YEAR IN REVIEW 2016–2017

RUTGERS
Student Affairs

There's a U in Rutgers
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Greetings from the Banks,

Albert Einstein, one of the most brilliant minds of the 20th century once said, “Education is not the learning of facts, but the training of the mind to think!”

With a focus on student excellence, the Division of Student Affairs provides comprehensive programs and services to curate and transform the student experience, promote and improve student health and wellness, advance our inclusive, diverse and cohesive culture and drive student learning and success outside of the classroom.

To achieve this, the Division was reorganized in a way that creates synergy and collaboration:

**HEALTH AND WELLNESS:** Student Health Services; Counseling, Alcohol and Other Drug Assistance Program, Psychiatric Services (CAPS); Recreation; Health Outreach, Promotion, and Education (HOPE); Violence Prevention and Victim Assistance (VPVA).

**CAMPUS COMMUNITY:** Dining and Retail Services; Residence Life; Student Centers and Involvement; Asian American Cultural Center (AACC); Center for Latino Arts and Culture (CLAC); Center for Social Justice Education and LGBTQ Communities (SJE); and the Paul Robeson Cultural Center (PRCC).

**STUDENT ENGAGEMENT:** New Student Orientation and Parent and Family Programs; Off-Campus Living and Community Partnerships; Major Events and Programs; Fraternity and Sorority Affairs; and Leadership and Experiential Learning.

**STUDENT ADVOCACY:** Dean of Students; Student Conduct; Title IX/Compliance; Student Legal Services; and Graduate Student Life.

**ORGANIZATIONAL DEVELOPMENT:** Finance and Administration; External Relationships and Fund Development; Research and Assessment; Professional Development; and Communications and Marketing.

Students are at the heart of what we do 365 days a year, seven days a week, and 24 hours a day. Whether it’s serving meals, providing counseling support, or creating welcoming and safe learning communities, the efforts, programs, and services we provide at various locations across the university are designed to yield the same result: to support students excellence at Rutgers and beyond.

This document outlines how our work aligns with the university’s strategic priorities. While we have embraced all aspects of the strategic plan, transforming the student experience is certainly one that we have championed and fully encompassed.

I hope you will use this information to partner with us as we continue to transform the Rutgers experience for all Scarlet Knights past, present, and future.

With Scarlet Pride,

Dr. Felicia McGinty

Vice Chancellor for Student Affairs
Rutgers University—New Brunswick
VISION
Cultivating transformative experiences that challenge students to be their best at Rutgers and beyond.

MISSION
With students at the heart of all that we do, the Division of Student Affairs creates innovative learning opportunities, programs, and services that prepare students to lead, serve, and become engaged members of a global society.

CORE VALUES
The following values are central to the Division of Student Affairs and guide how we do our work and fulfill our mission.

STUDENTS AND COMMUNITY
We are committed to creating a community that encourages and practices civility, compassion and care for others. We understand that how we work and provide services directly impacts the student experience. We therefore strive to work together to create connections and relationships that help us respond to the needs of our students.

INCLUSION
We foster the development and preservation of an inclusive community characterized by cultural understanding and student engagement. We are committed to the recruitment and retention of a diverse staff that reflects the students we serve and are dedicated to providing intentional experiences where students learn from each other.

LEARNING
As educators, we understand that learning occurs both inside and outside the classroom. We facilitate a supportive campus environment that contributes to student learning and personal development. Additionally, we seek to inspire students to be engaged citizens within the Rutgers community and beyond.

INTEGRITY
We believe that staff members must uphold the highest standards and principles. Ethics and integrity are characterized by trust and respect for each other, collaborative decision-making, appropriate use of university resources, service to students, and the utilization of best practices within the field of student affairs and higher education.

TRADITION AND PRIDE
We believe that our history, institutional pride and university traditions foster shared experiences, connections, and contribute to life-long memories and affinity with Rutgers.
### Divisional Strategic Initiatives

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<th>University Critical Priorities</th>
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<td>Develop and implement a harm reduction plan for alcohol and substance use.</td>
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<td>Promote mental health awareness, decrease stigma, and provide appropriate support and resources.</td>
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<td>Promote programs throughout campus to advance wellness and a balance between academics and work.</td>
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<td>Develop and implement programs and educational interventions that focus on personal and community safety.</td>
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<td>Develop and implement sexual violence campaigns.</td>
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<td>Increase cooperation, collaboration, programming, and innovation across Student Affairs to address issues of inclusion.</td>
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<td>Conduct a campus climate assessment and develop programs to foster sense of belonging and inclusion.</td>
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<td>Develop a capital improvement plan for facilities.</td>
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<td>Educate students about the opportunities for engagement at Rutgers University-New Brunswick.</td>
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<td>Develop intentional programs and services that facilitate student learning and competency development.</td>
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<td>Promote Scarlet Knight pride and engagement.</td>
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<td>Create and develop systems and processes that support and nurture students through crisis and critical incidents.</td>
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<td>Provide opportunities that make students more aware of their responsibilities as members of a greater community.</td>
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<td>Train and educate staff to assist students regarding their rights and available resources.</td>
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<td>Identify and improve processes, services, and resources to meet the unique needs of graduate students.</td>
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<td>Create a communications plan that will help us effectively disseminate accurate and timely information.</td>
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<td>Implement a comprehensive staff professional development program.</td>
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<td>Cultivate an evidence-based and outcomes-driven organizational culture.</td>
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<td>Develop a fundraising plan for Student Affairs.</td>
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<td>Develop an annual budgeting process that is transparent and allocates financial resources to address student needs.</td>
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<td>Centralize human resource functions to ensure consistency and compliance with policies and procedures.</td>
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Involvement Fair
Fall semester showcase of student organizations and department programs and services.

Throughout this document, color-coded icons indicate how a program or event aligns with specific strategic initiatives of the Division of Student Affairs’ 2016–2020 Strategic Plan.
Health and wellness are fundamental to student success. We promote and nurture holistic health and wellness in our students and within the broader campus community. We provide and support initiatives that connect health and wellness to the academic and personal achievements of our students.

1. Develop and implement a comprehensive, sustainable, and evidenced-based harm reduction plan for alcohol and substance use on campus.

2. Promote mental health awareness, decrease stigma, and provide appropriate support and resources for students with mental health needs.

3. Promote programs throughout campus to advance wellness and a balance between academic and work excellence while striving for a life-long commitment to healthy living.
STUDENT HEALTH SERVICES
• Forty-nine percent of undergraduate students on the New Brunswick campus received at least one dose of a Meningitis B vaccine (8% declined). This resulted in 31,676 immunizations.
• Ten percent increase in transgender care provided to students.
• Satisfaction survey indicated 83% of the respondents agree/strongly agree that seeing the provider at Rutgers Student Health helped them to improve their academic functioning.
• There were 42,312 office and lab visits, a 12% increase from the previous year.

COUNSELING, ADAP, AND PSYCHIATRIC SERVICES (CAPS)
• Launched the Meso Practice initiative offering mental healthcare, consultation and training in local under-served campus communities such as cultural centers.
• Served 4,196 distinct students for a total of 29,813 total visits. Sixteen percent increase in group visits from previous year.
• Survey results indicated that CAPS services helped students improve functioning in the areas of academics, stress management, overall management of mental health concerns, relationships and problem solving strategies.
• Offered 197 workshops for students, faculty and staff, and hosted 59 events with key partners in Student Affairs, academic departments and the New Brunswick community. Workshops included Mindfulness Meditation, Campus Connect Suicide Prevention Gatekeeper Training, Myths and Stigma, and Got Stress?.

RECREATION
• Indoor recreation facilities were accessed by 1.3 million users.
• Over 15,000 unique students participated in fitness, competitive sports, and intramural programming for nearly 100,000 total participations (20.4% of the student population participated in just those three areas).
• The Rutgers Big Chill, the largest 5K in NJ had 7,900 participants who donated an estimated $118,500.00 worth of toys to local children.

HEALTH OUTREACH, PROMOTION, AND EDUCATION (HOPE)
• Facilitated 304 interactive workshops related to alcohol and other drugs, sexual health, mental health, nutrition and peer theater for 5,153 participants.
• Hosted 86 outreach events, reaching 5,597 individuals.
• Partnered with the New Brunswick Community Farmers Market by having the Nutrition Advocate Peer Educators provide three-minute nutrition education lessons.
• At high stress points, students, faculty and staff had the opportunity to interact with trained miniature therapy horses for stress relief and relaxation. Each event attracted 75-100 participants.

VIOLENCE PREVENTION AND VICTIM ASSISTANCE (VPVA)
• Provided counseling to 180 students (749 total hours) and responded to 53 Crisis calls (33 sexual assault related and 20 domestic violence related).
• Held 97 SCREAM Theater performances for 16,103 attendees between May 2016 and April 2017.
• Worked closely with Center on Violence Against Women and Children to successfully obtain a grant in the amount of $2,048,680 through the Victims of Crime Act (VOCA) Grant Program to expand prevention, intervention, and response efforts at Rutgers–New Brunswick, Rutgers–Newark, and Rutgers–Camden.

Free Fitness & Wellness Classes
LIKE MANY PEOPLE, the idea of going to therapy made Hailey Kim uncomfortable. Even after making an appointment, she paced outside the doors of the counseling center, texting friends, hesitant to follow through. She was scared of being judged and nervous about talking to a complete stranger about her most personal thoughts and feelings.

After some encouragement from her friends, Hailey walked through the front door and met with a therapist at Counseling, Alcohol & Other Drug Assistance Programs, and Psychiatric Services (CAPS). She saw the positive effects in her life almost immediately.

“Honestly, after only three or four weeks of therapy, I was already seeing differences,” said Hailey. “When I completed my program, I felt completely free from trouble. It felt like a new chapter in my life was beginning and I wasn’t bound to anything. That if I could overcome my trauma I could do anything. It was liberating.”

Hailey first experienced trauma-related stress as a child growing up in South Korea. But it wasn’t until the end of her first year at Rutgers School of Pharmacy that her stress began to feel unmanageable. Between exams, the competitive environment, and her mother falling ill back home, Hailey started having trouble concentrating in class, was constantly worried about falling behind, had trouble enjoying social events, and sometimes had difficulty breathing. By summer she was experiencing full-on, panic attacks.

“It’s like you want to breathe deeply but you can’t. Like someone is squeezing your heart,” said Hailey.

Knowing that one of her friends found CAPS helpful, Hailey decided to make an appointment. The initial consultation was much easier than she expected and led to a few different treatment options: group therapy, various workshops, or individual therapy. Hailey chose individual counseling and began a type of therapy called Cognitive Processing Therapy (CPT).

Broadly speaking, CPT involves re-evaluating the relationship between your thoughts and feelings and identifying how negative beliefs interfere with your recovery. Through a combination of conversations with your therapist and homework, you learn how to better process your emotions.

Hailey’s homework focused on listing out emotions she associated with particular thoughts or events. Together, she and Dr. Wacha-Montes would discuss her worksheets and whether Hailey was correctly identifying the right emotion.

“Sometimes I would write down sadness instead of anger because I still didn’t know which emotion to feel about certain things. Dr. Wacha-Montes would help me facilitate my thinking and be more specific about my emotions,” said Hailey.

Since completing 12 weeks of CPT, Hailey has had zero panic attacks and finds it much easier to concentrate in class and enjoy her social life. She has since become an advocate for breaking the stigma associated with mental health and in raising awareness among students of the services available through CAPS.

“I was really limiting myself in thinking about whether people would judge me for going to therapy,” said Hailey. “It’s something I wish I knew before going into therapy, but I just want fellow students to know that there is no shame in self-care.”

Hailey Kim is starting her third year in the Rutgers School of Pharmacy and is expected to graduate in 2021.
Community is the bedrock from which students can maximize the opportunities and education that Rutgers offers. It is essential for students to feel welcomed, included, supported, and celebrated. We have a collective responsibility to work with partners, especially students, to cultivate a spirit of community.

1. Develop and implement a series of programs and educational interventions that focus on personal and community safety leading to students being aware of safety-related resources and actions to keep themselves safe on and off-campus.

2. Develop and implement a sexual violence awareness campaign to increase an on-going awareness and use of resources, reporting mechanisms, and intervention strategies to change campus culture and individual attitudes towards sexual violence.

3. Increase cooperation, collaboration, programming, and innovation across Student Affairs to address issues of inclusion. Helping to identify administrative, programmatic, and community needs that cannot be met by individual efforts.

4. Conduct a campus climate assessment to determine how students feel about issues of community and inclusion at Rutgers leading to the development of programmatic initiatives that will contribute to foster a sense of belonging and connection to the university community.

5. Develop a capital improvement plan to guide the enhancement of Student Affairs facilities to foster greater student engagement, campus pride and community.
DINING AND RETAIL SERVICES
• Served 6.9 million meals across four dining halls and catered over 5,000 events.
• Employed over 900 student workers.
• Implemented the Cupanion program with RUSA and RHA, in which students received a stainless steel reusable bottle to refill at dining halls, in an effort to reduce waste from single-use take-out cups.

RESIDENCE LIFE
• Implemented five initiatives based on the findings from the 2016 Residential Student Experience Survey (e.g., Busch Campus distributed “Ask Me About” shirts to spark dialogue about important issues after learning that the majority of students could better empathize with others).
• Resident Assistant/Apartment Assistants organized over 3,030 hall programs. More than 98% (n=1,223) of survey respondents recommended the program they attended to other residents.
• RA/AA participated in over 60 hours of training. First-year RAs/AAs completed a 3.0 credit course in student development.

STUDENT CENTERS AND INVOLVEMENT
• Student organizations donated over $89,414.59 to various charitable organizations.
• Invested $200,000 in technology upgrades across the student centers.
• Experienced a 9% increase in overall room reservations, 17.9% increase in academic space reservations, 13.6% increase in contact table reservations, and 6% increase in event hours (Total reservations= 27,497).
• Hosted 30 programming events with over 4,000 attendees.

ASIAN AMERICAN CULTURAL CENTER (AACC)
• Reached over 11,000 students through 28 co-curricular collaborative programs, including Annual Open House, Student Leadership Retreat, Pan-Asian Lunar New Year celebration, and Asian/Pacific-Islander American Heritage Month (APAHM) programs.
• Launched Peer Mentoring Program of 25 upper-class peer mentors and 50 mentees to support first-year students in their adjustment to the university.
• Coordinated a community art exhibition with the Asian American Images and Identities Learning Community.
• Celebrated the 10-year anniversary of the AACC Internship & Junior Internship Program.

CENTER FOR LATINO ARTS AND CULTURE (CLAC)
• Established a new Latin Images & Identities Living Learning Community in partnership with Residence Life and the Department for Latino and Caribbean Studies.
• Organized Building Inclusive Pathways for Undocumented Students conference, in which 140 educators across NJ explored best practices for supporting undocumented students.
• Provided mentoring to 30 undergraduate students through its Latino Alumni Association Mentoring Program.
• Reached 8,400 student through 98 programs.

CENTER FOR SOCIAL JUSTICE EDUCATION AND LGBT COMMUNITIES (SJE)
• Facilitated over 65 programmatic offerings and 119 intercultural workshops reaching over 16,000 students, staff, faculty, parents and community members, part of which included the ACUI award winning Building Inclusive Communities initiative for 1,000 student leaders.
• Hosted the third annual NJ Trans Youth Forum which was attended by 250 trans, queer, and ally middle and high school students, promoting Rutgers-New Brunswick as a future college prospect.
• Created a specialty ticket for homecoming, contributing towards the $30,000 total funds raised in the LGBTQA Student Emergency Fund.

PAUL ROBESON CULTURAL CENTER (PRCC)
• Coordinated the 25th Annual Rites of Passage Ceremony, which drew a record attendance of nearly 700 Black and Latinx graduates.
• Drew in 600 participants at the I Am Robeson Week lecture featuring Harry Belafonte and Susan Robeson.
• Launched the Black Men’s Excellence Mentoring Institute, which advanced the leadership skills, academic achievement and development of 50 black male undergraduates.
LIKE MANY FIRST YEARS, Linsey Goon began their collegiate career without a great sense of what they wanted to do or who they really were. They were unsure of their major, their identity, and even their relationship to race and gender.

Participating in Q-mmunity, an extended orientation and leadership development retreat for incoming students hosted by the Center for Social Justice Education and LGBT Communities (SJE), they attended under the guise of merely being an ally.

“I was really iffy about going because it seemed so new to me,” said Linsey. “I never really thought there would be a space for folks like me, but when I got there I heard about this student organization called Queer and Asian (Q&A). I overcame my fear and went to a couple of meetings and I’ve been a member ever since. It’s played a really instrumental role in growing my love not just for Rutgers, but for myself.”

Over the next four years, Linsey embarked on a road of self-discovery, finding their niche within SJE, Q&A, and the university’s LGBTQA community. Previously on the organization’s executive board, Linsey ultimately served as president of Q&A. They presented on issues facing both the LGBTQ and Asian-American communities at Rutgers’ Committee to Advance Our Common Purposes, the East Coast Asian American Student Union Conference, and the Northeast Queer and Trans People of Color Conference.

“I think meeting Zaneta [Rago-Craft] and Keywuan [Caulk] at SJE really helped guide my experience,” Linsey said. “They saw the potential for leadership in me, served as mentors, and taught me that the things I had to say were important. I call Zaneta and Keywuan possibility models and they are people I really want to emulate. Over time I was introduced to folks who were both part of the Asian American and LGBTQ community which gave me the space to explore my own identity and find my voice.”

Receiving the Champion of Diversity and Inclusion Award at the Chancellor’s Student Leadership Gala in 2016, Linsey currently serves as the president of the Queer Caucus, while continuing to work closely with SJE and Q&A. With graduation on the horizon, Linsey hopes to ultimately pursue a career in student affairs.

“One day I want to create and maintain spaces like SJE that can really help empower students,” said Linsey. “I think student affairs is sometimes overlooked. It’s important to help students find different areas they can excel in outside of academics, like leadership, community building, and peer education. I want to keep fostering the idea that your time at college and university isn’t solely about the grades and degree you get, but also the people you meet and spaces you build.”

Linsey Goon is a senior double majoring in political science and women and gender studies with a minor in comparative and critical race and ethnic studies. They use the pronouns they/them/their.
“It’s played a really instrumental role in growing my love not just for Rutgers, but for myself.”

Linsey Goon
Student engagement is the foundation of student learning. When students are inspired to actively participate they broaden their perspectives and explore their full potential. Through transformative and intentional experiences, students have the opportunity to examine new ideas and differing points of view, forge new friendships, challenge assumptions, discover their leadership style, think critically, and develop essential skills. When students are fully and actively engaged, they become proud, well-rounded citizens of the Rutgers community, now and in the future.

1. Educate students about the opportunities for engagement at Rutgers University–New Brunswick, with specific focus on departments within Student Affairs.

2. Develop intentional programs and services that facilitate student learning and competency development to prepare students for post-graduation success.

3. Promote Scarlet Knight pride and engagement by fostering a commitment to citizenship, community, care, and civility.
NEW STUDENT ORIENTATION AND PARENT AND FAMILY PROGRAMS
• Engaged 1,521 parents at monthly Parent Association meetings, Parent and Family Weekend and Finals / Graduation Fair Events.
• Coordinated 13 summer sessions for First-Year students, five (5) sessions for Transfer students and one (1) combined session for First-Year and Transfer students with overall attendance of 6,209.
• Coordinated 22 summer Parent and Family sessions with overall attendance of 2,014.

OFF-CAMPUS LIVING AND COMMUNITY PARTNERSHIPS
• Coordinated community clean ups the day after home football games through the Scarlet Knights Team Up to Clean Up program, a collaboration with City of New Brunswick, resulting in the collection of 1.22 tons of trash.
• Opened the Rutgers Student Food Pantry, an initiative with Rutgers Against Hunger (RAH) and provided 139 total students with non-perishable items and toiletries.
• Welcomed the first full-time Muslim chaplain at a public institution in the country.
• Collected 110 tons of bulk items (furniture, appliances, etc.) in truckloads and doubled the number of curbside pick-up registrations during Project Move Out, a partnership with Rutgers New Brunswick Community Affairs, Rutgers Facilities and the City of New Brunswick.

MAJOR EVENTS AND PROGRAMS
• Added a fourth signature event to Senior Days with the addition of the Senior Days Beer and Wine Festival, created a signature event package deal for ticket sales, and engaged 21% of the total senior class in 15 events over the course of four days.
• Coordinated the Snack Pack Service Project to provide more than 27,500 bags of healthy snack items to benefit children in New Brunswick with increased food insecurity during the summer. New students compiled these packages at orientation sessions and all food was donated through a partnership involving nine departments and corporate sponsors.
• Collected 31,580 diapers for the New Jersey Cuddle Me Diaper Program at the 9th Annual Homecoming Charity Bed Races – an event that was recognized as Best Campus Tradition by the National Association for Campus Activities (NACA).

FRATERNITY AND SORORITY AFFAIRS
• Facilitated ten different TIPS for university alcohol intervention training programs, with over 300 students participating, in partnership with HOPE.
• Eighty-four percent of students who participated in Rutgers Dance Marathon were from a Greek-letter organization. Sixty-one chapters raised $792,749.89 toward the ultimate $1,038,986.13 grand total.
• Twenty-five percent of panhellenic sorority members participated in a half-day suicide prevention program planned in collaboration with CAPS (n=240).
• Launched the Lunch & Learn Diversity Series, a program connecting diversity and the Greek experience.

LEADERSHIP AND EXPERIENTIAL LEARNING
• Leadership program participants engaged in 9,615 service hours.
• Conducted 419 hours of training for over 3,865 students and staff.
• Engaged over 8,700 students in one or more leadership opportunity, a 45% increase from the previous year.
• Eighty-seven percent of First-year Fellows (n=210) reported that the Social Change Project helped them realize tangible ways to advocate and spread awareness about social issues.
• Over 90% of students (n=420) showed improved self-confidence and felt a greater connection to Rutgers after participating in leadership programs.
UPON GRADUATION, alumna Maryann Slater Dernlan expanded her student experience and passion for serving others into a career working for the Elks National Foundation in Chicago, Illinois. The Elks National Foundations helps Elks build a stronger community by helping youth develop lifelong skills, supporting students’ college dreams with scholarships, meeting the needs of today’s veterans, and funding projects that improve the quality of life in local Elks communities.

Maryann’s involvement began with the Livingston Theatre Company (LTC), she loved to dance, and immediately found a place with LTC, and held the role of Artistic Director of LTC her junior year. The LTC advisor at the time, Matthew Ferguson, approached Maryann about a leadership position for the Rutgers University Alternative Break (RUAB) program. The service trip to Washington D.C. worked to educate students about hunger and homelessness, and she fell in love with the opportunity. “Sometimes when you’re having a life-changing experience, you don’t realize it until you look back on it, but during this trip I realized that this was a life changing experience, and being there serving others and meeting needs in the moment, I loved the trip,” said Maryann.

Maryann’s participation continued with RUAB for another year, where she advanced her skills in planning logistics, service outreach, and relationships building which, “helped shape me into the young professional I am today,” said Maryann. She continued to develop her leadership and professional skills with her role as a social media intern for the department of Leadership and Experiential Learning, and as a Scarlet Ambassador.

Maryann grew an admiration and connection with the foundation, as a scholarship recipient while attending Rutgers. After graduation, Maryann took part in a two-year fellowship program at the Elks National Foundation, where she actively worked to build a service trip curriculum for Elks scholarship recipients based on the skills she developed during her involvement with RUAB. “Jersey roots global reach - what started at Rutgers has now spread to Elks scholars across the country,” said Maryann “I was hired specifically because of my out of the classroom experiences.”

“Sometimes when you’re having a life-changing experience, you don’t realize it until you look back on it...”

Upon the completion of the fellowship, Maryann was promoted to Programs Relationship Associate, where she works to cultivate relationships with scholars and foster a culture of community service within the program. “This is my dream role — I loved my involvement at Rutgers, and now I’m getting paid to do it here.”

Maryann truly feels that the staff members she worked with were instrumental in her success both while she was a student and after graduation. “Even after graduation, I felt supported, I felt I could reach out with questions any time, and they would take the time to talk to me, to help me,” said Maryann.

Maryann loved her time at Rutgers, both in and outside the classroom, that at her wedding this past June, she flew the Scarlet Knight out to Illinois, to be there for her special day. “My involvement at RU made Rutgers home and made me #ScarletForever.”
Students are at the heart of all we do. We foster an environment where all students feel valued, supported, empowered and challenged. Effective advocacy holds students accountable for their actions and behaviors while facilitating a culture of respect and care for individuals, and the Rutgers community.

1. Create and develop systems and processes that support and nurture students through crisis and critical incidents.

2. Provide opportunities that challenge students and make them more aware of their responsibilities as members of a greater community.

3. Train and educate staff to assist students regarding their rights and available resources in order to help students create a sense of self-reliance, resiliency and self-discovery.

4. Identify and improve processes, services, and resources to meet the unique needs of graduate students.
DEANS OF STUDENTS
• Engaged in 7,009 overall contacts and service consultations with or regarding students, including more than 3,000 in person meetings with students.
• Raised $3,000 for the Emergency Fund through a fundraising dinner coordinated by Dean Jeff Broggi.
• Created webpages and support services for undocumented students and worked with GAIA and Legal Services to provide resources and support for international students.

STUDENT CONDUCT
• Created and hosted the inaugural Data & Dine event and presented an in-depth analysis of alcohol transports, illegal drugs, and academic integrity violations to over 120 university stakeholders.
• Participated in Rutgers’ inaugural China Pre-Orientation Program to educate incoming Chinese students on issues of academic integrity. This was a proactive intervention in response to 71% of the 355 academic integrity violations were by students from China in Fall 2016.
• Created a bi-weekly data reporting system that communicates live data trends on campus to campus stakeholders.

COMPLIANCE AND TITLE IX
• By October 1, 2016, secured a 100% completion rate for new students living in residence halls for the online learning module Not Anymore, which educates students on ways to prevent sexual assault, dating and domestic violence, and stalking.
• By January 2017, achieved a 97.2% completion rate for all incoming undergraduate students and an 84.3% completion rate for incoming graduate students in Not Anymore.
• The office received 98 reports of sexual misconduct. This represents a 25% increase from the prior year, indicating that students are becoming more familiar with their rights and more comfortable reaching out to seek assistance.
• The office conducted 12 training sessions for students, staff and faculty on Title IX and related university policies, and represented the division at seven local, regional and national conferences.

STUDENT LEGAL SERVICES
• Saved Rutgers students $325,011 in attorney’s fees over the course of the year.
• Conducted 25 educational outreach programs to 2,024 persons.
• Created a formal referral program with the Middlesex County Bar Association that has resulted in over 2,000 referrals to date.

GRADUATE STUDENT LIFE
• Advised 250 graduate students in helping to resolve personal, financial, and family challenges.
• Launched a website featuring graduate-appropriate events and piloted a new Writing Support and Research space with University Libraries.
• Created an emergency panel with four immigration layers and two follow-up programs around the executive order/ban on international travel in partnership with the Graduate Student Association, Student Legal Services, and International Student Services of Rutgers Global.
• Reconfigured the Graduate Student Lounge, making offices more visible and the space more collaborative.
WHEN A.M. TRANSFERRED from Salem County Community College to Rutgers University–New Brunswick in the Fall of 2014, he was one step closer to fulfilling a lifelong goal of earning a college degree.

A.M.’s dream of being college educated was sparked by his high school chemistry teacher who stressed the importance of maximizing his full potential and not believing in a glass ceiling. “Education is the key; it is an essential tool if you want to change your life,” his high school chemistry teacher would say. This ignited a purpose in A.M. that would become bigger than his 6-foot 9-inch frame. Like his teacher, he aspired to set a positive example for his younger family members and the youth growing up in his hometown. “I want to show the youth that they don’t have to be a product of their environment or be put into a box that someone else has for them… that they can use their brain and accomplish anything.”

He quickly realized, however, that being admitted to Rutgers was the easiest part of his college journey. After his first year, A.M. found himself in a terrible financial situation that stemmed from his lack of financial aid. Determined not to let his dream of being the first person in his family to graduate college slip away, he began sleeping in abandoned buildings and his car. A.M. was determined to continue his education no matter the circumstances. “I’ve never been a person that complained about a situation. I grew up watching the women in my family and saw how strong they were and never complained.” Sleeping in his car however, eventually landed him in trouble with the police, as it is against the law in the State of New Jersey.

This encounter with the Rutgers University Police Department led A.M. to the Office of the Dean of Students to speak with Jeff Broggi, who after hearing his story was drawn to his magnetic personality and resiliency. “A.M. stressed to me the importance of obtaining his degree from Rutgers University and how that would help him be successful in the future.” Through several phone calls with financial aid and residence life, Jeff was able to secure A.M. a living arrangement on campus, a meal plan, as well as a work study opportunity with the Rutgers University’s student food pantry where he is helping others in the community deal with food insecurity. A.M.’s service with the Rutgers student food pantry provides him with work experience as well as a way to give back to the community, which is very important to him.

“Education is the key, it is an important tool if you want to change your life,”

A.M. is scheduled to graduate in the Spring of 2018 with a bachelor’s degree in chemistry and attributes his success to the many offices and people within Student Affairs that have checked in and connected him to needed resources.

After graduation, A.M. hopes to work for one of the top chemical companies in the country and later pursue a Ph.D. in chemistry. He also plans to give back to his community by creating a fund where he can help finance children’s ventures in education, arts, science, or anything they desire. A.M. believes that to those who much is given, much is required. “My goal is to give back as much as I can. I believe it is our moral responsibility.”

IT TAKES A VILLAGE

“Education is the key, it is an important tool if you want to change your life,”

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A healthy, responsive, and productive organization provides the foundation for effective program and service delivery. We are committed to investing time, energy, and resources in key operational areas to fully develop the Division’s capacity for positively shaping the Rutgers student experience and the work experience of our employees.

1. Create a communications plan that will help us consistently and most effectively disseminate accurate and timely information to appropriate parties.

2. Implement a comprehensive professional development program to ensure all staff members have the skills and perspectives to serve students well and excel professionally.

3. Cultivate an evidence-based and outcomes-driven culture that leverages data to inform decisions and practice.

4. Develop a fund raising plan for Student Affairs focusing on students, parents, alumni, friends, and corporate and non-profit organizations.

5. Develop an annual budgeting process that is transparent and allocates financial resources to address student needs and fulfill divisional priorities.

6. Centralize human resource functions to ensure consistency, quality of services, and compliance with university and division-wide policies and procedures for all employees, including students.
STUDENT ACTIVITIES BUSINESS OFFICE (SABO)
• Assisted over 20,000 students and staff at the SABO transaction windows.
• Processed over 15,500 check requests totaling $5.4 million.
• Processed over 8,800 deposit transactions totaling $5.5 million.
• Implemented a student organization on-line ticket sales application for events and programs.
• Sold over 6,500 on-line tickets and collected over $57,000 in ticket sales revenue.
• Provided 10 treasurer trainings reaching over 1,000 students and staff.

RESEARCH AND ASSESSMENT
• Received a $5,000 NASPA Innovation Grant to conduct assessment of the End Sexual Violence Campaign.
• Facilitated more than 20 workshops and trainings on topics including developing operational and student learning outcomes, leveraging existing data, and conducting focus groups.
• Hosted first annual Assessment Spotlight, featuring results of the Spring 2016 Residence Life Survey.
• Administered the Diverse Learning Environment survey to capture student perceptions regarding the institutional climate to undergraduates.

COMMUNICATIONS AND MARKETING
• Division-wide communications staff delivered over 5,100 design layouts; held 590 photo and event shoots, and produced over 130 videos to promote divisional programs and services and highlight the Division of Student Affairs.
• Expanded the divisional intranet to include a centralized event calendar that facilitates communication, program coordination, student learning outcome tracking, and mapping programs to divisional strategic initiatives.
• Developed adaptive communications and safety plans for volunteers during post-election and travel-ban protests, including safety group position assignments and diagrams.

DEVELOPMENT
• Helped donors create three new scholarships (Recovery House of Hope Scholarship, Will Power Retention Scholarship, Pryor-Garnett Leadership Scholarship) and uncovered two scholarships that had not been awarded since 2015 (RAAA Paul Robeson Scholarship, EEOC/GM Endowed Scholarship).
• Partnered with numerous departments to cultivate, solicit, and steward major donors (Office of Fraternity and Sorority Affairs, Alcohol and Other Drug Assistance Program, Center for Social Justice and GBT Communities, Paul Robeson Cultural Center, Leadership and Experiential Learning).
• Consulted and advised student organizations and departments on event sponsorships, grant proposals, and annual giving efforts.
FACTS AND FIGURES

TOTAL NUMBER OF BUILDINGS 54

TOTAL SQUARE FOOTAGE 768,550 ft²

STUDENT EMPLOYEES 2,696

PROF. STAFF EMPLOYEES 1,218

STUDENT WAGES: $3,637,519

FY17 BUDGET

STUDENT AFFAIRS $63,192,124

DINING SERVICES $91,131,732

TOTAL BUDGET: $154,323,856

ENDOWMENT & INVESTMENT INCOME $5,302

CONTRIBUTIONS & GIFTS* $215,250

OTHER EDUCATIONAL & GENERAL REVENUES $834,924

STATE FRINGE SUPPORT $2,719,233

AUXILIARY REVENUES $4,421,106

CAMPUS REVENUE ALLOCATION $9,562,131

STUDENT FEES $45,434,178

SCHOOL DISTRICT REVENUES $202,392,187

STATE AID $82,089,000

*These are cash gifts to divisional accounts.
PHILANTHROPY

CASH $240,677† / PLEDGES $225,000
TOTAL $465,677

EMERGENCY ASSISTANCE
Every year we witness students who are struggling to continue their education after experiencing an unforeseen financial emergency. Such emergencies can include accidents, theft, domestic incidents, food or housing insecurity, and family rejection due to sexual orientation. While we have made tremendous strides in our ability to support students in crisis, the financial strain caused by such events can still derail a student’s education. Gifts from more than 200 donors has allowed us to provide swift emergency financial relief to students in crisis.

LEADERSHIP & ENGAGEMENT
Student engagement is at the core of what we do in Student Affairs. Taking on a leadership role in a student organization, participating in an alternative break, internship, or immersive experiences are opportunities for our students to impact the community and gain the skills that will stand out to future employers. Support from over 400 donors has allowed us to remove the financial barriers that prevent students from fully engaging in the Rutgers experience.

HEALTH & WELL-BEING
Health and well-being are fundamental to success, in all aspects of life. It is our responsibility to foster a balance between academic and work excellence while promoting a life-long commitment to healthy living. Almost 500 donors supported programs and services that promote and nurture the holistic health and wellness in our students and the broader campus community.

RETENTION SCHOLARSHIPS
Every year, students who have demonstrated academic success and a commitment to their coursework are unable to continue their degree progression. It could be due to a change in their residency or family financial status, or the end of previous aid award. This situation is especially heartbreaking for those students who are just a few hundred dollars short of covering their term bill or are just a few semesters from graduating. Recent gifts have allowed us to create new avenues to help ensure that promising Rutgers students can complete their degree, regardless of socioeconomic status.

†These are cash gifts to divisional funding initiatives.
DIVISION OF STUDENT AFFAIRS
RUTGERS UNIVERSITY–NEW BRUNSWICK

Asian American Cultural Center
Center For Latino Arts and Culture
Center for Social Justice Education and LGBT Communities
Communications and Marketing
Compliance and Title IX
Counseling, Alcohol and Other Drug Assistance Program, and Psychiatric Services
Dean of Students
Dining and Retail Services
Fraternity and Sorority Affairs
Finance and Administration
Graduate Student Life
Health Outreach, Promotion, and Education
Leadership and Experiential Learning
Major Events and Programs
New Student Orientation and Parent and Family Programs
Off-Campus Living and Community Partnerships
Office of the Vice Chancellor
Paul Robeson Cultural Center
Recreation
Research and Assessment
Residence Life
Student Activities Business Office
Student Affairs Development
Student Centers and Involvement
Student Conduct
Student Health Services
Student Legal Services
Violence Prevention and Victim Assistance

Front Cover Image: Graduating Seniors Breaking Clay Pipes on the Old Queens Cannon during Senior Days – A Rutgers Tradition.