

**ROWAN UNIVERSITY
BOARD OF TRUSTEES HYBRID RETREAT**

October 20, 2022

**BOARD MEMBERS IN
ATTENDANCE**

Brenda Bacon (virtual)
Alyssa Bollendorf, non-voting student trustee
Chad Bruner, Chair
Tony Calabrese
Michael Carbone (virtual)
Barbara Chamberlain
Jean Edelman, Secretary
Thomas Gallia
Michael Harrington, student trustee
Kris Kolluri (virtual)
Barbara Armand Kushner (virtual)
George Loesch (virtual)
Sunitha Menon-Rudolph
Nick Petroni
Larry Salva, Vice Chair (virtual)
Virginia Smith
Ali Houshmand, ex officio

**BOARD MEMBERS NOT IN
ATTENDANCE**

Frank Giordano

**UNIVERSITY REPRESENTATIVES
PRESENT**

Joseph Campbell, V.P. Facilities & Operations
Joe Cardona, V.P. University Relations
Terri Drye, V.P. Human Resources
Jeff Hand, Sr. V.P. Strategic Enrollment Management
Sean Kennedy, V.P. of Government Affairs & External Partnerships
Mira Lalovic-Hand, Sr. V.P. Information Resources & Chief
Information Officer
Tony Lowman, Provost & Sr. V.P. Academic Affairs
Joseph Scully, Sr. V.P. Finance & CFO
Jesse Shafer, V.P. University Advancement/ Rowan University
Foundation Executive Director
Monika Williams Shealey, Sr. V.P. Diversity, Equity & Inclusion
Horacio Sosa, V.P. Strategic Ventures & Initiatives
RJ Tallarida, Chief of Staff
Melissa Wheatcroft, General Counsel/Board Liaison
Lee Ann Barbin, Recording Secretary for the Board of Trustees

OTHERS

Members of the President's Office: Theresa DeVecchis, Heather Martin, and Lori McFadden.

CALL TO ORDER

A hybrid retreat of the Rowan University Board of Trustees was held on October 20, 2022 in the Eynon Ballroom of the Chamberlain Student Center on the Glassboro Campus via WebEx. Chair Bruner

welcomed everyone to the meeting, called the Public Session of the meeting to order at 9:02 a.m., and requested that virtual panelists mute all devices.

OPEN PUBLIC MEETINGS ACT STATEMENT

Ms. Melissa Wheatcroft read the Open Public Meetings Act Statement.

PLEDGE OF ALLEGIANCE

Chair Bruner asked everyone to stand for the Pledge of Allegiance.

UNIVERSITY OF THE FUTURE: THE ROADMAP TO R1

President Houshmand expressed gratitude for everyone who was able to be in attendance for the retreat, including the Board members and senior administration of the University, stating that he would be providing a roadmap of where Rowan University will be heading in the next 5 to 10 years in all aspects; reputation, growth, infrastructure, security, beautification, and overall wellbeing. This plan has been developed over the past several years and the University is eager to begin implementation. President Houshmand stated that the most important aspect is securing resources for the institutions and introduced Mr. Jesse Shafer, Vice President of University Advancement, to provide further details.

Mr. Shafer thanked President Houshmand, stating that one of the reasons for campaigning is the University must continue to drive innovation and entrepreneurial efforts by attracting donors who are not alumni but still looking to support the University. Mr. John Martinson is one such example of these supporters who recently donated \$5M to the University to name the Honor's College. Mr. Martinson is not an alumnus but believes in the work being performed at the University. Another example being Mr. Henry M. Rowan who was also not an alumnus but saw the value of this University. Mr. Shafer then discussed *The Rising Campaign*, which was initiated in 2014 with a public phase launch on April 5, 2019, with the goal of raising \$120M. This campaign concluded on June 30, 2020 and raised \$120.4M with a primary focus on changing student life, supporting new discoveries, and providing learning and living environments that inspire. The building blocks for a successful new campaign consist of having a quality product to sell, strong leadership, institutional will, possessing a skilled and motivated fundraising team, and cornerstone givers. This next campaign was launched in FY21 and raised \$108.2M but is currently in what Mr. Shafer deemed a "quiet phase". Mr. Shafer stated that a campaign would typically be in effect for three years prior to being launched publicly; however, the next year provides the ideal time with the University's Centennial as well as the 100th birthday of Mr. Rowan. The first step in the new campaign planning is performing the Strategic Advancement Planning Study, otherwise known as the "feasibility study", in order to find critical information with regards to establishing the priorities of the campaign.

Mr. Shafer then introduced Mr. Dave Gallagher, a successful consultant who has been added to the campaign team. Mr. Gallagher provided a

brief background stating that he ran approximately 150 university campaigns over the last 34 years, working with 90 public universities or colleges. Mr. Gallagher spoke highly of Rowan University's current position in terms of the financial engines in place, the focus on philanthropy, and the investments in life sciences, engineering, and business innovation. He believes that Rowan is well positioned to take advantage and be in a leadership role of higher education over the next 10 to 20 years. Potential fundraising priorities for the new campaign include student experience and success, academic excellence with a focus on R1, and Healthcare/Life Sciences importance. Mr. Gallagher then referenced a slide providing a roadmap for how the new campaign could potentially raise \$400M and the gift levels and collateral materials required to hit this mark.

Mr. Shafer then stated that the number one way the Board can lead in this campaign is to continue to advocate for the University. Mr. Shafer stated everyone from the Board is welcome to participate in the planning study and encouraged everyone to be candid during the interview as well as offer any recommendations they feel are appropriate.

President Houshmand then moved on to discussing the University of the Future and the Roadmap to R1. Currently, there are several challenges Rowan must combat including an overall decline in the number of high school graduates applying to college, the massive marketing campaigns being implemented by other Universities, and State funding that is currently unable to remain proportional with the rapid growth taking place at Rowan. President Houshmand stated that the only way the University can move forward is to possess the finances necessary to make their own decisions without having to rely on funding from the State. Aggressively seeking alternative sources of revenue is critical and one such area is through research taking place at the University. Rowan had a banner year in 2022 receiving over \$62M in research grants and this number will continue to increase as the University continues to hire more high caliber faculty members. Another alternative revenue stream is Rowan Global, Inc., which is allowing the University to aggressively target other markets in an attempt to become a mega university, generating the type of revenue that allows Rowan to operate independent of the State. The third area of focus is continued collaboration with outside investors and developers. President Houshmand mentioned there is currently a RFP for an arena that Rowan will not own but will provide the land to a developer who will construct and manage the facility and Rowan will become the arena's tenant.

President Houshmand then reflected on the past 10 years, stating that even he could not believe the strides the University has made in that time, attributing this success to having a Board that allowed the University to make bold decisions and take intelligent risk. Political support was also a key contributor in the growth and success of the University over the past decade; however, President Houshmand believes that Rowan is now solid and stable enough to be able to move forward regardless of the involvement from the State. Rowan University

now operates two medical schools, is a Top 100 public research university, and designated as R2. The University boasts a world-class engineering college along with experiential learning providing students with the opportunity to practice what they are learning thus allowing them to be more prepared when entering the workforce in their respective industry. Campus experience is another area the University invests in heavily in order to keep students engaged and safe.

President Houshmand continued, discussing the ongoing goal of becoming an R1 institution and one area that needs continued investment in infrastructure. Rowan has been doing well at improving facilities and must continue to find unique, creative ways to utilize outside investment in order to continue this trend. In terms of research, the success of the relationship with Virtua is critical to attaining R1 status and involves hiring at least 50 more research-intensive faculty members. An aggressive approach to marketing is another key factor and Rowan is currently in the process of creating an integrated marketing division within the University.

President Houshmand then introduced Dr. Tony Lowman, Provost and Senior Vice President for Academic Affairs, in order to help define R1 and explain to the Board why it is an important goal for the University. Dr. Lowman opened, stating that there are currently 146 R1 doctoral universities in the country. This group includes some world-renowned universities as well as some that are currently struggling to maintain status. Dr. Lowman explained the University team has been looking at various models in order to map a pathway to R1 that does not compromise Rowan University's core mission of educating ungraduated students in order to gain this status. The R1 collection of universities are doing research at the highest level across all disciplines, not just engineering and life sciences.

Dr. Lowman then highlighted the benefits of being recognized as an R1 institution. This status would allow Rowan to expand its reach and attract the best and brightest faculty, staff, and students. It would help to create an environment where Rowan becomes the "go-to university" for recruitment of new faculty that brings the best opportunities in terms of research, which in-turn will help to recruit the best students. R1 status will keep Rowan relevant, ensuring the University is teaching and researching state-of-the-art technologies as well as presenting the opportunities to be leaders in various fields of study. It allows Rowan to influence our region from an economic development perspective, establish new partnerships, and diversify the University's funding opportunities. Dr. Lowman attributed the Virtua partnership to Rowan's R1 initiative as Virtua is seeking to become a comprehensive academic health center and viewed Rowan's R1 ambition favorably as this will provide them with access to the best doctors, utilizing state-of-the-art facilities and practices. Dr. Lowman then discussed the School of Veterinary Medicine and the large investment from the State, over \$100M in the past two years. The State would not have awarded this funding to an institution that was not looking to become a leader in

education, research and training. Ultimately, R1 status will provide an added level of prestige and reputation to Rowan University. Dr. Lowman stated that throughout higher education, the U.S. News and World Report rankings are losing credibility to the Carnegie rankings as these are based on real data, metrics and performance. In the past 10 years, Rowan University has expanded research, grown baccalaureate degree offerings, and expanded the University's partnerships in order to develop more meaningful associate degrees and pathways. These points highlight Rowan's continued mission of moving towards being recognized as an elite institution while remaining accessible. Dr. Lowman stated that when Rowan University does achieve R1 recognition, it will have been accomplished without compromising Rowan's commitment to affordability and accessibility.

Dr. Lowman then provided some insight on the methodology behind the Carnegie system, stating that in order to be considered for R1 status a university must offer a minimum of 20 research-based doctoral degrees annually as well as have a minimum of \$5M in total research expenditures. Dr. Lowman explained that it is not just getting the research dollars, but it is how those funds are being invested back into the programs and doctoral students. From 2005 to 2021, Rowan has increased baccalaureate offerings from 1,633 to 4,090, master's from 307 to 611, doctoral from 3 to 35 and doctoral-professional degrees from 0 to 250. Dr. Lowman praised this growth then referenced a chart displaying Rowan's current profile compared to a sample R1 university. While the chart shows Rowan still needs to make strides in multiple areas, Dr. Lowman remains very optimistic as he praised what is currently in Rowan's student pipeline. Additionally, Rowan is performing an internal evaluation of data to ensure the University is properly reporting and categorizing each program. Dr. Lowman stated the University is currently exploring which investments are necessary for Rowan to be at the R1 level in five years. One area of investment will be in a startup faculty in the life sciences area, which will cost approximately \$1M over three years. Another investment will be in Ph.D. students and research scientists, which are positions that ultimately will be supported by research grants. Other strategic areas of investment will include health and life sciences, materials and sustainability with a focus on food, energy, water and human health. Dr. Lowman discussed facilities, beginning with the Rowan-Virtua partnership, and noted that design has begun for the new Rowan-Virtua research building, which will be a 50,000 square foot facility located on the West campus. This state-of-the-art research tower will house 50 new faculty hires as well as other researchers who will be collaborating on this program. Another facility investment is the manufacturing hub, which is nearing 50% space commitments and once hit, this will trigger construction to commence. Lastly, the School of Veterinary Medicine will also be housed on West Campus. Additionally, the School of Veterinary Medicine will have its first accreditation in the Spring of 2023.

Dr. Lowman continued, stating that Carnegie is redesigning classifications and establishing new categories that advance learner-centric solutions, equitable outcomes, and social and economic mobility. Dr. Lowman showed the comparison between these new categories and the four pillars that have driven Rowan's core operational functions for the past 10 years; Access, Affordability, Quality, and Economic Engine. Current initiatives underway at the University include the Student Center expansion, which is creating a new heart of campus that will provide student services including wellness, advising, tutoring, workspaces, and safe spaces for students. Rowan will also be creating the university college, which will focus on the first two years of students' on campus experience specifically for undecided, at-risk, and/or disadvantaged students. Dr. Lowman stated that the University will be evaluating its financial aid model and will be working in conjunction with the Garden State Guarantee in order to better serve disadvantaged students.

BREAK

Chair Bruner announced a short meeting break at 10:29 a.m.

The break concluded at 10:42 a.m.

UNIVERSITY LEADERSHIP SUCCESSION PLANNING

Ms. Terri Drye, Vice President for Human Resources, then provided an update regarding university leadership succession planning. Ms. Drye opened stating that the number one priority investment the University must make is in its people. She provided insight on current workforce trends, discussing the "Great Resignation" when 33% of the workforce quit in 2021. Currently, there is less than 62% participation in the labor market, which is the lowest in 40 years. Unemployment is also the lowest it has been since the end of the Vietnam War. Current issues when attempting to recruit new people include salary compression as well as a decreased average length of stay in a position of employment, which is a little above 13 months for Generation Z. Additionally, 30% of the workforce in higher education is over the age of 55 and 46% of the skilled labor force is over the age of 55. Generation X is 30% smaller than the Baby Boomers generation resulting in a gap in the labor force. Ms. Drye stated that higher education also carries a negative perception in the labor market as it is viewed as being less flexible. Finance, IT, and Human Resources are the most challenging positions to fill in higher education. Another unique dynamic is the largest growing population coming into the labor force is over the age of 70 and the smallest is under the age of 25. Therefore, the younger generation coming into the workforce is the most highly educated but bring the lowest level of work experience.

Ms. Drye continued, explaining that over 40 employees took the early retirement option that was offered by the University during COVID. Rowan has over 50% of employees leaving their position participate in exit surveys. These surveys have revealed that the two primary reasons for people leaving their positions are compensation and professional development opportunities. Ms. Drye stressed the need for improved

professional development. Ms. Drye stressed the need for strategic succession planning and what investments are required in order to cultivate talented individuals within the Rowan community who do not yet have access to the programs required for them to become managers. The University must work on building customized talent development plans as job requirements change frequently from year-to-year. Ms. Drye stated that only 30% of individuals deemed to be successors actually step into that successor role. Proper planning is critical in order to remain fair and transparent.

Ms. Drye stated that replacement planning is a traditional approach to succession planning where two to three successors are identified for each crucial role within an organization. Replacement planning also tends to follow a “one and done” approach; however, regular evaluation of a succession planning program is crucial for success because job requirements change often and people’s performance and career expectations evolve. Rather than replicating the current leader’s skill set, the more comprehensive strategy is to focus on a portfolio of “super stars” in order to have access to the competencies needed when a succession situation arises. Proper succession planning needs to develop leaders at all levels as well as be agile enough to build talent for today and the future. Ms. Drye stated that the University must adapt a portfolio management approach as opposed to the pipeline management approach currently being utilized. This new approach will allow for assessing leadership needs that will lead to achievement of strategic goals. It allows for selecting successors from across the institution through greater transparency. It calls for deliberate diversification and preparing a leadership bench for a variety of future positions. Lastly, it calls for leadership team rebalancing, which proactively realigns senior leadership teams with strategic goals.

Ms. Drye continued, explaining that the two tiers of portfolio based succession planning. Tier 1 builds the foundation of senior leadership succession and sets the stage for Rowan University to attend to the immediate needs of the senior leadership team and selected positions below the cabinet level. Tier 2, referred to as talent development, operationalizes the process and focuses on filling the talent gap by developing people internally or hiring successors from the outside. Ms. Drye stated there are three steps to strategic succession management. The first is discovery, which includes robust job analysis and robust job descriptions. The second is confirming the succession plan, and the third is developing the talent map.

BIG PICTURE PRIORITIES AND GOALS

President Houshmand then discussed the big picture and the goals going forward. One critical element is solidifying the relationship with Virtua Health to ensure the medical school and research are on the right path. The second key initiative is the establishment of the School of Veterinary Medicine, which is a massive undertaking. The third and most important challenge to address is the health, wellbeing, and safety of everyone in the Rowan community. President Houshmand stated that mental health is a serious issue not just for students, but for everyone at

the University. President Houshmand requested Board support with enhancing safety on campus as well as beautifying the campus and updating deferred maintenance, which will be presented as comprehensive plans in the near future.

Dr. Tony Lowman then discussed the Rowan-Virtua Partnership. The Senior Vice Provost search is currently underway as the University works diligently to interview a diverse pool of candidates. Dr. Lowman continued, stating that the Our Lady of Lourdes (OLOL) Nursing Program has moved onto the Stratford Campus. The 3+1 programs in place with Rowan College of South Jersey (RCSJ), Rowan College at Burlington County (RCBC), and Camden County College (CCC) are all starting to grow thanks to the affiliation with Virtua. The University also has Bachelor of Science in Nursing (BSN) partnerships in place with Virtua and Inspira while currently developing another with AtlantiCare. The residency and clinical education with Virtua is exceeding expectations as they have provided double the number of slots for the undergraduate medical education. Dr. Lowman stated that Rowan was able to amicably dissolve the old consortium of University of Medicine and Dentistry of New Jersey (UMDNJ), OLOL, and Kennedy. Faculty searches are currently underway for the School of Translational Biomedical Engineering and Sciences. The Rowan University School of Veterinary Medicine design and construction are underway and the submission to the State for approval has been made.

Dr. Lowman stated that the University will have its first accreditation visit in the Spring of 2023. Construction on the Edelman Fossil Park is progressing and there are on-going meetings discussing the exhibits and the exhibit manufacturing with plans of a soft opening this upcoming spring or summer.

Mr. R.J. Tallarida, Chief of Staff, then briefly discussed the University's marketing initiative informing the Board of the creation of the Division of Communication and Marketing at Rowan. This division will look at strategic investments needed in a variety of areas and ensure marketing functions align across the University for a comprehensive approach. Mr. Tallarida stated that funding will be requested from the Board in order to conduct a feasibility analysis with a focus on the University's website.

ACTION ITEMS FOR INDIVIDUAL CONSIDERATION

Chair Bruner stated that one resolution #2022.10.01 is being considered individually.

VOTE TALLY

Resolution #2022.10.01: 15-0 in favor

RESOLUTION #2022.10.01

APPROVAL OF DELEGATION OF AUTHORITY TO APPROVE A CONTRACT WITHOUT COMPETITIVE BIDDING FOR PROFESSIONAL CONSULTING SERVICES RELATING TO HEALTHCARE CONSULTING

WHEREAS, the New Jersey Medical and Health Sciences Education Restructuring Act, N.J.S.A.18A:64M-1, et seq. (“Restructuring Act”), permits Rowan University, a public research university, to enter into agreements for the procurement of services without public advertising pursuant to applicable state law as outlined in N.J.S.A. 18A:64M-9(k), and

WHEREAS, pursuant to Resolution 2014.02.02, approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved these exceptions including an exception for professional consulting services in accordance with N.J.S.A. 18A:64-56, and

WHEREAS, the environment for physician education and training and the delivery of health care are rapidly changing in the state of New Jersey and nationally, and

WHEREAS, the Rowan University School of Osteopathic Medicine has seen a dramatic increase in the demand for payment for certain rotations for undergraduate medical education and Rowan Medicine has observed shifts in demands for its clinical services, among other significant changes in medical education and healthcare, and

WHEREAS, The Chartis Group (“Chartis”) has established a reputation as an entity capable of providing expert advice in the area of Healthcare Management, including assisting healthcare organizations engage in innovations in the areas of integration of virtual care in the broader delivery system, establishing beneficial affiliations to enhance medical education, and accelerate digitization and the use of data in healthcare and medical education delivery, and

WHEREAS, Rowan has engaged Chartis to assist in the evaluation of its healthcare practices and medical education model and Chartis has provided services to date which are directly beneficial to Rowan, and

WHEREAS, pursuant to Resolutions 2021.04.21, 2021.06.68, 2021.12.42, and 2022.02.37, the Board of Trustees authorized Rowan to enter into contracts without competitive bidding with Chartis for an amount not to exceed \$972,750 in total, and

WHEREAS, Rowan is satisfied with the retention thus far and expects that the retention will continue with Chartis providing useful information critical to the implementation of improvements and such work will require continued efforts on the part of Chartis, and

WHEREAS, the University has concluded that continuing the engagement with Chartis would be advantageous, and

WHEREAS, the Board wishes to afford Rowan flexibility in contracting with Chartis to allow Rowan to continue with these necessary services and to move forward with said services without delay, and

WHEREAS, The Board of Trustees wishes to delegate its authority to the President and Senior Vice President for Finance and Chief Financial Officer to approve amendments to this contract for FY23, and

THEREFORE, BE IT RESOLVED by the Board of Trustees that the President and the Senior Vice President for Finance and Chief Financial Officer be authorized to amend and execute the contract with The Chartis Group for FY23 for necessary services, and

BE IT FURTHER RESOLVED that any such amendments shall be reported to the Board of Trustees through the Budget and Finance Committee following any such amendment.

SUMMARY STATEMENT/RATIONALE

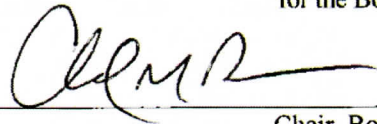
This resolution approves a delegation of authority to the President and the Senior Vice President for Finance and Chief Financial Officer to approve contract amendments for The Chartis Group for healthcare consulting services as needed for Fiscal Year 2023.

Chair Bruner entertained a motion that was seconded to approve Resolution #2022.10.01. Chair Bruner opened the floor to questions and recusals from the Board. There being none, a vote was taken 15-0 in favor and Resolution #2022.10.01 was approved.

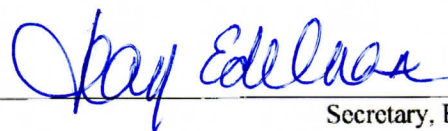
ADJOURNMENT

There being no further business, Chair Bruner entertained a motion that was seconded to adjourn the meeting. The vote was unanimous in favor, and the meeting was adjourned at 11:59 a.m.

Lee Ann Barbin, Recording Secretary
for the Board of Trustees



Chair, Board of Trustees



Secretary, Board of Trustees