income-based financial aid programs that reduce student debt by lowering or eliminating tuition and fees for qualifying undergraduates from families earning \$100,000 or less.

Scarlet Promise Grants: These need-based financial aid and emergency assistance grants are supported by \$28.7 million+ in donations. The grants are a core component of the Scarlet Promise Initiative, a comprehensive effort that uplifts students by harnessing an array of programs including financial aid, stipends, emergency financial support, food security resources, and more.

Rutgers Future Scholars: First-generation, low-income promising middle school students who complete the 5-year program and are accepted at Rutgers earn a tuition-free education. Students who complete the program all go on to attend post-secondary education. Started in 2007, it is now a national model replicated at universities across the United States.

Leader in Student Upward Social Mobility

#2 in the Big Ten, Rutgers–New Brunswick

#5 in the Nation, Rutgers–Newark

#15 in the Nation, Rutgers–Camden

—*U.S. News & World Report*

Leader in Graduation Rate of Pell Grant Recipients

#12 in the Nation, Rutgers–Newark

#21 in the Nation, Rutgers–Camden

#25 in the Nation, Rutgers–New Brunswick

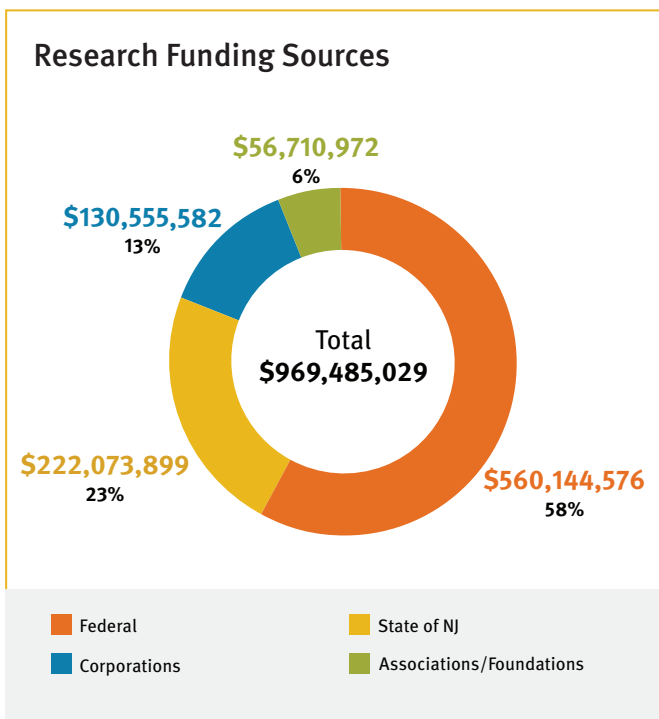
—*U.S. News & World Report*



RESEARCH WITH IMPACT

Rutgers is one of the nation’s great research universities, an engine for economic growth, a problem-solver in the short term and for the long haul, and a generator of fresh ideas that open doors to what comes next. Rutgers annually attracts nearly \$1 billion in funding to support innovators across the range of human endeavor, increasing more than 40 percent since FY20.

\$969.5 Million in Research Grants and Sponsored Programs, FY 24



Research with Economic Impact, FY24

- 1,233 active patents
- 104 active startups
- 1,390 active technologies to license and market
- 255 companies engaged in research with Rutgers
- 300+ Rutgers research centers and institutes

#1 in R&D

Rutgers devoted more than \$871 million to research and development, expending more in R&D than all other New Jersey universities and colleges **combined** in FY23, according to the latest National Science Foundation data.

Reuters: World’s Most Innovative Universities

#73 in the World

National Academy of Inventors: World-wide Universities Granted U.S. Patents

#73 in the World

Fast Company: Ignition School

Rutgers is one of “the 50 colleges and universities making an outsize impact on business and society through entrepreneurship and innovation.”



LIFE-CHANGING HEALTH CARE

Rutgers Health takes the integrated approach of educating the next generation of health care professionals, providing specialized clinical care, and conducting innovative research. Pioneering new treatments, offering the latest clinical trials, and delivering compassionate care, Rutgers Health serves patients across the state, expanding access to quality care.

- \$842.1 Million in annual spending on patient care
- 2.3 Million patient visits annually
- 2,400+ Health practitioners
- 980+ Clinical trials
- 200 Specialty and subspecialty service areas
- Vast statewide behavioral health care network
- Rutgers Cancer Institute, New Jersey's only National Cancer Institute-designated Comprehensive Cancer Center

Transforming Health and Health Care

- **Rutgers University and RWJBarnabas Health:** A partnership through a first-of-its-kind clinical affiliation that began in 2018, Rutgers and RWJBarnabas Health

are jointly building the largest academic health system in the state, comprising a broad network of hospitals and health care facilities.

- **\$732 million New Jersey Health + Life Science Exchange (HELIX):** A public-private innovation center in downtown New Brunswick for collaborative education, research, and enterprise includes the new home for the medical school, with a 2026 completion date for the first of three phases.
- **Rutgers School of Medicine:** Rutgers is working toward the integration of Rutgers' New Jersey Medical School in Newark and Rutgers' Robert Wood Johnson Medical School in New Brunswick into a single accredited medical school with two comparable campuses, anticipating accreditation in 2027.
- **The State's First Freestanding Cancer Hospital:** Rutgers Cancer Institute's home at the new \$750 million Jack and Sheryl Morris Cancer Center will offer an expansion of cancer care, opening in spring 2025.



ENGAGING WITH THE COMMUNITY

From university initiatives that involve students in service-learning across the region to centers, clinics, and programs active in every New Jersey county, Rutgers is an engaged partner in our communities, making an impactful difference in the lives of our neighbors.

New Jersey Agricultural Experiment Station and Rutgers Cooperative Extension: As New Jersey's land-grant university for more than 160 years, the people of the state's 21 counties rely on the experts of NJAES and RCE for everything from agriculture, aquaculture, and equine science to mosquito control, healthy eating, and flood mitigation.

New Jersey Small Business Development Centers: Headquartered at Rutgers Business School, NJSBDC helps New Jersey's small and medium-sized businesses succeed through expertise offered at 11 full-service regional centers and an additional 28 affiliate or satellite offices located throughout the state.

Center for Government Services: The center, which has been providing timely and relevant training for thousands of New Jersey state and local officials for over 70 years to improve their knowledge, competency, and professionalism, is frequently designated by the New Jersey Legislature to offer state-mandated training for municipal officials.

Legal Clinics: Rutgers Law School is a pioneer in clinical education, with more than 20 clinics across its Newark and Camden campuses providing a wide range of services, from protecting victims of domestic violence to helping new businesses navigate intellectual property law.

Rutgers Health Service Corp: This high-impact volunteering and service-learning program combats health inequity with disease screenings, health education, and overdose prevention, helping thousands in underserved communities lead better lives.

Civic Scholars: Through a 300-hour engagement commitment per year for each student, Civic Scholars partner with community organizations on a wide variety of social justice issues including education and youth development, public health, hunger and homelessness, economic redevelopment, and environmental justice.

Zimmerli Art Museum: With free admission for all, the Zimmerli supports Rutgers' educational mission by collecting, preserving, and displaying its art, and by making its world-class collections and archives available for study and enjoyment. Activities make art accessible through exhibitions and educational programs including art classes, tours, artist talks, and summer art camps. The Zimmerli is one of the largest university-based museums in the country with more than 70,000 works of art and is located at Rutgers–New Brunswick.



FUNDRAISING AND ENGAGEMENT

The Rutgers Foundation generates philanthropic resources and facilitates meaningful engagement with alumni and university constituents to advance the Rutgers mission. Generous donors fund access to education, help build community, and support research for the common good. Some notable achievements of FY24 include:

- More than 33,000 donors supported Rutgers
- Total annual giving surpassed \$256 million, a record high
- Endowment exceeded \$2 billion
- Scarlet Promise Grants provided \$28.7 million to students for need-based financial aid and emergency assistance, part of the donor-funded Scarlet Promise Initiative

Note: FY24 figures are preliminary and subject to change



ALUMNI REACH THE WORLD AROUND

The more than 600,000 members of Rutgers' global alumni network leave their mark whenever they go. From steering Fortune 500 companies to advancing life-changing research to serving in the public sector, Rutgers alumni are changemakers, innovators, and creators who improve the human condition.

- Alumni live in all 50 states, 144 countries, and 3 U.S. territories
- More than 60 percent of alumni reside in New Jersey, fueling the region's economy
- More than 95 affinity and regional clubs in six countries keep alumni connected through business and social networking opportunities and events
- Alumni support current students with financial donations, career mentoring, and inspiring stories of success as real-world role models

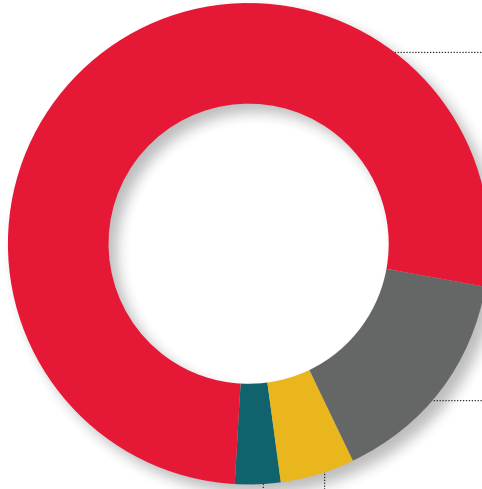
A BUDGET THAT REFLECTS OUR PRIORITIES

Rutgers' FY25 operating budget is \$5.6 billion with the majority of the budget—77 percent—spent on the university's core mission of student instruction, student services, research, public service, and health care. Approximately 15 percent is allocated for administration, operations, and maintenance; 5 percent funds services including housing, dining, and parking operations (auxiliary enterprises); and 3 percent is spent on Division I athletics.

Funding for the budget comes largely through tuition and fees (27 percent); the State of New Jersey (21 percent); health care services (20 percent); sponsored research (15 percent); and miscellaneous sources, including housing, dining, parking services, student aid, athletics, gifts and donations, and endowment and investment income (17 percent).

Expenditures

Based on FY 2025 budget of \$5.6 billion



77%

Teaching, Research, and Public Service

- Student Instruction/ Academic Support 33%
- Student Services and Scholarships 11%
- Sponsored Research/ Other Sponsored Programs/ Other Budgeted Research.... 12%
- Public Service, Extension, and Health Care 21%

15%

Administration and Operations

5%

Auxiliary Enterprise

3%

Athletics

Revenues

Based on FY 2025 budget of \$5.6 billion



27%

Tuition and Fees

21%

State Appropriations

17%

Miscellaneous

15%

Sponsored Research

20%

Health Care and Affiliate

Undergraduate Tuition and Costs*

Tuition Only

- In-state: \$14,222
- Out-of-state: \$33,734

Tuition, Fees, Room, and Board

- In-state: \$33,643
- Out-of-state: \$53,155

*2024–2025 typical costs for Rutgers–New Brunswick; figures vary by specific university, school, or college

Endowment

- Rutgers' endowment exceeds \$2 billion



LEADERSHIP AND GOVERNANCE

Board of Governors

The Rutgers Board of Governors comprises 15 voting members who are vested generally with the government, control, conduct, management, and administration of the university. In addition, the university president is a nonvoting, ex-officio member and three representatives are elected by the University Senate as nonvoting representatives. Of the 15 voting members, eight are appointed by the governor of the state with confirmation by the New Jersey State Senate and seven are elected by and from the Board of Trustees.

Board of Trustees

Rutgers also has an advisory Board of Trustees with 41 voting members empowered with certain fiduciary responsibilities over assets of the university in existence before 1956. In addition, the university president is a nonvoting, ex-officio member and two faculty and two students are elected by the University Senate as nonvoting representatives. The 41 voting members are chosen as mandated by state law: 20 charter members (of whom at least three shall be women), 16 alumni members nominated by the Nominating Committee of the Board of Trustees, and five public members appointed by the governor of the state with confirmation by the New Jersey State Senate. Of the 20 charter seats, three are reserved for students with full voting rights.

Foundation Board of Directors

The Rutgers Foundation is governed by a Board of Directors, at least 25 percent of which are ex officio

directors and elected directors who, at the time of their election, also served as members of the Rutgers Board of Governors or Board of Trustees. The university president is an ex-officio member.

University Senate

The University Senate is a universitywide deliberative body consisting of representatives of Rutgers faculty, students, staff, administrators, and alumni. The Senate meets to consider matters of general university interest and to make recommendations to the university administration on those matters. The Senate exercises its powers through its legislative, advisory, initiative, and appeal functions.

President's Leadership Teams

The university president is supported by the expertise of leadership teams drawn from across Rutgers—an 16-member Cabinet and a larger Administrative Council.

The Cabinet consists of the university's chancellors, executive vice presidents, and senior vice presidents, as well as the director of intercollegiate athletics and the president's chief of staff.

The Administrative Council is a group of more than 100 university leaders, including academic deans, chancellors, vice presidents, vice chancellors, and other senior administrators.