



Strategic Planning Document

20 February 2009

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 Needed	Responsible Division/Unit	Necessary Resources	Timelines/Benchmarks	Assessment of Goal
A. Integrate academic learning and personal development.	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"> Better define the relationship of Athletics to the educational mission. Develop a strategic plan for student engagement 	<ul style="list-style-type: none"> Provost, Director of Athletics VP Student Affairs, Assoc VP Student Engagement 	<ul style="list-style-type: none"> Increase Student Affairs staff in service learning by X positions by June 2010 	<ul style="list-style-type: none"> Increase the percentage of students participating in each area by X% by June of 2010 Develop a position paper on the importance of Athletics to the educational mission of Rowan University by June 2010 	
	Continue to emphasize a holistic educational approach while creating and strengthening the links between the physical campuses, virtual campuses, and varied educational opportunities (classroom-based, housing-based, experiential learning, service learning) that compose the total Rowan educational experience	<ul style="list-style-type: none"> Better define the role of service learning, residential learning communities and social activities in the educational mission of the institution. 	<ul style="list-style-type: none"> Academic Affairs, Student Affairs 		<ul style="list-style-type: none"> Develop a position paper on the importance of these activities to Rowan University by June 2010 Add X additional learning communities by June 2010 	
	Encourage four years of residence in campus housing.	<ul style="list-style-type: none"> In order that students may become more fully engaged and take advantage of the opportunities provided by a Rowan educational experience, (1) increase housing-based programming and (2) create or facilitate the creation of more student employment on and near campus. 	<ul style="list-style-type: none"> Residence Life/Dean of Students Financial Aid Housing and Academic Affairs Coordination between Student Affairs and Academic Affairs related to alternatives to the creation of living learning villages 	<ul style="list-style-type: none"> Add X positions to housing by June 2011 Construction of 3000 additional beds of housing 	<ul style="list-style-type: none"> 1000 hours of additional weekly employment on campus or on Rowan Blvd each year beginning in June 2010 Develop a position paper on the importance of on-campus housing for all undergraduates not living at home by June 2010 	

	Implement housing plan that reinforces the mission and strategic plan of Rowan University. Examine/create living-learning student villages with residential professionals (faculty, staff and/or administrators, including families or domestic partners with or without children).	<ul style="list-style-type: none"> • Create the appropriate residential environment to foster living-learning communities 	<ul style="list-style-type: none"> • AVP for Residential Learning 	<ul style="list-style-type: none"> • None 	
B. Provide opportunities for students for close interaction with dedicated and diverse faculty and staff.	Maintain small classes taught by fulltime employees at the undergraduate and graduate levels.	<ul style="list-style-type: none"> • During the next five years, convert 10 faculty lines presently filled by temporary faculty to tenure-track positions. Add more tenure-track lines if new programs develop. 	<ul style="list-style-type: none"> • President, Provost, Deans 	<ul style="list-style-type: none"> • \$700,000 annually 	<ul style="list-style-type: none"> • Ensure each year that 10 new lines have been added.
	Maintain an SFR of less than 15:1.	<ul style="list-style-type: none"> • Monitor class sizes closely 	<ul style="list-style-type: none"> • Provost, Deans, Chairs 		
	Reduce percentage of classes taught by adjuncts to 25%.	<ul style="list-style-type: none"> • Implement strategic faculty-hiring plan in conjunction with enrollment management. 	<ul style="list-style-type: none"> • President, Provost, Deans 	<ul style="list-style-type: none"> • \$3.5 million for 50 new TT faculty 	<ul style="list-style-type: none"> • Use survey data to assess increases in student satisfaction
	Increase amount of meaningful out-of-class time faculty/staff spend with students.	<ul style="list-style-type: none"> • Promote inclusion of students wherever possible in faculty research projects. 	<ul style="list-style-type: none"> • Provost, Deans, Chairs, Faculty Center 	<ul style="list-style-type: none"> • \$50,000 in base funding 	<ul style="list-style-type: none"> • Students engaged in STEM projects should increase by 5% annually
	Have a greater percentage of faculty engaged in meaningful research with students at the undergraduate and graduate levels.	<ul style="list-style-type: none"> • Increase support for student research as well as faculty/ student research. 	<ul style="list-style-type: none"> • Provost, Grants Office 		
	Continue to support the development of strong programs and departments that include diverse faculty with varied and complementary strengths and skills.	<ul style="list-style-type: none"> • Enhance academic and career advising. • Continue to provide recognition through T&R and promotion. • Continue to provide support for faculty/staff development for teaching, research, service, and creative activity. 	<ul style="list-style-type: none"> • AP for Academic Affairs • President, Provost, Deans, Senate 		
	<ul style="list-style-type: none"> • Expand and enhance the Faculty Center for Excellence in Teaching and Learning. 	<ul style="list-style-type: none"> • AP for Academic Affairs 		<ul style="list-style-type: none"> • Prepare a position paper on how the Faculty Center should be 	

expanded by June 2010

• Include faculty and staff development as one of the goals for the Office of Associate Provost for Research.

• Continue to utilize hiring practices that allow departments and programs to seek prospective new hires with new/unique/missing elements of skills, abilities, backgrounds, interests, potential contributions; diversity in its broadest definition.

C. Promote active and collaborative learning and project-based learning in conjunction with innovative use of technology.

Encourage greater use of diverse learning teams in courses and departments.

• Determine current use of collaborative, diverse learning teams for use as baseline.

• IRP

• \$50,000 in base funding

• Increase the number of courses using collaborative and project-based learning (in conjunction with technology) at an initial rate of 5% annually.

• Provide faculty development to assist faculty in developing alternative teaching modalities, including hands-on instruction.

• Faculty Center, Departments, ITS

• Increase technical support and appropriate learning spaces.

• ITS, Library, Registrar, Facilities

D. Foster an appreciation of learning through synthesizing findings from traditionally unrelated fields.

Increase interdisciplinary courses and programs significantly.

• Identify and remove barriers to interdisciplinary activities.

• Deans, Faculty

• \$50,000 in base funding

• Increase the number of interdisciplinary courses at an initial rate of 5% annually.

• Create clearinghouse to match faculty interests.

• IRP, ITS, Library

• Provide budgetary support

• President, Provost, Deans

• Encourage co-teaching assignments among diverse faculty.

• Provost, Deans, Chairs

• Review curricular offerings (e.g., linked courses, learning communities, Rowan Seminar, general education) to assess current use of interdisciplinary offerings

• Chairs, Faculty, Senate

Create greater flexibility in crediting teaching to promote:

- Teaching of Honors courses
- Experiential and service learning
- Teaching outside normal semester boundaries

• Provost, Deans, Chairs

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.

• Determine current level of budgetary support for students to deliver papers at symposia and meetings on and off campus.

• Provost, Deans, SGA

• Complete report by June 2010.

Increase multicultural awareness, exposure and understanding.

• Review curriculum by program to ensure that goals are infused with these competencies.

• Faculty, Senate

• Expand Rowan Day.

• Student Affairs, Academic Affairs

• Provide incentives for students (e.g., scholarships, Wall of Fame).

• President, Provost

Increase recruitment of students from underrepresented groups and from other states and countries.

• Review and implement recommendations from the 2006 Diversity Task Force.

• Academic and Student Affairs—top-to-bottom implementation depending on recommendations.

• Increase support for low income students by at least \$1 million in base funding (accomplished)

• Increase the proportion of such students 1% annually.
• Collect baseline data by June 2009.

• Increase marketing efforts for out-of-state students and at high schools with sizable minority enrollments and diverse socio-economic groups.

• Admissions Office recruitment plan that includes out-of-state/country recruitment goals as well as underrepresented groups.

• Prepare a report outlining the values and cost of these two objectives by June 2010.

Encourage students to spend a semester or year abroad.	<ul style="list-style-type: none"> • Broaden Rowan’s international offerings. 	<ul style="list-style-type: none"> • Provost and Deans Council 	<ul style="list-style-type: none"> • Develop these goals in a report by June 2010.
Encourage faculty to teach and/or lead educational trips abroad and welcome foreign educators to teach at Rowan, possibly on an exchange basis.	<ul style="list-style-type: none"> • Clarify goals and expand staff in the International Center in order to encourage integration of study abroad with majors and general education requirements as well as shorter travel abroad programs. 	<ul style="list-style-type: none"> • AP for Academic Affairs, Director International Center 	<ul style="list-style-type: none"> • Report with recommendation by June 2010.
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.	<ul style="list-style-type: none"> • Develop multicultural and diversity learning goals. 	<ul style="list-style-type: none"> • Academic Affairs, Student Affairs, HR 	
	<ul style="list-style-type: none"> • Identify or develop a mechanism to coordinate and empower these efforts. 	<ul style="list-style-type: none"> • Use input from HR regarding Office Civility program; Counseling; Disability; Veteran Affairs; et al. 	
	<ul style="list-style-type: none"> • Establish a position of ombudsman for students. 	<ul style="list-style-type: none"> • President, HR 	<ul style="list-style-type: none"> • Prepare a report on the cost and value of an ombudsman by June 2010.
Encourage the study of foreign languages whenever possible.		<ul style="list-style-type: none"> • Provost, Deans 	<ul style="list-style-type: none"> • Prepare a plan to achieve this objective by June 2010.

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 Needed	Responsible Division/Unit	Necessary Resources	Timelines/Benchmarks	Assessment of Goal
A. Substantially reduce deferred maintenance	Provide significant increases in annual capital allocations as well as staff and operating budgets for preventive maintenance.	• Increase budget substantially (annual stewardship budget, asset reinvestment funding).	• Cabinet		• Review Sightlines Report and prepare a recommendation for a base increase for deferred maintenance by June 2010.	
		• Continue annual facilities benchmarking via external consultant.	• Administration and Finance			
		• Conduct Facilities Condition Index (FCI) every 3 to 4 years to track progress.	• Facilities with Cabinet approval			
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).	• Renew classroom facilities on a 10-year cycle.	• Facilities		• Prepare a plan to encompass all these actions, with associated budgets, by June 2010.	
		• Renew technology on a four-year cycle.	• Information Resources			
		• Renew office spaces on a 20-year cycle or when occupancy changes.	• Facilities			
		• Prepare a landscaping master plan	• Facilities			
		• Provide ongoing maintenance of grounds and renewal on a 20-year cycle.	• Facilities			

		<ul style="list-style-type: none"> • Provide appropriate annual funding to address renewal 	<ul style="list-style-type: none"> • Cabinet 		
C. Construct new buildings as appropriate	<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"> • Construct 860 beds of upper division housing within Rowan Blvd. project. • Construct 700-800 beds of lower division housing on Mansion Park site. 	<ul style="list-style-type: none"> • Student Affairs and Facilities in consultation with Master Plan Committee and Campus Master Plan. 	<ul style="list-style-type: none"> • Prepare an annually updated capital construction plan, listing planned projects and estimated costs, starting in June 2009. 	
		<ul style="list-style-type: none"> • Construct new parking garage. 	<ul style="list-style-type: none"> • Facilities in consultation with Public Safety, Master Plan Committee and Campus Master Plan 		
		<ul style="list-style-type: none"> • Develop and evaluate biennial audit of space usage and assignments to facilitate high utilization levels. 	<ul style="list-style-type: none"> • Facilities, Provost Office (Registrar) 		
		<ul style="list-style-type: none"> • Reallocate space based on prioritized needs and means. 	<ul style="list-style-type: none"> • Space Allocation Committee 		
		<ul style="list-style-type: none"> • Construct new academic buildings using the order specified in the master plan as a guide. 	<ul style="list-style-type: none"> • Facilities in consultation with Master Plan Committee and Campus Master Plan 		
D. Maintain sustainable campuses	<p>Recognize that sustainability involves more than facilities and infrastructure: it should involve faculty, students and staff in learning and living the ideas of environmental stewardship and long-term economic viability.</p>	<ul style="list-style-type: none"> • Implement the President’s Climate Commitment. <ul style="list-style-type: none"> – Create a Sustainability Council comprising faculty, staff, and students. – Inventory existing carbon footprint of campus. – Develop action plans for reducing greenhouse gas emissions. 	<ul style="list-style-type: none"> • President’s Office 	<ul style="list-style-type: none"> • Prepare an annually updated report, recommending specific actions for sustainability. 	

		<ul style="list-style-type: none"> • Investigate production of alternative energy on West Campus as a means to generate revenue. • Require all new buildings to be LEED certified. 	<ul style="list-style-type: none"> • Sustainability Council 	
E. Ensure the safety, accessibility and attractiveness of all campuses	Maintain and update construction guidelines for developing new buildings that are safe and accessible.	<ul style="list-style-type: none"> • Implement and communicate campus lighting plan that emphasizes safety with a minimum of pollution. 	<ul style="list-style-type: none"> • Facilities, Public Safety, Student Affairs 	<ul style="list-style-type: none"> • Report due by June 2009.
	Follow guidelines presented in the Campus Master Plan as developed by Sasaki Associates.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Facilities, Public Safety, Student Affairs 	<ul style="list-style-type: none"> • Report due by June 2009.
	Further develop and implement plans that improve the safety of existing buildings and grounds.	<ul style="list-style-type: none"> • Communicate building safety plans that strive to improve physical safety and reduce criminal activity in and around campus buildings. 	<ul style="list-style-type: none"> • Facilities, Public Safety, Student Affairs 	<ul style="list-style-type: none"> • Reports due for each building by June 2010.
		<ul style="list-style-type: none"> • Implement a Public Safety staffing plan that provides an acceptable level of safety for all campus communities at all times. 	<ul style="list-style-type: none"> • Facilities, Public Safety, Student Affairs 	<ul style="list-style-type: none"> • Report updated annually.
		<ul style="list-style-type: none"> • Create prioritized list of major landscape improvement projects. 	<ul style="list-style-type: none"> • Administration & Finance (Facilities – Landscape Mgt, Facilities Planning & Construction), Campus Aesthetics and Environmental Concerns Committee 	<ul style="list-style-type: none"> • Landscape plan and costs updated annually.
	<ul style="list-style-type: none"> • Undertake landscape improvement projects in a systematic fashion. 			
	<ul style="list-style-type: none"> • Seek donors to sponsor specific landscape initiatives (e.g., Children's Learning Garden). 			

	<ul style="list-style-type: none"> • Implement new campus signage program. 	<ul style="list-style-type: none"> • Campus Master Plan Committee 	<ul style="list-style-type: none"> • (Under way).
	<ul style="list-style-type: none"> • Implement major improvements to Rt. 322. 	<ul style="list-style-type: none"> • Facilities, University Advancement (donors) 	<ul style="list-style-type: none"> • (Study is under way).
<p>Expand recruiting, staffing and training plan for campus security, campus police and student patrols as well as student counseling and health services.</p>	<ul style="list-style-type: none"> • Provide funding for both Public Safety and Student Counseling and Health Services in order to maintain the desired levels of safety. 	<ul style="list-style-type: none"> • Facilities, Public Safety, Student Affairs 	<ul style="list-style-type: none"> • Prepare a report with benefits and costs by June 2009.
	<ul style="list-style-type: none"> • Maintain and update emergency response plans as necessary. 	<ul style="list-style-type: none"> • Public Safety 	<ul style="list-style-type: none"> • Emergency Response Plan updated annually.
	<ul style="list-style-type: none"> • Provide safe and efficient transportation between all campuses. 	<ul style="list-style-type: none"> • Administration & Finance 	<ul style="list-style-type: none"> • Transportation plan and costs updated annually.

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 Needed	Responsible Division/Unit	Necessary Resources	Timelines/Benchmarks	Assessment of Goal
A. Initiate a focused capital campaign by 2011	<ul style="list-style-type: none"> • Determine needs for additional staffing, and ways to involve the entire campus in effort. • Ascertain financial goal and funding objectives 	<ul style="list-style-type: none"> • Hire a consulting firm to guide the process. • Provide sufficient staff training. • Define and communicate the roles of University participants. • Relate capital campaign goals to strategic goals. 	<ul style="list-style-type: none"> • University Advancement 		<ul style="list-style-type: none"> • Develop a case for support and a budget by January 2010. 	
B. Diversify revenue streams	<ul style="list-style-type: none"> • Reduce reliance on state support • Evaluate impact of changing tuition policy with a focus on the possible increase in variable tuition rates/models. • Identify as many alternative funding sources as possible. Perform a needs analysis for any new major and review the status of current majors. 	<ul style="list-style-type: none"> • Evaluate variable tuition models • Increase revenue via facilities rentals, land leases, CPCE, fundraising. 	<ul style="list-style-type: none"> • Administration & Finance <ul style="list-style-type: none"> – Budget office – Facilities (property mgt) • Academic Affairs (tuition structures) • Conference & Event Services • University Advancement • Government Grants and Sponsored Research (external funding) • Civic and Government Relations (earmarks) • CPCE 		<ul style="list-style-type: none"> • Prepare a report of revenue sources and anticipated revenue amounts by June 2009. 	
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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Complete needs analysis in addition to thorough cost, revenue and benefit analysis prior to implementation. • Implement new majors. 	<ul style="list-style-type: none"> • Academic Affairs <ul style="list-style-type: none"> – Enrollment Management Task Force – Admissions – Institutional Research & Planning – Deans and Departments – CPCE 		<ul style="list-style-type: none"> • Develop a report on prospective new majors, with budgets for consideration by the campus by June 2009. 	

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.	<ul style="list-style-type: none"> • Analyze why students leave and address the reasons effectively. • Disseminate detailed analysis of retention and graduation rates by program, student group and admissions category. 	<ul style="list-style-type: none"> • Institutional Research 	<ul style="list-style-type: none"> • Prepare an action plan, with budget, on these issues by June 2010.
	Monitor and improve the retention and graduation rates of underrepresented student populations.	<ul style="list-style-type: none"> • Create funding mechanisms to recruit and support presently underrepresented student populations in order to increase the diversity of the student population. • Provide more support for high-achieving students and students with significant unmet financial needs. • Determine budgetary implications for increasing number of EOF/MAP students. 	<ul style="list-style-type: none"> • Academic Affairs <ul style="list-style-type: none"> – Enrollment Management Task Force – Admissions – Institutional Research & Planning – Provost’s office – Financial Aid – Deans – Dept. heads 	
	Dedicate future increases in endowment returns to financial aid.	<ul style="list-style-type: none"> • Include scholarship support in the Campaign Case Statement and incorporate scholarship support in telemarketing and direct mail appeals. 	<ul style="list-style-type: none"> • VP University Advancement 	
	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.		<ul style="list-style-type: none"> • Admin & Finance <ul style="list-style-type: none"> – Budget Office 	
	Use a strategic approach to the scheduling of classes in which classes and schedules would be based on demand.	<ul style="list-style-type: none"> • Create a demand-based schedule and forecast schedules at least two semesters out with the use of scheduling software. 	<ul style="list-style-type: none"> • AP for Academic Affairs; Registrar, Deans 	
	Efficiently allocate existing resources to support the development of new classes and schedules.	<ul style="list-style-type: none"> • Increase or shift resources to high-demand programs matching department sizes with student demand. 	<ul style="list-style-type: none"> • Provost 	

	Utilize this strategic approach to set and revise admissions targets.	<ul style="list-style-type: none"> • Provide oversight for resource reallocation. 	<ul style="list-style-type: none"> • Provost; Budget and Planning Committee 		
	Improve campus image through effective branding, promotion and marketing.	<ul style="list-style-type: none"> • Implement an integrated marketing communications plan that ties directly to the strategic plan, campus master plan and mission. 	<ul style="list-style-type: none"> • Cabinet 		<ul style="list-style-type: none"> • Develop a branding and marketing campaign, with budget, by June 2009.
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.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Provost 		<ul style="list-style-type: none"> • Implement new model for Fall semester of 2009.
	Explore and expand partnerships and collaborative degree programs with other universities and organizations.	<ul style="list-style-type: none"> • Implement and expand alternative funding model for graduate programs key to the University mission and/or existing undergraduate/ graduate programs. • Monitor and expand revenue-sharing model. 	<ul style="list-style-type: none"> • Provost, CPCE (and perhaps, University Advancement) 		
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.	<ul style="list-style-type: none"> • Implement recommendation of 2009 Middle States Self Study: Create office of Institutional Effectiveness, (reporting directly to President) to assess and evaluate progress towards strategic goals, campus initiatives, and facilitate assessment on all levels. 	<ul style="list-style-type: none"> • Cabinet 	<ul style="list-style-type: none"> • Staff, office space, budget 	<ul style="list-style-type: none"> • Implement Office of Institutional Effectiveness by June 2010.
	Integrate concepts and themes of sustainability across the curriculum	<ul style="list-style-type: none"> • Conduct transparent bi-annual budget allocation review process, to enable President and Cabinet to adjust resource allocations to achieve Strategic Goals. 	<ul style="list-style-type: none"> • Office of Institutional Effectiveness 	<ul style="list-style-type: none"> • Staff & time 	<ul style="list-style-type: none"> • Develop robust metrics for assessing resource allocations by June 2009

<p>Systematically evaluate University's performance in all areas of activity (academics, operational, residential learning, etc.) with an aim of ensuring more efficient use of existing resources.</p>	<ul style="list-style-type: none"> • Create virtual "Center for Sustainability" that acts as clearinghouse for all activities that fall under broad heading of 'sustainability.' 	<ul style="list-style-type: none"> • President's Sustainability Council 	<ul style="list-style-type: none"> • Time, website, graduate student to maintain, etc. 	<ul style="list-style-type: none"> • Establish website by June 2009, update semi-annually.
	<ul style="list-style-type: none"> • Conduct "Sustainability Audit" (self- and peer-assessments of our performance in these areas). 	<ul style="list-style-type: none"> • President's Sustainability Council 	<ul style="list-style-type: none"> • Time, student workers, oversight from Sustainability Council 	<ul style="list-style-type: none"> • Complete baseline assessments by June 2009, update annually.

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 Needed	Responsible Division/Unit	Necessary Resources	Timelines/Benchmarks	Assessment of Goal
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.	<ul style="list-style-type: none"> • Understand financial commitment to expansion. • Maintain consistent and open dialogue between Rowan and the community. 	<ul style="list-style-type: none"> • VP for Administration and Finance • VP University Relations, Alumni Relations and University Advancement 		<ul style="list-style-type: none"> • Develop a report showing current baseline activity levels in these action steps, and prepare a budgetary recommendation to increase them by June 2010. 	
	Provide services to the community that make the University a “destination” for community members.	<ul style="list-style-type: none"> • Aggressively promote the arts on campus and to the larger community. • Work with local arts and cultural organizations and firms. 	<ul style="list-style-type: none"> • Dean of FPA and FPA Faculty and Staff, VP University Relations 		<ul style="list-style-type: none"> • Develop a list of current services and a plan to increase participation by June 2010. 	
	Engage in appropriate partnerships that fit the University’s strengths.	<ul style="list-style-type: none"> • Work with local education and information organizations to increase awareness and participation in community activities. 	<ul style="list-style-type: none"> • VP University Relations, College of Education • Associate VP for Student Engagement 		<ul style="list-style-type: none"> • Develop a list of current partnerships and a plan to increase participation by June 2010. 	
	Cultivate a cooperative relationship with the surrounding communities and particularly between Glassboro, Camden and the University.	<ul style="list-style-type: none"> • Partner with local not-for-profits to strengthen community ties, increase access for students and find activities of mutual benefit. • Target small business development in Camden. • Improve teacher development and student learning in identified communities. 	<ul style="list-style-type: none"> • CIE, SJTP Director, Associate Provost for Research, Assistant Provost for Camden; VP University Relations 		<ul style="list-style-type: none"> • Develop a list of current projects and a plan to increase participation by June 2010. 	

	<p>Strengthen and increase viable partnerships between University departments and various surrounding communities (Center for Innovation and Entrepreneurship, Professional Development Schools, CPCE).</p> <p>Continue and expand educational partnerships with regional universities as well as local/regional businesses for employee training and education.</p>	<ul style="list-style-type: none"> • Deliver educational and professional development opportunities, targeting the needs of the surrounding communities & businesses. 	<ul style="list-style-type: none"> • COE, CAP Center, Rowan Pre-School, Associate Provost for Research, Assistant Provost for Camden, CPCE, Chairs' Council, Office of Service Learning and Volunteerism, Assistant Provost/Dir Graduate School 	<ul style="list-style-type: none"> • None 	
B. Continue developing the West Campus, including the South Jersey Technology Park	<p>Expand criteria for the development of the West Campus that do not undermine the redevelopment of Glassboro.</p>	<ul style="list-style-type: none"> • Utilize cost/benefit analysis in the evaluation of specific projects/proposals that involve the West Campus. 	<ul style="list-style-type: none"> • Director of SJTP, Master Plan Committee, Administration & Finance 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Master Plan Committee to prepare a report on the development of the Mantua portion of West Campus by June 2010.
	<p>Coordinate the development of the main campus and West Campus so that plans are congruent.</p>	<ul style="list-style-type: none"> • Determine the value of property as an undeveloped asset for future (long-term growth) through focus groups of Rowan personnel and community leaders. • Assess the regional business community needs. 	<ul style="list-style-type: none"> • VP University Relations, and Marketing and PR Departments (faculty and students run focus groups); Master Plan Committee • CIE 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Report from Master Plan Committee by June 2012.
C. Expand offerings in Camden commensurate with the needs of the city as well as the University	<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>	<ul style="list-style-type: none"> • Establish growth objectives by working with feeder high schools and area officials. • Coordinate admissions plans for Camden and Glassboro campus recruitment. • Create better linkage of main campus student services with Camden campus. 	<ul style="list-style-type: none"> • Provost, Asst. Provost for Camden all Academic Deans • Admissions Office, Academic Affairs, Asst Provost for Camden 		<ul style="list-style-type: none"> • Prepare a comprehensive plan for the Camden campus that specifies enrollment targets, programs to be offered, and a budget by June 2010.
	<p>Expand support services that address the specific and unique needs of the faculty, staff and students.</p>	<ul style="list-style-type: none"> • Create better academic linkages between Glassboro and Camden. 	<ul style="list-style-type: none"> • Provost; Asst Provost for Camden 	<ul style="list-style-type: none"> • None 	

	Implement admissions strategies for students enrolled in Camden County College in Camden, as well as the CHAMP program, recognizing that students served by the Camden campus may not come to the main or West Campus.	<ul style="list-style-type: none"> • Consider education and professional training opportunities for Camden campus. 	<ul style="list-style-type: none"> • Chairs' Council, Academic Affairs • CPCE and Asst Provost for Camden, VP Student Affairs 		
D. Encourage partnerships with our feeder institutions (county colleges), school districts and regional businesses	Maintain seamless transfer programs for students at our primary feeder institutions.	<ul style="list-style-type: none"> • Coordinate Deans' offices and CPCE in order to maintain consistent and seamless articulation agreements with primary feeder schools. 	<ul style="list-style-type: none"> • Associate Deans, CPCE, Chairs Council, Registrar's Office 	• None	<ul style="list-style-type: none"> • By June 2010, prepare a report documenting specific action steps, with budget, necessary to achieve these goals.
	Negotiate common goals and objectives for the initial "two-year experience."	<ul style="list-style-type: none"> • Improve coordination of general education between Rowan and feeder schools, regarding new state legislation and changes in existing in programs. 	<ul style="list-style-type: none"> • CAP Center, Associate Provost, Registrar's Office • Admissions, Associate Deans, CPCE 	• None	<ul style="list-style-type: none"> • Continue to update transfer agreements annually.
	Maintain appropriate means of contact and interactions for future transfer students through improved communication with feeder institutions and the continued development of clear and specific articulation agreements.	<ul style="list-style-type: none"> • Continue regular meetings of Transfer Advisory Board. • Continue biannual workshops with feeder institutions. 	<ul style="list-style-type: none"> • Admissions, Associate Deans, CPCE, Registrar's Office • CHAMP, EOF 	• None	
	Further develop working relationships with school districts in order to serve future students and attract the targeted, diverse population of students. Identify areas of common need and interests between Rowan University, community colleges, school districts and regional employers.	<ul style="list-style-type: none"> • Utilize CPCE programs as means of increasing transfer enrollments from specific county colleges. • Maintain and expand seamless 2+2 programs and explore dual enrollment. • Expand CHAMP Program. 	<ul style="list-style-type: none"> • Admissions, Associate Deans, CPCE, Registrar's Office • CHAMP, EOF 	• None	<ul style="list-style-type: none"> • Develop a plan by June 2010 to implement these actions.

E. Be responsive to the needs of regional industries and other potential employers of our graduates	Enhance proactive outreach to firms and organizations providing internship opportunities to Rowan students; maintain relationships with regional industries through CIE, CPCE and SJTP.	<ul style="list-style-type: none"> • Expand outreach programs with CAP and deans. • Use Rowan’s existing outreach programs and articulation agreements as well as CPCE to identify and serve needs of local industry and employers. 	<ul style="list-style-type: none"> • CAP Center, Academic and Asst Provost for Camden • Associate Provost, CPCE, CAP Center Academic and Camden Campus Deans, CIE, SJTP 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • By June 2011, conduct a needs assessment, including current baseline data, regarding the educational needs of the employees of local businesses.
	Identify specific needs of local/regional businesses for educational programming at the undergraduate, graduate and non-degree levels.	<ul style="list-style-type: none"> • Utilize CPCE, Admissions and University Advancement infrastructures to identify potential partners and their needs. 	<ul style="list-style-type: none"> • Provost, CPCE, Admissions, University Advancement 		