



## LEADERSHIP STATEMENT

### PRESIDENT



## THE OPPORTUNITY

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Rutgers, The State University of New Jersey, is a leading national public research university and the state's preeminent, comprehensive public institution of higher education. Rutgers, a land-grant university, is dedicated to teaching that meets the highest standards of excellence; to conducting research that breaks new ground; and to turning knowledge into solutions for local, national, and global communities.

The university's mission statement reflects these goals. It reads...

"As the sole comprehensive public research university in the state's system of higher education, Rutgers, The State University of New Jersey, has the threefold mission of:



**providing for the instructional needs of New Jersey's citizens** through its undergraduate, graduate, professional, and continuing education programs;

**conducting the cutting-edge research** that contributes to the medical, environmental, social, and cultural well-being of the state, as well as aiding the economy and the state's businesses and industries; and

**performing public service** in support of the needs of the citizens of the state and its local, county, and state governments."

As it was at the university's founding in 1766, the heart of Rutgers' mission is preparing students to become productive members of society and good citizens of the world. Rutgers is New Jersey's land-grant institution and one of the nation's foremost research universities, and as such, it educates, makes discoveries, serves as an engine of economic growth, and generates ideas for improving people's lives.

Rutgers is deeply rooted in New Jersey, a densely populated, diverse, and complex state that is a microcosm of 21st-century America. The university enrolls more than 58,000 students (approximately 43,300 undergraduates and 14,700 graduate students) on its three campuses (New Brunswick, Newark, and Camden) and in 28 degree-granting schools and colleges; employs in excess of 13,000 faculty and staff; and, has an annual operating budget greater than \$2 billion. The university has approximately 400,000 living alumni, who are all members of the Rutgers University Alumni Association.

Rutgers, the eighth oldest institution of higher learning in the United States, is the sole university in the nation to be a colonial college, a land-grant institution, and a public university.

The university is in the midst of a major \$1 billion capital campaign, *Our Rutgers, Our Future: A Campaign for Excellence*. The funds from the campaign are intended to help: underwrite student scholarships; attract and retain world-class faculty; enhance campus environments and facilities; and bolster community outreach and service. More than \$574 million has been raised to date.



Among peer public research institutions in the Association of American Universities, Rutgers ranks first in the number of master's degrees earned by African Americans, first for the number of doctorate degrees earned by women, second for enrollment and degrees earned overall by African Americans, fourth for the number of full-time female faculty members, seventh for Asian enrollment, and tenth for Latino enrollment.

Fifty Rutgers faculty are members of the National Academies and the American Academy of Arts and Sciences. The top 1,000 students of the entering class are ranked in the top 5 percent of their high school class and have an average SAT score of approximately 2100.

In May 2011, President Richard L. McCormick announced that he would be stepping down from the Presidency in June 2012 after nearly 10 years at the helm. President McCormick has enjoyed an accomplishment-filled and successful tenure at the university. Under his leadership, the university achieved the most significant academic reorganization of Rutgers in a quarter-century through the "Transformation of Undergraduate Education"; launched new interdisciplinary academic initiatives in

such fields as nutrition, materials and devices, transportation, childhood studies, urban entrepreneurship, and climate change and alternative energy; fostered enhanced outreach to the university's host communities through such programs as Rutgers Future Scholars; and has made important campus investments, including a business school building, life sciences center, and residence hall in Newark, a law school building, residence complex, and recreation center in Camden, and a visitor center, residence halls, and buildings for the health sciences, life sciences, biomedical engineering, and civil engineering in New Brunswick/Piscataway, to name a few. The university has achieved record levels of research grant funding (\$433 million last year alone), has seen applications for enrollment increase 14 percent since 2002, and has seen total enrollment grow from nearly 52,000 10 years ago to more than 58,000 this fall.

After President McCormick's announcement, the university launched a national search to identify his successor. More specifics regarding the search process, search committee members, and other relevant search information can be found at <http://presidentalsearch.rutgers.edu/about-search/search-process>.

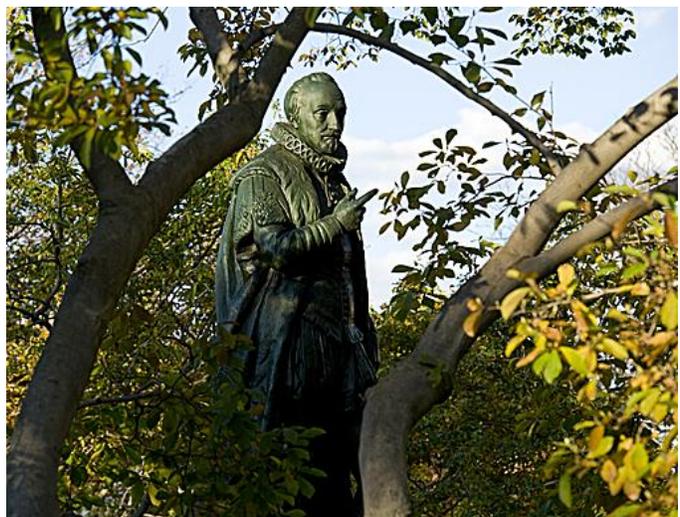
## THE POSITION

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New Jersey law designates the 11-member Rutgers University Board of Governors as the principal decision-making body of Rutgers, The State University of New Jersey. Complementing the role of the Board of Governors is the 59-member Board of Trustees, which serves in an advisory capacity with certain fiduciary responsibilities. The President implements Board policies with the help and advice of his/her cabinet and other senior administrators.

Reporting directly to the Board of Governors, the President is the chief executive officer of the university and is responsible for its effective strategic administration.

The university seeks a President who is a proven leader and visionary who can inspire the entire university community. The selected individual will be a tireless promoter of Rutgers to all of its audiences. This person will be a fund-raiser and friend-maker for the university, working with the Rutgers University Foundation and its Board of Overseers to raise money and increase the endowment to support the university.



The best candidates will be fully committed to the mission of the university and will understand the challenges and opportunities presenting themselves to a major public research university in the 21st century. The next President will be equally at ease with students, faculty, staff, alumni, Board members, corporate executives, farmers, legislators, and residents of the state. The

President will be articulate and have exemplary interpersonal and communication skills. The candidates being sought will have unquestioned integrity and impeccable reputations. It is expected that the next President will have demonstrated extraordinary management abilities, will have a passion for educating and preparing students for successful lives and careers, and will have a strong commitment to promoting research that improves people's lives and provides opportunities for economic growth in New Jersey. The selected individual will also have a strong commitment to diversity which enriches the university and prepares its students for the worldwide challenges and opportunities of the 21st century.

#### Other Qualifications and Characteristics:

- Has an earned terminal degree and meaningful executive experience in a complex multi-constituency institution; individuals from business, government, and philanthropy will also be considered if they demonstrate the leadership experience, skills, and success appropriate to the President role.



- Devoted to promoting excellent teaching and important research.
  - Committed to the highest standards of academic excellence.
  - Has an accessible leadership style and an open and approachable presence—a discerning listener, approachable, trusting of others, and encouraging and responsive to the ideas of others.
  - Committed to interacting with students, faculty, staff, and alumni and to being a central part of university life.
- Is a visible presence, not only on campus, but in external communities; cultivate positive community and state relations and establish and reinforce linkages to business, industry, potential donors, and grant-making agencies.
  - Appreciates Rutgers' relationships with its host communities.
  - Committed to diversity, as it pertains to faculty, staff, and students, and holds the university's various components accountable for continuing efforts in this regard.
  - Is willing to confront difficult choices and to be courageous, compassionate, fair and objective in decision-making.
  - Fosters a creative and entrepreneurial approach to cultivating new sources of funding.
  - Views alumni and parents as valuable constituencies of the university, with important roles in university life.

- Develops and supports those efforts aimed at continually recruiting and retaining quality students and faculty.
- Enhances the university's image and reputation to local, state, and national audiences.
- Fosters a positive, collaborative, and constructive relationship with the Boards of Governors, Trustees, Overseers, and Rutgers University Alumni Association.
- Has a sense of humor, high energy, quiet self-confidence, enthusiasm, and the ability to share credit with others.

## **NOMINATION AND APPLICATION PROCESS**

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While applications and nominations will be accepted until a new President is selected, interested parties are encouraged to submit their materials to our consulting firm at the address below by December 15 to ensure optimal consideration. Please address materials to:

**Rutgers President Search**  
**R. William Funk & Associates**  
**100 Highland Park Village, Suite 200**  
**Dallas, Texas 75205**  
Email: [krisha.creal@rwilliamfunk.com](mailto:krisha.creal@rwilliamfunk.com)  
Fax: 214/295-3312

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