

Rowan University One-Page Strategic Plan

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PEEST Factors ¹	SWOT Analysis ²	
<p>Political</p> <ul style="list-style-type: none"> ▪ Accountability ▪ Diminishing federal resources and shifting of priorities <p>Economic</p> <ul style="list-style-type: none"> ▪ Declining state support ▪ Global competition <p>Educational</p> <ul style="list-style-type: none"> ▪ Expanding and uneven access to education ▪ Cost ▪ Market-driven competition ▪ Engaged learning expectations ▪ Rapid expansion of knowledge <p>Social</p> <ul style="list-style-type: none"> ▪ Internationalization ▪ Public criticism of higher education ▪ Demographic trends <p>Technological</p> <ul style="list-style-type: none"> ▪ Proliferation of information technologies ▪ Transformational impacts 	<p>Strengths</p> <ul style="list-style-type: none"> ▪ High quality education at an affordable price ▪ Room to expand ▪ Two medical schools <p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Reactive, leveraged, dependent on state funding and tuition ▪ Lack of clear vision <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Become an internationally respected comprehensive university ▪ Be a major force for economic vitality of the region ▪ Become a national model by transforming into a vibrant, reputable, proactive, self-reliant institution <p>Threats</p> <ul style="list-style-type: none"> ▪ Continued budget cuts ▪ New costs ▪ Established competition ▪ Resistance to change 	
Strategic Initiatives/Pillars ³	Challenges ³	Operational Values ³
<ul style="list-style-type: none"> ▪ Access ▪ Affordability ▪ Quality ▪ Regional economic engine 	<ul style="list-style-type: none"> ▪ Identity and visibility ▪ Finances ▪ Culture ▪ External pressures ▪ Clarity of priorities 	<ul style="list-style-type: none"> ▪ Student-centeredness ▪ Entrepreneurship ▪ Engagement ▪ Inclusivity ▪ Transparency ▪ Accountability ▪ Teamwork ▪ Resilience
BHAG (2024) ³	Targets (2019) ³	
<p>25,000 students</p> <p>\$ 1 billion operating budget</p> <p>\$ 100 million in sponsored projects</p> <p>\$ 500 million endowment</p>	<p>16,640 students</p> <p>\$ 643 million operating budget</p> <p>\$ 50 million in sponsored projects</p> <p>\$ 250 million endowment</p>	
Key Indicators ⁴		
<ol style="list-style-type: none"> 1. Revenue structure 2. Expenditure structure 3. Excess of current fund revenues over expenditures 4. Percent of freshman applicants accepted and percent of accepted applicants who enroll 5. Student/faculty ratio 6. Institutional scholarships as percentage of total tuition and fees income 7. Tenure status of full-time equivalent faculty 8. Percent of total full-time equivalent employees who are faculty 9. Estimated maintenance backlog as a percentage of the replacement value of physical plant 10. Percentage of living alumni who have given during the past five years 		

¹ Morrill, *Strategic Leadership: Integration Strategy and Leadership in Colleges and Universities* (2007).

² Adapted from *Forward. A Vision for Rowan University*, Rowan University Office of Institutional Effectiveness, Research, and Planning (2010).

³ Rowan University President's Cabinet Strategic Planning Session, January 3-4, 2013.

⁴ Taylor and Massey, *Strategic Indicators for Higher Education: Vital Benchmarks and Information to Help You Evaluate and Improve Your Institution's Performance* (1996).