The last decade has been one of extraordinary growth, largely under the leadership of President Ali Houshmand, who began at Rowan as provost/senior vice president for Academic Affairs in September 2006. In January 2011, the Board of Trustees appointed Dr. Houshmand provost and CEO, then interim president in July 2011. He became the University’s seventh president in June 2012.
It’s not often that an institution transforms before one’s eyes and transforms opportunities for its community within an individual’s lifetime. Rowan University is doing just that, for thousands of individuals—students, construction workers, business owners, teachers, researchers and more.

When the pace of Rowan’s rise is rapid and the change is vast, it can be a challenge to see milestones in the moment, as well as take a long view of growth.

This “10-Year Snapshot” illustrates key indicators of Rowan’s progress during the last decade so we can review our accomplishments and assess them in the context of our aspirations.

As a public institution, Rowan University has a responsibility to be transparent, to set ambitious goals and to report on progress. The information in this document reflects the energy and the ambition that contribute to the ongoing transformation of our institution. In some instances, we have more work to do. In others, we soon will reach or exceed the goals we set for 2023.

Each page of this report represents the efforts of many. For what we’ve achieved, I am grateful. For what we aim to accomplish together, I am eager.

Ali A. Houshmand
President
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**WHAT WE’VE ACHIEVED**

<table>
<thead>
<tr>
<th>ACCESSIBILITY</th>
<th>AFFORDABILITY</th>
<th>RESEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>59% INCREASE</strong></td>
<td><strong>0% TUITION INCREASE</strong></td>
<td><strong>70% INCREASE</strong></td>
</tr>
<tr>
<td>in fall semester undergraduate applications</td>
<td>in 2014, 2% in 2015 and 2016</td>
<td>projected in FY16 research awards</td>
</tr>
<tr>
<td><strong>69% INCREASE</strong></td>
<td><strong>$23M AWARDED</strong></td>
<td><strong>69% INCREASE</strong></td>
</tr>
<tr>
<td>in total enrollment headcount</td>
<td>in FY16 institutional scholarships and waivers</td>
<td>in invention disclosures since FY14</td>
</tr>
<tr>
<td><strong>29%</strong> of enrollment is underrepresented students</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>75-POINT INCREASE</strong></td>
<td><strong>$62.3M RAISED</strong></td>
<td></td>
</tr>
<tr>
<td>in regular-admit SAT scores</td>
<td>in new gifts and pledges from FY06 to FY15</td>
<td></td>
</tr>
<tr>
<td><strong>87% RETENTION RATE</strong></td>
<td><strong>$83 MILLION</strong></td>
<td></td>
</tr>
<tr>
<td>first- to second-year students</td>
<td>appropriated from the Rowan University Foundation since FY2007</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACADEMIC AFFAIRS</th>
<th>FACILITIES</th>
<th>ECONOMIC IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>64%</strong> portion of the FY16 budget for academics</td>
<td><strong>$630 MILLION</strong></td>
<td><strong>$1.23 BILLION</strong></td>
</tr>
<tr>
<td><strong>33 NEW</strong> tenure-track faculty last year; more than 90 in past three years</td>
<td>in construction and design</td>
<td>annually statewide</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROWAN GLOBAL</th>
<th>ATHLETICS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$73 MILLION</strong></td>
<td><strong>$18.4M INVESTED</strong></td>
<td><strong>$18.4M INVESTED</strong></td>
</tr>
<tr>
<td>returned to University since FY08</td>
<td>in capital in last eight years</td>
<td>in capital in last eight years</td>
</tr>
</tbody>
</table>

|                                |                                |                                |
|                                | **100% self-funded division**  |                                |

$1.23 BILLION annually statewide
**Reshaping the higher education model**

The vision for the future of Rowan University is bold. It not only will change the institution but also will impact the community at large, higher education, health care and the regional economy. Rowan's 10-year goals purposely push the limits of conventional thinking so we think unconventionally about how to solve today's challenges—and tomorrow's.

Already three years into the 10-year plan, Rowan is emerging from a period of intense growth that has accelerated progress toward our 12,000 undergraduate enrollment goal—expected to be met next year, well ahead of schedule—while maintaining high academic quality. By 2023, we look forward to serving a total of 25,000 students through non-traditional programs, increased access via county college partnerships, hybrid models and other pathways.

As Rowan builds and maintains its core commitment to undergraduate education, we are pursuing goals to increase bachelor’s degree programs to more than 100, graduate programs to more than 80 and doctoral and professional degree options to more than 10. Closely related to academic expansion are plans to further develop research and sponsored projects to $100 million, providing great opportunities for students and faculty.

To provide for this ambitious programmatic development, the institution's operating budget target is $1 billion by 2023. And while public-private partnerships and other alternate approaches are a fundamental part of Rowan's budget and funding model, we will continue to invite friends to support and distinguish Rowan through private giving that increases the institutional endowment to $500 million.

**Focusing on stability and excellence**

Along with its lofty goals, the plan for Rowan includes a strategy to stabilize the institution after rapid growth so it can be distinguished further by excellence, creative collaboration and increasing self-sufficiency.

By 2020, all major capital projects will be completed to serve the University's core undergraduate mission and support Rowan's expanding capacities for research and innovation in Glassboro, Camden and Stratford. Strategic partnerships will ensure robust experiential learning opportunities within and outside the University. As our centers and institutes continue to grow, we will address critical regional needs for a wide range of expertise and professional services.

Increasing revenue from Rowan Global Learning & Partnerships and Rowan Innovation will bolster institutional resources and fund expansion of academic programs and facilities.

Rowan will continue to lead in ensuring access and affordability through our partnerships with county colleges.

The University’s market-driven “Eds and Meds” collaborations will address critical shortages in health care professions as we double our medical school enrollments and develop health sciences programs.

With the stability of a strong, well-established, focused institution, Rowan University’s future holds great promise and offers opportunity for bold leadership, practical solutions and effective service—all distinguished by the commitment to excellence.
Rowan University has evolved from its humble beginning as a normal school training teachers for South Jersey classrooms into a respected comprehensive public research university that educates teachers, communicators, entrepreneurs, engineers, scientists, physicians and others who are becoming leaders in New Jersey and across the country. Among the highlights of Rowan’s history are:

**1923**
In September 1923, Glassboro Normal School opened with 236 students.

**1937**
In 1937, the school changed its name to New Jersey State Teachers College at Glassboro to indicate its growth beyond the original two- and three-year diploma programs.

**1958**
In 1958, the school became Glassboro State College to better reflect its mission and the impressive growth that had occurred throughout the 1950s.

**1992**
In July 1992, industrialist Henry Rowan and his wife, Betty, donated $100 million to the institution, the largest gift given to that date to a public college or university. The Rowans requested that the institution create a College of Engineering to revitalize engineering education. Later that year, the school changed its name to Rowan College of New Jersey to recognize its benefactors’ generosity.

**1997**
The college achieved university status in 1997 and changed its name to Rowan University.

**2012**
In 2012, Rowan opened Cooper Medical School of Rowan University in partnership with Cooper University Health Care. Nearly 3,000 students applied for 50 spots in CMSRU’s charter class, which entered the medical school in summer 2012.

**2013**
On July 1, 2013, Rowan became New Jersey’s second comprehensive public research institution, integrating the School of Osteopathic Medicine and Graduate School of Biomedical Sciences and partnering with Rutgers-Camden to create health sciences programs in the City of Camden.

**2014**
Signaling a new approach to higher education, Gloucester County College becomes the first Rowan College. Burlington County College follows the next year.
A statistical snapshot for selected categories of the 2015-2016 year

**ACADEMICS**

Academic degree programs include:
- 70 bachelor’s
- 41 master’s
- 2 professional
- 5 doctoral

Fall 2015 student body totals: 16,155
- undergraduate: 13,169
- graduate: 2,078
- professional/medical: 908

Average Fall 2015 SAT score:
1227 (regular-admit students)

**STUDENTS**

Student body hails from:
- 33 states and 19 countries

Percentage of student body from underrepresented groups: 29

Average undergraduate class size: 22

Undergraduate student-faculty ratio:
17:1

5,000 resident students living in:
- 8 residence halls
- 5 apartment complexes
- 1 townhouse complex
- 1 international house

**RESOURCES AND IMPACT**

Amount of University scholarships and waivers given to students in 2015-16:
- $23 million

Research and sponsored projects:
- $30 million (projected)

South Jersey Technology Park hosts:
- 16 sponsored research labs and Virtual Reality Center

University total operating budget:
- $464 million

University Foundation assets total:
- $190 million

Economic impact statewide annually:
- $1.23 billion

**HUMAN RESOURCES**

4,007 employees, which include:
- 1,789 faculty (including basic science and clinical), plus 586 medical school volunteer faculty and 1,632 non-faculty employees

**CAMPUSES**

4: Glassboro, Camden, Stratford and West (Harrison and Mantua Twps.)

**ALUMNI**

82,000 alumni
- New Jersey: 65,159
- Throughout U.S.: 16,932
- Abroad: 129

**RECOGNITION**

1 of only 2 universities in the U.S. with M.D.- and D.O.-granting medical schools

*U.S. News* ranks Rowan #3 in North among public master’s level universities and #19 among all regional universities-North

*American Cities Business Journal* ranked Rowan #97 in the nation among public universities

1 MacArthur Foundation fellowship and 19 student Fulbrights

*U.S. News* ranks Henry M. Rowan College of Engineering #28 among master’s level programs

*Princeton Review* ranks William G. Rohrer College of Business in the nation’s best 295 B-schools

*U.S. News* ranks RowanSom #12 for geriatric medical education
I. ACCESSIBILITY

Rowan’s academy partnerships are among several programs that provide early and increased access to college.
Applications to Rowan University have almost tripled in the last 10 years thanks to the institution’s innovative programs and growing reputation. Note: The University experienced a jump in overall applications in 2012 and 2013 because of its two new medical schools.
I. ACCESSIBILITY

FALL ENROLLMENT HEADCOUNT

The University is progressing on its path to enroll 25,000 students by 2023, with enrollment jumping 69 percent during the last 10 years and topping more than 16,100 students in Fall 2015-16.
I. ACCESSIBILITY

UNDERREPRESENTED ENROLLMENT

The institution has increased its enrollment of underrepresented students 156 percent in the last decade, especially through outreach in schools and communities historically not well-served by higher education opportunities.
I. ACCESSIBILITY

DIVERSITY OF THE STUDENT BODY

Of the underrepresented student population University-wide in Fall 2015, 1,918 students were the first in their family to attend college, according to data acquired through the Free Application for Federal Student Aid. The underrepresented category includes African American, American Indian, Asian, Hispanic or Latino and Native Hawaiian.
At a time when *U.S. News & World Report* notes that as many as one in three first-year students do not return for their sophomore year, Rowan’s student retention rate is among the best in the nation. At 87 percent, Rowan’s retention rate exceeds the 80.8 percent national average for four-year public institutions as reported in IPEDS federal data.

### First-Time Students 1st to 2nd Year Fall Retention Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Percent Retained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>86.8%</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>83.4%</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>82.7%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>84.3%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>86.5%</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>85.6%</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>87.1%</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>85.3%</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>87.0%</td>
</tr>
</tbody>
</table>

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*National average for 4-year publics (80.8%, Fall 2014)*
According to the College Board, in 2015 New Jersey’s mean SAT in critical reading was 500 and the math score was 521—a combined average of 1021, considerably higher than the national average of 1006. In Fall 2015, Rowan’s SAT average for all students was 1107, and its regular admit SAT average was 1227, exceeding both state and national averages.
Rowan’s four-year graduation rate is eighth highest among 27 New Jersey colleges, according to U.S. Department of Education data (2008-2011). The Chronicle of Higher Education’s review of 2013 graduation rates revealed that the average four-year graduation rate was 33.3 percent, and the six-year rate was 57.6 percent at New Jersey four-year public institutions. Rowan exceeds those marks.

I. ACCESSIBILITY

**FIRST-TIME STUDENTS COHORT 4-YEAR AND 6-YEAR GRADUATION RATES**

The 2011 cohort has not yet reached the six-year milestone and is not reflected on this chart.
During the past 10 years, access to education has improved through Rowan’s innovative changes in curricula and services and the number of graduates has reached new records.
Thousands of New Jerseyans rely year-round on access to Rowan services that provide and enhance K-12 education, health care, business and professional career development programs. At more than 80 locations, Rowan serves the region and State with access to educational services and programs they need.

**OFF-SITE SERVICES**

- William G. Rohrer College of Business
- College of Education
- Henry M. Rowan College of Engineering
- Division of Global Learning & Partnerships
- Cooper Medical School of Rowan University
- School of Earth & Environment
- School of Osteopathic Medicine
II. AFFORDABILITY

Keeping higher education affordable is a key commitment that Rowan is fulfilling through fiscal responsibility and innovative programs.
II. AFFORDABILITY

TUITION AND FEES INCREASES KEPT IN CHECK

Committed to keeping tuition increases at or below the rate of inflation to help ensure access to a college education for more students, Rowan cut tuition increases from eight percent in FY2007 to zero percent in FY2014, with just modest increases for 2015 and 2016. President Houshmand has committed to keeping all future increases at or below the rate of inflation.
One of Rowan’s primary areas of focus is affordability. The University awarded more than $23 million in institutional aid in FY2016, which helped students reduce or eliminate loans they may have needed.
II. AFFORDABILITY

STATE APPROPRIATIONS

State appropriations to the regular University budget have decreased. The overall increase in appropriations is a reflection of funds given to Rowan to support the two medical schools.
III. RESEARCH

Research collaborations throughout the University are creating new opportunities for students, faculty and business and industry partners.
Research awards have jumped dramatically from FY2011-2015 thanks to the addition of the School of Osteopathic Medicine and the growing research culture at the University.
III. RESEARCH

RESEARCH AWARDS GRANTED

Rowan achieved a more than 4,000-percent climb in research dollars in nine years.

Research Grants Awarded (millions)

- FY2007: $0.65
- FY2008: $1.80
- FY2009: $3.00
- FY2010: $5.70
- FY2011: $5.80
- FY2012: $9.10
- FY2013: $12.60
- FY2014: $28.90
- FY2015 (projected): $30.00
The University has gone from zero invention disclosures to a projected 100 in only seven years.
Revenue-generating commercial agreements

The University has gone from zero patents in FY2007-FY2011 to 11 in FY2016 (YTD), a reflection of Rowan’s increasing emphasis on research and its designation as the State’s newly recognized comprehensive research university. Rowan patents have been monetized to create three revenue-generating commercial agreements.

III. RESEARCH

Intellectual Property/Patents Growth

The University has gone from zero patents in FY2007-FY2011 to 11 in FY2016 (YTD), a reflection of Rowan’s increasing emphasis on research and its designation as the State’s newly recognized comprehensive research university. Rowan patents have been monetized to create three revenue-generating commercial agreements.
III. RESEARCH

TOTAL RESEARCH OPERATING BUDGET

The operating budget of the Division of University Research has grown from $180,000 to $1.7 million since FY2007, reflecting Rowan’s investment in research support for numerous disciplines across campus. While not every dollar of research expenditure produces commercial returns, at Rowan, every $136 of research expenditure yields $1 in licensing revenue. Rowan’s exemplary ratio is similar to that of Temple, Auburn and the universities of Delaware and Connecticut.
IV. ADVANCEMENT

Investments from donors like Robert Carr (center) and his Give Something Back Foundation continue to play a meaningful role in the University’s ability to enhance the educational opportunities available to its students.
Strategic investments in the Advancement Division’s operating budget have resulted in a significant increase in fundraising performance. As the University’s growing profile continues to yield many fundraising opportunities, the Advancement Division has been increasingly successful in attracting support with more than $62.3 million in new gifts and pledges raised since FY2006. The FY2015 support includes $15 million from the Henry M. Rowan Family Foundation.
The Foundation’s investment returns have outperformed those of its peer group of public institutions and foundations by 1.2 percent for the past year, 1.9 percent for the past three years and 1.40 percent for the past five years, as reported by NACUBO/Commonfund in fiscal year 2015.
IV. ADVANCEMENT

FOUNDATION SUPPORT TO THE UNIVERSITY

The University Foundation makes annual appropriations from the endowment to the University based on its spending policy (currently 4.5 percent of a 12-quarter rolling market average).
V. ACADEMIC AFFAIRS

Rowan students benefit from low student-faculty ratio and hands-on learning.
Rowan devotes 64 percent of its operating budget to academics. The figures below exclude debt service, capital costs and both medical schools.

*Instruction and Academic Support includes expenses of the Regular University and Rowan Global Traditional Summer and Graduate Programs. It includes activities and services that support the institution’s primary missions of instruction. It includes the retention, preservation, and display of educational materials; organized activities that provide support services to the academic functions of the institution; media, academic administration. It excludes expenses for academic administration where the primary function is administration.

**The Operating budget numbers represent the Regular University and Rowan Global Traditional Summer and Graduate Operating Budgets excluding debt service and capital costs. It does not include either medical school, special programs or auxiliary operations.
Rowan is committed to providing academic programs that meet the needs of students and employers. As it strengthens the core curricula and responds to developing demand, Rowan continues to fine-tune and add degree programs at every level.

### Growth in Degree Programs

86% increase in academic programs

#### Bachelor's and Master's Degree Programs Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Bachelor's</th>
<th>Master's</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007</td>
<td>40</td>
<td>25</td>
<td>65</td>
</tr>
<tr>
<td>FY2008</td>
<td>46</td>
<td>24</td>
<td>70</td>
</tr>
<tr>
<td>FY2009</td>
<td>48</td>
<td>22</td>
<td>70</td>
</tr>
<tr>
<td>FY2010</td>
<td>48</td>
<td>22</td>
<td>70</td>
</tr>
<tr>
<td>FY2011</td>
<td>49</td>
<td>24</td>
<td>73</td>
</tr>
<tr>
<td>FY2012</td>
<td>52</td>
<td>23</td>
<td>75</td>
</tr>
<tr>
<td>FY2013</td>
<td>56</td>
<td>26</td>
<td>82</td>
</tr>
<tr>
<td>FY2014</td>
<td>58</td>
<td>30</td>
<td>88</td>
</tr>
<tr>
<td>FY2015</td>
<td>64</td>
<td>38</td>
<td>102</td>
</tr>
<tr>
<td>FY2016</td>
<td>70</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

#### Doctoral and Professional Degree Programs Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Doctoral</th>
<th>Professional/Medical</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>FY2008</td>
<td>1</td>
<td>1</td>
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</tr>
<tr>
<td>FY2009</td>
<td>1</td>
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<td>2</td>
</tr>
<tr>
<td>FY2010</td>
<td>1</td>
<td>1</td>
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</tr>
<tr>
<td>FY2011</td>
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</tr>
<tr>
<td>FY2012</td>
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<td>8</td>
</tr>
<tr>
<td>FY2015</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>FY2016</td>
<td>7</td>
<td>7</td>
<td>14</td>
</tr>
</tbody>
</table>
V. ACADEMIC AFFAIRS

UNDERGRADUATE AND GRADUATE FACULTY HEADCOUNT

Rowan’s instructional core comprises tenured, tenure-track and three-quarter-time faculty, which is accounted for in the chart below. To provide supplemental discipline-specific educators, Rowan relies on professionals who bring a variety of expertise to the classroom as adjunct faculty.

Glassboro campus and Camden Academic Center
(Tenured, tenure-track and three-quarter-time faculty)
V. ACADEMIC AFFAIRS

**MEDICAL SCHOOLS FACULTY HEADCOUNT**

Rowan’s two medical schools benefit from full-time physician-educators dedicated to M.D. and D.O. curricula. Physicians and health care professionals from affiliated hospitals and medical centers provide additional discipline-specific instruction on a temporary basis.

---

Cooper Medical School

<table>
<thead>
<tr>
<th>Faculty Headcount</th>
<th>Basic Science Faculty</th>
<th>Clinical Faculty</th>
<th>Total Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2011</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2012</td>
<td>357</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2013</td>
<td>415</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2014</td>
<td>512</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2015</td>
<td>528</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2016</td>
<td>553</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

School of Osteopathic Medicine

<table>
<thead>
<tr>
<th>Faculty Headcount</th>
<th>Basic Science Faculty</th>
<th>Clinical Faculty</th>
<th>Total Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2013</td>
<td>229</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2014</td>
<td>227</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2015</td>
<td>205</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2016</td>
<td>205</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The increase in faculty that started in FY2012 reflects the addition of both medical schools. Rowan has hired 90 new faculty in the past three years, 33 in just the last year. While approximately half replaced personnel, the figure is a significant increase by any measure.
VI. ATHLETICS

Rowan athletics programs boast high academic achievements among student athletes and robust support from alumni and others.
VI. ATHLETICS

STUDENT ATHLETES

There has been a 47 percent increase in annual participation in Rowan’s NCAA Division III teams during the past 10 years. More important, however, is the student-athletes’ long history of academic achievement, marked most recently with an average GPA of 3.04 for the 239 student-athletes participating in Fall 2015, 187 on the Dean’s List and 39 on the Presidential Scholars of Excellence List.
VI. ATHLETICS

ATHLETICS OPERATING/CAPITAL COSTS

The last two spikes in capital projects included an addition to the John Green Team House and installation of artificial turf practice fields on Rowan's West Campus.
VI. ATHLETICS

SPORTS AND PARTICIPATION

Rowan is part of the New Jersey Athletic Conference. Its student-athletes have earned 11 men’s championships and eight women’s, plus scores of individual titles. There are 693 student athletes on Rowan’s 16 NCAA Division III teams this year.

WOMEN’S SPORTS

Basketball
Cross Country
Field Hockey
Lacrosse
Soccer
Softball
Swimming & Diving
Track & Field
Volleyball

MEN’S SPORTS

Baseball
Basketball
Cross Country
Football
Soccer
Swimming & Diving
Track & Field

The National Soccer Coaches Association of America placed the women’s soccer team 15th in its Final National Ranking last fall.
VII. FACILITIES

Construction projects under way in 2015-2016 will provide student housing, academic buildings and more, with the first set for completion in summer 2016.
VII. FACILITIES

UNIVERSITY BUILDINGS ACROSS ALL CAMPUSES

There has been more than $230 million in new construction in Glassboro and Camden during the past five years. As Rowan continues to build public-private partnerships, there will be another approximately $641 million invested during the next decade in the University’s facilities and affiliated development.
VII. FACILITIES

**SQ. FOOTAGE OF NEW BUILDINGS AND ACQUISITIONS**

Rowan’s building inventory will continue to increase to support our enrollment goals and provide for our growing academic programs and increased research facilities.
Rather than take on more debt or fund expansion through tuition increases, Rowan is creating a new model for building campus facilities through partnership with host communities, private investors and developers. Long-term leases, collaboration with other institutions, municipalities and public-private partnerships are making possible new construction and redevelopment projects designed as resources for the University and the communities it serves.

### VII. FACILITIES

#### A NEW MODEL FOR PLANNING AND FUNDING EXPANSION

Rather than take on more debt or fund expansion through tuition increases, Rowan is creating a new model for building campus facilities through partnership with host communities, private investors and developers. Long-term leases, collaboration with other institutions, municipalities and public-private partnerships are making possible new construction and redevelopment projects designed as resources for the University and the communities it serves.

### PROJECTS IN CONSTRUCTION

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holly Pointe Commons student housing</td>
<td>$145M</td>
</tr>
<tr>
<td>College of Engineering building expansion</td>
<td>$70.6M</td>
</tr>
<tr>
<td>College of Business building</td>
<td>$63M</td>
</tr>
<tr>
<td>Camden Bank building renovations</td>
<td>$17.6M</td>
</tr>
<tr>
<td>CREATEs Heavy Vehicle Simulation Lab</td>
<td>$1.5M</td>
</tr>
</tbody>
</table>

#### PROJECTS IN DESIGN

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rowan Boulevard (public-private partnership)</td>
<td></td>
</tr>
<tr>
<td>Housing/retail/classroom project 3</td>
<td>$91.5M</td>
</tr>
<tr>
<td>Housing/retail project 4</td>
<td>$70M</td>
</tr>
<tr>
<td>Parking garage</td>
<td>$13.5M</td>
</tr>
<tr>
<td>Joint Science/Allied Health Research facility (Camden)</td>
<td>$50M</td>
</tr>
<tr>
<td>Parking Garage Construction for Medical School (Camden)</td>
<td>$32.5M</td>
</tr>
<tr>
<td>Adaptive reuse of buildings: Bunce, Robinson and Savitz halls</td>
<td>$31M</td>
</tr>
<tr>
<td>SJ Tech Park Building II</td>
<td>$30M</td>
</tr>
<tr>
<td>SJ Tech Park Jones Innovation Center – Renovations to Enhance Lab Spaces</td>
<td>$7M</td>
</tr>
<tr>
<td>Rowan Hall renovations</td>
<td>$8M</td>
</tr>
<tr>
<td>Parking On-Grade at Ellis Street (Glassboro)</td>
<td>$5.5M</td>
</tr>
<tr>
<td>Science Hall renovations</td>
<td>$1.7M</td>
</tr>
</tbody>
</table>

### PRIORITY FOR FUTURE

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamberlain Student Center expansion</td>
<td>$40M</td>
</tr>
<tr>
<td>Classroom/Lab Building at Linden Hall location</td>
<td>$30M</td>
</tr>
<tr>
<td>Fossil Park Visitors Center (Mantua)</td>
<td>$5M</td>
</tr>
<tr>
<td>Residential Housing renovation/replacement</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Recognition for faculty and staff encourages excellence and promotes professionalism.
With programmatic growth, including the acquisition of the School of Osteopathic Medicine, Rowan has increased its workforce 135 percent since FY2007.
IX. ROWAN GLOBAL

Rowan’s online programs provide efficient, flexible education options for students.
IX. ROWAN GLOBAL

ROWAN GLOBAL ENROLLMENT/STUDENT CREDIT HOURS

Since its inception as the College of Professional & Continuing Education (2007), the Division of Global Learning & Partnerships (2014) has served as an innovator in higher education among adult, non-traditional students and working professionals. Expanding access and increasing affordability, it offers alternative pathways to Rowan degrees and professional education. The average age of students is 35 years old, and the total enrollment (seats, not unique students) is 70 percent female.
The Division operates as an independent cost center that, in addition to providing non-traditional, graduate and other education options, generates excess revenues that are returned to the University to support general operations. During fiscal years 2008–2016, the division generated nearly $149 million in revenue. After subtracting waivers, scholarships, rentals, auxiliary fees, instruction and Rowan Global expenditures, it returned $73 million to the University.
IX. ROWAN GLOBAL

PERSONNEL AND OPERATING COSTS

The Division of Global Learning & Partnerships business model generates revenue that enables the University to deliver exceptional programs and services to a larger and more diverse student population in response to emerging market demands. Rowan Global provides graduate education, online education, professional development, continuing education, summer and inter-sessions and county college partnerships. Operating costs described below include supplies, online development, vendors, rent and maintenance.
Rowan Online has earned regard by providing students and faculty with the best possible support while ensuring a top-quality online learning environment, facilitating instructional excellence and pledging to uphold the University expectations of academic rigor. During the last five years, Rowan Global enrollments (seats, not unique students) grew at an average annual rate of 32 percent, while national growth was five percent. Rowan Global offers more than 30 degree and certificate programs fully online.
COUNTY COLLEGE PARTNERSHIPS

Rowan partnerships with county colleges fall under the auspices of Rowan Global as part of the University’s commitment to increased access and affordability.

The University in 2013 entered into a first-in-New Jersey partnership with then-Gloucester County College (now Rowan College at Gloucester County) that enabled students at the county college to receive automatic, conditional acceptance to Rowan, counseling by Rowan advisors and a 15-percent discount on tuition for Rowan courses taken at RCGC. The University and then-Burlington County College (now Rowan College at Burlington County) formed a similar partnership last year. Students in the 2+2 programs at RCGC and RCBC may study for two years at their county college and seamlessly transfer to the University for the second two years or complete their University programs on the county college campuses.

Rowan University and its partner educators recently announced an all-new option for earning a four-year college degree (pending accrediting agency and State approval). Unique in New Jersey, a 3+1 program will enable students to spend three years at one of the two Rowan University-affiliated community colleges and just one at the University as they complete coursework for their bachelor's degree. The estimated cost of a bachelor's degree through the program is about $25,000.

2+2 Programs offered at the community colleges include:

- B.A. in Law & Justice
- B.A. in Liberal Studies: Humanities/Social Science
- B.A. in Psychology
- B.S. in Nursing (R.N. to B.S.N.)
  STARTING FALL 2017:
  B.S. in Business Administration

- B.A. in Law & Justice
- B.A. in Psychology
  Bachelor of General Studies
  STARTING FALL 2017:
  B.S. in Mechanical Engineering
  B.A. in Computing and Informatics
  B.S. in Business Administration
X. ECONOMIC IMPACT

An independent study shows Rowan’s substantial influence on the region’s economy.
In February 2015, Econsult Solutions released a report that detailed Rowan University’s far-reaching economic impact on the region and its host communities. The report outlined Rowan’s impact throughout New Jersey to be $1.23 billion annually. That report found that Rowan supports 9,200 jobs statewide and generates $19 million in state taxes per year. Rowan last conducted an economic impact study in 2004 when enrollment, at 9,688, was less than two-thirds what it is today, and its local economic impact, then about $17 million per year in Glassboro, was less than one-sixth what it is today.

### X. ECONOMIC IMPACT

**DRIVING A MORE ROBUST ECONOMY**

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>2005</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact of Total Annual Expenditures</td>
<td>$190M</td>
<td>$1.23B</td>
</tr>
<tr>
<td>Jobs Supported</td>
<td>2,200</td>
<td>9,200</td>
</tr>
<tr>
<td>Annual Impact in Glassboro</td>
<td>$17M</td>
<td>$108M</td>
</tr>
<tr>
<td>Jobs Supported Outside the University</td>
<td>640</td>
<td>1,000</td>
</tr>
<tr>
<td>Local Student Spending</td>
<td>—</td>
<td>$30M</td>
</tr>
<tr>
<td>State Tax Revenues Generated Per Year</td>
<td>—</td>
<td>$19M</td>
</tr>
<tr>
<td>Investment in Rowan Boulevard</td>
<td>—</td>
<td>$350M</td>
</tr>
</tbody>
</table>