

**ROWAN UNIVERSITY  
BOARD OF TRUSTEES RETREAT**

**October 26, 2017**

**BOARD MEMBERS IN  
ATTENDANCE**

Brenda Bacon  
Chad Bruner (Chair)  
Michael Carbone  
Jean Edelman  
Thomas Gallia  
Frank Giordano (teleconference)  
George Loesch  
Martin McKernan  
Linda Rohrer  
Larry Salva (Secretary)  
Riley Shea (Non-Voting Student Trustee)  
Ali Houshmand (ex officio)

**BOARD MEMBERS NOT IN  
ATTENDANCE**

Isabelita Abele  
Barbara Chamberlain  
Fred Graziano  
Robert Poznek (Vice Chair)  
Rbrey Singleton (Voting Student Trustee)  
Virginia Smith

**UNIVERSITY REPRESENTATIVES  
PRESENT**

Kenneth Blank, Sr. V.P. for Health Sciences  
Joe Cardona, V.P. for University Relations  
Joanne Connor, President's Chief of Staff/Board Liaison  
Jeffrey Hand, Sr. V.P. Student Affairs  
Roberta Harvey, V.P. for Academic Affairs  
Mira Lalovic-Hand, Sr. V.P. for Information Resource & Technology  
Shreekanth Mandayam, V.P. for Research  
Donald Moore, Sr. V.P. for Facilities Planning & Operations  
James Newell, Provost & Sr. V.P. for Academic Affairs  
Joseph Scully, Sr. V.P. for Finance & CFO  
Horacio Sosa, V.P. Global Learning & Partnerships  
Steve Weinstein, Exec. V.P. for Policy & External  
Relationships/Partnerships  
Melissa Wheatcroft, General Counsel  
John Zabinski, Sr. V.P. for Advancement  
Robert Zazzali, Sr. V.P. for Community & Economic Development  
Joanne Showers, Recording Secretary for the Board of Trustees

**OTHERS**

Members of the Rowan staff.

**CALL TO ORDER**

A meeting of the Rowan University Board of Trustees was held on October 26, 2017 in the Alumni Engagement Room of Shpeen Hall on the Glassboro Campus. Chair Bruner welcomed everyone to the meeting and called the Public Session of the meeting to order at 9:04 a.m.

**OPEN PUBLIC MEETINGS ACT  
STATEMENT**

Dr. Connor read the Open Public Meetings Act Statement.

**RESOLUTION #2017.10.01**

**AMEND THE APPROVAL OF THE TOTAL PROJECT BUDGET FOR THE DESIGN AND CONSTRUCTION OF THE LEARNING COMMONS IN THE LIBRARY LOCATED IN THE COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY (CMSRU)**

**WHEREAS**, Resolution #2017.09.21, adopted by the Board of Trustees at its September 2017 meeting misstated the location of the Learning Commons, the following language is being adopted to correct the error, and

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

**WHEREAS**, Rowan University has determined that the physical space for the library located in CMSRU known as the Learning Commons is inadequate for the planned class size expansion, and

**WHEREAS**, students have also expressed a desire for additional study space that allows for different learning styles and configurations, and

**WHEREAS**, Rowan University has determined that existing space may be renovated to meet the above-referenced needs through a project involving the construction of a dedicated entrance, the reconfiguration of the Librarians’ office/conference space and the quiet study room, the addition of computer work stations in the reference desk and main library areas, the installation of new furniture and window treatments, necessary infrastructure support and addition of acoustic fabric panels, and

**WHEREAS**, the above-referenced project is not anticipated to exceed \$500,000, and

**WHEREAS**, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient funds available to pay the expenses associated with the design and construction for the project through Capital Funding

**THEREFORE BE IT RESOLVED** by the Board of Trustees that the total project budget for the Learning Commons renovations in the library located at CMSRU is established in an amount not to exceed \$500,000.

**SUMMARY STATEMENT/RATIONALE**

This resolution corrects Resolution #2017.09.21 which misstated the location of the Learning Commons in CMSRU and authorizes a total project budget in the amount of \$500,000 to renovate the Learning Commons to meet the medical students' needs for additional and reconfigured study spaces.

Chair Bruner entertained a motion which was seconded to approve Resolution #2017.10.01. Chair Bruner opened the floor to questions and recusals from the Board. A vote was taken 10-0 in favor, and Resolution #2017.10.01 was approved.

**RESOLUTION #2017.10.02**

**FIRST READING OF BYLAWS AMENDED TO REFLECT CHANGES**

**WHEREAS**, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act ("Restructuring Act"), by operation of law, effective July 1, 2013, Rowan University was designated as a Public Research University, N.J.S.A. 18A:64M-3(a), and

**WHEREAS**, pursuant to the Restructuring Act, the Board of Trustees was empowered with various rights and Rowan University was given certain rights attributable to a Public Research University, and

**WHEREAS**, those rights include the power to adopt bylaws necessary and proper for the administration and operation of Rowan University, N.J.S.A. 18A:64M-9(a) and (m), and

**WHEREAS**, Rowan University has previously, through official Board of Trustees action taken on December 11, 2013, approved the Bylaws of Rowan University, and

**WHEREAS**, Rowan University has recognized that such Bylaws require regular review at least every five (5) years in order to ensure that such Bylaws are consistent with Rowan University's operating principles and reflect its current needs, and

**WHEREAS**, Rowan University has recently undertaken a revision process for its Mission Statement and its Bylaws should include the current Mission Statement, and

**WHEREAS**, such Bylaws may be amended through an affirmative 2/3 roll call vote of the Board of Trustees members present at two consecutive public meetings of the Board,

**THEREFORE BE IT RESOLVED** that the Board of Trustees acknowledges the required first reading of the proposed changes to the Bylaws which include a review and revision (if necessary) of the Bylaws at least every five years and the inclusion of the current Mission Statement, and

**BE IT FURTHER RESOLVED** that the Rowan University Bylaws be considered for public vote in accordance with the process outlined in the Bylaws for their amendment by the Board of Trustees of Rowan University.

**SUMMARY STATEMENT/RATIONALE**

This resolution provides for the first public reading of the revised Bylaws in accordance with the process for amendment of the Bylaws.

Chair Bruner called for a roll call vote to approve Resolution #2017.10.02. Dr. Connor added that the draft bylaws presented include minor changes such as the inclusion of the new Mission Statement which was approved at the June Board of Trustees meeting. A provision calls for a review of the bylaws every five years. Dr. Connor called a roll call vote.

Ms. Abele: not present  
Ms. Bacon: yes  
Chairman Bruner: yes  
Mr. Carbone: yes  
Dr. Chamberlain: not present  
Ms. Edelman: yes  
Dr. Gallia: yes  
Mr. Giordano: yes  
Mr. Graziano: not present  
Mr. Loesch: yes  
Mr. McKernan: yes  
Vice-Chair Poznek: not present  
Ms. Rohrer: yes  
Secretary Salva: yes  
Ms. Smith: not present

The roll call vote was 10-0 in favor, and Resolution #2017.10.02 was approved.

**RESOLUTION #2017.10.03**

**APPROVAL OF AMENDED UNIVERSITY ACADEMIC CALENDAR  
AND GUIDELINES  
FALL 2017 – SPRING 2022**

**WHEREAS,** as part of its normal academic planning, Rowan University develops a University Academic Calendar for future years, and

**WHEREAS,** the University Academic Calendar specifies the dates of Commencement Week, and

**WHEREAS,** University Events has determined that Commencement Week must be expanded in order to accommodate additional ceremonies, and

**WHEREAS**, adding a University-Wide Main Ceremony and Celebration at the beginning of all the separate College ceremonies on Sunday, May 6, 2018, will allow the Rowan community to honor all participants in one University-Wide celebration

**THEREFORE BE IT RESOLVED** that the Board of Trustees accepts and approves the AMENDED University Academic Calendar and Guidelines for Fall 2017 through Spring 2022, by adding a University-Wide Ceremony and Celebration on Sunday, May 6, 2018.

### SUMMARY STATEMENT

This resolution approves the amended University Academic Calendar and Guidelines for Fall 2017 – Spring 2022.

Chair Bruner entertained a motion which was seconded to approve Resolution #2017.10.03. Chair Bruner opened the floor to questions and recusals from the Board. A vote was taken 10-0 in favor, and Resolution #2017.10.03 was approved.

### **ENROLLMENT UPDATE**

Dr. Hand began his update by stating that in the past six years Rowan University's strategic enrollment management has done well. Rowan University is ranked seventh nationally as one of the fastest growing universities in the country. Our SAT scores have increased, along with increased enrollment of students from disadvantaged groups. Rowan University also shows increases in retention rates and graduation rates. Dr. Hand and Mr. Ghoush then explained how past strategies may not necessarily work well in the future. They reviewed changes in our applications, enrollment and yield numbers and how Rowan University might increase its yield rates in a market with a decreasing student population. Strategies to achieve this included offering financial aid packages earlier than we do now and finding ways to make Rowan University a prospective student's first choice in schools. They continued by explaining how net tuition revenue and aid per student is a strong indicator of Rowan University's market position in relation to other schools. Rowan University currently offers \$22 million in scholarships, a seven-fold increase in the past seven years. Dr. Hand stated that in order to increase net tuition revenues, Rowan University must increase its yield while spending less on each student. One option might be to market to students not with the highest SAT scores, but to those with slightly lower scores. That way, scholarship funds reach more students. Higher education is faced with the challenge of decreasing numbers of high school students in New Jersey increasing the competition amongst schools to enroll these students. Another challenge is the increasing diversity among graduating high school students from diverse socio-economic groups who may not be well-prepared for college. Our strategy includes achieving an appropriate enrollment mix of students, tutoring and tracking students who may need additional help upon arrival and the successful partnerships with area county colleges that provides us a steady flow of transfer students. Mr. Ghoush said that Strategic Enrollment Management objectives

include growth in student headcount relative to physical resources available; Rowan University's continued focus on quality; growth in per student and aggregate net tuition revenue and diversifying our market footprint.

## **BREAK**

Chair Bruner announced a ten minute break at 9:53 a.m. Mr. Giordano left the meeting.

## **FACILITIES STRATEGIC PRIORITIES**

Mr. Moore stated that Facilities' strategic priorities include main campus construction projects, SOM branch campus master-planning, and the Jean and Ric Edelman Fossil Park. Rowan University needs more classroom and laboratory space to keep pace with increased enrollment. Facilities is working closely with the SOM dean regarding construction at SOM. The feasibility study for the Jean and Ric Edelman Fossil Park should be complete by the end of 2017. The architect should be on-board to begin designs by January 2018. Mr. Moore shared the Five Year Development Strategy for the Glassboro campus with the Board of Trustees. The plan includes bundling the student center expansion, new academic building, and student housing into a public/private partnership. He discussed the advantages and disadvantages of the replacement of the North Halls, three aging dormitories. The Five-Year plan also includes Route 322 safety enhancements; adaptive reuse of Hawthorn Hall and Triad Hall apartments; the demolition and replacement of Bole Annex and storm water management improvements.

## **MIDDLE STATES ACCREDITATION UPDATE**

Dr. Harvey explained that Middle States' uses seven standards in its accreditation study. We are approaching the seven standards in a different way. Rowan University is undertaking a self-study organized around active areas of our institution. Rowan University has been in development mode for the past year, which is a very involved process. The recent preparation visit was a day-long visit which included meetings with Dr. Houshmand and Trustees Bruner, Rohrer and Poznek. Following the visit, Middle States has great confidence in us as an institution and in our approach to the self-study. Over the next 18 months, the Rowan University self-study team will be organizing the self-study around Rowan's mission and five institutional goals linked to our mission. The five goals include: 1.) Providing multiple educational pathways to higher education credentials for students with different needs; 2.) Committing to success for all learners; 3.) Building human, infrastructure, and resource capacity; 4.) Engaging in innovative discovery, invention, and application of knowledge; and 5.) Creating and developing competitive advantages. The Middle States team will visit our campus during Spring 2019.

## **COMPREHENSIVE CAMPAIGN UPDATE AND PROGRESS REPORT**

Mr. Zabinski presented the Comprehensive Campaign Update and Progress Report. Mr. Zabinski reported Rowan University is set to embark on its first comprehensive campaign, and identified a working campaign goal. The keys to a successful campaign include: a leadership gift; a compelling campaign vision; intense cultivation to deepen relationships with current donors and building a pipeline of new donors; strategic engagement of alumni, friends, business leaders and

others; building a culture of philanthropy throughout the Rowan community and 100% board participation. Mr. Zabinski stated that we are in year four of a six year campaign. We are currently in the Silent (Quiet) Phase, cultivating and identifying donor philanthropic passions and aligning their support to the University's priorities. Mr. Zabinski also shared that we have scheduled 32 events in the region entitled *Rowan on the Rise-Celebrating Our Past, Imagining our Future*. These events are designed to engage and inform our alumni base. Working with Dr. Houshmand, three campaign themes have been identified: 1.) changing a student's life; 2.) supporting new discoveries; 3.) providing learning and living environments that inspire and 4.) investing in what is important to you. Mr. Zabinski also shared the University has secured significant new gifts and pledges towards our working goal. Mr. Zabinski said he is cautiously optimistic that we can accomplish our objectives.

**CELEBRATING 25<sup>TH</sup> ANNIVERSARY OF THE GIFT VIDEO AND HOUSHMAND'S HAZARDOUS HOT SAUCE VIDEO**

Dr. Cardona shared the anniversary video with those present. He reported that the video has received very positive feedback. Dr. Cardona also shared the video celebrating the recent Wing Wars at the Glassboro Chickie's and Pete's, and Dr. Houshmand's Hazardous Hot Sauce. A short story of Dr. Houshmand's efforts was picked up by the Associated Press and was shared in over 200 publications, including the Seattle Times, The New York Times and in the United Kingdom.

**MOTION TO MOVE INTO CLOSED SESSION**

Chair Bruner made a motion which was seconded to go into Closed Session at 11:14 a.m. He announced that topics to be discussed were matters pertaining to real estate and personnel. No formal actions were to be taken in closed session.

**MOTION TO MOVE INTO PUBLIC SESSION**

Chair Bruner made a motion that was seconded to go back into open session at 11:58 a.m.

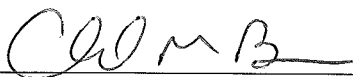
**NEW BUSINESS**

Chair Bruner noted that there was no new business.

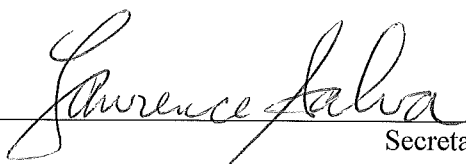
**ADJOURNMENT**

There being no further business, Chair Bruner entertained a motion which was seconded to adjourn the meeting. The vote was unanimous in favor, and the meeting was adjourned at 12:04 p.m.

Joanne Showers, Recording Secretary  
for the Board of Trustees



Chair, Board of Trustees



Secretary, Board of Trustees