

Rutgers Constituency Research Project

Consultant's Final Report

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Introduction

Objectives:

The Constituency Research Project supports a key objective stated by President Richard L. McCormick:

“To build relations and win the hearts and minds of New Jerseyans, we need a firmer grasp of what state residents want and expect from their state university.”

Rutgers joins an increasing number of public universities across the nation, including Penn State, the California University System, the University of Maryland and the University of North Carolina at Chapel Hill, that have used research studies to guide communication programs.

This research serves as an opportunity to:

- Take a sharply focused snapshot of how Rutgers is perceived by a broad range of internal and external stakeholders – a “360° perspective.”
- Enable Rutgers to develop, refine and target its communications and outreach programs to strengthen its ties around the state.
- Provide baseline research allowing for follow-up studies to track progress.
- Garner information to deal head-on with some critical issues facing the Rutgers community including insufficient funding from the NJ state budget, lack of a coordinated and consistent university message and the need to mobilize disengaged supporters of Rutgers, especially alumni.

This strategy research is tightly focused on perceptions and communications issues. Other research efforts may be needed to focus further on individual issues uncovered in this baseline study.

Research Design:

There were three major phases of the research:

Qualitative Phase: in-depth interviews with members of the Rutgers community including the University Relations Committee of the Board of Governors, Communications Advisory Committee and group discussions with administrators, faculty, staff , students and alumni across all three campuses.

Survey Phase: interviews with diverse constituencies to provide data analyzed by regional campuses or university-wide:

- Administered by computer-assisted telephone interviewing (CATI)/Internet
- Conducted from Feb. – May, 2004
- Average survey length of 21 minutes

Analytic Phase: the process of drawing out the strategic and tactical conclusions and recommendations to assist University communications.

Samples:

Ten New Jersey constituency groups both internal and external to Rutgers were interviewed as part of the research:

Target Group	Method	Size	Std. Error	Field Date
<i>NJ Residents</i>	Telephone	1,200	+/- 3 percentage points	Feb. 26-Mar. 24, 2004
<i>Business Executives</i>	Telephone	301	+/- 6 percentage points	Mar. 5 – Mar. 25, 2004
<i>Rutgers Alumni</i>	Telephone	1,200	+/- 3 percentage points	Mar. 10 – Apr. 11, 2004
<i>Prospective Undergraduate Students</i>	Internet	1,215	+/- 3 percentage points	Mar. 23 – Apr. 12, 2004
<i>Parents of Prospective Undergraduates</i>	Telephone	300	+/- 6 percentage points	Mar. 26 – Apr. 5, 2004
<i>Rutgers Juniors and Seniors</i>	Internet	1,315	+/- 2.7 percentage points	Apr. 14 – Apr. 28, 2004
<i>Rutgers Faculty</i>	Internet	570	+/- 4 percentage points	Apr. 27 – May 26, 2004
<i>Rutgers Staff</i>	Internet	650	+/- 4 percentage points	Apr. 27 – May 26, 2004
<i>HS Teachers and College Advisors</i>	Telephone	300	+/- 6 percentage points	May 12 – June 9, 2004
<i>Parents of Rutgers Students</i>	Telephone	904	+/- 3.3 percentage points	May 13 – June 9, 2004

Additional Information about Respondents:

New Jersey Residents

Equal numbers of interviews (400) were conducted in North (Sussex, Warren, Morris, Passaic, Bergen, Essex, Hudson and Union counties), South (Burlington, Ocean, Camden, Atlantic, Cape May, Cumberland, Salem and Gloucester counties) and Central (Hunterdon, Somerset, Middlesex, Mercer and Monmouth counties) New Jersey for a

total of 1200. The total interviews were re-weighted to reflect the actual population distribution within each region (North – 48%; South – 27%; Central – 25%).

New Jersey Business Executives

The New Jersey business executives that were interviewed come from a broad range of industry types and company sizes.

Company Revenue	Percentage
\$5M and under	<i>17%</i>
\$6-20M	<i>24%</i>
\$21-99M	<i>22%</i>
\$100M+	<i>22%</i>
Don't Know/Refused	<i>16%</i>

Rutgers Alumni – Year of Graduation

Equal numbers of interviews with alumni (400) were conducted among the three campuses of Rutgers.

Year of Graduation	Percentage
1969 or earlier	<i>18%</i>
1970-1979	<i>25%</i>
1980-1989	<i>21%</i>
1990-1999	<i>17%</i>
2000 or later	<i>17%</i>

Prospective Undergraduate Students

Participants were randomly selected from a pool of high school students (from both public and private institutions) across all of New Jersey that met the qualifications for acceptance to Rutgers.

Rutgers Juniors and Seniors

Participants were full time juniors and seniors at Rutgers who were representative of all three campuses. Rutgers student data was re-weighted to actual University percentages.

Rutgers Faculty and Staff

Participants included full time faculty (tenured and non-tenured) and staff representative of all three campuses. Faculty and staff data was re-weighted to actual University percentages.

HS College Advisors

Participants were randomly selected from a pool of high school college advisors (from both public and private institutions) across all of New Jersey.

Note: Total responses may not equal 100% due to rounding or respondent refusal.

Headlines:

Research is not conducted in a vacuum. External factors can influence and contribute to perceptions. Here is a listing of selected headlines from area newspapers during the time period when fieldwork was conducted:

"New Jersey Forges Ahead On Stem Cells" **February 21, 2004**, New York Times,

"Rutgers-Newark Prepares to Build Apartment Tower" **March 7, 2004**, New York Times, Real Estate Desk (In the Region/New Jersey)

"Rutgers Rallies for Funds" **March 8, 2004**, Home News Tribune

"Invaders Attack 3 Women" **March 9, 2004**, Home News Tribune

"3 Rutgers Students Are Raped In Apartment Near Main Campus" **March 10, 2004**, New York Times, Metropolitan Desk

"Two Held in Rutgers Attacks" **March 16, 2004**, Home News Tribune

"Scarlet Pride Shines Despite NIT Loss" **April 2, 2004**, Home News Tribune

"Man Indicted in New Brunswick Rapes" **April 7, 2004**, Home News Tribune

"Faculty of Rutgers OKs Strike" **April 8, 2004**, Home News Tribune

"Colleges Majoring in Public Relations" **April 10, 2004**, NorthJersey.com

"Rutgers President Seeks Students' Apology for Holocaust Cartoon" **April 23, 2004**, The Star-Ledger

"Gandolfini among Hall Inductees at Rutgers" **May 2, 2004**, The Courier-News

"Report: University Merger Plans Failed to Estimate True Costs" **May 5, 2004**, Asbury Park Press

"Rutgers Highlights Economic Impact in Push for Funds" **May 14, 2004**, The Record

"Fire Fears at Rutgers" **May 16, 2004**, Home News Tribune

"Rutgers: A Great State Investment" **May 19, 2004**, The Philadelphia Inquirer

"New Rutgers Professors Hit the Road to Learn State's Strengths and Woes" **May 25, 2004**, The Courier-News

Summary of Findings

Overall evaluations of New Jersey as a place to get a college education are positive.

- NJ ranks positively (combined “excellent” and “good”) as a place to get a college education, especially among college advisors (96%) and Rutgers students (91%).
- Public colleges and universities are highly valued, especially among Rutgers alumni and business executives, with virtually all (96%) of alumni saying they contribute a “great deal” or “some” to quality of life; 91% of business executives agree.

Rutgers awareness is high among all New Jersey constituencies.

- On an unaided basis Rutgers is the most frequently mentioned college or university in New Jersey (mentioned by 67% residents; 84% business executives; 88% HS students).
- On an aided basis, a vast majority (85% residents; 97% business executives) are familiar with Rutgers. The only university with equal levels of familiarity is Princeton (86% residents; 95% business).
- The College of New Jersey is a strong competitor of Rutgers in the prospect market of HS students and parents.
 - Unaided and aided awareness of the College of NJ is high, ranking third after Rutgers and Princeton among HS students.
 - It is the third highest rated NJ university among HS students and parents following Rutgers and Princeton.

Despite its beginnings as a private colonial college, most (74% residents; 83% business; 93% HS students) know that Rutgers is the state university of New Jersey.

- The clear majority of external constituencies know that Rutgers is a public university.
- Most (63% residents; 71% business; 57% alumni) who know Rutgers prefer to refer to it as “Rutgers University” rather than “Rutgers, The State University of New Jersey” (30% residents; 24% business; 33% alumni).

Rutgers is rated favorably in New Jersey.

- More than two-thirds of New Jersey residents and business leaders surveyed give Rutgers high marks for the quality of its teaching, academic programs and professional schools.
- College Advisors rate Rutgers the highest (97%) among all constituencies.
- About three-quarters (74% residents; 88% business), rate Rutgers favorably (excellent/good).

- A vast majority of alumni (94%), HS students (91%) and College Advisors (97%) rate Rutgers favorably overall. Alumni appear to be an underutilized resource for promoting the strength of the University in NJ.

Constituencies on the “outside” (residents, executives, high school students) rely on constituencies on the “inside” (students, faculty and staff) for much of their information about Rutgers.

- The most common Rutgers touch-points for NJ residents, business executives and high school students include personal contact with a student or faculty/staff member. A majority of residents, business executives and HS students have had contact with a Rutgers student within the past two years. About one-quarter of residents and business executives and more than one-third of HS students have spoken with a Rutgers faculty or staff member in the past two years.
- The Rutgers website ranks low as a source of information among prospects (30% of HS students; 7% of HS parents).

Relatively lower ratings among current students and faculty, coupled with the finding that internal constituencies are the ambassadors of Rutgers’ message, reinforce the conclusion that there is a need for a partnership among students, faculty and staff.

- About three-quarters of Rutgers juniors and seniors rate favorably the overall quality of their educational experience (83%) and the University’s efforts to keep them informed (73%). Ratings for availability of courses, academic advising and residence halls are less favorable.
- In some areas, Rutgers looks better from the “outside looking in” than from the “inside looking out.” A vast majority of college advisors, rate Rutgers’ New Brunswick/Piscataway campus “excellent/good” in terms of having state-of-the-art facilities (90%) and as a place they’d recommend to students applying to college (91%). About three-quarters (74%), of Rutgers students rate the New Brunswick/Piscataway campus “excellent/good” as a place they’d recommend to students applying to college; 60% rate the New Brunswick/Piscataway campus “excellent/good” in having state-of-the-art facilities.

Rutgers has not effectively differentiated itself from other universities in the state.

- Although a large proportion of faculty and students recognize Rutgers’ leadership status in the state, more than one-third of residents and executives indicate that Rutgers is about the same as other NJ public universities in terms of “providing services that help NJ citizens and the state” and “conducting research into major issues affecting the state and nation.”

- About one-quarter of residents, business executives and HS parents “don’t know” how Rutgers’ faculty compare to other state colleges in New Jersey.
- Attributes describing Rutgers as a “leading research university” have lower levels of awareness, even among alumni.
- Rutgers’ unique status as the state’s only comprehensive public research university and land grant institution is not clearly understood.

All NJ constituencies value quality of education over “service to state” and “research faculty” as Rutgers’ positioning platforms.

- Rutgers messaging should emphasize how research and service contribute to the quality of classroom education in ways unique to a major research university.

“What comes to mind first” about Rutgers among constituencies tends to be very diverse in subject matter. It appears that Rutgers’ messages are so diverse that no one message really breaks through.

- The first “positive things that come to mind” about Rutgers include good education/reputation and quantity/quality of academic programs. However, 26% of New Jersey residents say nothing positive comes to mind.
- About half (43% residents; 51% business) indicate that nothing negative comes to mind about Rutgers. Some negative things associated with Rutgers include location, crime and safety and university/class size.
- Little mention of Rutgers sports, positive or negative. To date, the Rutgers sports program basically has little impact on perceptions of Rutgers. To the extent external constituencies report impact, generally it is more positive. However, internal constituencies tend to report a more negative impact.

Different messages resonate with different constituencies.

- Perceptions of Rutgers were evaluated on 12 attributes and across three measures:
 - 1) How accurately does each attribute describe Rutgers?
 - 2) How important is it for Rutgers to provide certain services to NJ residents?
 - 3) How do the following messages make you feel about Rutgers?
- “One size does NOT fit all.” For example, HS students respond to Rutgers as an excellent, top-rated academic institution; business leaders respond to Rutgers’ impact on the NJ economy (see detailed findings).

A vast majority (89% resident; 94% business), support state funding for Rutgers.

- More than half (58% residents; 62% business), strongly support state funding for Rutgers; About one-third of residents and business executives somewhat support state funding.
- Less than one-tenth (9% residents; 5% business), do not support state funding at all.

Perceptions of New Jersey Higher Education may be barriers to increased funding.

- As noted earlier, most New Jersey residents rate New Jersey highly as a place to get a college education. A majority of residents (70%) think that New Jersey ranks “near the top” or “in the middle” in terms of financially supporting state colleges and universities. These two perceptions represent a significant barrier to gaining public support for increased funding.

Rutgers lacks campus brand consistency.

- There appear to be 3 Rutgers brands—Rutgers New Brunswick/Piscataway, Rutgers Newark and Rutgers Camden. Rutgers New Brunswick/Piscataway is rated more favorably in all categories among external constituents. However, ratings of current students often paint a different picture of the campuses.
- Current students in general tend to rate the campuses favorably in terms of diversity, faculty and as a place they would recommend. However, ratings about safety and University concern for the quality of the students’ campus experience are much less favorable. New Brunswick/Piscataway students rate safety less favorably than students at Newark and Camden.
- Current students from Camden tend to rate their campus overall more favorably than those from New Brunswick/Piscataway and Newark.

A priority of NJ business executives is to see the connection between higher education and success in the workforce and overall economic improvements.

- The services that provide the most value to executives are those that educate students and employees for success in the workplace.

Recommendations to Rutgers

The research has identified communication issues which in some cases are linked to funding and operational issues facing Rutgers. The following action items underscore the urgency in supporting current and future initiatives to help Rutgers in achieving its continuous goals of academic excellence and stronger and deeper connections with the state of New Jersey:

- Rutgers needs to better *differentiate* itself from the other publicly funded schools. Rutgers is “THE” state university of New Jersey, not just “A” state university in New Jersey.
 - Messages need to tie Rutgers’ strengths to issues that are most important to its constituencies—quality of life/health, economy/workforce and quality of classroom education. Messages about “leading academic departments” probably don’t have much meaning to many Jersey residents unless they are tied to the ways in which these distinctions enrich classroom education or enhance job skills.
- Rutgers needs to *sharpen its messages*. Given the University’s decentralized approach to managing communications, better coordination is needed to convey some common messages about the University. Rutgers needs to pay more attention to the integrity of its brand, e.g., proliferation of logos.
- Rutgers needs to *strengthen its messages*, especially to key external audiences. While Rutgers has never engaged in an institutional advertising campaign, data and research suggest there is little to be lost and much to be gained by doing so now.
- Rutgers has strong *brand equity* among state residents, executives and alumni. That strength needs to be *leveraged and mobilized*. New Jersey policy makers have to see evidence of that strength.
- Rutgers has *three, separate campus brands* among external constituents. The university does not have a unified identity under which all its major divisions can comfortably fit and which is supported by an expressed public positioning strategy for each of the Camden, Newark and New Brunswick/Piscataway campuses. Rutgers should distinguish each campus from the others by its unique strengths.
- Rutgers needs to address *crime and safety*, and attempt to put a different face on life in its host cities. An external partnership needs to be forged with the cities of Newark, Camden and New Brunswick/Piscataway—the fates of the campuses and their location are hitched together.

- A major step in increased funding is to spread the word that New Jersey has ***under-funded*** higher education and not provided sufficient capacity, with severe consequences for residents. Hence, New Jersey is one of the country’s major “exporters of college students.”
 - Even constituencies closest to the University in some cases have a misperception of the funding issue. Alumni appear to be an untapped resource for promoting the value of increasing support for higher education.
- A strong effort must be made among ***internal constituencies to pull together***. All internal constituencies have a shared stake. Internal constituencies are the ambassadors of Rutgers’ message.
 - A process needs to be put in place to unite the Rutgers community around issues most important to the future of the institution and its shared stakeholders. Only about one-third of current juniors and seniors rate the overall quality of their educational experience and the University’s efforts to keep them informed, as “excellent.” The University must continue to address specific issues regarding student satisfaction.
 - Rutgers needs to highlight the accomplishments of faculty, students and staff internally to build an awareness and appreciation of the University’s excellence.

Detailed Findings

Overall evaluations of New Jersey as a place to get a college education are positive.

- New Jersey ranks positively (combined “excellent” and “good”) as a place to get a college education, especially among college advisors (96%) and Rutgers students (91%).
- Public colleges and universities are highly valued, especially among Rutgers alumni and business executives, with virtually all (96%) of alumni saying they contribute a “great deal” or “some” to quality of life; 91% of business executives agree.

How Would You Rate New Jersey as a Place to Get a College Education?

	Positive (Excellent/Good)	Fair	Poor
Residents (1200)	68% (20%, 48%)	19%	4%
Bus. Execs (301)	81% (30%, 51%)	12%	1%
Alumni (1200)	89% (40%, 49%)	10%	1%
HS Students (1215)	85% (27%, 58%)	15%	1%
Parents of HS Students (300)	84% (34%, 50%)	8%	1%
College Advisors (300)	96% (62%, 34%)	4%	--
Rutgers Students (1315)	91% (35%, 56%)	8%	1%
Rutgers Parents (904)	89% (43%, 46%)	8%	1%

How Much Do Each Contribute to the Overall Quality of Life in NJ? (% great deal/some combined)

	State Parks/Forests	Fresh Produce	Public Colleges/Univ.	Arts/Culture	Pharma. Industry
Residents (1200)	85% (48%, 38%)	84% (49%, 35%)	83% (44%, 39%)	77% (29%, 48%)	70% (34%, 35%)
Bus. Execs (301)	87% (41%, 46%)	82% (37%, 46%)	91% (47%, 45%)	84% (28%, 56%)	84% (53%, 31%)
Alumni (1200)	91% (48%, 43%)	89% (48%, 41%)	96% (62%, 34%)	86% (37%, 49%)	77% (44%, 35%)

Rutgers awareness is high among all New Jersey constituencies.

- On an unaided basis Rutgers is the most frequently mentioned college or university in New Jersey (mentioned by 67% residents; 84% business executives; 88% HS students).
- On an aided basis, a vast majority (85% residents; 97% business executives) are familiar with Rutgers. The only university with equal levels of familiarity is Princeton (86% residents; 95% business).
- The College of New Jersey is a strong competitor of Rutgers in the prospect market of HS students and parents.
 - Unaided and aided awareness of the College of NJ is high, ranking third after Rutgers and Princeton among HS students.
 - It is the third highest rated NJ university among HS students and parents following Rutgers and Princeton.

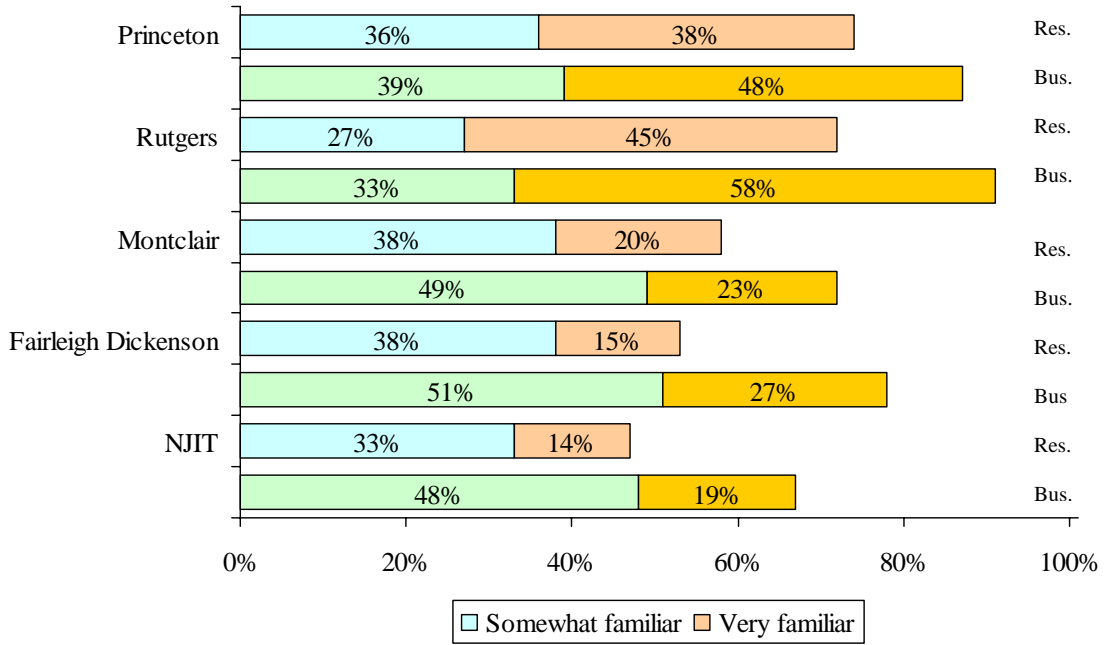
Percentage Saying College or University in NJ that “First Comes to Mind” *

	Rutgers	Princeton	College of NJ	Montclair	Rowan
Residents (1200)	67%	28%	14%	16%	13%
Business Execs (301)	84%	41%	20%	21%	15%
HS Students (1215)	88%	57%	50%	17%	17%
Parents of HS Students (300)	81%	25%	29%	23%	19%
College Advisors (300)	81%	43%	46%	33%	29%

** Note: Multiple responses were allowed from respondents for this question, therefore totals do not add up to 100%.*

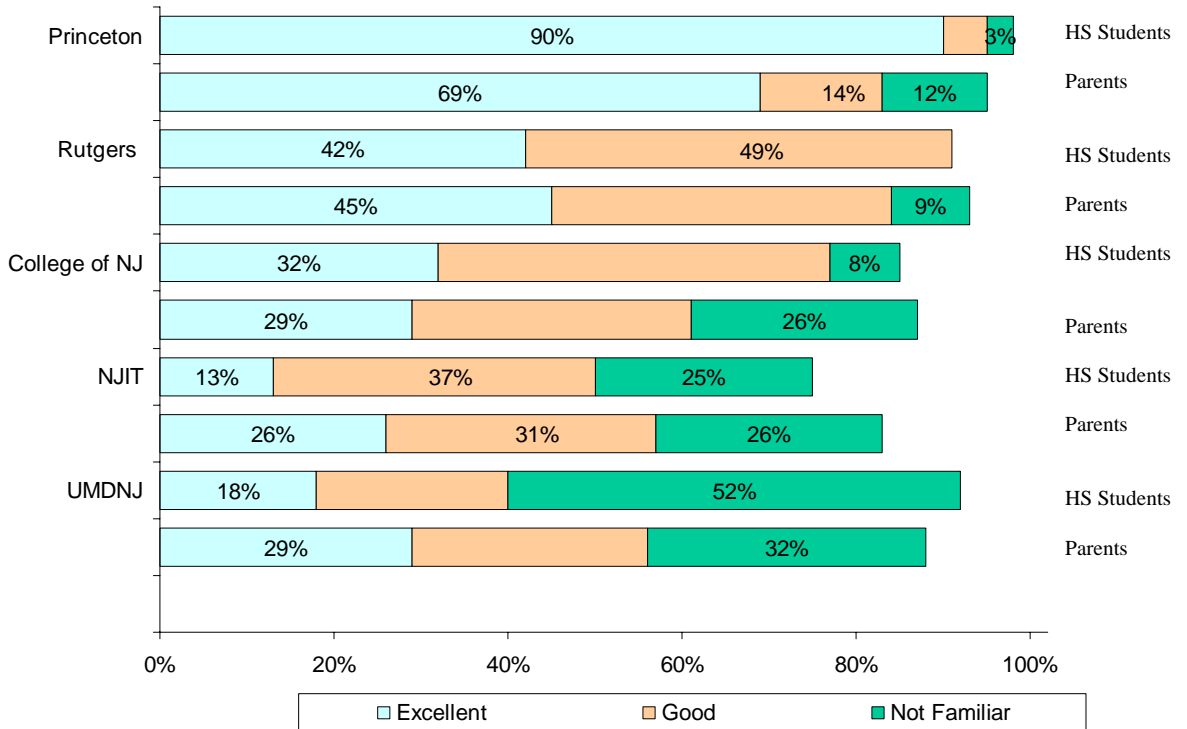
Familiarity With Some New Jersey Colleges and Universities

Residents and Business Executives

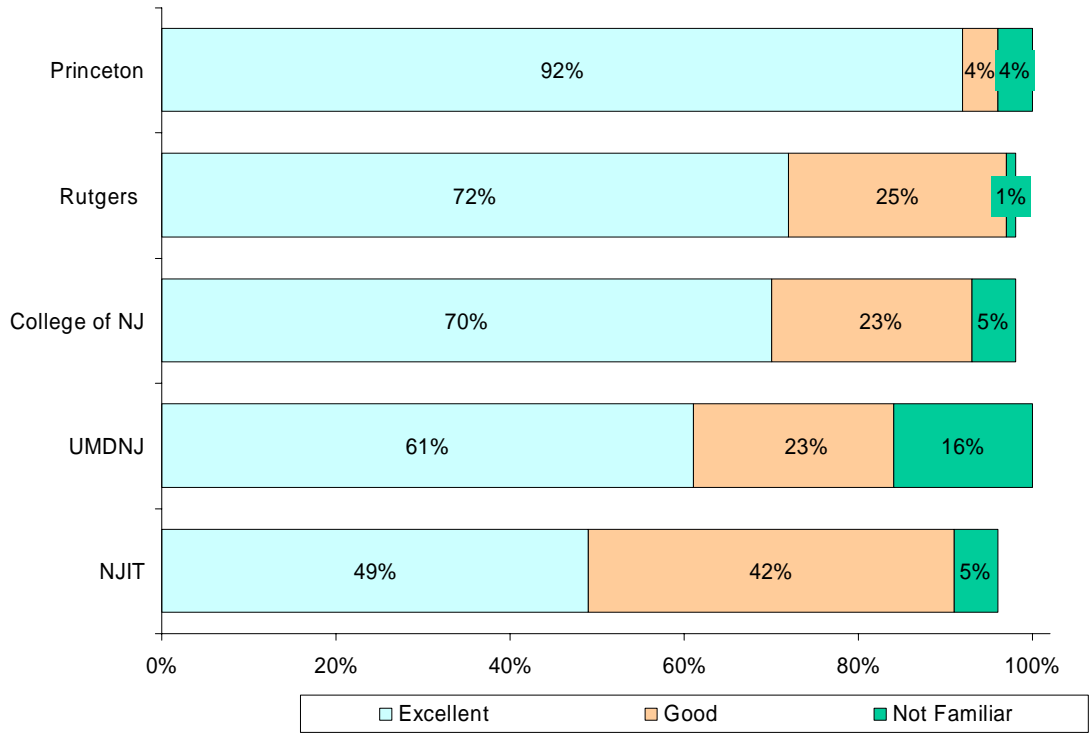


Overall Evaluation of New Jersey Colleges and Universities

H.S. Students And Parents



Overall Evaluation of New Jersey Colleges and Universities
College Advisors



Despite its beginnings as a private colonial college, most (74% residents; 83% business; 93% HS students) know that Rutgers is the state university of New Jersey.

- The clear majority of external constituents know that Rutgers is a public university.
- Most (63% residents; 71% business; 57% alumni) who know Rutgers prefer to refer to it as “Rutgers University” rather than “Rutgers, The State University of New Jersey” (30% residents; 24% business; 33% alumni).

Percentage Indicating that Rutgers is Public

	Public	Private	Don't know
Residents (1200)	74%	9%	17%
Bus. Exec. (301)	83%	6%	11%
HS Students (1215)	93%	4%	4%
College Advisors (300)	97%	1%	2%
Parents of HS Students (300)	88%	4%	8%

Rutgers University or Rutgers, The State University of New Jersey
(Base: Familiar with Rutgers)

	Rutgers University	Rutgers, SU of NJ	No Difference/Don't know
Residents (1019)	63%	30%	6%
Bus. Exec. (291)	71%	24%	6%
Alumni (1200)	57%	33%	8%
HS Students (1210)	59%	19%	21%
Parents of HS Students (272)	60%	30%	10%
College Advisors (299)	53%	36%	11%
Rutgers Students (1315)	54%	28%	18%
Rutgers Parents (904)	59%	31%	9%
Rutgers Faculty (570)	63%	17%	20%
Rutgers Staff (650)	45%	35%	20%

Rutgers is rated favorably in New Jersey.

- More than two-thirds of New Jersey residents and business leaders surveyed give Rutgers high marks for the quality of its teaching, academic programs and professional schools.
- College Advisors rate Rutgers the highest (97%) among all constituencies.
- About three-quarters (74% residents; 88% business), rate Rutgers favorably (excellent/good).
- A vast majority of alumni (94%), HS students (91%) and College Advisors (97%) rate Rutgers favorably overall. Alumni appear to be an underutilized resource for promoting the strength of the University in NJ.

How Would You Rate Rutgers University?

	Positive (Excellent/Good)	Fair	Poor	Not Familiar
Residents (1200)	74% (34%, 40%)	6%	1%	19%
Bus. Exec. (301)	88% (46%, 42%)	5%	--	7%
Alumni (1200)	94% (57%, 37%)	5%	1%	--
HS Students (1215)	91% (42%, 49%)	8%	1%	--
Parents of HS Students (300)	84% (45%, 39%)	5%	--	11%
College Advisors (300)	97% (72%, 25%)	2%	--	1%
Rutgers Students (1315)	83% (25%, 58%)	15%	3%	--
Rutgers Parents (904)	90% (47%, 43%)	8%	2%	--
Rutgers Faculty (570)	81% (21%, 60%)	18%	2%	--
Rutgers Staff (650)	91% (38%, 53%)	8%	1%	--

Constituencies Evaluate Rutgers The Highest On...

	Source of Pride to NJ	Provides high quality academic programs	Has high quality professional schools	Provides affordable education	Known thru state as leading research university	Faculty that conducts research into major issues	Offers high quality graduate programs
Residents (869)	X	X	X				
Bus. Exec. (273)		X	X	X			
Alumni (1200)	X	X	X				
HS Students (1181)	X	X		X			
Parents of HS Students (207)	X	X	X				
College Advisors (297)		X	X	X			
Rutgers Students (1315)			X	X	X		
Rutgers Faculty (570)				X	X	X	
Rutgers Staff (650)			X			X	X

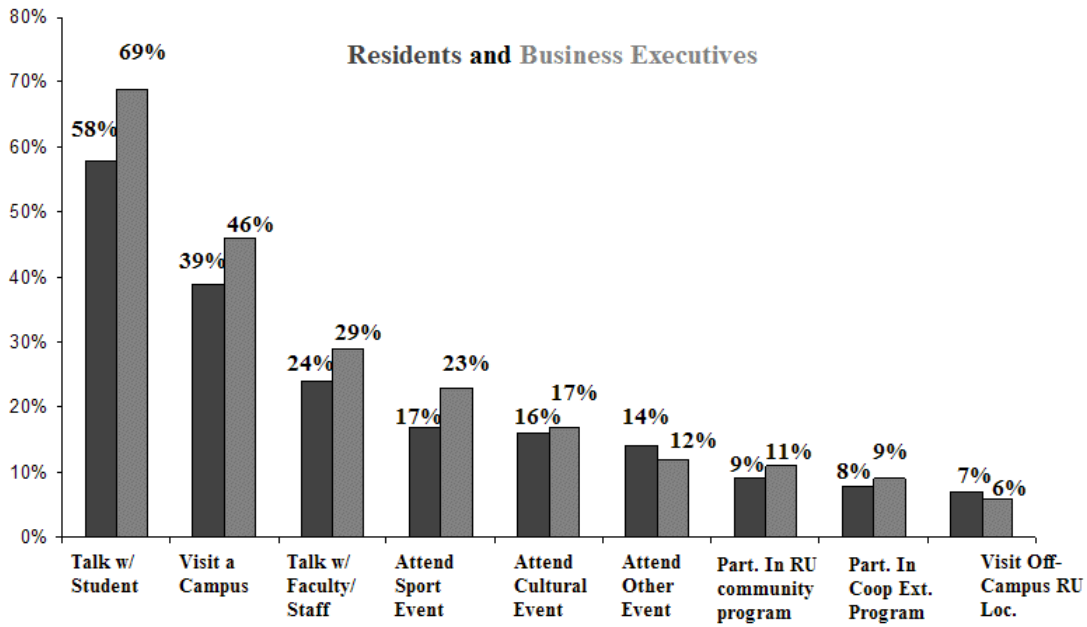
Likelihood to Recommend Rutgers

	Very Likely	Somewhat Likely	Not Very Likely	Not at all Likely
Residents (1200)	47%	35%	5%	6%
Bus. Exec. (301)	49%	40%	6%	5%
Alumni (1200)	77%	20%	1%	1%
HS Students (1215)	39%	43%	14%	5%
Parents of HS Students (300)	62%	28%	3%	2%
College Advisors (300)	80%	17%	2%	--
Rutgers Students (1315)	53%	37%	6%	4%
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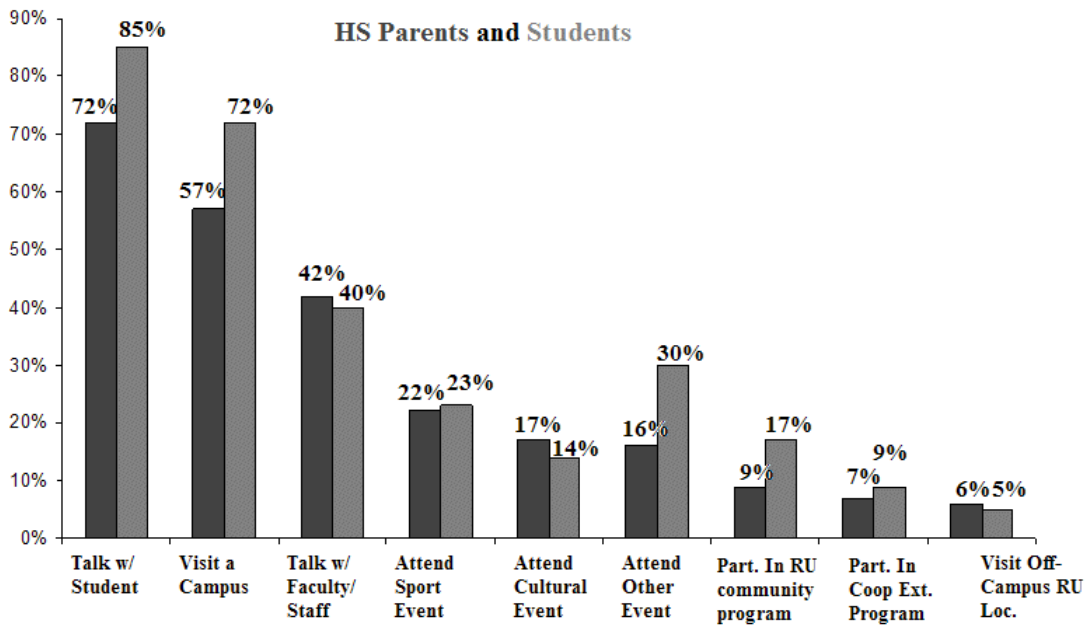
Constituencies on the “outside” (residents, executives, high school students) rely on constituencies on the “inside” (students, faculty and staff) for much of their information about Rutgers.

- The most common Rutgers touch-points for NJ residents, business executives and high school students include personal contact with a student or faculty/staff member. A majority of residents, business executives and HS students have had contact with a Rutgers student within the past two years. About one-quarter of residents and business executives and more than one-third of HS students have spoken with a Rutgers faculty or staff member in the past two years.
- The Rutgers website ranks low as a source of information among prospects (30% of HS students; 7% of HS parents).

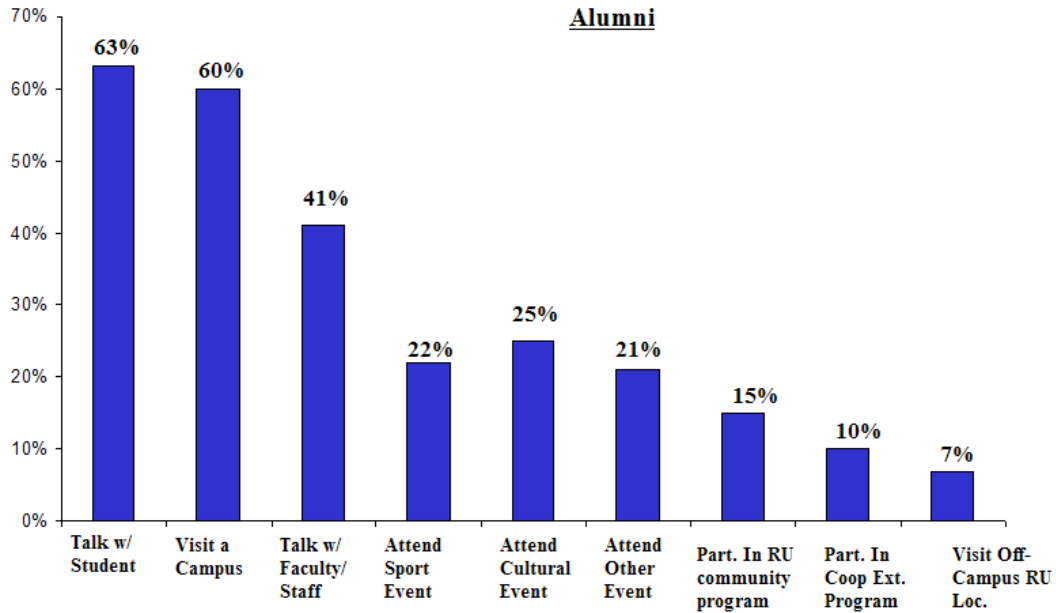
In the Past Two Years, Have You Done Any of the Following Associated with Rutgers?



In the Past Two Years, Have You Done Any of the Following Associated with Rutgers?



In the Past Two Years, Have You Done Any of the Following Associated with Rutgers?



What Are Your Main Sources of Information about Rutgers?

(Base: Very/Somewhat Familiar with Rutgers) [Multiple Responses Allowed]

	NJ Residents (869)	NJ Bus. Execs (273)
Friends	27%	20%
Family Member	20%	19%
Newspapers	19%	31%
Rutgers Students	11%	14%
Rutgers Alumni	8%	21%
TV	8%	4%
Associates/Colleagues at Work	7%	9%
Attended/Personal Experience	6%	7%
Rutgers Newsletters, Publications or emails	6%	7%
Rutgers Faculty/Staff	4%	6%
Rutgers All Other (Faculty, Alumni, Staff, Students)	8%	--

What Are Your Main Sources Of Information About Rutgers?
(Base: Very/Somewhat Familiar With Rutgers) [Multiple Responses Allowed]

	HS Parents	HS Students
Friends	30%	69%
Family Member	24%	25%
Rutgers Graduates	21%	26%
Newspapers	17%	3%
Rutgers Admissions Brochures	15%	67%
Rutgers Students	14%	44%
Internet	11%	38%
Attended/Personal Experience	7%	--
College Guides (Princeton Review, etc.)	2%	53%
Teachers	2%	44%
College Guidance Counselors	3%	41%
Parents	--	40%
College Rankings (US News and World Report)	1%	36%
Rutgers Website	7%	30%
Admissions Representatives	1%	27%

What Are Your Main Sources Of Information About Rutgers?
[Multiple Responses Allowed]

Alumni

Rutgers Alumni Newsletter	34%
Newspapers	30%
Rutgers Newsletters, Publications or emails	15%
Attended/Personal Experience	12%
Family Member	9%
Rutgers Graduates	8%
Friends	8%
Magazines	8%
Rutgers Students	7%
Internet	6%
TV	5%
Rutgers Faculty/Staff	6%
Rutgers Website	2%

What Are Your Main Sources Of Information About Rutgers?
[Multiple Responses Allowed]
Faculty, Staff and Current Students

	Rutgers Faculty	Rutgers Staff	Rutgers Students
Rutgers Students	74%	75%	70%
Rutgers Website	44%	68%	71%
Internet	13%	25%	54%
Personal Experience	97%	96%	52%
Rutgers Faculty	86%	55%	49%
Friends	13%	32%	37%
Rutgers Staff	62%	91%	36%
Rutgers Newsletters, Publications, Emails	57%	74%	33%
Rutgers Alumni	39%	46%	27%
Newspapers	22%	36%	27%
Family Member	9%	22%	18%
TV	6%	11%	11%
Magazines	10%	13%	
Radio		14%	

Relatively lower ratings among current students and faculty, coupled with the finding that internal constituencies are the ambassadors of Rutgers’ message, reinforce the conclusion that there is a need for a partnership among students, faculty and staff.

- About three-quarters of Rutgers juniors and seniors rate favorably the overall quality of their educational experience (83%) and the University’s efforts to keep them informed (73%). Ratings for availability of courses, academic advising and residence halls are less favorable.
- In some areas, Rutgers looks better from the “outside looking in” than from the “inside looking out.” A vast majority of college advisors, rate Rutgers’ New Brunswick/Piscataway campus “excellent/good” in terms of having state-of-the-art facilities (90%) and as a place they’d recommend to students applying to college (91%). About three-quarters (74%), of Rutgers students rate the New Brunswick/Piscataway campus “excellent/good” as a place they’d recommend to students applying to college; 60% rate the New Brunswick/Piscataway campus “excellent/good” in having state-of-the-art facilities. (See charts pgs 38-40.)

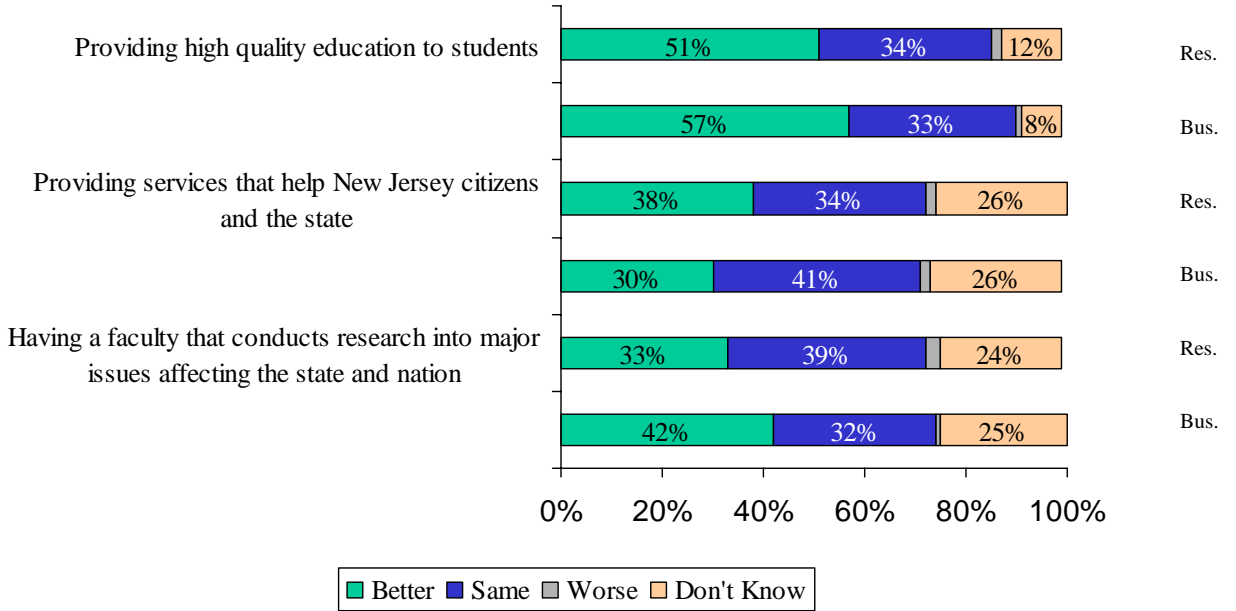
How Would You Rate Rutgers University on the Following?
(Base: Current Students – 1315)

	Positive (Excellent/Good)	Less Positive (Fair/Poor)
Overall Quality of Educational Experience	83% (29%, 54%)	17% (14%, 3%)
Keeping you informed about the University and its Activities	73% (28%, 45%)	28% (21%, 7%)
Teaching Quality	78% (26%, 52%)	22% (18%, 4%)
Having courses that you want	67% (23%, 44%)	33% (22%, 11%)
Quality of Co-curricular activities	73% (20%, 53%)	27% (21%, 6%)
Quality of Student Services	67% (17%, 50%)	33% (23%, 10%)
Career Counseling	60% (16%, 44%)	40% (28%, 12%)
Academic Advising	52% (16%, 36%)	48% (28%, 20%)
Availability of Courses you Want	51% (12%, 39%)	49% (29%, 20%)
Residence Halls	49% (7%, 42%)	51% (36%, 15%)

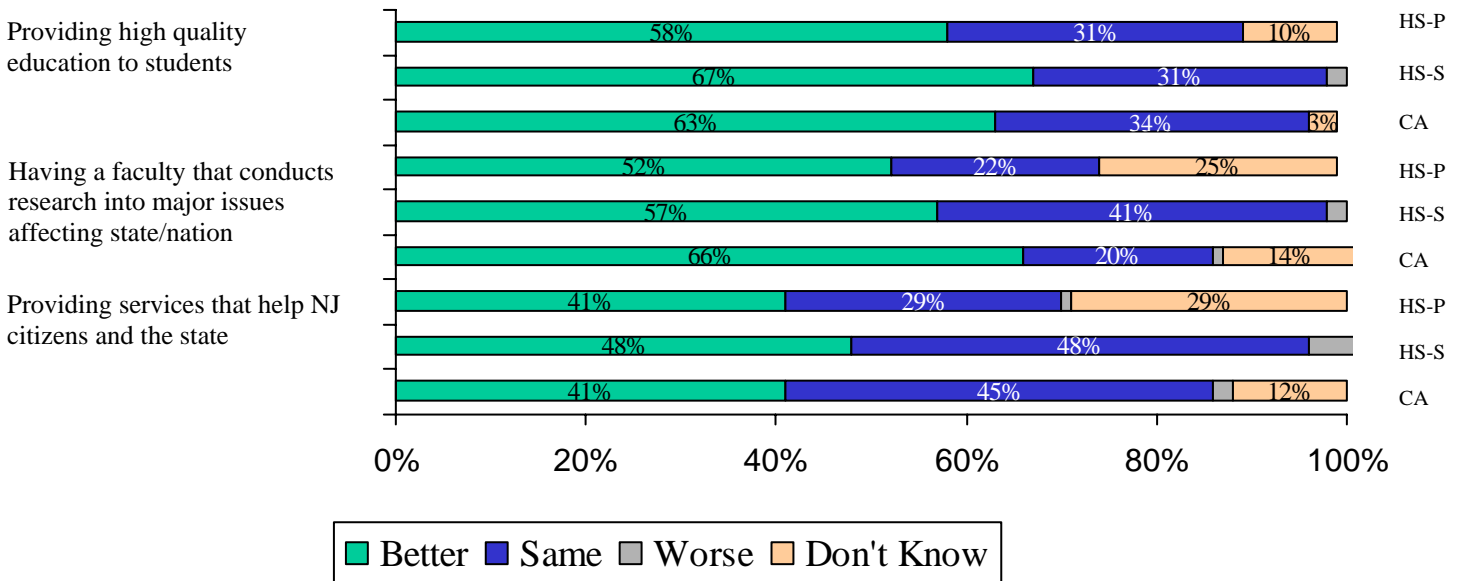
Rutgers has not effectively differentiated itself from other universities in the state:

- Although a large proportion of faculty and students recognize Rutgers’ leadership status in the state, more than one-third of residents and executives indicate that Rutgers is about the same as other NJ public universities in terms of “providing services that help NJ citizens and the state” and “conducting research into major issues affecting the state and nation.”
- About one-quarter of residents, business executives and HS parents “don’t know” how Rutgers’ faculty compare to other state colleges in New Jersey.
- Attributes describing Rutgers as a “leading research university” have lower levels of awareness, even among alumni.
- Rutgers’ unique status as the state’s only comprehensive public research university and land grant institution is not clearly understood.

Rutgers Compared To Other Colleges
Residents and Business Executives
(Base: Familiar With Rutgers (1019))



Rutgers Compared To Other Colleges
H.S. Students, Parents and College Advisors



All NJ constituencies value quality of education over “service to state” and “research faculty” as Rutgers’ positioning platforms.

- Rutgers’ messaging should emphasize how research and service contribute to the quality of classroom education in ways unique to a major research university.

“Would You Say Rutgers Is BETTER Than Other Public Colleges And Universities In New Jersey In...”
(Base: Familiar with Rutgers)

	Providing High Quality Education	Providing Services to NJ	Having a Faculty that Conducts Research
Residents (1019)	51%	38%	33%
Business Executives (291)	57%	30%	42%
Alumni (1200)	72%	46%	64%
HS Students (1210)	67%	48%	57%
Parents of HS Students (272)	58%	41%	52%
College Advisors (299)	63%	41%	67%
Rutgers Students (1315)	72%	45%	74%
Rutgers Parents (904)	68%	44%	53%
Rutgers Faculty (570)	78%	65%	89%
Rutgers Staff (650)	71%	60%	86%

The Area Believed To Be The Most Important For RU To Provide To NJ...

	Providing High Quality Education	Providing Services to NJ	Having a Faculty that Conducts Research
Residents (1019)	76%	11%	10%
Bus. Execs (291)	86%	7%	6%
Alumni (1200)	80%	6%	11%
HS Students (1210)	89%	6%	5%
Parents of HS Students (272)	77%	11%	7%
College Advisors (299)	85%	7%	6%
Rutgers Students (1315)	89%	4%	7%
Rutgers Parents (904)	80%	7%	9%
Rutgers Faculty (570)	60%	3%	37%
Rutgers Staff (650)	85%	7%	8%

“What comes to mind first” about Rutgers among constituencies tends to be very diverse in subject matter. It appears that Rutgers’ messages are so diverse that no one message really breaks through.

- The first “positive things that come to mind” about Rutgers include good education/reputation and quantity/quality of academic programs. However, 26% of New Jersey residents say nothing positive comes to mind.
- About half (43% residents; 51% business) indicate that nothing negative comes to mind about Rutgers. Some negative things associated with Rutgers include location, crime and safety and university/class size.
- Little mention of Rutgers sports, positive or negative. To date, the Rutgers sports program basically has little impact on perceptions of Rutgers. To the extent external constituencies report impact, generally it is more positive. However, internal constituencies tend to report a more negative impact.

What Positive Things Come to Mind First When You Think about Rutgers?
(Base: Familiar with Rutgers)

	<u>NJ Resident</u>	<u>NJ Bus. Exec.</u>
Good Education/Reputation	23%	36%
Academic Programs/Areas of Study	20%	22%
Nothing/Don't know	26%	18%
Friends/Family Who Attended/Personal Affiliation	11%	12%
Location	9%	14%
Affordable Education/Tuition	8%	16%

What Positive Things Come to Mind First When You Think about Rutgers?
(Base: Familiar with Rutgers)

	<u>HS Students</u>	<u>HS Parents</u>
Quantity/Quality of Programs; Areas of Study	33%	26%
Good Education/Reputation	30%	38%
Affordable Education	20%	20%
Location/Accessibility	11%	17%
Diversity	10%	8%
No Answer	8%	14%

What Positive Things Come To Mind First When You Think About Rutgers?
(Base: Familiar with Rutgers)

	<u>College Advisors</u>
Quantity/Quality of Programs; Education Programs	53%
Affordable Education/Tuition	25%
Good Education/Reputation	22%
Location	10%
Diversity	10%
Faculty/Staff	9%

What Positive Things Come To Mind First When You Think About Rutgers?

Alumni

Quality Education/Good Reputation	28%
Faculty/Staff	22%
Education Programs/Areas of Study	17%
Tuition/Affordability	13%
Location	12%
Nothing/Don't Know	9%
Diversity	8%
Good Social Relationships/Networking	7%
Good Overall Experience	6%
Good Preparation for Job/Life	5%

What Negative Things Come To Mind First When You Think About Rutgers?

(Base: Familiar With Rutgers)

	<u>NJ Resident</u>	<u>NJ Bus. Exec.</u>
Nothing/Don't know	51%	43%
Location	11%	15%
Crime/Safety	10%	22%
University Size/Distance between campuses	5%	7%
Tuition	4%	2%
Overcrowded/Class Sizes	4%	3%

What Negative Things Come To Mind First When You Think About Rutgers?

(Base: Familiar With Rutgers)

	<u>HS Students</u>	<u>HS Parents</u>
Big University/Spread out	23%	13%
Nothing	17%	38%
Location	16%	9%
Crime/Safety	15%	29%
Overcrowded/Class Sizes	13%	6%
Sexually Transmitted Diseases	10%	--

What Negative Things Come To Mind First When You Think About Rutgers?
(Base: Familiar With Rutgers)

	College Advisors
University size/Distance between campuses	33%
Nothing/Don't know	17%
Overcrowded/Class Size	16%
Crime/Safety	12%
Location	9%
Admissions	6%

What Negative Things Come To Mind First When You Think About Rutgers?
Alumni

Nothing/Don't know	33%
Location	13%
Crime/Safety	12%
Traffic/Parking Issues	9%
Faculty	7%
Tuition/Lack of Financial Aid	7%
Athletics	6%
Overcrowded/Class Sizes	5%
University Size/Distance Between Campuses	5%

Impact of Rutgers Sports Program on Perceptions of RU

	More Positive	Less Positive	No Impact
Residents (1200)	22%	9%	66%
Bus. Exec. (301)	24%	8%	67%
Alumni (1200)	26%	14%	60%
HS Students (1215)	30%	6%	64%
Parents of HS Students (300)	33%	5%	59%
College Advisors (300)	30%	7%	62%
Rutgers Students (1315)	26%	21%	53%
Rutgers Parents (904)	30%	6%	63%
Rutgers Faculty (570)	12%	32%	56%
Rutgers Staff (650)	28%	24%	48%

Different messages resonate with different constituencies.

- Perceptions of Rutgers were evaluated on 12 attributes and across three measures:
 - 1) How accurately does each attribute describe Rutgers?
 - 2) How important is it for Rutgers to provide certain services to NJ residents?
 - 3) How do the following messages make you feel about Rutgers?
- “One size does NOT fit all.” For example, HS students respond to Rutgers as an excellent, top-rated academic institution; business leaders respond to Rutgers’ impact on the NJ economy.

Constituencies Most Want The Following From Rutgers...

	Research into causes/treatments for illnesses	Continuing education to improve NJ workforce	Environment and Natural Resource Planning	Improving Education and Development Programs for NJ children
Residents (869)	X	X	X	
Bus. Exec. (273)	X	X	X	
Alumni (1200)	X	X	X	
HS Students (1181)	X	X		X
Parents of HS Students (207)	X	X	X	
College Advisors (297)	X	X	X	
Rutgers Students (1315)	X	X		X

The Messages That Resonate MOST With Constituencies...

	Rutgers strengthens NJ's economy	RU research affects quality of life of NJ residents	RU is NJ's largest comprehensive public university	Rutgers is a good investment	RU faculty are distinguished teachers and scholars	RU is an academic powerhouse	RU is the only public Univ. in NJ that is a member of AAU
Residents (869)	X	X	X				
Bus. Exec. (273)	X		X	X			
Alumni (1200)		X		X	X		
HS Students (1181)					X	X	X
Parents of HS Students (207)		X			X		X
College Advisors (297)			X	X	X		
Rutgers Students (1315)					X	X	X
Rutgers Faculty (570)				X	X	X	
Rutgers Staff (650)		X				X	X

The Messages That Resonate LEAST With Constituencies...

	Rutgers is NJ's Land-Grant institution	Everyone knows a Rutgers graduate	RU is only NJ public higher ed. Institution competing in 30 sports at NCAA Div. 1-A	Rutgers is NJ's largest most comprehensive public university
Residents (869)	X	X	X	
Bus. Exec. (273)	X	X	X	
Alumni (1200)	X	X	X	
HS Students (1181)	X	X	X	
Parents of HS Students (207)	X	X	X	
College Advisors (297)	X	X	X	
Rutgers Students (1315)	X	X	X	
Rutgers Faculty (570)	X	X	X	
Rutgers Staff (650)		X	X	X

A vast majority (89% resident; 94% business), support state funding for Rutgers.

- More than half (58% residents; 62% business), strongly support state funding for Rutgers; About one-third of residents and business executives somewhat support state funding.
- Less than one-tenth (9% residents; 5% business), do not support state funding at all.

State Support for Rutgers Funding
(Base: Familiar with Rutgers)

	Strongly Support	Somewhat Support	Don't Support at All	Don't Know
Residents (1019)	58%	31%	9%	2%
Bus. Exec. (291)	62%	32%	5%	1%
Alumni (1200)	77%	19%	2%	1%
Parents of HS Students (272)	73%	20%	3%	4%
College Advisors (299)	90%	9%	1%	--
Rutgers Students (1072)	83%	16%	1%	--
Rutgers Parents (904)	81%	14%	2%	3%
Rutgers Faculty (570)	93%	5%	2%	--
Rutgers Staff (650)	90%	10%	--	--

Perceptions of NJ Higher Education may be barriers to increased funding.

- As noted earlier, most New Jersey residents rate New Jersey highly as a place to get a college education. A majority of residents (70%) think that New Jersey ranks “near the top” or “in the middle” in terms of financially supporting state colleges and universities. These two perceptions represent a significant barrier to gaining public support for increased funding.

Where Does NJ Rank in Terms of Financially Supporting State Colleges and Universities?

	Near the Top	In the Middle	Near the Bottom	Don't Know
Residents (1200)	12%	58%	15%	14%
Bus. Execs (301)	11%	64%	11%	13%
Alumni (1200)	15%	59%	15%	12%
Parents of HS Students (300)	19%	46%	11%	23%
Rutgers Students (1315)	23%	59%	18%	--
Rutgers Parents (904)	22%	52%	11%	15%
College Advisors (300)	31%	55%	7%	6%
Rutgers Faculty (570)	5%	40%	55%	--
Rutgers Staff (650)	9%	52%	39%	--

Rutgers lacks campus brand consistency.

- There appear to be 3 Rutgers brands—Rutgers New Brunswick/Piscataway, Rutgers Newark and Rutgers Camden. Rutgers New Brunswick/Piscataway is rated more favorably in all categories among external constituents. However, ratings of internal constituents often paint a different picture of the campus.

Familiarity with Rutgers Campuses
(Base: Very/Somewhat Familiar with Rutgers)

(Very/Somewhat Familiar)	New Brunswick	Newark	Camden
Residents (869)	69%	38%	28%
Bus. Exec. (273)	76%	46%	26%
HS Students (1181)	81%	28%	18%
Parents of HS Students (207)	81%	40%	27%
College Advisors (297)	93%	65%	44%

How Would You Rate Rutgers Campuses on Each of the Following?
(College Advisors: % Excellent/Good)
(Base: Very/somewhat Familiar with campus)

<i>Excellent/Good</i>	New Brunswick (277)	Newark (192)	Camden (131)
Students from Many Different Backgrounds	95% (71%; 24%)	82% (51%; 31%)	61% (33%; 28%)
Quality of Faculty	92% (61%; 31%)	77% (30%; 47%)	63% (22%; 40%)
Quality of Students	92% (47%; 45%)	68% (16%; 52%)	54% (15%; 39%)
Prestige of Graduating from this Campus	94% (49%; 45%)	64% (15%; 49%)	51% (8%; 43%)
As a Place I'd Recommend to Students Applying to College	91% (63%; 27%)	63% (19%; 44%)	50% (18%; 32%)
Having State-of-the-Art Facilities	90% (52%; 38%)	60% (15%; 45%)	52% (17%; 35%)
Quality of Classroom Education	88% (47%; 41%)	73% (20%; 53%)	61% (21%; 40%)
Concerned about Quality of Students' Experience on Campus	75% (29%; 47%)	65% (17%; 47%)	60% (16%; 44%)
Being Friendly/Welcoming Institution	72% (29%; 43%)	59% (16%; 43%)	60% (18%; 42%)
Contributing to the Surrounding Community	69% (29%; 40%)	63% (23%; 40%)	52% (18%; 34%)
Attractiveness/Surroundings	70% (26%; 44%)	39% (6%; 33%)	34% (6%; 28%)
Safe Campus to Walk Around	48% (10%; 38%)	35% (6%; 29%)	31% (4%; 27%)

How Would You Rate Each Rutgers Campus on the Following?

H.S. Students (% Excellent/Good)

Excellent/Good	New Brunswick (956)	Newark (337)	Camden (212)
Students from Many Different Backgrounds	87% (55%; 32%)	73% (42%; 31%)	66% (33%; 33%)
Quality of Faculty	77% (33%; 44%)	62% (24%; 38%)	55% (18%; 37%)
Quality of Classroom Education	75% (28%; 47%)	61% (24%; 37%)	57% (20%; 37%)
As a Place I'd Recommend to Students Applying to College	72% (36%; 36%)	46% (19%; 27%)	47% (17%; 30%)
Having State-of-the-Art Facilities	72% (31%; 41%)	55% (19%; 36%)	51% (16%; 35%)
Prestige of Graduating from this Campus	72% (30%; 42%)	53% (17%; 36%)	49% (16%; 33%)

Excellent/Good	New Brunswick (956)	Newark (337)	Camden (212)
Quality of Students	70% (24%; 46%)	54% (19%; 35%)	52% (18%; 34%)
Being Friendly and Welcoming Institution	69% (32%; 37%)	57% (22%; 35%)	55% (18%; 37%)
Contributing to Surrounding Community	66% (23%; 43%)	52% (21%; 31%)	51% (20%; 31%)
Concerned about Quality of Students' Experience on Campus	63% (22%; 41%)	51% (20%; 31%)	52% (17%; 35%)
Attractiveness/Surroundings	58% (25%; 33%)	32% (12%; 20%)	36% (11%; 25%)
Safe Campus to Walk Around	46% (16%; 30%)	31% (10%; 21%)	31% (11%; 20%)

- Current students in general tend to rate the campuses favorably in terms of diversity, faculty and as a place they’d recommend. However, ratings about safety and University concern for the quality of the students’ campus experience are much less favorable. New Brunswick/Piscataway students rate safety less favorably than students at Newark and Camden.
- Current students from Camden tend to rate their campus overall more favorably than those from New Brunswick/Piscataway and Newark.

How Would You Rate Rutgers Campuses on Each of the Following?
(Current Students: % Excellent/Good)

Excellent/Good	New Brunswick (731)	Newark (284)	Camden (300)
Students from Many Different Backgrounds	91% (64%; 27%)	91% (69%; 22%)	91% (53%; 38%)
As a Place I’d Recommend to Students Applying to College	74% (36%; 38%)	67% (26%; 40%)	76% (31%; 45%)
Prestige of Graduating from this Campus	76% (31%; 45%)	61% (22%; 39%)	68% (24%; 44%)
Quality of Faculty	75% (26%; 49%)	69% (28%; 41%)	79% (41%; 38%)
Being Friendly/Welcoming Institution	55% (18%; 37%)	63% (23%; 40%)	69% (26%; 43%)
Having State-of-the-Art Facilities	60% (18%; 42%)	54% (14%; 40%)	45% (11%; 33%)
Quality of Classroom Education	65% (18%; 47%)	66% (21%; 45%)	80% (32%; 48%)
Attractiveness/Surroundings	53% (17%; 37%)	43% (9%; 34%)	50% (16%; 34%)
Contributing to the Surrounding Community	55% (14%; 41%)	53% (15%; 39%)	70% (33%; 37%)
Quality of Students	62% (14%; 48%)	63% (13%; 50%)	68% (21%; 47%)
Concerned about Quality of Students’ Experience on Campus	50% (13%; 37%)	49% (17%; 33%)	58% (19%; 39%)
Safe Campus to Walk Around	26% (6%; 20%)	39% (10%; 29%)	39% (9%; 30%)

A priority of NJ business executives is to see the connection between higher education and success in the workforce and overall economic improvements.

- The services that provide the most value to executives are those that educate students and employees for success in the workplace.

How Valuable Would It Be To Your Business For A State University To Do The Following?

(Business Executives)	Very Valuable
Educate and Prepare Students for Success in Workplace	79%
Educate Employees in Skills Necessary for Success in Current Jobs	63%
Contribute to Economic Development Activities in NJ	50%
Help Your Business Recruit Qualified Employees	47%
Provide Information Services and Programs to NJ Businesses	45%
Conduct Research of Value to Your Business	37%
Keep You Informed about Programs/Campuses	34%
Co-Sponsor Programs with Your Business	30%

APPENDIX – CONSTITUENCY SPECIFIC PROFILES

A. Prospects (New Jersey High School Juniors & Seniors, Parents and College Advisors)

A majority (67%) of HS students have applied to Rutgers. However, it is important to keep in mind that this sample is among those that have expressed some interest in Rutgers either through College Board, the website, taking a tour, etc. About one-quarter (22%) applied to the College of New Jersey. Almost one-in-five had applied to NYU and Penn State.

Which Colleges Have You Applied To? **(H.S. Juniors & Seniors, Parents)**

	HS Students	HS Parents
Rutgers University	67%	58%
The College of New Jersey	22%	8%
New York University	17%	5%
Penn State University	16%	8%
Columbia University	14%	3%
Montclair State	13%	12%
University of Pennsylvania	13%	3%
Boston University	12%	2%
University of Delaware	12%	6%
Princeton University	10%	5%
Rowan University	10%	12%
University of Maryland	9%	3%
Boston College	9%	2%
Don't Know	16%	16%

A little less than one-in-five (17%) of NJ HS students say Rutgers is their first choice. Most indicate Rutgers is their first choice because of the quantity and quality of academic programs and its academic reputation. Other reasons include its location and affordability.

Why is Rutgers Your First Choice?
(HS Parents/Students)

	NJ HS Students (211)	NJ HS Parents (79)
Quantity/Quality of Programs; Areas of Study	30%	30%
Location/Accessible	27%	39%
Affordable Education	27%	35%
Good Reputation/Education	26%	51%
Friends/Family Who Attended, Personal Affiliation	16%	13%
No Answer/Don't know	11%	--
Campus/No. of Campuses	8%	4%

There are a variety of reasons students did not choose Rutgers as their first choice. About one-third of students indicate that another school was their first choice because it offered either a more reputable program or education or a more desirable location.

Why Is Rutgers NOT Your First Choice?
(HS Parents/Students)

	NJ HS Students (604)	NJ HS Parents (94)
Prefer to Go Elsewhere (because other University has better program, location or “had my heart set on for x years”)	31%	20%
Location/Accessibility	22%	12%
University Too Big	12%	14%
Edu. Program not Offered or Reputable Enough	9%	13%
No Answer/Don’t know	8%	13%
Reputation	7%	--
Safety School	5%	--

The location (particularly that it is too close to home) and the large size are the reasons most frequently cited by HS students for not applying to Rutgers.

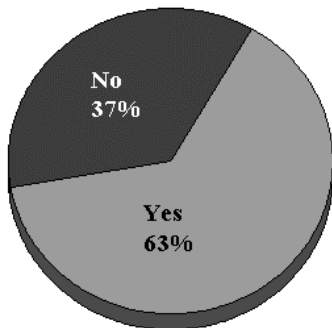
Why Have You Not Considered Rutgers?
(HS Parents/Students)

	NJ HS Students (239)	NJ HS Parents (43)
Location/Accessibility	24% (58 mentions)	14% (6 mentions)
Size	22% (52 mentions)	9% (4 mentions)
Edu. Program not Offered or Reputable Enough	15% (36 mentions)	21% (9 mentions)
Undecided/No Reason/No Answer	14% (33 mentions)	19% (8 mentions)
Preferred to Go Elsewhere	10% (25 mentions)	23% (10 mentions)
Reputation	5% (11 mentions)	--

About two-thirds (63%) of College Advisors have visited a Rutgers campus for a tour. Of those that have visited a RU campus, about three-quarters (76%), indicate that the visit made them feel “more positive” about Rutgers.

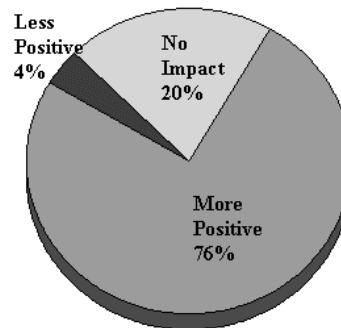
Have You Visited any Rutgers Campuses for a Tour?

(College Advisors- 300)



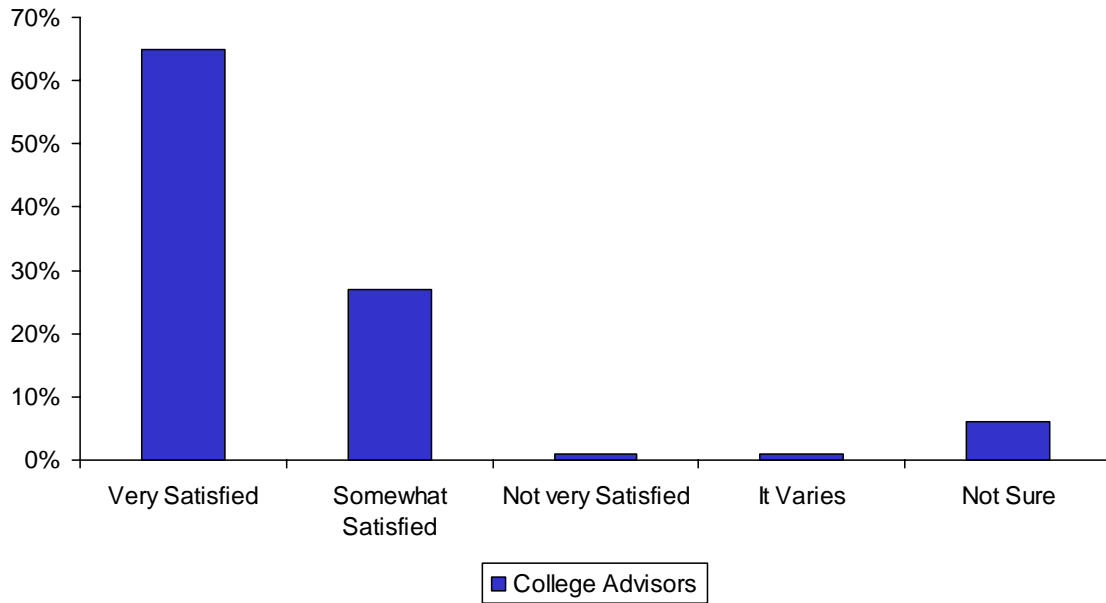
How Did the Visit Impact Your Opinion of RU?

(College Advisors - 189)



About two-thirds (65%) of College Advisors indicate that students of theirs who have attended Rutgers report being “very satisfied” with their experience. Another quarter (26%), report that their students are “somewhat satisfied” with their Rutgers experience.

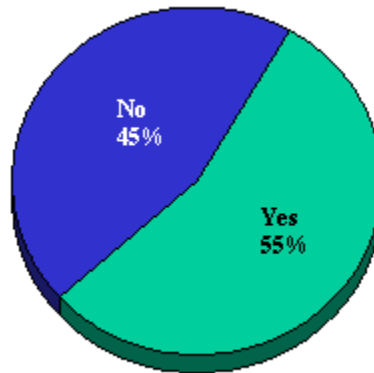
Have Your Students Who Have Attended Rutgers Been Satisfied?
(College Advisors (300))



B. Current Rutgers Students (Juniors and Seniors)

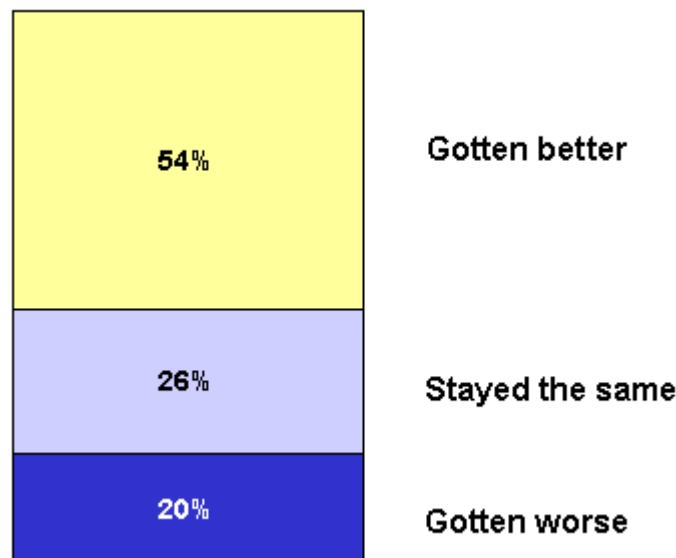
About half (55%) of current students say that Rutgers was their first choice when applying to college.

Was Rutgers Your First Choice?



About half (54% of current students say that their perception of Rutgers has “gotten better” since becoming a student. A little more than a quarter (27%) say that their perception has stayed the same. Most cause for concern is that about one-in-five (19%) say their perception has “gotten worse.”

How Has Your Perception Of Rutgers Changed Since Becoming A Student?

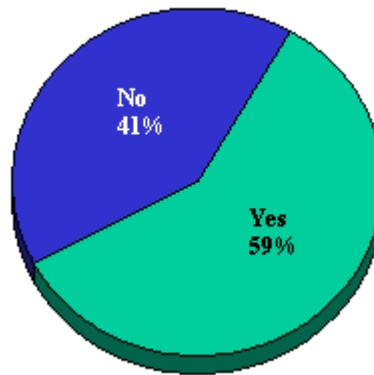


A little more than three-quarters (79%) of Rutgers upperclassmen would choose Rutgers again based on their experience. A little more than half (60%) plan to stay involved with Rutgers after graduation.

Would You Choose Rutgers Again Based On Your Experience?



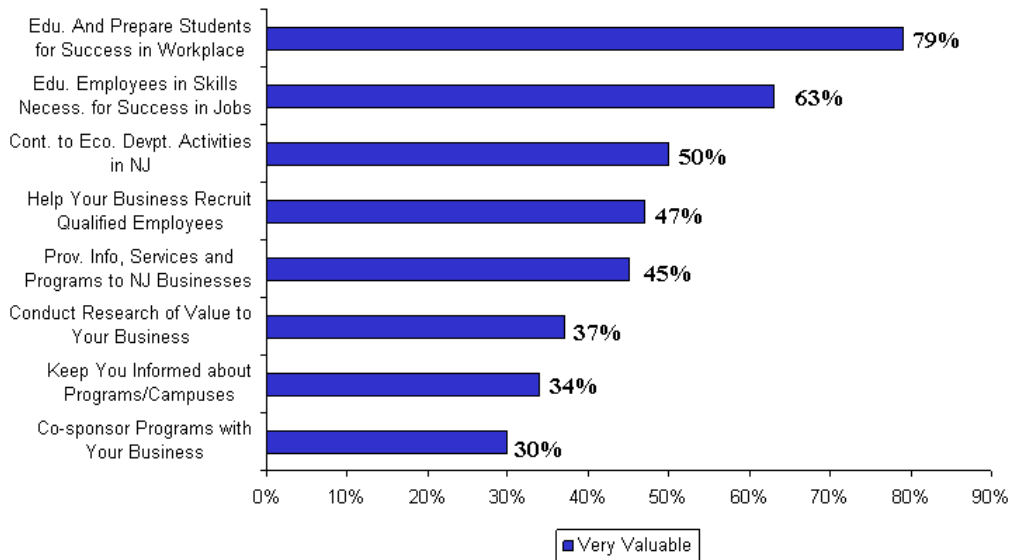
Do You Plan To Stay Involved With Rutgers After Graduation?



C. NJ Business Executives

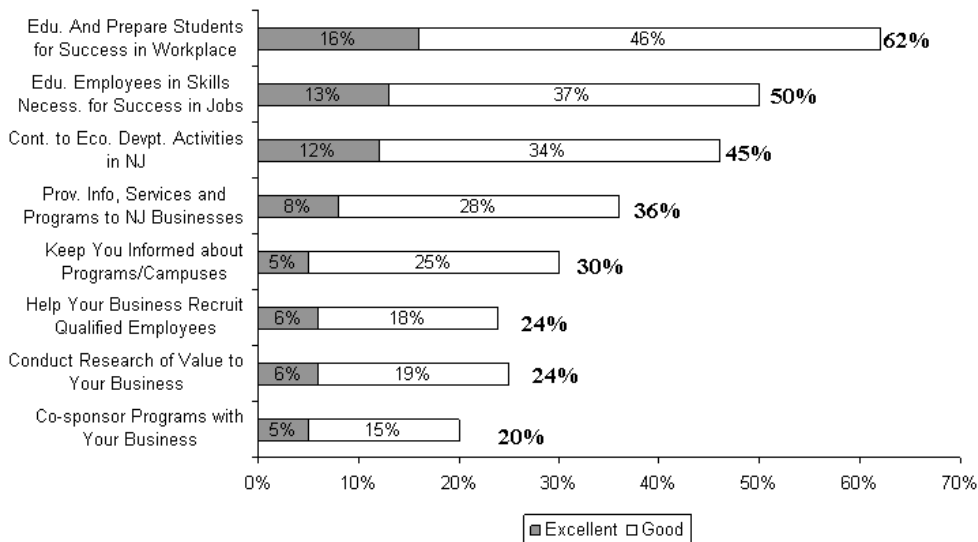
The most valuable services that Rutgers can provide to local businesses are educational and preparatory programs for students and employees to train and prepare them for success in the workplace.

How Valuable Would It Be to Your Business for a State University to Do the Following?



New Jersey businesses do not appear to strongly feel Rutgers' value to their business. Less than one-in-five, and in most cases less than one-in-ten indicate that Rutgers has done an excellent job in areas of service and outreach to the business community.

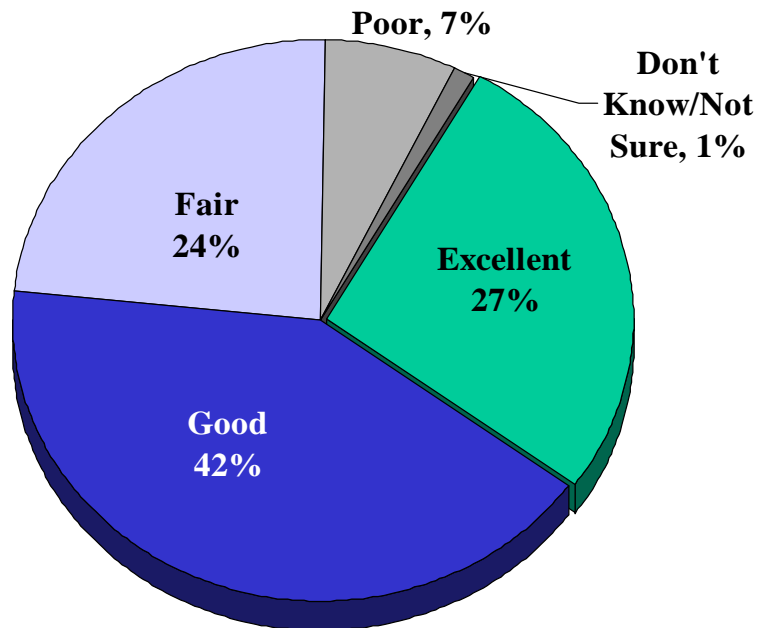
How Good a Job Has Rutgers Done in the Following?



D. Rutgers Alumni

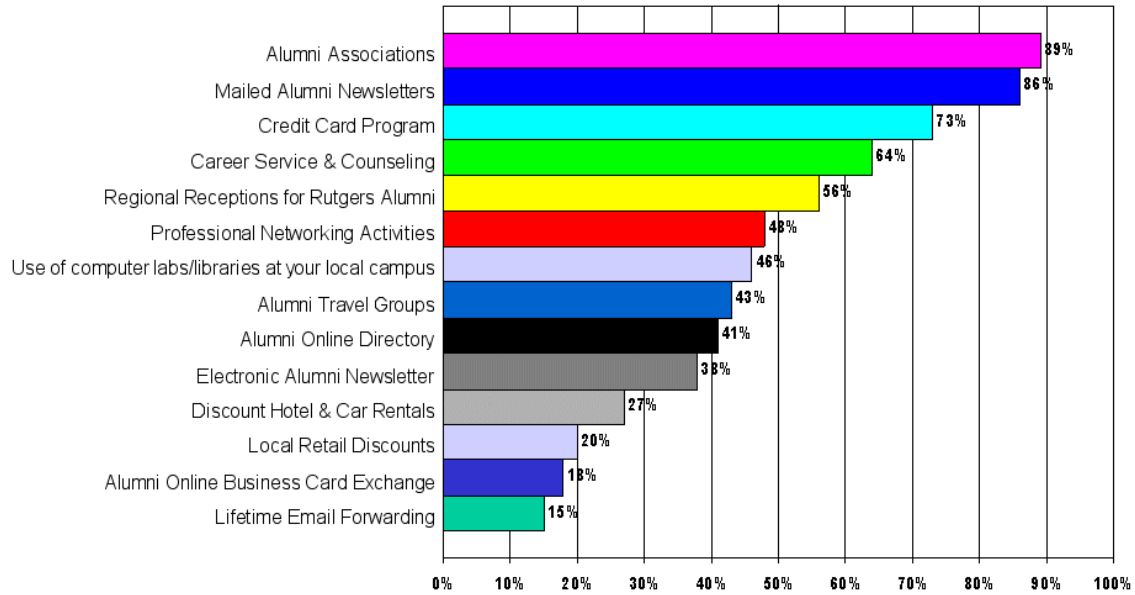
Only a quarter (27%) of Rutgers' Alumni believe that Rutgers has done an excellent job of keeping them informed about the university since their graduation, while 42% believe that Rutgers has done a good job.

Rutgers Performance at Keeping Alumni Informed



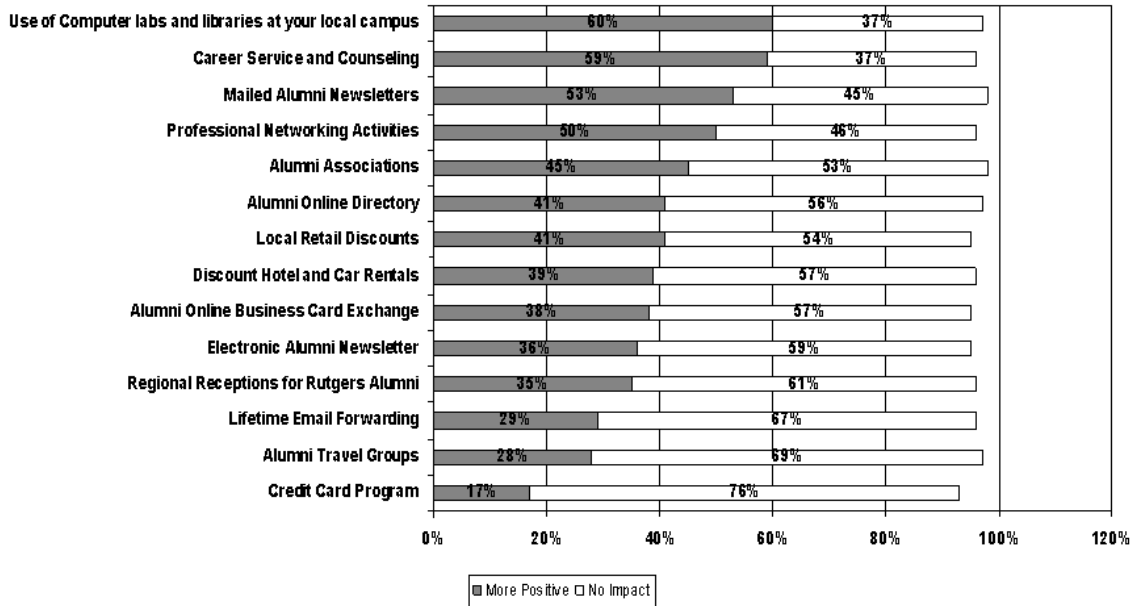
Rutgers' Alumni were almost universally aware of Alumni Associations (89%) and mailed Alumni Newsletters (86%). They were less aware of the Alumni Online Business Card Exchange (18%) and Lifetime Email Forwarding (15%).

Awareness of Alumni Services



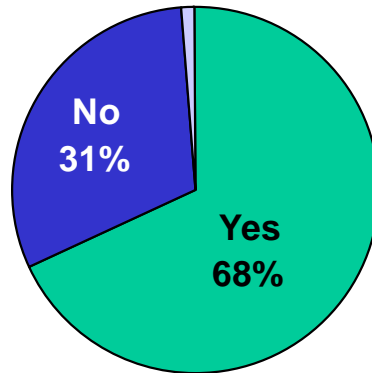
Use of computer labs and libraries at the local campus (60%), career service and counseling (59%) and mailed Alumni newsletters (53%), were the three Alumni services rated most frequently as having a positive impact on Alumni feelings toward Rutgers.

Impact of Alumni Services

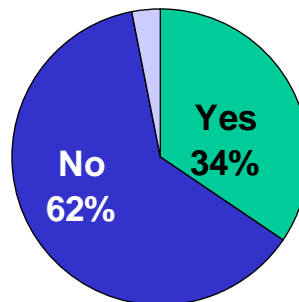


Over two-thirds (68%) of alumni report having given money to RU at some time, while only 19% have given time or other kinds of help. Of those contributing time or other kinds of help, the most frequently mentioned type of contribution was teaching/mentoring/presentations (21%). No time or money to spare were the most frequent reasons given for not contributing. Two-thirds (62%) of alumni do not belong to an Alumni Association.

Report Contributing Money



Report Belonging to Alumni Association



Report Contributing Time/Help

