



NSF I-Corps Hub
Northeast Region



**RUTGERS
HEALTH**



NOVUS

On-campus Intro to NSF I-Corps

Begin your innovation journey and learn about the path to entrepreneurship



RUTGERS UNIVERSITY
Interdisciplinary Job Opportunities
for Biomedical Scientists



Rutgers-Health, Medical Sciences Building, B619
185 South Orange Avenue, Newark, NJ
Rutgers, The State University of New Jersey



Tuesday, June 4th 2024
(9:00 am - 1:00 pm ET)

REGISTER BY MAY 29, 2024

www.icorpsNE.org



NSF I-Corps Hub
Northeast Region



RUTGERS UNIVERSITY
Office for Research

Welcome & Introduction

Lori Dars



NSF I-Corps Hub
Northeast Region

*Shifting your mindset from the technology
to the people who benefit*

Novus I-Corps Program @ Rutgers-Health

Tuesday, June 4, 2024

9:00am – 1:00pm

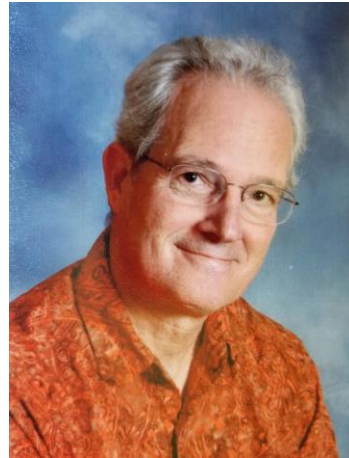
Agenda

- Welcome, Intros and Housekeeping
- Value of Innovation: Intro to Lean Launchpad & Customer Discovery
- Problem/Solution Fit: Customer Segments & Value Propositions
- Break
- Interviewing Best Practices
- I-Corps Alumni Panel
- Next Steps
- Q&A
- Networking – Breakouts
 - Looking for teammates or looking to join a team
 - Connect with Faculty Leads/Tech Transfer Officers from your Institution
 - Connect with I-Corps Teaching Team Members (Propelus, National I-Corps)

Novus Hosts/Presenters



Dan Benderly
NE I-Corps Hub
Instructor



Dunbar Birnie
NE I-Corps Hub
Faculty Lead - Rutgers



Lori Dars
NE I-Corps Hub
Instructor/Trainer



Mark DeGuzman
NE I-Corps Hub
Program Manager

Meet your Peers

Please share the following:

- Name
- Field of Study (Student/Post-Doc)
- Department/School (Faculty or Staff)
- Company (Alumni/Community member)
- Your **innovation** (5 words or less)

Introducing the Northeast I-Corps Hub



- \$15M Hub located in the Northeast (2022)
 - Regional & National I-Corps training programs
 - Research on entrepreneurship impacts
 - Spur economic development from fed research
- Core values: equity, diversity and inclusion

NORTHEAST REGION I-Corps Hub

Princeton University – Lead Institution

Rutgers University

University of Delaware

Delaware State University

Drexel University

Lehigh University

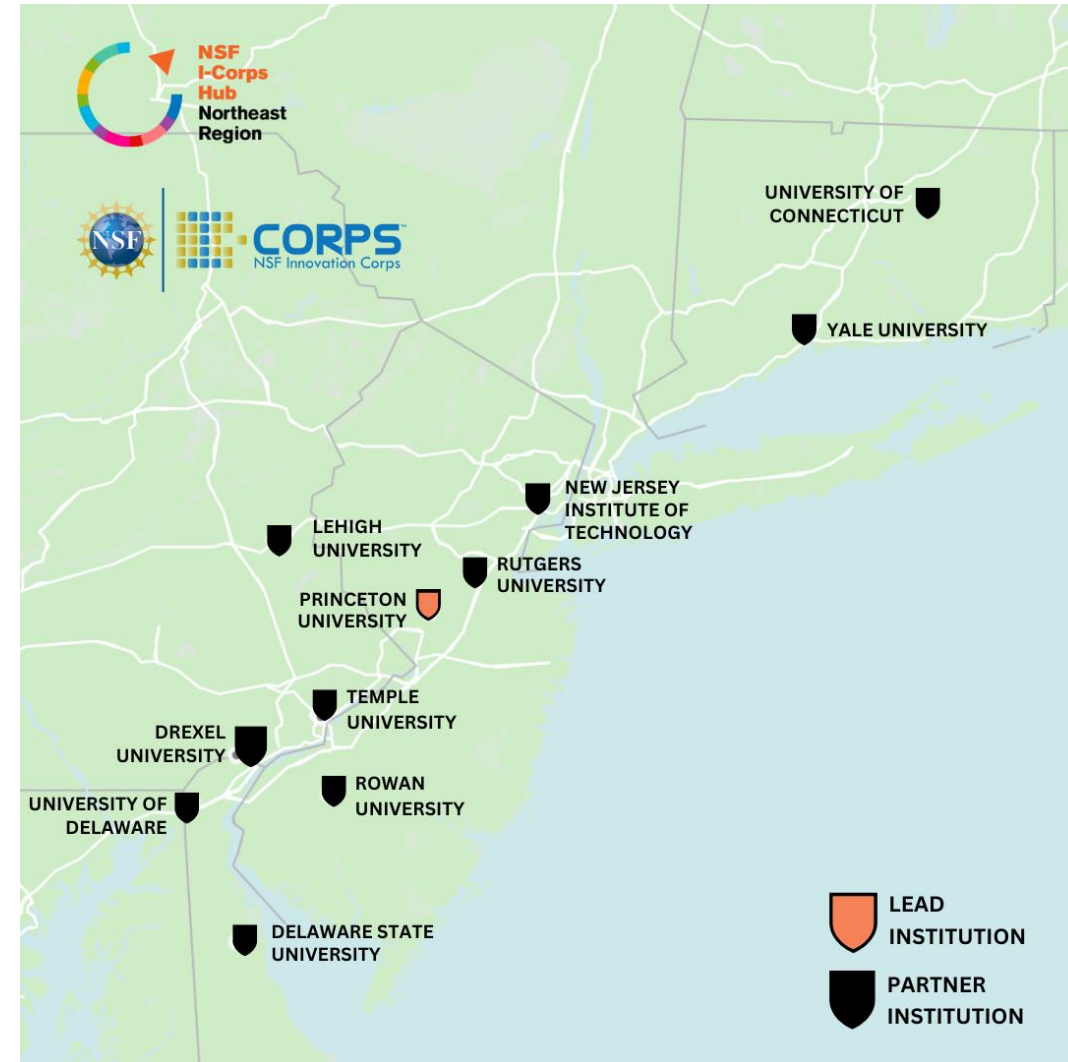
New Jersey Institute of Technology

Rowan University

Temple University

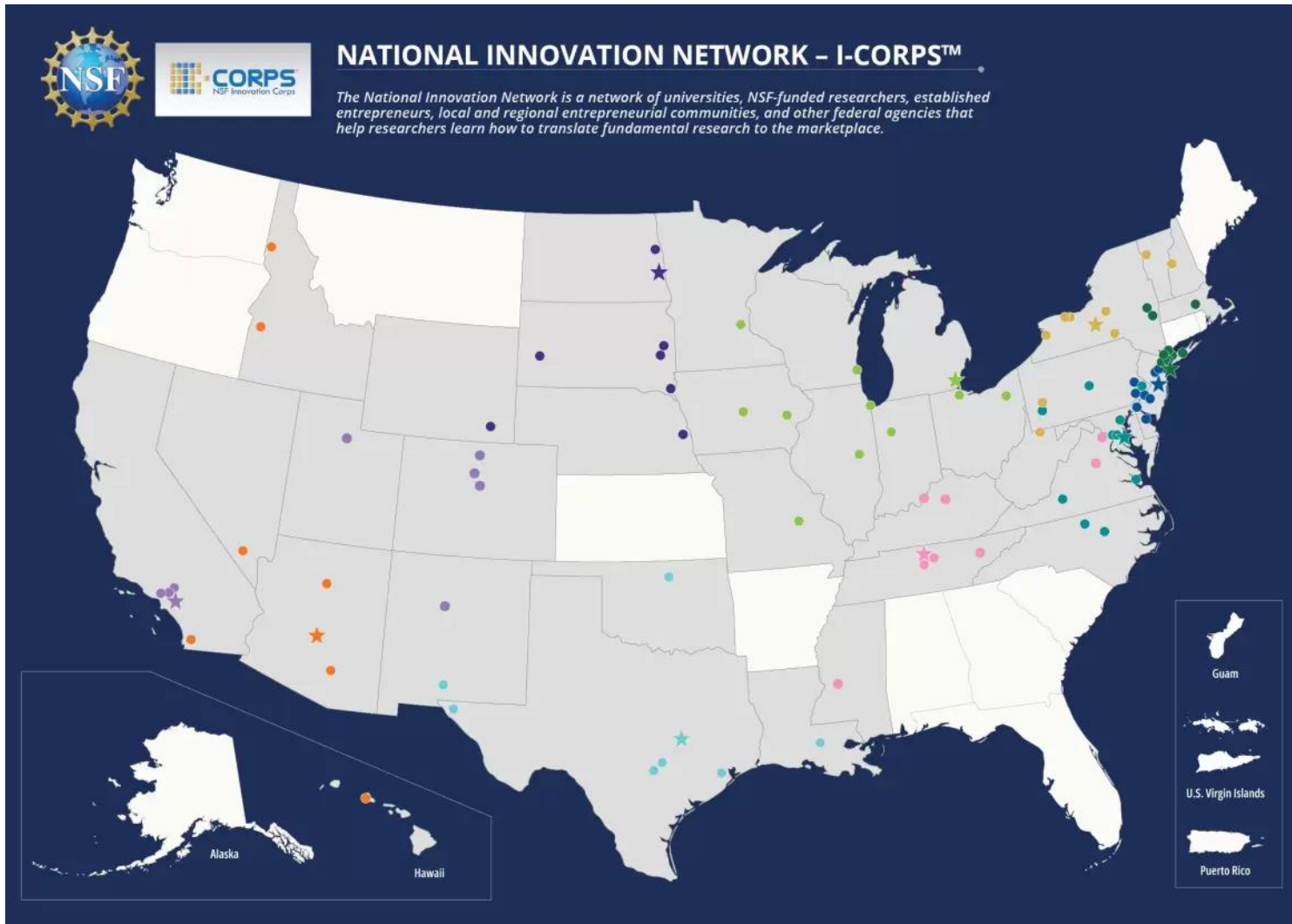
Yale University

University of Connecticut



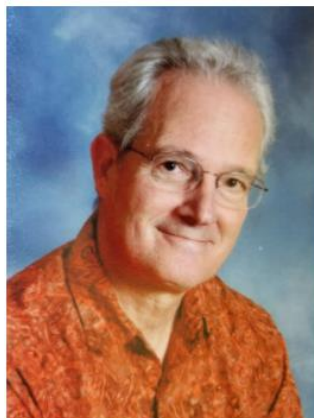
National Innovation Network (NIN)

- 10 I-Corps Hubs across the country



- Desert and Pacific Region Hub
- Great Lakes Region Hub
- Great Plains Region Hub
- Interior Northeast Region Hub
- Mid-Atlantic Region Hub
- Mid-South Region Hub
- New York Region Hub
- Northeast Region Hub
- Southwest Region Hub
- West Region Hub

Faculty Leads



Dunbar Birnie III

Faculty lead
Rutgers University



Jannette Carey

Faculty lead
Princeton University



Daniel Freeman

Faculty lead
University of Delaware



Caroline Schauer

Faculty Lead
Drexel University



Nidhal Bouaynaya

Faculty lead
Rowan University



Constant Beugré Jr.

Faculty lead
Delaware State University



John Coulter

Faculty lead
Lehigh University



Michael Ehrlich

Faculty lead
NJIT



Iyad Obeid

Faculty lead
Temple University



Sarah M. Miller

Faculty lead
Yale University

I*-Corps™ History

* I - stands for *Innovation*

- **Program launched in 2011** – created by Steve Blank
- Has become the **standard** for commercializing science in the U.S
- **2017**: I-Corps is legislated ([pdf](#)) **[American Innovation and Competitiveness Act, AICA, Sec 601](#)**
- **1300+** NSF Teams launched **startups** NSF Teams raised **over \$3 Billion in funding**

Objectives



*From National Science Foundation Innovation Corps (I-Corps) Biennial Report 2021 [NSFI-Corps2021BiennialReport.pdf](#)

Why do researchers & innovators need I-Corps?

This is what we OFTEN see



Example of a product that didn't succeed

- Teforia – tea brewer machine connected with an app
 - **Raised \$17.1 million**
 - Cost over \$1,000
 - Company sold prepackaged tea packets
 - Cups were high maintenance

If you are a tea drinker, would this product interest you?



During today's program, we are going to help you learn **how** to determine if what you are working on meets a customer need



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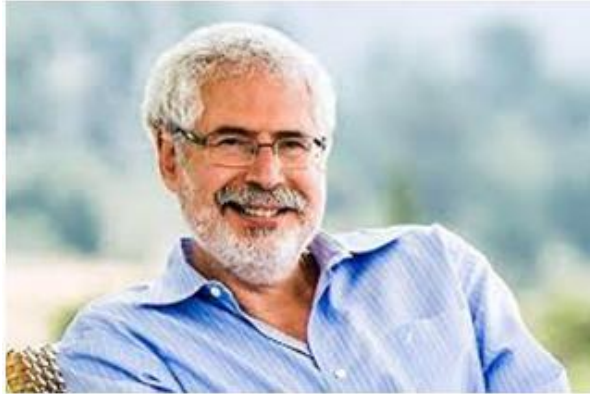


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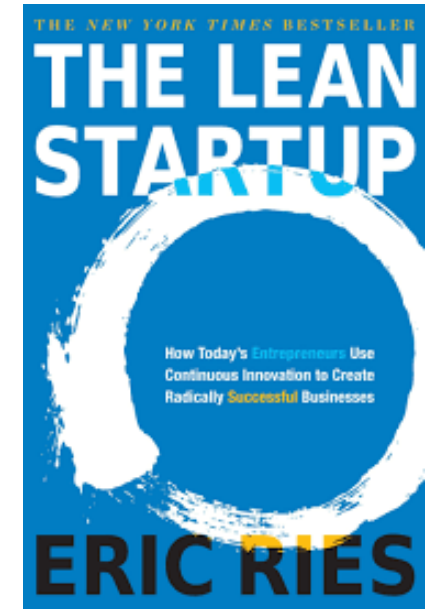
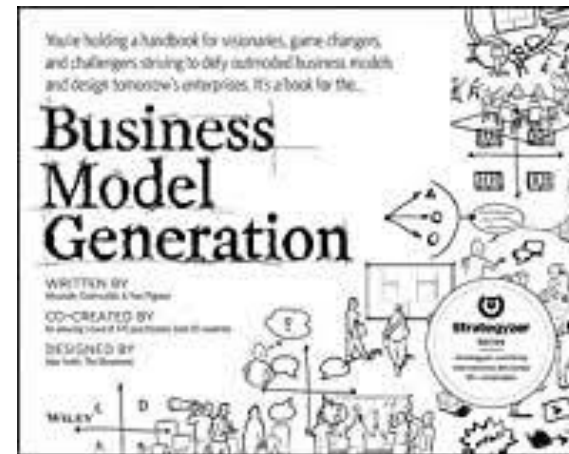
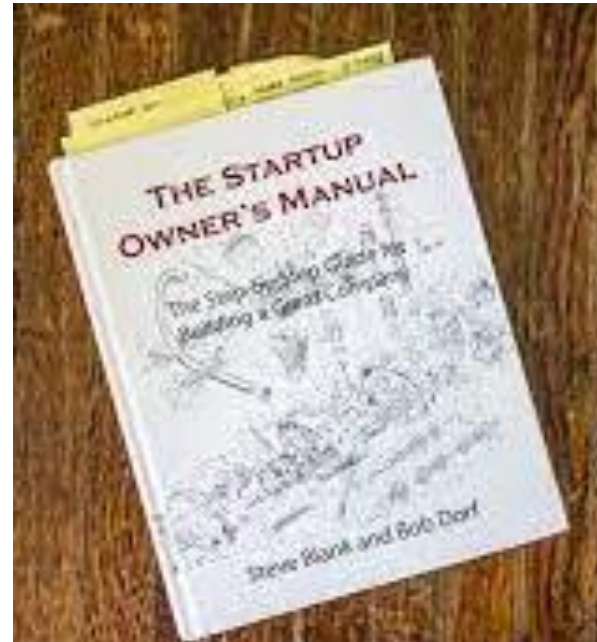
Introduction to Lean Launchpad and Customer Development

Dunbar Birnie

Key Resources



Steve Blank





If you start with a great idea,
what happens next?

Incorporate,
patent &
you'll be
swimming in
success,
right?



DEPTH
GAUGE
90 ft

WRONG!

90% of startups fail.

**75% of venture-backed startups never
return cash to investors.**

Evidence-Based Entrepreneurship

- We used to believe startups are a smaller version of a large company
- We **now** know
 - **Company**: a business organization which sells a product or service in exchange for revenue and profit [**Execute on knowns**]
 - **Startup**: a *temporary* organization designed to *search* for a repeatable and scalable business model [**Search to validate assumptions**]

A Startup aims to become a company

Why do startups **fail**?



More startups fail from a lack of customers than from a failure of product development

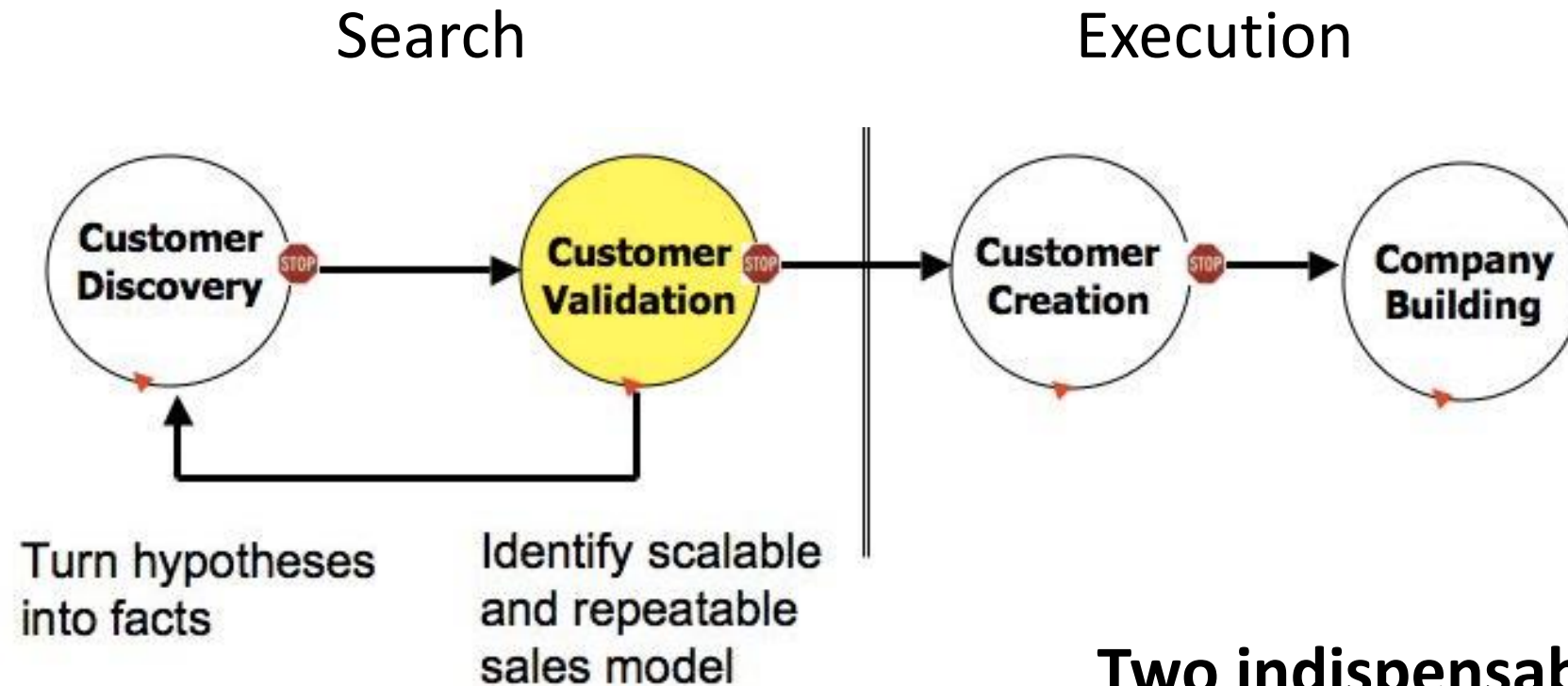


Building something no
one wants is
expensive.



KEY QUESTION: How can we avoid wasting a lot of time and money building something that no one wants?

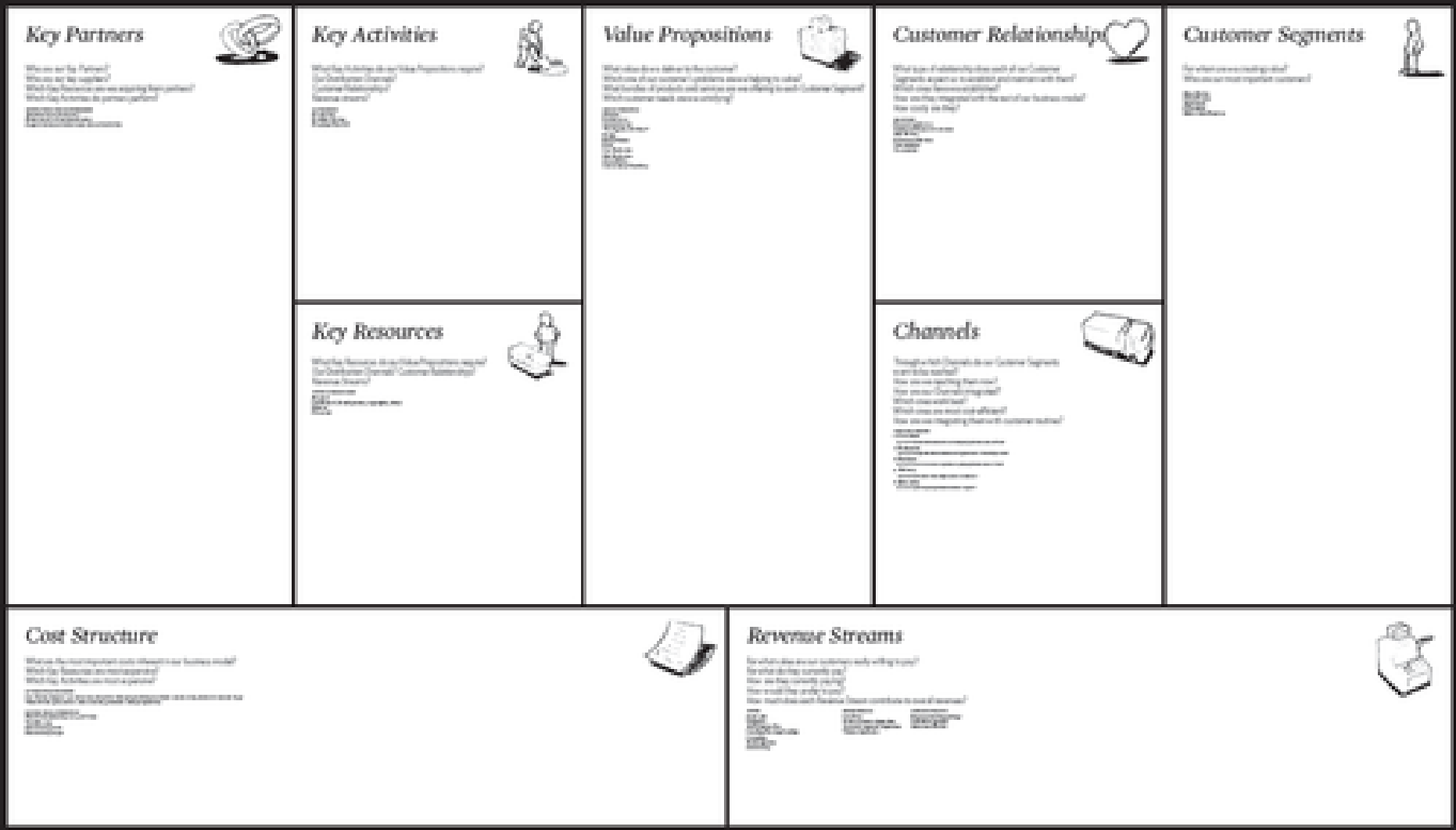
Customer Development



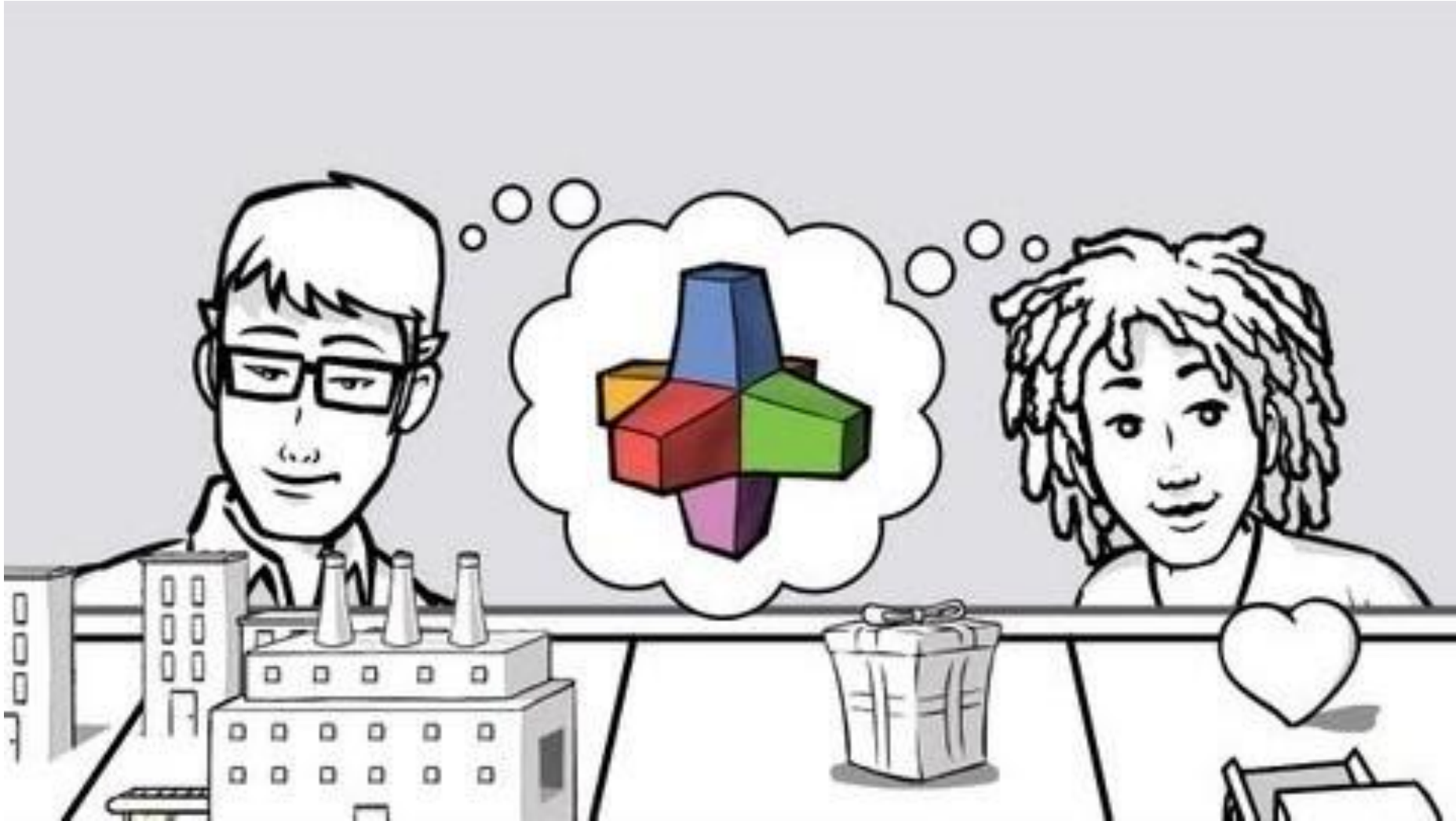
Two indispensable tools:

- Business model canvas
- **Customer interviews**

Business Model Canvas



<https://www.youtube.com/watch?v=wKQP-BaCOjA>



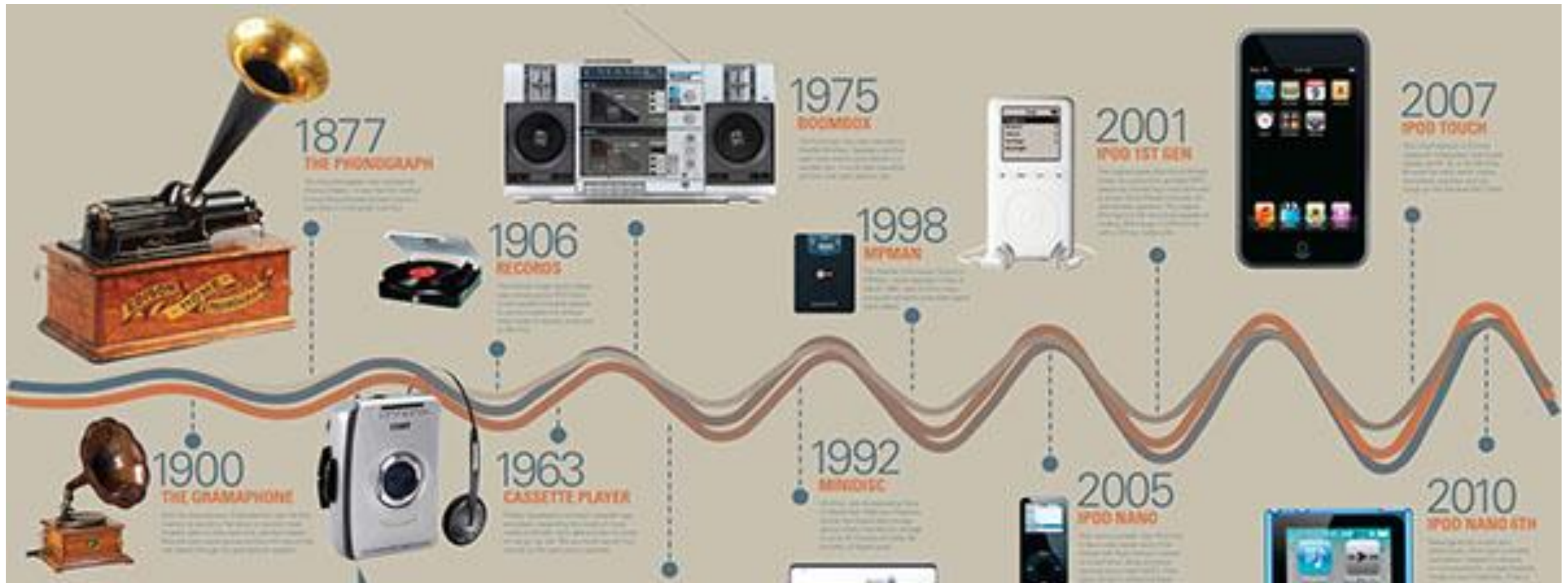
What Problem are you Solving?

Jobs to be done: A fundamental problem (or set) the customer is trying to solve in a particular circumstance

“People don’t want to buy a quarter-inch drill...”



They want a quarter-inch hole!”



Job to be Done

Jobs persist, while all products evolve and fade away over time.



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Value of Innovation: Intro to Lean Launchpad & Customer Discovery

Dan Benderly, Associate Director, New Ventures

New Ventures



Dan Benderly
Associate Director, New Ventures
NE I-Corps Hub Adjunct Instructor

From Ideas



to Impact

Rutgers Technology Transfer

The purpose of our team is to partner with the Rutgers community to **encourage** deliberate innovation, **protect and leverage** Rutgers intellectual property, **foster** collaboration with industry, and **enable** entrepreneurship.

RUTGERS OFFICE FOR RESEARCH



What is a Business Model?

- “Describes the rationale of how an organization creates, delivers, and captures **value**” – *Alexander Osterwalder*



- Creates & Delivers v. Captures
 - Although distinct, they all need to be part of your plan

Importance of an **innovative** business model

“a **mediocre technology** pursued within a great business model may be more valuable than a **great technology** exploited via a mediocre business model”

– *Henry Chesbrough*

Faculty Director of Garwood Center of Corporate Innovation, UC Berkeley (coined the term “Open Innovation”)



Why didn't Sony invent the iPod?

- Technology and engineering capabilities
- Powerful music list (Sony Music label)
- Vision of integration of content and a device (acquisition of CBS Records and Columbia Pictures)
- Ability of achieving aesthetic design in products
- Ahead of Apple on these and financial fronts



Why didn't they invent the iPod?

They could not envision a business model driving profit by coupling distribution of **cheap** content with an expensive device



Apple **Flipped** a Classic Business Model

Sony/Gillette's razor-blade model

- Sell [Walkman] razors (handle + 1 blade) cheap
- Charge a premium on the [Tapes and CDs] replacement blades



Apple's iPod model

- Keep margins high on the “handle” (iPod)
- Give away the blades (low margins on iTunes music)
- Made it integrated and SIMPLE

Other Business Model Innovations

Dell

Implemented a customer-driven built-to-order model that outperformed traditional built-to-stock modeled companies



Taco Bell

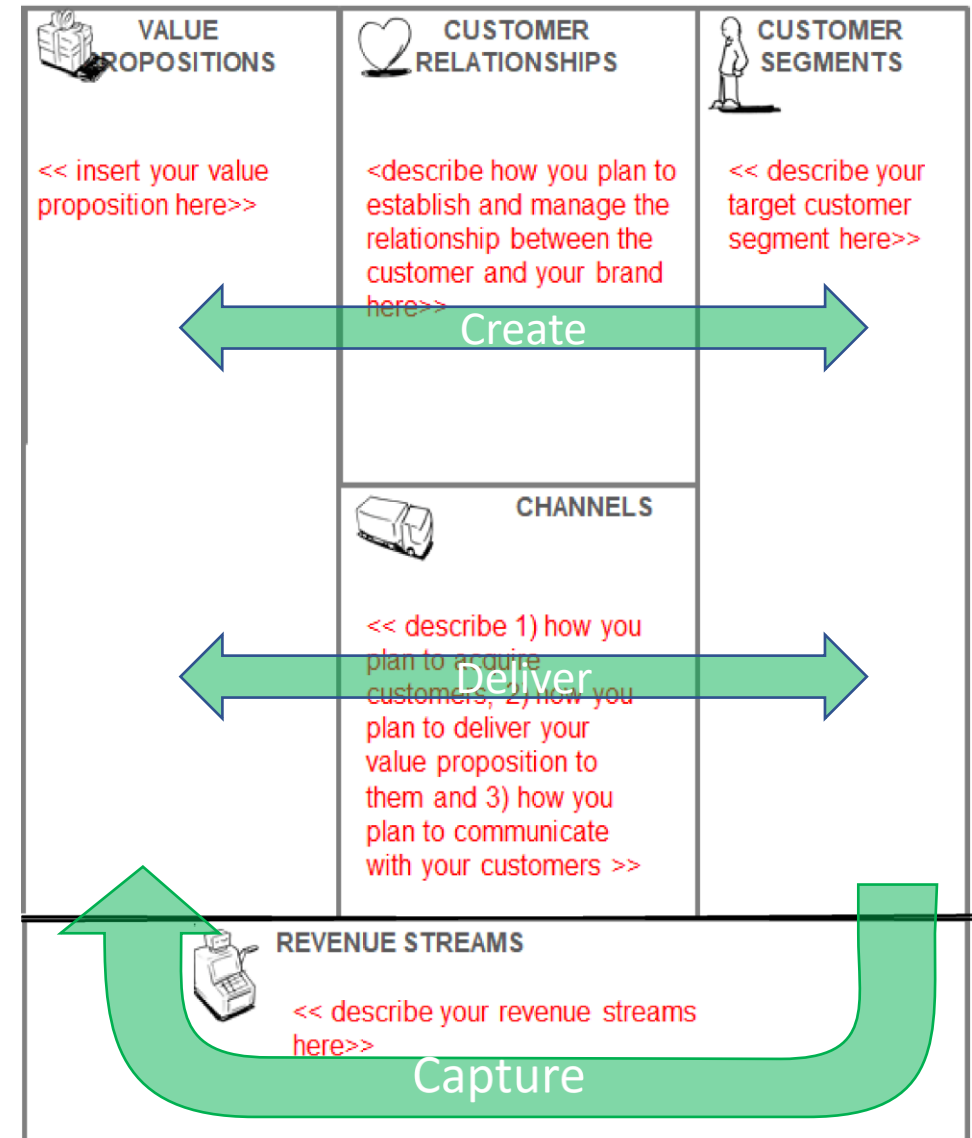
Prior to 1980's, cooked everything onsite in full kitchens. They innovated their model to have every site be a heating and assembly unit (cooking done off-site to take advantage of economies of scale)



Focusing on the **right side** of the Business Model Canvas

Ask what they mean to you?

- Value Proposition
- Customer Segments
- Customer Relationships
- Channels
- Revenue Streams



Customer Segmentation

- **Who** are my customers?
 - Customers are the **people** who make or influence the decision to use and write the check
 - End users are not usually the only customers
- You need to find out by **getting out of the building**
 - Confirm (validate) needs and pains
 - Confirm (validate) product-market fit with your customers (you are relieving a pain or providing a gain that has value)
- Need to be able to draw a detailed picture of your **customer archetypes**: age, gender, affluence, interests, geography, size, specialty, etc.
 - What is their motivation to buy?



“Your customers do not exist to buy. You exist for them.”

– Steve Blank –

Value Proposition – Pain and Gain

What specific “pains” are you solving for you customer? or
What specific “gains” are you providing to your customer?

- **Pains** = problems that customers have that need to be solved
 - A sore back (Aspirin)
 - A way to avoid constant traffic on the way to work (Waze G.P.S. app.)
- **Gains** = added value (Netflix for on demand, commercial free entertainment)
- The answers are dynamic, will change with each one of your **customer segments**, and the technology/innovation you are bring to the market



Value Propositions = **specific pains you solve and gains you offer your customer**

- **NOT** Product Features



How **Intense** is the Pain?



& how **frequent**...?

Pain Relievers

**Reduction / optimization
in use, cost, value, need for
resources**

- Save time
- Save money
- Retain talent
- Decrease negative emotions
- React to threats
- Support customers
- Protect brand
- Etc.

Gain Creators

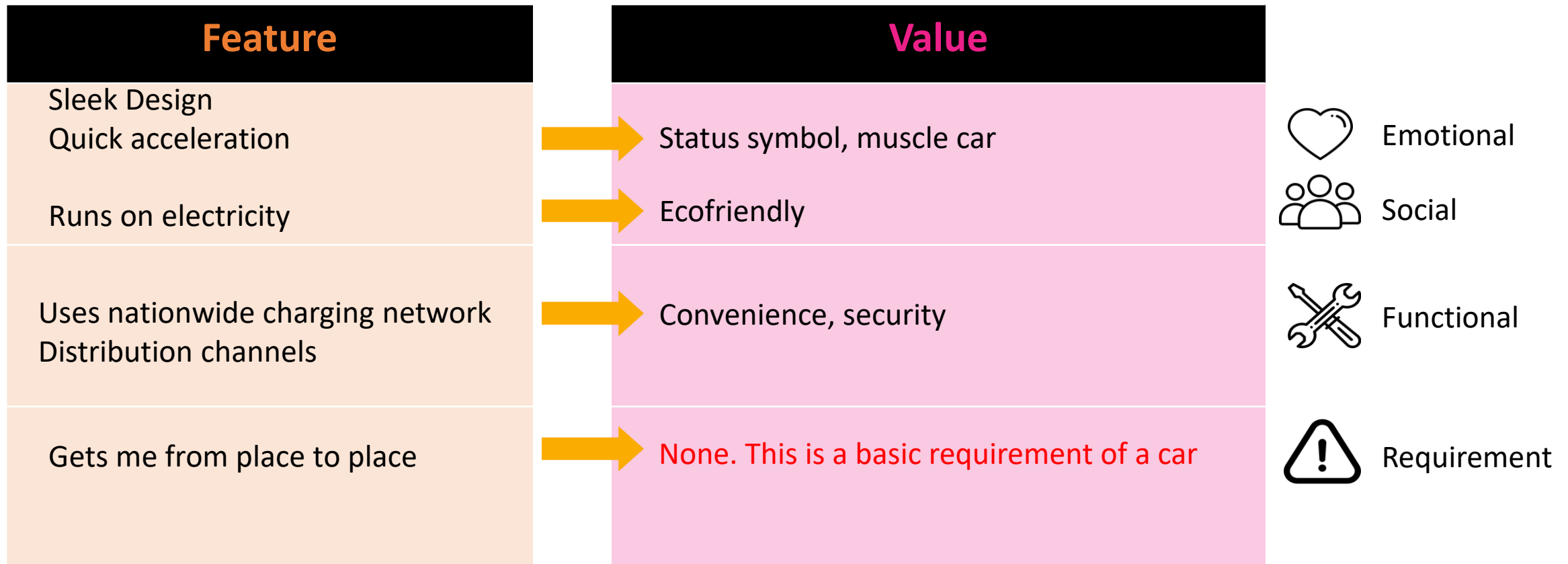
**Benefits the customer
expects, desires or is
surprised by**

- Functional utility
- Make money
- Happy employees
- Increase positive emotions
- Mitigate risk
- Satisfied customers
- Brand recognition
- Etc.

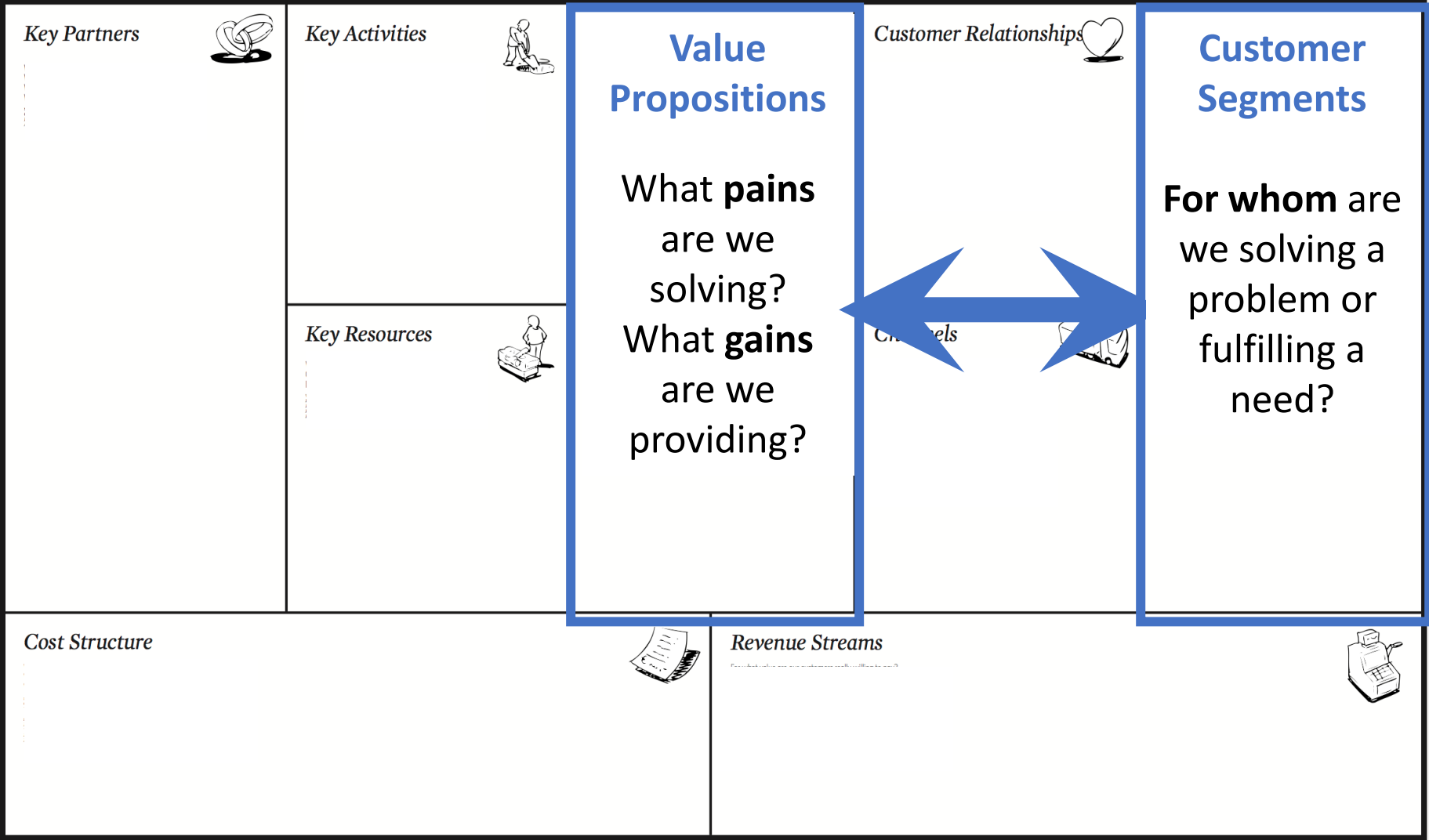
Which are
the **more
compelling
reasons** to
adopt a
new
product /
service?

Features vs. Value (as in proposition)

example: TESLA 1st release



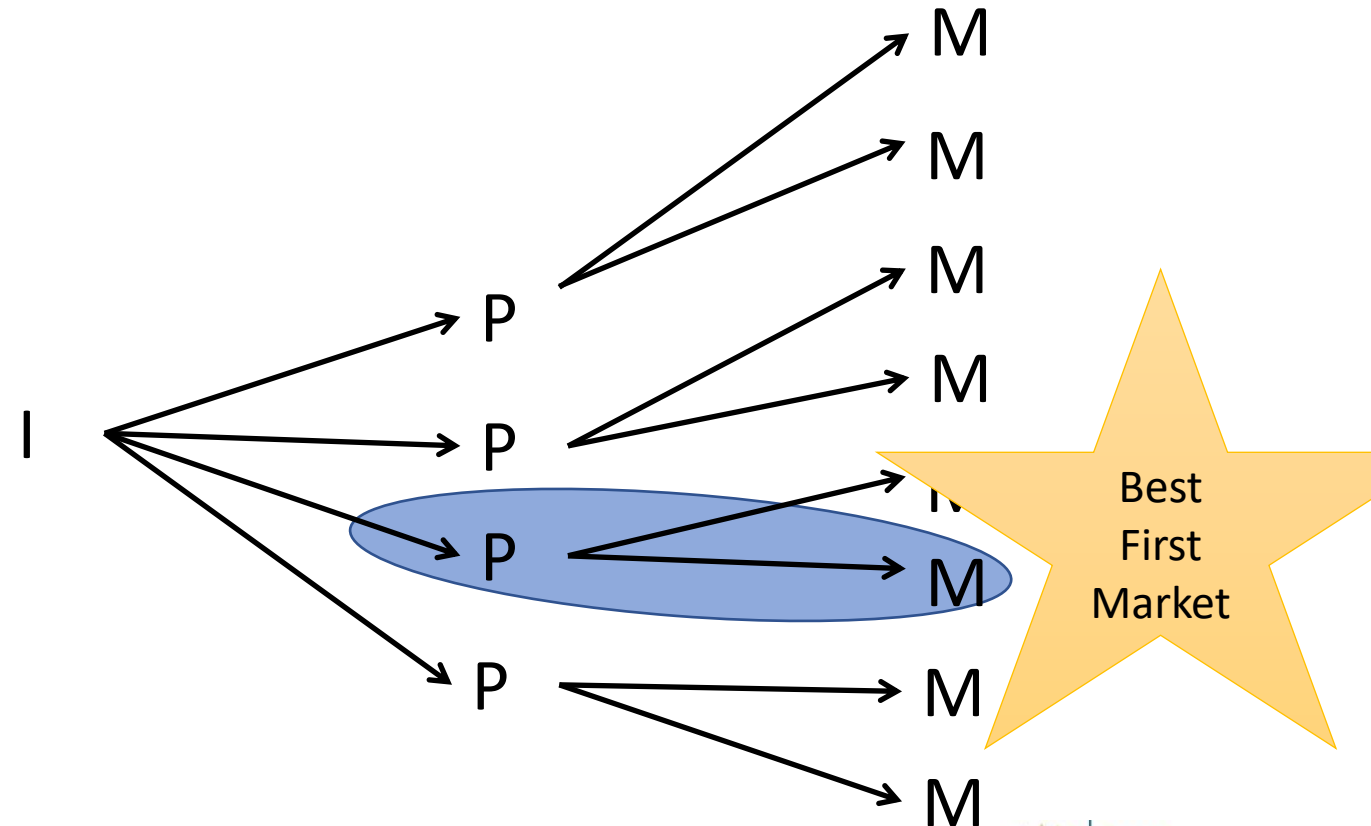
Aligning the Problem with the Value to the Customer



Product-Market Fit

- Confirm Pain Points
- Confirm Value Proposition

Product-Market Fit



Value Proposition Exercise



1. Highlight the major pains/gains for **your** customers
2. Summarize **the value** that solving those pains and receiving those gains are worth to the customer.
3. What is your '**business thesis**' regarding these customers?
Be customer specific – what is your theory in how you can solve their problem?
4. **Review the example** and then take 5 - 10 minutes to develop your own value proposition by producing your own 'business thesis'
5. We'll be asking for **a few volunteers** to share with us

Value Proposition Exercise - Example



For: Bus drivers
[target customer]

Who have a flat tire enroute
[significant problem/need]



My solution provides: a portable tire pump to quickly get the bus back on the road
allowing passengers to readily get to their destination, minimizing customer complaints [key benefit]



Unlike: Waiting for a tow truck/service.
[how customer solves today]



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Get to your Value Proposition by creating a 'business thesis'. The business thesis is what you 'test' in your customer discovery interviews.

Value Proposition Exercise

For: _____
[Who has the problem? This is your target customer]

Who work as a _____ in _____
Role / Title Type of Company]

Who has: _____
[significant problem/need]

My solution provides: _____
[key benefit]

Unlike: _____
[how customer solves today]



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Break: Come back in 10 min.
Time: **11:10 am**



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Best Practices for Customer Discovery

Mark DeGuzman, Former Entrepreneurial Lead for a National I-Corps Team

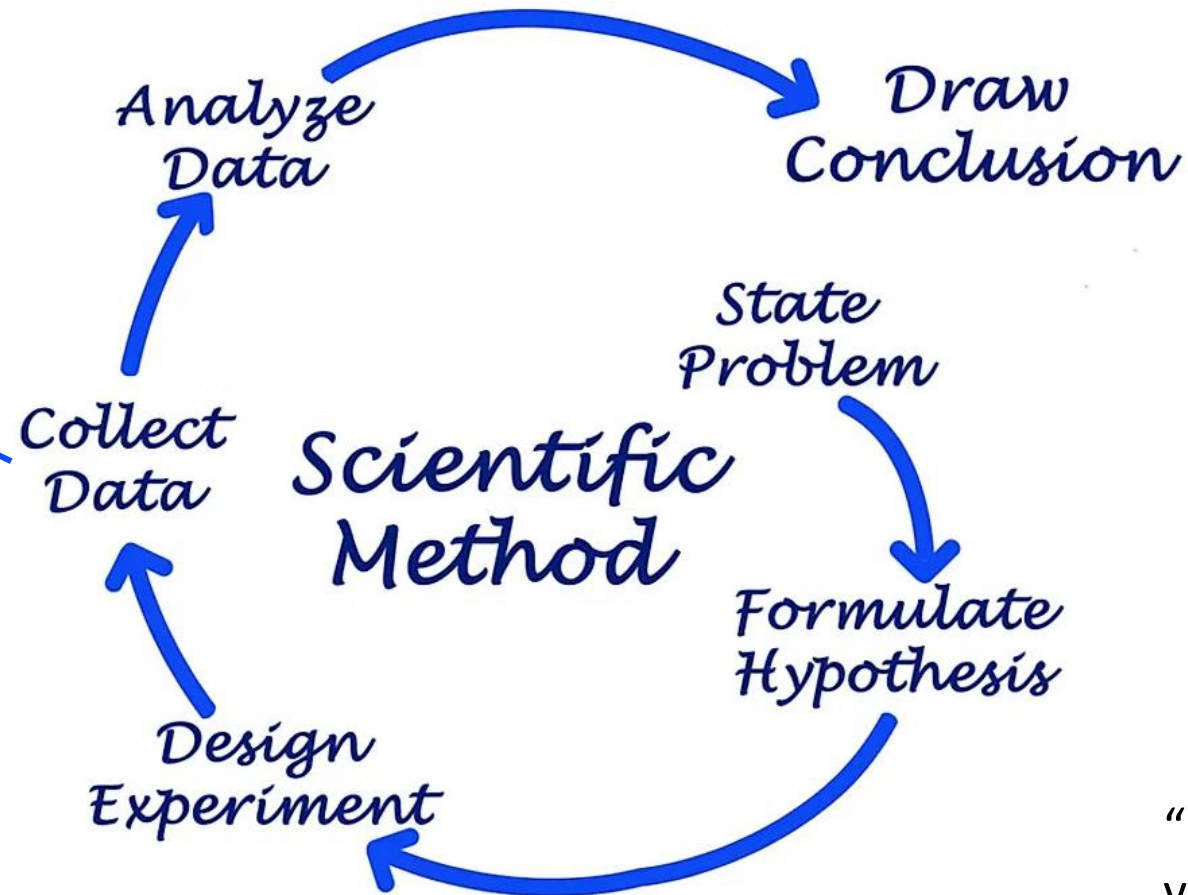
Pop quiz

What is the **method** scientists use to turn hypotheses into facts?



Evidence-Based Entrepreneurship

Talk to potential customers!



“It’s the difference between a vision and a hallucination”

- Steve Blank

What is Customer Discovery?

(Poll)

customer discovery

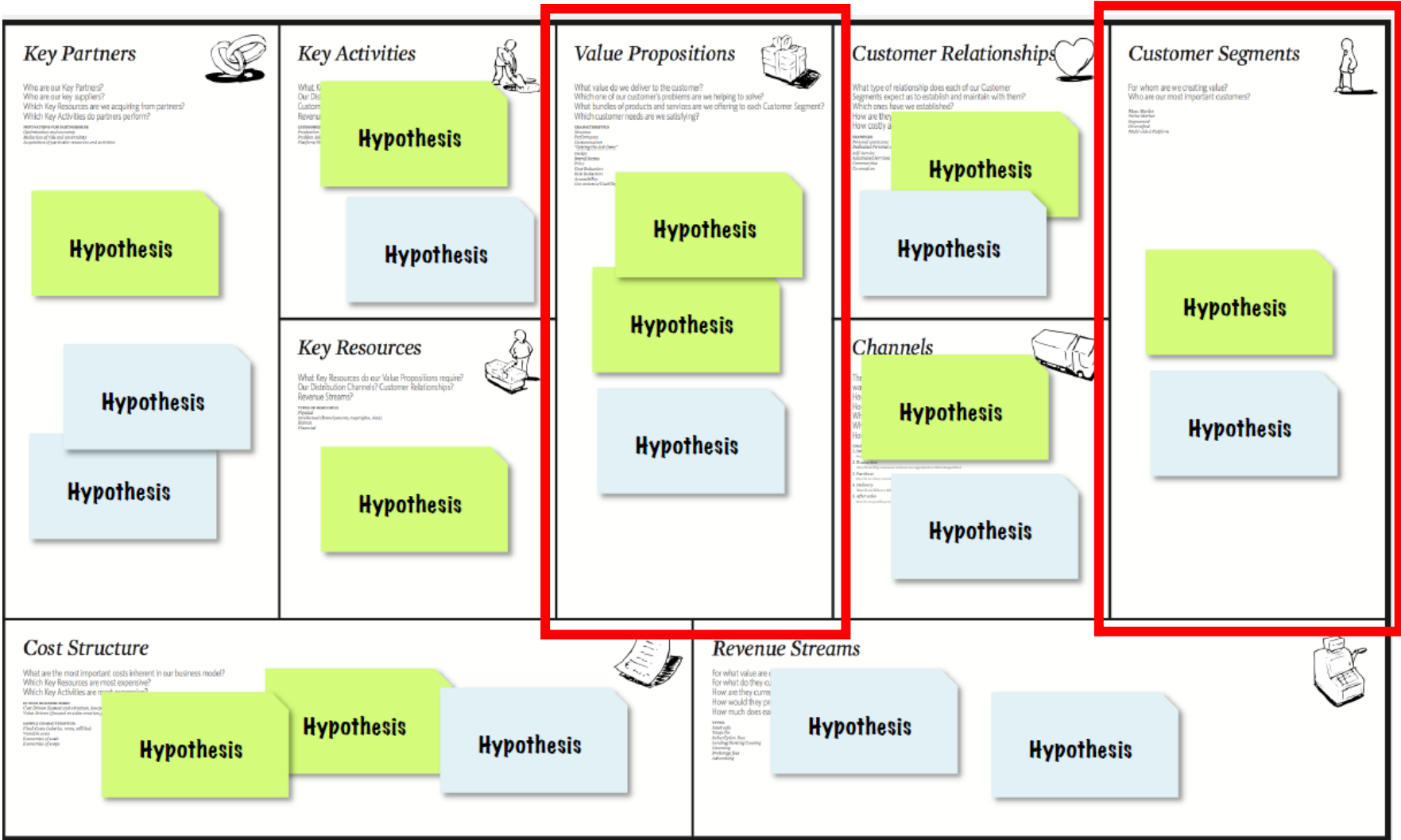
noun

cus·tom·er dis·cov·er·y | 'kəstəmər də'skəv(ə)rē

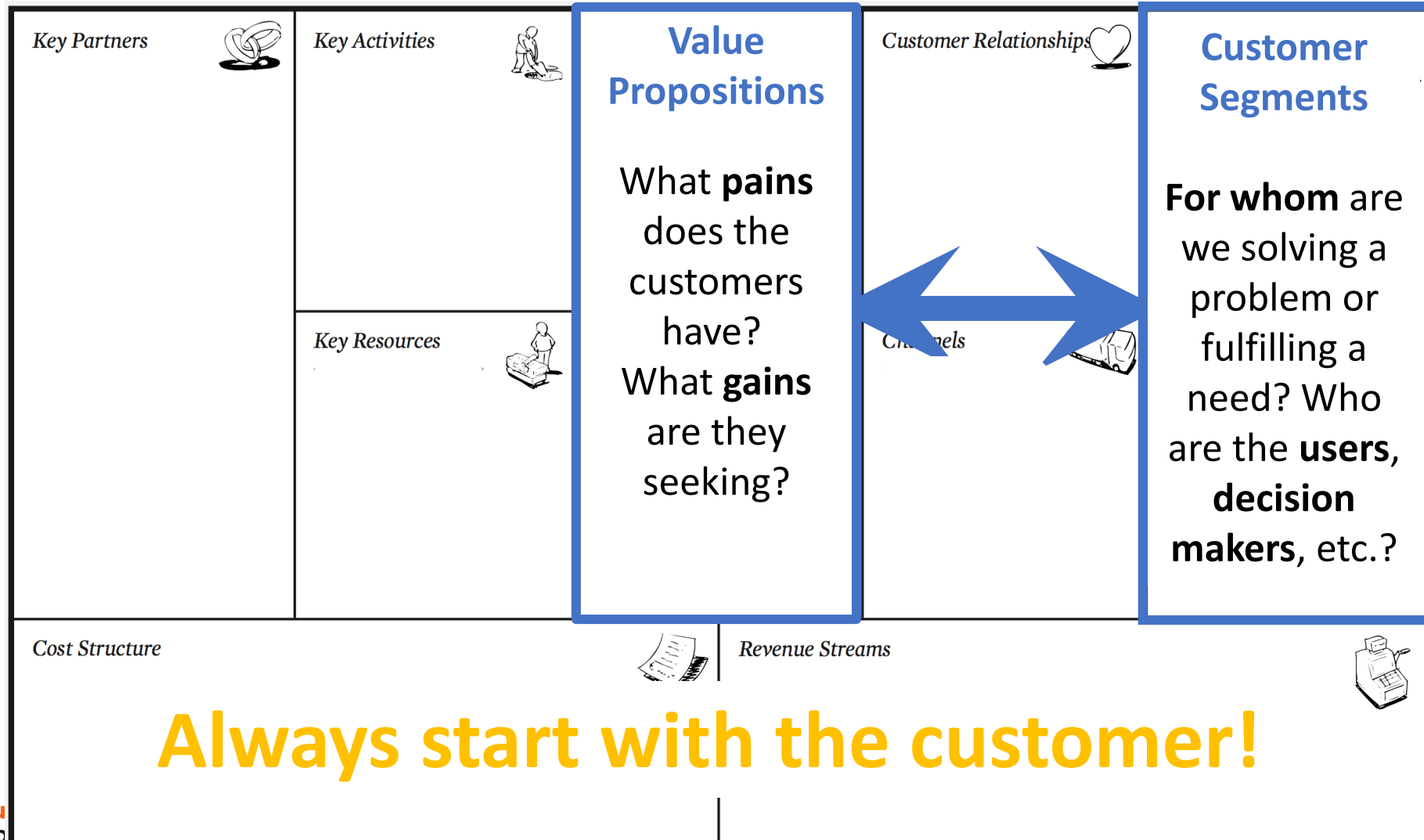
Process of **asking questions** to understand needs and pain points of potential customers



Hypotheses & the BMC



Step 1: Start with your assumptions

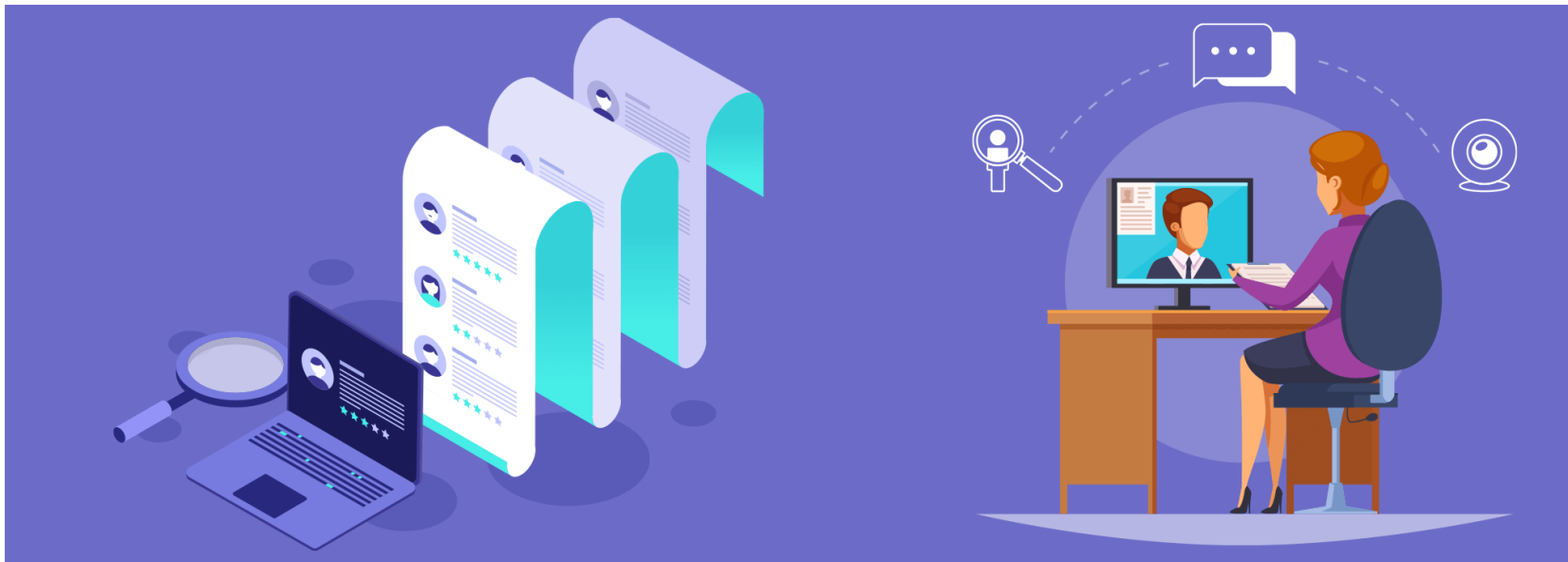


How do you test your Hypotheses?

- **Get Out of the Building** and talk to your potential customers.
- Your "Guesses" must be TESTED to validate/invalidate them
 - **WHO** your Customer is = **Customer Segments**
 - **WHY** they would care = **Value Propositions**
- I-Corps TRAINS you on how to do these types of experiments
 - **Novus** is a taste
 - **Propelus** is a meal
 - **National I-Corps** is a banquet

Prep **BEFORE** the Interview

LinkedIn



WHO should you speak with?
HOW should you approach them?

Get out of the building

- Don't start with your "dream" customers
- **In person meetings** are always best
- Phone calls are not a good substitute
- Videoconferencing is better
- You can't get good insights from surveys
- Focus groups often result in "Group think"
- Look for **conferences** here you might find your potential customers



Meet People You Don't Know

- People **you know** will be nice and tell you what you want to hear. Those interviews are **possibly harmful**
- **Share your contacts** with other teams
- People **you don't know** have no relationship to protect. Only they will **tell you the truth**
- **Disarm "politeness training"**



Get Interviews Efficiently



Don't waste time... focus on **archetypes**

Have a **purpose** tell them why you want to meet

Be **transparent**.. Tell them you are a student or researcher looking to understand the market as part of a program.

- **Flatter them**.... acknowledge their expertise in a field and ask for their help
- Ask for only **15 minutes**

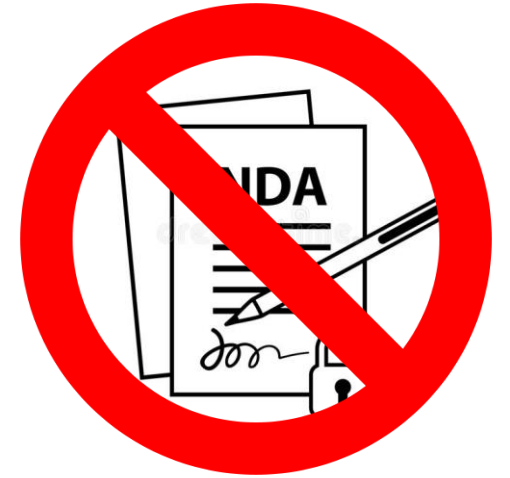
You Don't Understand the Problem

- Do not sell!!!
- Don't show a demo
- Don't do a technical presentation (no slides)
- You are there to learn. Ask how they do their job,
Ask about **their challenges/problems**
- It's **about them**, not you...
- Look for the unexpected... **the surprises**

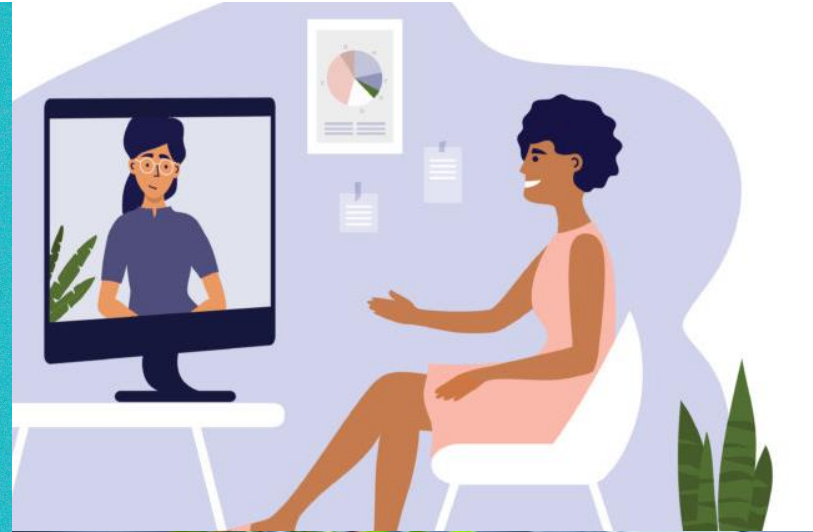
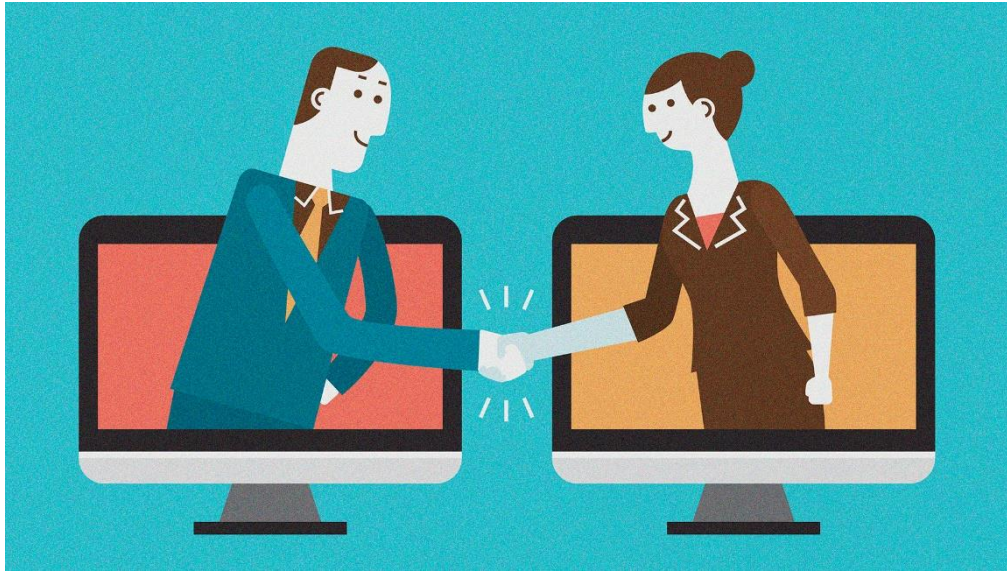


What about Intellectual Property?

- **Never sign an NDA** (non-disclosure agreement)
- Never ask people to sign an NDA
- If you are describing your innovation in detail, you are doing it wrong
- Focus on the **what** and not the **how**



DURING the Interview



Ask The Right Questions

✓ DO's

✓ **DO** Ask open-ended questions

✓ **DO** Start questions with:
Who, What, Why, How?

✓ **DO** Ask WHY? Then WHY?
Then WHY? Again. 5 WHYS!

✓ “What did I forget to ask?”

✓ “Who else should I talk to?”

✗ DON'Ts

✗ **DON'T** Ask YES/NO or
Multiple Choice questions

✗ **DON'T** start Q's with:
Are, Would, Do you think...

✗ **DON'T** discuss technical details
about your innovation

✗ **DON'T** share Powerpoint to show
what you're working on

✗ **DON'T** “get” them to say
what you want them to say



Interviewing Properly (recap)



- Start with a **brief warm up** (banter)
- Begin with general questions *before* you get to more specific questions
- Focus on **THEIR needs and pain points**, it's about **THEM** and **NOT YOU**
- Emphasize **honesty** with the customer, be prepared and accepting of things you do not want to hear (Probably the most valuable part of customer discovery!)
- Focus on **user behaviors and mindset**, not on direct feedback or usability insights on your product

Learning is paramount....

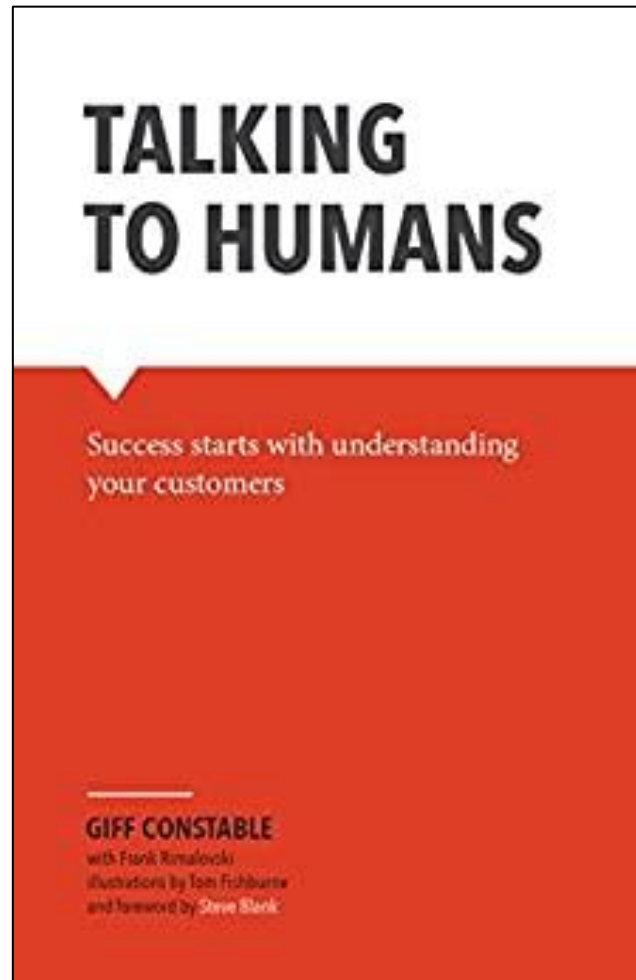
- The **knowledge** you gain in customer discovery can be critical to the success or failure of your business
- Your current assumptions are probably wrong (but that's okay)
- You must not try to validate what you already think or want to be true (CONFIRMATION BIAS)
- **Leverage your network** (mentors, advisors, colleagues, faculty) to help you understand insights and identify patterns





**Today's interviews may be
tomorrow's customers**

Talking to Humans by Giff Constable



- More details on Customer Discovery
- Free copy in Box Folder
- Cheat sheet in Box Folder
- Forward by Steve Blank
- EASY READ

<https://www.talkingtohumans.com/>

Customer Discovery – Mock Interviews



I'm looking for 1 or 2 volunteers to interview me as a *potential customer*

Tell me who I am (a potential customer you want to interview)

- **What is my role or job title?**
- **How did we meet?**
- **Where are we now?**
- Any other details I need to know
- **EASY interview or HARD interview?**



Customer Discovery Q&A





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I-Corps Alumni Panel

I-Corps Alumni Perspective



Dunbar Birnie
Technical Lead

Team: Solar Siting Tools

Professor
Materials Science Eng. Dept
Rutgers School of Engineering (NB)



Robert Tancer

Team: Anti-Fungal Flippase Inhibitors

Post-Doctoral Researcher

Rutgers School of Arts &
Sciences-Newark
NJMS (PHRI)

Public Health Research Institute

Team 255 - Solution-Processing of Earth-Abundant Solar Thin-Films

Product: Highly efficient and potentially low cost solar cell
New type of absorber layer made from earth abundant elements.
Fabricated with a low temperature simple process.



Josh Epstein
Entrepreneurial Lead



Dr. Dunbar P. Birnie III
Principal Investigator






Marcus Crews, MBA
Mentor

Total Customer Interviews – 102

Total in Person Interviews - 14

Team Profile

415 – Solar Siting Tools

Interview Count			 zoom	
Total	16		16	
New	6		6	



Simran Singh
Entrepreneurial Lead



Lucas Cruz
Entrepreneurial Lead



Dunbar Birnie
Technical Lead

[Mid/Large-Sized Solar developers] will want our [solar siting data tools] so that they can [analyze and site potential solar installation locations].






Team Profile

Team 405: Antifungal Flippase Inhibitor



Infectiologists will prescribe our drug to cure patients with persistent resistance fungal infections.

Interview Count			 zoom	
Total	19	3	15	1
New	10	1	9	0



Robert J. Tancer, Ph.D.
Entrepreneurial Lead



Charnette Frederic
Co-Entrepreneurial Lead



Michael W. Craige, Ph.D.
Co-Entrepreneurial Lead



Gregory R. Wiedman, Ph.D.
Technical Lead

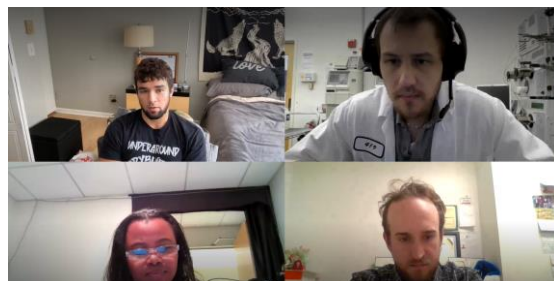
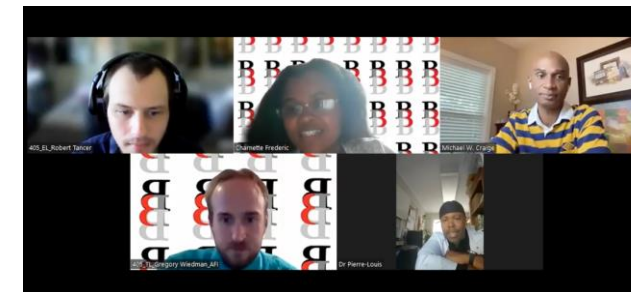


Updated Interview Summary

[In reference to the antifungal drug Amphotericin B]

“Ampho-terrible”

-Dr. Frantz Pierre-Louis, Infectious Disease Doctor, Newark Beth Isreal



“[The infection] was one of the most painful things I felt in my entire life.”

-Albruce Touev, Former Patient, Athlete, Ju-jitsu Instructor

“If you think of pandemics as something that can be very specific and can move through a particular group of people such as those moving through LTC facilities then yes [fungi] already is” -Dr. Shawn Lockhart Director, CDC Fungal Reference Laboratory.





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Summary & Next Steps

Lori & Dunbar

Key Workshop Learnings

1. Evidence-based entrepreneurship uses **the scientific method to identify assumptions and develop a rapid testing plan** to validate or invalidate
2. Customer Discovery is the process of **asking questions** to understand needs and pain points of potential customers
3. Customers are **humans!** They can be any kind of stakeholder (e.g., end user, decision maker) who **receives value** from your business.
4. You must understand the customer **role, responsibilities/goals, existing solutions** and **pains/gains**, before exploring how a solution might benefit the customer.

Research Innovation Pathway

**Research &
IP Disclosure**

Novus

- Half day



Propelus

- 4 weeks
- \$3K

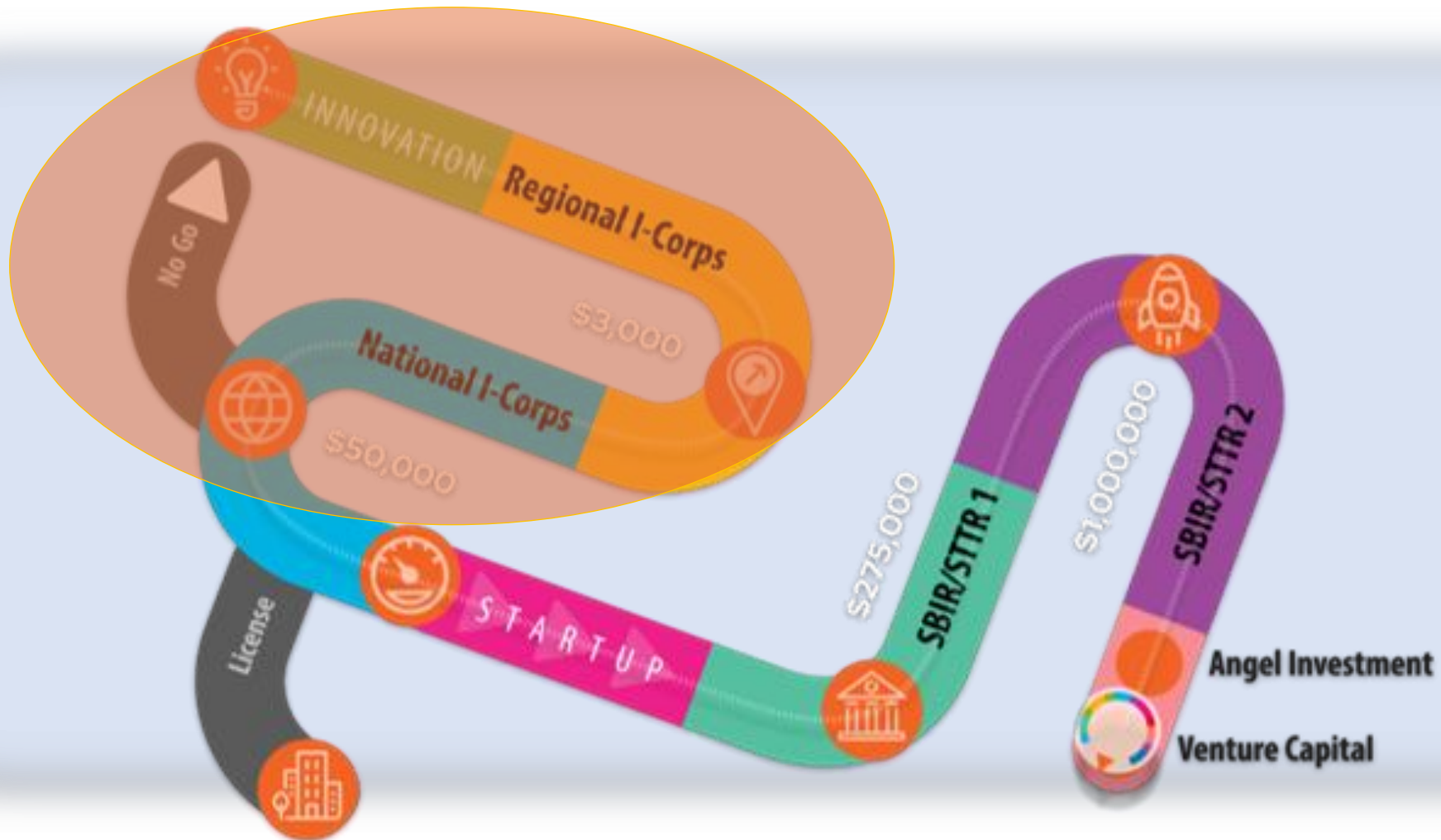


**National I-
Corps**

- 7 weeks
- \$50K



Commercialization pathway



Propelus Regional I-Corps Program (4-sessions)

Who should apply?

- **Teams of 2+**
- **Developing cutting-edge innovations/research**
- **From the Northeast Region**
- **Can dedicate time to explore market opportunity**

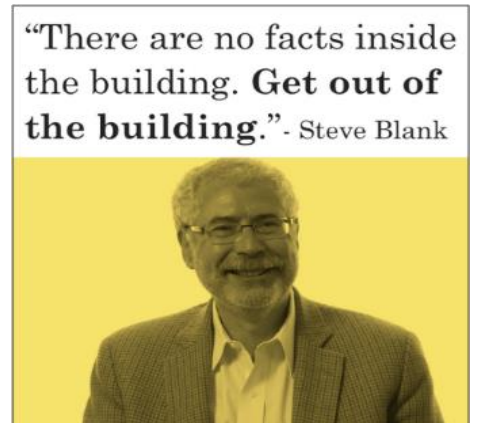
Not required:

- A fully developed prototype
- Prior federal or other funding
- A company
- Do not to be from a Hub partner institution to apply



Propelus I-Corps Regional Program provides:

- **Training** in business concepts & **experiential learning**
- **Mentorship:** Experienced **mentors, entrepreneurs, and nationally-trained instructors**
- **Funding: Up to \$3,000 NSF reimbursement** for customer discovery-related expenses
- **Follow-on opportunities:** Access to **funding opportunities and innovation resources from regional ecosystem**



“Bridging the gap between lab & marketplace”

Team-Based Program

1. Entrepreneurial Lead: EL (required)

Typically a student; (graduate, Ph.D., Post-Doc, undergrad);
has key role, entrepreneurial spirit

2. Technical Lead: TL

Professor/Inventor/Technology expert

3. Industry Mentor: IM *(optional but encouraged)*

Guidance & connections to industry,
business/entrepreneurial experience



Eligibility: Must have a team of **at least two** including an Entrepreneurial Lead and another member. Teams can have 3 – 6 members.



Goal 1: To increase team's knowledge & understanding of market opportunities through 100+ interviews with potential customers

Goal 2: To move the teams further towards funding success, through federal, non-federal, state, or equity-based funding

Format:

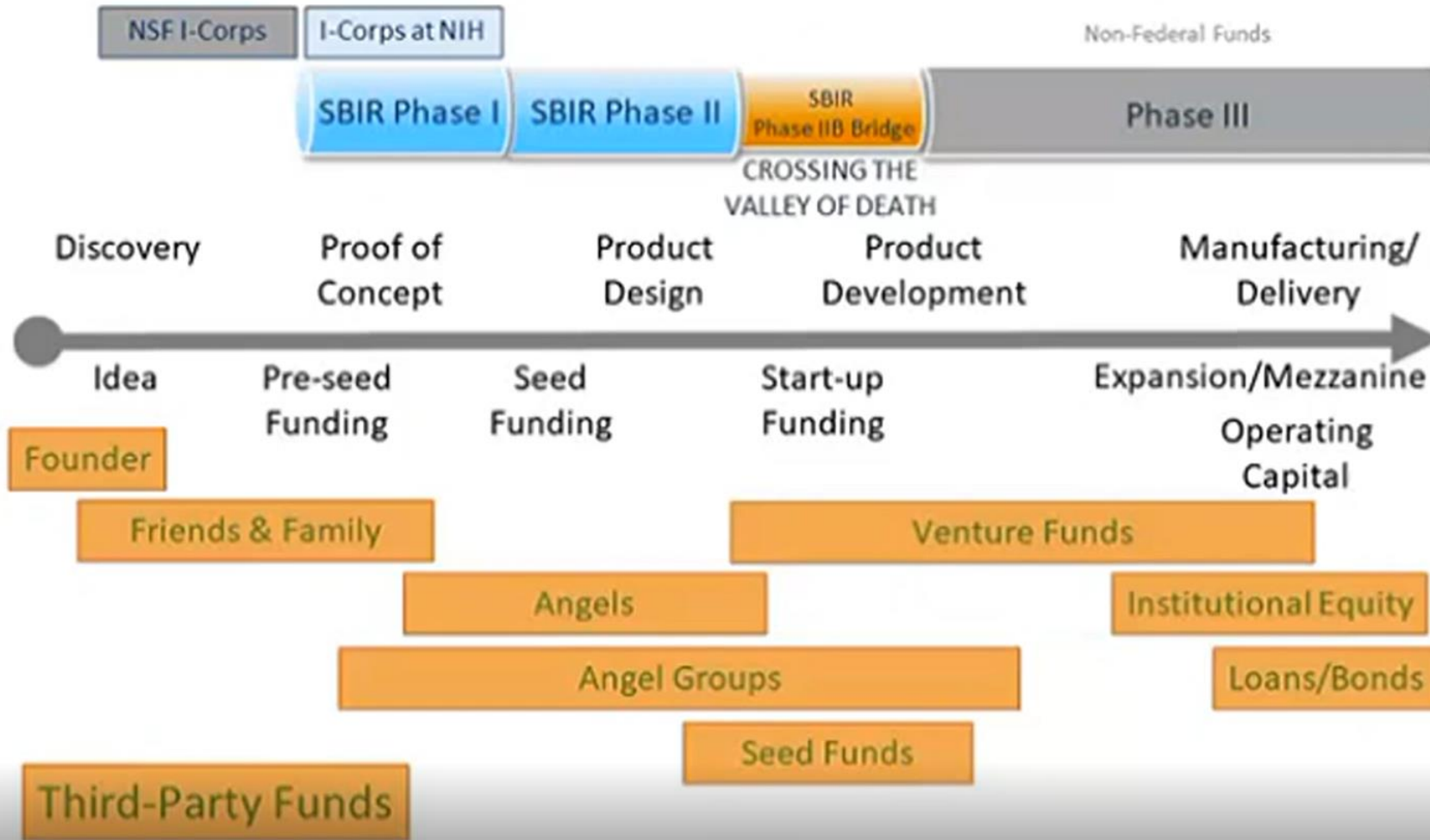
- \$55,000 NIH award for Team of 3 to do 100 interviews in 7 weeks
- 3 Tracks: Therapeutics, Diagnostic Tools, Med Device (life sciences curriculum)

Eligibility:

- Team must have created a startup company
- Team must have an active Phase I SBIR Award

I-Corps@NIH Solicitation: <https://grants.nih.gov/grants/guide/pa-files/par-22-073.html>

Where does I-Corps at NIH Fit?



Propelus I-Corps Program: Summer 2024



Propelus I-Corps

Chart your path to innovation

Learn how to transform your **technology** or research discovery into a **real-world** product or service

EARN A \$3,000 NSF GRANT

Apply by **June 17**

Learn more and apply:
ICorpsNortheastHub.org



June							2024
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	
30							

Propelus Summer '24

- Mon, July 15
- Thurs, July 18
- Thurs, July 25
- Thurs, Aug 8

Time: 12:30 - 3:30 pm

Location: Online (Zoom)

Apply by Jun 17

Teams of 2+ looking to explore the market potential of an **innovation**

Link: <https://icorpsnortheasthub.org/events/2024/propelus-i-corps-summer-2024>

I-Corps Fellowship

For aspiring innovators



Apply today for immersive team-based innovation training to expand your skillset & grow your network

Learn more: www.ICorpsNE.org

For students – undergrad>graduate>post-docs

NSF I-Corps Fellowship

- **Inclusion of Under-Represented Groups** to participate
- **\$1000 Stipend** for completing all Fellowship requirements
- **Educational Experience** to learn about innovation & commercialization



2 types: (matched based on skillset & experience)

- **Team Member:**
 - Supporting role, willing to learn, coachable, networking opp'y
 - Help do Customer Discovery interviews, worksheets, pod discussions
- **Cohort: (returning fellows)**
 - Supports I-Corps Teaching Team to manage cohort
 - Participates in pre- & post-session briefings, liaison to other fellows
 - Online event management, communication, Zoom, Slack, etc.





Sign up for the Hub Newsletter!

<https://go.rutgers.edu/icorpshubnewsletter>



newsletter



Co-Programming

- **Hub Info Sessions** – Cohort descriptions & live Q&A
- ***Innovating Together Virtual Event Series*** – Regional ecosystem partners in innovation share upcoming programs and alumni share perspectives on how I-Corps impacted their success
- **Entrepreneurship Essentials** – virtual events featuring specific topics for startup teams looking for tips and guidance to launch
- **Industry Connect** – Hybrid program introducing innovation teams to explore MedTech & Life Sciences industry experts as Key Partners to advance the innovation capacity of research teams at scale

Suggested Next Steps



Stay in touch: Sign up for the Hub Newsletter



Office Hours: Contact us to schedule a review session with us and to discuss next steps



Website: Explore the Hub website to find new ways to engage with us



Continue: Apply for Propelus I-Corps!



Worksheets: Complete or update the worksheets discussed today (Business Thesis is core)

We are here to support you!

Please reach out to us if you have any questions or want to discuss your idea/innovation.

Email:

Mark DeGuzman - m.deguzman@rutgers.edu

Dan Benderly - dan.benderly@rutgers.edu

Dunbar Birnie - dunbar.birnie@gmail.com

Lori Dars - Lori.dars@rutgers.edu

For information about upcoming programs and deadlines

Visit - <https://www.icorpsnortheasthub.org/>

Thank you!



Technology Transfer Team

Licensing

Life Sciences



Fred Banti
Associate Director



Shemaila Sultana
Assistant Director



Ryan Escolin
Licensing Manager



Alex Turo
Licensing Manager

Software & Creative Works



Andrea Dick
Associate Director



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Eusebio (EZ) Pires
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Jane Callahan
Sr. Patent
Administrator



Lin Tong
Patent Information
Specialist



NSF I-Corps Hub
Northeast Region



**RUTGERS
HEALTH**



NOVUS

On-campus Intro to NSF I-Corps

Begin your innovation journey and learn about the path to entrepreneurship



RUTGERS UNIVERSITY
Interdisciplinary Job Opportunities
for Biomedical Scientists



Rutgers-Health, Medical Sciences Building, B619
185 South Orange Avenue, Newark, NJ
Rutgers, The State University of New Jersey



Tuesday, June 4th 2024
(9:00 am - 1:00 pm ET)

REGISTER BY MAY 29, 2024

www.icorpsNE.org