

THE BIG RAISE

The \$615.3 million raised by
the Rutgers Campaign
is making Rutgers a
far better place

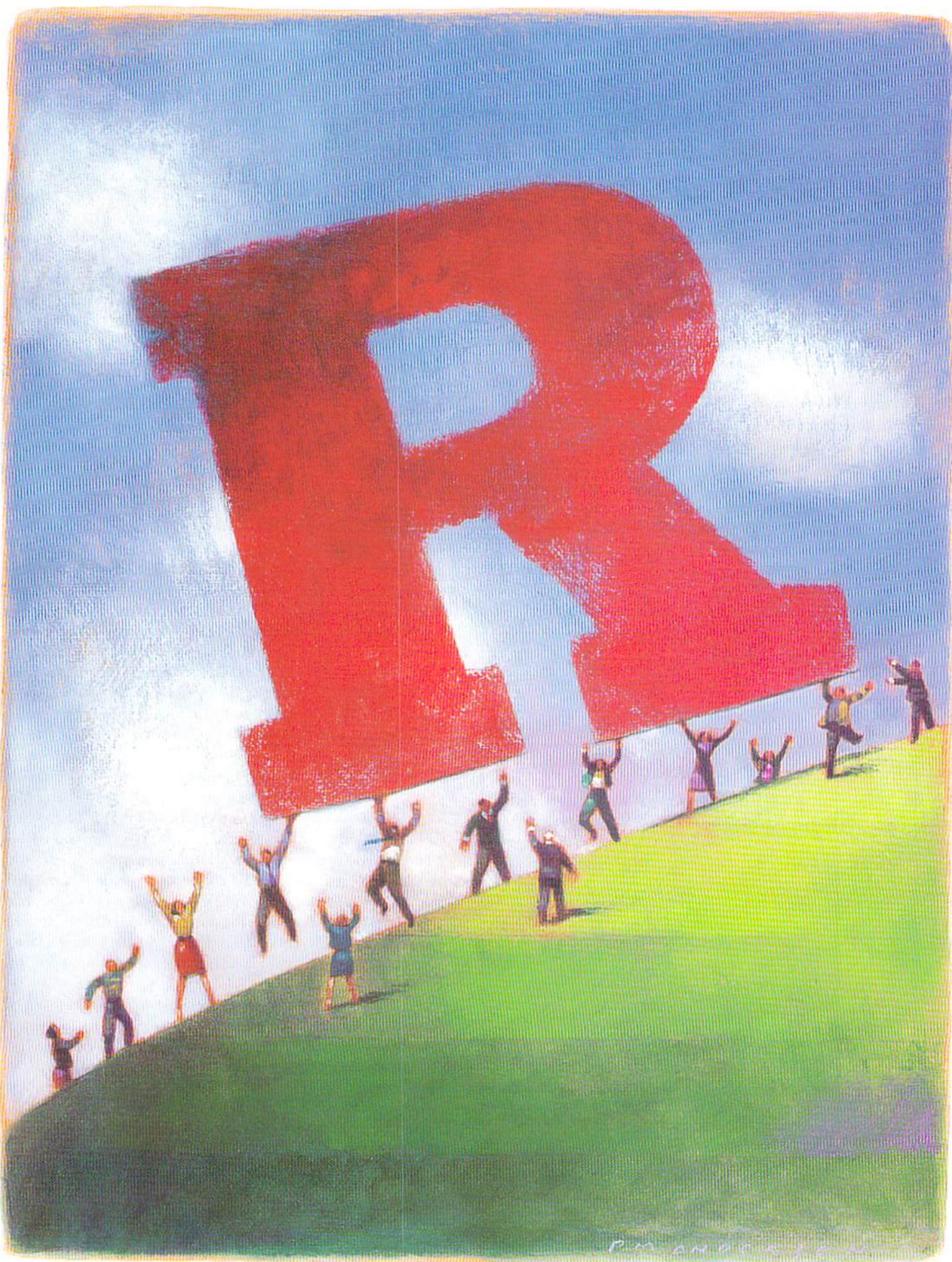
By Bill Glovin

Brought up in a poor, single-parent home, Janine Brown (DC'04) was determined to use college as a way out of her rough-and-tumble neighborhood. At McNair Academic High School in Jersey City, she earned the kind of grades that led to an Equal Opportunity Fund grant and a chance to earn a degree at Rutgers–New Brunswick. But the grant mostly covered tuition; loans, a work-study job, and a position as a residence hall assistant enabled her to live on campus and just cover the meal plan and books.

When Brown learned that she had won a Flip Wilson scholarship, she breathed a huge sigh of relief. "It came just in time," says Brown, who earned her degree in journalism and media studies in May. "I needed \$240 a month to take the train four days a week to get to an internship at *Good Morning America*. I was already \$8,000 in the hole and

was thinking about relatives I might be able to borrow more money from. The internship will hopefully help me achieve my ultimate goal, which is a career in television."

Her \$11,000 scholarship is small when measured against the \$615.3 million raised by the six-year-long Rutgers Campaign, which ended in June, but it couldn't have made a bigger difference in Brown's life. The Rutgers Campaign: Creating the Future Today, which raised \$122.8 million for scholarships, is helping to keep some of the best and brightest New Jersey high school students home and to provide countless others with the chance to earn a degree. The 14 endowed chairs, which fund faculty positions in disciplines as varied as genetics, education, and engineering, provide those students with the opportunity to interact with some of the most distinguished scholars in the nation. Health care, the environment, and the education of New Jersey's youngest residents, for



example, are all better served, thanks to support earmarked for such programs and facilities as the Rutgers Center for State Health Policy in New Brunswick; the Multispecies Aquaculture Demonstration Facility in Cape May; and the Leap Academy, a charter school in Camden.

The campaign has also moved Rutgers closer to its ultimate goal: taking its status as one of the nation's top public research universities to the next level. "The goal is within sight; we already have a number of programs that are at a very high level," says President Richard L. McCormick. "We still have more to achieve, but this campaign is a reason we should all feel good about the future."

Planning for the campaign began during the tenure of former president Francis Lawrence, who saw it as a way to meet the goals of the 1995 strategic plan, a major initiative of his presidency. Lawrence, with the plan as the campaign road map, started the wheels spinning by hiring Michael Carroll to head the university's foundation in 1997. At the time, Rutgers was lobbying to stop a national decline in federal research funds, recovering from state budget cuts made in the early 1990s, and holding retreats to figure out ways to raise money for the 12 academic growth areas that had been singled out for enhancement by the strategic plan. Carroll consulted with Rutgers' government relations staff to gauge the direction the political and economic winds were blowing. He also analyzed Rutgers school-by-school and program-by-program and

identified the areas with the best fund-raising potential.

The next year, the foundation launched the campaign's quiet phase, designed to raise money behind the scenes. By the time the public phase began in 2001, the campaign had already raised \$376 million. As Carroll and Lawrence—and later McCormick—traveled throughout the state and the country to attend campaign dinners, alumni



Two recent graduates in journalism and media studies, Janine Brown (left) and Marguerite Estephan, were the first recipients of Flip Wilson scholarships.

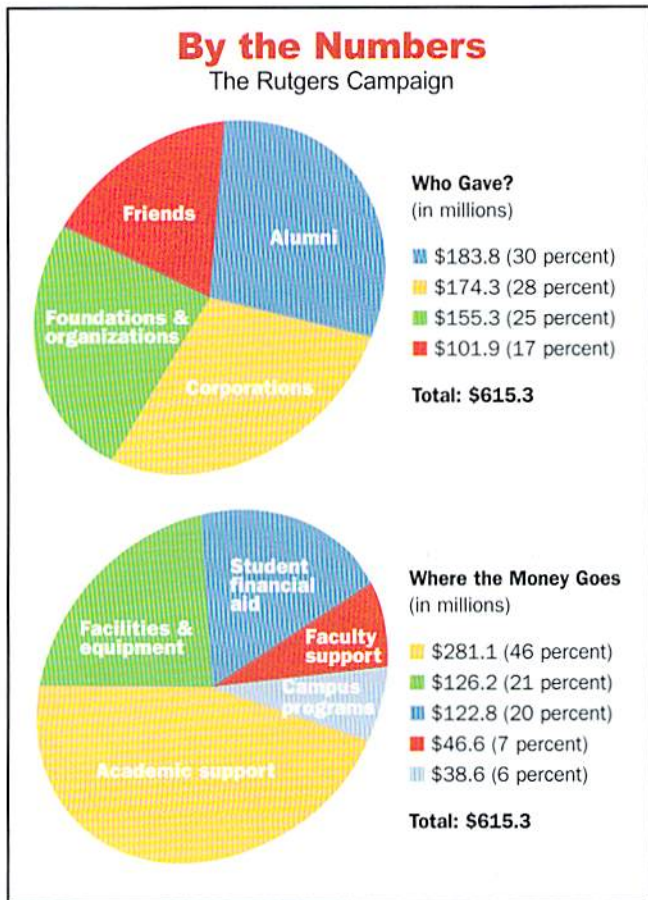
were reaching out to their friends and former classmates, development officers were meeting with prospective donors in far-off destinations, and students were manning telephone banks.

Clement Price (GSNB'75), professor of history at Rutgers–Newark and chair of the campaign's faculty and staff component, was moved by the response of current and former university employees to campaign solicitations. About 3,100 faculty, retired faculty, and staff donors contributed \$21.3 million. "I learned that there is deep fealty toward the university from retirees and people working in the trenches, people who do not earn huge incomes," says Price. "Not enough money is coming to Rutgers from the state. The campaign was almost a rallying cry; the entire Rutgers community—alumni, staff, and even students—seemed to realize that the campaign represented a very important point in our history."

Just before the campaign was to shift from its quiet to public phase, James Cullen (RC'64) was looking forward to retiring from corporate life. But his reverie didn't last long: Lawrence called to ask if Cullen would be willing to chair the second major campaign in the university's history. Cullen provided the charismatic, credible presence needed to lead a campaign. "My first instinct was to resist, but the more I thought about it, the more I realized that the timing was great, the cause was certainly great, and that I owed a lot to Rutgers," says Cullen, who accepted the post of campaign chair in 2001.

During Cullen's ascent to become president and chief operating officer of Bell Atlantic (now Verizon), he often reflected on the role that Rutgers had played in his life. The first in his family to attend college, Cullen received a \$500 scholarship from an anonymous group of alumni that allowed him to earn an economics degree while commuting to New Brunswick from his family's farm in the Possumtown section of Piscataway.

Cullen's enthusiasm and experience were just what the campaign needed. He helped appoint a 25-member oversight committee and recommended many of the corporations, foundations, and individuals who eventually gave significant gifts.



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He led planning meetings and made personal solicitations by phone and at regional alumni dinners. He also endowed a Cullen Family Scholarship Fund, which awards two \$10,000 scholarships to graduates of Piscataway High School. “Because of my background, I have an especially soft spot for students who need financial assistance,” says Cullen.

People gave to the campaign for any number of reasons. For the Kusers, it was their desire to advance tree preservation that led them to endow the John E. and Eleanor W. Kuser Chair in Urban Forestry and a faculty scholar fund. Total value: \$2.4 million. “Trees are important to the quality of life of all New Jerseyans, whether they live in urban areas or on farms,” says John Kuser (GSNB’76), a professor, now emeritus, who taught forestry for two decades at Cook College. “Trees increase property values by 6 percent and help cut fuel costs by providing shade and block-



James Cullen, who had just retired from corporate life, couldn't say no when Francis Lawrence asked him to chair the campaign.

ing wind and making our air healthier to breathe.”

For Allen and Joan Bildner, former owners of Kings Super Markets, promoting Jewish history and culture and advancing cross-cultural understanding were reasons to provide more than \$3.5 million for university projects, including, most prominently, the Allen and Joan Bildner Center for the Study of Jewish Life on College Avenue. “The Bildner gifts included a matching component that provided incentive for others to give,” says Karen Small, the center’s associate director. The matching gifts ranged from donations of \$100 for Holocaust education to \$75,000 to create a travel stipend for study and research in Israel. “During the campaign we really felt the Bildners’ personal involvement,” adds Small. “They made it their business to attend our programs and kept in touch by phone.”

For Pew Charitable Trusts, Professor Steve Barnett’s research in preschool education prompted the Philadelphia-based foundation to give gifts totaling \$13.9 million to establish the National Institute for Early Education Research (NIEER), part of the Graduate School of Education in New Brunswick. “Pew saw that we were far ahead of the curve in measuring the effectiveness of preschool education in our own state, and they

Portrait of a Campaign

Number of donors: 91,175

Number of first-time donors: 41,889

Number of donors who gave \$1 million or more: 116
(totaling more than \$356.9 million)

Number of donors who gave \$100 or less: 40,411

Percentage of alumni who gave: 18.6 percent

Oldest gift: Colonel Henry Rutgers’ watch fob, purchased at an auction by two history-minded alumni.

Gift with most mileage potential: Two Land Rovers, donated for use at a Rutgers field school in Kenya.

Gift signifying top credit rating: \$1 million donation placed on an American Express card.

Smallest object: Emerald-and-diamond ring that, when sold, is expected to provide about \$22,000 to alma mater.

Largest object: 49 acres in Hunterdon County, New Jersey, conveyed to Rutgers by a pro-preservation couple.

Most timely gift: Grandfather clock bequeathed by two alumni in memory of their father, also an alumnus.

thought it was important for us to do the same for other states,” says Barnett, director of the institute.

The result is that Rutgers has become a national leader in early education. The institute’s web site (nieer.org) serves as a national clearinghouse in information for educators and policy makers. At the National Press Club in Washington, D.C., in February, the institute announced the first-ever ranking of preschool education in all 50 states, which received enormous media coverage and kept the institute in the public eye for weeks. Says Barnett: “We are providing the kind of research and service that great public research universities are supposed to.”

At the W. M. Keck Center for Collaborative Neuroscience, located within the Nelson Biological Laboratories on the Busch campus, a visitor’s eyes first settle on a colorful world map dotted with pushpins representing spinal-cord research facilities and photos of patients who help the center with its research and fund-raising. Included on what staffers have named “The Wall of Hope” is a photo of actor Christopher Reeve, who suffered a spinal-cord



injury in a horseback riding accident in 1995. Reeve attended the ceremony celebrating the center's new home and has lent considerable support to its director, Professor Wise Young.

"You'll notice no walls or cubicles in the lab and offices; the center's design emphasizes and encourages collaboration," says senior research associate Donna Wilson. "Our Spinal Cord Injury Project and our other research brings all of the latest technology under one roof, and our primary goal is to move promising therapies from the lab into clinical trials as quickly as possible."

Dedicated in November 1999, the center received a \$2.1 million gift from the Keck Foundation in Los Angeles to offset the \$3.2 million in construction costs. "We have not come up with a miracle cure, but we are getting a little closer every day," says Wilson, one of 50 staffers hired to work on cell transplants, molecule development, and gene and drug therapies. "We work to improve the quality of life for people with spinal-cord injuries, and have made great strides in alleviating some of the secondary problems, such as bladder infections and arm and shoulder pain."

Neuroscience, genetics, nanotechnology, pharmacy, and microbiology are among the scientific disciplines whose work has been greatly expanded at the university during the campaign. "You can quantify a hundred different ways that the campaign has helped us, especially when you consider diminishing state support," says Kevin Collins (NLaw'64), the former chair of the foundation's board of overseers. Collins, former managing partner and a member of the operating committee of the First Boston Corporation, an international investment-banking firm, is among those who feel

the campaign's most significant accomplishment has been to permanently raise the fund-raising standard at Rutgers. "It has been proven time and

opportunity and excitement, and ours did just that for Rutgers."

As regional receptions in New Jersey and Chicago signaled the end of the campaign last spring, McCormick often heard the same refrain: What about the next one? The university's needs are still great, says McCormick, emphasizing that he believes the framework is firmly in place for a campaign with a loftier goal, like Penn State and the University of North Carolina, which have raised more than \$1 billion in campaigns. One objective of the next campaign may be to create more aesthetically pleasing campuses, he says. "We have the number one ranked philosophy department, which is infinitely more important than having an attractive building to house it in," says McCormick. "But beautiful campuses attract people to a university, lift their spirits, and create an atmosphere of learning and collaboration."

For now, McCormick has some of the nation's most respected scholars in new endowed faculty chairs, a wide range of scholarships for deserving students, and new and expanded facilities in which to work. "Faculty and students, supported by excellent staff, are at the heart of what we do. The campaign has helped us attract and retain top faculty and supplement state funding. It has also allowed us to provide scholarships to keep more of the state's brightest students in New Jersey," he says. "The campaign represents a magnificent group effort; it has gone a long way to making Rutgers a far better place." □

Bill Glovin is the senior editor of RUTGERS MAGAZINE.

Ed. Note: For a related story, see "Raise a Toast," page 41.

Selected Gifts

Camden

Ronald (RC'71) and Kathleen Wilson have made a \$1 million commitment to endow a scholarship for full-time undergraduates at the School of Business-Camden and the Camden College of Arts and Sciences.

Howard Gillette, Sr., whose son Howard is a professor of history on the Camden campus, has made a \$50,000 gift to the Mid-Atlantic Regional Humanities Center to match a challenge grant from the National Endowment for the Humanities.

A \$50,000 commitment from **Brian (CLaw'82) and Cheryl Kramer Rothman (RC'79, CLaw'82)** will create a scholarship at the School of Law-Camden.

New Brunswick/Piscataway

A \$1.25 million gift from **Regina Best Heldrich (DC'42)** has completely restored the former chemistry building at Douglass College.

More than \$1.2 million from the estate of **Laurance (ENG'34) and Dorothy Leeds** has created an endowed scholarship fund at the School of Engineering.

Nicholas Rutgers IV (RC'50) and his wife, Nancy, have given an \$860,000 gift to the Center for Human Evolutionary Studies.

Newark

Cynthia Kastner (NCAS'70) has established an endowed scholarship for an NCAS student with her gift of more than \$114,000.

Linda Jo and Donald Carter gave \$738,668 to support April Benasich's research at the Carter Center for Neurocognitive Research.

Blanche and Irwin (RBS'51, GSM'58) Lerner committed \$1 million to create the Center for Pharmaceutical Management at Rutgers Business School-Newark and New Brunswick.

time again that once the bar is set at a higher level, it tends to stay at that level," says Collins. "That is something we have achieved over these six years." Adds John Pearson, director of leadership gifts for the foundation, "Donors who move up to a higher level of giving tend to not drop back, regardless of the reason they moved up in the first place. Campaigns create an atmosphere of