

**ROWAN UNIVERSITY
BOARD OF TRUSTEES MEETING**

February 17, 2021

AGENDA

SCHEDULE

3:00 p.m.

CLOSED AND PUBLIC SESSIONS

CLOSED SESSION

Personnel, Real Estate, and Litigation Matters

via WebEx

PUBLIC SESSION

via WebEx

CALL TO ORDER

OPEN PUBLIC MEETINGS ACT STATEMENT

PUBLIC HEARING FOR FY22 TUITION RATES

Hearing on FY22 Tuition and Student Costs

APPROVAL OF MINUTES FOR DECEMBER 16, 2020

PRESIDENT'S REPORT

PUBLIC COMMENTS REGARDING PENDING RESOLUTIONS

Please Note: Individuals may speak only in reference to those resolutions under consideration for Board Action. All other comments will be heard prior to New Business if the President's Office was properly notified.

ACTION ITEMS FOR CONSENT AGENDA

2021.02.01 TERMINATION OF CERTIFICATE OF GRADUATE STUDY IN WEB DEVELOPMENT

Summary Statement: This resolution approves the termination of the academic program, Certificate of Graduate Study in Web Development.

2021.02.02 APPROVAL OF A CERTIFICATE OF GRADUATE STUDY IN DATA ANALYTICS

Summary Statement: This resolution approves the offering of the academic program, Certificate of Graduate Study in Data Analytics.

- 2021.02.03** APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN ENVIRONMENTAL ENGINEERING
Summary Statement: This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Environmental Engineering.
- 2021.02.04** APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN ESPORTS MANAGEMENT
Summary Statement: This resolution approves the offering of the academic program, Certificate of Undergraduate Study in eSports Management.
- 2021.02.05** APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN GEOTECHNICAL ENGINEERING
Summary Statement: This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Geotechnical Engineering.
- 2021.02.06** APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN HOLISTIC NURSING PRACTICE
Summary Statement: This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Holistic Nursing Practice.
- 2021.02.07** APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN TRANSPORTATION ENGINEERING
Summary Statement: This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Transportation Engineering.
- 2021.02.08** APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN WATER RESOURCES ENGINEERING
Summary Statement: This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Water Resources Engineering.
- 2021.02.09** ACCEPTANCE OF FISCAL YEAR 2020 ANNUAL AUDIT
Summary Statement: This resolution authorizes the acceptance of the FY2020 Financial Statement Audit. The audit was conducted by KPMG, LLP who issued an unmodified opinion and the audit was reviewed by the Audit Committee in accordance with applicable statutes. No management letter will be issued as no significant deficiencies were reported and no material weaknesses were noted as a result of the audit procedures.
- 2021.02.10** APPROVAL OF RENTAL RATES FOR UNIVERSITY HOUSING FOR 2021-2022
Summary Statement: This resolution approves increases for housing for all residential students. The new rates represent an average increase of 3% over the current rates. Rates for Holly Pointe Commons have been established pursuant to an agreement with Provident Group – Rowan Properties, LLC and Michaels Student Management, LLC.

- 2021.02.11** APPROVAL OF TUITION AND FEE RATES FOR 2021-2022
Summary Statement: This resolution provides for the approval of a tuition and fee freeze for undergraduate students leaving the rates at FY21 levels. Matriculated undergraduate students will be assessed additional tuition per credit hour for all credits over 17.
- 2021.02.12** APPROVAL OF TUITION AND FEE RATES FOR GRADUATE AND PROFESSIONAL DEGREE PROGRAMS FOR 2021-2022
Summary Statement: This resolution provides for the approval of tuition and fee rates for professional and graduate students at the University's School of Osteopathic Medicine (RowanSOM) and Graduate School of Biomedical Sciences (GSBS). The FY22 CMSRU parking permits are increasing to coincide with the opening of the new parking garage and the GSBS Technology fee is increasing, all other tuition and fee rates are being held at FY21 levels. This resolution also authorizes the Senior Vice President of Enrollment Management, who oversees the Division of Global Learning & Partnerships, in consultation with and approval of the President and Senior Vice President for Finance and Chief Financial Officer, to establish tuition and fees for extension courses.
- 2021.02.13** APPROVAL OF A RETIREMENT/RESIGNATION INCENTIVE PROGRAM
Summary Statement: This resolution approves the voluntary retirement or resignation program between Rowan University and the American Federation of Teachers Local 2373 which will provide for cost savings benefits to the university while acknowledging valuable contributions of AFT members.
- 2021.02.14** APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR PROFESSIONAL CONSULTING SERVICES RELATING TO EDUCATIONAL PROGRAMMING FOR CONTINUING, PROFESSIONAL, AND ONLINE PROGRAMMING
Summary Statement: This resolution approves a contract without competitive bidding with EAB Global, Inc. of Washington, D.C., for educational consulting services relating to adult and online programming in a total amount not to exceed \$220,000 for Calendar Year 2021, with optional renewals for Calendar Year 2022 and 2023.
- 2021.02.15** APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING WITH OCELOT FOR AUTOMATED ANSWERING SERVICES FOR ADMISSIONS
Summary Statement: This resolution approves a contract without competitive bidding for an automated admissions answering system with Ocelot of Boulder, Colorado in an amount not to exceed \$95,000 for FY21 with a possible renewal for FY22 and FY23.
- 2021.02.16** APPROVAL OF A TOTAL PROJECT BUDGET FOR UNDERGROUND INFRASTRUCTURE REPLACEMENT
Summary Statement: This resolution approves the total project budget for the repair of University underground infrastructure relating to heating and cooling.

- 2021.02.17** APPROVAL OF A TOTAL PROJECT BUDGET FOR MARKETING RELATING TO ENROLLMENT MANAGEMENT
Summary Statement: This resolution approves the total project budget for the marketing campaign relative to enrollment for the Academic Year 2021-2022.
- 2021.02.18** APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR CONSULTING RELATING TO PUBLIC RELATIONS
Summary Statement: This resolution amends a contract without competitive bidding for public relations services with the Belfort Group of Boston, MA, in an amount of \$90,000 for a not to exceed amount of \$200,000 for FY21 with a possible renewal for FY22 and FY23.
- 2021.02.19** APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR CONSULTING RELATIVE TO SEARCH ENGINE SERVICES
Summary Statement: This resolution amends a contract without competitive bidding for search engine marketing services with Search Engine Markers, Inc. of Boston, MA in an amount of \$100,000 for a not to exceed amount of \$200,000 for FY21 with a possible renewal for FY22 and FY23.
- 2021.02.20** APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR HARDWARE AND SOFTWARE FOR ROWAN UNIVERSITY
Summary Statement: This resolution amends a contract without competitive bidding for hardware and software with SHI of Somerset, N.J. in an amount of \$100,000 for a not to exceed amount of \$400,000 for FY21 with a possible renewal for FY22 and FY23.
- 2021.02.21** APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR TEMPORARY ASSISTANCE RELATING TO INFORMATION RESOURCES AND TECHNOLOGY
Summary Statement: This resolution amends a contract without competitive bidding for temporary IRT critical personnel needs with APFS, of New York, N.Y, formerly Mondo International LLC, in an amount of \$75,000 for a not to exceed amount of \$475,000 for FY21.
- 2021.02.22** APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR LIBRARY SERVICES
Summary Statement: This resolution authorizes amendments to the library materials contracts for FY21 listed above for Rowan University.
- 2021.02.23** APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR PROFESSIONAL CONSULTING SERVICES RELATING TO EDUCATIONAL PROGRAMMING
Summary Statement: This resolution approves a contract without competitive bidding with Dr. Edson of Mount Holly, New Jersey, for programmatic consulting services relating to clinical education programming in a total amount not to exceed \$100,000 for Fiscal Years 2021 and 2022.

- 2021.02.24** AWARDING OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR REPAIR AND RESTORATION OF THE ORGAN IN PFLEEGER HALL
Summary Statement: This resolution allows for Rowan University to enter into a contract to restore the organ at Pfleeger Hall in an amount not to exceed \$500,000.

ACTION ITEMS

- 2021.02.25** PERSONNEL ACTIONS
Summary Statement: This resolution approves personnel actions which include the hiring of new appointments, full-time temporary faculty, adjuncts, coaches and graduate research/teaching fellows.
- 2021.02.26** REAPPOINTMENT OF FACULTY, LIBRARIANS, LECTURERS AND PROFESSIONAL STAFF TO A SECOND YEAR CONTRACT
Summary Statement: This resolution seeks approval for the reappointment of faculty, librarians, lecturers and professional staff to a second year contract.
- 2021.02.27** REAPPOINTMENT OF FACULTY AND LIBRARIANS TO THIRD, FOURTH, AND FIFTH YEAR CONTRACTS
Summary Statement: This resolution seeks approval for the reappointment of faculty and librarians to third, fourth and fifth year contracts.
- 2021.02.28** APPROVAL OF DELEGATION OF AUTHORITY FOR PURCHASE OF INSURANCE AGREEMENTS
Summary Statement: The resolution approves a delegation of authority to execute insurance contracts to the President and the Senior Vice President for Finance and Chief Financial Officer provided same are obtained through an industry accepted practice, and within the FY22 budget as approved by the Board, and such contracts are reported at the Budget and Finance Committee following the award.
- 2021.02.29** APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR PROFESSIONAL CONSULTING SERVICES RELATING TO FLOOD PREVENTION AND MITIGATION AT THE JEAN AND RIC EDELMAN FOSSIL PARK AT ROWAN UNIVERSITY
Summary Statement: This resolution approves a contract without competitive bidding with Inversand Company of Clayton, New Jersey for water infiltration prevention services associated with the Jean and Ric Edelman Fossil Park at Rowan University in a total amount not to exceed \$317,200.
- 2021.02.30** APPROVAL OF A CONTRACT FOR SERVICES OF A GOVERNMENTAL AFFAIRS AGENT
Summary Statement: This resolution approves a consulting contract between Rowan University and Steven D. Weinstein, Esq. in the area of government affairs. Funds to pay for this service shall be paid from the discretionary fund of the Rowan University Foundation.

2021.02.31 APPROVAL OF ROWAN UNIVERSITY’S PLAN TO CHART ITS COURSE AS THE UNIVERSITY OF THE FUTURE

Summary Statement: This resolution approves Rowan University’s Plan for the University of the Future and authorizes the prioritization of the recommended action steps within that plan, the identification of appropriate funding for action steps, and the implementation of the plan to ensure that Rowan is positioned to meet the needs of its students, patients, and community in the near and long terms.

REPORT FROM CLUSTER SUMMIT COMMITTEES

REPORT FROM STUDENT TRUSTEE – KYLE PEREZ

PUBLIC COMMENTS

Individual remarks must be consistent with the topics previously listed with the President’s Office.

NEW BUSINESS

COMMENTS BY TRUSTEES

ADJOURNMENT

RESOLUTION #2021.02.01

**TERMINATION OF CERTIFICATE OF GRADUATE STUDY IN
WEB DEVELOPMENT**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, the University further desires to maintain currency, relevance, and viability in its portfolio of certificates, and

WHEREAS, the academic program, Certificate of Graduate Study in Engineering for Educators has been determined to be no longer viable, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the College of Science & Mathematics, and the Provost/Senior Vice President for Academic Affairs, and recommended for termination by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Graduate Study in Web Development, be terminated.

SUMMARY STATEMENT/RATIONALE

This resolution approves the termination of the academic program, Certificate of Graduate Study in Web Development. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.02

APPROVAL OF A CERTIFICATE OF GRADUATE STUDY IN DATA ANALYTICS

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, there is an increased need for employees who can apply critical thinking skills to data analysis for purposes of improving organizational efficiency and solving business problems, and

WHEREAS, the academic program, Certificate of Graduate Study in Data Analytics, has been developed by the Department of Marketing & Business Information Systems, and

WHEREAS, this credential will provide knowledge and skills in use of programs, data, and computational tools to explore and discover relevant insights in big data, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the Rohrer College of Business, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Graduate Study in Data Analytics, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Graduate Study in Data Analytics. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.03

APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN ENVIRONMENTAL ENGINEERING

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, the environmental engineering industry is heavily represented in our region and hires many of our students upon graduation, and

WHEREAS, the academic program, Certificate of Undergraduate Study in Environmental Engineering, has been developed by the Department of Civil & Environmental Engineering, and

WHEREAS, this credential will provide students with advanced knowledge and skills in a specialized field of civil engineering and related disciplines, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the Henry M. Rowan College of Engineering, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Undergraduate Study in Environmental Engineering, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Environmental Engineering. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.04

**APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN
ESPORTS MANAGEMENT**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, the rise of eSports has created diverse employment opportunities within the industry as strategists, analysts, team managers/owners, tournament administrators, content creators, online community social media managers, sales managers, content managers, facilities and operations management, human resources, marketing, public relations, and event coordination, and

WHEREAS, the academic program, Certificate of Undergraduate Study in eSports Management, has been developed by the School of Professional Studies, and

WHEREAS, this credential will prepare students to apply business principles and professional components of business, including accounting, finance, marketing, management, analytics, information systems, and business policy and leadership, to the eSports industry, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the School of Professional Studies, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Undergraduate Study in eSports Management, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Undergraduate Study in eSports Management. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.05

**APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY
IN GEOTECHNICAL ENGINEERING**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, the geotechnical engineering industry is heavily represented in our region and hires many of our students upon graduation, and

WHEREAS, the academic program, Certificate of Undergraduate Study in Geotechnical Engineering, has been developed by the Department of Civil & Environmental Engineering, and

WHEREAS, this credential will provide students with advanced knowledge and skills in a specialized field of civil engineering and related disciplines, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the Henry M. Rowan College of Engineering, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Undergraduate Study in Geotechnical Engineering, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Geotechnical Engineering. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.06

**APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN
HOLISTIC NURSING PRACTICE**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, demand for self-care and involvement in health-related decisions associated with chronic disease management is increasing and driving an emphasis on holistic care, and

WHEREAS, the academic program, Certificate of Undergraduate Study in Holistic Nursing Practice, has been developed by the Department of Nursing, and

WHEREAS, this credential will provide currently licensed registered nurses with the necessary foundation for national certification in holistic nursing practice, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the School of Health Professions, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Undergraduate Study in Holistic Nursing Practice, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Holistic Nursing Practice. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.07

**APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN
TRANSPORTATION ENGINEERING**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, the transportation engineering industry is heavily represented in our region and hires many of our students upon graduation, and

WHEREAS, the academic program, Certificate of Undergraduate Study in Transportation Engineering, has been developed by the Department of Civil & Environmental Engineering, and

WHEREAS, this credential will provide students with advanced knowledge and skills in a specialized field of civil engineering and related disciplines, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the Henry M. Rowan College of Engineering, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Undergraduate Study in Transportation Engineering, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Transportation Engineering. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.08

**APPROVAL OF A CERTIFICATE OF UNDERGRADUATE STUDY IN WATER
RESOURCES ENGINEERING**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees of Rowan University (“Rowan”) is empowered to determine the educational curriculum and program of the University, N.J.S.A 18A:64M-9(b), and

WHEREAS, the University desires to offer valued, recognized, and/or stackable certificates to be offered and awarded as independent credentials, and

WHEREAS, the water resources engineering industry is heavily represented in our region and hires many of our students upon graduation, and

WHEREAS, the academic program, Certificate of Undergraduate Study in Water Resources Engineering, has been developed by the Department of Civil & Environmental Engineering, and

WHEREAS, this credential will provide students with advanced knowledge and skills in a specialized field of civil engineering and related disciplines, and

WHEREAS, this program has been reviewed by the University Senate, the Dean of the Henry M. Rowan College of Engineering, and the Provost/Senior Vice President for Academic Affairs, and recommended for approval by the Academic Affairs/Student Affairs Committee of the Board of Trustees,

THEREFORE BE IT RESOLVED that the academic program, Certificate of Undergraduate Study in Water Resources Engineering, be approved for implementation.

SUMMARY STATEMENT/RATIONALE

This resolution approves the offering of the academic program, Certificate of Undergraduate Study in Water Resources Engineering. It will now be forwarded to the Academic Issues Committee of the Presidents’ Council for notification.

Recommended for Approval By:
Academic Affairs/Student Affairs Committee (2/2/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.09

ACCEPTANCE OF FISCAL YEAR 2020 ANNUAL AUDIT

WHEREAS, the governing boards of each public institution of higher education and each public research university are required to have prepared an annual audit by an independent accounting firm pursuant to N.J.S.A. 18A:3B-50, and

WHEREAS, the Rowan University audit for FY2020 was completed by KPMG, LLP who issued an unmodified opinion, and

WHEREAS, the financial statements were reviewed by the Audit Committee of the Board of Trustees

THEREFORE, BE IT RESOLVED that the Board of Trustees accepts the Audit for FY2020 as submitted by KPMG, LLP.

SUMMARY STATEMENT/RATIONALE

This resolution authorizes the acceptance of the FY2020 Financial Statement Audit. The audit was conducted by KPMG, LLP who issued an unmodified opinion and the audit was reviewed by the Audit Committee in accordance with applicable statutes. No management letter will be issued as no significant deficiencies were reported and no material weaknesses were noted as a result of the audit procedures.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.10

**APPROVAL OF RENTAL RATES FOR UNIVERSITY HOUSING FOR
2021-2022**

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 set fees for student room and board, N.J.S.A. 18A:64M-9(n), and

WHEREAS, University housing facilities are self-supporting through revenues derived from Residential Learning and University Housing, and

WHEREAS, current budget estimates indicate a need for increasing rental charges associated with university housing

THEREFORE, BE IT RESOLVED that the following rates will be effective September 4, 2021:

<u>Complex</u> (Academic Year Rental Rates Per Student)	<u>Current Rates</u>	<u>New Rates</u>
Traditional Residence Halls – Double Room	\$8,564	\$8,820
Traditional Residence Halls – Single Room	\$10,012	\$10,312
Holly Pointe Commons – Double Room	\$10,022	\$10,324
Holly Pointe Commons – Single Room	\$10,738	\$11,060
Edgewood Park Apartments	\$8,962	\$9,232
International House	\$8,962	\$9,232
Triad Apartments	\$8,702	\$8,962
Townhouse Complex	\$11,674	\$12,024
Rowan Boulevard Apartments	\$11,674	\$12,024
Whitney Center	\$11,674	\$12,024

SUMMARY STATEMENT/RATIONALE

This resolution approves increases for housing for all residential students. The new rates represent an average increase of 3% over the current rates. Rates for Holly Pointe Commons have been established pursuant to an agreement with Provident Group – Rowan Properties, LLC and Michaels Student Management, LLC.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.11

**APPROVAL OF TUITION AND FEE RATES
FOR 2021-2022**

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 set tuition and fees for students, N.J.S.A. 18A:64M-9(o), and

WHEREAS, the University has established four strategic pillars which include affordability and accessibility for students, and

WHEREAS, the FY22 budget recommended by the University administration includes revenues derived from student charges, including student tuition and fees, and

WHEREAS, the New Jersey Statutes Annotated require a hearing with the Board of Trustees for all tuition rate changes, and

WHEREAS, such a hearing was held on February 17, 2021

THEREFORE, BE IT RESOLVED that the Rowan University Board of Trustees approves the following tuition and fee rates effective Fall Semester 2021.

	<u>Current Tuition Rate</u> <u>Academic Year</u>	<u>Current Fee Rate</u> <u>Academic Year</u>	<u>Proposed</u> <u>Tuition Rate</u> <u>Academic Year</u>	<u>Proposed</u> <u>Fee Rate</u> <u>Academic Year</u>
<u>Student Level</u>				
Undergraduate – Full-time				
In-State – Full-time	\$10,302.50	\$4,073.50	\$10,302.50	\$4,073.50
Out-of-State – Full-time	\$19,334.50	\$4,073.50	\$19,334.50	\$4,073.50
Undergraduate – Part-time				
In-State – Part-time	\$ 395.55	\$ 174.00	\$ 395.55	\$ 174.00
Out-of-State – Part-time	\$ 744.40	\$ 174.00	\$ 744.40	\$ 174.00

SUMMARY STATEMENT/RATIONALE

This resolution provides for the approval of a tuition and fee freeze for undergraduate students leaving the rates at FY21 levels. Matriculated undergraduate students will be assessed additional tuition per credit hour for all credits over 17.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.12

APPROVAL OF TUITION AND FEE RATES FOR GRADUATE AND PROFESSIONAL DEGREE PROGRAMS FOR 2021-2022

WHEREAS, the New Jersey Medical and Health Sciences Education Restructuring Act, (“Restructuring Act”), permits Rowan University, a public research university, to set tuition and fees for students, N.J.S.A. 18A:64M-9(o), and

WHEREAS, the University has established four strategic pillars which include affordability and accessibility for students, and

WHEREAS, the FY22 budget recommended by the University administration includes revenues derived from student charges, including student tuition and fees, and

WHEREAS, the New Jersey Statutes Annotated require a hearing with the Board of Trustees for all tuition rate changes, and

WHEREAS, such a hearing was held on February 17, 2021

THEREFORE BE IT RESOLVED that the Rowan University Board of Trustees approves the following tuition and fee rates effective Fall Semester 2021:*

	<u>Current Tuition Rate</u> <u>Academic Year</u>	<u>Current Fee Rate</u> <u>Academic Year</u>	<u>Proposed</u> <u>Tuition Rate</u> <u>Academic Year</u>	<u>Proposed</u> <u>Fee Rate</u> <u>Academic Year</u>
<u>Student Level</u>				
<u>GRADUATE/DOCTORAL</u>				
In-State	\$731.60	\$165.40	\$731.60	\$165.40
Out-of-State	\$731.60	\$165.40	\$731.60	\$165.40
<u>GRADUATE- MBA</u>				
In-State	\$785.00	\$165.40	\$785.00	\$165.40
Out-of-State	\$785.00	\$165.40	\$785.00	\$165.40
<u>CMSRU</u>				
In-State	\$40,479.00	\$2,290.00	\$40,479.00	\$2,290.00
Out-of-State	\$64,240.00	\$2,290.00	\$64,240.00	\$2,290.00
Parking Permit-Day	N/A	\$150.00	N/A	\$250.00
Parking Permit-Overnight	N/A	\$215.00	N/A	\$350.00
	(Parking does not include sales tax)			

*Charges for students in the Division of Global Learning & Partnerships extension program will be set by the Senior Vice President of Enrollment Management, following consultation with, and upon approval by, the President and Senior Vice President for Finance and Chief Financial Officer.

(continued)

RESOLUTION #2021.02.12 (continued)

<u>Student Level</u>	<u>Current Rate</u> <u>NJ Resident</u>	<u>Current Rate</u> <u>Non-Resident</u>	<u>Proposed Rate</u> <u>NJ Resident</u>	<u>Proposed Rate</u> <u>Non-Resident</u>
<u>GSBS TUITION CHARGES</u>				
Full time PhD Tuition (10 credits) annual	\$8,202.00	\$11,882.00	\$8,202.00	\$11,882.00
PhD Thesis Phase per semester	\$200.00	\$200.00	\$200.00	\$200.00
All non-matric per credit	\$835.00	\$1,049.00	\$835.00	\$1,049.00
Master's Thesis Continuation per semester	\$200.00	\$200.00	\$200.00	\$200.00
Full time Master's tuition per credit	\$835.00	\$1,049.00	\$835.00	\$1,049.00
<u>GSBS FEE CHARGES</u>				
Health Service Fee per semester	\$225.00	\$225.00	\$225.00	\$225.00
GBSA (Grad. Biomed Stu. Assoc.) per semester	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00
Technology Fee	\$ 75.00	\$ 75.00	\$ 90.00	\$ 90.00
Parking Permit (optional-parking does not include sales tax)	\$150.00	\$150.00	\$150.00	\$150.00
<u>SOM TUITION CHARGES</u>	\$41,339.00	\$66,324.00	\$41,339.00	\$66,324.00
<u>SOM FEE CHARGES</u>				
Wellness Fee	\$555.00	\$555.00	\$555.00	\$555.00
Student Club/Organization Fee	\$105.00	\$105.00	\$105.00	\$105.00
Technology Fee annual	\$325.00	\$325.00	\$325.00	\$325.00
Computer Fee annual 1 st year only	\$1,210.00	\$1,210.00	\$1,210.00	\$1,210.00
COMSAE 2 nd & 4 th year students annual	\$60.00	\$60.00	\$60.00	\$60.00
Question Banks 2 nd year students annual	\$668.00	\$668.00	\$668.00	\$668.00
Question Banks 3 rd year students annual	\$807.00	\$807.00	\$807.00	\$807.00
Medical Kit	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00
Graduation Fee 4 th year only	\$100.00	\$100.00	\$100.00	\$100.00
Disability Insurance	\$56.00	\$56.00	\$56.00	\$56.00
Parking Permit (optional-parking does not include sales tax)	\$150.00	\$150.00	\$150.00	\$150.00

SUMMARY STATEMENT/RATIONALE

This resolution provides for the approval of tuition and fee rates for professional and graduate students at the University's School of Osteopathic Medicine (RowanSOM) and Graduate School of Biomedical Sciences (GSBS). The FY22 CMSRU parking permits are increasing to coincide with the opening of the new parking garage and the GSBS Technology fee is increasing, all other tuition and fee rates are being held at FY21 levels. This resolution also authorizes the Senior Vice President of Enrollment Management, who oversees the Division of Global Learning & Partnerships, in consultation with and approval of the President and Senior Vice President for Finance and Chief Financial Officer, to establish tuition and fees for extension courses.

Recommended for Approval By:
Budget & Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.13

APPROVAL OF A RETIREMENT/RESIGNATION INCENTIVE PROGRAM

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 fix the compensation and terms of employment of employees pursuant to N.J.S.A. 18A:64M-9(h), and

WHEREAS, during the Spring semester of 2020, the COVID-19 pandemic and the subsequent economic crisis relating to the public health situation impacted the operations of the University at every level, including requiring that students return to their homes and academic and other programming be migrated to an online environment, and

WHEREAS, the continuing impacts of the pandemic have resulted in financial consequences to the University and to the state requiring a variety of costs savings actions, and

WHEREAS, Rowan has worked closely with the American Federation of Teachers, Local 2373 (“AFT”) and the Parties have concluded that offering a voluntary incentive program to certain AFT members who wish to retire or resign would result in savings to the University over time and would be an appropriate recognition of the valued contributions made to the University by AFT members, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the voluntary retirement or resignation incentive program is authorized as follows:

- 60% of institutional base salary for those members with 30 years of service
- 50% of institutional base salary for those members with 25 years of service
- 40% of institutional base salary for those members with 20 years of service
- 50% of institutional base salary for those members at CMSRU with a minimum of 5 years of service and who are at least 65 years of age

AND BE IT FURTHER RESOLVED that individual members shall be approved for participation in this program in accordance with University policies governing retirement and resignation.

(continued)

RESOLUTION #2021.02.13 (continued)

SUMMARY STATEMENT/RATIONALE

This resolution approves the voluntary retirement or resignation program between Rowan University and the American Federation of Teachers Local 2373 which will provide for cost savings benefits to the university while acknowledging valuable contributions of AFT members.

Recommended by Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.14

**APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR
PROFESSIONAL CONSULTING SERVICES RELATING TO EDUCATIONAL
PROGRAMMING FOR CONTINUING, PROFESSIONAL,
AND ONLINE PROGRAMMING**

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 exceptions including an exception for professional consulting services and consulting services involving curricular or programmatic review, in accordance with N.J.S.A. 18A:64-56, and

WHEREAS, Rowan University has established a working relationship with EAB Global, Inc. (“EAB”), relating to the design, positioning, and delivery of flexible and innovative educational offerings to adult and online students, and EAB has established itself as a leader in this area and has provided useful consultation to Rowan in this initiative, and

WHEREAS, Rowan has determined that the consolidation and expansion of its existing contracts with EAB will allow for efficiency and access to EAB’s expert consultation as Rowan actively pursues the implementation of innovative academic programming, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer be authorized to enter into a contract with EAB Global, Inc. in an amount not to exceed \$220,000 for Calendar Year 2021.

SUMMARY STATEMENT/RATIONALE

This resolution approves a contract without competitive bidding with EAB Global, Inc. of Washington, D.C., for educational consulting services relating to adult and online programming in a total amount not to exceed \$220,000 for Calendar Year 2021, with optional renewals for Calendar Year 2022 and 2023.

Recommended by Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.15

**APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING WITH
OCELOT FOR AUTOMATED ANSWERING SERVICES FOR ADMISSIONS**

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for Information Technology pursuant to N.J.S.A. 18A:64-56(a)(19), and

WHEREAS, Rowan University has determined that there exists a need for an automated answering service for admissions and student life, and

WHEREAS, Ocelot provides such services and is an industry leader in higher education, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED by the Board of Trustees that the Senior Vice President for Finance and Chief Financial Officer is authorized to enter into a contract with Ocelot of Boulder, Colorado in an amount not to exceed \$95,000 for FY21.

SUMMARY STATEMENT/RATIONALE

This resolution approves a contract without competitive bidding for an automated admissions answering system with Ocelot of Boulder, Colorado in an amount not to exceed \$95,000 for FY21 with a possible renewal for FY22 and FY23.

Recommended by Approval By:
Budget & Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.16

**APPROVAL OF A TOTAL PROJECT BUDGET FOR UNDERGROUND
INFRASTRUCTURE REPLACEMENT**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees has been empowered to direct and control expenditures and supervise the construction of projects under N.J.S.A 18:A:64M-9(f) and (r), and

WHEREAS, Rowan University’s Glassboro Campus heating and cooling infrastructure includes a substantial network of underground infrastructure and that infrastructure has, in part, deteriorated and exceeded its useful life, adversely impacting campus operations, and

WHEREAS, the University has deemed it necessary to replace the above referenced infrastructure, including chilled water, condensate and steam distribution systems and reconstruction or replacement of manholes, in order to optimize the continued operations of the Glassboro campus, and

WHEREAS, the University has determined that the total project budget necessary to address the above matters will not exceed \$750,000, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient reserve funds available to pay the costs herein

THEREFORE, BE IT RESOLVED by the Board of Trustees that the total project budget for the replacement and repair of the University underground heating and cooling infrastructure is approved in an amount not to exceed \$750,000, and

BE IT FURTHER RESOLVED that procurement relating to the repairs and replacement shall be accomplished in accordance with applicable law and policy.

SUMMARY STATEMENT/RATIONALE

This resolution approves the total project budget for the repair of University underground infrastructure relating to heating and cooling.

Recommended for Approval By:
Facilities Committee (2/1/21)
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.17

APPROVAL OF A TOTAL PROJECT BUDGET FOR MARKETING RELATING TO ENROLLMENT MANAGEMENT

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees has been empowered to direct and control expenditures under N.J.S.A 18:A:64M-9(f), and

WHEREAS, as a result of the COVID-19 pandemic and related economic impacts, Rowan University, like many universities, has experienced an enrollment decline, and

WHEREAS, the University has determined that traditional marketing approaches are less effective in reaching students and their parents and wishes to undertake a marketing effort designed to showcase Rowan’s plans for a robust campus experience in Academic Year 2021-2022 based upon available information which indicates that the COVID-19 vaccine will be widely available to the general public and the public health situation will be significantly improved, and

WHEREAS, the University has determined that the total project budget necessary to address the above matters will not exceed \$1,000,000, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient reserve funds available to pay the costs herein

THEREFORE, BE IT RESOLVED by the Board of Trustees that the total project budget in an amount not to exceed \$1,000,000 for the marketing campaign designed to educate and attract students to a robust campus experience in Academic Year 2021-2022 is approved, and

BE IT FURTHER RESOLVED that procurement relating to the above-referenced marketing campaign shall be accomplished in accordance with applicable law and policy.

SUMMARY STATEMENT/RATIONALE

This resolution approves the total project budget for the marketing campaign relative to enrollment for the Academic Year 2021-2022.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.18

**APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR
CONSULTING RELATING TO PUBLIC RELATIONS**

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for professional consulting services and for consulting services relating to advertising for student enrollment pursuant to N.J.S.A. 18A:64-56(a)(15) and (20), and

WHEREAS, Rowan has a need for services of professional consultants that specialize in student affairs in higher education, and

WHEREAS, the Belfort Group specializes in these types of services, and

WHEREAS, pursuant to Resolution 2020.09.08, the Board of Trustees authorized a contract with Belfort for a total of \$110,000 for FY21 and it has become evident that it is necessary to increase this amount to \$200,000, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer is authorized to amend the contract with the Belfort Group of Boston, MA, in an amount not to exceed \$200,000 for FY21.

SUMMARY STATEMENT/RATIONALE

This resolution amends a contract without competitive bidding for public relations services with the Belfort Group of Boston, MA, in an amount of \$90,000 for a not to exceed amount of \$200,000 for FY21 with a possible renewal for FY22 and FY23.

Recommended for Approval By:
Budget & Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.19

**APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR
CONSULTING RELATIVE TO SEARCH ENGINE SERVICES**

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for information technology services pursuant to N.J.S.A 18A:64-56(a)(19), and

WHEREAS, Rowan has a need for search engine services that specialize in higher education, and

WHEREAS, Search Engine Markers, Inc., specializes in these types of services, and has the ability to engage in these services on behalf of Rowan, and

WHEREAS, pursuant to Resolution 2020.09.10, the Board of Trustees authorized a contract with Search Engine Markers or a total of \$100,000 for FY21 and it has become evident that it is necessary to increase this amount to \$200,000, and

WHEREAS, it is necessary to increase the contract amount for these services due to increased marketing needs resulting from the impacts of the pandemic, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer is authorized to amend the contract with Search Engine Markers, Inc., of Boston, MA, for an amount not to exceed \$200,000 for FY21.

SUMMARY STATEMENT/RATIONALE

This resolution amends a contract without competitive bidding for search engine marketing services with Search Engine Markers, Inc. of Boston, MA in an amount of \$100,000 for a not to exceed amount of \$200,000 for FY21 with a possible renewal for FY22 and FY23.

Recommended for Approval By:
Budget & Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.20

APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR HARDWARE AND SOFTWARE FOR ROWAN UNIVERSITY

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for Information Technology purchases pursuant to N.J.S.A 18A:64-56(a)(19), and

WHEREAS, Rowan has a need for information technology hardware and software throughout the University system, and

WHEREAS, SHI International provides such products at discounted rates, and

WHEREAS, pursuant to Resolution 2020.09.19 the Board of Trustees authorized a contract with SHI for a total of \$300,000 for FY21 and it has become evident that it is necessary to increase this amount to \$400,000 due to the impacts of COVID-19, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer is authorized to amend the contract with SHI of Somerset, N.J in an amount not to exceed \$400,000 for FY21.

SUMMARY STATEMENT/RATIONALE

This resolution amends a contract without competitive bidding for hardware and software with SHI of Somerset, N.J. in an amount of \$100,000 for a not to exceed amount of \$400,000 for FY21 with a possible renewal for FY22 and FY23.

Recommended by Approval By:
Budget & Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.21

APPROVAL OF AN AMENDMENT TO THE RESOLUTION FOR TEMPORARY ASSISTANCE RELATING TO INFORMATION RESOURCES AND TECHNOLOGY

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for Information Technology pursuant to N.J.S.A. 18A:64-56(a)(19), and

WHEREAS, Rowan has an increased need for supplemental IRT help due to the COVID-19 Pandemic, and

WHEREAS, pursuant to Resolution #2018.04.21, the Board of Trustees authorized a contract with Mondo International LLC, for temporary IRT critical personnel needs in an amount not to exceed \$400,000 per year for a multi-year engagement, and it has become evident that it is necessary to increase this amount to \$475,000, and

WHEREAS, Mondo International, LLC has changed its name to APFS, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer is authorized to amend the contract with APFS of New York, N.Y., formerly Mondo International, LLC, in an amount not to exceed \$475,000 for FY21.

SUMMARY STATEMENT/RATIONALE

This resolution amends a contract without competitive bidding for temporary IRT critical personnel needs with APFS, of New York, N.Y, formerly Mondo International LLC, in an amount of \$75,000 for a not to exceed amount of \$475,000 for FY21.

Recommended by Approval By:
Budget & Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.22

**APPROVAL OF AN AMENDMENT TO THE RESOLUTION
FOR LIBRARY SERVICES**

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for library materials through N.J.S.A. 18A:64-56(a)(6), and

WHEREAS, Rowan has ongoing needs for certain Library Materials and Specialized Library Services, and

WHEREAS, pursuant to Resolution #2020.06.11, the Board of Trustees authorized Rowan to enter into certain contracts without competitive bidding relative to library services, and

WHEREAS, due to increased usage of certain services, decreases in certain services, and mergers of some of the leading library source suppliers, it is necessary to amend this Resolution, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED by the Board of Trustees that the contracts for the following library materials be amended for FY21:

- EBSCO \$1,500,000 to \$1,375,000
- GOBI \$400,000 to \$250,000
- ProQuest/Serial Solutions \$400,000 to \$600,000
- PALCI \$300,000 to \$550,000

AND BE IT FURTHER RESOLVED by the Board of Trustees that additional amendment shall not be required if modifications to corporate names or identities should occur only as a result of merger or acquisition of the approved vendor by another entity which is not a disqualified vendor under applicable law or policy.

(continued)

RESOLUTION #2021.02.22 (continued)

SUMMARY STATEMENT/RATIONALE

This resolution authorizes amendments to the library materials contracts for FY21 listed above for Rowan University.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.23

**APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR
PROFESSIONAL CONSULTING SERVICES RELATING TO
EDUCATIONAL PROGRAMMING**

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 and consulting services involving curricular or programmatic review, in accordance with N.J.S.A. 18A:64-56(a)(25), and

WHEREAS, Rowan University has established a working relationship with Dr. Matthew Edson relating to the preliminary investigation of appropriate models for the delivery of certain clinical education, as well as the development of a plan relating to same, and

WHEREAS, Rowan has determined that the services rendered thus far have been beneficial to Rowan in the contemplation of the clinical education model best suited to the needs of Rowan and its prospective students, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer be authorized to enter into a contract with Dr. Edson of Mount Holly, New Jersey in an amount not to exceed \$100,000 for Fiscal Years 2021 and 2022.

SUMMARY STATEMENT/RATIONALE

This resolution approves a contract without competitive bidding with Dr. Edson of Mount Holly, New Jersey, for programmatic consulting services relating to clinical education programming in a total amount not to exceed \$100,000 for Fiscal Years 2021 and 2022.

Recommended by Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.24

AWARDING OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR REPAIR AND RESTORATION OF THE ORGAN IN PFLEEGER HALL

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:64-56, and

WHEREAS, pursuant to Resolution 2014.02.02 approved by the Board of Trustees at its February 19, 2014 meeting, the Board approved exceptions including an exception for artistic services at N.J.S.A. 18A:64-56(a)(13), and

WHEREAS, the organ at Pfleeger Hall is in need of restoration and repair, and such restoration and repair is an artistic effort inclusive of façade improvements, design and finish work, as well as replacement and re[par of musical systems and such effort is capable of completion only through the efforts of a professional consultant, and

WHEREAS, Rowan University has received \$1,000,000 from the Estate of Dr. John Storer and that gift may be used, in part for the restoration and repair of the organ, and

WHEREAS, Rowan University has concluded that up to \$500,000 of the above-referenced gift will be used for the renovation of the organ in Pfleeger Hall, and

WHEREAS, Brunner and Associates (of Silver Springs, PA) is a reputable organ builder capable of performing the above-described work in connection with the organ, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer authorizes the donated funds to be administered as outlined above

THEREFORE BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer is authorized to enter into a contract with Brunner and Associates in an amount not to exceed \$500,000 to restore the organ at Pfleeger Hall to its peak performance using funds donated by Dr. John Storer.

SUMMARY STATEMENT/RATIONALE

This resolution allows for Rowan University to enter into a contract to restore the organ at Pfleeger Hall in an amount not to exceed \$500,000.

Recommended for Approval By:
Executive Committee (2/15/21)

RESOLUTION #2021.02.25

PERSONNEL ACTIONS

BE IT RESOLVED that the Board of Trustees accepts and approves the following recommendations concerning personnel actions.

<u>Name</u>	<u>Highest Degree</u>	<u>Rank</u>	<u>Department</u>	<u>Effective Dates</u>
<u>NEW APPOINTMENTS</u>				
Barrett, Ryan	MS	Digital Content Producer	Global Learning & Partnerships	02/13/2021-06/30/2022
Blanton, Brandi	BA	Associate Director	SOM Financial Aid	01/17/2021
Burkhardt, Keith	BS	Manager of Human Resources	SOM Human Resources	01/04/2021
Gould, La Shaun	BS	Talent Acquisition Manager	Human Resources	01/11/2021
Harper, Christine	PhD	Assistant Professor	CMSRU Biomedical Sciences	02/01/2021-06/30/2021
Huff, Katelynn	BA	Research Compliance Specialist	Research	01/16/2021-06/30/2022
Kephart, Kyle	BA	Director of Ancillary Services	Facilities	02/22/2021
LaRatta, John	DO	Faculty Medicine Physician	SOM Family Medicine-Hammonton	03/01/2021-06/30/2022
Martinez, Diana	PhD	Assistant Professor	CMSRU Biomedical Sciences	02/01/2021-06/30/2021
Purdy, Caitlin	BS	Lab Specialist	Center for Research and Education in Advanced Transportation Engineering Systems	01/02/2021-06/30/2021
Rosato, Lindsay	MS	Assistant Academic Advisor	Advising	01/16/2021-06/30/2022
Sachar, Jasita	MD	General Psychiatrist	SOM Psychiatry	01/06/2021-06/30/2022
Sheppard, Caren	BS	Director of Benefits	Human Resources	01/25/2021
VanLiew, Matthew	MA	Advisory College Learning Communities and Wellness Program Specialist	CMSRU Student Affairs	01/16/2021-06/30/2022
Wells, Atla	BA	Assistant Academic Advisor	Advising	01/16/2021-06/30/2022
<u>FULL TIME TEMPORARY</u>				
Mignot, Leslie	MS	OASIS Advisor	Global Learning & Partnerships	01/02/2021-06/30/2021
Brennan, David	PhD	Post-Doc Research Associate	Chemical Engineering	01/02/2021-06/30/2021

LECTURES

Ghasemi, Seyed Hooman	PhD	Civil & Environmental Engineering	01/31/2021-06/30/2023
Eisberg, Robert	MA	Language, Literacy & Sociocultural Education	01/31/2021-06/30/2023

PART TIME

Jiang, Mandy		Coordinator of Academic Support	Athletics	01/25/2021-06/30/2021
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PER DIEM

Picciotti, Brett		Adjunct Faculty - Osteopathic Manipulative Medicine	SOM Osteopathic Principles	01/04/2021- 6/30/2022
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THREE QUARTER TIME

Burti, Neil	EdD	Health & Exercise Science		01/31/2021-06/30/2021
Hoxworth, Jennifer	MA	Mathematics		01/31/2021-06/30/2021
LaMastro, Robert	PhD	Mathematics		01/31/2021-06/30/2021
Okun, Judy	MA	Geography, Planning & Sustainability		01/31/2021-06/30/2021
Skorina, Laura	PhD	Biological Sciences		01/31/2021-06/30/2021
Soroush. Fariborz	PhD	Civil & Environmental Engineering		01/31/2021-06/30/2021

COACHES

Costello, Scott		Assistant Women's Track & Field Coach	Athletics	01/25/2021-06/30/2021
Friedman, Jordan		Assistant Baseball Coach	Athletics	01/25/2021-06/30/2021
Gebhardt, Ryan		Assistant Men's Track & Field Coach	Athletics	01/25/2021-06/30/2021
Gunter, Kevin		Assistant Baseball Coach	Athletics	01/25/2021-06/30/2021
Madden, Elizabeth		Assistant Men's Track & Field Coach	Athletics	01/25/2021-06/30/2021
Oberg, John		Assistant Men's Track & Field Coach.	Athletics	01/25/2021-06/30/2021
Sharper, Keith		Assistant Women's Track & Field Coach	Athletics	01/25/2021-06/30/2021
Tate, Norman		Assistant Men's Track & Field Coach	Athletics	01/25/2021-06/30/2021

ADJUNCTS

Burnley, Ralph	EdD	Interdisciplinary & Inclusive Education		01/25/2021-06/30/2021
Cardone, Patrizia	BS	World Languages		01/25/2021-06/30/2021
Cavallaro, Kimberly	MS	Sociology & Anthropology		01/25/2021-06/30/2021
Cohen, Theodore	MS	Chemical Engineering		01/25/2021-06/30/2021
Depew, Stephanie	MS	Writing Arts		01/25/2021-06/30/2021
Fitzgerald, Jonathan	MS	Public Relations/Advertising		01/25/2021-06/30/2021
Gatti, Michael	BA	Journalism		01/25/2021-06/30/2021

Gonzalez, Jezabeth	MFA	Art	01/25/2021-06/30/2021
Heber, Megan	MBA	Theatre & Dance	01/25/2021-06/30/2021
Hughes, Kimberly	MEd	Language, Literacy & Sociocultural Education	01/25/2021-06/30/2021
Jackson, George	EdD	Interdisciplinary & Inclusive Education	01/25/2021-06/30/2021
Landesberg, Griffin	BA	Journalism	01/25/2021-06/30/2021
Law, Nina	MFA	Theatre & Dance	01/25/2021-06/30/2021
Ludwig, Keith	BS	Civil & Environmental Engineering	01/25/2021-06/30/2021
Manno, Martin	PhD	Nursing	01/25/2021-06/30/2021
Mason, Jeanmarie	EdD	Interdisciplinary & Inclusive Education	01/25/2021-06/30/2021
McDonald, Kathleen	EdD	Interdisciplinary & Inclusive Education	01/25/2021-06/30/2021
Metzger, Kyle	MFA	Theatre & Dance	01/25/2021-06/30/2021
Mittal, Harini	PhD	Political Science & Economics	01/25/2021-06/30/2021
Moran, Kimeberlee	MS	Sociology & Anthropology	01/25/2021-06/30/2021
O'Reilly, Michael	MFA	Radio, Television & Film	01/25/2021-06/30/2021
Rossi, Michael	PhD	Political Science & Economics	01/25/2021-06/30/2021
Samalonis, Lisa	MA	Journalism	01/25/2021-06/30/2021
Schwartz, Rona	MS	Interdisciplinary & Inclusive Education	01/25/2021-06/30/2021
Smith, John	EdD	Interdisciplinary & Inclusive Education	01/25/2021-06/30/2021
Swiderski, Nicole	PhD	Law & Justice Studies	01/25/2021-06/30/2021
Tomer, Manish	PhD	Marketing	01/25/2021-06/30/2021
Tokazewski, Anne	MS	Biomedical Sciences	02/15/2021-06/30/2021
Trahan, Joseph	PhD	Public Relations & Advertising	01/25/2021-06/30/2021
Turpin, Rahsaan	MA	Interdisciplinary & Inclusive Education	01/25/2021-06/30/2021
Wolf, Albert	PhD	History	01/25/2021-06/30/2021
Young, Kristine	MS	Psychology	01/25/2021-06/30/2021

GRADUATE ASSISTANTS

+Alfaris, Ruqaya	BS	Graduate Research Fellow	Civil & Environmental Engineering	01/01/2021-06/30/2021
+Alfergani, Husam	MS	Graduate Research Fellow	Electrical & Computer Engineering	01/02/2021-06/30/2021
Arena, Kourtney	BS	Graduate Research Fellow	Civil & Environmental Engineering	01/01/2021-06/30/2021
+Barhoumi, Mehdi	MS	Graduate Research Fellow	Mechanical Engineering	01/01/2021-06/30/2021
DiSalvatore, Remo	BS	Graduate Research Fellow	Civil & Environmental Engineering	01/01/2021-06/30/2021
+Fifth, Adam	BS	Graduate Research Fellow	Electrical & Computer Engineering	01/01/2021-06/30/2021
Fountain, Griffin	BS	Graduate Research Fellow	Chemical Engineering	01/02/2021-06/30/2021
^+Gatto, Joseph	MS	Graduate Research Fellow	Chemical Engineering	09/01//2020-06/30/2021
Hannah, Tyler	BS	Graduate Research Fellow	Biomedical Engineering	01/02/2021-06/30/2021
+Hosseini, Parisa	MS	Graduate Research Fellow	Civil & Environmental Engineering	01/01/2021-06/30/2021
+Huang, Chenchen	BS	Graduate Research Fellow	Civil & Environmental Engineering	01/19/2021-06/30/2021
Hutt, Evan	BS	Graduate Research Fellow	Biomedical Engineering	01/02/2021-06/30/2021

+Kanik, Mert	MS	Graduate Research Fellow	Mechanical Engineering	01/02/2021-06/30/2021
Khanal, Anjana	BS	Graduate Research Fellow	Chemical Engineering	01/02/2021-06/30/2021
+Malpica, Matthew	BS	Graduate Research Fellow	Mechanical Engineering	01/16/2021-05/31/2021
+Nielsen, Ian	BS	Graduate Research Fellow	Electrical & Computer Engineering	01/01/2021-06/30/2021
Pagliocca, Nicholas	BS	Graduate Research Fellow	Mechanical Engineering	01/02/2021-06/30/2021
+Patel, Deep	MS	Graduate Research Fellow	Civil & Environmental Engineering	01/01/2021-06/30/2021
+Roksana, Kaniz	BS	Graduate Research Fellow	Civil & Environmental Engineering	01/16/2021-06/30/2021
+Wagner, Seth	MS	Graduate Research Fellow	Mechanical Engineering	01/01/2021-05/31/2021
Waqas, Asim	MS	Graduate Research Fellow	Electrical & Computer Engineering	01/01/2021-06/30/2021
Yakut, Kemal	BS	Graduate Research Fellow	Mechanical Engineering	01/02/2021-06/30/2021
+Young, Rachel	MS	Graduate Research Fellow	Biomedical Engineering	01/01/2021-06/30/2021

COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY (CMSRU)
FACULTY APPOINTMENTS

Bakhshi, Shivani	DO	Assistant Professor of Medicine	Medicine	03/01/2021
Caprio, Colleen	MD	Instructor of Medicine	Medicine	03/01/2021
DeCotiis, Dan	MD, PhD	Assistant Professor of Radiology	Radiology	03/01/2021
Ha, Karen	MD	Assistant Professor of Medicine	Medicine	03/01/2021
Harper, Christine	PhD	Assistant Professor of Biomedical Sciences	Biomedical Science	03/01/2021
Manno, Megan	DO	Instructor of Medicine	Medicine	03/01/2021
Martinez, Diana	PhD	Assistant Professor of Biomedical Sciences	Biomedical Sciences	03/01/2021
Patel, Naitik	DO	Instructor of Medicine	Medicine	03/01/2021
Rachshtut, Michael	MD	Associate Professor of Clinical Medicine	Medicine	03/01/2021
Shojaei, Hadi	MD	Assistant Professor of Pathology	Pathology	03/01/2021

Velez, Daisy	PsyD	Instructor of Medicine	Medicine	03/01/2021
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CMSRU CHANGE IN RANK

Clowers, Allen	DO	Change from Instructor of Medicine to Clinical Instructor of Medicine		03/01/2021
Klein, Marlena	DO	Change from Assistant Professor of Medicine Pending Board Certification to Assistant Professor of Medicine		03/01/2021
Lackman, Richard	MD	Change from Professor of Orthopaedic Surgery to Emeritus Professor of Orthopaedic Surgery		03/01/2021

CMSRU ADJUNCTS, VOLUNTEERS, PART TIME

Ajemian, Andrew	DO	Clinical Instructor of Medicine (CR)		03/01/2021
Caffrey, Jaclyn	MD	Clinical Assistant Professor of Emergency Medicine		03/01/2021
Frank, Rachel	MD	Clinical Instructor of Medicine (CR)		03/01/2021
Saberi, Poune	MD, MPH	Adjunct Assistant Professor of Biomedical Sciences		03/01/2021

CMSRU NAME CORRECTIONS

Juneja, Badal	PhD	Assistant Professor of Radiation Oncology		03/01/2021
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RESIGNATIONS

Adams, Dana		SOM General Internal Medicine		02/05/2021
Blatt, Erica		STEAM Education		02/01/2021
Hunt, Richard		Facilities		12/11/2020
Merrill, Thomas		Mechanical Engineering		12/31/2020
Pletcher, Erin		Health & Exercise Science		12/31/2020
Simmons, Robert		Office of Social Justice, Inclusion & Conflict Resolution		12/04/2020

RETIREMENTS

Boyd, Linda		SOM Family Practice		12/31/2020
Chandrupatla, Tirupathi		Mechanical Engineering		01/31/2021
Faupel, Andrew		Human Resources		12/31/2020
Iles, Janet		Language, Literature & Sociocultural Education		01/31/2021
Kuerzi, Kenneth		Labor Relations		12/31/2020
Sharp, Carol		Education Services & Leadership		01/31/2021
Stutzbach, Eileen		Information Resources & Technology		01/31/2021

Zeng, Xiaoming

Mathematics

01/31/2021

+ grant funded
** date change
^ corrected

Recommended for Approval By:
Executive Committee (2/15/21)

RESOLUTION #2021.02.26

**REAPPOINTMENT OF FACULTY, LIBRARIANS, LECTURERS
AND PROFESSIONAL STAFF TO A SECOND YEAR CONTRACT**

WHEREAS, the following named faculty, librarians, lecturer and professional staff have been recommended for reappointment

THEREFORE BE IT RESOLVED that the Board of Trustees determines that the following named faculty, librarians, lecturer and professional staff listed below shall be offered reappointment for the academic year 2021-2022.

**FACULTY & LIBRARIANS
Second Year Candidates
(First Year of Service)**

Name	Department
Ahn, Jeong E.	Civil & Environmental Engineering
Barth, Aaron M.	Geology
Bond, Vanessa	Music
Brant, Cathy A.	Interdisciplinary and Inclusive Education
Capellades Mendez, Gerard	Chemical Engineering
Chakraborty, Dwaipayan	Electrical & Computer Engineering
Cheng, Jiannan	Music
Cirucci, Angela M.	Communications Studies
Dixon, Cory E.	STEAM Education
Drumgoole, Jennifer K.	Art
Fakira, Amanda K.	Biomedical Sciences - CMSRU
Farro, Andrea C.	Management & Entrepreneurship
Gilbert, Robby	Radio, Television, & Film
Gooch, Andrew	Political Science & Economics
Hundley, James M.	Sociology & Anthropology
Huntley, Helga S.	Mathematics
Kabir, Qazi S.	Marketing & Business Information Systems
Kim, SoJung	Health & Exercise Science
Kipp, Lauren	Environmental Science
Lassiter, Jonathan M.	Psychology
Lee, So Young	PR & Advertising
Li, Pei	Accounting & Finance
Lin, Liang Ju	Accounting & Finance
LoBuono, Dara L.	Health & Exercise Science

(continued)

RESOLUTION #2021.02.26 (continued)

Lomuto, Sierra	English
Quarels, Rashanique D.	Chemistry & Biochemistry
Richmond, Julia C.	PR & Advertising
Riley, Rachel S.	Biomedical Engineering
Shen, Chen	Mechanical Engineering
Silver, Ian A.	Law & Justice Studies
Trias Blanco, Adriana C.	Civil & Environmental Engineering

LECTURERS

**Second Year Candidates
(First Year of Service)**

Akass, Jonathan	Radio, Television, & Film
Baker, Emily	Art
DiPaolo, Brian C.	Experiential Engineering Education
Even, Noa	Music
Ferdjallah, Mohammed	Electrical & Computer Engineering
Forin, Tiago R.	Experiential Engineering Education
Gbebry, Mirelle B.	Health & Exercise Science
Nassau, Benjamin	Mathematics
Thompson, Shari, K.	Radio, Television, & Film
Trafford, Russell H.	Electrical & Computer Engineering

PROFESSIONAL STAFF

**Second Year Candidates
(First Year of Service)**

Aquino, Gabriel S.	Counseling Center
Burton, Revae N.	Counseling Center
Cottom, Jack	Counseling Center
Dankel, Jaclyn Nicole	Strategic Planning & Management
Eller, Noreen	Dean Humanities & Social Sciences
Feldschneider, Taylor Rachel	Admissions
Hicks, Kristen L.	Dean Science & Mathematics
Mulford, Kimberly J.	Media & Public Relations
Parsley, Donald Nathaniel	Athletics Inter-Collegiate
Patel, Jaykumar	Rowan After Hours
Satuntira, Gesara	Analytics, Systems & Applications
Scabarozi, Theodore H.	Physics
Slater, Nicole A.	Analytics, Systems & Applications
Unkow, Adam S	Technology Services Workshop

(continued)

RESOLUTION #2021.02.26 (continued)

SUMMARY STATEMENT/RATIONALE

This resolution seeks approval for the reappointment of faculty, librarians, lecturers and professional staff to a second year contract.

Recommended for Approval By:
Executive Committee (2/15/21)

RESOLUTION #2021.02.27

**REAPPOINTMENT OF FACULTY AND LIBRARIANS
TO THIRD, FOURTH, AND FIFTH YEAR CONTRACTS**

WHEREAS, the following named faculty members and librarians have been carefully evaluated for purposes of reappointment

THEREFORE BE IT RESOLVED that the Board of Trustees determines the following named faculty members and librarians listed below shall be offered reappointment.

FACULTY & LIBRARIANS

**Fifth Year Candidates
(2021-2022)**

Name	Department
Simmons, Christina A.	Psychology

**Third and Fourth Year Candidates
(2021-2022 & 2022-2023)**

Name	Department
Akass, Kim	Radio, Television & Film
Baer, Andrea P.	Campbell Library
Boodman, Eva	Philosophy & Religion
Brunwasser, Steven M.	Psychology
Chen, Yong	Molecular & Cellular Biosciences
Coleman, Miles C.	Communication Studies
Cruz Bohorquez, Juan M.	Experiential Engineering Education
Damiani, Michelle L.	Interdisciplinary and Inclusive Education
Dankel, Scott J.	Health & Exercise Science
Daringer, Nichole M.	Biomedical Engineering
Du, Jingyi	Accounting & Finance
Duran, Daniel P.	Environmental Science
Garner, Andra J.	Environmental Science
Gotham, Katherine O.	Psychology
Henry, Joseph J.	Accounting & Finance
Hsiao, Shih-Hui	Marketing & Business Information Systems
Job, Martin O.	Biomedical Sciences - CMSRU
King, Rachel P.	Library - CMSRU
Kluch, Yannick G.	Communication Studies
Koohbor, Behrad	Mechanical Engineering

(continued)

RESOLUTION #2021.02.27 (continued)

Lanier, Heather K.	Writing Arts
Lu, Ping	Chemistry & Biochemistry
McCandless, Bret R.	Campbell Library
Monticone, Paul M.	Radio, Television & Film
Nemmara, Venkatesh V.	Chemistry & Biochemistry
Oliveira, Fabio Fonseca de	Music
Pan, Juming	Mathematics
Papakroni, Erlina	Accounting & Finance
Rasool, Ghulam	Electrical & Computer Engineering
Schutte, Charles A.	Environmental Science
Sharnak, Debbie V.	History
Shjarback, John A.	Law & Justice Studies
Smith, Marquita R.	English
Trkov, Mitja	Mechanical Engineering
Wright-Mair, Raquel	Educational Services and Leadership
Wu, Shuang	Marketing & Business Information Systems
Xue, Ying	Accounting & Finance

SUMMARY STATEMENT/RATIONALE

This resolution seeks approval for the reappointment of faculty and librarians to third, fourth and fifth year contracts.

Recommended for Approval By:
Executive Committee (2/15/21)

RESOLUTION #2021.02.28

**APPROVAL OF DELEGATION OF AUTHORITY FOR
PURCHASE OF INSURANCE AGREEMENTS**

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), Rowan University has the authority to enter into contracts and agreements with any individual, firm or corporation which are deemed necessary or advisable by the Board for the orderly operations of the University, and

WHEREAS, pursuant to N.J.S.A. 18A:64M-9(aa)(1), Rowan University has the authority to procure and enter into contracts for any type of insurance to protect against loss and damage to property, against employees’ liability, and for all other purposes, and

WHEREAS, pursuant to N.J.S.A. 18A:64M-9(v), Rowan University may award contracts only after publicly advertising for bids for contracts in excess of the bidding threshold unless such contracts fall within the exceptions created by law and resolution as outlined in N.J.S.A. 18A:64M-9(v), and

WHEREAS, pursuant to N.J.S.A. 18A:64M-9(v), Rowan was authorized to enter into contracts without competitive bidding if such contracts were within the exceptions codified under N.J.S.A. 18A:64-56, and

WHEREAS, pursuant to those exceptions, purchases of insurance, including insurance coverage, are exempt from the rules requiring public bidding if awarded by the Board at a public meeting, N.J.S.A. 18A:64-56(a) (11), and

WHEREAS, Rowan is currently in the process of soliciting market quotes for its insurance needs through accepted industry practices relating to obtaining such quotes, with the policy year to begin July 1, 2021, and

WHEREAS, Rowan does not expect to be able to negotiate the final terms and premiums for the various insurances it expects to purchase for FY22 (beginning July 1, 2021) before the Board of Trustees holds its final meeting of the year on June 23, 2021, and

WHEREAS, the Board wishes to afford Rowan flexibility in contracting to allow Rowan to obtain necessary insurance policies at the best market prices while ensuring the necessary internal controls are in place to ensure efficient use of resources, and

(continued)

RESOLUTION #2021.02.28 (continued)

WHEREAS, the Board delegated to the Board's Ad Hoc Committee on Risk Management the responsibility to review the insurance program proposed for prior Fiscal Years including 2021 and to the President the authority to finally approve insurance contracts for those years, which resulted in appropriate insurance contracts within approved budgets, and has concluded that this is an appropriate and desirable procedure to follow.

THEREFORE, BE IT RESOLVED by the Board of Trustees that the Board delegates to the President and Senior Vice President for Finance and Chief Financial Officer the authority to approve insurance contracts for FY22, following review of the proposed insurance program by the Committee on Risk Management, and

BE IT FURTHER RESOLVED by the Board of Trustees that any contracts so purchased will be reported through the Budget and Finance Committee meeting next following the award of the contracts.

SUMMARY STATEMENT/RATIONALE

The resolution approves a delegation of authority to execute insurance contracts to the President and the Senior Vice President for Finance and Chief Financial Officer provided same are obtained through an industry accepted practice, and within the FY22 budget as approved by the Board, and such contracts are reported at the Budget and Finance Committee following the award.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)
Risk Management Committee (2/17/21)

RESOLUTION #2021.02.29

**APPROVAL OF A CONTRACT WITHOUT COMPETITIVE BIDDING FOR
PROFESSIONAL CONSULTING SERVICES RELATING TO
FLOOD PREVENTION AND MITIGATION AT THE
JEAN AND RIC EDELMAN FOSSIL PARK AT ROWAN UNIVERSITY**

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 consulting services as well as for services that are not available from more than one service provider, and

WHEREAS, there exists a need for continued flood prevention and mitigation services at the Jean and Ric Edelman Fossil Park at Rowan University, including maintenance of the drainage systems, integrity of the quarry walls, and prevention of water infiltration to ensure safety and continued access to the quarry, and

WHEREAS, Rowan has utilized Inversand Company, located in Clayton, New Jersey, who was the previous owner and possesses unique experience in managing the water infiltration systems in place at the quarry, and Rowan has found the services to be beneficial to meet the University’s needs, and

WHEREAS, the University wishes to contract with Inversand Company for these services on a continuing basis, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to pay the expense authorized herein

THEREFORE, BE IT RESOLVED that the Senior Vice President for Finance and Chief Financial Officer be authorized to enter into a contract with Inversand Company of Clayton, New Jersey in an amount not to exceed \$267,200 on an annual basis for regular water infiltration prevention and an amount not to exceed \$50,000 for emergent services in the case of extreme storms and/or flooding.

(continued)

RESOLUTION #2021.02.29 (continued)

SUMMARY STATEMENT/RATIONALE

This resolution approves a contract without competitive bidding with Inversand Company of Clayton, New Jersey for water infiltration prevention services associated with the Jean and Ric Edelman Fossil Park at Rowan University in a total amount not to exceed \$317,200.

Recommended by Approval By:
Facilities Committee (2/1/21)
Budget and Finance Committee (2/1/21)
Executive Committee (2/15/21)

RESOLUTION #2021.02.30

**APPROVAL OF A CONTRACT FOR SERVICES OF A
GOVERNMENTAL AFFAIRS AGENT**

WHEREAS, the Higher Education Restructuring Act requires that any proposed contract to procure the services of a lobbyist or governmental affairs agent be considered at a public meeting and approved by the governing board of a public research university or state college, N.J.S.A. 18A:3B-56, and

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”) Rowan University, a public research university, has increased capacity to conduct private and public grant funded research, and

WHEREAS, Rowan has continued to increase its involvement in activity at the federal and state level as a result of its research university status and continues to require assistance from a firm focused on federal and state matters; and

WHEREAS, Steven D. Weinstein, Esq. (“Weinstein”) has extensive experience and expertise in in state and federal government relations services, and

WHEREAS, in the course of the performance of such services, Weinstein may engage in lobbying activities as such terms are defined under applicable state and federal laws, and

WHEREAS, the services to be rendered by Weinstein are exempt from public bidding pursuant to the Professional consulting services exemption of N.J.S.A. 18A:64-56(a)(15), which has been explicitly adopted by Rowan pursuant to Resolution 2014.02.02, and

WHEREAS, Rowan University has established a separate Charitable Foundation for the advancement of Rowan University and the development of an endowment, known as the Rowan University Foundation (“Foundation”), and

WHEREAS, the Foundation maintains a discretionary fund that may be used by Rowan University for necessary operations and other needs that is funded by private donations and not supported by federal or state dollars, and

WHEREAS, the Foundation assets are separately accounted for and capable of tracing to source funding, and

(continued)

RESOLUTION #2021.02.30 (continued)

WHEREAS, Weinstein has proposed to provide the above-referenced services on a continuing basis for the period of April 1, 2021 through March 31, 2022 for \$20,833/month for services and reasonable and necessary preapproved travel expenses not to in a total contract amount not to exceed \$260,000 for said fiscal year, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has confirmed that there are sufficient budgeted funds available in the discretionary fund of the Foundation described above to pay the expense authorized herein

THEREFORE BE IT RESOLVED by the Board of Trustees that the contract with Weinstein for the provision of federal government relations services is hereby approved for the period of April 1, 2021 through March 31, 2022 in an amount not to exceed \$260,000.

SUMMARY STATEMENT/RATIONALE

This resolution approves a consulting contract between Rowan University and Steven D. Weinstein, Esq. in the area of government affairs. Funds to pay for this service shall be paid from the discretionary fund of the Rowan University Foundation.

Recommended for Approval By:
Executive Committee (2/15/21)

2/17/21

RESOLUTION #2021.02.31

APPROVAL OF ROWAN UNIVERSITY'S PLAN TO CHART ITS COURSE AS THE UNIVERSITY OF THE FUTURE

- WHEREAS**, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), the Board of Trustees has been empowered to determine policies for the development of the university and direct and control expenditures under N.J.S.A 18:A:64M-9(c) and (f), and
- WHEREAS**, during the Spring semester of 2020, the COVID-19 pandemic swept across the globe, dramatically impacting the nation, state, and Rowan University, and required as a precautionary measure, that nearly all students return to their homes, educational and other programming be moved to online modalities, and the majority of university operations continue online rather than in person, and
- WHEREAS**, the subsequent economic crisis relating to the public health situation impacted the operations of the University at every level, including but not limited to loss of revenues from housing and meal plans, increased costs relating to the purchases of technology and licenses to support online education and programming, and increased expenses relating to cleaning, hybrid educational and programming modalities and other needs relating to the pandemic, and
- WHEREAS**, the crisis also dramatically impacted students and employees of Rowan, changing the way in which they learned, engaged in student activities, worked, and conducted their daily activities, and had significant personal impacts, including among others, loss of students’ and employees’ loved ones, loss of employment of those previously financially responsible for students’ education, increased costs relative to technology, and changing childcare and educational responsibilities, and
- WHEREAS**, the economic crisis is expected to continue with additional financial hardships expected for students, their families, and higher education institutions which will likely result in continuing need for tuition assistance, enhanced financial aid, and alternate sources of revenues for institutions to allow them to meet their goals without unnecessarily burdening students, and
- WHEREAS**, despite these real and lasting negative impacts and challenges, students and employees demonstrated constant resilience in the face of obstacles, unending flexibility and adaptability in the face of rapidly changing circumstances, and positivity, enthusiasm and passion for their work and for improving the lives of the students, patients, and community they serve, and

(continued)

RESOLUTION #2021.02.31 (continued)

WHEREAS, the President recognized that the COVID-19 crisis signaled the need and set the ideal framework to address significant change for the University given the likely long range impacts of the COVID-19 crisis and the likely continuing demand for online learning, flexible working environments, affordable educational options, equitable access, and adaptable and responsive facilities and infrastructure, and

WHEREAS, the President convened the Executive and Extended Cabinets to discuss the Future of the University and charged the following committees with development of concrete plans for the design of the University of the Future: Academics of the Future, Pricing Models, Diversity Equity and Inclusion Scholarship, Flexible Workforce of the Future, and Facilities and Infrastructure Needs of the Future, and

WHEREAS, the Committees convened during the course of four months, engaging in research, comparison, surveys, periodic updates to leadership, and ultimately, made recommendations for action by the Leadership Team outlined in the document entitled the “University of the Future,” and

WHEREAS, such recommendations, when taken together, create a comprehensive plan for Rowan’s future, including the development of academic programming of the future, through the creation and implementation of relevant workforce credentials, as well as nanocredentials intended to ensure that students have access to meaningful work related credentials, implementation of plans for the hiring and continuing development of faculty able to address the changing needs of students, and ongoing evaluation of academic programming, and

WHEREAS, the Plan also included the development of pricing models designed to ensure continued affordability and access for students with desperate financial need while incentivizing academic progress and retention without negatively impacting Rowan’s need to be a fiscally responsible steward of its resources, and

WHEREAS, the Plan also included the development and implementation of programs and supports designed to meet the needs of diverse students, including increased programming and services for diverse students, increased research and internship experiences for diverse students, and increased financial aid to students with need, and

WHEREAS, the Plan also included the development and implementation of flexible working arrangements intended to ensure students’ and patients’ needs are met while meeting the needs for recruitment and retention of employees and ensuring accountability, equity, and engagement, and

(continued)

RESOLUTION #2021.02.31 (continued)

WHEREAS, the Plan also included the prioritization and implementation of facilities and infrastructure renovations and enhancements designed to meet the needs of the University of the Future, including using cloud based strategies, modernizing critical facilities, and developing technologies and facilities focused on sustainability, modern food production, advanced manufacturing, and other emerging fields, and

WHEREAS, the University has determined that the implementation of the Plan will position Rowan to meet the needs of its students, patients, and community in the immediate future and allow Rowan to become the University of the Future, and

WHEREAS, the implementation of the Plan requires the dedication of University resources, the prioritization of critical needs, and the redirection of certain funds to achieve the outcomes identified in the Plan, and

THEREFORE, BE IT RESOLVED by the Board of Trustees that the University of the Future Plan be implemented, and

BE IT FURTHER RESOLVED that Rowan's Executive Leadership shall prioritize the recommended actions outlined in the Plan and shall determine the most appropriate funding mechanism for the achievement of the action steps outlined in the Plan, and

BE IT FURTHER RESOLVED that the Board recognizes that the implementation of the Plan necessitates bold action to address the critical areas identified in the report, including the steadfast adherence to established budgets, the redirection of certain funds toward pressing priorities, including the redirection of funds previously prioritized via resolution to support research toward support of students with desperate financial need or as otherwise directed in accordance with applicable law, and the rapid identification and cultivation of other sources of funds to support these priorities, and

BE IT FURTHER RESOLVED that Rowan's Executive Leadership shall initiate implementation of relevant action items as permitted by applicable law and policy and in accordance with applicable authorizing resolutions, and

BE IT FURTHER RESOLVED that Rowan's Executive Leadership shall seek appropriate approvals for any such actions requiring this Board's approval as it relates to project budget limitations and expenditures of university funds, and

(continued)

RESOLUTION #2021.02.31 (continued)

BE IT FURTHER RESOLVED that Rowan's Executive Leadership shall report its progress on the implementation of actions not requiring Board of Trustees authorization as well as overall progress to the Board through its regularly established committee process on a continuing basis.

SUMMARY STATEMENT/RATIONALE

This resolution approves Rowan University's Plan for the University of the Future and authorizes the prioritization of the recommended action steps within that plan, the identification of appropriate funding for action steps, and the implementation of the plan to ensure that Rowan is positioned to meet the needs of its students, patients, and community in the near and long terms.

Recommended for Approval By:
Budget and Finance Committee (2/1/21)
Academic Affairs Committee (2/2/21)
Executive Committee (2/15/21)



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ROWAN UNIVERSITY MISSION STATEMENT

Rowan University will become a new model for higher education by being inclusive, agile and responsive, offering diverse scholarly and creative educational experiences, pathways, environments, and services to meet the needs of all students; maintaining agility by strategically delivering organizational capacity across the institution; and responding to emerging demands and opportunities regionally and nationally.



THE UNIVERSITY OF THE FUTURE

WELCOME TO THE UNIVERSITY OF THE FUTURE.

In 2020, the Covid-19 pandemic changed the world as we knew it. It forced virtually everyone and everything to adapt amid uncertainty. It raised hard questions and compelled innovation. In early 2021, change related to Covid-19 persists all around us.

Rooted in what we now know and spurred by what we see on the horizon, this document describes the plan that will continue to transform Rowan University to meet the needs and drive the progress of our ever-changing world. I am proud to present this overview and recommendations, developed with colleagues throughout the institution, for Rowan's future in five critical areas:

- **ACADEMICS**
- **PRICING MODELS**
- **DIVERSITY, EQUITY AND INCLUSION (DEI) SCHOLARSHIP**
- **FLEXIBLE WORKFORCE**
- **FACILITIES AND INFRASTRUCTURE NEEDS**

In the coming months and years, it will become clear that Rowan is that university—the University of the Future—the higher education institution making it a priority to anticipate, plan and deliver effective solutions to pressing problems, as well as prepare for impending and unforeseen challenges.

How do we get there from here? Not incrementally, at least in terms of vision. Rowan is already best known for growth and change in great leaps rather than fixed steps. The University of the Future demands bold, imaginative insights based on solid data and idealistic goals that include, rather than exclude. It depends on strategies favoring agility over convention. It expects that some initiatives will flourish and that we will learn and grow from every attempt, successful or not.

Rowan University is stable, resourceful and poised to continue to adapt in a dynamic world. I hope you will read this document thoughtfully and contribute to the plan with a sense of purpose that helps propel us as the University of the Future.

Very truly yours,

Ali A. Houshmand, Ph.D.
President



UNIVERSITY OF THE FUTURE: *A ROADMAP FOR CHANGE*

In August 2020, President Houshmand convened a Leadership Summit with members of the Executive and Extended Cabinets to discuss Rowan University’s future. He asked the team to work across disciplines to chart the course for the “University of the Future,” and not to be satisfied with incremental change but rather be bold enough to rethink institutional norms and press for impactful change. They focused on five areas: Academics; Pricing Models; Diversity, Equity and Inclusion (DEI) Scholarship; Flexible Workforce; and Facilities and Infrastructure Needs.

The committees established working groups with representation from all areas of the University to ensure that a broad range of voices were heard in the process—faculty, staff and managers from each campus and every sector of the Rowan community. The committees were asked to engage in research and to propose recommendations and action steps intended to fulfill their charges.

COMMITTEE CHARGES

ACADEMICS

- focus on providing recommendations for new modes of educational delivery, expanding remote learning, increasing emphasis on experiential learning on the main campus, and providing offerings to a larger, more diverse population.
- examine industry-based credentialing, program revitalization, and the development of a mega-university to dramatically increase online offerings.
- collaborate with the other committees to ensure that Rowan remains an agile institution prepared for the shifting landscape of higher education.

PRICING MODELS

- develop a pricing structure to appeal to cost-conscious and value-seeking students, while identifying a price point for revenue growth and positive margins.
- develop pricing models for Rowan's educational programs that are simple and transparent, adaptable, innovative, attractive to new students and designed to increase retention among current students.



DIVERSITY, EQUITY AND INCLUSION SCHOLARSHIP

- identify variables that influence the recruitment and retention of diverse first-generation students.
- examine the development of philanthropic funding to support the implementation of evidence-based strategies for recruiting and retaining students from underrepresented groups.
- focus on increasing enrollment of underrepresented students.
- improve services and supports for students and increase opportunities for experiential education, meaningful engagement in research and post-graduation employment.

FLEXIBLE WORKFORCE

- develop flexible work models for the workforce, including but not limited to remote work arrangements, flexible and alternative scheduling and hybrid models.
- determine the impact of flexible work on our labor force and talent acquisition strategy.
- consider necessary changes to workflow and commitment to technology.
- determine how we assess work needs, shared services, and ultimately, how we work as we build on the foundation of equity.



FACILITIES & INFRASTRUCTURE NEEDS

- identify and prioritize the facilities and infrastructure needs—both physical and virtual—for the future, including but not limited to flexible space, cloud computing platforms and APIs, and other technology upgrades.
- determine the impact and costs of potential infrastructure and enterprise needs.
- consider necessary changes to existing facilities and technology to meet the needs of a mega-university.

THE PROCESS

The President's Cabinet is divided into clusters for oversight of particular areas of University operations. They include: Academics, Compliance, and Facilities and Operations. Each cluster includes representatives from the President's Cabinet tasked to work collaboratively on initiatives in their areas. The clusters consider critical issues from a variety of perspectives. They make resource-allocation decisions that will benefit the entire University, rather than individual divisions. Each committee was assigned to the relevant cluster for oversight and direction.

The committees and their subcommittees had participation and leadership from throughout each campus, as well as across job functions—faculty, staff and managers. The groups met for four months. Their processes varied, but included research and review of policies and processes from comparable institutions; solicitation of stakeholder feedback through surveys and focus groups; interdisciplinary presentations; and periodic updates to the relevant clusters and project managers.

At the conclusion of this University-wide effort, which included faculty, students, staff and administrators at all levels, the committee chairs presented to the Executive Cabinet and outlined



their recommendations in each of the critical areas. The recommendations are all worthy of action, but such action requires focused attention and resources. Understanding that human capital as well as financial resources are at a premium, the Executive Cabinet reviewed the recommendations and determined that certain actions should be prioritized in accordance with a timeline approved by the Executive Cabinet.

ACADEMICS

OVERVIEW

In March 2020, the governor of New Jersey ordered all New Jersey universities to send the majority of their students home from campus and develop alternative modes to deliver education and student services because of the pandemic. The Academics Committee took immediate and decisive action to transition academic programming.

In the continuing pandemic, these realities persisted and Rowan delivered fall semester education and services programming primarily through virtual platforms. Programs that had not used virtual education observed firsthand the efficacy of remote learning. Rowan's Division of Information

Resources & Technology worked diligently to equip classrooms with technology to allow professors to teach in person with students or virtually. Out of necessity, it was done rapidly rather than through a planned, mindful approach.

Before the pandemic, Rowan had already taken steps to establish itself as a high-quality provider of online education through Rowan Global. It provided undergraduate and graduate



programming in an online format. Rowan recognized the need to expand these offerings, but such expansion required focused staff capable of instructional design and development of materials.

In short, Rowan had established a solid foundation for further development of academics. The work of the Committee focused primarily in building on this foundation to develop academic programming aligned to the needs of Rowan's future students.



RECOMMENDATIONS

EXPAND ONLINE AND WORKFORCE CREDENTIAL OPTIONS		INITIATIVE BEGINS
1	Work with online providers of microcredentials to integrate into our academic certificate programs and expand the breadth of our offerings for students	March 2021
2	Continue to develop new workforce-related certificates and deliver these across our traditional and global programs as stand-alone credentials, as part of existing degree offerings and as stackable credentials to lead to the bachelor's or master's degree in Professional Studies	March 2021

ACADEMIC PROGRAM REVITALIZATION		INITIATIVE BEGINS
3	Work with a third-party consultant to evaluate all of our academic programs and offerings to: <ul style="list-style-type: none"> • align our existing programs to meet the needs of today's students • allocate resources across programs to ensure operational efficiency 	March 2021

FACULTY DEVELOPMENT		INITIATIVE BEGINS
4	Ensure that our faculty are prepared for the university of the future by: <ul style="list-style-type: none"> • developing professional development pathways for all faculty • developing plans for cluster-hires that will establish Rowan as a leader in both education and research in areas of global importance 	March 2021

COLLABORATIVE EFFORTS		INITIATIVE BEGINS
5	Create research opportunities for underrepresented groups as a springboard for successes in STEM fields	March 2021

NOTES

EXPANSION OF ONLINE PROVIDER PARTNERSHIPS

Self-paced, performance-based online products can supplement traditional academic degrees and lead to microcredentials in high-demand disciplines like data science, artificial intelligence and business analytics. They provide experiential learning opportunities and develop practitioner skills through online content and real-world projects assessed by industry content experts. In its introduction of the microcredential concept, Rowan Global has offered courses at a discount as an incentive to prospective enrollees.

ACADEMIC PROGRAM REVITALIZATION

Rowan offers 90 bachelor's, 48 master's, two professional and eight doctoral degree programs. There is not a routine evaluation program in place to determine their value compared with other schools' offerings, their relevance to professional and industry needs and projections or other factors. Rowan needs a regular review process that leads to continually revitalized programs.

PRICING MODELS

OVERVIEW

With the transitions ordered for public health and safety in March 2020, Rowan implemented action immediately to address the economic hardships experienced by students. Almost everyone encountered challenges with the transition and many found hardship caused by COVID-19. Some students were directly affected by loss of employment or the death of a parent or person who previously assisted with the costs of education. Some were impacted in less direct ways, such as the need to purchase laptops or other technology for remote and hybrid learning. However, recognizing that all students had experienced economic impacts in some way, Rowan temporarily discounted tuition 10 percent for AY2021.

That immediate action was important in the short run. But equally important is Rowan's development of a long-range pricing model that best serves the needs of Rowan students and the University. Those needs are diverse and sometimes run counter to one another. For example, a singular focus on affordability may result in the inability to adequately support continuing necessary campus upgrades. Conversely, focusing on driving revenue will negatively impact recruitment and retention. The work of this committee is a delicate balancing act, developing a pricing model that permits the University to attract and retain students while simultaneously allowing Rowan to meet its financial goals.

RECOMMENDATIONS

<i>ROWAN GLOBAL</i>		<i>INITIATIVE BEGINS</i>
1	Consider subscription model for Rowan Global	July 2022
2	Mixed-modality courses offered at same rate as traditional undergraduate	July 2022
3	Competitive analysis for courses	June 2021
4	Limit employee enrollment in high-demand graduate programs	June 2021

<i>MEDICAL SCHOOLS</i>		<i>INITIATIVE BEGINS</i>
5	Explore expanding national recruitment strategies	July 2022
6	Use a portion of tuition revenue to support scholarships to address affordability issues	July 2025
7	Medical schools tuition to be comparable by FY28	July 2022

UNDERGRADUATE		INITIATIVE BEGINS
8	Combine tuition and fees	July 2022
9	Implement fee for employee scholarship program	July 2022
10	Winter and summer term discounts to be considered	July 2022
11	Housing and meal plan analysis and report	Dec. 2021
12	Further investigation of differential pricing models	Dec. 2021

NOTES

ROWAN GLOBAL

A subscription model combines tuition and fees to allow students the option of a flat rate for multiple courses, especially appealing to students choosing to earn their undergraduate degree full-time online. More study of subscription options will determine the potential revenue and potential risks. Mixed modality undergraduate programs would provide more flexibility to students for choosing in-person or remote instruction at the same rate as traditional undergraduate programs.

UNDERGRADUATE PRICING

A common student concern is that they don't understand the true cost of enrollment due to the large number of fees. Recent legislation requires us to itemize fees, instead of grouping them together. To make the total cost easier to understand, we're moving toward a simplified tuition-fee structure for the vast majority of students, bundling fees (except for SGA fees) with tuition. Employees and dependents who benefit from the employee scholarship program will see the associated fee itemized in the program costs.

PER-CREDIT HOUR PRICING

Currently, students can take up to 17 credits and pay the same as students taking 12 credits. This payment structure disproportionately affects students who must work to support themselves or their families and can only manage a 12-credit load. To create a more equitable pricing model, Rowan will establish per-credit hour rates for students taking between one and 11 credit hours; 12 and 15 credit hours, and 16 or more credit hours.

DIFFERENTIAL PRICING

Some academic programs cost more to operate, such as engineering, sciences and performing arts. This initiative will evaluate ways to better balance those costs with the amount charged to students.

DIVERSITY, EQUITY AND INCLUSION SCHOLARSHIP

OVERVIEW

Two years ago, Rowan University made a commitment to diversity, equity and inclusion by establishing a Division of DEI and naming a senior vice president of DEI at the president's cabinet level to focus leadership attention and resources on DEI issues.

The division has engaged in extensive research and effort to establish a foundation for the work of this committee. In particular, the division established the University's DEI Council to understand issues across disciplines; established a professional development series intended to educate Rowan employees and the public about diversity issues, systemic racism and internal biases; and formalized partnerships across the University designed to address DEI issues. The division has made significant progress, but additional progress is challenging without additional support and resources.

Rowan has identified areas for improvement in meeting the needs of its diverse students. Rowan's financial support for diverse students should be increased; programmatic supports and services to students in diverse groups should be enhanced to improve retention and graduation rates; and Rowan's environment can be made more welcoming to its diverse students and faculty.

Increasing financial aid—in accordance with applicable law—support and services, and options for undergraduate research and internships through private and other partnerships would improve the University's environment for its diverse students and faculty, as well as the entire community. These steps are expected to improve higher education outcomes for diverse students, including increasing graduation rates and post-graduation employment, and decreasing student debt load.

The committee and the University recognize that work remains in diversity, equity and inclusion, and that additional, significant collaborative effort is needed to align reality with how we represent the University as welcoming and inclusive. While DEI programs and services require additional resources, the best source for support would be through alternatives including funding from other entities, such as private corporate partners and benefactors. Unfortunately, establishing those alternative sources of revenue takes time. As such, the committee and University wish to work jointly to advance certain priorities identified by the committee.

RECOMMENDATIONS

DIVERSITY, EQUITY AND INCLUSION		INITIATIVE BEGINS
1	Focus on enhancing services and supports to underrepresented students by: <ul style="list-style-type: none"> • reviewing and identifying effective models for delivery of services and supports in place at aspirant universities • determining how best to modify services and supports in place to achieve positive outcomes 	March 2021
2	Endeavor to make available more aid based on financial need of students through cultivation of additional funding sources and reallocation of certain eligible budgets and ensure oversight of fund distribution in accordance with a distribution policy	March 2021
3	Work with Rowan medical schools and healthcare partners to develop strategies for the repayment of student debt, including employer-based loan forgiveness and potential legislative remedies for debt funding	March 2021
4	Target an increase in internship and service learning opportunities for underrepresented students by building on existing corporate and external partnership models, recruiting new partners, and developing improved tracking processes for the experiences	March 2021

NOTES

INCREASE FINANCIAL AID

Institutions struggle to balance merit scholarships with financial aid. Our goal is to increase aid to those with financial need. These initiatives offer alternatives:

- Pursue additional fundraising through Advancement, individual donors and corporate partnerships
- Promote success stories of students who benefit from support
- Reallocate some existing merit aid to need-based aid



FLEXIBLE WORKFORCE

OVERVIEW

Rowan has long been heralded as a model for innovation and creativity in New Jersey higher education. Despite its progressive institutional culture, Rowan did not use flexible work models to reach its goals. As a state institution, Rowan faced barriers to remote and flexible work models that seemed largely insurmountable, including state-negotiated labor contracts, paper-based processes and lack of adequate supportive technology. However, during the pandemic, Rowan rapidly and progressively implemented remote and flexible working models to ensure continuing access to education and support services, as well as basic operations, such as payroll and accounts payable.

Rowan's progress demonstrated that remote and flexible work models can work, even in a state system. Even more, with adequate technology, employees are often able to perform essential tasks—and even excel—in certain areas in non-traditional settings and working environments.

For example, Advancement employees working almost exclusively remotely raised in excess of \$8 million in the first seven months in a fiscal year that was expected to be



challenging for fundraising. Advisers served thousands of students and provided meaningful advising experiences remotely while integrating in-person services as permitted by changing public health considerations. Accounts Payable and Procurement ensured the registration and continued payment of vendors, processing of requisitions, and compliance with applicable policies, laws and regulations. And we saw equally impressive success with flexible work environments across the University.

Rowan's short-term, emergent progress demonstrated the need for a formal policy and process, additional research on the efficacy of flexible work models, and the development of accountability processes and metrics to ensure that flexible work models are implemented equitably to the extent they can be appropriately used in relevant divisions while still meeting the needs of the Rowan student of today—and meeting the ongoing needs of the Rowan student of tomorrow.

RECOMMENDATIONS

<i>FLEXIBLE WORKFORCE</i>		<i>INITIATIVE BEGINS</i>
1	Continue to gather stakeholder feedback relating to efficacy of flexible working arrangements and the most effective ways to meet the ongoing support needs of the university community	March 2021
2	Endeavor to pilot the implementation of flexible working arrangements on a more formalized basis in programs in which flexible working arrangements can be implemented with a focus on accountability and equity in a way that best serves students, patients, and other stakeholders	July 2021
3	Work with its community to identify the supports and resources needed for successful implementation of the pilot flexible working arrangements	March 2021

NOTES

FOCUS ON FLEXIBLE WORKING ARRANGEMENTS RATHER THAN REMOTE WORKING RELATIONSHIPS

The pandemic changed everything: how we work and how we deliver services. This initiative seeks to keep the best of our work-from-home arrangement moving forward to benefit the University.

Human Resources will work with senior leadership to determine which flexible working arrangements are working well and those that are less successful.

FACILITIES & INFRASTRUCTURE NEEDS

OVERVIEW

The COVID-19 pandemic resulted in an economic crisis impacting all aspects of the University, the state and the country. As students were ordered home and courses switched to remote delivery in the spring, Rowan had to reimburse for housing and dining. The University saw lost revenue from housing partnerships and other expected revenue sources.

In the community, people lost jobs as service industries struggled, laying off employees to meet bottom lines. People lost childcare. They had insufficient technology and internet capability. Job losses and other economic impacts hurt students at Rowan who already were struggling financially.

In the fall, it was unclear whether Rowan would be permitted to open or be able to remain so. The University implemented additional cleaning protocols and hired contractors to meet demands, purchased instructional and programmatic technology for students, faculty and staff, and implemented enhanced technology in classrooms to ensure students could be educated. Each initiative was critical, but costly.



To help students, Rowan temporarily discounted its tuition 10 percent for AY2021. To help its bottom line, the University temporarily froze many projects. Each action had consequences. Money was saved, but delayed projects in 2020 may increase the likelihood of the need for expedited, urgent projects and add to deferred maintenance. While tuition reduction was necessary to help many students and may have protected some enrollments, reduced tuition revenue means less money is available for critical investments. The University's economic ecosystem was irreversibly affected by the COVID-19 public health crisis—and the University must change the way it does business and makes decisions.

Rowan's future relies heavily on facilities and technology infrastructure, beyond already substantial improvements both in physical spaces and online capacity. Much of this effort was undertaken in part due to Rowan's need to meet expanding security needs and to create a more robust network. That foundation allows for Rowan to think strategically about its technology needs.

While the last 10 months have been incredibly difficult for all, Rowan has emerged from this crisis with a critical new tool: the normalization of change. Our teams and our students have been through so much that change itself has become the "next normal." This gives us an unprecedented opportunity to realize organizational and cultural growth without many of the typical barriers.

This committee's work depends on the initiatives and priorities of the Academics and Flexible Workforce committees. As the University enters a new phase of organizational growth, it will make significant investments in high-priority areas and must maximize the management and extraction of value from contracts and partners.

RECOMMENDATIONS

FACILITIES & INFRASTRUCTURE		INITIATIVE BEGINS
1	Develop cloud-first strategy plan to include detailed plan for implementation, including cost, timelines and prioritization	July 2022
2	Implement cloud-first strategy	Dec. 2023
3	Evaluate options for Rowan Portal	July 2022
4	Implement Rowan Portal	July 2023
5	Determine technology standards for learning and working spaces	Dec. 2021
6	Establish standard plan for remote and hybrid learning	July 2021
7	Feasibility study for continued enhancement of classrooms and collaboration spaces	July 2021
8	Manufacturing hub to include potential tenants, costs and long-range expense projections	Dec. 2021
9	Feasibility study for Campbell Library	Dec. 2021
10	Feasibility study for CRM (Customer Relations Mgt.) platform	Dec. 2021
11	Centralized CRM platform	July 2023
12	Modernization of Central Utility Plant and infrastructure continues	March 2021
13	Process to identify and track University energy-related costs	July 2021
14	Explore third-party options and other carbon-neutral energy options	Dec. 2021
15	Develop plan to address student housing maintenance and updates	Dec. 2021
16	Plan to include strategy to address deferred maintenance without continuing to outprice student housing stock for students with financial need	Dec. 2022
17	West Campus development plan, including modern food production and greenhouse	Dec. 2021
18	West Campus Farmacy project (aquaponics project including development of modern agriculture)	July 2023
19	Examine School of Osteopathic Medicine parking needs and inventory	Dec. 2021

NOTES

CLOUD-FIRST STRATEGY PLAN

Maintaining our own servers (i.e., facilities, hardware, software, personnel) has become increasingly expensive. Moving data management toward a cloud-first strategy will begin to address rising costs. This requires a phased approach. The report will also contain projections on effort, budget and staffing impacts.

ROWAN PORTAL

IRT will engage with each business and academic area to assess and prioritize the needs and core functionality for establishing a centralized Rowan Portal, exclusively for internal use. Priority will be placed on the features and functionality that offer the most value.

CAMPBELL LIBRARY RENOVATION

The pandemic accelerated the shift in the ways students and faculty use libraries on university campuses. This initiative seeks to transform Campbell Library into a modern, multipurpose collaborative/social/academic space, making it a central hub for student resources and the Glassboro campus community.

MODERNIZATION OF CENTRAL UTILITY PLANT

The Central Utility Plant was constructed to give the University better control over energy costs by allowing us to purchase and use the least expensive energy at a given time (i.e., natural gas, electricity). There has been a significant investment in recent years to bring it up to maximum energy production efficiency standards. The plant provides energy to the entire main campus.

Recommendations include:

- Monitor and analyze energy production, uses and consumption across all campuses in conjunction with the cost basis.
- Develop a more carbon-neutral energy plan, incorporating solar and wind production.
- Explore third-party options that incorporate energy-saving strategies (including koi farm solar energy) and improve value.

WEST CAMPUS DEVELOPMENT

Through partnerships, University leadership intends to advance plans for West Campus which contemplate leveraging business development models that enhance opportunities for student internships, academic programs, employment, and regional economic drivers.

The University is working with the Gloucester County Improvement Authority and the New Jersey Economic Development Authority to construct a 250,000-square-foot flex space building to support economic growth, research, training and academic programs through a manufacturing hub.

Implement Farmacy project and greenhouse relocation project, supporting economic growth, research, training and academic programs through modern food production.

PARKING: CONSIDER NEED FOR STRATEGICALLY INCREASING CAPACITY

Parking improvements completed or in progress include parking spaces added through North Campus Drive project, new parking tied to Cassady demolition, and a new parking deck at Cooper School of Medicine of Rowan University. Facilities Operations recently relocated to Sewell Street, further reducing parking demand in the central core of the Glassboro campus.

School of Osteopathic Medicine has an immediate need for additional spaces for students at the new medical school facility. Implement SOM parking project: \$150,000 in construction costs (SOM will increase parking availability on its campus by about 310 spots).

PROJECTS NEAR COMPLETION AND UPCOMING CONSTRUCTION



- 1. *Manufacturing Hub*
- 2. *Student Center expansion*
- 3. *Discovery Hall*
- 4. *Farmacy project*



REALIZING THE *UNIVERSITY OF THE FUTURE*

In many ways, Rowan already is the University of the Future. We have made it fundamental to reconsider and revisit accepted thinking about public higher education. In doing so, we've reset priorities, developed new understanding about Rowan's potential and created opportunities most could only dream of just a few years ago.

This document looks at the next horizon, emerging from the COVID-19 pandemic and building on what we've learned from it. The global impact of COVID-19 forced the hand of institutions around the world, including Rowan's. Significantly, Rowan University had the agility and resources to respond quickly—and often more successfully—than many similar institutions. That was possible because vision, innovation and collaboration were already intrinsic to Rowan.

This preliminary overview and recommendations set the table for questions and suggestions so we can refine and implement change strategically. Leadership, partners and the University community at large have a voice and a stake in the plan. Rowan's investment in its own future is substantial. With thoughtful guidance and diligent work, the returns on the investment to Rowan and all who we serve will be, too. ■