

ROWAN REVOLUTION

A DECADE OF RETHINKING
AND RESHAPING THE FUTURE
2012–2022



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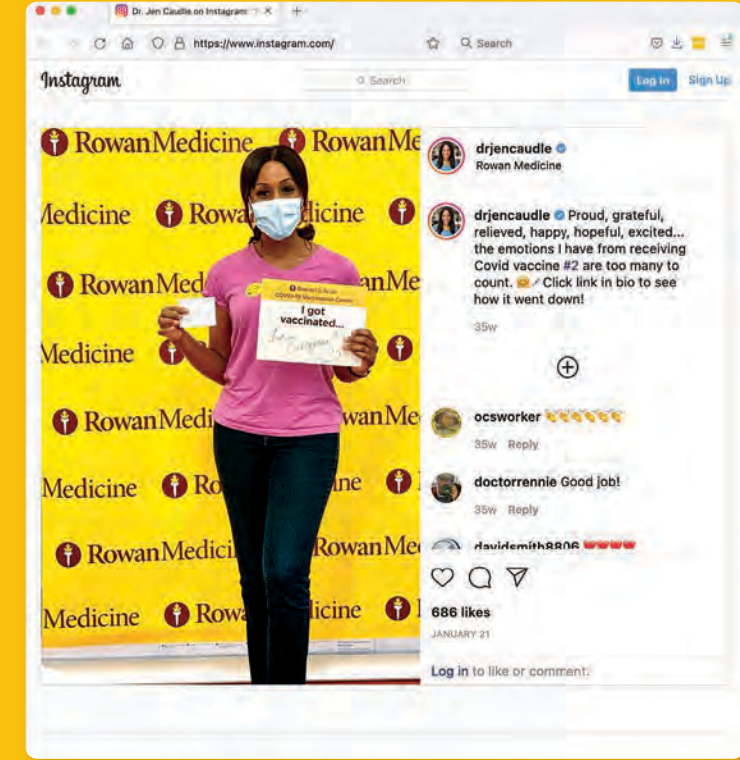
POINT OF VIEW

WHAT VISIONARY LEADERSHIP MEANS AT ROWAN

By Ali A. Houshmand, *President*

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A FEW HIGHLIGHTS FROM THE LAST DECADE, FOUNDATION FOR THE FUTURE



2012

- › After serving for approximately six years as provost/senior vice president, CEO and interim president, Ali A. Houshmand is named president.

- › Cooper Medical School of Rowan University (CMSRU) welcomes its inaugural class of 50 students.

- › Gov. Chris Christie signs the New Jersey Medical and Health Sciences Education Restructuring Act.

2013

- › Launched by then-Provost Houshmand in 2010, what would become Rowan Global more than quadruples revenues by FY13 to \$22M.

- › Restructuring Act takes effect July 1, making Rowan New Jersey's third public research institution, integrating the School of Osteopathic Medicine and creating Rowan University/Rutgers-Camden Board of Governors, to develop a health sciences hub in Camden.

2014

- › The Rowan University Foundation establishes the Rowan Innovation Venture Fund, a University-based, \$5 million private-equity fund to provide early-stage funding for projects and products ready to compete in the marketplace.

- › Gloucester County College becomes Rowan College at Gloucester County, sharing the University's identity, introducing 3+1 programs while remaining independent.

- › Henry M. Rowan Family Foundation gives \$15M to endow and name the Henry M. Rowan College of Engineering.

2015

- › Burlington County College becomes Rowan College at Burlington County, increasing access to innovative 3+1 programs. Both Rowan Colleges offer \$25,000-30,000 four-year programs that lead to Rowan University degrees.

2016

- › Houshmand's Hazardous Hot Sauce launches to support student emergency scholarships.
- › Jean and Ric Edelman announce \$25M gift to create the Jean & Ric Edelman Fossil Park of Rowan University.

2017

- › The Carnegie Classification of Institutions of Higher Education designates Rowan an R3 doctoral research institution.
- › Business Hall and Engineering Hall open, allowing both business and engineering college enrollments to double to meet demand.

2018

- › Gov. Phil Murphy approves legislation to standardize Rowan's 3+1 program statewide.
- › Rowan's Carnegie classification advances to R2 (high research activity), a distinction shared with just 133 universities of more than 4,300 higher education institutions nationwide.
- › Rowan enters U.S. News & World Report's national universities ranking.
- › \$426M Rowan Boulevard is completed, a thriving community and regional resource.

2019

- › CMSRU is named in nation's top 10 most competitive for admission and earns prestigious national award for community engagement.
- › Gerald B. Shreiber makes \$3M gift to establish Shreiber Family Pet Therapy Program.

- › Economic impact study calculates Rowan's annual impact at \$1.53B throughout state.
- › Ric and Jean Edelman donate \$10M to College of Communication & Creative Arts for student scholarships, endowing the support and renaming the college for Ric, a 1980 graduate.

2020

- › Rowan Rising campaign concludes and exceeds its goal with \$120.5M in gifts and pledges.
- › Reaching a pre-pandemic high at 23,094 students (unduplicated) and climbing, Rowan is named the nation's fourth fastest-growing public research university for the second year in a row by the Chronicle of Higher Education.
- › Rowan Medicine opens the first public COVID-19 vaccination center in New Jersey on Dec. 24.

2021

- › Rowan Medicine Center opens in Sewell.
- › Discovery Hall opens to serve STEM disciplines.
- › Rowan establishes School of Nursing & Health Professions.
- › Rowan announces plans for the state's first veterinary school.
- › Sunitha Menon-Rudolph and Paul S. Grand designate \$6M for science and math scholarships, adding to nearly \$3M in gifts for photography, Autism PATH and initiatives within the humanities and social sciences.



2022

- › Partnership and \$85M gift create Virtua Health College of Medicine & Life Sciences of Rowan University.
- › John H. Martinson gives \$5M to endow the Honors College.
- › Rowan Foundation expands its Innovation Venture Fund to \$25M.

2023

- › Rowan's year-long Centennial celebration begins
- › The Jean and Ric Edelman Fossil Park & Museum is expected to open, expanding research, education and outreach.



A MESSAGE FROM THE PRESIDENT

I LIKE TO DREAM. I DREAM BIG.

Still, just a decade ago, not even I could have predicted that Rowan University would become one of four universities in the nation to grant both the M.D. and D.O. degrees. I did not guess that we would become the third fastest-growing public research institution in the nation, be designated by Carnegie as an R2 (high research activity) university and be headed to R1 so rapidly—let alone start the state's first veterinary school, one of fewer than three dozen in the nation.

Yet, here we are. We have done these things together and I am so proud of what we've accomplished in such a short period. As we keep rethinking and

reshaping the future, our transformation—indeed, our revolution—continues.

→ **We're on a journey forward. Let's meet needs, create opportunities and make more than today's dreams come to life.**

—President Houshmand

All around us, I see opportunities. Rowan University's future is bright because we recognize the challenges ahead. We have a dynamic and forward-thinking board that provides thoughtful guidance and invaluable expertise. We have employees at every level and in every role who recognize what a special institution this is—and they work

to keep it so. We have wonderful students who continue to find Rowan the best place to begin their future.

We've endured the greatest challenge of our lifetime, a global pandemic. What could have been disastrous revealed how resilient we are and where we need to go next.

I am proud to share this report, both as a reminder to the Rowan community, friends and supporters of what we've accomplished together and as encouragement to keep moving confidently. As we face tomorrow, we remain nimble and fearless, ready to make big, bold decisions and continue Rowan's tradition of transformation.



Ali A. Houshmand, Ph.D.
President

PIVOT TOWARD UNPRECEDENTED PROGRESS

JUST A FEW YEARS INTO THE NEW MILLENNIUM, Rowan University celebrated its first Fulbright awards, the state's approval and funding to establish the South Jersey Technology Park, the largest gift from alumni Ric and Jean Edelman and the first hint of developing Rowan Boulevard. Rowan had become a first-choice school for a majority of its students. Professors taught, students learned, many excelled and the University fulfilled its purpose as a public institution focused on serving people and society.

As Rowan's reputation and presence grew, the University attracted attention and speculation about its potential—and its potential structure within public higher education. Enrollment and academic indicators rose. Rowan's first fundraising campaign exceeded its goal, propelling scholarships, research and

campus construction well beyond what state funding could support. A new initiative headed by then-Provost Ali A. Houshmand brought an entrepreneurial mindset to providing graduate and professional programs, creating a new funding source and beginning to change institutional culture. Historic legislation in 2009 established Cooper Medical School of Rowan University in partnership with Cooper University Health Care. Rowan's young engineering school kept earning high regional and national rankings.

A new trajectory

Legislators and leaders in New Jersey education, business and industry recognized Rowan's increasing vision and capacity. Already seen as the rising South Jersey university, Rowan



became the center of public interest and vigorous debate.

In early 2012, reporters covered contentious hearings, passionate demonstrations, studies and proposals all aimed at determining the future of New Jersey public higher education and, specifically, Rowan's future. The state's idea of Rowan acquiring or merging with Rutgers-Camden raised concerns from both institutions' alumni and employees, the public, media, higher education and policy experts. The risks in mandating massive change for Rowan and Rutgers-Camden would be formidable.

Amid heated public questions of legislative and executive authority to order change, Rowan leadership took the position of patience and moderation. With a record of increasingly visible successes and Dr. Houshmand named its seventh president, the University already saw its own bright future.

Within months, the state changed its considerations and approach, approving the New Jersey Medical and Health Sciences Education Restructuring Act,



dismantling the University of Medicine & Dentistry of New Jersey and dividing its academic and clinical divisions between Rutgers University and Rowan.

In 2013, state legislation established Rowan as New Jersey's second comprehensive public research institution. Rowan officially welcomed the School of Osteopathic Medicine, becoming the nation's second university with both M.D. and D.O. degree programs and beginning a rapid expansion of research and continued transformation.

› Bachelor's degree candidates celebrated at Commencement in 2013. The following year, Rowan would confer its first professional degrees on School of Osteopathic Medicine graduates.

STRATEGIC, EXPLOSIVE GROWTH

To enact its new mission, Rowan adopted four student-centered strategic pillars—expanding access, increasing affordability, boosting quality and driving the region’s economy forward.



- › Class of 2014 undergraduates began at Rowan with an Orientation welcome from President Houshmand.

➤ Business Hall opened in 2016, allowing enrollment to double to accommodate demand in the Rohrer College of Business.



IN JUST A DECADE, Rowan University transformed from a well-regarded, regionally ranked state institution into a top 100 public national research university ready to embrace the challenges facing the next generation. It's a transformation that proves Rowan's collective vision, discipline, creativity—and the fortunate convergence of people equally devoted and disruptive in extraordinary times. It's a transformation that continues, building on proven success and the same ardent, forward-thinking collaboration that began 10 years ago.

In 2013, the University's mission shifted seemingly overnight from a primarily educational pursuit to also confidently advancing science, technology and medicine, while continuing to expand Rowan's nationally ranked engineering program.

Radical change

Focused on driving down expenses and finding new sources of income rather than simply raising revenue on students' backs, the University looked hard at its numbers. Rowan adopted radical change in its institutional culture and encouraged an entrepreneurial outlook, one that's transparent, fiscally responsible and value-conscious.

Even with burgeoning research, the University remains centered on serving

its undergraduate students in every college and school. Rowan's programs in education, humanities, business, arts and communication help students begin flourishing careers and prepare them for next-level challenge as professionals and in graduate school. Across the curriculum, students, faculty and programs keep earning recognition at regional, state and national levels.

The push for excellence also continues to give ambitious students opportunities to earn prestigious awards. Since 2000, the student body has included 25 Fulbright recipients, seven Boren and five Goldwater scholars.

What is notable about the institution's growth—actually essential to recognize—is that it didn't come primarily by

→ By seeking new sources of revenue, affiliating with other colleges, and looking for ways to grow enrollment without taking on the added cost of building and maintaining more than it had to, Rowan was able to carefully manage the bottom line.

—Georgetown University
Beeck Center for Social
Impact + Innovation, 2020



developing new markets, but by presenting data and responding to the prevailing need for high-quality public higher education. Rowan University elevated the discussion of the severe, decades-long deficit of undergraduate seats in New Jersey's eight southern counties and set about to address it with deliberate and creative methods.

- define objectives and metrics to evaluate institutional performance
- manage competing priorities

Steep growth

One of the most visible indicators of growth is enrollment, which the chart on p. 9 demonstrates. As Rowan University approaches its centennial, it is important to note that the only period of comparable institutional growth came mid-century, during President Thomas E. Robinson's leadership. Then, as in the past decade, transformation came through responding to demand for higher education opportunities, hiring faculty and professionals to expand academic programs, services and outreach, developing partnerships and purchasing land to expand capacity.

To build capacity for students in labs, classrooms and field experience, Rowan increased undergraduate and graduate school faculty by 54.6 percent since 2012, hiring tenured, tenure-track and three-quarter-time faculty and lecturers and engaging 1,750 clinical and volunteer faculty at its two medical schools. In 2022, the University is well on its way toward its 10-year goal to fill 100 new tenure-track faculty lines by 2027. By fall 2021, academics accounted for 69 percent of the institutional operating budget.

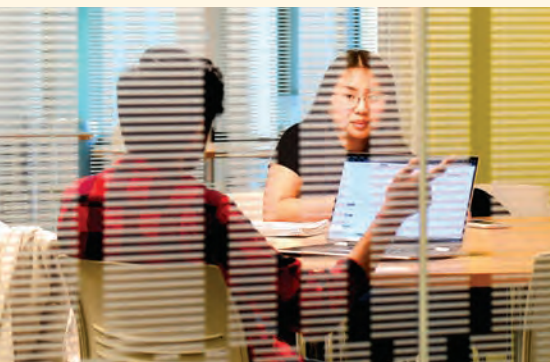
Also important to consider amid enrollment data are indicators of quality and diversity. Rowan University

Four pillars for progress

To enact its new mission, Rowan adopted four student-centered strategic pillars: expanding access, increasing affordability, boosting quality and driving the region's economy forward. This report offers an overview of what Rowan University built on the four-pillars foundation in the last decade and its plans to continue to serve the people who depend on University educators, experts and investors.

The pillars guide decisions at every level, ensuring integrity in perspective, strategy and practice. They invite everyone to take a closer look at the road ahead—and sometimes redesign that road. Every day, Rowan's four pillars enhance the ability of its leadership to:

- articulate values
- clarify priorities
- foster initiatives
- guide decision-making
- evaluate trade-offs





continues to increase its student body in all areas while maintaining a robust academic profile and welcoming more underrepresented students. In FY 2022, 35.92 percent of enrollment was from underrepresented populations, a 136 percent increase over the decade that is building a stronger and more representative public university community.

New Jersey's best potential

Ultimately and through a variety of ways, Rowan has made it a strategic priority to help ensure that more of New Jersey's students pursue their future in the state, contributing as citizens and professionals to the region's development and quality of

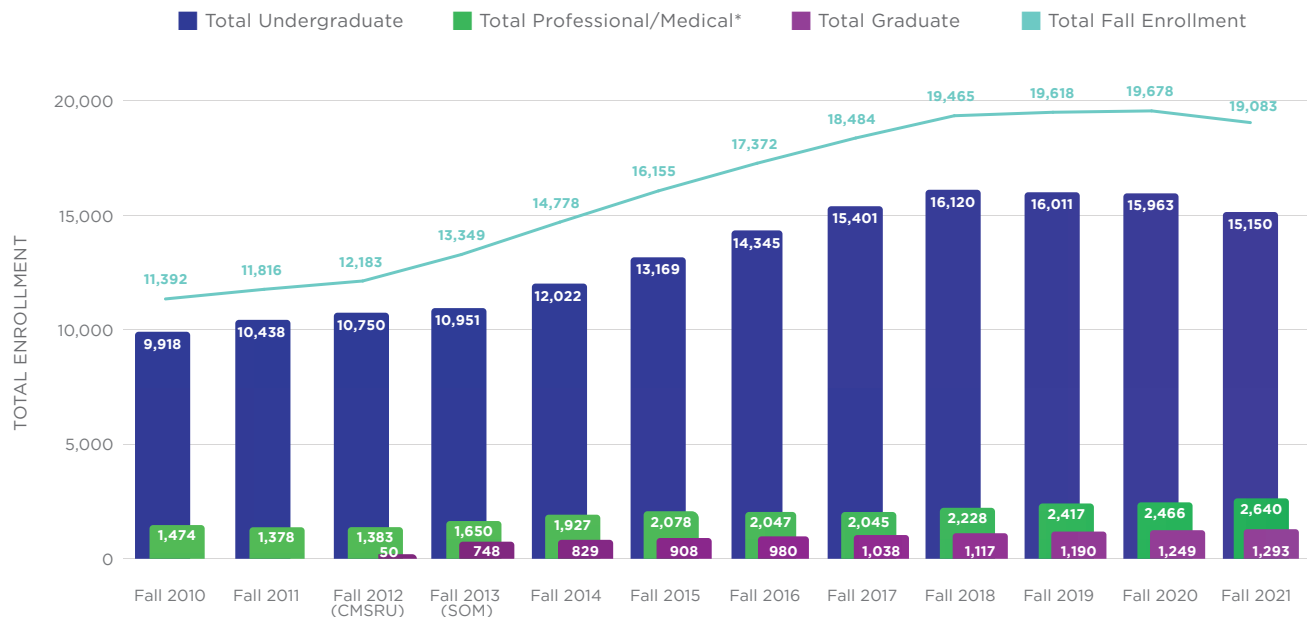
life. Thriving public-private partnerships make academic innovation possible, as does support from generous, visionary donors helping ensure opportunities at Rowan. In the last decade, donors have invested \$264 million in new gifts and pledges, providing endowments, scholarships, program and facilities support, among many designated gifts.

Early in 2022, the second-largest gift to Rowan came through an \$85 million investment and landmark affiliation with Virtua Health. In partnership with Virtua and the region's health care community, Rowan's growth in health care education, clinical care and research has exponential potential (more: p. 30).

ENROLLMENT: GROWTH SNAPSHOTS


While most students enroll for the fall term, some programs admit students during the spring and summer terms. The unduplicated number of students for all of FY22 was 22,640. The fall 2021 snapshot census, taken on the tenth day of the fall term, was 19,083 students.

22,640
UNDUPLICATED
STUDENT ENROLLMENT



*Includes School of Osteopathic Medicine's Graduate School of Biomedical Sciences

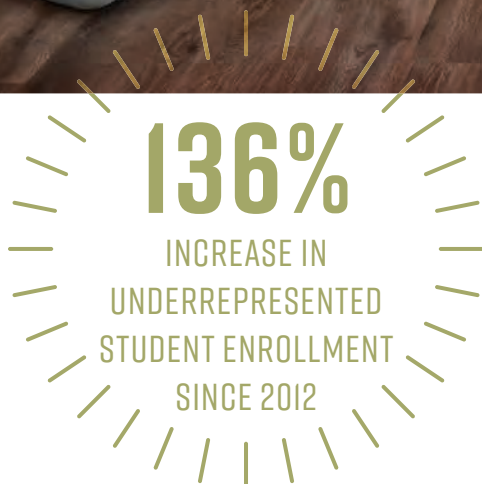
EXPANDING ACCESS AND ENCOURAGING INCLUSION

A photograph of a man in a grey suit and red tie, standing and gesturing with his hands while speaking to a group of students. The students, a mix of young adults of various ethnicities, are seated in rows of wooden chairs, listening attentively. The setting appears to be a lecture hall or auditorium with wood-paneled walls.

From its earliest beginnings as a teacher preparation school in an agricultural economy, Rowan University has worked to reach southern New Jersey's underserved populations. In today's high-tech world, Rowan's efforts to reach more students continue to expand.

ROWAN'S
DIVISION OF DIVERSITY,
EQUITY & INCLUSION IS
THE FIRST IN NEW JERSEY
AND ONE OF THE FIRST
IN THE NATION.





> President Houshmand joined students at the inaugural Flying First event, launching Rowan's renewed commitment to first-generation students' success.



BY LINKING ITSELF CLOSELY with nearby community colleges, Rowan is enabling more students to achieve a bachelor's degree and broadening access to higher education.

That commitment to access is reflected, too, in programming. Rowan's investment in underserved students stretches back by many decades with initiatives including the Educational Opportunity Fund; pre-college and support programs in Camden since 1969 and, more recently, in Glassboro and other local school systems; and the Harley E. Flack Mentoring Program.

First generation and first in state

In 2017, Rowan established Flying First to provide tools and opportunities to help attract, support and ensure access for first-generation students. The initiative complemented the Rowan Success Network, a program to help all students achieve their goals, improve retention and increase graduation rates.

Two years later, Rowan became the first university in New Jersey and one of a few in the nation to establish an entire division working to build a safe and welcoming environment for historically marginalized populations. The Division of Diversity, Equity & Inclusion exists to promote and support inclusion and belonging regardless of race, gender, sexuality, age, faith, national origin, political perspective or ability.

In 2020, the Center For Access,

Persistence & Achievement began serving students from recruitment through graduation, helping students from disadvantaged backgrounds to succeed in postsecondary and professional academic programs.

Today, nearly 35.9 percent of the University's student body is composed of underrepresented groups—up from 23.7 percent in 2012—better reflecting our global community and encouraging understanding of differences in the life we share. With the benefit of relationships and resources cultivated by DEI, Rowan University will continue to help open doors and create opportunity.

DEI: Creating community

Far from being an ivory tower experiment, the institution's commitment to community asks everyone to value and respect their neighbors in practical ways. It also provides resources, guidance

➤ Throughout Rowan campuses, improving accessibility for all students is a priority.



and encouragement that serve Rowan's students and employees on all campuses.

The last decade tested communities throughout the nation, including Rowan's. In the years that led to the division's start and in the years since it began, DEI has been a visible, tangible presence in times of routine activity and during grief, uncertainty and unrest, acting on its mission to honor individuals and share values.

To do so, the division brought together existing offices and departments that addressed compliance and accountability, student supports and services, student programming, and faculty professional development. With a unified structure, DEI has been able to, among many initiatives:

- **host campus-wide conversations to address sensitive topics and foster understanding**

- **develop and provide certificate programs and training, for internal and external audiences**
- **facilitate strategic action planning for all departments/units on Rowan's campuses**
- **create resources for recruiting and retaining diverse faculty**
- **expand collaborative communities and affinity groups, including those for law enforcement, neurodiverse faculty and staff, and military-affiliated faculty and staff.**

Celebrating neurodiversity

In 2021, Rowan University established another first in New Jersey, its Center for Neurodiversity, operated by the Division of Diversity, Equity & Inclusion and the Division of Academic Affairs. The expansion of services stemmed



directly from President Houshmand's commitment to access and inclusion and from the generosity of parents who saw first-hand the value of Rowan's commitment to neurodiverse students. With a major gift given as seed funding to create and sustain the university-wide Autism PATH Program, Sunitha Menon-Rudolph and Paul Grand helped secure support and opportunity for students in one of Rowan's signature initiatives.

"This is about human beings trying to be supportive of other human beings," Dr. Houshmand said. "For me, the issue is not just working with neurodiverse students while they are students, because that we can do. For me, the bigger issue is what happens afterwards, when they graduate. I want to make sure they can function, run a business, create wealth and have a happy life."

> In fall 2021, the campus community gathered for the opening of the Center for Neurodiversity. Students Ben Wilner, Terry Nguyen and administrators Dr. Monika Williams Shealey and John Woodruff helped introduce the new resources.



RISING AMBITIONS AND INVESTING IN RESEARCH



On pace with its rapid growth, Rowan has worked to recruit masterful and rising researchers. By 2022, the University's recruits included nine winners of the National Science Foundation's CAREER Award, one of the federal agency's most prestigious honors for early career faculty.

➤ Opened in 2019, the Joint Health Sciences Center in Camden provides essential education and collaborative research opportunities between Rowan, Rutgers and other health and technology partners.



BUILDING ON DECADES OF VALUED FIELD EXPERIENCES

and the Henry M. Rowan College of Engineering's foundational "hands-on, minds-on" approach to education, undergraduate students throughout the University share in research, particularly in the sciences.

With the distinction and breadth of two medical schools, study and discovery in health sciences continues to expand, adding to research in dozens of other discipline areas. Since 2012, the University has attracted \$385 million in research awards and contracts for projects ranging from health care and biotech to materials and transportation.

The list of research funders has been prestigious from the start, with early-stage, modest awards to large, multi-phase funding for major projects. Rowan researchers have won grants and become

project partners on work with NASA, National Science Foundation, Army, Navy, state and federal transportation departments, among others.

By 2018, Rowan received classification as a Carnegie R2 doctoral university with high research activity, a distinction shared with just 133 of more than 4,300 higher education institutions. That year, for the first time, Rowan entered the U.S. News & World Report national universities ranking and has been recognized ever since as a top 100 public university.





Rowan's own venture funding

Near the start of Rowan's focus on applied research, the Rowan University Foundation began investing in faculty and student endeavors targeted at problem-solving, innovation and entrepreneurship. Begun in 2014 with \$5 million, the \$25 million Rowan Innovation Venture Fund provides early-stage funding to students, faculty and local entrepreneurs whose projects and products are ready to compete in the marketplace.

To date, the fund has provided more than \$2.4 million to life sciences companies, more than \$1.2 million to software/mobile app firms, some \$450,000 to telecommunications startups and \$150,000 to entrepreneurs in the food and beverage sector.

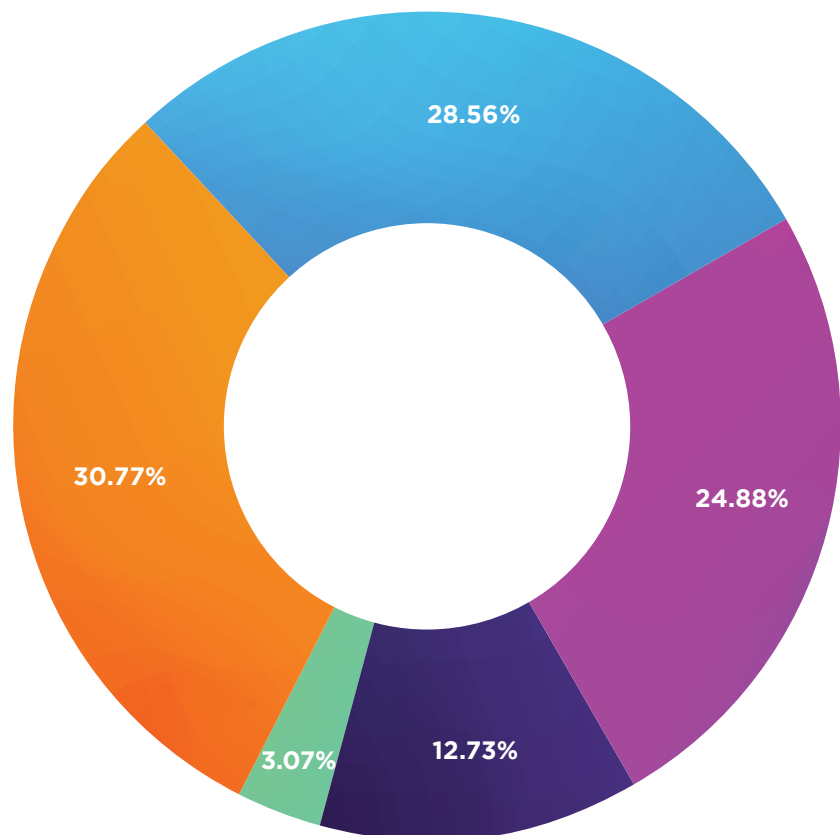
AWARDS GRANTED FY22

Research awards continue to increase and diversify.

\$62.7M
RECEIVED
IN FY22

TYPES OF AWARDS

- Health care & biotech
- STEM & Education
- Miscellaneous
- Transportation
- Materials

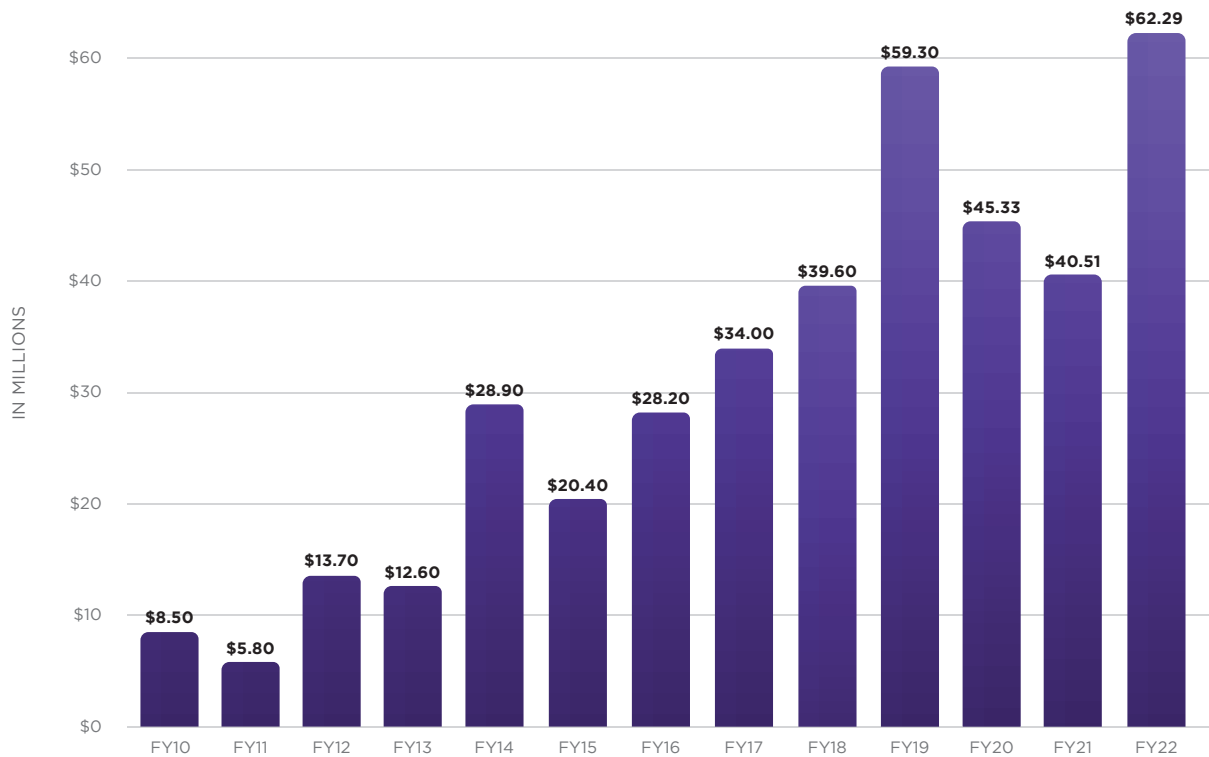




RESEARCH AWARDS

Growth in research support continues with a vigorous post-pandemic rebound.

\$385.22M
IN RESEARCH FUNDING
OVER THE PAST 10 YEARS



INCREASING AFFORDABILITY

Acutely aware of student debt and the rising cost of a college education, Rowan developed an innovative solution: stronger partnerships between the University and nearby community colleges.





\$43M

AWARDED IN FY22
INSTITUTIONAL
SCHOLARSHIPS
AND WAIVERS

THE COMMUNITY COLLEGE PARTNERSHIP MODEL took off as the first of its kind with an aligned curriculum and 3+1 academic programs keeping the cost of a bachelor's degree at \$25,000 to \$30,000. Today, 30 degree tracks serve students in 3+1 programs.

In 2014, Gloucester County College became the first partner, adopting the Rowan name while remaining independent. Burlington County College followed, renaming itself Rowan College at Burlington County in 2015. With Cumberland County College's 2019 merger with its Gloucester County peer, the two became Rowan College of South Jersey.

Because of this compelling success story for so many students, the New Jersey College Affordability Study Commission highlighted Rowan's innovative 3+1 programming in its 2016 report to the New Jersey Legislature. In 2018, Gov. Phil Murphy approved legislation to standardize the model statewide, a move endorsed by the New Jersey Business and Industry Association.

And while others have since adopted the 3+1 model, no other universities in New Jersey share their identity with a community college, making Rowan's relational approach unique. The Rowan name conveys a sense of value and prestige now accessible to far more students striving to achieve.

Additionally, the University invested more in its students, boosting scholarships and tuition waivers from \$12 million annually to \$43 million within a decade.

And, after suffering for decades from an inequitable state funding formula, Rowan successfully lobbied Trenton to increase the Tuition Aid Grants given to its New Jersey students to equal those given to their peers attending other state research institutions—a win for students in financial need across New Jersey.

9

YEARS OF TUITION
INCREASES AT
OR BELOW
THE PREDICTED
RATE OF
INFLATION

\$35M

AWARDED IN
PANDEMIC
STUDENT AID
IN FY21

A DECADE'S DIFFERENCE IN EVERY MEASURE OF GROWTH

\$121M

IN ROWAN
UNIVERSITY
FOUNDATION
DISTRIBUTIONS
SINCE FY12

\$264M

RAISED IN NEW
GIFTS AND PLEDGES
SINCE FY12

47

NEW PATENTS
AWARDED DURING
PAST 10 YEARS

182%

INCREASE IN
FALL SEMESTER
UNDERGRADUATE
APPLICATIONS
SINCE 2011

2012

2022

Academic degree programs

57 bachelor's	90 bachelor's
29 master's	48 master's
1 professional	2 professional
1 doctoral	8 doctoral

Enrollment

11,500	22,640 (unduplicated)
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Academic divisions

7 colleges	8 colleges
2 schools	9 schools

Average undergraduate class size

21	20
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South Jersey Technology Park tenants

16	24
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Institutional student aid

\$12M	\$43M
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University operating budget

\$249M	\$587M
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University Foundation assets

\$150M	\$551M total under investment
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Medical schools

1	2, plus School of Veterinary Medicine in development
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Alumni

70,000 in 50 states and 32 countries	102,985 in 50 states and 45 countries
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Facilities

74 buildings 3.36M sq.ft.	96 buildings 5.27M sq.ft.
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Employees

1,911	4,074
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POINT OF VIEW

WHAT VISIONARY LEADERSHIP MEANS AT ROWAN

BY

ALI A. HOUSHMAND, PH.D.
PRESIDENT

As president of Rowan University for the past 10 years, I’ve made it a habit to think “two presidents ahead.” Some describe this as visionary leadership. I say it’s my part in making sure Rowan is already the University of the Future.

In 2006 when I was hired as provost, Rowan was a very different place than it is today. It was a well-regarded local public university with a rich history in teacher preparation and a fairly new, but nationally ranked engineering school.

The historic Rowan Gift in 1992 was—and continues to be—the guiding force in our transformational thinking and progress. The institution’s \$130 million endowment certainly hinted at Rowan’s potential, but limited state funding allowed only incremental progress.

I had big ideas that I thought would be immediately embraced, but I learned the hard way that I needed to earn everyone’s trust before being able to move forward.

→ **Implementing change at a public institution would be nothing short of disruptive.**





ESTABLISHING TRUST

As a public university, Rowan must work with and is accountable to many constituent groups. As a former faculty member and dean, I've always worked to be fair, even amid disagreements. To get faculty and staff on board with my ideas, I knew I had to show them why the changes I proposed would be in their best interests, through data, of course. As an engineer, I know how hard it is to refute the numbers.

Transparency is the key to building trust. One of the first things I did as president was to open our books and share our leadership team's budget plans online. There were no secrets. Everything would be open to examination and even debate. In fact, I challenged everybody, especially my critics, to share their best ideas and if their formulation was better than mine, I promised to adopt it.

It was a risky and bold first step, but as I listened to them and refined my ideas with their input, they granted us

the benefit of the doubt and gained confidence to verify that my big ideas indeed produced the results I promised. Because people were willing to take a gamble with me, what seemed like risky projections brought real progress.

VERIFIED BENEFITS

One such idea has generated \$419 million in gross revenue since its creation in 2007. We took the old continuing education model, an afterthought elsewhere at the time, and flipped it on its head. I proposed to the Board of Trustees that with a \$2 million loan from our reserves, we would build an online entity—Rowan Global—that would generate millions for the institution, estimating we would need five years to pay back the loan. We did it in three!

The model was built on profit-sharing. The more courses departments offered, the more individual faculty members and their departments benefited. Programs that were historically starved for funding became flush with new students and funding that allowed them to go to conferences, conduct research and purchase equipment that was never before possible, among other things.

They trusted, they verified, and everyone benefited. Today, Rowan Global remains 100 percent self-funded and serves thousands of students while generating a multi-million dollar revenue stream for the University each semester.

➤ Rethinking the old continuing education model brought Rowan students increased access and broader online education options, as well as entrepreneurial opportunity for academic departments.



➤ Powerful, practical research like Rowan's work on transportation infrastructure has proven its value and attracted the attention and support of policy makers, including Sen. Cory Booker, who visited the West Campus CREATES facility in 2022.



SUCCESS BEGETS SUCCESS

The creation of Rowan Global made all future ideas not so crazy. The combination of a nationally ranked engineering program and the development of New Jersey's first medical school in 35 years led to Rowan's designation as a public research university, which led the state to grant us a second medical school, one with significant research funding.

New thinking—from inside and out—about our institution and our place in the world changed our mission and opened up new possibilities.

It was clear to our senior leadership and Board of Trustees that Rowan could no longer be content with the gains we were enjoying, but rather there was an opportunity to change in leaps and bounds—and it would be possible only if done together. Rowan's management team needed to evolve and fully embrace an entrepreneurial philosophy and, most importantly, commit to our new identity as a public research university.

In fact, our role as a public institution both drives our decisions and depends on public support. We've worked hard to understand what our region and state need. When an unconventional approach has made the best sense, we've been fortunate to capture the imagination of policymakers and shapers. I'm proud to say that support for Rowan's growth came from both sides of the aisle, administration after administration, from leaders who believe a stronger South Jersey makes for a stronger New Jersey.

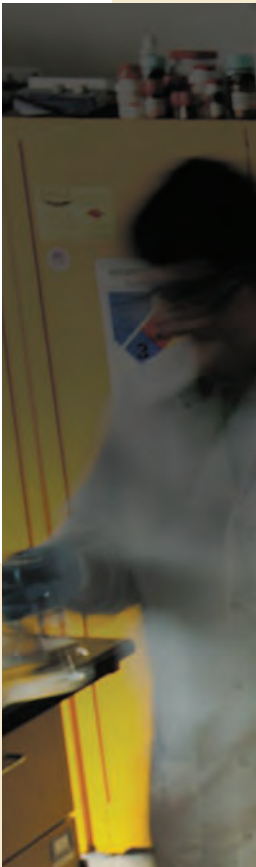
PLANNING ON FOUR PILLARS

In aiming for ideal results, I reorganized our administration, expanding it and increasing its diversity—critically important for any decision-making body. At the same time, I streamlined the strategic planning process so it could be more flexible and we could make faster decisions. I also established working committees to gather creative ideas for consideration by leadership.

Together, we adopted four student-centered strategic pillars: access, affordability, quality and economic engine. Every decision moving forward would need to meet a need in at least one of these four areas. We also obsessed over reducing expenses far before it was popular. Department heads learned to tightly cinch their belts, but all the while increasing quality and access, and maintaining affordability. The culture shifted. Everyone became accustomed to questioning whether their funding proposals were a critical need and, if so, when to budget them.

This attention to cost only worked because we gave stakeholders ownership in the decision-making process. My negotiating philosophy centers on making sure everyone wins something and it has allowed us to create a culture that supports new ideas. It also helped to create new partnerships with local businesses,

➤ As the third fastest-growing public research university in the nation, Rowan is committed to innovation and creative partnerships that solve problems and improve life.



community colleges, industry and government bodies.

Today, most planning and decision-making is vetted through leadership clusters. Each one has representatives from key offices and departments across the institution so that ideas can be more deeply examined at the outset rather than at the end of the process. The collaborative approach results in only the most viable ideas coming to the fore.

Once again, the key is to give stakeholders ownership in the decision-making process. Collaboratively, we move the institution forward. Data is supreme. And, everyone must be focused on improving access, maintaining affordability, improving quality, and serving as an economic driver for the region.





THE ROWAN REVOLUTION CONTINUES

Rowan University is an extraordinary institution made possible by countless people who invested their lives and legacies here. Some, like Henry and Betty Rowan, are well known. Many more are not, although they are vital to our progress. Each shared vision. Each showed leadership.

What is important from my point of view is that we all have contributed not just to what Rowan University is now, but to the future. Thinking “two presidents ahead,” I am proud we all can imagine even more possibilities for those who follow.



A PASSION PROJECT

HELPING STUDENTS THROUGH HOT SAUCE

For the past several years, my passion for helping students has collided with my love for gardening—particularly, growing the world’s hottest peppers—and making hot sauce.

In 2016, I participated in a student-run holiday auction where my secret recipe sauce was a huge hit. There was so much demand that I turned the project into a fundraiser for students.

With help from a dedicated team of students and employees, I grow the hottest varieties of peppers and other vegetables on our West Campus Farm, then make the hot sauce for sale online and at local retailers. (We’ve added other vegetables to the season’s crops and are on track to donate nearly 20,000 lbs. to local food banks this year.)

In the last five years, our hot sauce project has directly and indirectly led to millions of dollars in donations, with online customers ordering from as far away as Japan and Australia. We’ve attracted national and international attention, including a mention on Malcolm Gladwell’s “Revisionist History” podcast. Conversations with those curious about hot sauce have led to generous support for a variety of student needs.

Selling hot sauce is not a typical way to support college students, but I’m proud to report it’s doing more than even I imagined possible. It’s helping students in need, of course. It’s also bringing people together for a wonderful cause and inspiring generous support from those who come to share our vision.

It’s true that I don’t always do things the way people expect.

—President Houshmand

In 2017, the University began producing and selling Houshmand’s Hazardous Hot Sauce (not my choice for a name, but it sells!), with all proceeds benefiting the Rowan University

Emergency Student Scholarship Fund. Our retention data showed that just a small setback of a few hundred dollars could derail students in the course of their studies. The small grants we make from the emergency fund are making a difference in students’ lives.



DRIVING THE REGIONAL ECONOMY FORWARD

At eight campuses and 100-plus service sites throughout the state, Rowan employees work and contribute to the local economies. Rowan directly supports 4,000+ jobs at the University and close to 7,000 jobs indirectly each year.



➤ Congressman Donald Norcross visited Rowan in 2022 to announce a \$500,000 federal workforce training grant to prepare students for New Jersey's growing wind power industry.

\$1.53B

ANNUAL STATEWIDE
ECONOMIC IMPACT



BEFORE THE PANDEMIC, an analysis by private research firm Econsult Solutions pegged Rowan's economic impact at \$1.53 billion annually in New Jersey. The University's stamp on Glassboro's renewed downtown is readily apparent with the \$426 million Rowan Boulevard redevelopment project. On Rowan campuses and broadening daily are the University's deepening partnerships with industry, its research centers, entrepreneurial drive and support for startups.

In 2022, Rowan joined a national innovation network funded by the National Science Foundation to support researchers interested in bringing their inventions to the marketplace. The I-Corps Northeast Hub is backed by \$15 million in federal funding and marks a significant investment in the region's job-making potential. It is one of the more recent partnerships engaging Rowan faculty and students in applied research that is solving problems and improving life through discovery and innovation.

As a public institution, Rowan is responsible to New Jersey's taxpayers. While it offers prestige and resources often

associated with private institutions, it is in practice an ambitious and proud public university guided by an entrepreneurial mindset. Friends of Rowan and its mission provide support through gifts, grants and affiliations that benefit from Rowan's hands-on approach to education. Whether through public-private partnerships, contracts or public support at state and federal levels, Rowan experts get things done. By investing in our citizens, increasing access and preparing graduates to meet the region's needs, the University continues to fulfill its mission as a new model for higher education—one that's inclusive, agile and responsive.

MEETING THE CHALLENGES OF A GLOBAL PANDEMIC

After the COVID-19 pandemic emptied college campuses across the country, anxiety swirled around enrollment figures for the 2020-2021 academic year. As the Rowan community began to adapt and adjust to pandemic protocols, Rowan's clinical practices, medical and health educators and first responders entered the pandemic battle.

› Early in the pandemic, before mask mandates, Rowan faculty and volunteers formulated hand sanitizer to donate in the county.



➤ As soon as the first COVID-19 vaccines became available, students at Rowan's two medical schools volunteered by the hundreds to deliver them at mass vaccination sites, pop-up clinics and special population drives.

THROUGHOUT THE GLOBAL HEALTH CRISIS, the Rowan community faced the same uncertainties, threats and opportunities as the rest of the world—and many unique to universities where people live, learn and work together.

Rowan's campuses closed in March 2020, a spring break that dispersed nearly everyone for more than a year. Online and hybrid instruction ramped up as instructional technology and services professionals developed alternatives to in-person education. Faculty found ways to teach and interact with students remotely. Staff and supervisors secured and sanitized essential facilities and worked with staff from their home offices.

As our own medical and health experts learned about the virus and worked with colleagues in health care professions to guard public health, they brought knowledge to guide and serve Rowan's student and employee population.

And while nearly every solution developed to keep Rowan running during the pandemic could have been perceived reasonably as tentative and temporary fixes, a vast majority of the knowledge and the effort yielded long-term advantages that continue to benefit the University, its partners and neighbors. Even more valuable: the insight gained from enduring the crisis has made Rowan stronger, more resilient and agile.

Throughout the pandemic, Rowan distinguished itself by many actions, including:

- reducing tuition and fees for undergraduates by 10 percent for the 2020-2021 academic year,



FIGHTING THE
CRITICAL FACE MASK
SHORTAGE, ROWAN
CREATED REUSABLE,
3D-PRINTED MASKS,
SHARING INSTRUCTIONS
WORLDWIDE



making Rowan one of the few institutions of higher education to do so

- helping to staff county COVID-19 testing clinics, then providing on-campus testing throughout the pandemic
- working with physicians, medical and engineering students to design, build and deliver intubation shields to regional hospitals
- providing \$1,000 incentives to encourage students to be vaccinated
- housing nearly 800 students who didn't have alternatives when campus closed



- avoiding faculty furloughs
- establishing the first public vaccination clinic in the state, as well as pop-up clinics for special needs populations and the general public, eventually vaccinating 150,000+ individuals between our two medical schools
- providing meals and fresh produce to combat food insecurity among students and campus neighbors

The public health crisis created challenging new scenarios for people and organizations everywhere. At Rowan, the four pillars—increasing quality, access,

affordability and serving as an economic engine—continued to drive decisions in uncertain times and helped everyone rethink daily activity and planning.

By fall 2020, Rowan's enrollment ticked upward, thanks in large part to more in-state student transfers who found Rowan programs to be the way to keep on track toward their goals.

As the University made new ways to serve New Jersey students, it maintained its focus on health and safety and demonstrated its commitment to its neighbors, helping them persist and achieve while the institution did the same.



INNOVATING HEALTH SCIENCES AND MEDICAL EDUCATION

The revolution in Rowan's higher education identity may be most visible because of its two medical schools, nursing and health-related programs, clinical care and growing research activity. Just 10 years in, Rowan is already a leader.



➤ Medical students in both Rowan schools benefit from state-of-the-art simulation centers that strengthen instruction in patient care and diagnostics.



ALREADY IN AN ELITE GROUP OF JUST FOUR UNIVERSITIES

in the nation because of its medical schools granting D.O. and M.D. degrees, Rowan began 2022 by announcing an innovation unlike any other. Through its landmark partnership with Virtua Health, South Jersey's largest health system, Rowan created Virtua Health College of Medicine & Life Sciences of Rowan University. Investing in the new college with an \$85 million gift, Virtua Health established what is likely the largest endowment of its kind at a public university and demonstrated its commitment to pioneer an academic health partnership to meet critical demands for education, patient care and research.

A new day for New Jersey

What led to Rowan's leadership and innovation in medical and health professions education and research had roots in the institution's role as a public university. Through two separate legislative actions, New Jersey officials empowered Rowan University to help address the severe shortage of physicians in the state and the nation. Again, Rowan's track record in building partnerships, innovating to excel and earning public trust and support were keys to change.

In 2012, Rowan enrolled its first medical students at Cooper Medical School of Rowan University and in 2013, with the addition of the School of Osteopathic Medicine, Rowan became the second university in the nation to offer M.D. and D.O. degrees.

Now, with a school of veterinary medicine being developed, Rowan is poised to be one of only two institutions in the nation with three medical schools.

The distinction demonstrates powerfully

how Rowan meets critical needs with a deep sense of public service and an agile, entrepreneurial mindset. Those strengths—understandably uncommon in public institutions—naturally incline Rowan toward innovation.

A history of firsts

The School of Osteopathic Medicine was the first four-year medical school in South Jersey. Cooper Medical School of Rowan University was the first in South Jersey to grant M.D. degrees. In their



relatively short histories, both schools have distinguished themselves repeatedly, regionally and nationally.

Rowan now produces more than 300 doctors each year, helping to fill New Jersey's pressing need for health care providers. Having earned state approval to increase enrollment, SOM welcomed 288 students to its 2022 first-year class, making it the largest cohort entering medical school in New Jersey and, within a few years, the nation.

All of this is just the foundation of what's to come.

When Rowan announced plans in late 2021 to establish a school of veterinary medicine, it again responded to meet a critical regional and national need. The school will be the state's first and one of only 33 in the nation, set to enroll its first class in 2025, with accreditation pending.

With plans underway to build education, research and clinical facilities on Rowan's West Campus, the school will offer the Doctor of Veterinary Medicine (D.V.M.) degree, as well as related degree programs designed to shape the future of veterinary medicine and animal health care in the state and beyond.



- › Students in Rowan's health and wellness professions programs are accustomed to using technology for assessment and research.



Virtua Health College of Medicine & Life Sciences of Rowan University

› The School of Osteopathic Medicine welcomed the largest class in the school's history at the 2022 White Coat Ceremony, the first at the new Virtua Health College at Rowan.

A new academic health partnership

Virtua and Rowan share an overarching commitment to improving the health of New Jersey residents and, by creating a new academic health system, aim to:

- educate and train the state's next generation of physicians, nurses and allied health professionals
- innovate by researching, developing and testing new therapies, treatments, and models of care
- increase health equity by meeting the needs of the underserved in the region

Reimagining health care and education

The new college extends Rowan's ability to provide high-quality, innovative education for health care professionals seeking a wide range of credentials. It encompasses the School of Osteopathic Medicine; an expanded nursing and allied health professions school; a new school of translational biomedical engineering and sciences; multiple new research institutes; and aligned clinical practices to improve patient care and train the health care workforce of the future.



➤ Nurse practitioner students gather at their white coat ceremony.

The School of Nursing & Health Professions will offer undergraduate and graduate degrees and specialized certificates for nurses; graduate degrees for health professionals; and undergraduate degrees in athletic training, exercise science, nutrition and dietetics, public health and wellness, and health promotion and wellness management.

While the School of Osteopathic Medicine, with campuses in Stratford and Sewell, will continue collaborating with health systems throughout the region to provide aspiring physicians with clinical experience in clerkships and residency programs, its primary affiliation with Virtua Health assures that Rowan students will enjoy more clerkships, residencies

and fellowship opportunities within the Virtua Health system.

Discovery for progress

The developing School of Translational Biomedical Engineering & Sciences will be the college's focal point for health discovery and innovation. With support from the Virtua Health endowment, the school is recruiting 50 new faculty investigators, including basic and clinician scientists, over the next decade.

However, discovery is already underway as the school's research institutes and centers focus on issues of vital concern.

A state-of-the-art research facility planned to open on Rowan's West Campus in 2025 will host laboratories to support

> At Commencement 2022, Provost Tony Lowman, left, and President Ali Houshmand, right, welcomed Virtua Health CEO Dennis Pullin to present the keynote address for the School of Osteopathic Medicine.



basic, translational and clinical research in the school's primary disciplines and accommodate collaboration with other Rowan researchers and partners.

Making a profound difference

Not since the historic 1992 Rowan Gift has there been such ambitious vision and vast support committed to help Rowan University transform higher education. And not long since global public health became the focus of worldwide attention has the need to advance health care education and research been appreciated so keenly.

Building on its track record and fueled by collaboration and investment in its medical and health professions schools, the University is positioned to lead vigorous innovation and growth that will improve people's lives for generations in New Jersey and far beyond.

Virtua Health College of Medicine & Life Sciences Centers & Institutes

School of Osteopathic Medicine

- Child Abuse Research, Education & Service Institute
- Integrated Special Needs Center
- NeuroMusculoskeletal Institute
- New Jersey Institute for Successful Aging
- Cell & Gene Therapy Center
- Center for Medical Weight Loss & Metabolic Control
- Institute for Brain & Behavioral Sciences

School of Translational Biomedical Engineering & Sciences

- Institute of Cardiovascular Innovation
- Institute of Solid Organ Transplantation & Regenerative Medicine
- Institute for Health Equity

BUILDING RESOURCES FOR THE REGION

Drive through downtown Glassboro and it's immediately apparent that Rowan University's expanding campus has reinvigorated the college town.



- While Rowan University will always consider Glassboro its home, the institution now has a presence in 16 of New Jersey's 21 counties.



PRIVATELY FUNDED THROUGH A PARTNERSHIP between

Rowan, developers and the borough of Glassboro, Rowan Boulevard's \$426 million transformation required more than a decade to complete.

Anchored by a Marriott Courtyard hotel and a Barnes & Noble collegiate superstore, the mixed-use corridor includes academic facilities, housing for 3,000 students, parking, businesses, restaurants and Rowan's Welcome Center.

To address the need for new residential housing, another public-private partnership backed the construction of a 1,415-bed residence hall adjacent to Rowan Boulevard. Open since 2016, Holly Pointe Commons brings additional foot traffic on top of the 3,000 students who already live and shop in the revitalized area.

Spectacular new academic buildings now stand throughout the main campus where sustainability, efficiency and thoughtful design continue to improve the institution's original environs. More transformation is on the way.

Having opened Business Hall, Engineering Hall and Discovery Hall since 2015, the Glassboro campus continues to evolve with the expansion of Chamberlain Student Center, West Campus development and long-awaited dance studios at Wilson Hall.

Through partnerships with Rowan College–South Jersey, Rowan University

opened new facilities at the Sewell campus and began construction at the Cumberland campus to provide the School of Osteopathic Medicine more clinical space to meet demand for education and health care services.

In 2015, the University purchased a fossil-filled quarry in Mantua Township just a few miles from the main campus. Soon after, alumni Jean and Ric Edelman donated \$25 million to help transform it into a 65-acre public fossil park with a museum and research center, set to open in 2023.

On the West Campus, Rowan's planned School of Veterinary Medicine will open its doors at a 100,000-square-foot teaching facility and animal hospital. Rising alongside, a medical research building made possible by Rowan's partnership with Virtua Health will foster discovery and education in health sciences and biomedical engineering.

Educational, clinical and research sites

Thousands of New Jerseyans rely year-round on access to Rowan services that provide and enhance K-12 education, health care, business and professional

career development programs. At eight campuses and more than 100 locations,

Rowan finds research-based solutions to challenges and serves the region and state with access to educational services and programs they need.

COLLEGES & SCHOOLS

- › William G. Rohrer College of Business
- › Ric Edelman College of Communication & Creative Arts
- › College of Education
- › Henry M. Rowan College of Engineering
- › John H. Martinson Honors College
- › College of Humanities & Social Sciences
- › Virtua Health College of Medicine & Life Sciences of Rowan University
- › College of Performing Arts
- › College of Science & Mathematics
-
- › School of Earth & Environment
- › School of Innovation & Entrepreneurship
- › Cooper Medical School of Rowan University
- › Rowan-Virtua School of Nursing & Health Professions
- › Rowan-Virtua School of Osteopathic Medicine and Graduate School of Biomedical Sciences
- › Rowan-Virtua School of Translational Biomedical Engineering & Sciences
- › School of Veterinary Medicine (opening 2025)

CENTERS & INSTITUTES*

- › Center for Access, Success & Equity
- › Center for the Advancement of Women in Communication
- › Center for Art & Social Engagement
- › Center for Cannabis Research, Policy & Workforce Development
- › Center for Cybersecurity Education & Research
- › Center for Humanism, Professionalism, Medical Ethics & Law
- › Center for Innovation & Entrepreneurship
- › Center for Sports Communication & Social Impact
- › Center for Study of Holocaust, Genocide & Human Rights
- › Sustainable Facilities Center
- › Virtual Reality Center
- › STEM Outreach Center
-
- › Behavior Analysis, Research & Services Institute
- › Hollybush Institute for Global Peace & Security
- › Institute for Public Policy & Citizenship
- › Liberal Arts & Sciences Institute for Research & Community Service
- › Maynard Ferguson Institute of Jazz Studies

*See p. 35 for Virtua Health College centers and institutes



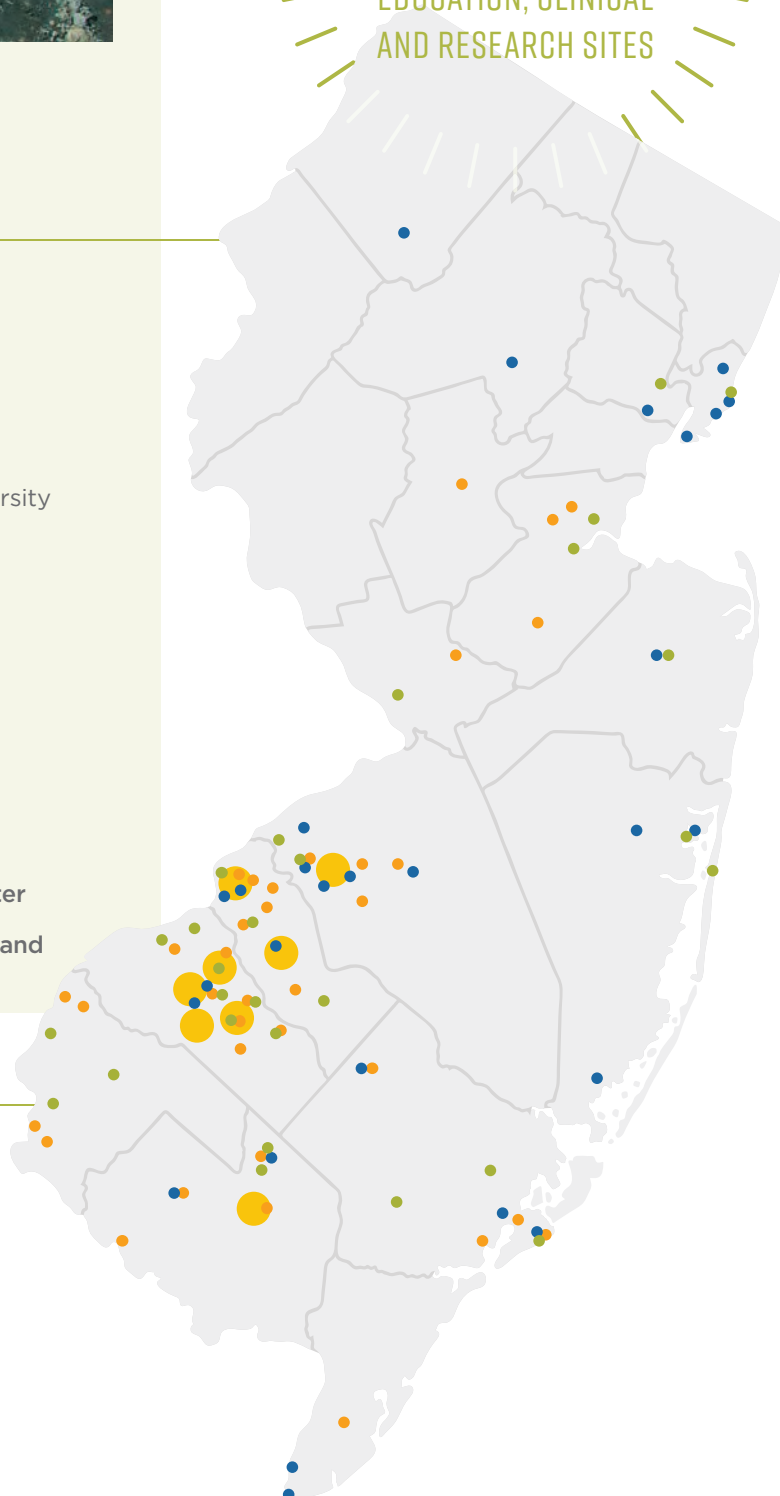


ROWAN CAMPUSES

- Glassboro
- Stratford
 - › Virtua Health College of Medicine & Life Sciences of Rowan University
- Camden
 - › Cooper Medical School of Rowan University
 - › Camden Academic Building
 - › Joint Health Sciences Center
- Jean & Ric Edelman Fossil Park of Rowan University (Mantua)
- Rowan West Campus (Mantua)
 - › South Jersey Technology Park
 - › Athletic Complex
- Rowan College of South Jersey-Gloucester
- Rowan College of South Jersey-Cumberland
- Rowan College at Burlington County

OFF-SITE SERVICES

- College of Education
- Henry M. Rowan College of Engineering
- Virtua Health College of Medicine & Life Sciences of Rowan University and clinical practices of Rowan Medicine



ROWAN UNIVERSITY CAMPUS MAP

- Built/acquired since 2012
- Planned/in development
- Older buildings
- Rowan-owned land

- 1. Bunce Hall
- 2. Bole Hall
- 3. Hollybush
- 4. Evergreen and Mullica Halls
- 5. Oak & Laurel Halls
- 6. Memorial Hall
- 7. Bozorth Hall
- 8. Townhouses
- 9. Business Hall
- 10. Westby Hall

- 11. Science Hall
- 12. Savitz Hall
- 13. Campbell Library
- 14. Chamberlain Student Center
- 15. Winans Hall
- 16. Discovery Hall
- 17. Holly Pointe Commons
- 18. North Halls

- 19. Edgewood Park
- 20. Mimosa Hall
- 21. Esby Gym and Rec Center
- 22. Robinson Hall
- 23. Wilson Hall and Dance Studio
- 24. Rowan and Engineering Halls
- 25. James Hall
- 26. Wackar Stadium

- 27. Triad
- 28. Rowan Boulevard
- 29. Inspira Hospital
- 30. West Campus Athletic Fields
- 31. Jones Innovation Center
- 32. CREATES
- 33. BioDevCo
- 34. School of Veterinary Medicine

- 35. Virtua Health College Research Center
- 36. Fieldhouse
- 37. Global Solutions Hub
- 38. Tech Development
- 39. Business Development
- 40. Rowan Medicine
- 41. Science & Academic Centers
- 42. Educational Center
- 43. Cooper Medical School

- 44. Joint Health Sciences Center
- 45. Camden Academic Building
- 46. Edelman Fossil Park & Museum
- 47. Rowan Medicine-Sewell
- 48. Team House
- 49. High Street Art Gallery

- 50. Glassboro Intermediate School
- 51. Facilities Operations
- 52. Cassidy Facilities Complex
- 53. International House
- 54. Shpeen Hall
- 55. Six High Street

Room to grow

As Rowan continues to build public-private partnerships, there will be approximately \$324 million more invested during the next five years in the University's facilities and affiliated development. In just the past 10 years, 20 new buildings have increased the institution's ability to support demand for enrollment and provide for academic programs and increased research facilities.

> Greenhouses rising on the West Campus will extend the capacity of the farm to provide produce to local aid organizations and model a new kind of agricultural education system.

> Each new individual building, renovation and landscape features sustainability initiatives that serve important ecological functions and help offset Rowan's carbon footprint.

> The original 25-acre campus developed in 1923 has grown to include more than 200 acres in Glassboro and nearly 600 acres on the West Campus. In Gloucester and Camden counties, Rowan holds 65 acres in Mantua Township, and the Camden and Stratford campuses.

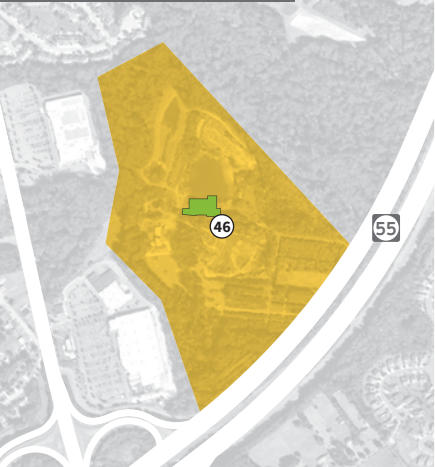
STRATFORD CAMPUS



CAMDEN CAMPUS



EDELMAN FOSSIL PARK



SEWELL CAMPUS



RENDERING THE UNIVERSITY OF THE FUTURE

The COVID-19 pandemic changed the world as we knew it, forcing adaptation amid uncertainty. And, yet, Rowan leadership saw opportunity.



- An architect's rendering of the Chamberlain Student Center expansion set to open in fall 2023.

- An interior rendering of the Jean & Ric Edelman Fossil Park & Museum, scheduled to open in late 2023.



IN AUGUST 2020, University leaders convened to discuss the path forward. Interdisciplinary teams from across the University gathered to rethink institutional norms and press for thoughtful change in academics; pricing models; diversity, equity and inclusion scholarship; facilities and infrastructure needs; and workforce flexibility.

The effort produced a detailed plan for progress shared widely inside and outside the institution: The University of the Future.

One of the first initiatives included University funding to support more paid summer research opportunities for underrepresented students pursuing degrees in science, technology, engineering and math. Immediately and amid uncertainty, the program addressed concerns about access and affordability and provided new options for more bright students in STEM, thanks largely to the reliable and now-intuitive guidance of Rowan's four student-centered strategic pillars.

Each part of the University of the Future planning document addresses

“what if” questions with positivity and determination, preparing the institution to continually transform and flourish. Whatever unknowns lie ahead, Rowan's infrastructure and leadership are strategically designed to meet the challenges.

Priority: partnerships

As it has during the last decade, Rowan's leadership will continue to consider the University a public institution that depends significantly on private support and partnerships. Of course, the historic

1992 gift by Henry and Betty Rowan was the game changer, the proof that truly visionary private donors could be the catalysts for transforming a public resource in a way that likely would never have happened. The Rowans made a difference. It was revolutionary thinking in 1992 that made nearly every transformation since then possible.

Even now, as the institution's planners contemplate what lies ahead, it's fair to say that as its first significant private donors, the Rowans ushered in the University of the Future, not just with their investment, but by inspiring all who would follow their lead. Its most visible donors share the Rowan vision by making five-, six- and seven-figure gifts and its most numerous donors demonstrate their support with more modest donations, each of them contributing to a powerful legacy.

As Rowan University enters its second centennial, it will continue to excel because of its compelling commitment to higher education as a public good

and because of increasingly significant investment by private donors and creative partnerships.

Rowan's advocates and supporters make it possible to encourage one more promising student, one more devoted faculty member, one more discovery that improves people's lives.

Ahead, data will document each point of progress and the University of the Future will look different physically, as this report's maps and renderings illustrate. And, just as in the last decade, the core values of the Rowan University community and our shared responsibility to rethink and reshape the future will secure, improve and sustain all that will evolve.



➤ The School of Veterinary Medicine will be located on the West Campus, joining the research facility that will serve discovery and innovation at Virtua Health College of Medicine & Life Sciences.



**New facilities throughout Rowan's campuses
demonstrate tremendous growth and opportunity**

- Edelman Fossil Park & Museum, scheduled to open in late 2023.



- Student Center facilities will expand by 30,000 sq. ft.



- Technology enhancements will expand student research opportunities in Campbell Library.



- On the West Campus, a manufacturing hub will help meet regional demand.



COMPLETED PROJECTS (since 2011)

Rowan Boulevard	\$426,000,000
Inspira Health Care Complex	310,000,000
Cooper Medical School of Rowan University	116,000,000
Holly Pointe Commons	115,272,000
Engineering Hall	70,000,000
Joint Health Sciences Center	70,000,000
Business Hall	63,000,000
Discovery Hall	46,750,000
CMSRU Parking Garage	30,000,000
RowanSOM - Sewell	25,000,000
Camden Academic Building Renovations	17,725,000
Rowan Hall Renovations	10,000,000
Firewall/Network Redesign	9,500,000
Westby Hall and Bozorth Hall HVAC	8,566,000
Stormwater Management	8,400,000
School of Osteopathic Medicine Simulation Lab	7,000,000
High Street Art Gallery	6,339,000
West Campus Athletics Complex	5,155,000
Winans Hall Wellness Center	4,432,000
Team House	4,166,000
Technological Classroom Upgrades	3,100,000
Intramural Fields	2,488,000
CREATES Facility	2,325,000
Rowan Hall Mechanical Engineering Lab	2,000,000
	\$1,363,218,000

A model for planning and funding expansion

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

\$1.36B

ONGOING/FUTURE PROJECTS (over next five years)

Veterinary School	\$100,000,000
Rowan-Virtua Research Center	35,000,000
Jean & Ric Edelman Fossil Park & Museum	71,000,000
Chamberlain Student Center Expansion	30,000,000
Bunce Hall Renovation	20,200,000
School of Osteopathic Medicine Clinical Center - Vineland	9,000,000
Wilson Hall Dance Studio	4,900,000
Glassboro Intermediate School Renovation	15,000,000
Manufacturing Hub	TBD
Library of the Future Renovation	19,000,000
Student Housing Improvement	20,000,000
	\$324,100,000

\$324M

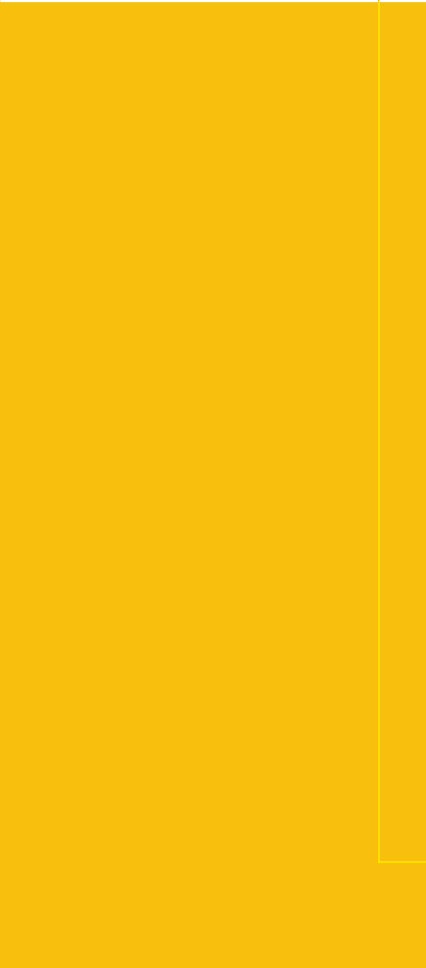
BOARD OF TRUSTEES, 2012-2022

Rowan University benefits from the leadership of its Board of Trustees, and, in particular, from a high degree of board members' continuity, especially in the last 10 years.

Trustees come to their terms as volunteers, whether they are professionals appointed by the governor or student representatives elected by their peers, to serve at the highest level of institutional leadership. The following board members' terms coincide with the decade described in this report.

Ms. Isabelita Marcelo Abele	Mr. James Kehoe
Ms. Brenda Bacon	Ms. Jaime Kisthardt
Ms. Samantha Bollendorf	Mr. Kris Kolluri
Mr. Chad Bruner*	Ms. Barbara Armand Kushner
Mr. Anthony Calabrese	Mr. George Loesch
Mr. Keith Campbell	Mr. Martin McKernan, Jr.
Mr. Michael Carbone	Dr. Sunitha Menon-Rudolph
Dr. Barbara Chamberlain	Mr. Kunal Patel
Mr. Riccardo Dale	Mr. Kyle Perez
Mr. Dennis DiFlorio	Mr. Nick Petroni
Mr. Lawrence DiVietro	Mr. Robert Poznek
Ms. Jean Edelman	Ms. Helene M. Reed
Dr. Thomas Gallia	Ms. Linda Rohrer*
Mr. Frank Giordano	Mr. Larry Salva
Mr. Fred Graziano	Mr. Riley Shea
Mr. James Gruccio*	Ms. Melissa Shore
Mr. Michael Harrington	Mr. Rbrey Singleton
Ms. Jessica Healey	Ms. Virginia Smith
Mr. Julio Interiano	Dr. Ali A. Houshmand, <i>ex-officio</i>
Ms. Megan Kearney	

*denotes board chairs



Rowan University is
central to the region's
development and
success. In the decades
ahead, we have the
momentum, commitment
and means to do more,
to create more opportunity
and provide more good
for the people who
depend on us.

WHAT'S ON THE HORIZON IS

BREATH TAKING

—President Houshmand

For more detail on
Rowan University's extraordinary
progress and future, please visit:
rowan.edu/president

Please send questions and comments:
officeofthepresident@rowan.edu

→ **Rowan is a
“model for
institutional
transformation.”**

— Middle States Commission
on Higher Education
Final Evaluation
Team Report, 2019



OFFICE OF THE PRESIDENT

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