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RUTGERS ON THE RISE

*“I believe more strongly than ever
in the power of higher education.”*

Jonathan Holloway
President and University Professor
Rutgers, The State University of New Jersey

April 2024

A Letter from
PRESIDENT JONATHAN HOLLOWAY



At a crucial time for our nation and the world, Rutgers is tapping the might of its academic excellence to advance the common good and build a better future. We are tackling the world's biggest challenges, from social inequality to Alzheimer's disease, from cancer to climate change. We are making our world-class education accessible to even more students, preparing them for successful careers and inspiring them to be dedicated citizens.

As the following pages demonstrate, our hard work is being recognized and rewarded. Rutgers has risen dramatically in the national rankings, our research is attracting record amounts of grants, and generous donors have helped us reach and surpass my fundraising goal—a year early!—to support grants for students in financial hardship.

Everyone at Rutgers plays a part. Families and students who choose Rutgers and then thrive here. Faculty whose teaching, research, and clinical care are life-changing. Staff who support our students and faculty and keep our campuses running smoothly. Alumni whose success signals the power of a Rutgers degree. Board members and volunteers who guide and strengthen our institution. Public officials and donors who support Rutgers and, in turn, demand the best from us.

Thanks to every one of them, Rutgers is on the rise in academics, research, and health care, all while remaining financially accessible and dedicated to service. I am deeply grateful that I get to work with this community as Rutgers reaches new heights and continues to move forward.

A handwritten signature in black ink, appearing to read "Jonathan Holloway".

Jonathan Holloway
President and University Professor

Toward a Better World A COMMITMENT TO SERVING SOCIETY



The 2023 Rutgers Scarlet Service Interns

Now more than ever, Rutgers is committed to acting in service to the common good, and a top priority is fostering greater civility and mutual respect in our society. The Rutgers Scarlet Service program and other initiatives are designed to do just that, with participating students developing a deeper appreciation for our differences—strengthening our democracy and bettering the world. Our planet is also in need of stewardship as it is increasingly threatened by a changing climate. A host of climate action initiatives aim to achieve carbon neutrality at Rutgers by 2040.

“My goal is that, before long, Rutgers University becomes synonymous with service—that every student who wants to serve has the resources and opportunities to do that.”

— President Jonathan Holloway

Instilling Public Service in a Rutgers Education

Launched in 2022 as a signature presidential initiative, the Rutgers Scarlet Service program provides students with paid summer internships at more than 130 nonprofit and government organizations, including a new residential program in Washington, D.C. Students tackle difficult problems firsthand and see life in America from different angles, becoming better citizens with greater civility and empathy. Because other internships are typically unpaid, they are often out of reach for students of modest means. Rutgers is changing that, leveling the playing field with paid Scarlet Service internships for all participants.



Rosemarie Arroyo-Martinez was a Rutgers Scarlet Service intern at Tabor Children’s Services in Philadelphia, and Ryan Real interned at Five Loaves Food Pantry in New Brunswick.



President Holloway welcomes Richard Haass, president emeritus of the Council on Foreign Relations, to his class, “Citizenship, Institutions, and the Public.”

Elevating the Conversation on Citizenship

President Holloway designed and teaches the course “Citizenship, Institutions, and the Public,” intended to heighten undergraduates’ understanding of the roles and responsibilities of citizenship. The president explores big questions in conversation with distinguished leaders from the public and private sectors, and students have the opportunity to engage with these changemakers.

“Jonathan Holloway has joined a national movement of more than a dozen college presidents committed to championing free expression, civic preparedness, and the civil exchange of ideas on campus.”

— Philadelphia Inquirer

A Courageous Defense of Free Speech

Committed to the idea that universities should be a marketplace of ideas, where opposing viewpoints are put up for debate, President Holloway joined the Institute for Citizens & Scholars Campus Call for Free Expression, a group of higher education leaders who have pledged to uplift free speech and academic freedom.

Making Strides to Protect the Planet

Established in 2021, the Office of Climate Action facilitates these and other projects designed to help Rutgers achieve its 2040 carbon neutrality goal.

- ▲ Solar-power-generation canopies being installed in campus parking lots help the university reduce its output of planet-warming gases
- ▲ With funding from PSE&G, 108 Rutgers buildings are being retrofitted for increased energy efficiency
- ▲ By 2030, two-thirds of vehicles purchased or leased by Rutgers will be EVs



“Rutgers University has a reputation for academic excellence, and now it’s earning a name for going green.”

— Yahoo News

Increasing Access to an EXCELLENT EDUCATION



A core value at Rutgers is putting an outstanding educational experience within reach of every student seeking to succeed. With today's expanding financial assistance options, a Rutgers education is even more accessible to our students—regardless of their social or economic circumstances. The upshot is that more students than ever can enroll and stay in school, making Rutgers a catalyst for upward social mobility. More than 75 percent of Rutgers undergraduates receive some form of financial aid.



National Leader in Graduating Financially Vulnerable Students

Every Rutgers campus ranks in the Top 25 among *U.S. News & World Report* national universities for the graduation rate of students receiving federal need-based Pell grants, affirming that students with financial needs succeed in completing their education at Rutgers.



A Best College for Veterans Climbs in the Rankings

In 2023, Rutgers–New Brunswick was ranked 22nd in the nation as a Best College for Veterans by *U.S. News & World Report*, rising 13 spots from 35 in 2020.

Fivefold Rise in Students Awarded Tuition Aid

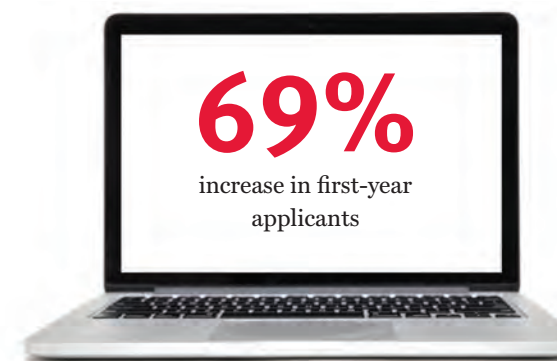


Scarlet Guarantee, RU-N to the Top, and Bridging the Gap are income-based programs that reduce or eliminate tuition and fees for qualifying undergraduates from families earning \$100,000 or less. With Scarlet Guarantee's launch in 2022, the number of students benefiting from these game-changing programs soared from 1,263 to 6,554.

“Thousands of Rutgers students will benefit from a new financial aid program slashing out-of-pocket costs of tuition and fees for families with incomes below \$100,000.”

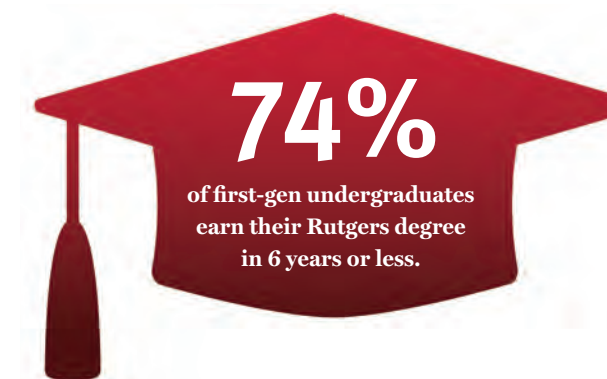
— *Yahoo News*

Applications to Rutgers Are at an All-Time High



The sharpest rise in applications is among undergraduates seeking to enter Rutgers in the fall of 2024.

Stellar Graduation Rate for First-Gen Students



In fall 2023, 34% of Rutgers undergraduates were first-generation students.

Scarlet Promise Lifts Students in Need: Fundraising Goal Exceeded Ahead of Schedule



In 2021, President Holloway announced a \$50 million fundraising challenge to support Scarlet Promise, an initiative enabling students to continue their education when financial hardship strikes. The 3-year goal was surpassed a year early thanks to more than 15,000 donors, bringing hope and help to great students. Scarlet Promise began as the Scarlet Promise Grants program, conceived and developed by Rutgers' Board of Trustees. Today's broader initiative builds on the work and funds of that founding program.

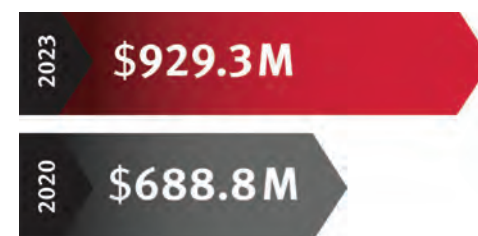
In Indicators of Excellence, RUTGERS LEAPS AHEAD



Rutgers is reaching new heights, with unprecedented gains in *U.S. News & World Report's* Best Colleges rankings and more than 40 graduate programs ranked among the nation's top 25. In 2023, we posted record research revenue, with nearly \$1 billion in funding, and our \$747 million in research and development expenditures nearly matches all other New Jersey colleges and universities combined. Driving these gains are outstanding students, faculty, and staff who accrue top honors for their endeavors with far-reaching impact.

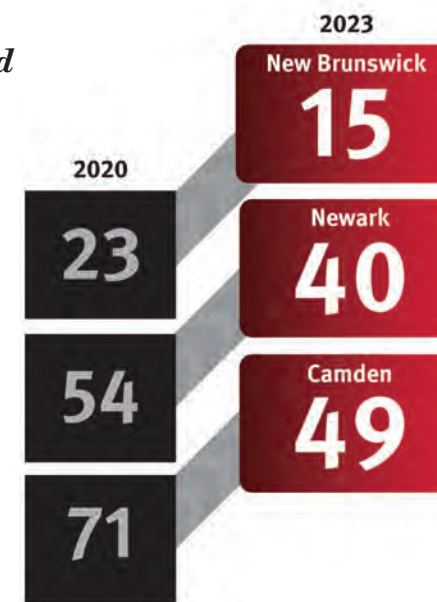
Research Revenue Up 35%

Our \$929.3 million in research grants and sponsored programs, a 35% increase since FY20, supports work that changes lives, strengthens communities, bolsters the economy, and protects our planet.



Record-Breaking Rise in *U.S. News & World Report* Rankings at All Campuses

Rutgers–New Brunswick ranks as the nation's #15 public university, and for the first time, Rutgers–Newark, Rutgers–Camden, and Rutgers–New Brunswick all rank among the top 50 public universities and top 100 national universities.



Faculty Earn Highest Recognition Across Disciplines



Thomas Banks
Physicist
National Academy of Sciences Member, 2023



Salamishah Tillet
Writer and Scholar of Africana Studies
Pulitzer Prize for Criticism, 2022



Petros Levounis
Psychiatrist
American Psychiatric Association President, 2023–2024



Lily Young
Environmental Engineer
National Academy of Engineering Member, 2023



Derrick Darby
Philosopher
American Academy of Arts and Sciences Member, 2023



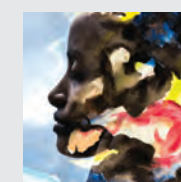
Linda Flynn
Nurse and Dean
National League for Nursing's Nurse Educator of the Year, 2022

Gifts and Grants with High Impact



National Science Foundation \$20 Million

A Rutgers-led consortium is collaborating with the City of Philadelphia to explore how they, and other highly urbanized coastal zones, can more equitably manage flood risks and impacts.



Mellon Foundation \$15 Million

Upon his arrival at Rutgers, President Holloway secured funding to establish the Institute for the Study of Global Racial Justice, which explores racism and social inequality with the goal of effecting change.



Stephanie and Harold Krieger Charitable Trust \$6.5 Million

The Ruth Bader Ginsburg Women's Rights and Gender Justice Clinic reestablishes a clinic founded at Rutgers in the 1970s by Ginsburg—a Rutgers law professor before her Supreme Court appointment—to advance gender equity.

Honors Keep Coming for Rutgers Students



▲ M.D./Ph.D. candidate Leelabati "Leela" Biswas won the 2022 American Medical Association Research Challenge Grand Prize for validating a genetic biomarker tied to miscarriages.

▲ In 2024, Rutgers is once again a Top Producer of Fulbright U.S. Students, sending outstanding young scholars across the world to teach and learn under the nation's flagship international educational exchange program.

▲ For the 18th consecutive year, Rutgers students earned Barry Goldwater Scholarships, the nation's preeminent undergraduate STEM research scholarship. In 2023, Rutgers had three Goldwater winners.

40+ Rutgers Graduate Programs Rank in *U.S. News & World Report's* Top 25





Rutgers Health
**IMPROVING HEALTH
 AND WELLNESS**

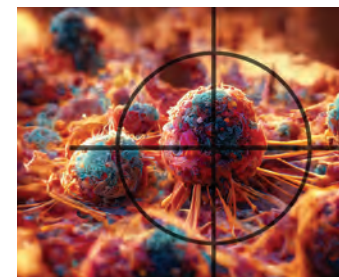
Rutgers Health is an academic health leader where findings in the lab emerge as new treatments at the bedside. Our research has real impact: we were on the forefront of tackling COVID-19, creating the first saliva diagnostic tests and first open-source rapid variant tests and participating in multiple vaccine clinical trials. Our work attracts funding from major sources, among them the National Institutes of Health, which accounts for nearly one third of Rutgers' overall research revenue. Our academic programs are among the nation's finest: graduate nursing, physician assistant, public health, and pharmacy all rank in the nation's top 25. New health care facilities are rising at Rutgers, and in these transformative spaces, Rutgers will be even better positioned to bring students, practitioners, and innovators together to make the world well.

Clinical Trials Up Nearly 80%



Number of Clinical Trials

Game-Changing Clinical Trials Can Offer Access to New Treatments



Patients' T-Cells Kill Cancer
 Rutgers Cancer Institute's Duncan and Nancy MacMillan Cancer Immunology and Metabolism Center of Excellence is conducting the first in-human clinical trials with new T-cell technologies.



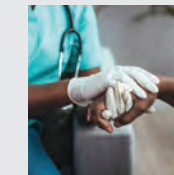
Nonaddictive Pain Medication Works
 Rutgers School of Dental Medicine is the first to find that in clinical trials CBD—the non-addictive marijuana derivative—alleviates acute dental pain and is far safer than addictive opioid painkillers.



One Powerful Medical School

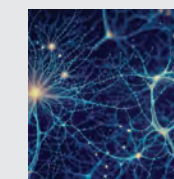
Creating Rutgers School of Medicine from the merger of Rutgers' New Jersey Medical School and Robert Wood Johnson Medical School will give the university one of the nation's largest public medical schools and better position Rutgers to compete for grants and clinical trials, recruit additional outstanding students and faculty, expand specialized hospital care, and offer more services to patients.

Gifts and Grants That Advance Health Care



Parker Health Group
\$18.8 Million

The fellowship program at the new Parker Health Group Division of Geriatrics at Robert Wood Johnson Medical School gives residency graduates skills for delivering high-quality care to the growing geriatric population.



National Institute on Aging
\$7.4 Million

The Center for Molecular and Behavioral Neuroscience uncovers Alzheimer's risk factors in older African Americans. The center's unique behavioral test detects impairment years before memory deficits arise.



James F. Dougherty
\$3 Million

This gift, establishing the Perry N. Halkitis Endowed Chair in LGBTQ+ Public Health, supports the planned Rutgers Institute for Sexual and Gender Minority Health, devoted to advancing health research and care for LGBTQ+ populations.

Transformative Health Care Facilities Put Rutgers Out Front

New facilities for learning, research, and patient care elevate Rutgers to stand among the best academic health universities in the nation and underscore Rutgers' ability to compete for national prominence and global recognition.



▲ **The \$732 million New Jersey Health + Life Science Exchange (HELIX)** is a public-private innovation center for collaborative education, research, and enterprise, including the new East Coast R&D hub for renowned Nokia Bell Labs and new home for Rutgers Robert Wood Johnson Medical School.



▲ **New Jersey's only NCI-designated Comprehensive Cancer Center**, Rutgers Cancer Institute's new \$750 million Jack and Sheryl Morris Cancer Center will be the state's first freestanding cancer hospital.



▲ **A proposed \$600 million transformational renovation of Rutgers New Jersey Medical School** would bring more world-class physician-scientists and biomedical researchers to Newark.

A University Where OUR PEOPLE KEEP US MOVING FORWARD



The members of this team from Rutgers-Camden were among the more than 100 employees honored by the new presidential employee excellence program.

There are more than 27,000 employees at Rutgers, a small city's worth of people whose everyday endeavors are what keep our great research university strong and moving forward. They are experts in their fields, whether job one is keeping our buildings functioning, lecturing in the classroom, healing a patient, or helping a student find the right internship. We know that excellence can be found everywhere at Rutgers. But we also know we must cultivate it, remove barriers to it, and reward and celebrate it. We are building a community at Rutgers where people feel a part of something innovative and significant, and we are proud that our efforts are being recognized.

“Forbes ranks Rutgers University as a top employer ... based on surveys from employees.”

— News12 New Jersey

Becoming a More Inclusive University

President Holloway believes that delivering on the principles of equity and inclusion requires constant attention and a determination to improve. To that end, Rutgers is taking concrete actions that address social, economic, and racial inequities.

- ▲ Developed Rutgers' first Diversity Strategic Plan
- ▲ Instituted a five-year, \$45 million investment to hire more diverse faculty, with 76 hired so far
- ▲ Expanded Rutgers' commitment to supplier diversity by identifying barriers for businesses seeking to engage with the university

“There are so many staff and faculty members doing amazing things all across Rutgers.”

— President Jonathan Holloway

Forbes: Best Employers

TOP 10

New Jersey's Best Employers

In the company of leading global enterprises such as Apple, IBM, Johnson & Johnson, and Microsoft, Rutgers stands as one of the state's top 10 employers.



Employees Say Rutgers Is a Great Place to Work

A 2022 survey of faculty and staff revealed strong employee satisfaction.

- ▲ 83% satisfied or very satisfied working at Rutgers
- ▲ 78% of managers and staff report new flexible work policy has improved employee morale
- ▲ 78% likely to recommend Rutgers as a great place to work

National Award-Winning Video Series Celebrates the People of Rutgers



In 2021, after months of pandemic virtual meetings and isolation, President Holloway was eager to deepen his connection to Rutgers, and for him “it had to start with meeting its family.” Over the next year, he sat down for on-camera conversations with students, faculty, staff, and alumni from across the university. The 18-episode series, *Faces & Voices of Rutgers*, has attracted views from around the globe. Above, President Holloway speaks with Dining Services Group Leader Nicole Bates.

Addressing the Evolving Needs of Rutgers' Workforce



Capitalizing on lessons learned during the intense pandemic period of remote work and virtual student services and instruction, Rutgers established a Future of Work Task Force to help determine the university's best path forward. Here are some of the ways we support the Rutgers community in today's changing work environment.

- ▲ **Flexible Work Arrangements:** A variety of work schedules prioritize service to students, while maintaining high standards of productivity and improving work/life balance.
- ▲ **Caregiver Support Pilot Program:** Access to the world's largest network of child and adult caregivers helps eligible employees meet unexpected care needs, perhaps due to a child's illness or the sudden absence of an elderly parent's caregiver.

Investments in OUR EXCELLENCE

The trust that our stakeholders place in Rutgers is reflected in the investments they make in supporting the university's mission. Serving as a reliable and dependable resource to the policymakers who shape our world, Rutgers has built strong and resilient relationships with our state and federal partners who provide Rutgers with essential appropriations, grants, and aid. Foundations, corporations, and individuals who engage with Rutgers support the success of many of Rutgers' programs, priorities, and initiatives.

\$1.3 Billion in FY23 State Appropriations: An All-Time High Investment



President Holloway and New Jersey Governor Phil Murphy at the groundbreaking ceremony for the New Jersey Health + Life Science Exchange (HELIX), future home for Rutgers Robert Wood Johnson Medical School and a major translational research center, now rising in New Brunswick.

The State of New Jersey's FY23 \$1.3 billion appropriation to Rutgers marked a historic level of funding for the university, solidly identifying Rutgers as a top priority for the state. Included was an unprecedented \$300 million one-time infusion of support—the largest single capital appropriation ever—for critical projects like the new medical school building, new laboratories, and other improvements across Rutgers.



Each year, President Holloway delivers his Stakeholder Address, celebrating the Rutgers community and sharing recent achievements and milestones. At the 2023 address, Holloway said of Rutgers' stakeholders, "Because of you—all of you—Rutgers is flourishing."

\$233 Million in FY23 Donations and Gifts

Rutgers continues to cultivate philanthropic resources that advance the university's mission through engagement with individuals, corporations, and foundations.

WE ARE YOU

Our stakeholders invest in our people and they, in turn, strive to make a difference every day. The We Are You series highlights the impact Rutgers students, faculty, staff, and alumni have across the state and around the world—stories that inspire investment in Rutgers.



Nearly \$1 Billion in FY23 Federal Support



President Holloway and Rutgers students travel to Trenton and Washington, D.C., to advocate for state and federal student aid. Thanks to advocacy efforts, state and federal grants and support for Rutgers are at an all-time high.

Federal Student Aid
Topping \$484 million in 2022–2023, federal student aid to undergraduate and graduate students complemented Rutgers' other sources of financial aid, helping the university deliver on its objective to make a Rutgers education accessible to every student, regardless of social or economic circumstances.

Rutgers Federal Student Aid (2022–2023)

Undergraduate Aid Program	\$245.8 million
Graduate Aid Program	\$239.1 million
TOTAL	\$484.9 million

Federal student aid includes Pell Grants, work study, loans, and fellowships.

Federal Agency Support

Rutgers secured \$514 million in funding from more than a dozen federal agencies in FY23, among them the National Institutes of Health; National Science Foundation; and Departments of Agriculture, Defense, Transportation, and Energy—support affirming the value of Rutgers as a public research university that advances humanity and serves the common good through research, education, and service.

Data current as of December 2023

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