



**Search for the Chancellor
Rutgers University–Newark
Newark, New Jersey**

THE SEARCH

Rutgers University–Newark (RU-N, Rutgers University–Newark, or Rutgers–Newark) seeks a dedicated and visionary leader to serve as its next Chancellor. Reporting to the President of Rutgers University, the Chancellor will be responsible for providing bold strategic leadership to advance the University's mission with an unwavering commitment to academic excellence, diversity, equity, inclusion, community engagement, and its vital role as an anchor institution for the city of Newark, deeply engaged in the city's ongoing transformation.

As one of four campuses of Rutgers, The State University of New Jersey, Rutgers University–Newark proudly stands out as one of the most diverse, research-intensive campuses in the nation, and a vehicle for social mobility, serving as a model for other urban universities across the country. Since its consolidation with Rutgers University in 1946, Rutgers University-Newark has evolved into a thriving academic powerhouse, recently ranked the 4th best University in New Jersey, #39 among Top Public

National Universities, and #5 in Social Mobility by *U.S. News & World Report*, and #1 in the Northeast for Student Diversity by *Wall Street Journal College Rankings*.

Deeply rooted in the City of Newark's cultural and economic landscape, Rutgers University–Newark is more than an academic institution—it's a community cornerstone that has empowered generations of students to shape their futures and improve society. Rutgers University–Newark has established a strong reputation for civic engagement and social justice, collaborating with local partners to tackle urban challenges and drive economic growth in the city. The next Chancellor will build on this legacy, advancing Rutgers–Newark as a model of academic and research excellence and civic engagement on regional, national, and international stages.

Instrumental to the overall vision and mission of Rutgers University, the next Chancellor of Rutgers University–Newark will be a strategic leader with a strong, demonstrated commitment to social justice, equity, diversity, and inclusion and a demonstrated record as an academic leader and changemaker at a comprehensive institution of higher learning. This individual will have a deep understanding of the complexities of leading an urban public institution that sits within a larger university and possess exceptional communication skills, enabling them to inspire confidence and foster unity among a wide range of stakeholders. The ideal candidate will also be skilled in cultivating strong partnerships across Rutgers University and with elected officials, business leaders, and community stakeholders, enhancing Rutgers–Newark's influence and impact. A commitment to the University's mission as an anchor institution dedicated to serving Newark and fostering social mobility through community partnerships is essential for this role.

Rutgers University–Newark has retained Isaacson, Miller, a national executive search firm, to assist with this important search. As indicated at the end of this document, all letters of interest should be directed in confidence to the firm.

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

Established in 1766 as Queen's College, Rutgers evolved into a public university and became New Jersey's land-grant college in 1864. The University's commitment to public service has been a core value since its inception, reflected in its mission to provide accessible education and groundbreaking research. Throughout its history, Rutgers has continually responded to societal needs, from its participation in the American Revolution to its involvement in the development of key scientific advancements such as the cure for tuberculosis.

Today, Rutgers is recognized as one of the leading public research institutions in the United States featuring more than 9,000 faculty and 17,000 staff members serving approximately 68,000 undergraduate and graduate students. The University offers over 150 undergraduate majors, more than 400 graduate programs, and over 300 research centers and institutes. Rutgers' expansive alumni network is made up of over 500,000 graduates worldwide, with over 300,000 residing in New Jersey. It is known for its diverse

student body, top-tier academic programs, and emphasis on community engagement. Rutgers–New Brunswick (now joined by Rutgers Biomedical and Health Sciences) joined the Association of American Universities (AAU) in 1989 and, in 2013, became a member of the Committee on Institutional Cooperation (now called the Big Ten Academic Alliance), a consortium of 19 leading research-intensive universities. For more information about Rutgers University finances, leadership, and governance please see the appendix.

RUTGERS UNIVERSITY–NEWARK

“Rutgers University–Newark aims to be a national leader in 21st-century higher education through a commitment to the values of educating a diverse citizenry, producing high-impact scholarship, engaging in our community as an anchor institution, and drawing the connection between local and global for the improvement of the economic and social well-being of society as a whole.”

—Rutgers University–Newark Mission Statement

Rutgers University–Newark is the direct descendant of a small collection of Newark colleges, established in the early 1900s, that ultimately merged into the University of Newark. The University of Newark merged with Rutgers in 1946 to create Rutgers University–Newark. Regardless of its structure or name, RU–N has been led by individuals who envisioned New Jersey as a hub for accessible higher education programs that would elevate the state economically, socially, and culturally. Rutgers University–Newark, a vibrant urban campus, is distinguished by its unwavering commitment to social justice, deep-rooted community engagement, and critical role as an anchor institution. Together with Rutgers University–New Brunswick and Rutgers University–Camden, these campuses form an unparalleled platform for academic excellence, cutting-edge research, and transformative public service.

Offering over 40 undergraduate majors and more than 50 graduate and professional degree programs across its schools and colleges, Rutgers–Newark provides multiple pathways for students to engage with local and global challenges that motivate them to change the world. Programs like the [Institute of Jazz Studies](#), the [Center on Law, Inequality & Metropolitan Equity](#) (CLiME), and [Express Newark](#) exemplify Rutgers–Newark's role in activating social change in the city. Students, alongside passionate faculty, engage in groundbreaking academic research while also connecting their education with the university's anchor mission to develop the knowledge and skills to tackle the great challenges that face the nation, Newark, and the global communities that make up this vibrant city. As the City of Newark continues its upward trajectory, Rutgers University–Newark plays an essential role in shaping the city's future while maintaining its identity as a pillar of diversity, innovation, and public service.

Academics

Rutgers–Newark actively seeks out untapped talent, fostering an environment where diverse learners can thrive academically. The University is committed to meeting students where they are, providing a range

of support that includes personalized mentoring, drop-in counseling, and courses designed to inspire and challenge individuals to reach their fullest potential. Students benefit from small class sizes and a wide array of academic options, fostering a dynamic and engaging learning environment that supports student success as evidenced by a first-year retention rate of 82% and a six-year graduation rate of 68%.

Graduate and professional programs include advanced degrees like the M.F.A. and Ph.D., and the university emphasizes interdisciplinary studies, exemplified by programs like the Liberal Studies M.A. and Women's Studies concentration. Unique dual degree options, such as the Future Leaders M.B.A., allow students to seamlessly transition from undergraduate to graduate studies, enhancing their educational journey. Rutgers–Newark also offers cross-registration with nearby schools, including Essex County College and New Jersey Institute of Technology.

The urban environment and rich cultural history of Newark enrich the academic experience, transforming the city into a living classroom and fostering partnerships with local corporations and non-profits that provide invaluable real-world learning opportunities. The University is home to several distinguished schools and colleges including: School of Arts and Sciences-Newark, School of Criminal Justice, Rutgers Law School, Rutgers Business School, School of Public Affairs and Administration, and the Graduate School-Newark (See Appendix). They provide specialized programs and resources that cater to a diverse range of academic interests and career paths, ensuring students receive a well-rounded education that prepares them for success in their chosen fields.

Rutgers University-Newark is dedicated to cultivating a robust research portfolio and received more than \$52 million in external research dollars last year. Notable in this regard is the [Institute for Data, Research, and Innovation Science \(IDRIS\)](#). IDRIS is an interdisciplinary hub for applied ethical scholarship and practice in data science and emerging technologies at the intersection of society, focusing on data-driven solutions to address difficult problems facing urban communities. [The Rutgers Advanced Institute for the Study of Entrepreneurship and Development \(RAISED\)](#) is another research institute that combines research, teaching, and community engagement surrounding entrepreneurship projects. The Urban Solutions Lab germinated from RAISED and combines a creativity studio and a collaboration garage to foster cross-disciplinary and cross-sector collaborations that drive urban entrepreneurship and help entrepreneurs accomplish their goals. The [Newark Public Safety Collaborative \(NPSC\)](#) uses data and analytics to empower community organizations to enhance public safety. The research at Rutgers-Newark has had a significant impact on the city of Newark and other urban areas tackling the challenges of our time.

Students

In the Fall of 2023, the total student enrollment at the University was over 10,000, including 7,418 undergraduates and 3,392 graduate students. Of the University's 10,000 students, 53% identify as women, and 47% identify as men. 96% of students are New Jersey residents, and 5% are international students. More than 75% of the students are students of color, 56% are Pell eligible, and approximately 36% are first-generation students.

Student diversity is a hallmark of Rutgers-Newark and remains a priority for the University. Students come from 36 states and 119 countries, and more than half of the university students speak a language other than English at home. This student body embodies a profound commitment to academic excellence and social responsibility, reflecting the University's dedication to accessibility and inclusivity in higher education. Their diverse backgrounds and experiences enrich the academic environment, fostering a vibrant community that champions equity and empowerment for all. Many students are actively engaged in community service and civic engagement initiatives, emphasizing the University's mission to empower its students to effect positive change in their communities.

Rutgers–Newark students create connections while making a difference both on and off campus. The university offers more than 100 student clubs and organizations, including professional clubs, honor societies, and cultural organizations. The Rutgers-Newark campus extends into the city of Newark making it a part of the fabric of the city. Whether they engage with the city through coursework or by attending opening exhibitions and performances, students benefit from Newark's thriving multicultural scene in and out of the classroom.

As an NCAA Division III school and founding member of the New Jersey Athletic Conference, Rutgers–Newark offers sixteen varsity sports evenly divided between women and men with the goal of providing each student-athlete with the best opportunity to train, learn, and compete to reach their potential. Beyond varsity teams, students, faculty, staff, alumni, and the local community can take advantage of the range of intramural and recreational programs and activities offered by the RU-N athletic department.

Faculty

The faculty at Rutgers University–Newark are a distinguished group of scholars and educators dedicated to advancing academic excellence and fostering a culture of inclusivity and innovation. They are mission-driven educators who are truly invested in students' success with a 13:1 student-faculty ratio that fosters close relationships between students and faculty. Comprising over 1,000 faculty members, they bring a wealth of expertise across various disciplines, enhancing the University's commitment to research and public service. The faculty's diverse backgrounds and experiences reflect the University's mission to contribute to Newark's growth and revitalization. Rutgers University–Newark is proudly made up of some of the most distinguished and renowned faculty in the nation, many of whom are actively involved in community engagement, collaborating with local organizations, the Mayor's office and other civic institutions to address pressing social issues through research, community outreach, and data-driven initiatives. They include national book award and Pulitzer Prize winners and MacArthur Fellows, among others. Moreover, faculty members are committed to mentoring students and guiding them in their academic journeys, ensuring that the next generation of leaders is well-equipped to effect positive change in their communities.

Rutgers–Newark faculty, graduate workers, and post-doctoral associates are represented by Rutgers AAUP-AFT, one of the oldest higher education unions in the country. In 2023, AAUP-AFT approved new

contracts which included raises for part-time lectures and job security provisions for graduate workers. These advancements not only reflect the union's commitment to advocating for fair compensation and job stability but also aim to enhance the overall academic environment, fostering a more supportive and equitable workplace for all members of the university community.

Staff

The staff at Rutgers University–Newark plays a crucial role in creating a supportive and dynamic educational environment. Comprising over 1,000 dedicated professionals, they are committed to fostering student success and community engagement. The Staff Council, established in 2018, serves as a key communication channel between staff and the Chancellor's office, ensuring that staff concerns are heard and addressed. It operates independently of Human Resources, representing staff interests while also navigating relationships with labor unions. Professional development and retention strategies are central to the council's goals as they work to create a supportive environment for staff. Through various initiatives, staff members contribute to the University's mission of serving as an anchor institution within Newark, actively engaging with local communities to address pressing urban challenges.

Rutgers University–Newark Advisory Board

The New Jersey state legislature established the Rutgers University-Newark (RU-N) Advisory Board in 2013 with a clear mandate: to collaborate with campus leadership to advance RU-N's mission, engage with the local community and the state, and support the University's commitment to academic excellence, access, and diversity. The board meets at least once each semester to review updates on projects aligned with RU-N's strategic plan priorities and to advise the Chancellor and the RU-N leadership team accordingly. The advisory board consists of 12 influential community leaders, dedicated alumni, and committed staff, faculty, and students, all collaborating to drive positive change and innovation within the University and the City of Newark. This diverse representation includes leaders from Rutgers University's Board of Governors, Newark Public Schools, the New Jersey Performing Arts Center, Prudential Financial, Rutgers University union representatives, and student government bodies.

Rutgers University–Newark Finances

Rutgers University operates under a Responsibility Centered Management (RCM) budget model. Certain administrative functions, such as facilities, information technology, advancement, and human resources, are managed through Rutgers Central. Most of the costs of these services are allocated back to each campus and funded with Rutgers-Newark's revenues. The budget is developed collaboratively through a process in which Rutgers-Newark works with the central administration to evaluate revenues, expenses, and investments.

Rutgers University–Newark's annual operating budget is approximately \$450 million, with 60% of the funding coming through tuition and fees and 40% from state funding. Rutgers University-Newark

contributes approximately \$150 million to the Rutgers University budget for central and shared services and manages approximately \$300 million locally, including an estimated \$7 million in discretionary state funds managed by the Chancellor's office.

A Campus in the City

Rutgers–Newark is comprised of 35 buildings, including five residence halls, and sits on 38 acres in Newark's University Heights neighborhood. From the Golden Dome Athletic Center to the largest law library in the state, the facilities in Rutgers–Newark support a dynamic and socially engaged campus life.

The Paul Robeson Campus Center (PRCC) and the Golden Dome Athletic Center are central hubs for student life and activities at Rutgers–Newark. Each offers unique resources that serve both the campus and the broader Newark community. Established in the 1960s, the PRCC fosters student interaction and provides high-quality spaces for meetings, social gatherings, and conferences.

Similarly, the Golden Dome Athletic Center is the heart of Rutgers–Newark athletics. The facility boasts two gyms, five outdoor tennis courts, four racquetball courts, an exercise/dance studio, and a 25-yard, eight-lane pool. The geodesic dome main arena seats 1,002, while a two-court auxiliary gym offers additional practice space for the Scarlet Raiders teams. Recent upgrades to the playing arena ensure an enhanced experience for athletes and spectators alike.

In the last decade, Rutgers–Newark has completed important facilities upgrades and developments that strengthen its connection with the city of Newark, making the city an extension of its campus. In 2017, Rutgers–Newark opened 50,000 square feet of redeveloped space in the historic Hahne & Co building to house the interdisciplinary arts hub, Newark, and expand student support offices. The Hahne & Co-capital project exemplifies Rutgers–Newark's role in revitalizing commercial corridors through meaningful civic and community partnerships. In 2020, the Honors Living-Learning Community building opened a 320,000-square-foot learning and residence facility that houses classrooms, dorms, and workspaces open to students, faculty, staff, and community members.

Rutgers–Newark continues its unwavering commitment to student success through an exciting capital project—the construction of a new One Stop student services center. This new state-of-the-art facility will provide comprehensive support to students, ensuring they have the resources they need to thrive at Rutgers–Newark, with an integrated and coordinated cross-functional service hub encompassing financial aid, student accounts, and registration. The center will serve as a “single point of service,” fostering a progressive, streamlined, and consistent student experience that prioritizes satisfaction and success. Spanning 22,000 square feet, the project includes the renovation of 15,500 square feet and an exciting addition of 6,500 square feet. The anticipated completion date is summer 2025.

An Anchor Institution



Rutgers University–Newark serves as an integral anchor institution within its community, deeply woven into the fabric of Newark. Dedicated to social justice and civic engagement, the University plays a transformative role by cultivating partnerships with local organizations and institutions to tackle urban challenges, drive economic development and social mobility, and enhance the overall quality of life in Newark. The University prides itself in being "In and Of Newark." With a state legislative mandate affirming its position as an anchor institution,

this legislation empowers Rutgers University–Newark to boldly tackle the unique higher education needs of the region. By harnessing its strengths, the University is not just positioned to attract exceptional students and esteemed faculty; it is set to ignite innovation and elevate educational excellence across the community and beyond. The following principles and initiatives capture the essence of the mission and commitment of Rutgers–Newark to the City of Newark:

Community Well-Being: By working with community groups, Rutgers–Newark is advancing public safety initiatives and championing environmental sustainability. Programs like [NJ STEP](#), [Humanities Action Lab: Climates of Inequality](#), and the [Newark Public Safety Collaborative](#) ensure that residents have access to not only safe spaces but also essential resources that enhance their overall well-being.

Educational Opportunities: Rutgers–Newark offers a wide array of academic programs that empower students and residents and foster a culture of lifelong learning. Signature programs and initiatives such as [RU-N to the Top](#), [Honors Living-Learning Community](#), and [Newark City of Learning Collaborative](#) are designed to enhance educational access for underserved populations, thereby contributing to a more equitable society.

Equitable Growth, Racial Equity: Through initiatives like workforce development programs and community-based research projects, Rutgers–Newark aims to stimulate local economies while aligning its mission with the needs of the community. These efforts reflect the University's dedication to improving the quality of life in Newark, reinforcing its status as a catalyst for change and a model for civic responsibility in higher education.

Diverse Community Voices: Rutgers University–Newark recognizes the transformative power of arts and culture as a vehicle for social change, actively engaging with the community to foster creative expression and dialogue. The University supports various initiatives that harness the arts to address pressing social issues, from promoting inclusivity and diversity to challenging systemic inequalities. Through

collaborations with local artists, organizations, and cultural institutions, Rutgers–Newark emphasizes the importance of artistic endeavors in enriching community life and stimulating critical conversations.

Rutgers–Newark’s vibrant center for art, design, and digital storytelling, Express Newark, promotes artistic experimentation, collaboration, and cultural heritage to enrich Newark’s cultural landscape while empowering students and residents to shape their narratives. By elevating the arts as a crucial element of social justice, Rutgers University–Newark reaffirms its commitment to harnessing creativity as a powerful catalyst for positive change. Learn more about the impactful initiatives in arts and culture at Rutgers–Newark [here](#).

The City of Newark

As the largest city in New Jersey and one of the most diverse and cosmopolitan cities in the United States, Newark is a leading commercial, civic, and cultural center in the country. Newark is rapidly growing, with significant developments underway that are transforming the city, particularly in the Downtown area. The Prudential Center and New Jersey Performing Arts Center (NJPAC) are key drivers of this growth. Newark’s proximity to New York City and Philadelphia offers residents and visitors a unique advantage, making it an ideal hub for cultural, educational, and economic opportunities. Its location provides easy access to a vibrant array of arts, dining, and entertainment options in these surrounding cities.

As one of Newark’s anchor institutions, Rutgers University–Newark contributes to Newark’s cultural and economic growth through dynamic civic and community partnerships. Initiatives like the [Center for Urban Entrepreneurship & Economic Development \(CUEED\)](#), a first of its kind in the nation, integrate scholarly work with private capital to develop city-wide resources to renew economic growth through urban entrepreneurship. As a result of its partnerships with the mayor’s office and other anchor institutions in the city, Rutgers University–Newark has significantly improved college-going rates among residents. Learn more about the City of Newark [here](#).

THE ROLE OF THE CHANCELLOR

The Chancellor is responsible for overseeing all facets of Rutgers–Newark’s administration, including financial, academic, and community engagement initiatives. Reporting to the President of Rutgers University, the Chancellor sets a vision and strategic plan to lead the institution forward; develops and maintains relationships with diverse constituents, both internal and external; raises funds and develops new sources of revenue to support the University’s continued growth; and serves as the face and voice of the institution. The Chancellor will be supported in this work by the [senior leadership team](#).

The successful candidate will work closely with Rutgers University’s president, central administration, and campus leadership to align strategic priorities, ensuring cohesion and shared progress toward common objectives. Building and enhancing partnerships with the city of Newark will also be essential with Rutgers University–Newark as a key contributor to the city’s growth and revitalization.

KEY OPPORTUNITIES AND CHALLENGES

Building on a strong foundation and existing momentum, the next Chancellor will address the following challenges, transforming them into opportunities to elevate the University to greater success:

Craft a vision that builds upon Rutgers University–Newark’s reputation as a transformative anchor institution

Rutgers University–Newark has experienced significant growth and transformation over the past decade, and the next Chancellor will inherit a strong anchor institution firmly rooted in its educational, cultural, economic, and civic life. Faculty, students, staff, and alumni are committed to continuing the University's upward trajectory and position as a top-tier and increasingly distinguished urban public research university. The next Chancellor will be tasked with preserving the University's distinctive character by maintaining collaborative relationships with campus constituents and community members while driving the institution forward.

Drawing from the successes of Rutgers–Newark’s last strategic plan in 2014, the Chancellor will lead the development of a new strategic plan designed to ensure a thriving future for Rutgers–Newark, continuing to elevate Rutgers–Newark as a social justice champion, dedicated to creating a teaching and learning environment that supports all students.

The Chancellor will work closely with all Rutgers–Newark constituencies and partners across Rutgers University to develop and implement a shared vision that strengthens the University's influence and long-term plans, expanding on existing commitments and initiatives while identifying new opportunities that enhance Rutgers–Newark’s role as a leading anchor institution engaged in deeply collaborative and transformative work with the City of Newark.

Reinforce and deepen Rutgers University–Newark’s unwavering commitment to community engagement, community-based research, social justice, equity, diversity, and inclusion

Rutgers University–Newark’s long-standing dedication to social justice serves as a cornerstone of its mission and fosters a strong sense of community among faculty, staff, students, alumni, and the city of Newark. The University encompasses not only underrepresented racial and ethnic groups but also individuals of varying religious affiliations, sexual orientations, gender identities, disabilities, national origins, and non-traditional student backgrounds. The next Chancellor must not only recognize this rich diversity but also demonstrate a deep commitment to fostering it, transcending traditional paradigms and embracing a holistic perspective that values the intersectionality of identities in a pluralistic society.

The next Chancellor must lead with a personal commitment to cultivate a culture of social justice, equity, diversity, and inclusion throughout Rutgers–Newark's intellectual, social, community, and civic life. The Chancellor will collaborate closely with the Rutgers–Newark community, Rutgers University Central

leadership, and Newark civic leaders to serve as a champion and advocate for social justice, bringing a deep understanding of the role Rutgers–Newark plays in the City of Newark.

As a research-intensive institution, Rutgers–Newark is committed to community-based research that creates tangible action and makes a meaningful impact on the Newark community. To enhance its role as a leader in impactful research, the University must prioritize resources for attracting top-tier scholars while retaining its most accomplished faculty to sustain and amplify Rutgers–Newark's long-term influence on Newark and the broader state of New Jersey.

Strengthen Rutgers University–Newark's financial stability and explore new revenue streams for the University and the City of Newark

As Rutgers University–Newark seeks to elevate its institutional profile, it will require innovative funding streams to support its goals of hiring and retaining top-tier faculty and staff, expanding research and teaching facilities, and increasing financial aid to meet students' needs. The Chancellor will be tasked with enhancing existing revenue sources, identifying new funding opportunities, and ensuring the University's budget aligns with these strategic priorities.

Over the past five years, increasing compensation requirements have strained the budget. The Chancellor must navigate complex fiscal decisions, balancing the pursuit of new opportunities with the necessity of financial sustainability. As Rutgers–Newark continues to give back to the community, it must also prioritize attracting incoming support and partnerships to ensure its sustainability and effectiveness in serving both students and the community.

Additionally, with support from the Office of the President, the Chancellor should engage the state legislature, advocating for continued investment in Rutgers–Newark. By leading a forward-thinking administration focused on maximizing revenue and productivity, the Chancellor must strive to develop a sustainable financial model for Rutgers University–Newark, ensuring that every available resource contributes positively to its academic mission and community impact.

Leverage Rutgers–Newark's relationship with Rutgers University Central to create a more integrated and unified entity that is greater than the sum of its parts

To cultivate a productive relationship between Rutgers–Newark and Rutgers University Central, the next Chancellor must prioritize collaboration, alignment, and integration. Current challenges—such as staffing shortages, outdated administrative policies, and legacy systems—have impeded progress and contributed to a sense of division between Rutgers–Newark and Rutgers University Central. Effectively advocating for resources for Rutgers University–Newark, collaborating with Rutgers University Central and ensuring that its unique needs and contributions are recognized and supported is essential for fostering a more unified and efficient university.

Fostering open communication and shared goals, the Chancellor can create a foundation for effectively addressing inefficiencies between RU-N and Rutgers Central. By streamlining processes and encouraging trust, Rutgers–Newark can leverage Rutgers University Central's resources more effectively, advancing collaborations in research, teaching, and community engagement while ensuring long-term growth and institutional cohesion.

Secure external funding and work with Rutgers Central to drive revenue growth, improve the physical campus, and invest in high-quality operations

Rutgers University–Newark, like many leading public institutions, faces mounting financial pressures from tightening state and federal budgets, as well as increasing competition for talented faculty, staff, and students. The next Chancellor will be crucial in advocating for resources and partnerships while also cultivating an internal environment that promotes effective management.

There are significant opportunities for growth in areas like physical infrastructure, shared system development, and the strategic deployment of human resources. Achieving these goals will require coordinated efforts with Rutgers University Central, as well as long-term planning and investment. The next Chancellor must skillfully integrate the needs and aspirations of a highly diverse and dynamic institution without losing sight of its unique identity.

Fundraising is essential. The next Chancellor must have strong fundraising acumen, a talent for engaging alumni and community leaders, and the ability to articulate a compelling vision that honors the University's mission while inspiring partners and donors and driving it boldly into the future. This includes developing targeted fundraising initiatives that align with the University's anchor mission, strengthening partnerships with local organizations, and enhancing community engagement.

EXPERIENCE AND QUALIFICATIONS

Rutgers–Newark is in search of an exceptional leader whose deep commitment to the University's mission, intellectual vision, and proven experience inspire both the campus community and the City of Newark. The search committee understands that no single candidate will bear all the ideal qualifications, but it seeks candidates with many of the following experiences, qualities, and characteristics:

- An ability to cultivate trust and build relationships that will energize, inspire, and mobilize students, faculty, staff, alumni, board members, and external stakeholders around a collective vision and facilitate actions with notable impact;
- A record of successful administrative leadership, including oversight of senior leaders and effectively recruiting and retaining strong executives;
- Experience with strategic planning and the ability to engage diverse stakeholders;
- Commitment to and demonstrated record of promoting justice, equity, diversity, inclusion, and anti-racism;

- Unimpeachable ethics and integrity, with a demonstrated commitment to leading responsibly;
- Outstanding interpersonal skills and high emotional intelligence; humility and eagerness to listen and to engage as fluently with students, staff, and faculty as with business, government, and labor leaders; an excellent campus and public representative for the University;
- Authenticity, empathy, and energy; an inclination to collaborate;
- A proven and tested administrative leader with demonstrated experience in financial, operational, and strategic administration;
- Experience navigating and successfully responding to crises;
- Knowledge related to working within a public institution that is unionized is a plus;
- Experience leading a public institution within a larger institutional structure is preferred;
- Considerable experience in fundraising and the capacity to cultivate and steward donors, foundations, and other supporters of the University;
- An understanding and appreciation for the history, mission, and value of urban public research universities;
- A record of courageous leadership and a willingness to make difficult but fair decisions and communicate the rationale for those decisions;
- Distinguished intellectual credentials, including a demonstrated record of teaching and scholarly achievement commensurate with appointment as a full professor at Rutgers University–Newark; an earned terminal degree or equivalent is strongly preferred.

TO APPLY

Rutgers University–Newark has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent electronically and in confidence to:

Kate Barry, Partner
Alycia Johnson, Managing Associate,
Quizayra Gonzalez, Senior Associate
Kaitlin Cruz, Senior Search Coordinator
Isaacson, Miller
Boston, MA | Washington, DC

<https://www.imsearch.com/open-searches/rutgers-university-newark/chancellor>

Rutgers University-Newark is committed to a policy of equal opportunity without regard to race, color, religion, gender, gender identity or expression, age, sexual orientation, national origin, ancestry, disability, military status, or genetic information in employment, admission to and participation in academic programs, activities, and services, and the selection of vendors who provide services or products to the University.

APPENDIX

Rutgers University

Finances

Rutgers' 2024-2025 academic year budget reflects its commitment to education, research, and service. The total operating budget stands at \$5.6 billion, with \$1.1 billion allocated to student financial aid. This budget underscores the University's dedication to affordability, academic excellence, and community impact. A substantial portion of the budget—77 percent—supports the University's core mission of student instruction, research, public service, and healthcare.

Leadership

Jonathan Scott Holloway, 21st President of Rutgers, The State University of New Jersey, assumed his role in 2020. An eminent historian of 20th-century African American thought and letters and an elected member of the American Academy of Arts and Sciences, Dr. Holloway was previously Provost of Northwestern University and Dean of Yale College. At Rutgers, Dr. Holloway has identified three overarching priorities for his tenure: relentless pursuit of academic excellence, developing strategic and institutional clarity, and establishing a beloved community.

Dr. Holloway has vitalized the University in multiple ways. With a [pledge](#) to become carbon neutral by 2040, the Office of Climate Action was; the University's first Senior Vice President for Equity and Inclusion was named, and a comprehensive Equity Audit was completed to undergird a strategic diversity plan for the institution; a transformative new [faculty hiring initiative](#) was announced and launched; a task force to examine the [future of work](#) was formed; and several major commitments to student access and success were undertaken. These include the [Scarlet Promise Grants](#), which provide undergraduate scholarships and emergency, temporary relief to those facing hardship, and the [Rutgers Summer Service Internship Initiative](#), which offers paid summer public service internships to up to 150 second and third-year undergraduate students.

President Holloway's term as president will be complete in July 2025 and a search for his successor is underway.

Rutgers University Governing Boards

Rutgers University operates under a distinctive two-board governance structure: the Board of Governors and the Board of Trustees. The 15-member Board of Governors includes eight members elected by the New Jersey Senate, following nominations from the Governor, along with seven members elected by the Board of Trustees. The President of the University serves as an ex-officio non-voting member of both boards.

The Board of Trustees maintains control over all properties, funds, and trusts vested in the University as created by state law with The Rutgers Act of 1956 and acts in an advisory capacity to the Board of Governors. The Board of Trustees plays a crucial fiduciary role in the University's operations, collaborating

closely with the Board of Governors, the President, and the State of New Jersey. Learn more about the Governing Boards of the University [here](#).

Rutgers-Newark Schools and Colleges

School of Arts & Sciences

As the largest school at Rutgers University–Newark and the second largest across Rutgers University, the School of Arts & Sciences–Newark (SASN) offers a wide range of undergraduate and graduate programs that encourage interdisciplinary learning and innovation. SASN plays an important role in supporting Rutgers-Newark’s mission as an anchor institution, focusing on social mobility, urban engagement, and global citizenship. Enrolling over 60 percent of the undergraduate population, SASN provides many students with opportunities to participate in honors learning programs, including the [Honors Living-Learning Community](#), which is redefining the notion of "honors" by creating intergenerational and interdisciplinary learning communities comprised of students, faculty and community partners focused on tackling some of the nation's most pressing social issues. The Honors Living-Learning Community was launched in September 2016 as a key initiative of Rutgers-Newark’s strategic plan. It was conceived as a way to connect opportunity with excellence and challenge traditional definitions of merit, driven by a collaborative group of university stakeholders committed to cultivating overlooked talent. These programs are designed to promote academic achievement and engagement, helping students develop skills for their future careers.

The School of Arts and Sciences hosts a variety of [centers and institutes](#) focused on research, civic leadership, and community engagement. These include the Camões Institute Center, which promotes Portuguese language and culture, and the Center for Migration and the Global City, which acts as an incubator for multidisciplinary scholarship exploring the local and global dimensions of migration. The Center for Molecular and Behavioral Neuroscience advances brain research, while the Clement A. Price Institute highlights Newark’s cultural history. Other centers focus on political, social justice, and peace education initiatives, like the Humanities Action Lab and the International Institute for Peace.

School of Criminal Justice

Located in the heart of Newark, the School of Criminal Justice (SCJ) brings together a dynamic and diverse community committed to social justice, community engagement, and public policy leadership. SCJ is ranked #11 for Best Criminal Justice Schools and Universities by *University HQ* and #7 for Graduate Criminology programs by *U.S. News & World Report*. Offering bachelor's, master's, and PhD programs, it equips students with a deep understanding of crime, its causes, and its social contexts, fostering critical thinkers who can tackle complex issues in the justice system.

With a strong emphasis on experiential learning, the School of Criminal Justice provides students with hands-on opportunities through meaningful internships and partnerships with government and community agencies. SCJ faculty-led initiatives like the [Newark Public Safety Collaborative](#) exemplify Rutgers-Newark and SCJ's unwavering commitment to forging impactful partnerships with the city. The NPSC was formed in 2018 as part of the Rutgers-Newark School of Criminal Justice [Anchor Initiative](#). Through a direct collaboration with the Newark Mayor's Office, the Newark Department of Public Safety, and community stakeholders, the NPSC helped reduce crime in the city by 40% through data-driven collaborations. In 2023, the NPSC received \$3 million in federal grants to expand its work.



These initiatives have enhanced community safety and have provided students with practical learning experiences, underscoring the University's dedication to social justice and civic engagement. Such efforts solidify Rutgers-Newark's integral role in addressing local challenges while preparing students for transformative careers.

[Rutgers Business School](#)

Rutgers Business School (RBS), located across the Newark and New Brunswick campuses as well as at off-campus locations across the state and internationally, and reporting to the RU-N Chancellor, serves as the anchor business school of New Jersey and is recognized as a top business school across national and global arenas. With robust undergraduate offerings, nearly a dozen specialized master's programs, a nationally recognized MBA program, a rigorous and diverse doctoral program, and practical and extensive executive education opportunities, RBS is committed to academic excellence through real-time and relevant curriculums that respond to the markets.

Rutgers Business School is committed to being a leader in innovation and integrating emerging technologies into the classroom. RBS is partnering with Google to leverage generative AI and collaborate on data science initiatives. A recent agreement allows for the school-wide use of AI technologies, ensuring that students are well-prepared for the future.

Additionally, Rutgers Business School is focused on creating a significant social impact. Each year, it hosts a community engagement conference that addresses local needs and supports social entrepreneurs, further reinforcing its commitment to fostering positive change within the community.

Law School

Located in Newark and Camden, Rutgers Law School is ideally situated near three of the nation's largest legal markets: New York City, Philadelphia, and New Jersey. This prime location allows students to gain essential hands-on legal experience through various professional skills development opportunities, including clinics, field placements, and pro bono work. The law program emphasizes real-world practice, allowing students to engage directly with clients on issues such as asylum applications and business formation. Students also enhance their advocacy skills through competitions, participate in legal writing projects, and join international programs for broader exposure.

Additionally, Rutgers Law School's Minority Student Program (MSP) is a nationally acclaimed program that reflects Rutgers University-Newark's commitment to creating a diverse and accessible educational experience. The MSP takes a proactive approach to ensure the success of its students who have faced socioeconomic or educational disadvantages by providing essential resources such as legal skills development, academic support, mentoring, and networking opportunities.

School of Public Affairs and Administration

The School of Public Affairs and Administration (SPAA) at Rutgers University–Newark emphasizes competence, diversity, knowledge, and service. It offers advanced degrees, including a PhD, MPA, and Executive MPA, in top-ranked programs focusing on preparing leaders for public and nonprofit management sectors. The programs cover key areas such as public administration, governance, budgeting, and urban policy. SPAA also collaborates on specialized degrees and certificates to enhance professional expertise.

SPAA stands at the forefront of public service education, developing innovative solutions to global challenges. Its award-winning faculty bridges theory and practice and makes significant contributions to public affairs administration through interdisciplinary research. By connecting best practices with community involvement through their [research centers and initiatives](#), SPAA scholars have created transformative impacts at local, national, and global levels. Through active engagement and scholarship, SPAA drives policy change and develops new methods for solving pressing public service issues.

The New Jersey State Policy Lab exemplifies SPAA's collaboration across Rutgers University, embodying the Rutgers-Newark anchor institution mission. By partnering with multidisciplinary scholars, the lab addresses state policy needs with a focus on equity and innovation. It works with local governments and communities to create data-driven solutions, ensuring impactful policy decisions, particularly for underserved populations. For more information, visit [the New Jersey State Policy Lab](#).

Rutgers-Newark Graduate School

The Graduate School at Rutgers University–Newark offers a vibrant, diverse environment for advanced studies in various fields, including arts, business, nursing, and social sciences. It emphasizes research and community engagement, providing a personalized learning experience alongside world-class faculty.