



Progress Toward Achieving Strategic Objectives

AY2010-2011

Report Date: September 2011

Key: **AA** - Academic Affairs, **BF** - Budget & Finance, **CAM** - Camden, **CMSRU** - Med School, **ELR** - Employee & Labor Relations, **FAC** - Facilities, **PS** - Public Safety, **SL** - Student Life, **UA** - University Advancement, **UR** - University Relations

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:

University Goals	University Objectives	Actions Taken AY10-11	Progress
<p>A. Integrate academic learning and personal development.</p>	<p>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.</p> <p>Emphasize a holistic educational approach</p>	<p>Initiated Gen Ed Reform (AA)</p> <p>The STAT (Students Today Alumni Tomorrow) program remained in its research phase during FY10-11. The Program goals and objectives along with a timeline will be implemented in FY11-12. (UA)</p> <p>Ask an Alum was a huge success. Over 65 alums representing all of the colleges met with over 200 students. (UA)</p>	<p>Created conceptual model of A Rowan Education, identifying co-curricular learning experiences as an integral component.</p> <p>Committed to objective of including co-curricular learning experiences as options for meeting Gen Ed learning goals.</p> <p>Developed learning goals that anticipate co-curricular experiences such as service involvement, social interactions, and cultural events and promote a holistic educational approach.</p>
		<p>Student employee training in the areas of workplace readiness, communication skills, and conflict resolution was initiated (SL)</p> <p>STEP-UP was adopted as the umbrella framework for Student Life (SL)</p> <p>Leadership Rowan certification program was implemented (SL)</p>	<p>Over 300 student employees trained during 2010-2011</p>

		Exploratory Studies learning community formed	Largest residential learning community to date
	Better define the relationship of athletics to the educational mission	Developing a position paper on the importance of athletics to the educational mission of Rowan University	In progress. Expected completion December 2011
	Encourage four years of residence in campus housing/Implement housing plan		
B. Provide opportunities for students for close interaction with dedicated and diverse faculty and staff.	Promote inclusion of students wherever possible in faculty research projects.	Assisted the Colleges of FPA, Engineering, LAS, Education, Camden in funding faculty/student research (UA)	Secured grants from: Comcast-Reading Clinic, Lockheed Martin – Engineers without Borders, ATT – Systems for flood remediation, Cigna – StayFIT Nutrition Counseling, Cherry Hill Volvo –Project Match
	Continue to support development of strong programs	CAP Center launched “Partners for Success” connecting faculty, students, and CAP center to enhance career development(SL)	172 faculty used CAP Center service for their classes. 3462 students participated in these sessions.
C. Promote active and collaborative learning and project-based learning in conjunction with innovative use of technology.	Increase innovative use of technology		
	Encourage greater use of diverse learning teams		
D. Foster an appreciation of learning through synthesizing findings from traditionally unrelated fields.	Increase interdisciplinary courses and programs	Merged Environmental Studies with the Geography Department to strengthen both programs. (AA)	Approved by University Senate and Board of Trustees. Spring 2011
		Initiated Gen Ed Reform (AA)	Developed an outcomes-based model that encourages interdisciplinary collaboration on curriculum design.
	Partner with CMSRU to develop innovative, collaborative educational programs	Developed preliminary plan for Biomedical and Emerging Science and Technology program; new programs in philosophy that	In progress

incorporate medical concepts; preliminary discussions with Education and Business for medical-related COGS (AA, CMSRU)

E. Emphasize oral and written communication, critical thinking, global awareness, ethical responsibility and the development of multicultural competencies and understanding of diversity.	Infuse these competencies in curricular and non-curricular offerings. Ensure that the curriculum reflects these goals.	Initiated Gen Ed Reform (AA)	Developed a model based on Core Literacies, including Community Literacy, which gives significantly more emphasis to global awareness, ethical responsibility and the development of multicultural competencies, and understanding of diversity. The model also includes Communicative Literacy
		Division began assessing student life student learning outcomes in these areas (SL)	Trac-Dat training and webinars provided during 2010-2011 to assist units with this process
	Increase multicultural awareness, exposure and understanding	A donor-sponsored trip to the Holocaust Museum was made available to the entire Campus community. (UA)	
Increase recruitment of students from underrepresented groups and from other states and countries		Hired a new Director of the International Center. (AA)	
		Hired a new Associate Provost for Enrollment Management. (AA)	
Move campus culture to one that values diversity		The Office of Equity and Diversity collaborated with Human Resources to develop recruitment and staffing training materials and developed comprehensive training programs for search committees. (ELR)	Online training program was developed and implemented during Spring 2011 semester.
		Financial aid offered \$5000 grants to enhance EOF enrollments (SL, AA)	
		SafeZone training initiated throughout campus (SL)	
Encourage study abroad/inclusion of foreign languages		The Seward Johnson Fellowship continues to provide funds for a Fine Arts Senior to	Additional funding secured

study in Florence. An additional \$100K was secured this year for the continuation of the program. (UA)

Awarded the Charlesworth scholarship to a student studying in Scotland for \$3000 (UA)

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:

University Goals	University Objectives	Actions Taken AY10-11	Progress
A. Substantially reduce deferred maintenance	Provide significant increases in annual capital allocations as well as staff and operating budgets for preventive maintenance.	Sidewalk restoration program implemented throughout campus (FAC)	In progress
		Demolition of vacant buildings to create additional parking (FAC)	Project completed
		Roof replaced on Westby	Project completed
B. Expand and improve the system for renewing all learning spaces	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).	Renovations of Edgewood Park Apartments (FAC, SL)	Project completed
		New bleachers and elevators installed in Wacker stadium (FAC)	Project completed
		Restrooms in the Robinson Building were renovated (FAC)	Project completed
		Student Center Food Court was updated and entertainment area added (FAC)	Scheduled to reopen fall 2011
		Plan new Health & Wellness Center (SL)	Design Proposal completed
C. Construct new buildings as appropriate	Ensure the use of appropriate national standards to guide space needs, taking into consideration Rowan's non-traditional learning opportunities.	Constructed Whitney Center for Honors Program. (AA, SL, FAC)	Students slated for move-in Fall 2011
		Converting Founders Inn to housing for international students. (AA, SL, FAC)	Students slated for move-in Fall 2011
		Construction began on LEED certified	In progress. Scheduled for completion

		CMSRU building (FAC, CMSRU)	Spring 2012
		Converting former First Camden National Bank and Trust Company into the new academic home of Rowan University at Camden (AA, CAM, FAC)	First phase of renovations completed and developing plans for the next phases.
		Phase II of Rowan Blvd. apartments completed	Students moved in Fall 2010
		Barnes and Noble Bookstore completed	Grand opening January 2011
	Follow campus master plan developed by Sasaki Associates.		
	Employ the master plan and guiding principles in developing construction sequencing and construction decision-making.		
D. Maintain sustainable campuses	Recognize that sustainability involves more than facilities and infrastructure; it should involve faculty, staff and students in living and learning the ideas of environmental stewardship and long-term economic viability.	Instituted CFL light bulb exchange in residence halls (FAC, SL)	
		Began converting fleet from fuel to electric (FAC)	In progress
		Repaired leaks to infrastructure to conserve energy (FAC)	
		Edgewood Park Apartments now houses the Green Learning Community (SL)	
		See III F. (AA)	
E. Ensure the safety, accessibility and attractiveness of all campuses	Maintain and update construction guidelines for developing new buildings that are safe and accessible.	Ensure ADA compliance for Whitney Center (SL)	Ongoing involvement
	Follow guidelines presented in the Campus Master Plan as developed by Sasaki Associates.		
	Further develop and implement plans that improve the safety of existing buildings and grounds.	Develop a comprehensive 5 yr. campus security plan for Glassboro and Camden.	This plan is currently being developed. There has been a delay in developing the Camden section of the plan due to the

		ongoing negotiations with Cooper Medical Center as to the agreement of a Security Plan for the Medical School. Our campus wide Emergency plan is almost completed and once approved by the President's Office and Board of Trustees it will be part of the 5yr. plan. (PS)
	Sidewalk restoration (FAC)	
	Building signage (FAC)	Phase I building signage has been installed (FAC)
	Educate students about safety issues (SL)	RA programming addressed range of safety issues
	Counseling & Psychological Services, Public Safety, and Student Health Center developed joint plans for campus safety and emergencies (SL)	
	Security cameras were installed in residential facilities (SL)	Rowan Blvd. and Whitney Center complete
Expand recruiting, staffing and training plan for campus security, campus police and student patrols as well as student counseling and health services.	Complete National Accreditation for the Department of Public Safety	Rowan University Department of Public Safety has completed the quest for National Accreditation. Effective March 26, 2011 our Department of Public Safety became the first University in New Jersey to receive National Accreditation.
Campus beautification	Seward Johnson Sculpture Installation (UA)	
	Landscaping improvements initiated (SL)	Willow, Oak received planting beds

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:

University Goals	University Objectives	Actions Taken AY10-11	Progress
A. Initiate a focused capital campaign	Determine needs for additional staffing, and ways to involve the entire campus in effort.	Completed Naming Opportunities document for new medical school building (UA)	
	Relate capital campaign goals to strategic goals.	Worked jointly to establish a 2012 legacy campaign for CMSRU (CMSRU, UA)	Campaign developed; Launch date TBD
B. Diversify revenue streams	Reduce reliance on state support Identify as many alternative funding sources as possible. Perform a needs analysis for any new major and review the status of current majors.	Developed a Consolidated Budget where all available resources are identified and utilized to meet the needs of the University.	
		Continue to evaluate current operations for cost effectiveness and revenue opportunities. (BF)	
		Reinvigorated Foundation Planned Giving Committee (UA)	
		Continued development of CGCE offerings by academic programs. (AA)	Generated significant revenues for some colleges and at least moderate revenues for all colleges.
		Converted the Honors Program to a Cost Center. (AA)	
		Continued to transition the International Studies program to a Cost Center. (AA)	
		Continued to transition Rowan at Camden to a Revenue Center (AA, CAM)	
		Initiated a prioritized capital improvement plan in conjunction with annual budget. (FAC)	To be completed annually
Revised policy for microfridge in residence halls (SL)	Additional revenue anticipated		

Evaluate impact of changing tuition policy with a focus on the possible increase in variable tuition rates/models.

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

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.

Began development of biomedical and allied health programs.

Developed new professional degree programs in Geography.

New professional degree programs in Geography were approved.

Continued to package graduate courses as new certificate offerings.

Developed Medical School curriculum and submitted self-study for preliminary accreditation. (AA, CMSRU)

Medical School received preliminary accreditation from LCME; Website launched; began accepting applications

D. Institute effective enrollment management organization and processes

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.

Hired Associate Provost for Enrollment Management. (AA)

Start date July 2011

Monitor and improve the retention and graduation rates for all campus locations

LASSI assessment was used with EOF/MAP population to identify strengths and weaknesses (SL)

Information provided to academic coaches to assist students' development

Academic Coach program was expanded (SL)

Services are provided to more students with academic need

Dedicate future increases in endowment returns to financial aid.

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.

The Budget Department provided a three year trend analysis for all departments to aid in the analysis of their resource needs. (BF)

Consolidated Anthropology with Sociology, and Economics with Political Science. (AA)

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.		
	Explore and expand partnerships and collaborative degree programs with other universities and organizations		
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.	OIERP worked closely across divisions and with Information Resources to address inefficiencies in system utilization of Banner.	Movement to full efficient utilization of Banner by 2012.
		Preliminary work toward development of a data warehouse (OIERP)	Work is ongoing
		Facilities & Operations division consolidated many operations without adding staff (FAC)	
		Reduced third party contractors and moved projects in-house (FAC)	
		Student Life continued program review process (SL)	Public Safety, EOF/MAP, and Veteran's Affairs completed program reviews
	Integrate concepts and themes of sustainability across the curriculum	Initiated Gen Ed Reform (AA)	Developed a model based on Core Literacies, including Community Literacy, which emphasizes sustainability.
	Systematically evaluate University's performance in all areas of activity with an aim of ensuring more efficient use of existing resources.	OIERP initiated university-wide assessment of institutional effectiveness in Fall 2010	Phase I (assessment frameworks) will continue through 2011
	Surveys of various constituencies conducted during 2010-2011 to evaluate performance and satisfaction with University.	Survey findings made available online through OIERP.	
	Review of existing mission statement for ongoing relevance	Initiated spring 2011. Will continue 2011-2012	
G. Research new Rowan identity and brand	Assess changing environment and perceptions of Rowan with various audiences; develop and implement plan for	University Relations is developing branding campaign with tag line "Rowan: Innovation Starts Here" (UR)	Ongoing

<p>communicating identity and key institutional messages</p>	<p>Improve communication with key stakeholders (UR)</p>	<p>BOT and Foundation Board now receive employee newsletter; BOT to receive iPads to facilitate communication</p> <p><i>Rundown</i> has been redesigned. Rowan in the News goes to all students and employees. More Rowan stories are featured on web and YouTube. Stories shared with Alumni Relations for use in alumni newsletter.</p>
<p>H. Educate the Rowan campus community on the need for fundraising</p>	<p>Launched Employee campaign in October 2010 with goal of raising \$100,000 (UA)</p> <p>Associate VP met monthly with SGA representative to discuss Advancement and Alumni Relations program and projects. (UA)</p> <p>Fundraising staff met regularly with academic deans. Deans, provost, vice presidents attended Foundation Board meetings to provide updates on their areas (UA)</p>	<p>Raised \$116,000 – 20% increase over last year</p>

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:

University Goals	University Objectives	Actions Taken AY10-11	Progress
A. Be responsive to the economic and cultural needs of the communities surrounding the campus(es)	Participate in the redevelopment of Glassboro and surrounding communities.	The Finance Division has analyzed the impact of University Housing, Bookstore Operations and the continued redevelopment of Rowan Boulevard. The Finance Department has worked with Glassboro and the developers to analyze the financial impact of this redevelopment on the University. (BF)	
	Provide services to the community that make the University a ‘destination’ for community members	Regular town/gown meetings have been established between Rowan and Glassboro. (UR, SL)	Rowan participates in meetings of code enforcement, central business district, redevelopment association, Glassboro Revitalization, Chamber of Commerce, and SNJDC Board The Office of Community Standards and Commuter Services was established to manage town/gown relations (SL)
	Engage in appropriate partnerships that fit the University’s strengths	Advancement Community Initiatives	
	Cultivate a cooperative relationship with the surrounding communities and particularly between Glassboro, Camden and the University	<ul style="list-style-type: none"> • Met with Glassboro Council to identify projects that Rowan could support. • Funding for ESL Program in Camden • Funding for Rowan/Camden Pre-School Project • Served on Cooper-Lanning Neighborhood Project Committee • Funding for CHAMP summer program. 	
	Strengthen and increase viable partnerships between University departments and various surrounding communities (CIE, PDS, CGCE)	Continue to educate businesses and corporations to the win-win benefits of a Rowan partnership. (UA)	
Continue and expand educational partnerships with surrounding schools	Rowan at Camden serves as the educational leader of an initiative to develop a Promise Neighborhood based on the Harlem Children Zone in the Cooper Lanning	Community ESL Program – began providing adult ESL classes in 3 locations around Camden: Cramer Hill Community Development Corporation, Boat People	

	<p>Neighborhood of Camden, New Jersey in collaboration with other City institutions. The purpose of the program is to design a “cradle to college” initiative with goals for children and residents of the neighborhood. (CAM)</p>	<p>SOS, and Pyne Poynt Middle School. The last location is an initiative in collaboration with Camden City Schools.</p> <p>Service Learning Project – the ESL program has developed a curriculum for incorporating service learning into the program. This project, in partnership with Cooper Hospital, allows bilingual students to volunteer in a way to assist medical staff with communicating with patients of various language backgrounds.</p> <p>Expanded the dual credit program for area high school students to study and receive college credit for university classes during the academic semester.</p>	
	<p>CMSRU created P.U.L.S.E. program as pipeline program for undergraduate and graduate students typically considered URM’s (Underrepresented in Medicine)</p>	<p>Program offered summer 2011. Included oral and written communication, biomedical sciences, study skills and service learning</p>	
<p>B. Continue developing the West Campus, including the South Jersey Technology Park</p>	<p>Expand criteria for the development of the West Campus that do not undermine the redevelopment of Glassboro.</p> <p>Coordinate the development of the main campus and West Campus so plans are congruent.</p>	<p>Developed <i>Evolution: a vision for Rowan University</i> which incorporates vision of growth for West Campus (President, OIERP)</p>	<p>Booklet was distributed to educational, community, and legislative stakeholders</p>
<p>C. Expand offerings in Camden commensurate with the needs of the city as well as the University</p>	<p>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.</p>	<p>Hired a new Associate Dean/Director for Academic Services for the Camden campus. (AA)</p> <p>Hired a new Assistant Dean/Director of External Affairs to coordinate the various existing university partnerships and collaborations within the City. (AA)</p>	
	<p>Expand support services that address specific and unique needs of the faculty, staff and students.</p>	<p>Developed a sustainable business plan to establish the campus as a self-sufficient academic unit of the university.</p>	

	Reorganized reporting structures of campus academic programs to enhance the overall quality of academic programs and services for students.	
	Increased undergraduate and graduate student population on the campus.	
Creation of CMSRU in partnership with Cooper University Hospital	Submitted documents to LCME; hosted site visit (CMSRU)	Preliminary accreditation received June 2011
	Examined new graduate and undergraduate programs to be offered at Rowan at Camden.	Currently Rowan at Camden offers 3 cohorts of doctoral students in the Educational Leadership program at Rowan at Camden focused on urban education leadership
	Offering doctorate in Educational Leadership at Rowan at Camden	
	ESL Certificate of Graduate Studies now has multiple entry points for greater flexibility.	The first group of graduate COGS students completed certification requirements and are now certified by the state of New Jersey to teach ESL in K-12 settings. The second group of students completed certification requirements and are awaiting their New Jersey State K-12 certification.
	Developing an Urban Education and Policy programs	
	Exploring Workforce Development Programs	
	Expanded student services for the students enrolled at Rowan at Camden in the following areas:	
	<i>Advising for Sociology, Law and Justice, and exploratory studies majors.</i>	
	<i>Food service options for students</i>	
	<i>Exploring the possibility of housing opportunities for Rowan at Camden students.</i>	

	Implement admissions strategies for students enrolled in Camden County College, CHAMP	
D. Encourage partnerships with our feeder institutions (county colleges), school districts and businesses	Maintain seamless transfer programs	
	Negotiate common goals and objectives for the two-year experience	
	Maintain appropriate contacts/interactions for future transfer students and clear articulation agreements	
	Further develop working relationships with school districts	
	Identify common needs between Rowan and regional businesses	
E. Be responsive to the needs of regional industries and other potential employers of our graduates	Identify specific needs of local/regional businesses for educational programming at the undergraduate, graduate and non-degree levels.	Rowan at Camden received grant funds to conduct the following pre college programs with area high schools: Upward Bound for High School English Language Learners. Special contract for teachers in Camden City school district to study in the Certificate of Graduate Studies Program offered at Rowan at Camden.
	Enhance proactive outreach	University Relations is developing advertising campaign to position university as economic engine (UR) CAP Center developed and maintained Facebook, Twitter, and LinkedIn accounts; produced and posted podcasts (SL)