



RUTGERS

UNIVERSITY | NEW BRUNSWICK

2022

Annual Report

Division of Enrollment Management

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Message from the Vice Chancellor for Enrollment Management–New Brunswick

Courtney McAnuff

Our most recent annual report was distributed in 2019, before the world as we knew it changed forever due to the COVID-19 pandemic. My message in that report underscored the value of community and collaboration, which in so many ways carried us through some of our most difficult times, both professionally and personally over the past few years. Our university community banded together in service of our students and found innovative ways to remain connected despite our physical distance.

The university also led the charge during the pandemic in many ways, leveraging our research and medical teams to serve on the forefront of innovation. We were able to quickly develop a saliva test to detect the virus, then updated its technology to detect specific variants. We were also the first university nationally to mandate vaccines for students and staff to bring our vibrant community back to campus while utilizing the tools available to safeguard the health of its members.

As you'll read in the following pages, the Division of Enrollment Management too remained nimble in the face of rapid and unpredictable change; rethinking much of our outreach and service delivery modalities to remain engaged with our prospective and current students, while simultaneously moving forward with many of our previously planned initiatives. In Admissions, we drastically pivoted our service delivery, transforming our Admitted Student Open House to an online event with only weeks' notice in 2020, and continuing recruitment efforts virtually, both domestic and abroad. We also moved our admissions process to a test-optional format in response to challenges students faced in taking the SAT and ACT exams during the pandemic. Financial

Aid successfully distributed over \$75M in Higher Education Emergency Relief Funds to students in need, and continued to support efforts for Scarlet Promise grants, as well as the Garden State Guarantee and Scarlet Guarantee programs. The team also recently launched a financial literacy program to provide guidance for students and families. Our Registrar continues to streamline the student experience, digitizing the certificates of completion and commencement invitation processes, and working with University Enrollment Services to move transcripts and diplomas to an electronic format. Their team provided service on campus while many offices were fully remote to ensure student records were processed and distributed as needed. Renovation of our administrative building, Dr. Samuel DeWitt Proctor Hall was completed in summer 2021, and with it, our One Stop Student Services Center officially opened its doors. The One Stop also brought call center operations in-house and merged with our RU-info team to continue exceptional service delivery for students. Our staff has accomplished the previously unthinkable, and I couldn't be prouder of their resilience and adaptability, efforts to collaborate across the university, and unwavering dedication to our students.

As we look forward under the guidance of our new university leadership in President Jonathan Holloway and Chancellor-Provost Francine Conway, we've recently finalized an **Academic Master Plan**, **Climate Action Plan** and **Diversity Strategic Plan** for Rutgers–New Brunswick. These important initiatives will serve as a framework for our efforts within Enrollment Management as we continue our pursuit of access, inclusion, and excellence. We are entering a "new normal", and as I reflect on all we've accomplished over the past few years, I am humbled and inspired for the work ahead.

A Retrospective

2020 and 2021



Throughout the height of the COVID-19 pandemic, our dynamic university community kept the safety and health of its members at the forefront, maintained its operations, contributed significantly to the scientific community, and continued to innovate in support of and to enhance the student experience. A sample of collective milestones are highlighted on the following page.



2020

January 2020: Assumed 100% of front-line student interaction across Financial Aid, Registrar, and Student Accounting

April 2020: Implemented student electronic transcripts, with 70% now being processed electronically

April 2020: Developed a saliva-based testing mechanism for COVID-19

May 2020: Moved to a test-optional admissions policy

July 2020: Welcomed university President Dr. Jonathan Holloway

September 2020: Launched an interactive virtual campus tour platform for prospective families

October 2020-May 2021: Supported admissions-related events for first-year, transfer, and EOF students

September 2021-May 2022: Certified 800+ NCAA Division I student athletes, with a 92% overall graduation success rate

Spring 2021: Hired 9 additional full-time staff members and 64 student employees

March 2021: Was the first university in the nation to require COVID-19 vaccination for students

April 2021: Launched Self-Guided Tour Application

June 2021: Published a Climate Action Plan

August 2021: The One Stop opened its doors, offering a state-of-the-art facility to assist with in-person inquiries

COLOR KEY

Rutgers University–New Brunswick
One Stop Student Services Center
Undergraduate Admissions
Office of the Registrar
Office of Financial Aid

September 2019-May 2021: Implemented staff restructuring and upgrades to reflect a shift in responsibilities

Spring 2020: Began measuring student service satisfaction to continue to improve the student experience

Spring 2020-Summer 2021: Implemented a pass/no credit COVID-19 grading policy, converting over 63,000 grades

April 2020: Pivoted the Admitted Student Open House to a virtual format

Spring 2020-Fall 2021: Distributed \$75.8M in HEERF funding, as well as additional funds via the Scarlet Promise Grant and N.J. Pandemic Relief to students in need

September 2020: Concluded the university's first implementation of the Salesforce Case Management module

September 2020-May 2021: Conducted 162 virtual out-of-state and 277 international programs

Fall 2021-Present: Along with Rutgers Student Health, ensured clear communication of and compliance with COVID-19 vaccination policy

September 2021-May 2022: Managed a 49% increase in professional judgement (Change in Family Circumstance) applications

Spring 2021: Introduced a Federal Work Study New Hire Orientation for first-year students

Summer 2021: Initiated a call center integration, merging with RU-info and bringing an external call center in-house

July 2021: Welcomed Chancellor-Provost Dr. Francine Conway

August 2021: Led an enterprise-wide Salesforce CRM system implementation

December 2021: Hired an Associate Registrar for Data and Residency and shifted to Tableau for reporting

2021

PROSPECTS and
APPLICANTS

Rebuilding **R** Family

After recruiting primarily via a virtual environment in summer/fall 2020 and spring 2021, Undergraduate Admissions was excited to resume engagement with prospective students and families in-person. Summer 2021 saw the reemergence of in-person tours on campus to supplement virtual tour offerings. Eighty-six student Scarlet Ambassadors led thousands of guests on their tours of campus, now supplemented with standalone information sessions and student panels. New this year, guests could tour the Honors College during their walking tours of College Avenue campus. The team also welcomed 15,000 people to campus during the April 2022 Admitted Student Open House.

Back on the road, Admissions conducted 1,669 recruitment and outreach events worldwide, incorporating new strategic programming to intentionally engage with students. Notably, new individual prospect meetings were conducted with out-of-state students before or during their application process to provide personalized guidance. Joint programming with Big 10 and Northeast Public partners saw high levels of engagement across the country. Admissions staff were also able to conduct international programming in 28 countries, up from 4 countries the previous year.

Marketing and Communication efforts were continued across email, social media, paid media, web, and direct mail/print channels for prospective and admitted students. Admissions content can now be found on the Rutgers–New Brunswick social media channels, in collaboration with the Rutgers Communications (R-Comm) team. The Undergraduate Admissions website was also updated, providing greater ease of access to institutional and application information as well as upcoming events. The website saw an increase of 13.9% in total visitors.

A new, enterprise-wide Salesforce CRM system implementation brought tremendous change to the Undergraduate Admissions office this academic year. Several applications and tools were reimaged, developed, and implemented as part of this transition, led largely by the Applicant Evaluation team and in close partnership with University Enrollment Services and the Office of Information Technology. This systems shift was paired with a continued test-optional policy and a focus on holistic review. After reviewing applications from almost 49,000 applicants (first-year and transfer combined), Rutgers–New Brunswick welcomed the most diverse incoming class in the Big 10 Academic Alliance in fall 2022.

COMING TO CAMPUS BRINGS THE VALUE OF A RUTGERS EDUCATION TO LIFE

15,000

Guests for Open House

14,300

Guests for Visit Programs

ADMISSIONS TRAVELLED ACROSS THE GLOBE TO SPEAK WITH STUDENTS, FAMILIES, AND COMMUNITIES

1,669

Recruitment Events Worldwide

LOCATION-SPECIFIC EVENTS

967

Out-of-State

364

in New Jersey

134

International
Across
28 Countries

POPULATION-SPECIFIC EVENTS

134

Transfer

35

EOF

35

Multicultural

INCOMING
STUDENTS

Back
on the
Banks

Utilizing a holistic review process, Undergraduate Admissions at Rutgers–New Brunswick reviews applicants for their academic promise and other submitted credentials that demonstrate talent and potential. Each year, the team aims to build diverse and accomplished first-year and transfer classes, as well as increase access to students of many backgrounds and origins.

Despite continued logistical challenges due to the COVID-19 pandemic, the 2022 entering first-year class is academically strong, and RU–NB’s largest to date. While test-optional consideration continued, among enrolling first-year students who provided testing information, SAT scores increased by 19 points from 2021. Twenty-three percent of enrolled first-year students are from underrepresented populations.

TOTAL ENROLLED

9,799

First-year and Transfer

TRANSFER STUDENTS

2,016 Total Enrolled

3.51 Mean GPA

593 Underrepresented Minority
(29.4%)

FIRST-YEAR STUDENTS

7,783 Total Enrolled

3.84 Mean High School GPA

1363 Mean SAT Score

2,205 First-Generation to College
(28.3%)

1,814 Underrepresented Minority
(23.3%)

A photograph of three young men sitting at an outdoor table, working on laptops. The man on the left is wearing a grey and blue hoodie. The man in the middle is wearing a black Champion jacket. The man on the right is wearing a white hoodie with 'RUTGERS UNIVERSITY' printed on it. They are in a courtyard with other tables and chairs in the background. A red banner is at the top left, and a large red graphic with a white dot pattern is on the right side of the page.

CONTINUING STUDENTS

A Beloved Community

Under President Holloway's and Chancellor-Provost Conway's leadership, Rutgers–New Brunswick continues its pursuit of academic excellence, strategic institutional clarity, and the cultivation of a beloved community – a university culture defined by tolerance, mutual respect, diversity, and the spirited exchange of opinions and ideas.

Rutgers–New Brunswick students are diverse, intelligent, ambitious, and engaged with the world around them. Almost 51,000 undergraduate and graduate students from all 50 states and over 100 countries study across 19 schools and colleges. A member of the Big Ten Academic Alliance, many

students participate in top-tier research opportunities, as well as apply their learning via various internships and co-ops. Service and civic engagement opportunities are plentiful, with students engaging in Dance Marathon – raising money for the Embrace Kids Foundation, the Big Chill 5K annual charitable race, the annual Scarlet Day of Service, Habitat for Humanity projects, alternative break trips, and service-learning abroad programs. The new Rutgers Summer Service Internship Initiative (RSSI) also provides undergraduates a unique internship experience at public service-oriented non-profit and government offices. In and out of the classroom, RU–NB students continue to build a vibrant, global community full of promise and Scarlet Pride.

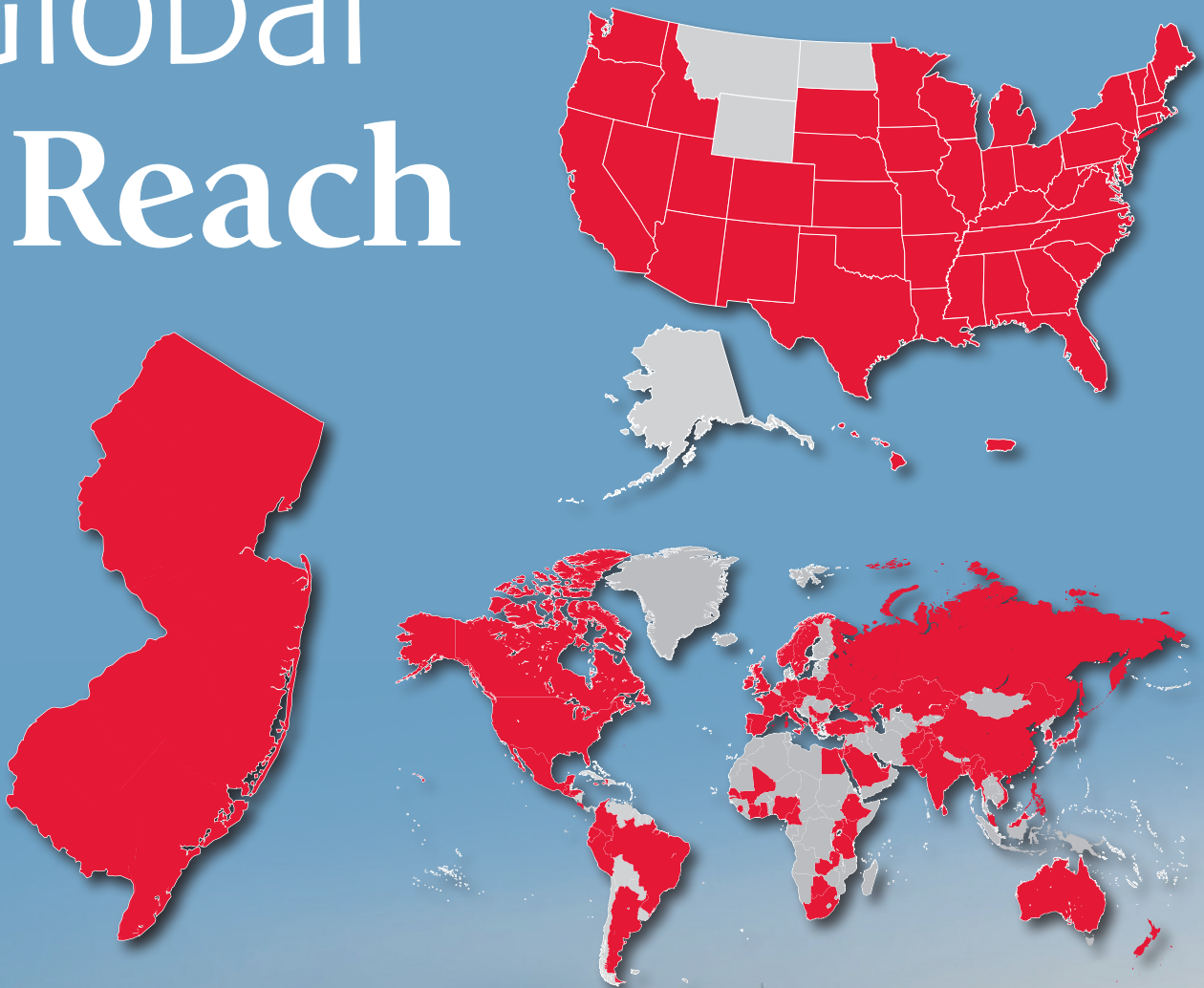
Jersey Roots, Global Reach

**Rutgers–New Brunswick proudly
serves 34,667 undergraduate,
full-time students from**

All **21** counties in New Jersey

48 states and U.S. territories

82 countries



CONTINUING
STUDENTS

The Student Experience, **Revolutionized**



The One Stop Student Services Center at Rutgers–New Brunswick delivers an integrated and coordinated “single point of service” in the areas of financial aid, student accounts, and registration for all enrolled students. The Division of Enrollment Management–New Brunswick opened a physical location for the One Stop Student Services Center on the Busch campus in August 2021. To support this strategic focus, the following pages detail the initiatives implemented and work completed between spring 2020 and summer 2022.

Spring 2020

In January 2020, the One Stop assumed 100% of the email, web-form, and walk-in responsibilities across Financial Aid, Registrar, and Student Accounting. Since that time, the One Stop team has processed more than 315,000 inquiries.

At that time, the One Stop also began soliciting feedback for student interactions across all intake channels. This assessment mechanism – which gauges students’ sense of resolution, advisor knowledge, advisor friendliness, interaction timeliness, and overall experience, as well as offers students the ability to provide qualitative feedback – is critical in producing information to improve the student experience. The One Stop proudly boasts superior satisfaction levels for more than 4 out of every 5 students.

In collaboration with University Enrollment Services and the Office of Information Technology, the One Stop launched the “myGuest Dashboard”. This dashboard empowers students to grant parents, guardians, and third parties access to view content and services related to their experience at the university, such as class schedule, financial aid award, and term bill information.



CONTINUING STUDENTS

Fall 2020

The One Stop led and concluded a nine-month implementation of Salesforce's Case Management module in September 2020, making it the first group at the university to utilize the enterprise-wide platform. Benefits of the new system include improved tracking and reporting, upgraded internal and external communication, and enhanced transparency and accountability. The new platform has transformed the way the One Stop team resolves cases, making the process significantly more efficient.

Spring 2021

Nine additional Student Services Advisors (SSAs) were hired to accommodate anticipated additional call center responsibilities. SSAs act as the first point of contact for students, parents, and University colleagues to facilitate resolutions for issues related to financial aid, registration, and student accounts. Additionally, SSAs make referrals for students in need of services provided by other offices at RU–NB, serve as case managers, employ a holistic view of student enrollment matters, proactively identify easily anticipated issues that might present obstacles to enrollment, and provide specialized follow-up.

The One Stop team also hired a talented and dutiful group of student employees to act as "Greeters" and "Agents" to support in-person and call center interactions, respectively. The students are tasked with retaining an abundance of information, staying up to date on new processes, and providing a service to the student body in an ever-changing environment.

Director of the One Stop Student Services Center, Dr. Jay Stefanelli, was awarded the *Student Affairs Campus Partner of the Year* award for his collaboration with the Division of Student Affairs. The inaugural honor was awarded to Jay but reflects the valuable efforts of the One Stop team.

Summer 2021

The One Stop merged with RU-info, the in-house undergraduate admissions and general information call center in July 2021, initiating the first of a three-phase plan to integrate the two Enrollment Management-related call centers, RU-info and Windham (a third-party call center which fielded Financial Aid and Student Accounting calls) into the One Stop. The second phase, to assume all Student Accounting calls, was completed in November 2021 and the third phase, to assume Financial Aid calls, concluded in January 2022.

Fall 2021

In August 2021, the One Stop team and the Division of Enrollment Management opened the doors to a 7,500 square foot state-of-the-art facility dedicated to handling in-person inquiries, incorporating check-in kiosks, transaction counters, self-service workstations, consultation rooms, a presentation room, and an in-house call center. The new space offers a warm, welcoming, and inclusive environment for students and families in need of assistance, while enhancing operational efficacy, developing student agency, and driving student success. In early November, campus leadership, along with Enrollment Management staff celebrated the official opening with a ribbon cutting ceremony.

To align RU-info's robust outreach channels more closely with the One Stop brand, the "New Brunswick Official Student Listserv" (NBOSL), a weekly newsletter containing academic and student information, was renamed and rebranded to the "One Stop Weekly". Its guidelines were updated to reflect the One Stop core mission, while still providing a distribution mechanism for campus partners to highlight parallel student service resources. All of RU-info's social media channels were renamed and rebranded as well.



Spring 2022

The One Stop welcomed 4 new Student Services Advisors in spring 2022. Additionally, One Stop Call Center Greeter Kaylie Lam attended the Governor's Budget address, representing Rutgers students to be served by the Scarlet Guarantee and Garden State Guarantee programs.

Violence Prevention and Victim Assistance (VPVA) honored the One Stop with the Above and Beyond Award for its partnership in prioritizing students and co-hosting advocate training.

Hannah Makasare, a One Stop Call Center Agent, was awarded the 2022 Student Staff Excellence Award during the 7th Annual Chancellor-Provost Student Leadership Gala. This award is given to a student staff member who exceeds job expectations and displays exemplary initiative, dedication, and service.

Summer 2022

The One Stop team continued a partnership with Student Orientation and Transition Programs by contributing to New Student Orientation both virtually and in-person. The team not only committed to participating in more than 20 Resource Fairs for new students but also produced a video resource entitled, "The Knight's Path: Financing your Education at Rutgers". Made available to students during the orientation session and after, the instructional video encompasses the basics of student finances, including navigating FAFSA and HESAA, types of aid, the award letter/portal, Garden State and Scarlet Guarantee programs, the term bill, and other important details.

Throughout the summer, the One Stop team navigated the challenges of a new financial aid system and the packaging of thousands of continuing students. Among other duties, the team assisted students with the CIFIC process, summer registration, summer tuition remission, and fall term bills.

Beyond the One Stop

To holistically support our students and build relationships, the One Stop has engaged and partnered with several units across campus including offices within academic and student affairs, dining, residence life, veteran services, Rutgers Global, Violence Prevention and Victim Assistance, Dean of Students, Off-campus and Community Programs, and the Offices of Student Services within Rutgers' many academic units. The One Stop team has been invited to participate at New Student Orientation, Admitted Students Open House, Welcome Week, and many others. Additionally, 6 members of the One Stop team presented at the 2022 Integrated Student Services Professionals Annual Conference in November.

TOTAL INQUIRIES RECEIVED:

174,864

STUDENTS WITH ONE STOP INQUIRIES:

82.8%

Indicated Their Business Was Resolved
in Most Recent Visit

STUDENTS WERE SATISFIED WITH:

83.2%

Timeliness of Visit

94.1%

Friendliness of Staff

87.8%

Knowledge of Staff

84.2%

Overall Experience

CONTINUING
STUDENTS



A Promise of **Access** and **Affordability**

The Office of Financial Aid plays an integral role in Rutgers' mission to keep quality education within reach of academically qualified students. Access and affordability are paramount in the pursuit of higher education as the cost of a degree outpaces the availability of aid resources. The mission of the Office of Financial Aid is to ensure students and families have the tools and resources necessary to make informed financial decisions.

Approximately 70% of Rutgers–New Brunswick students receive some form of financial aid. In the 2021–2022 academic year, the Office of Financial Aid at Rutgers–New Brunswick disbursed over \$568 million in aid. The office awarded over \$417 million to undergraduate students, with an average award of \$16,456 (greater than the cost of current in-state tuition). Approximately 15% of first-year students were offered merit-based scholarships. Graduate students were awarded over \$150 million in aid with an average award of \$18,438.

An investment in the university's in-state talent, two new "last dollar" financial aid programs were introduced and implemented at Rutgers–New Brunswick. The State of New Jersey introduced the Garden State Guarantee (GSG) program, which covers the tuition and fee costs for qualified undergraduate students in their third and fourth year of study, after all other aid is applied. Rutgers–New Brunswick expanded the GSG by implementing a comparable gap program for students in their first and second years - the Scarlet Guarantee. Both programs are transformational in that a Rutgers degree will be more accessible to low- and middle-income families, thereby reducing reliance on student loans to cover unmet costs.

To further support students and families, phase I of a new financial literacy program, ScarletSense, was launched in spring 2022. This resource instructs and empowers students to make sound financial decisions early in life, and helps them prepare to be financially capable, savvy consumers in the future. This resource was integrated into New Student Orientation programming for incoming students during summer 2022. In the future, offerings will be made available to additional cohorts of current students at Rutgers–New Brunswick.

To increase operational efficiency and minimize manual processes in the Office of Financial Aid, the Oracle Student Financial Planning (OSFP) was implemented in spring 2022, the first step in moving to a single unified Student Information System. Through OSFP, many manual processes will now be automated, freeing staff to engage in more front-facing interactions with students.

NEW BRUNSWICK UNDERGRADUATES

\$417,969,968

Total Aid Disbursed

\$16,456

Average Award

72.9%

Of Students Received Aid

.....

THE OFFICE OF FINANCIAL AID SUPPORTED AND PACKAGED

57,459

FAFSA Filers

25,399

Student Awards

*(need-based aid, merit awards, student
employment, and private loans)*

GRADUATES

Scarlet Pride

The New Brunswick Registrar's Office serves as the custodian of student academic records, supporting registration, transcripts and verifications, posting of grades and degrees, changes in residency, calendars, name and address changes, graduation and commencement, and awarding of diplomas. The office manages an online registration system that handles over 460,000 registrations for undergraduate and graduate courses each semester. Delivering personalized, high-quality service, the Registrar continues to support undergraduate and graduate student populations, academic units, and special programs.

In 2019, Registrar staff temporarily moved out of the Administrative Services Building on Busch campus to Records Hall on the College Avenue campus to co-locate with Financial Aid and Student Accounting, as well as allow for the construction of the One Stop Student Services Center and Dr. Samuel DeWitt Proctor Hall.

From 2020-2022, efforts continued to further streamline the student experience. During this time, most notably, Registrar staff pivoted its service delivery to assist students and partners during the COVID-19 pandemic. Seasoned employees quickly adopted new technology, innovated procedures, and worked through additional challenges to deliver quality and timely service. The leadership team began regular staff meetings, moved more processes and procedures online, and cross-trained the staff to support a hybrid work environment. Perceptive Content was implemented, providing the ability to upload and store student records for easy access and collaboration across Enrollment Management.

The Office of the Registrar began using Salesforce as a case management tool in September 2020, and within two years the team has already responded to 52,000+ cases. Two paper-based student forms (certificates of completion and commencement invitation letters) were moved to an online workflow. In partnership with University Enrollment Services, electronic transcripts and diplomas are now available to students, the student withdrawal process is now online, and various fillable PDF forms have been developed, removing the need for students to come to campus. Adoption of the University electronic seal has further streamlined the ability to process forms online.

While the Registrar has had a preferred name process available to students since 2014, there was not a mechanism to store that data in the student data warehouse. This capability was added during the 2020-2021 academic year, and preferred name is now included in any data requests fulfilled by the office. Additionally, students can request their preferred/

4-year Graduation Rate

67%

Fall 2014 starting cohort
(Bachelor's or equivalent degree-seeking cohorts, excluding Pharmacy)

6-year Graduation Rates

RU-NB STUDENTS

84%

Fall 2014 starting cohort
(Bachelor's or equivalent degree-seeking cohorts, excluding Pharmacy)

**UNDERREPRESENTED
MINORITY STUDENTS**

76%

Post-Secondary Outcomes

79%

employed or enrolled in graduate school
within 6 months of graduation

chosen name to be printed on their diploma, provided it has been officially added to their student record.

Each year, Rutgers University proudly graduates approximately 19,000 total students throughout the state of New Jersey. On the New Brunswick campus, the University Registrar conferred 8,485 undergraduate degrees and 4,535 graduate degrees in 2022. Seventy-nine percent of graduates from RU-NB were employed or enrolled in graduate school within 6 months of graduation, utilizing the skills they acquired on the banks.



ENROLLMENT QUICK FACTS

New Undergraduate Students

INCOMING STUDENT PROFILE

48,825 Applicants
(first-year and transfer)

7,783 Enrolled
(first-year and transfer)

3.84 GPA
Mean First-Year

3.51 GPA
Mean Transfer

Mean First-Year SAT

1363

1050



RU-NB



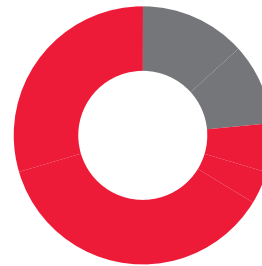
National

Average SAT is Critical Reading and Math.
National is average scores for
college-bound seniors.

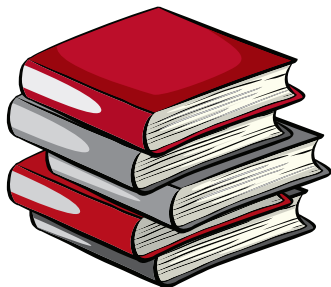
1565
MEAN SAT
TOP 1,000
STUDENTS



28%
First-Generation
to College



23%
Pell Eligible



23%
Underrepresented
Minority



451
Honors College
Enrollment

ENROLLMENT QUICK FACTS

FALL 2022

All Undergraduate Students

34,667

Total Enrollment
(full-time)



Legal Sex Status

54%

Female



46%

Male

Conferred Degrees



8,485

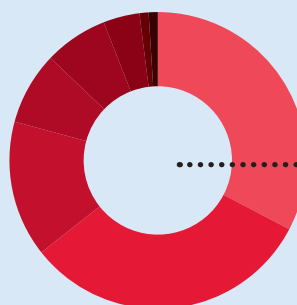
In 2022

Students from
48 States/Territories

&

82 Countries

Diverse Community of Learners



- 33%** Asian
- 32%** White
- 15%** Hispanic
- 8%** International
- 7%** African American
- 4%** Two or More
- .1%** American Indian
- .1%** Hawaiian
- (2% Other)

Financial
Aid

\$417,969,968

Total Aid Disbursed



\$16,456

Average Award

STUDENT EXPERIENCE



174,864

Total Inquiries

90,418

Calls

69,781

Emails

14,665

Walk-in Visitors

RU-NB One Stop Opened August 9, 2021



First-Year
Retention Rate



92%

fall 2021 starting cohort

Six-Year
Graduation Rate



84%

fall 2014 starting cohort





About **Rutgers–New Brunswick** and the **Division of Enrollment Management**

Rutgers University–New Brunswick (RU–NB) was established over 250 years ago and is the eighth oldest college in the nation. It is the state’s most comprehensive intellectual resource—the flagship campus of Rutgers, The State University of New Jersey, as designated by the Association of American Universities, the region’s most high-profile public research institution, a member of the Big Ten Athletic Conference and Academic Alliance, a land-grant institution, and a leading national research center with global impact. Located in New Brunswick and Piscataway, New Jersey, RU–NB provides convenient access to New York City and Philadelphia as well as easy access to the prolific Jersey Shore.

The Division of Enrollment Management at Rutgers University–New Brunswick is driven by research, galvanized by progress, and motivated by a relentless commitment to student access and academic excellence. EM–NB works at the intersection of administration and innovation to set enrollment strategy, foster student success, and inform university policy and practice. Through the student-facing areas of Undergraduate Admissions, Financial Aid, Registration, and One Stop Student Services, and supported by its business, information technology, and strategy and analytics administrative teams, EM–NB attracts the best and brightest students to Rutgers’ flagship campus, supports them throughout their time on the banks, and celebrates their graduation each year.



RUTGERS

UNIVERSITY | NEW BRUNSWICK

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