

**Rutgers University-Newark:**  
Where Opportunity Meets Excellence

# Higher Education's Public Mission

## Morrill Act of 1862

Thirty-Seventh Congress of the United States of America:

At the ... Session.

Began and held at the city of Washington, on Monday, the ... day of December, one thousand eight hundred and sixty-two.

### AN ACT

*Creating public lands to the several States and territories which may provide colleges for the benefit of agriculture and the mechanic arts.*

*It is enacted by the Senate and House of Representatives of the United States of America in Congress assembled,*

*That there be granted to the several States for the purposes hereinafter mentioned an amount of public land to be appraised to each State a quantity equal to thirty thousand acres for each Senator and representative in Congress to which the States are respectively entitled by the apportionment under the census of nineteen hundred and ten; provided, that no more land shall be granted or purchased under the provisions of this act than the amount of land which has been or shall be at the time of the sale or purchase of such land to the State to which it is granted or purchased under the provisions of this act; and provided, that the amount of land to be granted or purchased under the provisions of this act shall be allowed to bear the same ratio to the total of any other State, requiring admission to the United States, but their respective areas that land and land which is now or may hereafter be subject to sale or purchase under the provisions of this act and to which no other law has been or shall be provided further, that no more land shall be granted or purchased under the provisions of this act than the amount of land which has been or shall be at the time of the sale or purchase of such land to the State to which it is granted or purchased under the provisions of this act; and provided further that no more land shall be granted or purchased under the provisions of this act than the amount of land which has been or shall be at the time of the sale or purchase of such land to the State to which it is granted or purchased under the provisions of this act.*



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



# All Roads Lead to Newark



## The Star-Ledger

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

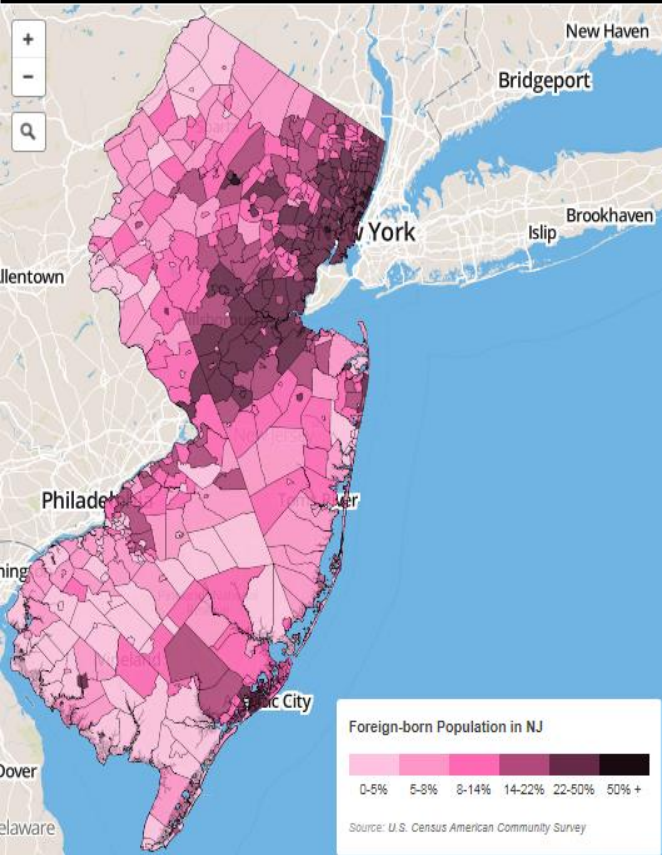
*“... to be broadly recognized as among the nation’s leading public universities, preeminent in research, excellent in teaching, and committed to community.”*

***Rutgers System strategic plan***

# Embracing Our Full Talent Pool

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

*Coming to Rutgers was a first for me: first in my family to go to college, first job I ever had, first internship, first time I thought I could believe in me. That's what college access is about.*



## THE ROSSE FOUNDATION, INC.

### Leading the Way in Diversity and Degrees Rutgers University-Newark



#### TO THE POINT

For years, Rutgers University-Newark struggled with its nontraditional student population. As recently as the 1990s, students reported feeling unwelcome based on their race, ethnicity, religion, or sexual preference. Fast-forward two decades, and Newark has become a haven for nontraditional students of all types, leading to increased overall completion rates and a black/white grad rate gap that is almost negligible. What changed?

- ▶ Institution and systemwide leaders made diversity a priority and an integral part of campus culture.
- ▶ Departments and councils across campus began to collaborate, all with student success in mind.
- ▶ Support systems and resources are targeted to first-generation, remedial, and other nontraditional students.

## BRIDGING THE HIGHER EDUCATION DIVIDE

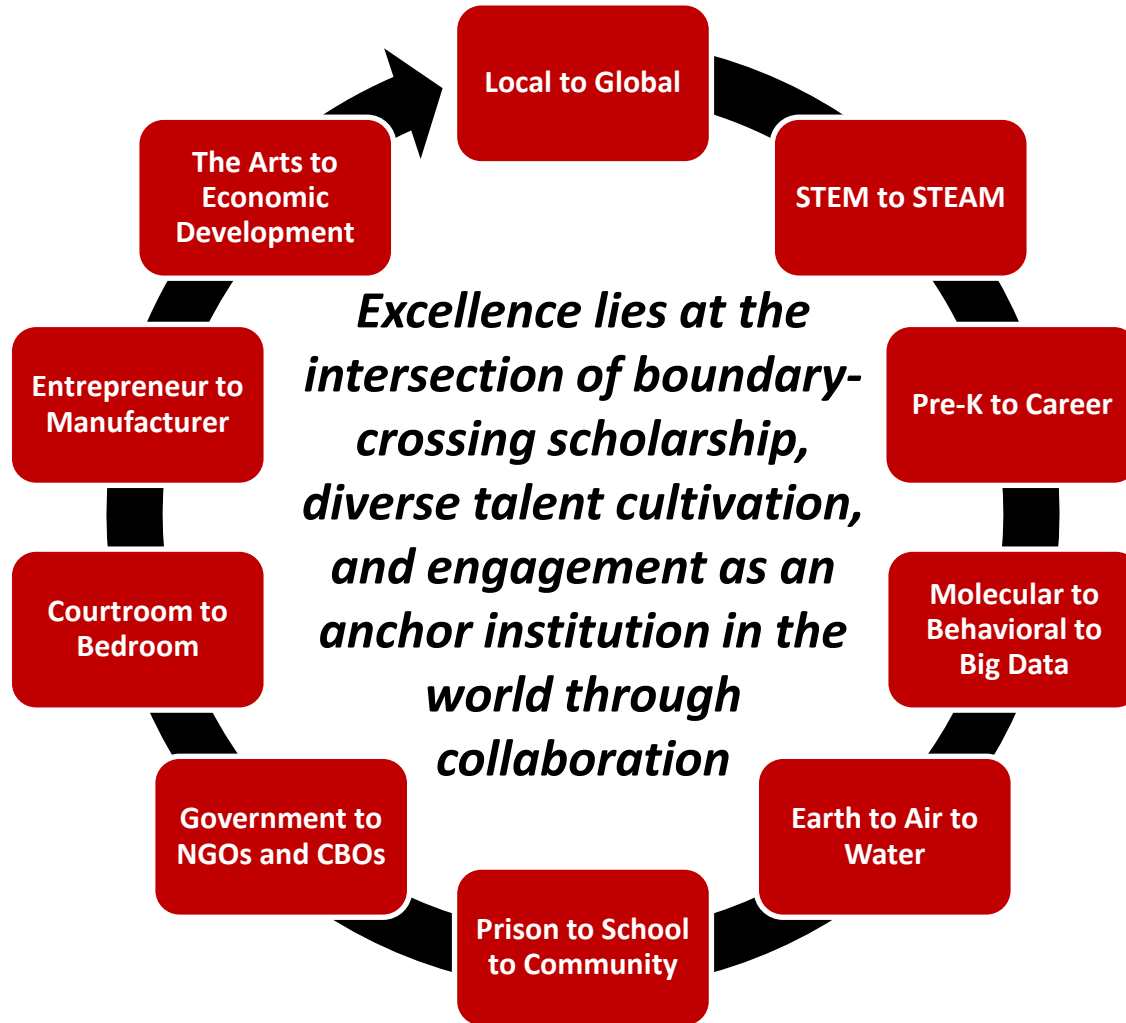
Strengthening Community Colleges and Restoring the American Dream

The Report of The Century Foundation Task Force on Preventing Community Colleges from Becoming Separate and Unequal

With background papers by Sandy Baum and Charles Kurose; Sara Goldrick-Rab and Peter Kinsley; Tatiana Melguizo and Holly Kosiewicz

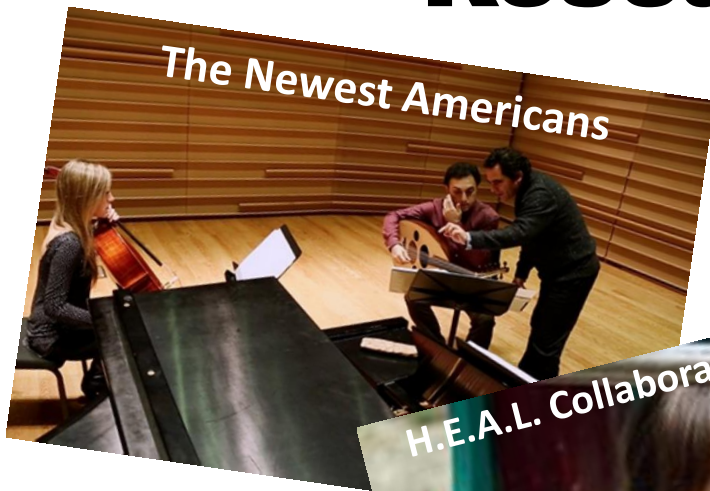


# Tackling Excellence at the Intersection



*The Newark Faculty Council suggests leveraging RU-N's strengths as the nation's most diverse research university, our broad and deep representation of nationalities, and our location embedded in the iconic American city of Newark.*

# Invest in Collaborative Academic & Research Programs



## Seed Grants

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

## Metrics

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

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

*faculty collaboration index (percentage of faculty collaborating across RU-N, across the Rutgers system, external partnerships)*



“Green Lit”

# BIG DATA

# Invest in Our Students

**“Inclusive admissions ...**



Phi Beta Kappa initiates 2014

**... elite graduates”**

## **A residential, honors living-learning community**

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

## **Metrics**

*Inclusive recruitment*

*Affordability index*

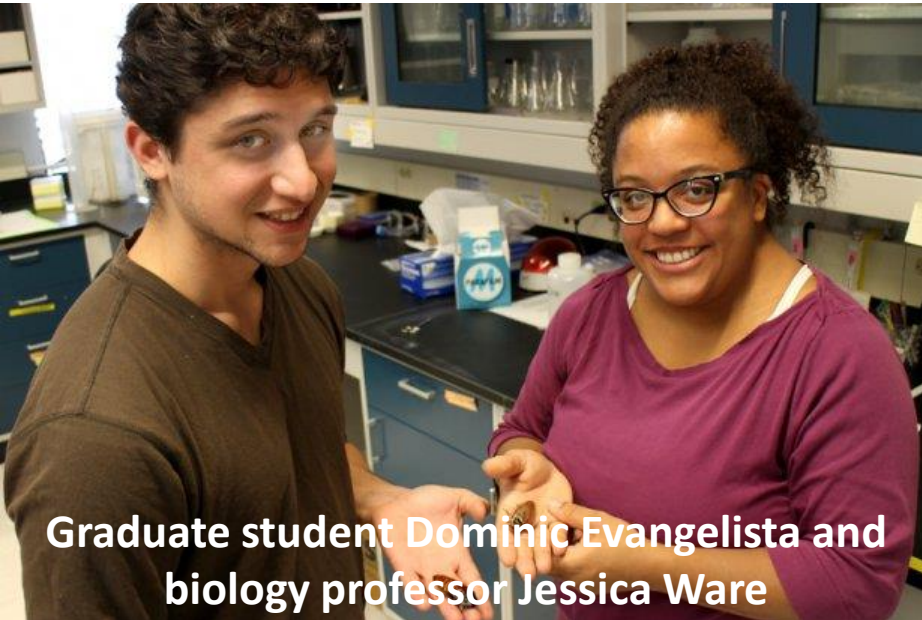
*Retention and graduation relative to incoming undergraduate student profile for first-year and transfer students*

*Outcomes and placement*

*Graduate student outcomes*

*Undergraduate student satisfaction, growth, engagement, citizenship index*

# Invest in Our Faculty and Grad & Professional Students



Graduate student Dominic Evangelista and biology professor Jessica Ware

## A study group on the new professoriate

Will address questions regarding:

The tenure clock

Public scholarship

Non-tenured faculty

Graduate and professional training

## Metrics

*Size of our faculty, grad/professional student body, and professional staff*

*Student/teacher ratio*

*Diversity of faculty and grad/professional student body*

*Growth in sponsored research*

*Rankings in targeted disciplines*

*Multi-dimensional index of scholarly recognition*

Imagining  
America

**Scholarship in Public:  
Knowledge Creation and  
Tenure Policy in the  
Engaged University**

A Resource on Promotion and Tenure in the Arts,  
Humanities, and Design

Julie Ellison  
and

Timothy K. Eatman

Imagining America: Artists and Scholars in Public Life  
Tenure Team Initiative on Public Scholarship

2008



# Value Our Staff

## A study group on staffing for the new mission

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

Staff training, development, and career counseling services

Recognition of staff roles in the anchor institution framework

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



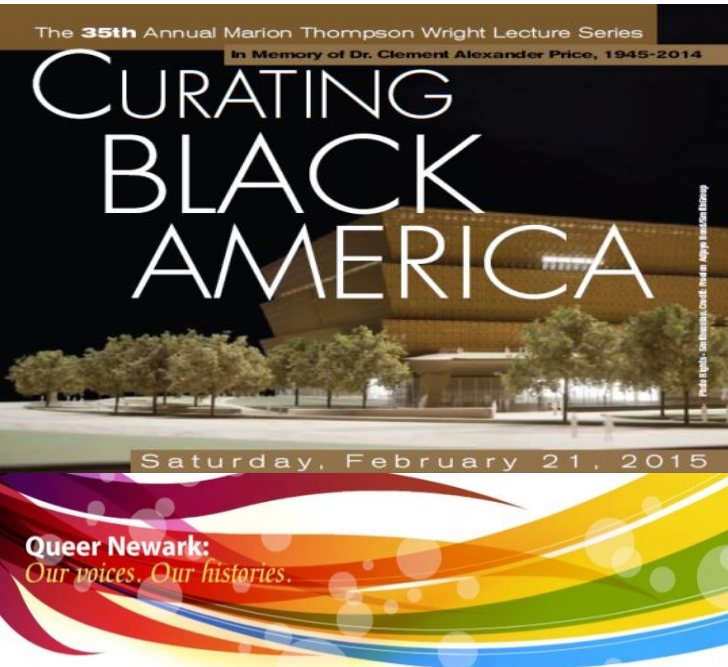
## Metrics

*Launch a periodic survey of faculty and staff experience*

*Launch town hall series targeting specific areas for action*



# Leverage Our Diversity & Build Civic Dialogue



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

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

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

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

## **Metrics**

*Counts of faculty, student, and staff diversity*

*Measures of social ties across RUN, drawing upon faculty/staff/student surveys and ADP's civic health index*

# Invest in Spaces & Places



## Metrics

### National Indices

*Facilities benchmarking and analysis using Sightlines*

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



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

### Targeted Indices

*Investing in collaborative spaces and places in the community*



*# of technology enhanced classrooms, distance learning enabled classrooms, instructional computing labs, BYOD computing labs, study lounges, state-of-art spaces that facilitate group interaction, immersive distance learning rooms, informal collaborative spaces*

# ***Express Newark:***

## ***A University – Community Collaboratory***

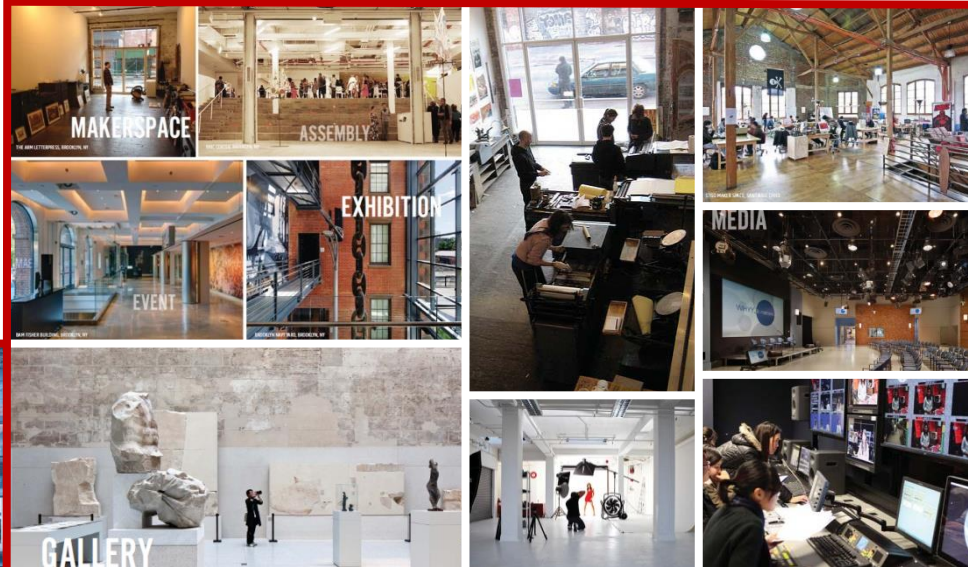


### **Sample Community Partners**

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

### **Collaborative Programming**

- Arts Incubator
- Communication Media Center
- Design Consortium
- Portrait Studio
- Institute of Jazz Studies
- Maker Space
- Newark Museum
- Writers in Newark



# Invest in Anchor Institution Collaboration

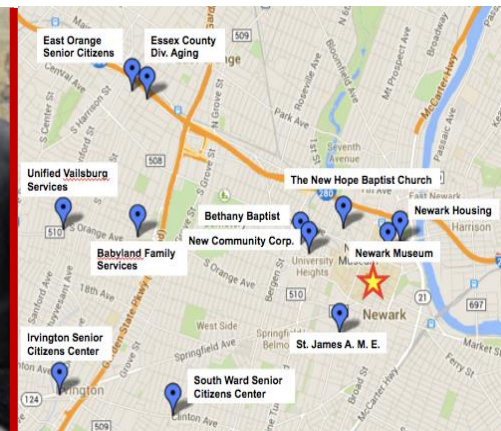
*“If we want America to invest in science, in human capital, in communities, in education, we need to create a community of experts which can move away from the old ivory towers ... ”*

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

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



**African American Brain Health Initiative**



## Five Anchor Focus Areas

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

## Metrics

*Lumina Foundation's community-based postsecondary educational attainment strategy*

*Democracy Collaborative's Anchor Institution Dashboard Index*

*American Democracy Project's Civic Health Index*

# An Anchor Institution

## Economic Development

**Rutgers Business School**

Business | Science | Technology

The Center for Urban Entrepreneurship & Economic Development (CUEED)

**Center for Real Estate Studies**

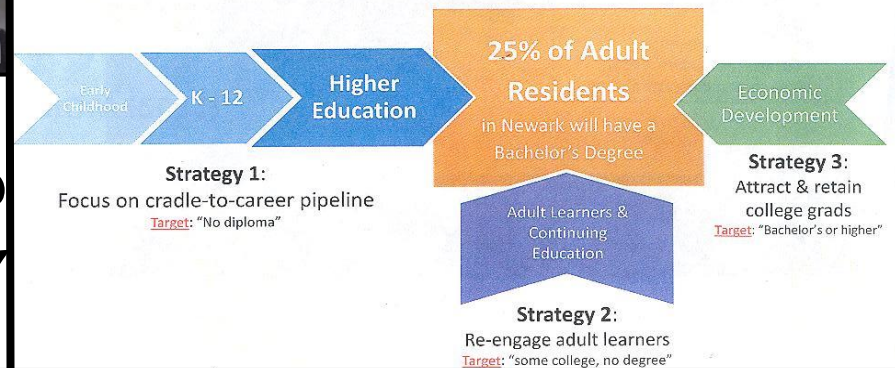
**SUSTAINABLE PURCHASING LEADERSHIP COUNCIL**

# BROADBAND SUPERIORITY

## Education

**NEWARK VISION 2025** → *"A City of Learning"*

\*Newark Master Plan, Volume I



## Strong Healthy Neighborhoods

**myNEWARK RUTGERS**  
School of Public Affairs and Administration | Newark

**Greening Newark**

**The Center on Law in Metropolitan Equity**

**Greater Newark Youth Violence Consortium**

## Arts & Culture District

Gallery Aferro

Newark Print Shop

Robeson Gallery

Index Gallery

Newark Arts Council

Duke's

Newark Museum

Express Newark

Halsey St.

Newark Public Library

Military Park

Aljira

15 Washington

Washington Park

WBGO

NJPAC

GlassRoots

# Tell the RU-N Story



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

all the pieces matter

Newark, Rutgers, Inspired by **WINE**

EVENTS ARE FREE AND OPEN TO THE PUBLIC

AN URBAN SUMMIT

SPONSORED BY

02/25	03/31	04/21
YOUTH	ACADEMICS	MEDIA

Rutgers Newark Robeson Center 4-7pm

## Metrics

- Alumni participation rates*
- Increase media mentions of RU-N*
- Rankings in targeted disciplines*
- Rankings of value/cost in Washington*
- Monthly annual rankings*
- Employer and alumni satisfaction*
- President's Higher Education Community Service Honor Roll*

# Where Opportunity Meets Excellence



“... serious commitment to pushing forward ambitiously and assertively to be that diverse urban research institution that leaves no stone unturned in its impact – on scholarship, social mobility, urban civic life.”