



# **Progress Toward Achieving Strategic Objectives**

June 2010

**This document highlights the progress toward achieving strategic goals and objectives during the 2009-2010 academic year**

## **Rowan University Vision Statement**

Rowan University aspires to be recognized as a national leader among comprehensive universities for achieving educational excellence in our residential undergraduate experiences and in our innovative graduate programs. Our varied undergraduate majors combine liberal education and professional preparation with a strong focus on collaborative, interdisciplinary learning opportunities in real-world settings.

## **Rowan University Mission Statement**

A leading public institution, Rowan University combines liberal education with professional preparation from the baccalaureate through the doctorate. Rowan provides a collaborative, learning-centered environment in which highly qualified and diverse faculty, staff and students integrate teaching, research, scholarship, creative activity and community service. Through intellectual, social and cultural contributions, the University enriches the lives of those in the campus community and surrounding region.

As our University grows and evolves, we affirm a set of core values through which we approach all future opportunities and challenges.

*Core values:*

### **1. Open Communication**

Rowan University embraces open and respectful communication among all members of our community in all of our interactions. For our University to flourish, we must be committed to both transparency and civility in discourse. This requires an atmosphere of mutual respect, even in dissent, in which students, faculty, staff and administration feel free to openly express ideas, concerns and questions.

### **2. Shared Governance**

Rowan University prides itself on a longstanding tradition of shared governance. By providing various avenues for collaboration and consultation (e.g. President's Cabinet, various councils, University Senate, SGA, unions, committees, task forces, RU Engaged, open forums, university assembled), we strive to involve all members of the University community in working together to face the challenges and opportunities of the present and future.

### **3. Inclusivity**

Rowan University embraces and celebrates the uniqueness of each member of our community and is responsible for cultivating an atmosphere in which all members feel valued and welcomed regardless of race; disability, gender; ethnicity; sexual orientation; political, religious or social ideologies; or socio-economic status. The University must provide opportunities for safe, constructive dialogue that will enable all members to move beyond mere tolerance to actively embrace diversity in all forms as part of our daily interactions.

### **4. Engagement**

Rowan University is committed to ensuring that all members of our community have the opportunity to engage fully in the Rowan University experience. We will develop integrated educational experiences for all Rowan students.

## **Themes of the Plan**

### **I. Exceptional Academic and Personal Development**

Rowan University is committed to educating the whole person in a student-centered, learning-centered environment. This environment is characterized by intellectual rigor; opportunities for close interactions among faculty, staff and students; a commitment to service; and maximum engagement in all aspects of campus life.

### **II. Attractive, High-quality Campuses**

Rowan University is committed to providing attractive, high-quality campus facilities and grounds on all of its present and future campuses.

### **III. Effective Resource Acquisition, Utilization and Sustainability**

Rowan University is committed to good stewardship of its human, fiscal, and physical resources. Through cooperative planning and management, the University seeks to provide adequate resources to pursue its institutional objectives.

### **IV. Economic and Cultural Vitality of the Region**

Rowan University is committed to expanding its role as an economic and cultural resource to the region.

## I. Exceptional Academic and Personal Development

Rowan University is committed to educating the whole person in a student-centered, learning-centered environment. This environment is characterized by intellectual rigor; opportunities for close interactions between faculty, staff and students; a commitment to service; and maximum engagement in all aspects of campus life. Our goals are to:

Goals	Objectives	Actions Taken	Progress	Assessments Conducted
<b>A. Integrate academic learning and personal development.</b>	Create learning opportunities for every Rowan University student in all phases of University life: academics, service involvement, athletics, residential living, social interactions and cultural events.	<ul style="list-style-type: none"> <li>• Develop student learning outcomes and assessment plans for each department within Student Affairs</li> <li>• Develop a vision for Residential Learning at Rowan University and a preliminary model for implementation.</li> <li>• University Advancement plans support with the <i>Student/Alumni Connection</i> and is currently planning program</li> </ul>	<ul style="list-style-type: none"> <li>• 21 programs have mission statements; 78 student learning outcomes have been identified</li> <li>• A co-curricular model for residential learning has been developed around the STEP-UP initiative</li> <li>• Reconfiguring of RA and RD training is in process</li> <li>• Program will focus on student philanthropy. Program being designed with input from alum/BOT member; PRaction engaged to assist; implementation slated for Summer Orientation 2010</li> </ul>	<ul style="list-style-type: none"> <li>• 29 SLO assessments completed and recorded in Trac-Dat</li> <li>• Best practice study of student philanthropy at several colleges and universities</li> </ul>
<b>B. Provide opportunities for students for close interaction with dedicated and diverse faculty and staff.</b>	Promote inclusion of students wherever possible in faculty research projects.	<ul style="list-style-type: none"> <li>• University Advancement is working with College of Communication to have students reconstruct the Henry Rowan video. Student involvement will continue with videotape archiving of major donors; PRaction involved in project listed above</li> </ul>	<ul style="list-style-type: none"> <li>• Henry Rowan project completed; additional videos are in progress</li> </ul>	
<b>C. Promote active and collaborative learning and project-based learning in conjunction with innovative use of technology.</b>	Innovative use of technology	<ul style="list-style-type: none"> <li>• Implementation of wireless campus</li> <li>• Implementation of virtual labs</li> <li>• Implementation of web clicker application</li> <li>• Increase in use of LMS (Blackboard)</li> <li>• Development of Digital Media Center in Library</li> <li>• Use of CAVE in collaborative activities</li> </ul>	<ul style="list-style-type: none"> <li>• First one completed in fall 2009</li> </ul>	<ul style="list-style-type: none"> <li>• 4,000-5,000 users per 24 hour period; most utilized access points are academic spaces</li> <li>• currently being used by Psychology, Math, Philosophy &amp; Religion, Geography, and others</li> <li>• 1700 active sessions for AY09-10</li> </ul>

<p><b>E. Emphasize oral and written communication, critical thinking, global awareness, ethical responsibility and the development of multicultural competencies and understanding of diversity.</b></p>	<p>Infuse these competencies in curricular and non-curricular offerings. Ensure that the curriculum reflects these goals.</p>	<ul style="list-style-type: none"> <li>• Creation of new interdisciplinary concentration in New Media</li> <li>• Develop a vision for student engagement at Rowan University and a preliminary model for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Theoretical paper and model presented Feb. 2010</li> <li>• Center for Student Engagement mission, core values and SLO developed</li> </ul>
	<p>Move campus culture to one that values diversity and differences in all forms, including, but not limited to race, religion, gender, sexual orientation and ability level.</p>	<ul style="list-style-type: none"> <li>• Develop multicultural and diversity learning goals.</li> </ul>	<ul style="list-style-type: none"> <li>• The office of Organizational Development (OD) will provide multicultural educational materials for new and existing staff for orientation to the university, leadership, mentoring and training on recruitment and staffing, to be completed by June 2010</li> <li>• The office of Equity and Diversity (OED) will collaborate with OD to develop recruitment and staffing training materials and to develop comprehensive training program for search committees; implementation September 2010</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify or develop a mechanism to coordinate and empower these efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• OD and OED will collaborate to develop and deliver programs and initiatives that promote awareness and understanding of the value of differences; June 2010 for rollout fall 2010</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish a position of ombudsman for students.</li> </ul>	<ul style="list-style-type: none"> <li>• HR will develop job description for ombudsman position to be housed in Student Affairs.</li> <li>• This position has not been approved</li> </ul>

## II. Attractive, High-Quality Campuses

Rowan University is committed to providing attractive, high-quality campus facilities and grounds on all of its present and future campuses. Our goals are to:

Goals	Objectives	Actions Taken	Progress	Assessments Conducted		
<b>A. Substantially reduce deferred maintenance</b>	Provide significant increases in annual capital allocations as well as staff and operating budgets for preventive maintenance.	<ul style="list-style-type: none"> <li>• Continue annual facilities benchmarking via external consultant.</li> <li>•Examine costs associated with consultants and whether internal expertise (faculty) could be utilized</li> </ul>	<ul style="list-style-type: none"> <li>• Sightlines is currently engaged in its FY09 benchmarking study for ROPA and GoGreen reports.</li> </ul>	<ul style="list-style-type: none"> <li>•Sightlines ROPA and Go-Green studies completed Jan 2010. To be presented to Facilities Committee reports.</li> </ul>		
		<ul style="list-style-type: none"> <li>• Conduct Facilities Condition Index (FCI) every 3 to 4 years to track progress.</li> </ul>	<ul style="list-style-type: none"> <li>• The last FCI (2005) has been reviewed and updated by internal staff to better define scope of pending project. RFP language has been developed for new facilities condition assessment. Work to be conducted summer 2010</li> </ul>			
<b>B. Expand and improve the system for renewing all learning spaces</b>	Facilitate close coordination between Facilities and learning space users (e.g., Academic Affairs, camps and conferences) to identify appropriate renewal items and cycles and to facilitate scheduling of renewal activities. This goal should also include non-learning spaces (e.g., residence halls, administration buildings, infrastructure).	<ul style="list-style-type: none"> <li>• Design and develop a strategic improvement plan for the Student Center</li> </ul>	<ul style="list-style-type: none"> <li>• Student Center Program review</li> <li>•Audit of office space; develop plan for reorganization</li> </ul>	<ul style="list-style-type: none"> <li>•Student Center Program Review completed January 2010</li> </ul>		
		<ul style="list-style-type: none"> <li>• Renew classrooms on a 10-year cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Will prepare plan and associated budgets by June 2010</li> </ul>		<ul style="list-style-type: none"> <li>•Establishing baseline data for future planning</li> </ul>	
		<ul style="list-style-type: none"> <li>•Renew office spaces on a 20-year cycle or when occupancy changes</li> </ul>	<ul style="list-style-type: none"> <li>•Will use information from FCI update to develop plan</li> </ul>			<ul style="list-style-type: none"> <li>•Establishing baseline data for future planning</li> </ul>
		<ul style="list-style-type: none"> <li>• Prepare a landscaping master plan</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Landscape Services in process of developing landscape master plan in collaboration with campus community. Meetings have occurred; implementation slated for 4Q2010</li> </ul>			

		<ul style="list-style-type: none"> <li>• Provide ongoing maintenance of grounds and renewal on a 20-year cycle.</li> </ul>	<ul style="list-style-type: none"> <li>• See above initiative; resources to be developed in conjunction with FY11 budget</li> </ul>		
<b>C. Construct new buildings as appropriate</b>	<p>Follow campus master plan developed by Sasaki Associates. Ensure the use of appropriate national standards to guide space needs, taking into consideration Rowan's non-traditional learning opportunities.</p> <p>Employ the master plan and guiding principles in developing construction sequencing and construction decision-making.</p>	<ul style="list-style-type: none"> <li>• Construct 860 beds of upper division housing within Rowan Blvd. project.</li> </ul>	<ul style="list-style-type: none"> <li>• Contracted with Brailsford and Dunlevy to develop a comprehensive 10-year housing plan</li> </ul>	<ul style="list-style-type: none"> <li>•Focus Groups with selected students, staff and administrators</li> <li>•Onsight assessment of housing portfolio</li> <li>•Review of financial performance and occupancy rates</li> <li>•Brailsford and Dunlevy report completed May 2010</li> </ul>	
		<ul style="list-style-type: none"> <li>• Construct 700-800 beds of lower division housing on Mansion Park site.</li> </ul>	<ul style="list-style-type: none"> <li>•Phase I of housing opened in Aug 2009 Phase II will open in August 2010</li> </ul>	<ul style="list-style-type: none"> <li>•RFQ deferred until receipt of recommendations from Brailsford and Dunlevy report</li> </ul>	
		<ul style="list-style-type: none"> <li>• Construct new parking garage.</li> </ul>	<ul style="list-style-type: none"> <li>• RFQ/RFP process to begin in Fall 2009</li> </ul>	<ul style="list-style-type: none"> <li>•Feasibility assessments to be completed for Glassboro and Camden (medical school)</li> </ul>	<ul style="list-style-type: none"> <li>•Parking feasibility study completed with Timothy Haahs Assoc. In discussion to determine alternatives</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop and evaluate biennial audit of space usage and assignments to facilitate high utilization levels.</li> </ul>		<ul style="list-style-type: none"> <li>• Schedule and process to be determined during FY10</li> </ul>	<ul style="list-style-type: none"> <li>•Space utilization confirmation with building coordinators scheduled for Winter 2010; signage and capacities in spring 2010</li> </ul>
		<ul style="list-style-type: none"> <li>• Construct new academic buildings using the order specified in the master plan as a guide.</li> </ul>		<ul style="list-style-type: none"> <li>• Engaged in programming and facility planning for new medical school in Camden as primary priority</li> <li>•Look to alternatives in funding projects</li> </ul>	
<b>E. Ensure the safety, accessibility and attractiveness of all campuses</b>	<p>Maintain and update construction guidelines for developing new buildings that are safe and accessible.</p>	<ul style="list-style-type: none"> <li>• Implement and communicate campus lighting plan that emphasizes safety with a minimum of pollution.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>	<ul style="list-style-type: none"> <li>•Examining need for increased pedestrian lighting on campus and along Rt. 322</li> </ul>	
	<p>Follow guidelines presented in the Campus Master Plan as developed by Sasaki Associates.</p>	<ul style="list-style-type: none"> <li>• Implement and communicate an exterior safety plan that utilizes the implementation of the Sasaki Associates' Campus Master Plan and focuses on minimizing physical injuries due to accidents as well as criminal activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities will work in conjunction with Public Safety</li> </ul>		
	<p>Further develop and implement plans that improve the safety of</p>	<ul style="list-style-type: none"> <li>• Communicate building safety plans that strive to improve physical</li> </ul>	<ul style="list-style-type: none"> <li>• Continue progress on President's 14-point public safety initiatives</li> </ul>		

existing buildings and grounds.	safety and reduce criminal activity in and around campus buildings.	
	<ul style="list-style-type: none"> <li>• Implement a Public Safety staffing plan that provides an acceptable level of safety for all campus communities at all times.</li> </ul>	<ul style="list-style-type: none"> <li>• SCPP training ongoing</li> <li>• Safe Walk &amp; Ride program has been expanded</li> <li>• Implemented additional K-9 corp in fall 2009</li> <li>• Rowan Blvd surveillance camera system approved</li> <li>• Expanded RAD program with one new instructor</li> <li>• Returned to 8-hr shifts with additional personnel</li> <li>• Old emergency phones have been replaced with solar powered ones (97); two additional slated for Team House, and four additional to the Rowan Blvd #2 area</li> </ul>
	<ul style="list-style-type: none"> <li>• Create prioritized list of major landscape improvement projects.</li> </ul>	<ul style="list-style-type: none"> <li>• In development; to be completed 2Q2010</li> </ul>
	<ul style="list-style-type: none"> <li>• Undertake landscape improvement projects in a systematic fashion.</li> </ul>	<ul style="list-style-type: none"> <li>• Work is being undertaken at residence halls, academic buildings and recreation center in conjunction with key stakeholders.</li> </ul>
	<ul style="list-style-type: none"> <li>• Seek donors to sponsor specific landscape initiatives (e.g., Children’s Learning Garden).</li> </ul>	<ul style="list-style-type: none"> <li>• University Advancement is seeking a potential donor to sponsor a landscape initiative; 10-15 Seward Johnson sculptures to be installed Sept-Dec 2010</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement major improvements to Rt. 322.</li> </ul>	<ul style="list-style-type: none"> <li>• to be undertaken in conjunction with Borough and County</li> </ul>
Expand recruiting, staffing and training plan for campus security, campus police and student patrols as well as student counseling and health services.	<ul style="list-style-type: none"> <li>• Provide safe and efficient transportation between all campuses.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the purchase of vehicles and reduce the huge costs of vehicle leases</li> </ul>

### III. Effective Resource Acquisition, Utilization, and Sustainability

Rowan University is committed to good stewardship of its resources. Through cooperative planning and management, the University seeks to provide adequate resources to pursue its institutional objectives. Our goals are to:

Goals	Objectives	Actions Taken	Progress	Assessments Conducted
<b>A. Initiate a focused capital campaign by 2011</b>	<ul style="list-style-type: none"> <li>Determine needs for additional staffing, and ways to involve the entire campus in effort.</li> <li>Relate capital campaign goals to strategic goals.</li> </ul>	<ul style="list-style-type: none"> <li>Two new staff members hired in Fall 2009, one for corporate and foundation prospects and one for individual constituents</li> <li>Interim VPUA is meeting with all Deans to determine funding priorities</li> </ul>	<ul style="list-style-type: none"> <li>Hires have been made; staff members are in place</li> <li>A list of priority funding needs has been assembled and is being used by fundraisers</li> </ul>	<ul style="list-style-type: none"> <li>Strategic needs assessment completed in collaboration with the Deans</li> </ul>
<b>B. Diversify revenue streams</b>	<ul style="list-style-type: none"> <li>Reduce reliance on state support</li> <li>Evaluate impact of changing tuition policy with a focus on the possible increase in variable tuition rates/models.</li> <li>Identify as many alternative funding sources as possible. Perform a needs analysis for any new major and review the status of current majors.</li> </ul>	<ul style="list-style-type: none"> <li>Task Force established by the Provost in June 2009</li> <li>Increase in courses offered by CPCE</li> <li>Development of PLTW Summer Institute</li> <li>Increase in submission of grant proposals</li> <li>University Advancement is continually pursuing prospect acquisitions</li> <li>University Advancement is increasing its focus on Annual Fund solicitations with all constituents</li> <li>Variable tuition models have been implemented for Summer School and CPCE</li> <li>The University has diversified revenues by increasing Camps and</li> </ul>	<ul style="list-style-type: none"> <li>Proposed a Consolidated Revenue Center model</li> <li>127 grant proposals submitted in FY09 compared to 96 in FY08</li> <li>Office of Research is pursuing collaborative activities with multiple institutions including Temple, Drexel, Rutgers, and Cooper University Hospital</li> <li>The identification of alternative funding sources in underway and will continue to be an ongoing priority</li> <li>Many cultivation dinners have occurred and will continue</li> <li>An extra charge was created and is being charged to Engineering majors</li> <li>Camps and Conferences contributed over \$100,000 to University in 2010. CPCE will be</li> </ul>	<ul style="list-style-type: none"> <li>As of Feb 2010 total number of proposals and awards outpaces 2009</li> <li>Alumni giving continues to decrease and lag behind the year before. Direct mail has been decreased with more emphasis on personal contact. A CHALLENGE element will be implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase revenue via facilities rentals, land leases, CPCE, and</li> </ul>			

	fundraising	Conference revenue as well as increased revenue generated through CPCE. This will be further developed in 2010.	incorporated into new revenue sharing model to include summer school and graduate school
<b>C. Create new undergraduate and graduate academic programs to serve and attract potential students, create a diverse campus community, meet the needs of New Jersey and satisfy the mission of the University</b>	<ul style="list-style-type: none"> <li>• Add new undergraduate and graduate programs based on and in support of the enrollment management plan, academic master plan and strategic goals, using cost-center approach wherever possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Rowan has moved all graduate programs to a revenue center model.</li> <li>• At undergraduate level, new sequences have been added to liberal studies, as well as new minors and concentrations</li> <li>• A new home has been created for undeclared students</li> <li>• Task Forces are examining creation of new programs</li> </ul>	<ul style="list-style-type: none"> <li>• Several new graduate offerings have been unveiled to include an M.S. in Engineering Management, Computer Science, an M.A. in history, Applied Behavioral Analysis and several new COGS</li> <li>• Liberal Studies – Humanities/Social Science; education, philosophy &amp; religion</li> <li>• Creation of Exploratory Studies program</li> <li>• allied health, architecture, hospitality management, systems engineering, public health, biomedical science and engineering</li> </ul>
<b>D. Institute effective enrollment management organization and processes</b>	<p>Establish target retention rate of 90%+ freshman-to-sophomore retention, 75%+ six-year graduation rates and 60%+ four-year graduation rates for all campus locations.</p>	<ul style="list-style-type: none"> <li>• An Enrollment Management Taskforce was developed</li> </ul>	<ul style="list-style-type: none"> <li>• Decision was made to search for an Associate Provost for Enrollment Management (APEM) with funding coming through modest increase in admissions application fee. Offices reporting to APEM will include Admissions, Financial Aid, and Registrar</li> </ul>
	<p>Dedicate future increases in endowment returns to financial aid.</p>	<ul style="list-style-type: none"> <li>• Include scholarship support in the Campaign Case Statement and incorporate scholarship support in telemarketing and direct mail appeals.</li> </ul>	<ul style="list-style-type: none"> <li>• University Advancement will utilize its major gift fundraisers to present an increased number of scholarship solicitations and proposals. The OUA will need to develop a Case Statement for all solicitation mediums</li> </ul>
	<p>Have departments better define their roles in the University and validate their resource needs based upon those roles by expanding the existing strategic planning and budgeting processes.</p>	<ul style="list-style-type: none"> <li>• Student Affairs is conducting program reviews and needs assessments to validate resource needs</li> </ul>	<ul style="list-style-type: none"> <li>• Link program review action plans to necessary resources; create targeted timeline for implementation</li> <li>• Program Reviews have been completed for the following during 2009-2010: Academic Success Center, Greek Affairs, Multicultural Affairs, Student Center. Action plans will be completed by Sept. 2010</li> <li>• Continue to implement Action Plans for those units with completed Program Reviews</li> <li>• Action plans have been created for Residential Learning &amp; University Housing, Health Services, Counseling &amp; Psychological Services, Athletics, Parent and Family Connections (Feb 2010), Recreation</li> </ul>

- As building are planned and designed or new projects planned with respect to existing facilities, bring together all stakeholders at an early stage in process to accommodate all interests and concerns going forward.

- New revenue sharing model will be rolled out in FY11

- An action plan will be developed for Orientation when new Assoc. Director is hired

- A RCM (Responsibility Center Management) model for areas such as CPCE, Graduate School, and Camden will continue to be evaluated in 2010. RCM could lead to more operational authority and budget control given in the academic areas

- Develop records retention policy, implement in stages within A&F; address storage of documents

- A draft Record Retention proposal was prepared in March 2010 for review

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**E. Maintain academic quality of existing and new graduate programs while providing for sustainability and growth**

Provide quality graduate programs for students seeking to further their education, whether for professional advancement or personal fulfillment.

- Implement new model for academic and funding structure for graduate programs.
- Conduct regular reviews of graduate programs to assess quality, competitiveness and support of the University mission.

- College of Communication established college wide assessment document; College of Business has assessment process to meet stringent AACSB standards; CLAS has scheduled program reviews; College of Engineering continues to monitor effectiveness through ABET process; College of Education programs are aligned with NJPTS and Ed.D. is under revision; Office of Research reports increase in research and scholarly activity proposals and awards

- Graduate enrollment has increased by 23.7% (from 1212 in spring 2009 to 1499 in spring 2010) This growth represents 9x the 2.6% increase of previous two years combined

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**F. Create a culture of sustainability and stewardship**

Provide organizational structures that promote long-term viability of the University from economic, environmental, and social perspectives.

- Implement recommendation of 2009 Middle States Self Study: Create office of Institutional Effectiveness, to assess and evaluate progress towards strategic goals, campus initiatives, and facilitate assessment on all levels.

- Implemented March 2010

## IV. Economic and Cultural Vitality of the Region

Rowan University is committed to expanding its role as an economic and cultural resource to the region. Being mindful of the needs of our surrounding communities and the mission of this institution, our goals are to:

Goals	Objectives	Actions Taken	Progress	Assessments Conducted
<b>A. Be responsive to the economic and cultural needs of the communities surrounding the campus(es)</b>	Participate in the redevelopment of Glassboro and surrounding communities.	<ul style="list-style-type: none"> <li>• The University is working with SORA Holdings on the Rowan Blvd. project to include housing and retail space.</li> <li>• University is examining fiscal issues related to the establishment and maintenance of the medical school</li> </ul>	<ul style="list-style-type: none"> <li>• Phase II apartments slated for opening fall 2010</li> <li>• Barnes &amp; Noble Bookstore under construction</li> </ul>	<ul style="list-style-type: none"> <li>• TRG has been hired as consultant to help with fiscal matters surrounding the medical school</li> </ul>
<b>B. Continue developing the West Campus, including the South Jersey Technology Park</b>	Expand criteria for the development of the West Campus that do not undermine the redevelopment of Glassboro.	<ul style="list-style-type: none"> <li>• Utilize cost/benefit analysis in the evaluation of specific projects/proposals that involve the West Campus.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the evaluation and planning of future West Campus proposals and projects such as Building 2 of the Tech Park and the planning and design of the field house and related athletic fields</li> </ul>	<ul style="list-style-type: none"> <li>• Presently discussions surrounding expansion of SJTP have been put on hold</li> </ul>
<b>C. Expand offerings in Camden commensurate with the needs of the city as well as the University</b>	Expand and implement a comprehensive academic plan for the Camden campus that focuses on the strengths and enrollment goals of that campus, keeping in mind the differing needs of the Camden and main campuses.	<ul style="list-style-type: none"> <li>• Develop a plan to provide support services for a 2000 student Camden campus</li> <li>• Research and identify options for medical school support services models</li> </ul>	<ul style="list-style-type: none"> <li>• Programs offering services at Camden during 2009-2010 were identified</li> </ul>	<ul style="list-style-type: none"> <li>• Keeling and Assoc worked with Student Affairs staff to identify needs for Camden Campus. Submitted to VPSA, Provost, Asst Provost, President for follow up</li> <li>• Conducted site visit to Temple University. Additional visits planned to other regional medical schools</li> </ul>
<b>E. Be responsive to the needs of regional industries and other potential employers of our graduates</b>	Identify specific needs of local/regional businesses for educational programming at the undergraduate, graduate and non-degree levels.	<ul style="list-style-type: none"> <li>• The OUA has worked and continues to steward Mr. John Martinson and his Engineering on Wheels program in support of the College of Engineering. Other local and regional business entities are being identified and will constitute a core of opportunities for Rowan students at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>• The Engineering on Wheels program has been inaugurated and visiting middle and high schools across NJ. OUA staff has cultivated a relationship with PSEG to develop Engineering Clinic and Internship opportunities to support their corporate initiatives. This effort will continue to be an ongoing priority.</li> </ul>	