INTRODUCTION
Rutgers, New Jersey’s preeminent public university, is one of a small number of comprehensive research universities that is both prepared and committed to exercise national leadership for higher education. We are dedicated to a standard of quality that makes Rutgers a preferred choice for students, a first-rate intellectual environment for faculty, and an outstanding place to work for staff.

WE ARE COMMITTED TO:

• Creating knowledge and ideas for the improvement of the human condition.

• Preparing students to meet the needs of a changing society and encouraging their personal and professional growth.

• Advancing the well-being of our communities, state, and nation.

Rutgers seeks nothing less than to become one of America’s very best universities.
MESSAGE FROM THE PRESIDENT

The Rutgers Vision Statement articulates the philosophy underlying our efforts to become one of America’s very best universities and delineates a path toward national leadership in higher education. With thousands of students, faculty, and staff on three campuses, and internationally renowned programs in teaching, research, and public service, Rutgers is a large and diverse place. The effective functioning of such a complex organization requires the highest level of cooperation among its many academic and administrative departments, centers, institutes, and bureaus.

The purpose of this handbook is to help the university’s deans, directors, business managers, department heads, faculty, and administrators understand the policies and procedures that enable the university to operate smoothly and efficiently. We encourage you to read it and use it as a guide for your business operations. Our goal is to help you understand why we do things the way we do. Specific information on how we do them can be found in the University Regulations and Procedures Manual (www.rutgers.edu/regulations/). At the end of each topic in this handbook, you will find a special section that provides the numbers of specific policies from the manual, as well as pertinent department contacts and university web site addresses.

As custodians of the university’s fiscal and physical assets and resources, all of us must approach our responsibilities with the highest ethical standards and sound business practices. As an organization, we are challenged to make wise choices and to avoid unethical appearances or situations so that we can continue to uphold Rutgers’ historic reputation for honesty and integrity.

I am confident that together we will continue our strong tradition and commitment to uphold the standards of excellence that distinguish our institution.

Sincerely,

Francis L. Lawrence
The Rutgers Vision Statement outlines the fundamental goals the university has established in its efforts to become one of the top universities in the nation and a leader in higher education. Rutgers employees contribute to this vision by ensuring that the university’s objectives are met. Our organizational structure is decentralized, meaning that individual units are responsible for many administrative operations. Therefore, Rutgers requires its employees to:

- Be responsible and accountable.
- Be good stewards of university assets, revenues, and resources.
- Conduct their work with integrity and high ethical values.
- Exercise sound judgment.

The administration is committed to providing staff with professional development opportunities; clear policies, procedures, and operating standards; and job descriptions that clarify expectations. In doing so, the administration demonstrates its commitment to the standard of excellence set forth in the university’s vision.

For assistance with internal assurance, contact the Internal Audit Department.
These “Standards for University Operations” only summarize universitywide policies and procedures; they are not meant to cover all situations. You should consult university regulations, policy memoranda, and any other relevant documents for more information about the topics covered in this handbook, or you should ask the university departments responsible for carrying out the standards summarized here. The university makes no promise of any kind based solely on these “Standards for University Operations.” Furthermore, the regulations, policies, and procedures summarized here can and do change from time to time.