

Transformative Growth

A Comprehensive Analysis of Rowan University's Economic and Societal Contributions

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Submitted to Rowan University



Executive Summary

Since its transformation from Glassboro State College following a \$100 million donation in 1992, Rowan University has grown into a leading public research university, hosting over 22,400 students in more than 170 programs across 16 colleges and schools. Anchored by its main campus in Glassboro, New Jersey, and additional medical campuses across the state, Rowan stands as a Carnegie-classified R2 institution, blending impactful research with educational excellence.

The University has been marked by remarkable growth, with its research and operating expenditures soaring from \$469 million in 2015 to approximately \$873 million in 2023, with \$1.5 billion in future projects and enrollment expansion on the horizon. This evolution is largely due to the vision and leadership of the University's Board of Trustees and President Ali A. Houshmand, who have propelled Rowan from regional acclaim to national prominence. Under this leadership, Rowan advances with a commitment to academic achievement, community service, and a vision for a brighter, more impactful future.





Rowan Generates Outsized Impacts in New Jersey

ANNUAL ECONOMIC IMPACT	JOBS SUPPORTED
------------------------	----------------


\$2.9
billion

14,700
jobs

ANNUAL ECONOMIC IMPACT BY CATEGORY

ANNUAL RESEARCH & OPERATIONS	CAPITAL INVESTMENTS	ANCILLARY SPENDING	ALUMNI WAGE PREMIUM
			
\$1,567 million	\$194 million	\$200 million	\$944 million





ANNUAL TAX REVENUE GENERATED TO THE STATE OF NEW JERSEY

 **\$150**
million

Rowan University’s annual impact on South Jersey’s economy is now around \$2.6 billion. This contribution is up from \$1.2 billion in 2015 and, if the University is successful in its expansion goals, this impact is expected to rise to \$5 billion in a decade. This growth not only underscores Rowan’s increasing influence on the regional economy through substantial support for employment, labor income, and tax revenues but also reflects the university’s important role in enhancing New Jersey’s competitiveness, resilience, and vibrancy. Beyond its direct economic contributions, Rowan University’s expansion is further enhancing the local community by fostering a vibrant commercial and aesthetic environment in Glassboro, developing a workforce skilled in key industry sectors, and reinforcing innovation ecosystems vital for scientific advancements and commercial growth.

Rowan Generates Outsized Impacts in South Jersey¹

ANNUAL ECONOMIC IMPACT	JOBS SUPPORTED
\$2.6 billion	13,520 jobs

ANNUAL ECONOMIC IMPACT BY CATEGORY			
ANNUAL RESEARCH & OPERATIONS	CAPITAL INVESTMENTS	ANCILLARY SPENDING	ALUMNI WAGE PREMIUM
			
\$1,541 million	\$190 million	\$200 million	\$697 million

SOCIAL IMPACTS

Rowan University’s commitment to making a significant societal impact shines through its comprehensive initiatives aimed at enhancing education’s accessibility and affordability. With a deep commitment to equity, diversity, and inclusion, Rowan establishes itself as a nurturing ground for societal advancement. Through forming strategic local partnerships and a forward-thinking approach to neurodiversity, the University plays a pivotal role in ensuring that higher education remains within reach for all. Moreover, Rowan’s impactful research across key industry fields, particularly medicine and technology, underscores its status as a thought leader. This dedication is amplified by a robust commitment to community service, underlining the university’s comprehensive strategy for societal progress. Through these concerted efforts, Rowan University fosters a supportive and inclusive academic environment, significantly contributing to wider community advancement and embodying the essence of transformative education.

A VALUABLE INVESTMENT

As New Jersey’s third-largest public university, Rowan receives state funding to fulfill important roles for the social wellbeing and economic competitiveness of the state: educating the future workforce, engaging with local communities, conducting cutting-edge research, and supporting a vibrant entrepreneurial ecosystem. In FY 2023, Rowan received about \$247 million in funding from the State of New Jersey. Because of all the ways the University leverages those dollars with funds from other sources, and because of all the ways the University generates economic activity in the state, that funding has a significant multiplier effect throughout the state economy: at a current annual statewide economic impact of \$2.9 billion, every dollar invested in Rowan by the State is producing almost \$12 of economic activity within the state.

¹ South Jersey includes Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Ocean, and Salem counties, as defined by this study.

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1. Introduction

1.1. Purpose of Report

The purpose of this report is to provide an updated understanding and quantification of the impact of Rowan University at a local, regional, and societal level. This report builds on economic and social impact studies conducted by Econsult Solutions, Inc. (ESI) in 2015 and 2019, and accounts for the University's recent successes and future aspirations, particularly three themes articulated in the University's recent report, *Rowan Revolution*, which documents Rowan's progress from 2012 to 2022 under the leadership of the University's Board of Trustees and President Ali A. Houshmand:²

1. Strategic, explosive growth – The University has grown significantly in the past decade in academic offerings, operating footprint, and economic impact.
2. Encouraging inclusion and increasing affordability – The University is answering society's call to ensure that a high-quality college education, increasingly important in today's knowledge-based global economy, is as broadly accessible as possible.
3. Ascendant research aspirations – The University plays a large and growing role in the economic competitiveness of the state of New Jersey through the cultivation of innovation infrastructure and intellectual capital.

The higher education sector faces growing scrutiny from many directions. Students and their families wonder why a college degree is so expensive or whether it is worth it at all. Communities chafe at the notion that not-for-profit academic institutions consume public resources but do not pay taxes. And institutions' closest stakeholders – their own employees, students, and alumni – are increasingly holding them to account to operate in a societally beneficial manner. Against the backdrop of these contemporary pressures, it is timely for the University to update its economic impact estimates and articulate the ways it contributes at a local, regional, and societal level.

1.2. About Rowan University

Rowan University, formerly Glassboro State College before a landmark \$100 million gift in 1992, has grown into a top 100 public research university with more than 22,400 students pursuing degrees in 170+ undergraduate and graduate programs across 16 colleges and schools. Anchored in New Jersey's Borough of Glassboro, Rowan boasts medical campuses in Camden, Sewell, Stratford, and Vineland. A Carnegie-classified R2 institution, Rowan balances its commitment to high-impact research with excellence in education.

The University has been marked by remarkable growth, with its research and operating expenditures soaring from \$469 million in 2015 to approximately \$873 million today. This momentum is expected to continue with \$1.5 billion in planned projects and growth in enrollment over the next decade.

² "Rowan Revolution: A decade of rethinking and reshaping the future," 2022, <https://sites.rowan.edu/president/docs/rowan-revolution.pdf>.

Much of this success can be attributed to the vision of Rowan's Board of Trustees and President Ali A. Houshmand, who have steered the institution from a respected regional university to a national powerhouse. Under this leadership, Rowan continues its upward trajectory, inspiring students, faculty, staff, and the community to reach new heights in academics, social service, and a shared vision for a brighter future.

1.3. Rowan University as Economic Engine, Community Catalyst, and Regional Anchor

Under President Houshmand and the Board of Trustees' leadership, Rowan University has undergone a remarkable transformation. Driven by its mission statement, students' success, and economic empowerment, the University has expanded and diversified its offerings, ensuring inclusivity in decision-making as emphasized in Rowan Revolution. This shift is guided by four strategic pillars: access, affordability, quality, and economic impact.



Rowan University President Ali A. Houshmand.

Credit: Rowan University

- 1. Access:** Rowan believes that education should be available to all, regardless of background. This pillar focuses on expanding enrollment, fostering student success through diverse learning methods and support systems, and creating new pathways to academic achievement. Rowan aims to empower individuals from all walks of life to pursue their educational goals and contribute meaningfully to society.
- 2. Affordability:** Recognizing the financial challenges faced by many students, Rowan prioritizes affordability. This pillar emphasizes responsible cost management, exploring alternative revenue streams, and minimizing student debt. By limiting tuition inflation and offering employment opportunities, Rowan strives to make its world-class education accessible and financially responsible.
- 3. Quality:** Rowan is committed to delivering rigorous, engaging, and experiential learning. This pillar ensures exceptional academics, cutting-edge research opportunities, vibrant campus life, and a diverse cultural environment. Additionally, Rowan fosters a welcoming and inclusive community that embraces and celebrates its members' individual identities and perspectives.
- 4. Economic Engine:** Rowan recognizes its responsibility as a driving force for positive change in its local and state communities. This pillar emphasizes partnerships and investments in regional businesses and organizations that align with Rowan's mission. By fostering an educated citizenry, a skilled workforce, and innovative solutions, Rowan contributes to improved health, quality of life, and overall economic progress.³

³ Rowan University, "Official Mission Statement," accessed January 18, 2024, <https://www.rowan.edu/docs/official-mission-statement-operational-context.pdf>.

Balancing practical research across STEM fields with exceptional undergraduate education, Rowan University has experienced rapid growth, having blossomed into a Carnegie-classified R2 university. The institution's four pillars – access, affordability, quality, and economic impact – define its unique approach. By empowering individuals and communities through accessible, excellent, and impactful education, Rowan strives to be a model for equal opportunity and societal impact.

1.4. Past, Present, and Future Impact

Rowan University's economic influence extends from its comprehensive operating and capital expenditures to the additional spending attracted to local vendors and businesses by students and visitors attending campus events. Beyond its economic contributions, Rowan plays a pivotal role in social impact, serving as a beacon of civic engagement and fostering leadership and service among its students, faculty, and staff in New Jersey and beyond.

Figure 1.1 provides an overview of Rowan's statewide economic impacts, drawing on data from Econsult Solutions, Inc. (ESI) reports. The 2019 ESI report, following up on the 2015 release, highlights Rowan's significant achievements over the years. By 2023, Rowan University's annual economic impact on New Jersey had escalated to \$2.91 billion, supporting nearly 14,700 jobs and generating \$1.06 billion in employee compensation across the state.

Looking ahead, Rowan aims to significantly expand its reach and resources. The university projects an increase in its student population from approximately 22,800 in 2023 to 38,500 by 2033, alongside growth in its research and operating expenditures from \$873 million to \$1.5 billion and plans for \$1 to \$1.5 billion in capital investments over the next decade. Achieving these ambitious objectives, including increased operational expenses, capital investments, and student enrollment, Rowan is poised to create an estimated economic impact of about \$4.83 billion in New Jersey by 2033. This growth is expected to support 24,200 jobs and contribute \$1.8 billion in employee compensation, marking a significant expansion of Rowan's economic and social footprint in the state.

Figure 1.1: Summary of Rowan University’s Annualized Economic Impact within New Jersey, 2015, 2019, 2023, and 2033 (Projected)

Annual Statewide Economic Impact	2015	2019	2023	2033 Projected
From Operations (\$M)	\$907	\$1,059	\$1,567	\$2,740
From Annualized Capital Investments (\$M)	\$338	\$116	\$194	\$177
From Student and Ancillary Spending (\$M)	\$115	\$128	\$205	\$260
From Alumni Wage Premium (\$M)	\$138	\$222	\$944	\$1,650
Total Statewide Economic Impact	\$1,498	\$1,525	\$2,909	\$4,827
Total Employment (FTE)	11,400	11,200	14,700	24,200
Employee Compensation (\$M)	\$684	\$618	\$1,060	\$1,790

Source: Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

In addition to its economic impact, the University's fiscal footprint in New Jersey also stands out, with a total impact of \$150 million statewide in 2023, as depicted in Figure 1.2. This most recent 4-year period (2019 – 2023) underscores Rowan's continued trajectory of remarkable growth. As of 2023, the

University's fiscal impact statewide amounted to roughly \$150 million. This includes \$59 million from its operational activities, \$6 million from capital investments, \$7 million attributed to student and related ancillary spending, and \$78 million derived from the wage premium of its alumni. Should Rowan maintain this upward growth trend and achieve its strategic objectives, it is projected to amplify its fiscal impact to \$254 million by 2033.

Figure 1.2: Summary of Rowan University’s Annual Fiscal Impact to the State of New Jersey, 2015, 2019, 2023, and 2033 (Projected)

Annual Statewide Fiscal Impact	2015	2019	2023	2033 Projected
From Operations (\$M)	\$11	\$17	\$59	\$103
From Annualized Capital Investments (\$M)	\$9	\$2	\$6	\$7
From Student and Ancillary Spending (\$M)	\$3	\$2	\$7	\$8
From Alumni Wage Premium (\$M)	\$3	\$4	\$78	\$136
Total Statewide Fiscal Impact	\$26	\$26	\$150	\$254

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

1.5. Overview of Report

This report covers Rowan University's economic and social impact, comprehensively examining Rowan's contributions within the four established economic impact categories— Annual Operations, Capital Investments, Ancillary Spending, Alumni Wage Premium— and social benefits from the institution’s growth. This report is organized into the following content sections:

- **Section 2: Present Impact of Annual Research and Operating Expenditures.** Analyzes the University's role as a major employer and buyer in the local economy, detailing the economic benefits and wider effects of its yearly expenditures.
- **Section 3: Present Impact of Capital Investments.** Explores the economic implications of the University's spending on new construction, renovations, and maintenance efforts.
- **Section 4: Present Impact of Student and Visitor Spending.** Examines the economic boost and wider implications of spending from Rowan students and campus visitors.
- **Section 5: Present Impact of Alumni Wage Premium.** Assesses the economic and further implications of the higher earnings of the University's alumni residing and employed locally.
- **Section 6: Projected Impact of Future Growth.** Discusses the projected economic impact from the University's expected growth in student numbers and campus developments.
- **Section 7: Broader Local Impacts.** Highlights the University's contributions to its immediate surroundings through volunteer work, resource sharing, and community investments.
- **Section 8: Broader Regional Impacts.** Outlines the University's role in boosting regional economic strength via workforce development, research, and innovation.

- **Section 9: Broader Societal Impacts.** Details the University's societal benefits, including diversity efforts, leadership in thought, and global service.
- **Section 10: Conclusion.** Summarizes the University's overall impact, emphasizing its value in terms of return on investment.

1.6. Report Methodology

Within this report, direct economic impact is measured in four categories:

- **Annual Research and Operating Expenditures:** The economic benefit of the University carrying out its mission each day, with nearly thousands of students living on campus, hundreds of employees residing nearby, and millions of dollars spent to support them.
- **Capital Investments:** How Rowan's spending on construction, renovation, and major equipment expenditures help boost the economy.
- **Ancillary Spending by Students and Visitors:** The economic lift from the students' local spending, plus audiences at athletics competitions, music and theatre performances, and public speakers, as well as visitors for campus tours and family weekends.
- **Alumni Wage Premium:** How a Rowan degree leads to higher earnings and tax revenues across the state of New Jersey.

This report estimates the aggregate economic impact of Rowan on an annual basis using industry-standard techniques and multipliers. In doing so, it relies on publicly available data about Rowan, as well as proprietary data provided by the college. Where applicable, data points were independently verified for accuracy, and assumptions rely on industry survey data and conservative estimates.

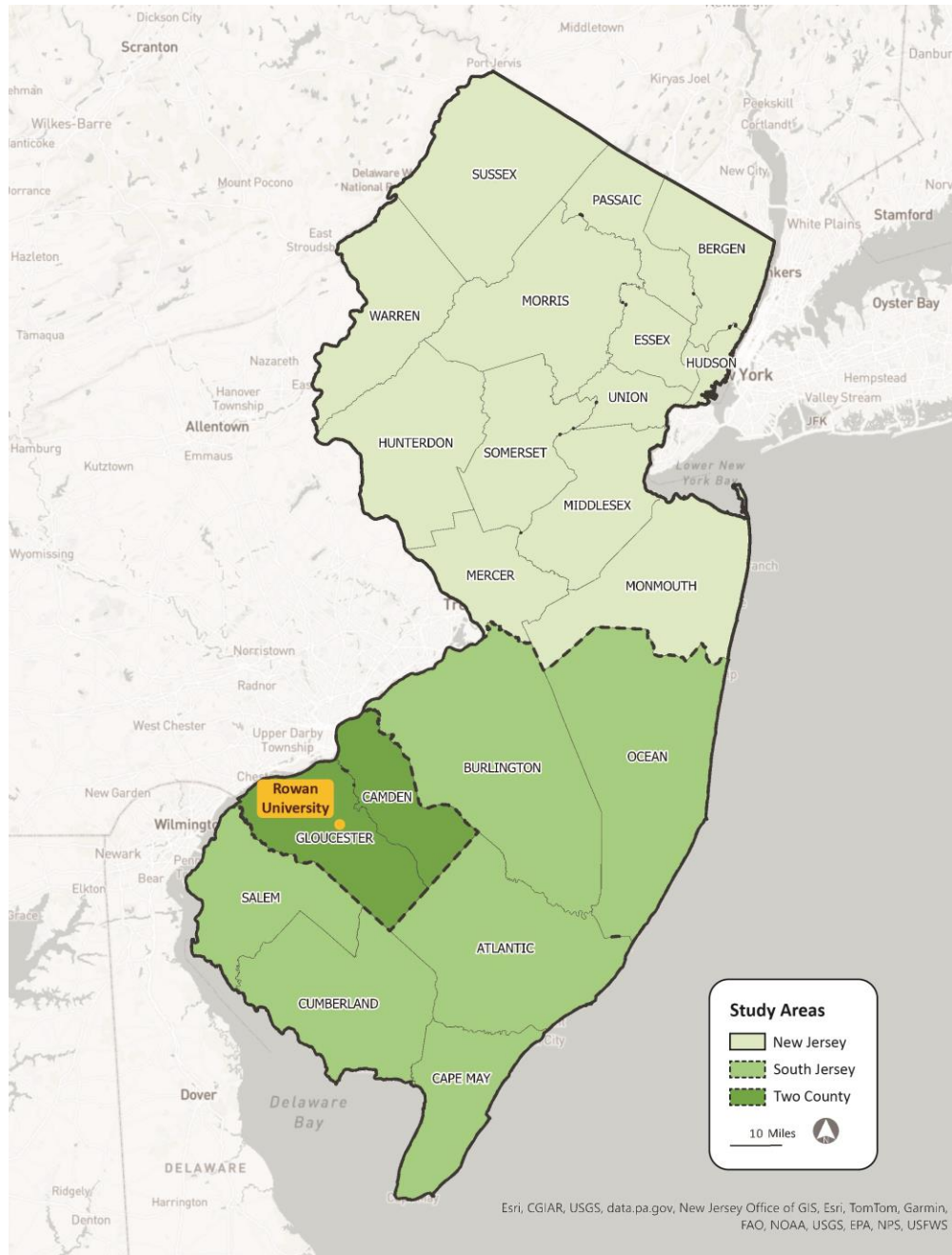
As this is an economic impact report and not an accounting statement, multiple time frames were utilized to approximate current annualized economic impact levels, rather than being constrained to reporting on a single period. Given the distortive effect of Covid-19 on budgeting for many higher education institutions, this meant reviewing and analyzing prior 2019-2022 data in addition to the most recent 2023 data to best understand the contextual trend of Rowan's budget.

Economic impacts were estimated for three distinct geographies (Figure 1.3):

- The Two-County Area consisting of Camden and Gloucester counties.⁴
- The 8-county South Jersey region, consisting of Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Ocean, and Salem counties.
- The State of New Jersey.

⁴ Rowan's direct economic impacts primarily occur in Camden and Gloucester counties. This area will be referred to as the Two-County Area in all report figures.

Figure 1.3: Study Areas of the Economic Impacts of Rowan University



Source: New Jersey Office of GIS (2024) & Econsult Solutions, Inc. (2024)

This report acknowledges the distinction between gross and net economic impact. While the gross impact measures the total economic activity generated by Rowan's activities, the net impact accounts for indirect and induced effects that ripple through the regional economy. Estimating the net impact requires adjusting for potential double-counting and identifying multiplier effects.

2. Present Impact of Annual Research and Operating Expenditures

Section Overview

Rowan plays a pivotal role in driving economic activity across South Jersey and all New Jersey. In addition to the capital investment that generate significant economic impact, Rowan's operation further supports local and regional employment through direct employment of a substantial number of faculty and staff as well as procurement of goods of services. The direct operating expenditures then circulate through the local and regional economy and support statewide vendors. Collectively, Rowan's research and operational spending, which encompasses the payroll of faculty and staff and other operation and management expenditures, generated an estimated statewide economic impact of just under \$1.6 billion, supporting approximately 7,390 jobs in New Jersey, as well as \$59 million in total tax revenue to the State of New Jersey.

Statewide Annual Economic and Fiscal Impact in FY 2023

RESEARCH & OPERATIONS



\$1.6
billion



Total Economic Impact

7,390
FTE



Total Jobs Supported

\$59
million



Total Tax Revenue

Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

2.1. Direct Economic Footprint from Annual Research and Operating Expenditures

The expansion of Rowan University over the last decade has notably amplified its direct economic impact through its annual research and operating expenditures, bolstering the regional and state economies through indirect and induced economic activities. Relative to 2015, Rowan University's total research and operating expenditures have almost doubled, escalating from \$469 million to \$873 million in FY 2023. As the fourth fastest-growing public research university in the U.S., a considerable portion of this operational growth is attributed to the increase in research expenditures, which soared from approximately \$29 million in 2014 to \$131 million in FY 2023, as well as a surge in student enrollment.⁵

In total, direct spending from Rowan's research and operations reached around \$873 million in FY 2023 across all campuses within Gloucester and Camden counties. After excluding the non-modelable expenses that do not circulate through local economy, such as internal transfers, debt service, interest, and tax payments, the modelable research and operating expenditure of Rowan University in FY 2023 was around \$815 million (Figure 2.1).

⁵ Rowan University, *Rowan Revolution*.

Figure 2.1: Research and Operating Expenditures of Rowan University, FY 2023

Research and Operating Expenditures	General Operation			Research	Total
	CMSRU	Glassboro	Stratford	All Campuses	
Total Expenditure (\$M)	\$51	\$530	\$160	\$132	\$873
Non-Modelable Expenditure (\$M)	\$7	\$45	\$4	\$2	\$58
Modelable Expenditure (\$M)	\$44	\$485	\$155	\$131	\$815

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

2.2. Economic Impact from Annual Research and Operating Expenditures

The direct operation expenditures by Rowan University have led to a substantial indirect and induced economic impact in the local and regional economy. This multiplier effect is generated by the expenditure of Rowan’s employees’ salaries within the local economy on goods and services, and Rowan’s direct procurement from local vendors for its everyday operations. The \$815 million modelable direct economic footprint from Rowan’s research and operations generated:

- **Gloucester and Camden counties:** Nearly \$1.5 billion in total annual economic output, supporting approximately 6,930 direct, indirect, and induced jobs accounting for \$641 million in employee compensation.
- **South Jersey:** Approximately \$1.5 billion in total annual output, supporting around 7,300 direct, indirect, and induced jobs and approximately \$661 million in employee compensation.
- **New Jersey:** Approximately \$1.6 billion in total annual output, supporting around 7,390 direct, indirect, and induced jobs and approximately \$668 million in employee compensation.

Figure 2.2: Annual Economic Impact of Ongoing Research and Operating Expenditures, FY 2023

	Two-County Area	South Jersey	New Jersey
Direct Output (\$M)	\$815	\$815	\$815
Indirect and Induced Output (\$M)	\$648	\$726	\$751
Total Output (\$M)	\$1,463	\$1,541	\$1,567
Total Employment (FTE)	6,930	7,300	7,390
Employee Compensation (\$M)	\$641	\$661	\$668

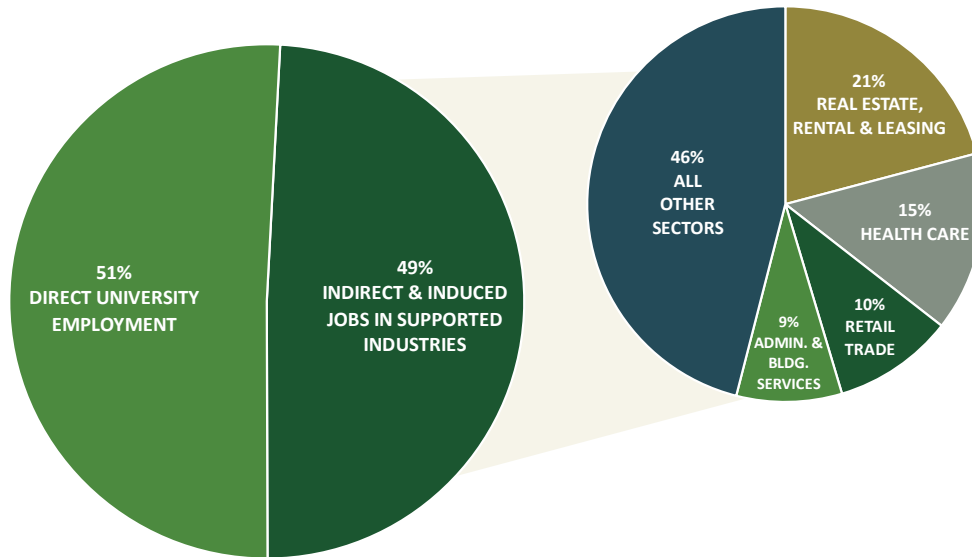
Source: Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

2.3. Industry Distribution of Economic Impact from Annual Research and Operating Expenditures

Rowan’s operations support a wide array of employment opportunities, with the largest segment being the direct employment of faculty, administrators, and other support staff by the University itself. Concurrently, the procurement of goods and services, as well as the expenditure of labor income by employees, generates indirect and induced economic impacts, supporting job creation in various other industries. As a result, while 51 percent of the employment sustained by Rowan’s activities is within the higher education sector, the remaining 49 percent of indirect and induced employment is primarily distributed among key sectors such as real estate, healthcare, and retail. This diversified employment

support highlights the University’s extensive influence on the job market beyond its immediate academic environment.

Figure 2.3: Industry Distribution of Statewide Employment Impacts from Rowan University’s Research and Operating Expenditures, FY 2023



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

2.4. Tax Revenue Impact from Annual Research and Operating Expenditures

Rowan University's direct operating expenditures significantly bolster the tax base of the State of New Jersey, despite its status as a tax-exempt institution. It generates tax revenue for the state directly through employee income and sales taxes, and indirectly through the business taxes from indirect and induced operations supported by its spending. In FY 2023, Rowan's research and operating expenditures were responsible for generating approximately \$59 million in tax revenue for New Jersey. This total comprises nearly \$28 million from income taxes, \$26 million from sales taxes, and over \$5 million from business taxes, showcasing the substantial fiscal contribution of the university's activities to the state's economy.

Figure 2.4: Annual Fiscal Impact of Ongoing Research and Operating Expenditures, FY 2023

Tax Type	State of New Jersey (\$M)
Income	\$27.5
Sales	\$26.0
Business	\$5.3
Total Tax Impact	\$58.8

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

2.5. Implications for Local, Regional, and Societal Influence

Rowan University plays a significant role in the economic landscape of Glassboro, the South Jersey region, and the State of New Jersey. As a major regional employer, the University disburses salaries and wages to local households, supporting spending and economic activity in the surrounding areas. As shown in Figure 2.5, nearly 62 percent of Rowan employees live within the two-county area, including 34 percent living in Gloucester County, and 28 percent in Camden County.

Additionally, it is a key purchaser of goods and services within the state, facilitating contracts for a wide array of businesses across New Jersey. The University also implements strategic measures to ensure the equitable distribution of economic opportunities. Its Supplier Diversity & Inclusion Program and initiatives aimed at fostering strong vendor relationships across the state help to spread the economic impact more evenly at local, regional, and state levels.

Beyond its economic contributions, Rowan University's operational footprint encompasses educational, research, and innovation efforts. These activities are integral to community development, enhancing statewide economic competitiveness, and advancing knowledge for societal benefit. The University's core functions yield direct benefits to households and businesses in Glassboro, contribute to the economic strength of South Jersey and New Jersey, and support the advancement of broader societal objectives. The report will further explore these wider impacts, which result from the University's annual operations, in later sections, highlighting the role of the University in the economic enrichment of the region and state.

Figure 2.5: Geographic Distribution of Rowan Employees

Geography	Count	Share of Total Employees
Borough of Glassboro	271	7%
Gloucester County (excl. Glassboro)	1,122	27%
Camden County	1,162	28%
Other	1,556	38%
Total	4,111	100%

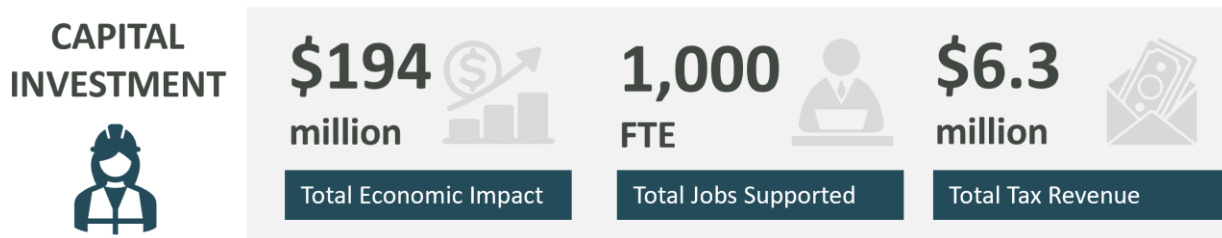
Source: Rowan University (2024) & Econsult Solutions, Inc. (2024)

3. Present Impact of Capital Investments

Section Overview

In addition to its annual operations, Rowan University consistently engages in substantial capital investments each year. These investments, which have paralleled the University's educational and innovative growth, encompass major projects like the construction of Discovery Hall, the expansion of the Chamberlain Student Center, and the development of the Jean & Ric Edelman Fossil Park & Museum. These developments have not only provided students and the local community with a dynamic and educational infrastructure but have also stimulated economic activity. These capital investment projects contribute to job creation, spur demand for goods and services, and enhance the state's tax revenue base. On average, Rowan's \$108 million yearly capital investments have generated just over \$194 million statewide economic impact, supporting approximately 1,000 jobs with \$63 million in employee compensation.

Statewide Annual Economic and Fiscal Impact in FY 2023



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

3.1. Direct Economic Footprint from Capital Investments

For a prominent anchor institution such as Rowan University, annual capital expenditure includes significant investments in major construction projects as well as the repair and maintenance of existing buildings and infrastructure. Due to the nature of construction projects, capital investment expenditure tends to vary significantly from year to year. To account for these fluctuations, this report utilized the annual average of capital investment for the estimation of economic impact. Between FY 2022 and FY 2026, Rowan is estimated to spend approximately \$108 million annually on capital investments. These numbers reflect Rowan University’s projected growth trajectory of increasing student enrollment, faculty employment, and research and capital investments, which will be the subject of Section 6.

Figure 3.1: Annualized Capital Investments by Rowan University

Annual Capital Spending	Amount (\$M)
FY 2022	\$49
FY 2023	\$66
FY 2024 (Budgeted)	\$137
FY 2025 (Projected)	\$138
FY 2026 (Projected)	\$148
Annual Average	\$108

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

3.2. Economic Impact from Capital Investments

Rowan University's capital expenditures generate a temporary effect on the local economy through the engagement of local contractors and vendors for the realization of various projects. This spending bolsters a variety of sectors, encompassing not only construction firms but also wholesalers, manufacturers, and providers of professional services within New Jersey. On average, Rowan’s annual capital investment generates approximately:

- **Gloucester and Camden counties:** Approximately \$179 million in total annual economic output, supporting 940 direct, indirect, and induced jobs accounting for \$59 million in employee compensation.
- **South Jersey:** Approximately \$190 million in total annual output, supporting 990 direct, indirect, and induced jobs and approximately \$62 million in employee compensation.
- **New Jersey:** Approximately \$194 million in total annual output, supporting 1,000 direct, indirect, and induced jobs and approximately \$63 million in employee compensation.

Figure 3.2: Annual Average Economic Impact of Capital Investments

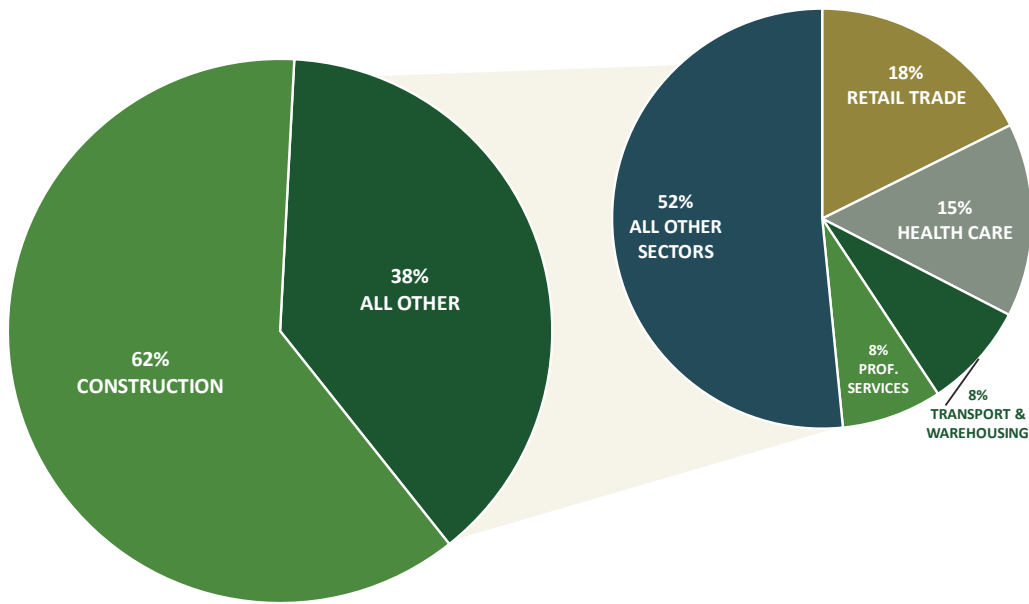
	Two-County Area	South Jersey	New Jersey
Direct Output (\$M)	\$108	\$108	\$108
Indirect and Induced Output (\$M)	\$71	\$82	\$86
Total Output (\$M)	\$179	\$190	\$194
Total Employment (FTE)	940	990	1,000
Employee Compensation (\$M)	\$59	\$62	\$63

Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

3.3. Industry Distribution of Economic Impact from Capital Investments

The employment generated by Rowan University's capital investments is predominantly concentrated in the construction industry, accounting for approximately 62 percent of all jobs supported. Additionally, through the multiplier effect, the direct expenditure in construction catalyzes job creation in other related industries. This includes sectors such as retail trade, healthcare, professional services, transportation, and warehousing. These and other sectors collectively constitute around 38 percent of all jobs supported by Rowan's capital projects. This distribution of employment underscores the extensive and varied economic impact of the University's capital investments beyond the immediate scope of construction.

Figure 3.3: Annual Average Industry Distribution of Statewide Employment Impacts from Rowan University’s Capital Investment, FY 2022-2026



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

3.4. Tax Revenue Impact from Capital Investments

Rowan’s capital investment substantially contributes to additional tax revenue for the State of New Jersey through labor income, procurement of materials and services, and the ripple effects of indirect and induced economic activities. Annually, these capital investments by Rowan generate an estimated \$6.3 million in total tax revenue. This is comprised of approximately \$2.7 million in income tax, \$2.6 million in sales tax, and just over \$1 million in business tax.

Figure 3.4: Annual Average Fiscal Impact of Capital Investments

Tax Type	State of New Jersey (\$M)
Income	\$2.7
Sales	\$2.6
Business	\$1.1
Total Tax Impact	\$6.3

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

3.5. Implications for Local, Regional, and Societal Influence

Rowan University is one of the region's largest initiators of capital projects, in the form of new buildings, major renovations, and large-scale maintenance work. This consistent and expanding volume of work opportunities from the University's projects offers a reliable source of employment within the regional economy, providing a stabilizing influence against the swings of the global business cycle.

The primary aim of these capital investments extends beyond immediate economic stimulation, focusing instead on their long-term utility. Rowan University has dramatically reshaped its physical environment, transforming



Rendering of Jean & Ric Edelman Fossil Park & Museum

Credit: Ennead Architects / KSS Architects

the campus into an aesthetically appealing and intellectually stimulating space. This transformation facilitates the University's core missions of education, research, and innovation. Additionally, the University's capital projects often serve the wider community, including the development of McCabe Road and the establishment of the Edelman Fossil Park & Museum.

As explored in Section 6, Rowan's ambitions in capital development are ongoing and evolving, with plans to invest between \$1 to \$1.5 billion in the coming decade. Such investments not only promise a significant boost to the construction industry in the short term but also lay the foundation for the University's sustained impact and physical expansion, further enhancing its contributions to the regional landscape.

4. Present Impact of Ancillary Spending

Section Overview

In addition to its operational expenditures and capital investments, Rowan University serves as a catalyst for increases in local spending. The primary contributor to ancillary spending is the student body. Beyond their expenditures on campus, students engage in significant off-campus spending, bolstering local businesses such as retail stores, restaurants, and entertainment venues. The ancillary economic impact attributed to students and visitors statewide is estimated to be approximately \$205 million, sustaining around 1,680 direct, indirect, and induced jobs throughout New Jersey.

Contrasting with the preceding sections of this report, which detailed Rowan University's direct expenditures, the quantification of ancillary spending is derived from a synthesis of direct data from Rowan and well-founded assumptions based on secondary research of industry data and sources. Wherever feasible, a conservative methodology has been employed in these estimations to mitigate the risk of overstatement.

Statewide Annual Economic and Fiscal Impact in FY 2023

ANCILLARY SPENDING



\$205
million



Total Economic Impact

1,680

FTE



Total Jobs Supported

\$6.8

million



Total Tax Revenue

Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

4.1. Spending Attracted and Retained

New Spending vs. Retained Spending

Rowan University hosts over 22,000 students, with around 19,000 attending classes in person, and annually attracts thousands of visitors for various campus events. The spending by these students and visitors, which occurs outside the direct financial operations of Rowan, falls under the category of “ancillary” spending in this analysis. This type of expenditure, primarily taking place in Gloucester and Camden counties, significantly boosts revenue for local businesses, and can be divided into two distinct categories of ancillary spending:

- *New spending* within Gloucester and Camden counties, Southern New Jersey, or the State of New Jersey, attributed to students and visitors originating from outside these areas.
- *Retained spending*, representing the expenditure that local students and visitors would have otherwise spent outside these regions if not for the presence of Rowan.

Accounting for Leakage and Non-Contributing Expenditures

A portion of this ancillary spending occurs outside the target region or in forms that do not contribute directly to local economic activity. For instance, spending by overnight visitors on local accommodations

and dining significantly contributes to the region's economy, whereas direct spending by local visitors associated with Rowan will have a smaller economic impact attributable to Rowan. Adjustments, such as the 'non-modeled' amounts seen at the bottom of Figure 4.1 through Figure 4.3, are made to account for such leakages and to focus on expenditures that genuinely flow through the local economies of Gloucester and Camden counties. This approach ensures a more nuanced and accurate representation of the direct economic impact on Gloucester and Camden counties.

Unique Spending Profiles

To accurately estimate the aggregate spending of both students and visitors, each spending group was assigned a series of distinct spending profiles.⁶ These profiles considered various factors. For students, degree level and place of residence were used to distinguish different spending profiles. Visitors to Rowan's campus were classified in spending profiles based on visit duration, travel distance, and reason for visiting.

4.2. Student Ancillary Spend

Rowan University students attending classes in-person and living on or near campus significantly contribute to the local economy through their spending. This spending, categorized by living arrangements (on-campus, off-campus, or with parent/relatives), shows that undergraduates as a significant share of the total student population are the largest contributors, with a total spend of approximately \$249 million, followed by professional, medical, or PhD students at \$46 million, and graduates at \$45 million. While students living on-campus were assumed to spend the most, on average, of the three living arrangement groups, as many of these living expenses do not occur within the larger community, these students' direct economic impact on the surrounding area is smaller than that of their peers. After adjusting for non-modeled amounts in order to account for spending that does not directly benefit the local economy, **the total effective spending contributing to the local economy was calculated at just over \$192 million.**

⁶ See the Appendix for all spending profiles used in the ancillary spend analysis.

Figure 4.1: Estimated Annual Ancillary Spending by Rowan University Students, Excluding Distance Learning, FY 2023

Student Type by Living Arrangement	Ancillary Spend per Student	# of Students ⁷	Aggregate Ancillary Spend (\$M)
Undergraduate	\$17,600	14,147	\$249.3
On-Campus	\$21,600	5,080	\$109.7
Off-Campus	\$16,000	5,895	\$94.4
With Parents or Relatives	\$14,300	3,172	\$45.2
Graduate	\$16,000	2,823	\$45.2
On-Campus	\$22,200	72	\$1.6
Off-Campus	\$16,000	2,515	\$40.3
With Parents or Relatives	\$14,400	236	\$3.4
Professional, Medical, or PhD	\$23,100	1,968	\$45.5
On-Campus	\$24,000	4	\$0.1
Off-Campus	\$23,200	1,872	\$43.5
With Parents or Relatives	\$20,700	92	\$1.9
Total Aggregate Student Spend	—	18,938	\$340.0
<i>Minus Non-Modeled Amount⁸</i>			<i>(\$147.7)</i>
Total Modeled Spend			\$192.3

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

4.3. On-Campus Visitor Ancillary Spend

Rowan University serves as a vibrant hub for a variety of events, attracting a significant number of visitors annually. Visitors come to the campus for diverse reasons, from casual visits to enjoy programming at Edelman Planetarium to attending a performance at Rowan's 800-seat Pfleeger Concert Hall to prospective students and their families touring the campus on an official tour. Based on data provided by Rowan, an estimated 97,000 visitors attend these on-campus events in a typical academic year.

In the 2022-23 academic year, the combined ancillary spending of visitors at Rowan University amounted to approximately \$3 million. It is important to note, however, that a portion of this expenditure does not contribute to the local economy's multiplier effect. For instance, a significant share of retail spending is channeled to manufacturers and wholesalers, most of whom operate outside the immediate two counties. Therefore, the economic impact analysis in this report conservatively accounts for only the retail margin - the difference between the retailer's purchase price and the customer's sales price. After this adjustment, the spending amount considered for this analysis is recalculated to be just over \$2 million.

⁷ Approximately 4,000 distance learning students were excluded from the ancillary spend analysis.

⁸ Examples of non-modeled spending include transactions such as online purchases or expenditures that occur outside the two counties of Rowan's direct economic impact.

Figure 4.2: Estimated Annual Ancillary Spend by Visitors of Rowan University, FY 2023

Visitor Type	# of Visitors	Aggregate Ancillary Spend (\$M)
Athletic Event Visitors	17,600	\$0.4
Cultural & Attraction Event Visitors	26,900	\$0.4
Student Affiliated Visitors	52,700	\$1.9
Total Aggregate Visitor Spend	97,200	\$2.7
<i>Minus Non-Modeled Amount</i>		<i>(\$0.4)</i>
Total Modeled Spend		\$2.3

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

4.4. Modeled & Non-Modeled Overall Ancillary Spend

The analysis of ancillary spending by Rowan's students and visitors over the past year reveals an economic footprint within the local economy amounting to an estimated total expenditure of nearly \$343 million. This total encompasses spending across various categories, including housing, food, transportation, and retail. Specifically, in-person students contributed \$340 million to the local economy, while campus visitors accounted for just under \$3 million in spending. After adjusting for non-modelable amounts, which excludes expenditures not captured by the local area, **the total overall modeled ancillary spend for both Rowan students and visitors is over \$194 million.**

Figure 4.3: Estimated Annual Overall Expenditure by Students and Visitors of Rowan University, FY 2023

Overall Ancillary Spend	Total Count	Aggregate Ancillary Spend (\$M)
Rowan Students (in-person only)	18,938	\$340.0
Housing		\$153.9
Food		\$79.7
Transportation		\$46.6
Personal		\$59.7
Rowan Campus Visitors	97,200	\$2.7
Hotel		\$0.3
Food		\$1.4
Transportation		\$0.7
Other Retail		\$0.3
Total	116,138	\$342.7
<i>Minus Student + Visitor Non-Modeled Amounts</i>		<i>-\$148.1</i>
Total Modeled Spend		\$194.6

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

4.5. Economic Impact from Student and Visitor Spending

The influx of ancillary spending by students and visitors has a multiplier effect throughout the region, supporting the following economic impact:

- **Gloucester and Camden counties:** Approximately \$194 million in total annual output, supporting over 1,600 direct, indirect, and induced jobs, and approximately \$43 million in employee compensation.
- **South Jersey:** Approximately \$202 million in total annual output, supporting 1,670 direct, indirect, and induced jobs and approximately \$45 million in employee compensation.
- **New Jersey:** Approximately \$205 million in total annual output, supporting nearly 1,700 direct, indirect, and induced jobs and approximately \$46 million in employee compensation.

Figure 4.4: Estimated Annual Economic Impact from Ancillary Spending Associated with Rowan University, FY 2023

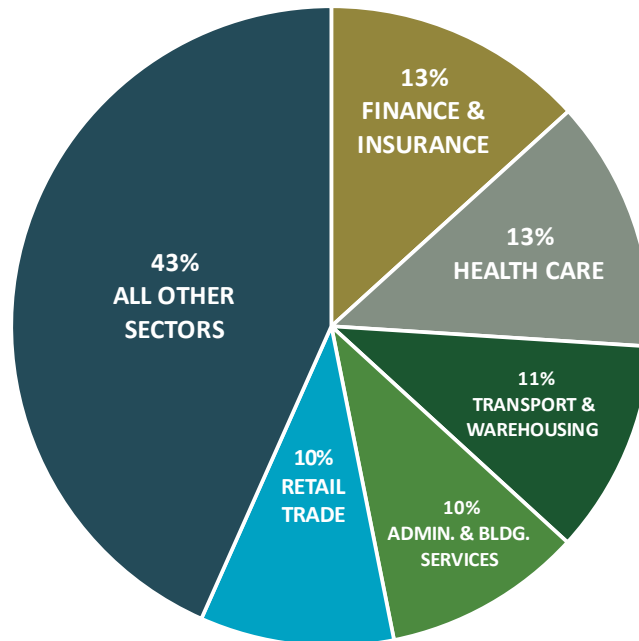
Student and Visitor Spend	Two-County Area	South Jersey	New Jersey
Direct Output (\$M)	\$137	\$137	\$137
Indirect and Induced Output (\$M)	\$57	\$65	\$68
Total Output (\$M)	\$194	\$202	\$205
Total Employment (FTE)	1,630	1,670	1,680
Employee Compensation (\$M)	\$43	\$45	\$46

Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

4.6. Industry Distribution of the Economic Impact from Ancillary Spending

The economic activity stimulated by spending from Rowan University's students and visitors extends across a diverse array of industries, reflecting the varied nature of expenses associated with student living costs and visitor spending patterns. Key sectors impacted include finance and insurance, health care, transportation, and warehousing, and administrative and building services, among others. This distribution of economic impact illustrates the broad reach of Rowan's ancillary spending, underscoring its role as a significant contributor to the regional economy.

Figure 4.5: Industry Distribution of Statewide Employment Impacts Associated with Ancillary Spending Associated with Rowan University



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

4.7. Fiscal Impact from Student and Visitor Spending

Rowan University's ancillary spending bolsters New Jersey’s tax bases, thereby contributing to the state's fiscal health. **This spending, encompassing expenditures by students and visitors, is estimated to generate nearly \$7 million in tax revenue for New Jersey each year.**

Figure 4.6: Estimated Annual Tax Revenue Impacts from Ancillary Spending Associated with Rowan University to the State of New Jersey

Tax Type	State of New Jersey (\$M)
Income	\$2.0
Sales	\$3.4
Business	\$1.4
Total	\$6.8

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

4.8. Implications for Local, Regional, and Societal Influence

Rowan University's economic contributions extend well beyond its operational and capital expenditure, significantly impacting the local economy through the spending behaviors of its students and visitors. This influx of consumer demand bolsters the local market, supporting a diverse array of retail options and amenities that benefit not just the immediate university community but also year-round residents,

commuters, and tourists. The university's strategic focus on uplifting and collaborating with local businesses, especially those owned by people of color, plays a crucial role in fostering a vibrant and dynamic environment in Glassboro.

This section underscores the fact that student spending constitutes a major portion of local consumer expenditure, while also recognizing the wide array of visitors the university draws. These visitors contribute to the local economy and play a pivotal role in enhancing the region's social and cultural landscape. The availability of various educational, cultural, and civic events, courtesy of the university, injects vitality and resilience into the community. This synergy between economic stimulation and cultural enrichment fosters a cycle of growth, further investment, and the blossoming of creative and entrepreneurial endeavors.

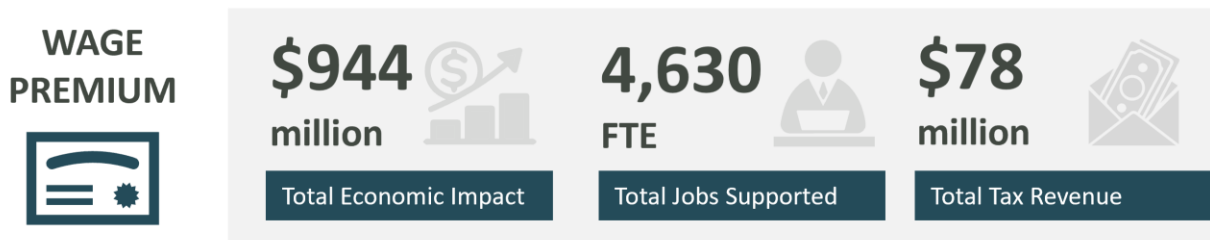
Rowan University's impact on the local economy is the result of a deliberate commitment to community enrichment, aiming to be a steadfast anchor in its environment. By supporting local merchants and offering a rich tapestry of on-campus events, the university not only caters to its own population but also strengthens the broader social fabric. As further explored in this report, these efforts translate into tangible benefits such as economic activity, job creation, and tax revenue generation, contributing to a more robust and lively Glassboro.

5. Impact of Alumni Wage Premium

Section Overview

This section evaluates the economic impact supported by the enhanced earning potential of Rowan University graduates in the greater Rowan area, including South Jersey, and the State of New Jersey. The increased earnings associated with Rowan alumni influence the state's diverse local economies, supporting jobs and economic activity. It is estimated that the wage premium produced by Rowan graduates underpins approximately \$944 million in economic activity throughout New Jersey, contributing to approximately 4,630 induced jobs.

Statewide Annual Economic and Fiscal Impact in FY 2023



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

5.1. The Concept of the Wage Premium

Educational attainment is a well-established determinant of earnings. Typically, each additional level of education correlates with higher earnings. This excess income, known as the wage premium, is calculated for Rowan alumni by comparing their earnings against those of graduates from similar private, non-profit higher education institutions in New Jersey, and against statewide post-graduate outcomes. The additional earnings attributable to Rowan graduates are then modeled through IMPLAN as additional household income, bolstering local employment and earnings.

5.2. Wage Premium per Alumnus of Rowan University

The economic impact of Rowan University alumni was assessed through the wage premium associated with their higher educational attainment. Utilizing data from the US Census Bureau's American Community Survey (ACS), the median earnings by educational attainment in New Jersey provided a baseline for understanding the wage premium associated with Rowan alumni.

The wage premium for Rowan graduates was determined by contrasting the median earnings of Rowan degree holders with the earnings of workers holding one degree level lower.⁹ For instance, the earnings of Rowan bachelor's degree recipients were compared with those holding associate degrees in New Jersey to ascertain the wage premium attributable to a Rowan bachelor's degree.

⁹ The median earnings of Rowan University bachelor's and graduate degree holders four years since graduating were obtained from the U.S. Department of Education's College Scoreboard. See Rowan University's school profile for more information: <https://collegescorecard.ed.gov/school/?184782-Rowan-University>.

The additional income earned by the over 70,000 Rowan alumni working in New Jersey, attributable to their education at Rowan, amounts to an additional \$10,800 for bachelor’s degree holders annually, and an additional \$25,000 for graduate degree holders annually. This represents not only an increase in Rowan alumni’s economic well-being but also a significant contribution to the state’s economy. The amplified earning power of Rowan alumni, particularly in sectors like health care and retail, boosts local economic activity, supporting local businesses and employment across various industries.

Figure 5.1: Estimated Wage Premium for Rowan University, 2023

Category	Degree Level	Wage Premium
Without Rowan - Earnings	Associate's	\$45,300
With Rowan - Earnings	Bachelor's	\$56,100
Wage Premium – Bachelor's		\$10,800
Without Rowan - Earnings	Bachelor's	\$71,300
With Rowan - Earnings	Graduate	\$96,300
Wage Premium – Graduate/Professional		\$25,000

Source: U.S. Department of Education College Scorecard (2023), ACS (2021), Econsult Solutions, Inc. (2024)

To calculate the aggregate economic impact of the alumni wage premium, the number of employed Rowan alumni in each geographic area is combined with the estimated wage premium per alumnus. Starting with Gloucester and Camden counties, the analysis was extended to South Jersey, eventually culminating in a comprehensive assessment of the total impact across New Jersey. **Annually, Rowan University bachelor’s and graduate degree holders working in New Jersey have a combined aggregate wage premium of \$925 million.**

Figure 5.2: Aggregate Wage Premium for Rowan University, 2023

Estimated Employed Alumni	Two-County Area	South Jersey	New Jersey
<i>Bachelor's</i>			
Alumni	24,600	45,300	58,600
Wage Premium	\$10,800	\$10,800	\$10,800
Total Bachelor's Wage Premium (\$M)	\$265.7	\$489.2	\$632.9
<i>Graduate/Professional</i>			
Alumni	4,900	9,400	11,700
Wage Premium	\$25,000	\$25,000	\$25,000
Total Graduate Wage Premium (\$M)	\$122.5	\$235.0	\$292.5
Grand Total - Regionally Inclusive (\$M)	\$388.2	\$724.2	\$925.4

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

5.3. Rowan Alumni Living and Working in New Jersey

While Rowan facilitates national employment connections for its graduates, a significant number of its alumni find opportunities within the state and South Jersey. The area surrounding Rowan has witnessed significant growth in sectors such as technology and healthcare. Recognizing the benefits of this proximity, Rowan has actively invested in integrating community-based learning and post-graduate opportunities

into its curriculum, particularly its medical degree programs, fostering a strong link between the University and local industries.¹⁰

In 2023, Rowan reported approximately 98,000 alumni residing in New Jersey, with over 75 percent residing in South Jersey. The wage premium experienced by Rowan graduates not only elevates their personal economic status but also produces a spillover impact on the local economy. The additional spending power of these alumni reinforces the economic vitality of the area, supporting local businesses, and contributing to the overall economic health of South Jersey and beyond.

Figure 5.3: Estimated Rowan University Alumni by Location, 2023¹¹

Rowan Alumni*	Two-County Area	South Jersey (incl. Two-County Area)	New Jersey (incl. South Jersey)
Undergraduate	34,200	63,100	81,700
Graduate	6,100	11,800	13,500
Professional, Medical, or PhD	700	1,300	2,900
Total Alumni	41,000	76,200	98,100

*Source: Rowan University (2023) *All geography counts are inclusive of their respective sub-geographies.*

Within the alumni community of Rowan University residing in New Jersey, it is estimated that just under 72 percent are actively employed.¹² This assumption encompasses those not currently retired, unemployed, or out of the labor force for other reasons. When this employment proportion is applied uniformly across the relevant study areas, it is estimated that nearly 30,000 Rowan alumni are currently employed in Gloucester and Camden counties. This number increases to just under 55,000 within the broader South Jersey region, and totals to over 70,000 across the entire State of New Jersey. This distribution of employed alumni underscores the substantial presence and influence of Rowan University's graduates in the state's labor force, particularly within its immediate geographical sphere.

Figure 5.4: Estimated Employed Rowan University Alumni by Location

Est. Employed Alumni (Bachelor's & Graduate)	Two-County Area	South Jersey	New Jersey
Alumni: Regionally Inclusive	29,400	54,700	70,400

Source: Bureau of Labor Statistics (2023) & Econsult Solutions, Inc. (2024)

5.4. Economic Impact of Alumni Wage Premium

The wage premium generated by Rowan University alumni has a significant, multifaceted economic impact. This enhanced earning capacity leads to a spillover effect in local economies, as alumni contribute at higher levels due to increased disposable income. After considering factors like savings rates, tax

10 Cooper Medical School of Rowan University (CMSRU) has a mandatory and robust community health service-learning initiative. This includes a student-run free primary care clinic, Cooper Rowan Clinic, amongst numerous other engagement and outreach opportunities. Learn more here: <https://cmsru.rowan.edu/diversity/community-health-service-learning/>.

11 South Jersey includes Atlantic, Burlington, Cape May, Cumberland, Ocean, and Salem. If South Jersey is defined as being 'inclusive' it also covers Rowan’s direct impact counties of Gloucester and Camden. In this case, it is exclusive, and therefore does not cover those counties.

12 This assumption is based on the employment to population ratio reported by the United States Bureau of Labor Statistics for adults aged 25 or older with a college degree, which as of September 2023 was approximately 71.8 percent. <https://www.bls.gov/news.release/empsit.t04.htm>.

withholdings, and spending outside the area, a considerable portion of additional spending by Rowan alumni remains within the local economies. While households with different income levels exhibit varied spending patterns, it's universally acknowledged that all contribute to bolstering the local economy.

The impact of this additional household spending is estimated to generate, on an annual basis:

- **Gloucester and Camden counties:** Approximately \$380 million in total output, supporting 1,940 induced jobs, and \$116 million in employee compensation.
- **South Jersey:** Approximately \$697 million in total output, supporting 3,560 induced jobs, and \$206 million in employee compensation.
- **New Jersey:** Approximately \$944 million in total output, supporting 4,630 induced jobs, and \$283 million in employee compensation.

Figure 5.5: Estimated Annual Impacts from Rowan University’s Aggregate Wage Premium

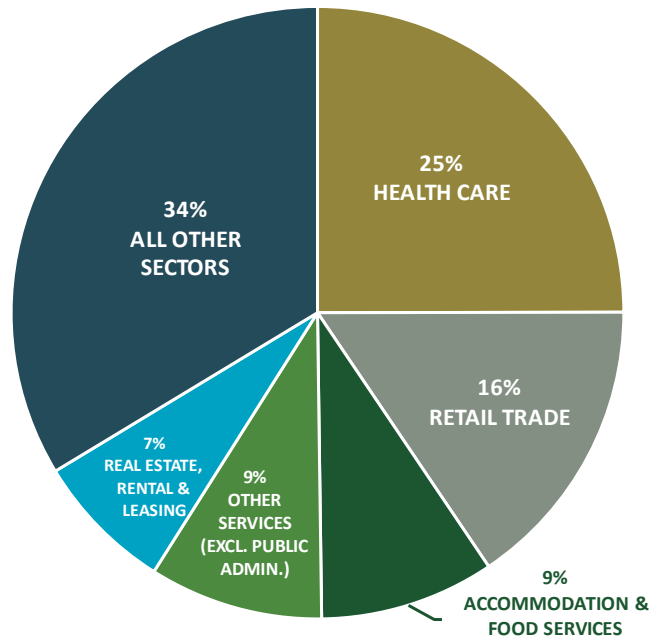
Impact Type	Two-County Area	South Jersey	New Jersey
Wage Premium (Inclusive – \$M)	\$388	\$724	\$925
Induced Output (\$M)	\$380	\$697	\$944
Total Output (\$M)	\$380	\$697	\$944
Total Employment (FTE)	1,940	3,560	4,630
Employee Compensation (\$M)	\$116	\$206	\$283

Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

5.5. Industry Distribution of Economic Impact from Alumni Wage Premium

Rowan alumni, benefiting from the wage premium associated with their advanced educational attainment, play pivotal roles in stimulating economic activity within their communities. Their enhanced earning power translates into increased consumer spending, investment in local businesses, and higher tax contributions, thereby fueling economic growth and stability for the region. The industry distribution of the economic impact from this additional spending aligns with typical household expenditure categories. The main industry sectors in New Jersey benefiting from the alumni wage premium include health care, retail trade, and accommodation and food services, where a substantial portion of alumni spending supports local jobs.

Figure 5.6: Industry Distribution of Statewide Employment Impacts Associated with Rowan University's Alumni Wage Premium



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

5.6. Tax Revenue Impact from Alumni Wage Premium

Beyond the broader economic impacts, the State of New Jersey benefits from additional tax revenues generated as direct, indirect, or induced consequences of the wage premium associated with Rowan University graduates. This wage premium not only signifies increased personal income but also boosts associated commerce and wage taxes due to the alumni's spending habits. It is estimated that such activities contribute approximately \$78 million annually to state coffers through a mix of income, sales, and business taxes.

The breakdown of this tax revenue, as detailed in Figure 5.7, highlights how the state experiences a two-fold benefit in personal income tax: directly, through the higher wages of alumni for the annual revenue of nearly \$47 million, and indirectly, through the employee wages supported by the economic activity generated by their spending, contributing an additional \$12 million in state income taxes. Sales taxes and business taxes further augment this revenue by almost \$14 million and \$6 million, respectively. These contributions underscore the economic linkage between Rowan University's alumni and New Jersey's financial health, reinforcing the importance of the University's role in fostering a skilled workforce that supports ongoing economic growth and tax revenue generation.

Figure 5.7: Estimated Annual Tax Revenue Impacts Associated with Rowan University’s Alumni Wage Premium to the State of New Jersey

Tax Type	State of New Jersey (\$M)
Personal Income Tax (from Alumni Wages)	\$46.5
Personal Income Tax (from Alumni Spending)	\$12.0
Sales	\$13.8
Business	\$5.9
Total	\$78.1

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

The generation of this tax revenue, coupled with the economic impacts previously discussed, stems from the elevated earnings of Rowan graduates. As the University continues its commitment to developing its student body and graduates a new cohort annually, it effectively contributes a new wave of skilled talent to the New Jersey economy. This influx of qualified professionals bolsters the local labor pools, particularly in important industries such as health care and retail trade, thereby fortifying New Jersey’s economic position. This ongoing process not only enhances the state’s economic competitiveness but also assures a continued cycle of economic growth and tax revenue generation.

5.7. Rowan Alumni: Economic Catalysts and Community Pillars

With an alumni base of approximately 98,000 in New Jersey alone, the influence of Rowan University extends far beyond the confines of its campus, impacting aspects of community life and economic prosperity. The wage premium from Rowan graduates represents more than an economic statistic. It symbolizes the broader impact of the University in shaping responsible, engaged, and community-oriented citizens. Rowan alumni are not just economic contributors; they are community leaders, cultural advocates, and educational benefactors, playing integral roles in the local, regional, and global arenas. As Rowan continues to invest in its student body and academic programs, it reinforces its commitment to not only advancing individual careers but also to enriching communities and society at large.

6. Projected Impact of Aspirational Growth Levels

Section Overview

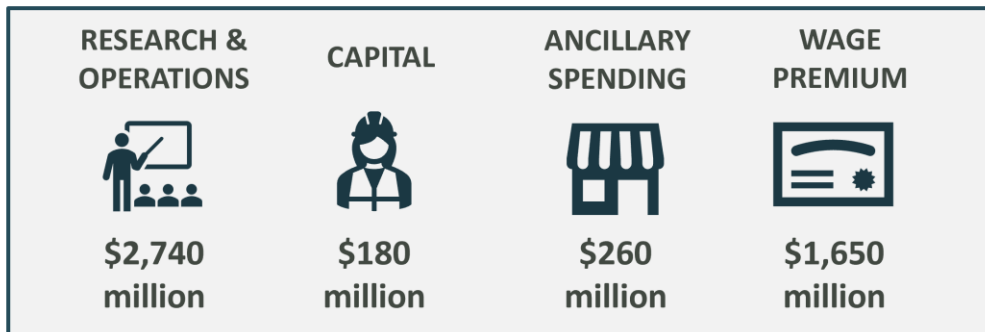
Over the last decade, Rowan University has embarked on a remarkable journey of expansion, delivering accessible, affordable, and high-quality education, thus cementing its role as a crucial economic catalyst in New Jersey. Looking ahead, the university aims to sustain this growth trajectory, projecting a 70% increase in student enrollment to 38,500 and a 75% expansion of its operating budget to \$1.5 billion over the next decade. To support this ambitious growth, Rowan is implementing a \$1 to \$1.5 billion master plan for capital investments, designed to create an even more inspiring and welcoming campus environment for students, faculty, and the surrounding community.

Achieving these aspirational growth levels is expected to significantly amplify Rowan's economic footprint in New Jersey, with an estimated annual economic impact of approximately \$4.8 billion. Additionally, this expansion is projected to generate around \$254 million in tax revenue for the state, underscoring the substantial benefits of Rowan's continued development on New Jersey's economy and community.

Projected Statewide Annual Economic Impact by 2033



Projected Statewide Annual Economic Impact by Category



Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

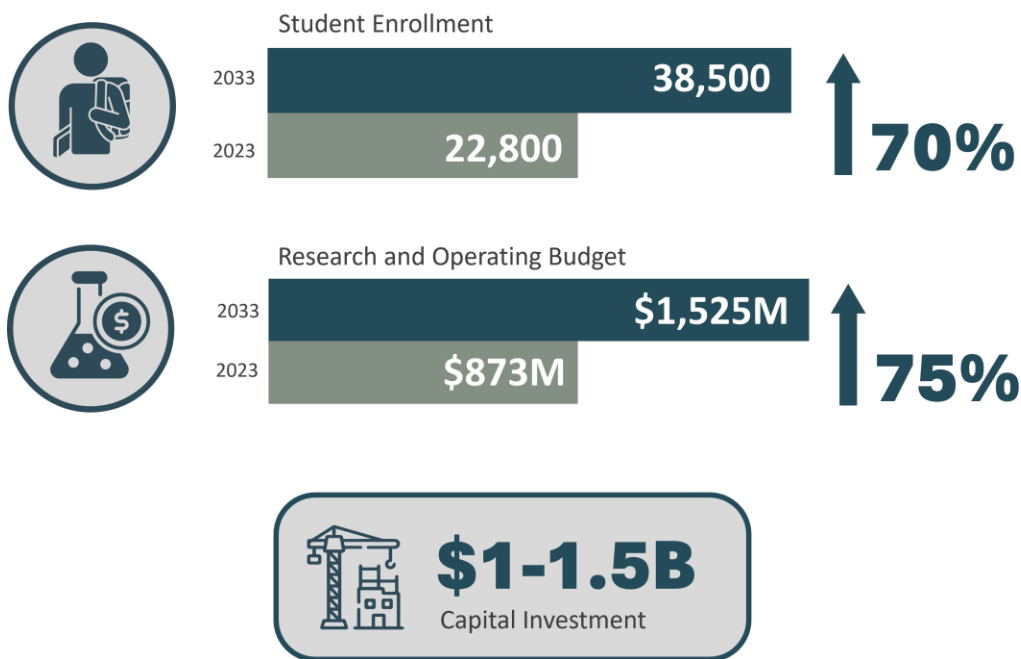
6.1. Growth Aspirations

Rowan University's anticipated expansion is rooted in a comprehensive strategy encompassing a surge in student enrollment, an increase in faculty employment, escalating research investments, and significant capital projects, all integral to the Rowan Revolution initiative. These efforts are set to amplify the university's economic contributions through a broader procurement of goods and services and the

creation of more direct, indirect, and induced employment opportunities. Additionally, the expected increase in student enrollment will boost ancillary spending, further invigorating both the local and statewide economies via the enhanced wage premium associated with higher education.

Outlined in Rowan's forward-looking strategy are several key targets:

- A projected increase in research and operational expenditures from \$873 million in FY 2023 to over \$1.5 billion by FY 2033.
- A rise in student enrollment from over 22,000 to 38,500, with online enrollment expected to more than triple, from approximately 4,000 to 15,000.
- Eighteen ongoing or planned capital projects, representing a combined capital investment of \$621 million over the next decade. This includes \$431 million allocated for the next five years and an additional \$190 million for the following five to ten years.



Source: Rowan University (2023)

6.2. Potential Added Impact from Increased Annual Research and Operating Expenditures

Rowan University's annual research and operating expenditures is projected to rise from \$873 million to over \$1.5 billion, reflecting the expansion of academic programs, the development of a dynamic research division, and a surge in student numbers. These ambitious targets are poised to elevate Rowan's status as a key economic catalyst for both the regional and statewide economies, enhancing its contributions to New Jersey's tax revenue.

Figure 6.1 illustrates the projected economic impact should Rowan achieve its anticipated \$1.5 billion annual research and operating expenditures by FY 2033. The University's research and operating

expenditures are expected to generate significant economic output: \$2.6 billion in Gloucester and Camden counties, \$2.7 billion in South Jersey, and \$2.7 billion across New Jersey. This operational expansion is also forecasted to nearly double Rowan's fiscal impact on the State, with tax revenues increasing from \$59 million in FY 2023 to an estimated \$103 million in FY 2033.

Figure 6.1: Estimated Total Ongoing Economic Impact of Rowan University Research and Operating Expenditures, FY 2033 Projected

Economic Impact	Two-County Area	South Jersey	New Jersey
Total Output (\$M)	\$2,560	\$2,690	\$2,740
Total Employment (FTE)	12,100	12,800	12,900
Total Earnings (\$M)	\$1,120	\$1,150	\$1,170
Fiscal Impact			
Total Tax Revenue (\$M)			\$103

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

6.3. Potential Added Impact from Upfront Capital Investments Needed for Growth

Rowan University's expansion efforts have revitalized its campuses and surrounding areas, creating a vibrant educational environment. The University's capital investment projects span across its eight campuses, encompassing educational buildings, clinical and research facilities, infrastructure enhancements, student housing, and various amenities. These planned projects, while currently estimated, may underrepresent the potential economic impact if additional construction aligns with Rowan's growth expectations.

To support this expansion and adapt to the evolving landscape of higher education, Rowan plans to invest between \$1 billion – \$1.5 billion in construction projects over the next decade, aiming to double its current footprint. This report conservatively uses the lower estimate of \$1 billion for economic impact modeling. Achieving this capital investment goal could result in a total economic impact of \$1.77 billion in New Jersey over the next ten years, supporting 10,700 jobs and generating \$690 million in employee compensation. The fiscal impact of these construction activities is estimated to produce around \$67 million in tax revenue for the State of New Jersey.

Figure 6.2 outlines the investment amounts and one-time economic impacts for a selection of ongoing and proposed capital projects, highlighting the substantial role Rowan's expansion plays in driving economic and fiscal benefits for New Jersey.

Figure 6.2: Estimated One-Time Aggregated Economic and Fiscal Impact of Future Capital Investments

Economic Impact	Two-County Area	South Jersey	New Jersey
Total Output (\$M)	\$1,630	\$1,740	\$1,770
Total Employment (FTE)	10,100	10,600	10,700
Total Earnings (\$M)	\$660	\$690	\$690
Fiscal Impact			
Total Tax Revenue (\$M)			\$67

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

Figure 6.3: Estimated One-Time Economic Impact of Ongoing and Future Capital Projects (\$M)

Ongoing and Future Projects	Investment	Economic Impact		
		Region	South Jersey	New Jersey
Shreiber School of Veterinary Medicine	\$125	\$200	\$220	\$220
Jean & Ric Edelman Fossil Park & Museum	\$75	\$120	\$130	\$130
Rowan-Virtua Research Center	\$50	\$80	\$90	\$90
West Campus infrastructure improvements	\$50	\$80	\$90	\$90
New Academic Building	\$45	\$70	\$80	\$80
Chamberlain Student Center Expansion	\$30	\$50	\$50	\$50
West Campus nurse education	\$29	\$50	\$50	\$50
Bunce Hall Renovation	\$20	\$30	\$40	\$40
Library of the Future Renovation	\$19	\$30	\$30	\$30
Rowan Hall Exterior Repairs	\$12	\$20	\$20	\$20
Student Housing Improvement	\$10	\$20	\$20	\$20
Sewell Medical School Addition	\$10	\$20	\$20	\$20
Rowan Medicine (Vineland)	\$9	\$10	\$20	\$20
Glassboro Intermediate School Renovation	\$2	\$3	\$3	\$4
5-10 Year Plan				
Life science Incubator in Camden	TBD	-	-	-
West Campus Field House	\$100	\$160	\$170	\$180
Global Manufacturing Hub	\$50	\$80	\$90	\$90
Veterans Affairs Hospital	\$40	\$70	\$70	\$70
Modern food production facility	TBD	-	-	-
BioEnergy Devco (private investment)	TBD	-	-	-

Source: Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

6.4. Potential Added Impact from Ancillary Spending of Increased Student Enrollment

Over the forthcoming decade, Rowan University aims to augment its student body by roughly 70%, with a significant contribution from online education while also foreseeing a surge in on-campus student engagement. It's projected that the number of students residing on campus will climb from approximately 18,900 in 2023 to 23,500 by 2033. This increase is expected to considerably broaden the scope of student and visitor expenditures, thereby bolstering an array of local enterprises.

Should Rowan meet its enrollment objectives, and if student and visitor spending grows correspondingly, it is anticipated that by 2033, students’ and visitors’ spending toward housing, dining, shopping, and other local amenities are poised to catalyze a total economic output of \$240 million in Gloucester and Camden counties, \$250 million across South Jersey, and \$260 million throughout New Jersey. Furthermore, the ripple effects of this enhanced student and visitor spending are forecasted to substantially enrich New Jersey's tax revenues, contributing an estimated \$8 million in tax revenue to the State, as detailed in Figure 6.4. This underlines the pivotal role of Rowan's expansion in driving both economic growth and fiscal contributions within the region.

Figure 6.4: Estimated Annual Economic and Fiscal Impact of Future Ancillary Spending, FY 2033 Projected

Economic Impact	Two-County	South Jersey	New Jersey
Total Output (\$M)	\$240	\$250	\$260
Total Employment (FTE)	2,000	2,100	2,100
Total Earnings (\$M)	\$50	\$60	\$60
Fiscal Impact			New Jersey
Total Tax Revenue (\$M)			\$8

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

6.5. Potential Added Impact from Higher Aggregate Wage Premium from Expansion of Alumni Network

Rowan University is strategically enhancing its educational offerings, expanding access to a wider student demographic, and thereby enriching future workforce employability. This approach is expected to strengthen the alumni network significantly, contributing to both local and state economies. Should Rowan meet its enrollment goals, around 49,000 alumni are projected to be employed within Gloucester and Camden Counties, with approximately 91,000 in South Jersey and 117,000 across New Jersey (See Figure 6.5).

Figure 6.5: Estimated Employed Rowan University Alumni by Geography, FY 2033 Projected

Est. Employed Alumni (Bachelor's & Graduate)	Two-County Area	South Jersey	New Jersey
Alumni: Regionally Inclusive	49,000	91,000	117,000

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

The increased earning potential and disposable income of these alumni are poised to stimulate the local and statewide economy considerably. By 2033, the enhanced wage premium from a larger alumni base is anticipated to generate a total annual economic impact of \$660 million within Gloucester and Camden counties, supporting 3,400 jobs and producing \$200 million in employee compensation. The broader economic impact is expected to reach about \$1.2 billion in South Jersey and \$1.7 billion across New Jersey, underlining the critical economic benefits of higher education and alumni development.

Figure 6.6 outlines the estimated annual economic and fiscal impact associated with Rowan’s alumni wage premium for 2033:

Figure 6.6: Estimated Annual Economic and Fiscal Impact Associated with Rowan’s Alumni Wage Premium, 2033 Projected¹³

Economic Impact	Two-County Area	South Jersey	New Jersey
Total Output (\$M)	\$660	\$1,220	\$1,650
Total Employment (FTE)	3,400	6,200	8,100
Total Earnings (\$M)	\$200	\$360	\$490
Fiscal Impact			
Total Tax Revenue (\$M)			\$136

Source: IMPLAN (2022), State of New Jersey Department of the Treasury (2022), Econsult Solutions, Inc. (2024)

6.6. Aggregate Current and Prospective Economic Impact

Rowan University's significant growth over the past decade has positioned it as the fourth fastest-growing public doctoral research university in the nation. This momentum is set to continue, with plans to further invest in and expand educational opportunities. These initiatives aim to extend Rowan's economic influence, enhancing its ability to generate positive spillover effects throughout the state.

By 2033, if Rowan achieves its growth aspirations, the University is expected to:

- Generate over \$3.6 billion in total economic impact within Gloucester and Camden counties, supporting approximately 18,500 jobs with \$1.4 billion in earnings.
- Contribute over \$4.3 billion in total economic impact within South Jersey, supporting 22,100 jobs with nearly \$1.6 billion in employee compensation.
- Create around \$4.8 billion in total economic impact across New Jersey, supporting 24,200 jobs with about \$1.8 billion in employee compensation.

Figure 6.7 provides a comparative overview of Rowan University's annual economic impact for FY 2023 and the projected impact for FY 2033, highlighting the substantial growth in operations, capital investments, ancillary spending, and alumni wage premium contributions.

¹³ The estimated economic and fiscal impact of Rowan’s alumni wage premium, for 2033, assumes that the impact of Rowan’s alumni wage premium will grow in proportion to the growth of its alumni community. If, as a result of Rowan’s rapid expansion, there is an increase in the proportion of Rowan alumni who are early career, then the increase in the impact of Rowan’s alumni wage premium may be smaller than the numbers given here. However, after 2033 the impact will increase as these early-career alumni move along in their careers.

Figure 6.7: Annual Economic Impact of Rowan University, FY 2023 and FY 2033 Projected

Annual Economic Impact of	Two County		South Jersey		New Jersey	
	2023	2033	2023	2033	2023	2033
Operations (\$M)	\$1,463	\$2,560	\$1,541	\$2,690	\$1,567	\$2,740
Capital Investments (\$M)	\$179	\$160	\$190	\$170	\$194	\$180
Ancillary Spending (\$M)	\$194	\$240	\$202	\$250	\$205	\$260
Alumni Wage Premium (\$M)	\$380	\$660	\$697	\$1,220	\$944	\$1,650
Total (\$M)	\$2,217	\$3,620	\$2,630	\$4,330	\$2,909	\$4,830
Total Employment (FTE)	11,410	18,500	13,520	22,100	14,700	24,200
Employee Compensation (\$M)	\$858	\$1,440	\$973	\$1,640	\$1,060	\$1,790

Source: IMPLAN (2022) & Econsult Solutions, Inc. (2024)

6.7. Making the Case for Growth in Return on Investment Terms

Rowan’s recent expansion has not only scaled its economic impact but also fueled momentum for an even greater influence locally, regionally, and statewide. Looking forward, Rowan aims to further elevate its impact through ambitious growth plans, promising enhanced economic activity, job creation, and tax revenue generation.

Financial backing from public and private sectors represents an investment in the University’s future and the continued expansion of its impact, affecting the state’s economic levels, fiscal health, social fabric, and competitiveness. Beyond just financial figures, this investment in Rowan University signifies a commitment to talent retention and attraction, workforce development, entrepreneurial ecosystem strengthening, and innovation that advances industries.

The projected economic impacts of achieving Rowan’s ten-year goals suggest a significantly higher level of activity initiated by this academic powerhouse, offering tangible and intangible returns on investment crucial for the state’s reputation as a hub for education, research, entrepreneurship, and innovation.

7. Broader Local Impacts

Section Overview

The preceding sections have highlighted Rowan University's significant economic contributions at local, regional, and statewide levels, originating from its main campus in Glassboro and extending to its Camden and Stratford locations. Despite its worldwide influence, attracting resources and recognition globally, the University remains deeply committed to its local communities. This commitment is a cornerstone of the "Rowan Revolution," a report that not only reviews the University's remarkable growth over the past decade but also outlines its future ambitions. Inspired by the "Rowan Revolution," this section delves into the multifaceted ways Rowan University benefits the communities of Glassboro, Gloucester County, and Camden County, including:

- Providing employment opportunities for residents and contracts for local businesses, complemented by targeted programs to ensure these benefits are realized equitably.
- Making substantial investments in campus infrastructure to serve as a community asset, deliberately inviting nearby residents to engage with the campus's physical and programmatic offerings.
- Organizing a plethora of volunteer services and service-learning projects that align academic pursuits with community development, thereby enriching both students and the local population.
- Supporting community-oriented civic organizations, which not only aids local development but also strengthens community capabilities.
- Collaborating closely with Glassboro officials and other local organizations to foster a lively community atmosphere, marked by thriving retail spaces, recreational facilities, and infrastructure enhancements.

An essential aspect of Rowan University's broader economic impact is its localized approach and commitment to community engagement and enrichment. These efforts reflect deeply held values within the institution, which have intensified as the University has expanded. As Rowan University moves forward with its growth plans, its dedication to extending its reach and benefits within its local communities will similarly grow, underscoring its role as a vital contributor to regional development.

7.1. Economic Impact Within the Borough of Glassboro

The present economic impacts described in Sections 2 through 5 largely originate from the Borough of Glassboro (site of the University's biggest campus footprint), and while they create multiplier effects throughout the region and state, a lot of that multiplier effect occurs within the Borough itself. This is to be expected, since those multiplier effects come in two forms which are likely to disproportionately impact the Borough itself:

- A meaningful amount of spending of salaries and wages directly or indirectly represented by the University’s existence is spent within the Borough, in the form of various purchases that occur all over including nearby vendors and merchants (e.g. restaurants, personal care, retail, gas).
- A meaningful amount of spending on goods and services directly or indirectly represented by the University’s existence utilizes businesses located within the Borough, particularly in cases where geographic proximity is an advantage (e.g. the University may be more inclined to use a local caterer or landscaping firm rather than one located dozens of miles away).

To gain an understanding of the magnitude of spillover economic impact that occurs within the Borough itself, a share-down model was created to estimate the proportion of regional spillover impact that takes place within the Borough.¹⁴ These results (\$225 million total impact from Rowan within the Borough of Glassboro) are shown in Figure 7.1 below. Note that “Alumni Wage Premium” is excluded from this calculation because that amount would be triggered by the number of Rowan alumni living and working within the Borough, which is a relatively small number.

Figure 7.1: Estimated Amount of Spillover Economic Impact from Rowan University That Occurs Within the Borough of Glassboro¹⁵

Economic Impact	Annual Research and Operating Expenditures	Capital Investments	Ancillary Spending	Total
Direct (\$M)	\$97	\$13	\$63	\$173
Indirect (\$M)	\$8	\$1	\$1	\$10
Induced (\$M)	\$41	\$1	\$1	\$42
Total (\$M)	\$147	\$15	\$64	\$225

Source: Econsult Solutions, Inc. (2024)

7.2. Local Economic Opportunity

Rowan plays a pivotal role as a major anchor institution in the regional economy, significantly contributing to local economic opportunities through its operational expenditures and employment practices. By disbursing salaries to its staff and faculty, Rowan fuels local consumption, as these earnings are spent on goods and services within the community. Additionally, the University's direct procurement of goods and services from local businesses stimulates the regional economy. These economic activities are primarily concentrated within Gloucester and Camden Counties and extend throughout South Jersey, creating a ripple effect that benefits the entire state. The economic impact of Rowan's operations and spending patterns is profound, bolstering not only the education and construction sectors, which are directly related to the University's expansion and operational needs, but also supporting a wide array of other industries and businesses within the region. This multifaceted economic contribution underscores Rowan's integral role in fostering economic growth and sustainability within its community and beyond.

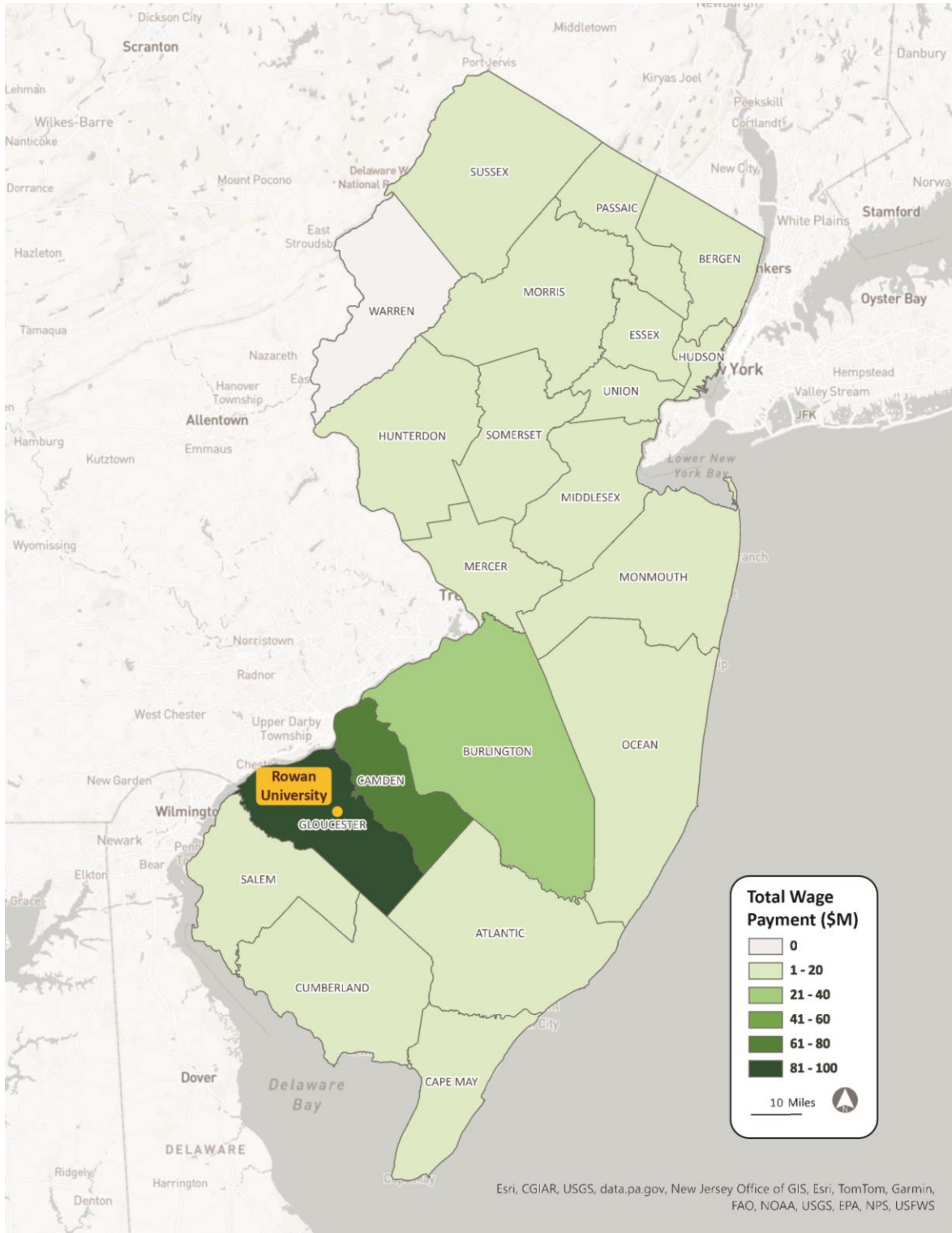
¹⁴ These share-down proportions take into account the present proportion of economic activity within the two-county region that takes place in the Borough itself. This is likely a slightly conservative approach, since the proportion of spillover economic impact that occurs within the Borough is likely to be higher than that, since it is triggered off of economic activity that is originating in the Borough.

¹⁵ See the appendix for a complete explanation of this table.

As a major employer and purchaser in South Jersey, Rowan's direct economic footprint covers Camden and Gloucester Counties and extends throughout the state. A significant portion of the salaries paid to employees who reside within New Jersey remain concentrated within this region. Of the wages paid by Rowan to its employees, 76 percent or \$169 million of these wages are retained within Gloucester and Camden counties, while another \$44 million (20%) are distributed to the remaining counties in South Jersey, as detailed in Figure 7.2. These salary payments contribute to the local economy, as employees spend their wages on groceries, dining, retail, and other services, thereby creating an induced economic impact in both local and regional economies.

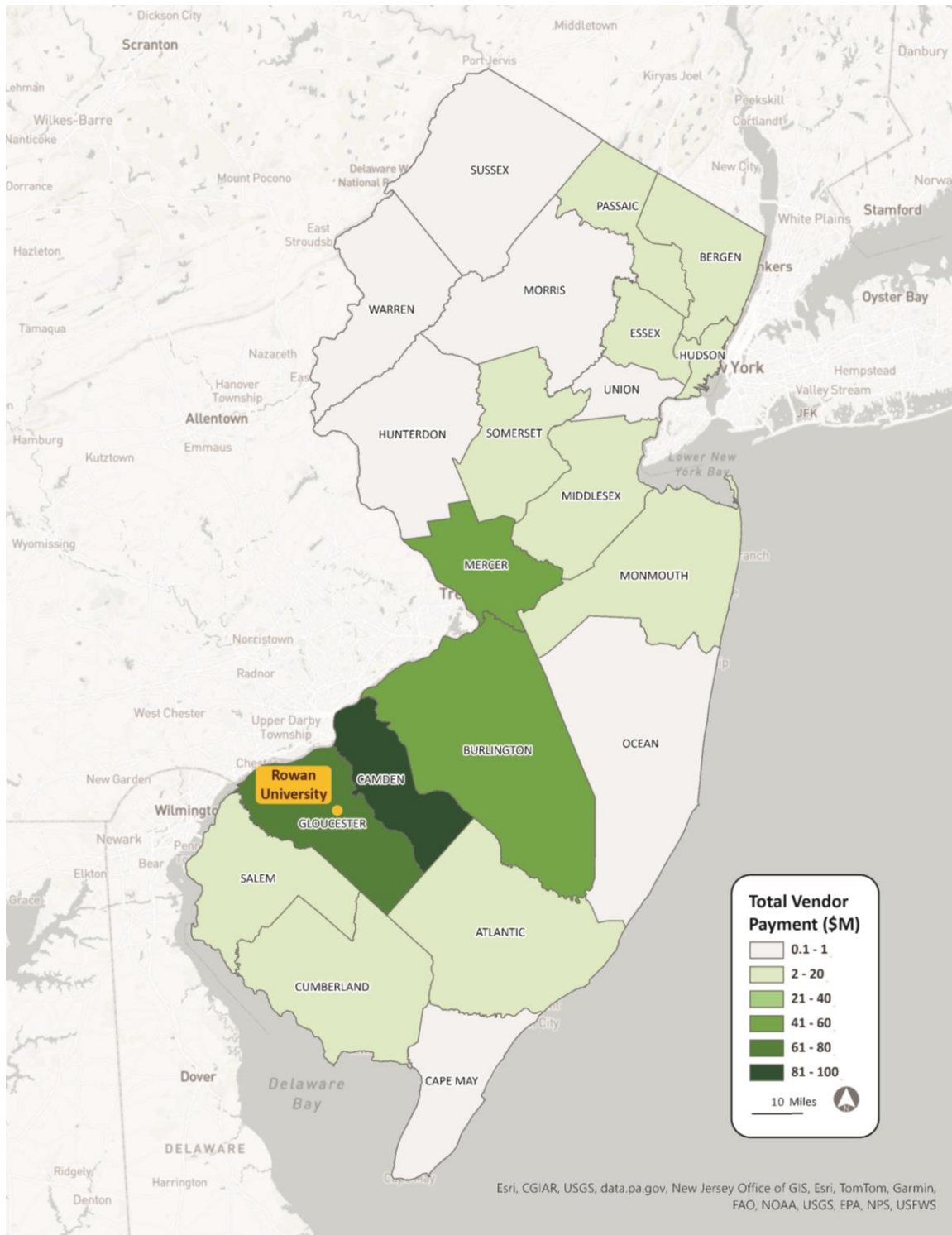
The geographic scope of Rowan's procurement practices demonstrates a substantial economic impact across New Jersey. The University's operations involve direct purchases from a diverse array of vendors throughout New Jersey. As depicted in Figure 7.3, of all vendor payments recorded within the state, \$151 million (52%) is allocated to vendors in Gloucester and Camden counties, \$66 million (23%) is directed to other counties within South Jersey, and the remaining \$74 million (26%) flows towards vendors in the rest of the state.

Figure 7.2: Distribution of Rowan University Wage Payments across New Jersey Counties by Employee Residence, FY 2023



Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

Figure 7.3: Distribution of Rowan University Purchases to New Jersey-based Vendors by County, FY 2023



Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

7.3. Equitable Economic Inclusion and Opportunity

Rowan University's operational impact extends beyond its physical campuses, creating economic opportunities across New Jersey. This impact is a combination of the University's scale and its deliberate strategies for inclusivity, which catalyzes employment opportunities, facilitates business engagements, and supports the growth of local and diverse vendors.

A cornerstone of these efforts is the University's commitment to equal employment opportunities and fostering a diverse workplace. The DEI Strategic Action Plan is pivotal in this regard, establishing a DEI policy roadmap and a unified structure.¹⁶ This structure spans all Rowan three campuses, enhancing inclusivity and outreach. It has led to notable initiatives such as campus-wide dialogues on sensitive issues, the development of certificate programs and training—including mandatory implicit bias training for all hiring staff—and strategic actions aimed at recruiting and retaining a diverse faculty and staff.¹⁷ Since 2019, the DEI Foundations Certificate and the Inclusive Pedagogy and Practices Certificate programs have seen substantial engagement, with 900 and 101 certificates awarded, respectively.¹⁸ The implantation and success of Rowan's DEI initiatives are tracked in the publicly available online DEI Strategic Plan Dashboard.

This integrated approach has also led to the creation of collaborative communities and affinity groups, further solidifying Rowan's role in fostering a diverse economic ecosystem.¹⁹ The Law Enforcement and Community Collaborative (LECC), for example, aims to unite the Rowan community with local law enforcement to focus on diversity, equity, and inclusion, share best practices for community engagement, and support research and program evaluation.

Support for neurodiversity also forms a part of Rowan's inclusion efforts. In 2021, Rowan University established the Center for Neurodiversity, a first in New Jersey, highlighting its commitment to neurodiverse students. This initiative was supported by University-wide fundraising efforts, including a major gift for the establishment of the Autism PATH (Preparation & Achievement of Transition to Hire) Program, showcasing the University and greater Rowan community's commitment to accessibility, inclusion, and support for neurodiverse students.²⁰ Tandem with these efforts was the creation of the Neurodiversity Faculty and Staff Affinity Group is a testimony to the institution's recognition of neurological differences as a natural human variation. The group hosts events, including a book club, fostering connection and support among neurodiverse individuals within the University's many departments.²¹

Rowan's Office of Contracting & Procurement (OC&P) supports the University's goals of fostering economic equity and development through its Supplier Diversity & Inclusion (SDI) Program. By maintaining a dedicated Supplier Diversity Business Directory, the OC&P not only enhances its

¹⁶ "Rowan Revolution," Rowan University.

¹⁷ "Search and Hiring Committee Implicit Bias Training," Rowan University, accessed January 22, 2024, <https://sites.rowan.edu/diversity-equity-inclusion/professional-development1/search-and-hiring-committee-implicit-bias-training.html>.

¹⁸ "Who we are and what we do," Division of Diversity, Equity, and Inclusion, accessed February 14, 2024, <https://sites.rowan.edu/diversity-equity-inclusion/>.

¹⁹ "DEI Strategic Action Plan," Rowan University, accessed January 22, 2024, <https://sites.rowan.edu/diversity-equity-inclusion/dei-strategic-action-plan.html>.

²⁰ "Rowan Revolution," Rowan University.

²¹ "Neurodiversity Affinity Group," Rowan University, accessed January 22, 2024, <https://sites.rowan.edu/neurodiversity/nd-affinity-group.html>.

procurement process but also aligns with its commitment to diversity, equity, and inclusion beyond its campus borders.²² In addition to maintaining a business director of diverse suppliers, the OC&P also organizes events and provides guidance to suppliers on obtaining supplier diversity certifications and forging key industry connections (See the Appendix Figure A.7 for a complete list of certifications recognized by Rowan).²³ These efforts contribute to a competitive and diverse economic landscape, optimizing the University's expenditures.

In addition to the work Rowan does with local merchants and restaurants, it also encourages its students, visitors, and faculty to patronize local businesses. The Supplier Diversity Business Directory, already mentioned, is available online for anyone looking to patronize diverse businesses in the Glassboro area. Beyond institutional procurement, Rowan advocates for the economic vitality of local stores and dining establishments, by enabling students to use their RowanCard university ID to shop and dine at over 80 local restaurants and merchants.²⁴ By acting as a catalyst for equity-promoting, local economic opportunities, employment, and contractual partnerships, Rowan University positions itself as an engine for fostering economic growth and equity at a local level.

7.4. Campus as Community Amenity

Rowan University significantly enhances its local community by offering a campus rich in amenities accessible to local households. These amenities span educational resources, cultural enrichment opportunities, and inviting green spaces, making the campus a vibrant community hub.

As an institution of higher education, Rowan extends its educational resources beyond its student body to the public. The Ric and Jean Edelman Planetarium and the Campbell Library stand as prime examples of how Rowan benefits the broader community. The Edelman Planetarium is renowned for its public outreach in astronomy education, featuring advanced planetarium and laser systems, a research observatory, amateur telescopes, and interactive activity toolkits. It hosts public shows, live stargazing events, and immersive 360-degree digital sky presentations.²⁵

The Campbell Library boasts a vast collection, including nearly 350,000 print volumes, around 400 scholarly databases, 900,000 e-books, and 16 streaming video platforms. It houses the University Archives & Special Collections and the RCA Heritage Museum, among other valuable resources.²⁶ The library welcomes the public for browsing and computer use, and it organizes events that enrich public knowledge and culture.²⁷ For instance, a free event in November 2023 commemorated the sixtieth anniversary of President Kennedy's assassination, inviting public participation to record and preserve cultural history.²⁸

22 "Supplier Diversity Business Directory," Rowan University, accessed January 22, 2024, https://sites.rowan.edu/procurement/vendors/supplier_diversity_inclusion/.

23 Rowan University, "Supplier Diversity & Inclusion."

24 "RowanCard Locations," Rowan University, accessed January 22, 2024, <https://sites.rowan.edu/rowancard/Resources/Students/rowancard-locations.html>.

25 "About Us," Rowan University Planetarium, accessed January 22, 2024, <https://sites.rowan.edu/planetarium/about/>.

26 "Home," Rowan University Libraries, accessed January 24, 2024, <https://www.lib.rowan.edu/>.

27 "Campbell Library Entrance Policy," Rowan University Libraries, accessed January 24, 2024, <https://www.lib.rowan.edu/sites/default/files/library-policies/Campbell-Entrance-Policy-2018.pdf>.

28 Rowan University, "At Rowan, remembering JFK's assassination 60 years later," *Rowan Today*, November 3, 2023, <https://today.rowan.edu/news/2023/11/jfk-event.html>.

Rowan also serves as a cultural enrichment center, with the Rowan University Art Gallery being a notable destination that is free and open to the public.²⁹ The gallery hosts various events, including artist talks that contribute to the cultural landscape.³⁰ It features exhibits like *The Sister Chapel*, a collaborative feminist installation inspired by the women's art movement, using art to address social issues through multidisciplinary practices.³¹



The "Prof Pride" statue of a bronze owl on Meditation Walk

Credit: Rowan University library staff

Moreover, Rowan invests in maintaining an aesthetically pleasing campus, welcoming both the University community and the general public. The campus is adorned with public artwork and landscaped green spaces. A highlight is Meditation Walk, a pathway designed with native plants and stormwater management features, offering a serene environment for reflection.³² This walk, accentuated by a captivating bronze owl statue, exemplifies Rowan's commitment to beautifying its green spaces for public enjoyment.^{33,34}

Rowan University's campus is increasingly recognized as a valuable community amenity, influencing decisions to live, work, and play in its vicinity. Through its educational offerings, cultural enrichment activities, and commitment to creating welcoming spaces, Rowan demonstrates the potential of university campuses to significantly contribute to local community life.

7.5. Supporting Students and the Larger Community Through Service

Rowan University embodies its mission as a public institution through active service and engagement, shining as a beacon of support for both students and the wider community. Central to these efforts is the Office of Volunteerism & Community Engagement (VCE), which is instrumental in crafting a bridge between the University and the community.³⁵ The VCE's efforts to foster a culture of civic engagement are exemplified through collaborative initiatives with faculty and community organizations, offering diverse service-learning opportunities that enrich the educational experience and positively impact the community.

Notable programs include "Back to the Boro," an annual event where students and faculty volunteer for a community cleanup in Glassboro, featuring festive activities such as barbecues and student performances alongside the cleanup efforts.³⁶ As part of the clean-up efforts, volunteers will visit the

29 "Visitor Information," Rowan University Art Gallery, accessed January 23, 2024, <https://sites.rowan.edu/artgallery/visit/>.

30 "Gallery Overview," Rowan University Art Gallery, accessed January 24, 2024, <https://sites.rowan.edu/artgallery/>.

31 "About," Rowan University Art Gallery, accessed January 22, 2024, <https://sites.rowan.edu/artgallery/about/>.

32 <https://today.rowan.edu/news/2021/08/greener,-cleaner,-better-big-investment-in-campus-corridor-fights-climate-change.html> Rowan University, "Greener, Cleaner, Better: Big Investment in Campus Corridor Fights Climate Change," *Rowan Today*, August 11, 2021, <https://today.rowan.edu/news/2021/08/greener,-cleaner,-better-big-investment-in-campus-corridor-fights-climate-change.html>.

33 "About the Prof," Rowan Athletics, accessed January 24, 2024, <https://www.rowanathletics.com/sports/2007/3/9/Mascot.aspx>.

34 "Public Art," Rowan University, accessed January 26, 2024, <https://publicart.rowan.edu/>.

35 See the Appendix for a more comprehensive list of service opportunities for Rowan students.

36 "Back To The Boro," Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/volunteer/volunteerism/B2B/>.

homes of Glassboro residents and perform tasks such as cleaning, raking leaves, pulling weeds, and painting.³⁷

Rowan University has many programs to help both students and community members in need. The SHOP Pantry & Resource Center is an on-campus food pantry that provides food assistance for students facing financial hardship, in addition to providing resources for students to be connected to other essential supportive services. In 2023, SHOP served 9,092 students, averaging 405 unique student shoppers per service month. Another supportive, volunteer program is the Donated Meals Program, which provides meal swipes to Rowan students experiencing food insecurity. This year, 1,305 meal swipes were donated to Rowan students. This initiative successfully distributed an average of 7,182 pounds of fresh produce weekly in 2023, benefiting 11,274 households, including 516 students. These programs collectively underscore Rowan University's dedication to fostering a supportive environment that meets the immediate needs of its community members.³⁸



President Houshmand reduces financial barriers for students through hot sauce sales.

Credit: Rowan University

Moreover, President Houshmand's initiative of producing and selling hot sauce, which started in 2017, with all proceeds supporting the Rowan University Student Emergency Scholarship Fund, highlights the University's culture of assistance, addressing the financial barriers that students face.³⁹ Explaining the hot sauce project, President Houshmand says, "Our retention data showed that just a small setback of a few hundred dollars could derail students during their studies. The small grants we make from the emergency fund are making a difference in students' lives."⁴⁰ These efforts collectively underscore Rowan University's integral role in fostering community well-being a culture of helping others as modeled by the President of Rowan University himself.

7.6. Serving, Learning, and Bringing Expertise to the Community

Rowan's integration of service-learning within its educational framework leverages its historic expertise in education to benefit the community. Notably, Rowan's Upward Bound program provides critical educational support to underrepresented, low-income, and first-generation English Language Learners (ELLs) in high school.⁴¹ This unique program not only facilitates English language acquisition for Camden high school ELL students through a content-based instruction approach but also intertwines academic learning with meaningful community service opportunities. Students engage in a wide array of volunteer activities in collaboration with local service organizations. This dual focus allows students to enhance their

37 "Volunteerism and Community Engagement," Rowan University, accessed January 23, 2024, <https://sites.rowan.edu/volunteer/volunteerism/>.

38 Rowan University, "Volunteerism and Community Engagement."

39 "Hot Sauce," Rowan University, accessed February 5, 2024, <https://www.rowan.edu/hotsauce/>.

40 Rowan University, "Rowan Revolution."

41 "Upward Bound," Rowan University, accessed February 14, 2024, <https://sites.rowan.edu/upwardbound/>.

language skills and content knowledge while actively participating in community service, fostering their interaction with native English speakers, and contributing to their community's well-being.⁴²

As one of only four universities in the United States that confer both MD and DO degrees, Rowan is capitalizing on its robust capabilities in the healthcare sector to enhance public health initiatives within the community and reach outside the boundaries of classrooms into exploratory education. Since 2012, the University has increased its faculty capacity by nearly 55 percent, engaging 1,750 clinical and volunteer faculty members. In the early stages of the pandemic, Rowan faculty and volunteers undertook the production of hand sanitizer for distribution within the county. As the pandemic evolved and Covid-19 vaccines became available, students from Rowan's two medical schools— the Cooper Medical School of Rowan University and the Rowan-Virtua School of Osteopathic Medicine— played a pivotal role in supporting mass vaccination efforts, pop-up clinics, and special drives, thereby extending their reach to local and regional communities in need.



A Rowan student delivers a Covid-19 vaccine.

Credit: Rowan University

7.7. Investment in and Engagement with Community-Serving Organizations

Rowan University's commitment to its community extends through its active investment and engagement with local civic-serving organizations. This dedication reflects a core institutional value: benefiting the local community by supporting organizations that serve its needs.

A standout example of Rowan University's commitment to addressing community needs was during the Covid-19 pandemic with the establishment of a public Covid-19 vaccination center in December 2020.⁴³ This critical initiative was supported by the dedication of hundreds of Rowan medical students, who were integral in administering vaccines at mass vaccination sites, pop-up clinics, and drives targeting specific populations.⁴⁴ Furthermore, these students played a key role in operating county Covid-19 testing clinics and supporting on-campus testing efforts, demonstrating Rowan's proactive approach to community health and safety during a time of global crisis.

In a broader context of community engagement, the University's leadership has actively participated in state-level advocacy and economic development initiatives. This is exemplified by the election of President Houshmand to prominent positions such as the Board of Directors of the New Jersey Chamber of Commerce.⁴⁵ The Chamber, known for its advocacy on behalf of New Jersey businesses, networking

42 Community Service Opportunities," Upward Bound, Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/upwardbound/volunteer-opportunities.html>.

43 "Rowan Medicine COVID-19 Vaccine Clinic opens in Stratford with medical student volunteers," *Rowan Today*, December 24, 2020, <https://today.rowan.edu/news/2020/12/rowan-medicine-covid-19-vaccine-clinic-opens-in-stratford-with-medical-student-volunteers.html>.

44 Rowan University, "Rowan Revolution."

45 Rowan University, "Houshmand Elected Board Member of New Jersey Chamber of Commerce," *Rowan Today*, January 3, 2024, <https://today.rowan.edu/news/2024/01/houshmand-elected-board-member-of-new-jersey-chamber-of-commerce.html>.

events, and educational programming, aligns with Rowan's objective to contribute to the state's economic vitality, further supported by the University president's business advocacy.⁴⁶

Rowan's partnerships with local organizations and community colleges further highlight its commitment to community service and educational accessibility. The University's collaborative programs, such as the 3+1 initiatives with community colleges, aim to make higher education more accessible and affordable.⁴⁷ Additionally, Rowan's partnership with Virtua Health is instrumental in advancing medical education, research, and healthcare delivery, showcasing the University's significant contributions to regional healthcare improvement. It is through these concerted efforts that Rowan enhances the well-being and prosperity of its surrounding communities, serving as a model of effective community engagement and partnership.

7.8. Partnering for a More Vibrant Glassboro

Universities are increasingly becoming a key factor in household and business location decisions, drawn by the commercial and social vibrancy these locations offer. University campuses not only provide a wealth of resources and amenities but also often serve as the nucleus for new real estate development projects, enhancing the appeal of their surrounding areas. This dynamic is driven by the universities' own interest in fostering economic vitality to benefit their students and staff, making them active proponents of community-desired real estate developments.

Rowan University's rise has been synchronous with a surge in new real estate development within its host community, Glassboro. The symbiotic relationship between the University and the municipality has proven to be both productive and mutually advantageous, aligning their collective interests and visions for the future. Glassboro has seen several notable enhancements to its landscape, which have been warmly received by both the Rowan community and local residents.

A prime example of Rowan's impact on Glassboro's economic and social fabric is the development of Rowan Boulevard. This initiative, realized through a privately-funded investment of \$426 million, links Rowan's campus directly to downtown Glassboro. It represents a collaborative effort among Rowan University, private developers, and the Borough of Glassboro, significantly driving development, sparking new economic activities, and having a positive fiscal impact. The development has not only provided high-quality housing options, like the Poplar Square Apartments for Rowan students and downtown Glassboro residents but has also catalyzed the opening of over fifteen new businesses in the area. Rowan Boulevard is estimated to generate approximately \$4 million more in revenue in 2023 compared to years prior to its redevelopment.

⁴⁶ "New Jersey Chamber of Commerce History," New Jersey Chamber of Commerce, accessed January 24, 2024, <https://www.njchamber.com/about/nj-chamber-history>.

⁴⁷ "3 + 1 Program," Financial Aid, Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/financial-aid/special-programs/three-plus-one.html>.



Rowan Boulevard is a hub of student life and local economic prosperity.

Credit: Rowan University

Moreover, Rowan has been instrumental in repurposing properties that were no longer in use by the Town of Glassboro and its school district, showcasing its dedication to community development. In 2001, Rowan acquired the long-vacant Academy Street School for \$400,000 and invested \$4.5 million in the renovation, transforming the space into administrative offices and alumni event venues.⁴⁸ Additionally, Rowan purchased the Intermediate School for \$3.2 million in 2022, following the consolidation of the town's schools due to declining enrollment. This marks another significant contribution by Rowan to the community's revitalization.

These initiatives underscore the significant role universities like Rowan play in their communities. Through both direct investments and collaborative efforts with local municipalities, Rowan has significantly contributed to enhancing Glassboro's landscape, positively affecting the local tax base and quality of life. This exemplifies how universities can actively and passively foster development that benefits both the institution and the surrounding community.

⁴⁸ Rowan University, "Glassboro School District Sells Intermediate School to Rowan," *Rowan Today*, March 8, 2022, <https://today.rowan.edu/news/2022/03/glassboro-school-district-sells-intermediate-school-to-rowan.html>.

7.9. Synchronizing Institutional Mission with Local Influence

The initiatives highlighted in this section illustrate the wide array of innovative and diverse strategies Rowan University employs to serve its local community. These efforts not only showcase the University's deep commitment to aligning its organizational mission with concrete community benefits but also reflect the positive reception of such integration by the broader marketplace. Students are increasingly seeking to connect with and contribute to the communities where they study, valuing the opportunity to gain real-world experiences. Employers, in turn, are drawn to graduates who bring these practical experiences to the table. Moreover, local residents appreciate strong town-gown relationships that foster mutual benefits and allow for the pursuit of shared goals.

Rowan University has proactively responded to these desires, implementing various programs and partnerships that have significantly influenced the local area. Through these actions, Rowan has not only demonstrated its dedication to integrating its institutional mission with community engagement but has also made a substantial impact on the local level. The University's approach has facilitated a productive dialogue between the campus and the community, leading to enhanced opportunities for students,

tangible benefits for local residents, and a strengthened relationship between the University and the broader community. This synergy between Rowan's mission and its local influence underscores the University's role as a key contributor to the vitality and development of its surrounding area.



Cooper Medical School of Rowan University (CMSRU) students team up for a day of community service.

Credit: Rowan University

8. Broader Regional Impacts

Section Overview

This section examines Rowan University's significant contribution to enhancing regional economic competitiveness over the past decade. Under the guidance of Rowan leadership, the University has made notable strides in several areas:

- Producing a large and growing labor pool in industries of strategic importance to the state
- Increasing its research budget and commensurate intellectual output
- Building an entrepreneurial ecosystem to translate human capital and innovation infrastructure into a dynamic hub of commercial activity
- Supporting alumni to be thought leaders and industry titans in the region

These efforts underscore Rowan's role in providing essential elements for regional growth: a well-educated labor force, research excellence, and entrepreneurial support.

8.1. Educating Tomorrow's Workforce

Rowan University's primary function as a public higher education institution is to educate New Jersey's workforce, aligning with the state's economic prosperity goals in a global knowledge-based economy. President Houshmand has emphasized the importance of aligning educational programs with the needs of the economy and industries:

"Some of the degrees awarded today, quite honestly, are irrelevant. In other words, graduates go out there and industries say, 'Your kids are not ready.' So, you not only need to bring industries and the real world into the fold when developing the campus, you need to go beyond that and bring them into the fold when developing the new degrees that the economy of this country and region need. We need to have the conversation that says, 'Who do you want me to produce? I need you to have a say in not only the kind of degrees, but also the content and the training."⁴⁹

Rowan University's Office of Career Advancement is committed to supporting students and alumni in their career journeys through various resources and services. The office hosts on-campus events, including career fairs tailored to various majors and industries, providing employers with the chance to recruit Rowan talent. Students and alumni can take advantage of the web-based ProfsJobs system, which allows them to search for diverse job opportunities, upload resumes to the electronic resume bank, and anticipate on-campus interview events.⁵⁰

Since 2016, ProfsJobs has been a thriving platform, connecting students to over 14,900 jobs posted by 3,300+ employers.⁵¹ These opportunities include 9,100+ full-time jobs, 4,100+ internships, co-ops, and 2,000+ part-time positions.⁵² The success of ProfsJobs emphasizes Rowan University Office of Career

49 Tom Bergeron, "Business 101 Rowan President Ali Houshmand Thinks More Like a CEO Than a University President," *NJBIZ*, May 29, 2017, <https://njbiz.com/business-101-rowan-president-ali-houshmand-thinks-more-like-a-ceo-than-a-university-president/>.

50 "ProfsJobs," Office of Career Advancement, Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/oca/profsjobs1.html>.

51 Ibid.

52 Rowan University, "ProfsJobs."

Advancement's commitment to high-quality employer relations and services, creating a positive image for companies on campus. Additionally, Career Shift and Big Interview are both online platforms that aid Rowan job seekers in streamlining their job search and interview practices.⁵³

For personalized assistance, the Career Advancement staff offer one-on-one career advice and support. Whether alumni are seeking new employment or exploring career options, the office provides a range of services, including resume review sessions. Virtual or on-campus appointments can be scheduled by contacting the Office of Career Advancement directly. The resources extend beyond job searches, with a focus on career exploration, self-assessment tests, industry exploration, and career counseling services. Furthermore, the Office of Career Advancement provides information and resources for those considering graduate and professional school.⁵⁴

Rowan University's Cooper Medical School and Virtua Health College are equipping students for future employment opportunities, aligning with projected job market trends. Nurse practitioners are among the occupations expected to see significant growth, with a projected increase of 28 percent.⁵⁵ Virtua Health College offers a range of nurse practitioner programs, including specializations in adult gerontology acute care, family practice, and psychiatric mental health. Rowan is also expanding its educational offerings within the medical field with the anticipated opening of New Jersey's first and only veterinary medicine school, the Shreiber School of Veterinary Medicine, in the fall of 2025.⁵⁶

With its numerous internship programs, comprehensive educational strategies, and career advancement services, Rowan is fulfilling its role in preparing students for the workforce, supporting the region's economic prosperity and vitality for years to come.

8.2. The Power of Diversity in Driving a Regional Economy

A regional economy's success is deeply intertwined with its inclusivity, as a diversity of perspectives, fostered by diverse participation, are essential for regional competitiveness. Rowan enhances South Jersey's economic competitiveness by enriching its talent pool with a wide range of skills and backgrounds.

Understanding the critical link between diversity and regional competitiveness, Rowan actively contributes to the workforce in a manner that not only boosts the region's competitive edge but also ensures inclusivity and diverse participation. This approach underscores Rowan's strategic focus on cultivating a labor force that is both diverse and skilled, positioning South Jersey for greater economic success.

Rowan University facilitates alternative pathways to higher education by participating in New Jersey's State-wide Transfer Agreement and maintaining partnerships with local community colleges. This strategy, also known as the 3 + 1 Program, ensures that graduates from New Jersey Community Colleges

53 "Career and Professional Development," Global Learning & Partnerships, Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/student-success/global-learning-and-partnerships/studentresources/career-and-professional-development.html>.

54 "Rowan University Alumni," Office of Career Advancement, Rowan University, accessed January 24, 2024, <https://www.alumni.rowan.edu/s/1653/02-alumni/index.aspx?sid=1653&gid=2&pgid=476>.

55 "Demand Occupations List," New Jersey Department of Labor and Workforce Development, accessed January 24, 2024, <https://nj.gov/labor/career-services/tools-support/demand-occupations/>.

56 "Frequently Asked Questions," School of Veterinary Medicine, Rowan University, accessed January 24, 2024, <https://svm.rowan.edu/frequently-asked-questions.html>.

can transfer credits directly to a Rowan bachelor's degree, providing a streamlined progression for students pursuing education through non-traditional means.⁵⁷ Students transferring from a partner community college to Rowan also benefit from waived application fees, guaranteed admission to specific degree completion programs, and flexible options for completing their bachelor's degrees—either online or on-campus at their community college, often at lower tuition rates.⁵⁸ Additionally, the program permits students to utilize their financial aid via their community college for the initial three years, transitioning to Rowan University for the final year. These efforts reflect Rowan's dedication to enhancing the accessibility and affordability of higher education for local students and reinforcing its collaborative relationships with community college.

The Rowan-Virtua Regional Integrated Special Needs Center (Rowan-Virtua RISN) embodies Rowan University's commitment to expanding access and boosting quality in healthcare, particularly for underserved communities. It stands as the region's first primary care practice devoted to serving individuals with complex special needs, embodying a patient-centered, collaborative healthcare model. The RISN Center emphasizes the integration of primary care with behavioral health and care-coordination services, ensuring a holistic approach to patient care.⁵⁹ The center's establishment reflects a commitment to providing holistic and accessible healthcare solutions to a demographic that has historically been underserved.

The innovative strategies and commitment to healthcare education and service delivery at the RISN Center have garnered recognition from the U.S. Department of Health and Human Services (HHS), which awarded the center an initial grant of \$400,904, with the possibility of additional funding reaching up to \$2,004,520 over five years. This grant, aimed at training healthcare professionals to provide care that is both culturally and linguistically responsive, validates Rowan's initiatives to enhance healthcare accessibility for historically underserved communities. It underscores the University's commitment to developing a healthcare workforce equipped to address the diverse needs of the community effectively.

Rowan's mission emphasizes the importance of creating pathways for a wide variety of students to access, succeed in, and benefit from higher education. Its strategic goals highlight the need for the University to be accessible, affordable, high-quality, and a driving force for local and state economic development, committing to “provide multiple pathways to higher education credentials for students with different needs.”⁶⁰ These initiatives reflect Rowan's dedication to nurturing future talent, embracing diversity and inclusivity, and the understanding that regional competitiveness relies on cultivating a diverse, skilled workforce with varied backgrounds and perspectives.

57 Rowan University, “3 + 1 Program.”

58 “Community College to Rowan University,” Rowan University, accessed February 12, 2024, <https://admissions.rowan.edu/admissions-process/transfer-requirements/community-college-to-ru.html>.

59 Rowan University, “Rowan-Virtua RISN Center Receives \$2M Commitment,” Rowan Today, September 15, 2023, <https://today.rowan.edu/news/2023/09/rowan-virtua-risn-center-hrsa.html>.

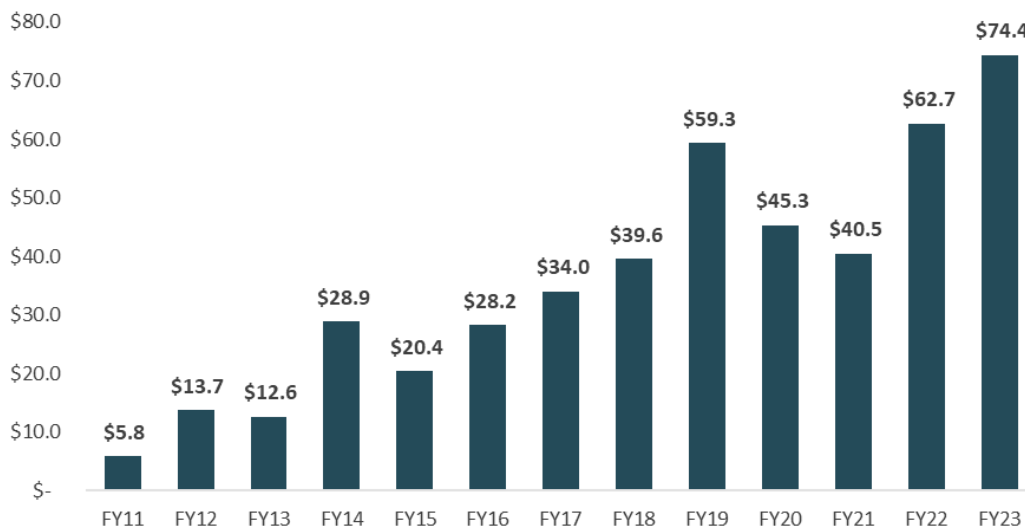
60 “Official Mission Statement & Operational Context,” Rowan University, accessed January 24, 2024, <https://www.rowan.edu/docs/official-mission-statement-operational-context.pdf>.

8.3. Advancing Knowledge and Boosting the Local Economy Through Research

Universities fulfill an important role in advancing human knowledge through research. This has significant economic implications, first by attracting competitive research funds to the region and second by contributing to economic development through technological breakthroughs, social advancements, and commercial opportunities. A university experiencing growth in its research budget signifies increasing confidence from research funders in the institution's return on investment. Rowan University's notable increase in research funding reflects its status as an institution that engenders such confidence.

Since 2013, Rowan has secured \$443 million in research awards from various national and state funders, including the National Science Foundation, National Institutes of Health, Department of Defense, the State of New Jersey, and other states, as well as industrial foundations. These awards have supported 23 research centers, driving advancements primarily in healthcare and biotech, materials science, STEM, and education, as well as transportation.

Figure 8.1: Research Rewards Received by Rowan University, FY 2011 – FY 2023 (\$M)



Source: Rowan University (2023)

Rowan's recognition as the nation's fourth fastest-growing public research university and its receipt of the prestigious Spencer Foreman Award for Outstanding Community Engagement from the Association of American Medical Colleges further underscore its rising academic stature. As a top 100 national public research university, Rowan has become a key source of knowledge and expertise for the region, offering valuable insights and potential business opportunities to local communities and businesses.⁶¹

61 Rowan University, "U.S. News and Forbes: Rowan Among the Top Universities Nationally for 2022-23," *Rowan Today*, September 22, 2022, <https://today.rowan.edu/news/2022/09/us-news-and-forbes-rowan-among-the-top-universities-nationally-for-2022-23.html>.

8.4. Bridging Innovations, Businesses, and Industries

Rowan University's commitment to research has significantly elevated its academic reputation, leading to groundbreaking scientific discoveries, and opening a multitude of opportunities for business development. From 2020 to 2022, Rowan's research initiatives resulted in 13 patents and 69 invention disclosures, along with generating \$572,009 in licensing revenues.⁶² Additionally, as of 2023, the University has received sponsored research and grants, totaling \$62.7 million, and reported 289 total invention disclosures, underscoring the vibrant and productive nature of its research environment.⁶³ As of 2023, Rowan faculty have earned 59 patents while employed at Rowan.⁶⁴

Enhancing its role in linking research with business and industry, Rowan has been proactive in creating a well-rounded ecosystem for entrepreneurial growth. The establishment of the South Jersey Technology Park (SJTP) adjacent to Rowan's West Campus, supported by a grant from the New Jersey Economic Development Authority (NJEDA), exemplifies Rowan's effort to connect research with business and industry. SJTP aims to stimulate economic renewal in South Jersey by fostering a tech-based entrepreneurial economy, offering class "A" facilities for startups and established companies.⁶⁵ Its mission encompasses broadening Rowan University's unique research and learning landscape, fostering a tech-based entrepreneurial economy, and delivering tangible benefits to the community in terms of economic, physical, and social development.

Another strategic asset is The Center for Access, Success & Equity (CASE), which tackles local and regional issues concerning access, success, and equity in education. CASE transforms research into practice, impacting educational outcomes through research, professional services, and policy engagement. By offering evaluation, professional learning, strategic planning, and technical assistance, CASE furthers the mission of enhancing affordability and access to quality education, particularly for those in underserved communities.

The Rowan Center for Innovation & Entrepreneurship (RCIE) stands as a cornerstone of Rowan University's dedication to fostering regional economic growth. With a dynamic slate of over 100 annual events, including competitions, accelerator programs, and opportunities for seed funding, RCIE offers robust support to student entrepreneurs aiming to transform their ideas into viable ventures.

Further bolstering Rowan's ecosystem for innovation is the Rowan Innovation Venture Fund (RIVF). Established in 2014 with an initial fund of \$5 million, RIVF has since grown to a \$25 million entity dedicated to nurturing early-stage innovations by providing financial backing, legal support, and intellectual property advice to students, faculty, and local entrepreneurs.⁶⁶ This comprehensive network of support effectively links academic innovation with the business and industry sectors, driving significant contributions to a more diversified and resilient regional economy.

62 "Rowan Research Fact Sheet 2021-22," Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/fastfacts/docs/rowan-research-fact-sheet-21-22-v2.pdf>.

63 "Rowan University Facts at a Glance 2022-23," Rowan University, accessed January 25, 2024, <https://sites.rowan.edu/fastfacts/docs/rowan-university-facts-at-a-glance-2022-23.pdf>.

"Rowan on the Rise," Rowan University, accessed February 14, 2024, <https://sites.rowan.edu/president/docs/rowan-on-the-rise.pdf>.

64 "Rowan on the Rise," Rowan University, accessed February 14, 2024, <https://sites.rowan.edu/president/docs/rowan-on-the-rise.pdf>.

65 "About SJTP," South Jersey Technology Park at Rowan University, accessed February 9, 2024, <https://sitechpark.org/>.

66 "Rowan Innovation Venture Fund," Rowan University Foundation, accessed January 24, 2024, <https://sites.rowan.edu/advancement/where-to-give/rowan-innovation-venture-fund/>.

Highlighting its global impact, RCIE was honored with the Entrepreneurship Center Global Impact Award by the International Council for Small Business (ICSB), recognizing its expansive and influential cross-campus program. As the inaugural college or university recipient of this award, Rowan has successfully bridged the educational and practical realms of entrepreneurship, extending its reach beyond the College of Business to foster a university-wide culture of innovation. In response to its acclaimed entrepreneurship efforts, Rowan launched the School of Innovation & Entrepreneurship, building on the program's success, which was ranked 44th in the U.S. for 2023 by The Princeton Review and Entrepreneur Magazine, underscoring the University's forward-thinking approach to education and economic development.⁶⁷

8.5. Advancing with Alumni's Enduring Impacts

Benefiting from Rowan University's accessible, affordable, and high-quality education, as well as its extensive support for career and business development, Rowan alumni are empowered to create wide-reaching economic and societal impacts. These alumni achieve personal success, have a positive influence on society, and contribute significantly to the ongoing advancement of the University itself.

"Our experience at Rowan gave us the foundation to succeed in our career. We are grateful and want to help today's students have the same opportunity for success."

– Jean Edelman⁶⁸

Founded by Rowan alumni Jean and Ric Edelman, Edelman Financial Services is a testament to Rowan University's commitment to driving the region's economy forward through successful alumni contributions. Established in 1987, EFS has grown into one of the largest independent financial planning and investment management firms in the country. With 170 advisors managing \$16 billion in assets and serving over 30,000 individuals and families, Edelman Financial Services showcases the impact of Rowan education on entrepreneurship and economic growth.⁶⁹

Several early recipients of the Rowan Innovation Venture Fund (RIVF) have already demonstrated significant economic and societal benefits. For example, HALFDAY Tonics, founded by Rohrer College of Business alumni, produces healthful tea drinks and is now available in over 1,400 U.S. retailers including Target and Publix. ExpressCells, based in Philadelphia, leverages DNA editing technology for enhanced drug development and research. Additionally, MRIMath, co-founded by Rowan faculty, plays a vital role in health sciences by providing essential data for critical medical procedures in areas such as brain cancer treatment.

Rowan has a robust and strong alumni network, and all the success stories Rowan facilitated in return help the University to advance further in the future. Alumni donations and endowment significantly helped Rowan to fortify its pillar of affordability and its mission to facilitate students in realizing their goals. From 2014 to 2020, Rowan's Rising Campaign raised more than \$120.5 million from more than

⁶⁷ Rowan University, "The Princeton Review Boosts Rowan's Entrepreneurship Program to 44th Nationally," *Rowan Today*, November 15, 2022, <https://today.rowan.edu/news/2022/11/the-princeton-review-boosts-rowans-entrepreneurship-program-to-44th-nationally.html>.

⁶⁸ Rowan University, "Edelmans Pledge \$10 Million to Support Communication, Creative Arts Students," *Rowan Today*, November 15, 2019, <https://today.rowan.edu/news/2019/11/edelman-gift-to-cca.html>.

⁶⁹ Ibid.

18,000 alumni, faculty, friends, and students that supported Rowan's path forward, relieved student's financial burdens, facilitated student's self-improvement, and guided their career advancement.⁷⁰

8.6. Synchronizing Institutional Mission with Regional Influence

Rowan University's recent initiatives reflect its dedication to merging its historical legacy with its contemporary mission. As a premier public research university in New Jersey, Rowan is essential in attracting, nurturing, and retaining talent, which is crucial for driving innovation and economic competitiveness in a global, knowledge-based economy. The University stands out in two fundamental areas:

- Attracting, producing, and retaining a skilled workforce.
- Integrating human capital, research funding, and innovation infrastructure to foster scientific breakthroughs and entrepreneurial ventures.

Through dynamic educational environments, ranging from classrooms and laboratories to various programmatic initiatives, and leveraging the capabilities of its expanding alumni network, Rowan plays a vital role in advancing these objectives. Over the last decade, Rowan's contributions to and impacts on New Jersey have significantly increased, and this trend is expected to continue as the University explores new and impactful ways to fulfill its core mission for the benefit of the state.

⁷⁰ "Rising to New Heights," Rowan Magazine, Fall 2023, <https://magazine.rowan.edu/current-issue/features/rising-to-new-heights.html>.

9. Broader Societal Impacts

Section Overview

Rowan University commits to making a significant societal impact through its dedication to providing accessible and affordable education. The University prioritizes equity, diversity, and inclusion on campus and emphasizes community service beyond its borders. Rowan also serves as a beacon of thought leadership, advancing society through scholarship and leadership. This section highlights how the institution's actions align with its core mission, emphasizing that initiatives are integral to fulfilling its overall goals. The integration of values and actions ensures that Rowan's impact extends beyond its campus, reflecting the core of its institutional mission by making a lasting societal contribution.

9.1. An Accessible and Affordable Education

The pivotal role of higher education in facilitating personal achievement and social mobility is undeniable. With the value of a college degree climbing, the challenge of affordability has intensified, positioning accessibility at the forefront of broader societal concerns. Rowan University, originating as a teacher training institution, steadfastly maintains accessibility and affordability as foundational pillars of its mission, actively working towards these objectives.

With the average annual cost of attending college in the United States, reaching over \$36,000 per student, the financial burden of higher education has become a significant concern for many.⁷² In this context, Rowan University's Community College Partnership Model emerges as a particularly impactful initiative. By offering a bachelor's degree for the attainable total cost range of \$25,000-\$30,000, Rowan presents a cost-effective alternative that is notably less than the average yearly expense of college in the US.

"Affordability is critical. As a state institution, we have the obligation to provide access, affordability, and a quality education to everybody."

—President Ali A. Houshmand⁷¹

Rowan's commitment to affordability is further demonstrated by the substantial increase in financial aid, with institutional scholarships and tuition waivers growing from \$12 million in 2012 to \$43 million by 2022. During the Covid-19 pandemic, Rowan distributed \$35 million in specific student aid, highlighting its steadfast support for students in challenging times.⁷³

Rowan's dedication to affordability extends beyond its own campus walls, as the University played a pivotal role in lobbying for equalized Tuition Aid Grants for New Jersey students, ensuring equitable access to state funding regardless of chosen institution. This advocacy effort, coupled with a 182 percent increase

⁷¹ "Rowan on the Rise: The Nation's Third Fastest-Growing Public Research Institution," *Rowan Today*.

⁷² Melanie Hanson, "Average Cost of College & Tuition," EducationData.org, November 18, 2023, <https://educationdata.org/average-cost-of-college>.

⁷³ "HEERF II: CRRSAA Act Funding," Rowan University Bursar's Office, accessed January 24, 2024, <https://sites.rowan.edu/bursar/cares-heerf-funding/heerf/heerf2/>.

in undergraduate applications from 2011 to 2022 and a rise in student enrollment to over 22,000, highlights Rowan's effectiveness in expanding educational access.⁷⁴

Rowan's strategic emphasis on local, accessible, and affordable education not only enhances the quality of life for its students but also strengthens New Jersey's workforce, contributing to the state's economic vitality. This approach resonates with students' increasing consideration of return on investment (ROI) when selecting a higher education institution, assessing the cost against potential financial returns post-graduation. Rowan's recognition within the top 35 percent for ROI highlights the substantial value of a Rowan degree, affirming its status as a critical asset in the regional and broader societal context.⁷⁵

9.2. A Commitment to Diversity, Equity, and Inclusion

Equity and inclusion are foundational to Rowan University's ethos, guiding specific initiatives that aim to ensure the embodiment of these values in the daily life of the campus community. In 2019, Rowan University established its Division of Diversity, Equity & Inclusion, a pioneering entity in New Jersey and one of the first of its kind in higher education nationwide.⁷⁷

*Rowan is one in five U.S. colleges to receive the prestigious Higher Education Excellence in Diversity (HEED) Award HEED for Diversity, Equity, and Inclusion achievements.*⁷⁶

This dedicated division champions belonging and fosters

acceptance for all, cultivating a vibrant, diverse campus community, and faculty body. Following this, the 2020 inauguration of the Center for Access, Persistence & Achievement furthered Rowan's mission to support students from underrepresented backgrounds, showcasing the University's deep investment in fostering an inclusive environment.

Rowan's establishment of affinity clubs offers a supportive network for diverse identities, covering a spectrum of races, ethnicities, genders, and religions. These clubs and related programming are crucial in nurturing community engagement and providing a supportive environment for students. The Safe Zone Training program, hosted by the LGBTQIA+ Center within the Office of Social Justice, Inclusion, and Conflict Resolution, provides a structured platform to support the community and allies. Additionally, the Wellness Center offers a therapeutic group for BIPOC (Black, Indigenous, People of Color) students at the Rowan and Camden Campuses.⁷⁸

Counseling and Psychological Services (CPS) at Rowan provides quality counseling for a variety of concerns to promote the psychological well-being and personal growth of a diverse student body.⁷⁹ CPS staff offers confidential personal counseling and other psychological services free of charge to currently enrolled Rowan University students. For those affected by sexual assault or abuse, Rowan provides comprehensive

74, "Rowan Revolution," Rowan University.

75 "Cost and Value at Rowan University," Rowan University Admissions and Aid, accessed February 1, 2024, <https://www.rowan.edu/admissions/aid/>

76 Rowan University, "Rowan receives prestigious HEED Award for DEI achievements," *Rowan Today*, September 20, 2021, <https://sites.rowan.edu/diversity-equity-inclusion/blog/2021/10/rowan-receives-prestigious-heed-award-for-dei-achievements.html>.

77 "Office of Diversity, Equity & Inclusion," Rowan University, accessed January 24, 2024, <https://sites.rowan.edu/diversity-equity-inclusion/>.

78 "Supporting and Affirming LGBTQIA+ communities," Division of Diversity, Equity, and Inclusion, January 1, 2021, <https://sites.rowan.edu/diversity-equity-inclusion/blog/2021/01/supporting-and-affirming-lgbtqia-communities.html>.

79 "Counseling & Psychological Services," The Wellness Center, accessed January 13, 2024, <https://sites.rowan.edu/wellness/counseling/>.

support services through CPS and Student Health Services in the Wellness Center, alongside resources for reporting sexual assault or other Title IX concerns via the Office of Equity and Diversity.⁸⁰

Rowan's commitment to diversity extends to making education more affordable and accessible, contributing to a campus environment where students from all backgrounds feel welcomed and included. Initiatives like Flying First support first-generation students, providing essential tools and opportunities for success. The establishment of the Center for Neurodiversity in 2021 further exemplifies Rowan's pioneering efforts to support neurodiverse students, empowering them toward successful employment outcomes.

The initiatives undertaken by Rowan University to promote equity and inclusion have resulted in a remarkable increase in the enrollment of underrepresented students. Since 2012, there has been a 136 percent surge in the enrollment of these students, growing from just under 24 percent to nearly 36 percent of the student body by FY 2022. This significant rise underscores Rowan's effective strategies in creating a more diverse and inclusive campus environment. The University's success in enhancing campus diversity not only benefits the current student population but also lays a solid foundation for nurturing inclusive excellence for future generations.⁸¹

Rowan University's dedication to equity and inclusion, along with efforts to improve affordability and accessibility, collaboratively fosters a campus culture that embraces diversity and ensures everyone feels valued and welcomed. These initiatives serve as an exemplar for other institutions, setting a precedent for inclusive practices. As Rowan graduates enter the world, they carry these values into their communities and industries, becoming leaders who actively promote diversity and inclusion.

Expanding Horizons: A Global Commitment to Diversity and Service

At Rowan, the ethos of volunteering reaches beyond local engagement, embodying a global commitment that reflects the University's deep connection to wider societal values. This global outlook on service is a testament to Rowan's dedication to making a difference well beyond its immediate surroundings.

Distinct from the Office of Volunteerism, Community Engagement and Commuter Services (VCECS) initiatives, Rowan's faculty-organized Alternative Breaks intertwines with academic coursework, allowing students to earn general education credits through service. The Alternative Breaks program is designed to foster a culture of volunteerism across local, regional, and national levels, immersing students in diverse cultural settings and exposing them to a wide range of social issues. By tackling challenges such as poverty, racism, environmental



Rowan's Alternative Breaks encourages volunteerism and community service.

Credit: Rowan University

80 Rowan University, "Addressing Sexual Assaults on Campus," *Rowan Today*, September 21, 2022, <https://today.rowan.edu/news/2022/09/addressing-sexual-assaults-on-campus.html>.

81 Rowan University, "Rowan Revolution."

conservation, and health disparities, the program aims to cultivate social awareness, inspire active lifelong community engagement, and promote social action.

Past Alternative Breaks have taken Rowan students to a variety of impactful locations, including wildlife conservation efforts at the Carolina Tiger Rescue in North Carolina, healthcare support at Shands HealthCare Hospital in Florida, community service at the Morris Cafritz Center in Washington, D.C., child welfare initiatives at Give Kids the World Village in Florida, environmental restoration in Pensacola, Florida, and urban agriculture projects with the Center for Environmental Transformation in Camden, New Jersey.⁸²

Through these diverse service experiences, Rowan University not only demonstrates a commitment to being a good global neighbor but also reinforces the importance of service as a core value. The University's engagement in these activities highlights a profound commitment to diversity and inclusivity, bridging cultural and global gaps and enriching the educational experience. Rowan's approach to volunteerism and service, transcending the confines of Glassboro, showcases the University's expansive impact and its role in cultivating a generation of leaders dedicated to global service and community improvement.

9.3. Thought Leadership at Rowan University

Rowan University is committed to leading the way in scientific, environmental, and societal thought leadership, understanding the pivotal role higher education institutions play in advancing human knowledge and solving contemporary challenges. The University actively fosters an intellectual environment that cultivates leaders ready to contribute meaningful advancements in various fields. A key aspect of this endeavor is Rowan's strategic recruitment of both renowned and promising researchers, aiming to enhance the University's capacity for intellectual development and economic contribution within South Jersey and beyond.

As of 2022, Rowan boasts the recruitment of nine recipients of the National Science Foundation's CAREER Award, which recognizes outstanding early-career faculty. This achievement is part of the University's broader strategy to support applied research and innovation, further facilitated by the Rowan Innovation Venture Fund. This fund provides crucial early-stage investment to projects spearheaded by students, faculty, and local entrepreneurs, specifically those demonstrating potential for market competitiveness.

Reflecting its dedication to research excellence, Rowan has seen a significant increase in research awards across a diverse range of disciplines, from healthcare and biotechnology to STEM, education, transportation, and materials science. In FY 2022 alone, the University garnered nearly \$63 million in research support, marking a significant post-pandemic recovery milestone. Over the past decade, Rowan's research funding achievements have totaled approximately \$385 million, underscoring its enduring commitment to promoting thought leadership, innovation, and the continuous growth of its research capabilities. Through these efforts, Rowan not only contributes to the advancement of knowledge but also plays a crucial role in the economic and societal development of South Jersey and the broader region.

⁸² "Alternative Breaks," Volunteerism & Community Engagement, accessed February 8, 2024, <https://sites.rowan.edu/volunteer/volunteerism/AB/>.

9.4. Synchronizing Institutional Mission with Societal Influence

Rowan University diligently pursues these endeavors, aligning them with the institution's fundamental mission. At its core, Rowan is committed to providing diverse pathways to higher education credentials, recognizing the varied needs of students. The University stands firm in its dedication to the success of every learner, fostering an inclusive and supportive environment.

Building human, infrastructure, and resource capacity is not merely a goal but an essential component of Rowan's mission. This commitment extends to creating an environment that encourages innovative discovery, invention, and the practical application of knowledge. Rowan recognizes the transformative power of embracing new ideas and approaches, fostering a culture of continuous growth and advancement.

In executing these initiatives, Rowan actively strives to create and develop competitive advantages. This strategic approach ensures that the institution remains at the forefront of educational excellence, consistently adapting to evolving societal needs. Rowan's mission is not confined to the campus; it resonates with a broader societal influence, driving positive change and contributing to the collective progress of knowledge and education.⁸³



Students walk to class at Rowan's main Glassboro campus.

Credit: Rowan University

⁸³ "Official Mission Statement & Operational Context," Rowan University.

10. Conclusion

Rowan University’s annual impact on the state economy is now over \$2.9 billion. This contribution is up from \$1.2 billion in 2015 and rising to about \$5 billion in a decade if it is successful in accomplishing its expansion goals.

As New Jersey’s third-largest public university, Rowan receives state funding to fulfill important roles for the social wellbeing and economic competitiveness of the state: educating the future workforce, engaging with local communities, conducting cutting-edge research, and supporting a vibrant entrepreneurial ecosystem. In FY2023, Rowan received about \$247 million in funding from the State of New Jersey.⁸⁴

Because of all the ways the University leverages those dollars with funds from other sources, and because of all the ways the University generates economic activity in the state, that funding has a significant multiplier effect throughout the state economy: at a current annual statewide economic impact of \$2.9 billion, every dollar invested in Rowan by the State is producing almost \$12 of economic activity within the state.

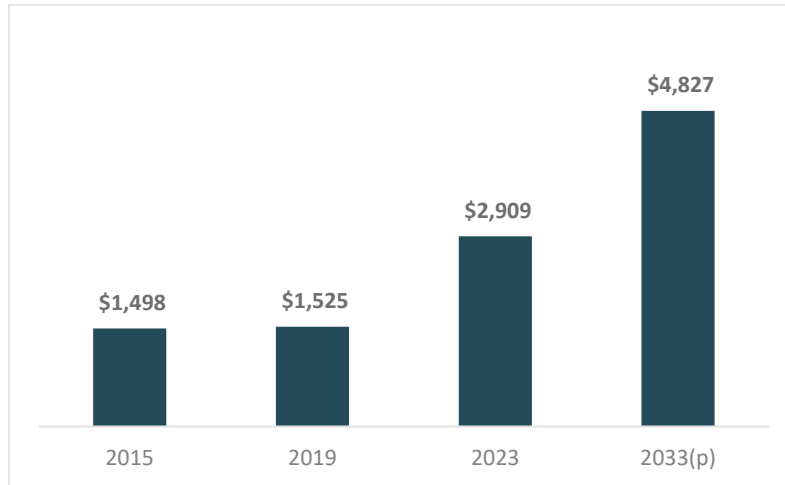
Figure 10.1: Estimated Annual Economic Impact of Rowan University in FY 2023

Annual Economic Impact	Two-County Area	South Jersey	New Jersey
Research and Operating Expenditures (\$M)	\$1,463	\$1,541	\$1,567
Capital Investments (\$M)	\$179	\$190	\$194
Ancillary Spending (\$M)	\$190	\$200	\$200
Alumni Wage Premium (\$M)	\$380	\$697	\$944
Total (\$M)	\$2,213	\$2,628	\$2,904
Total Employment (FTE)	11,410	13,520	14,700
Employee Compensation (\$M)	\$858	\$973	\$1,060

Source: Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

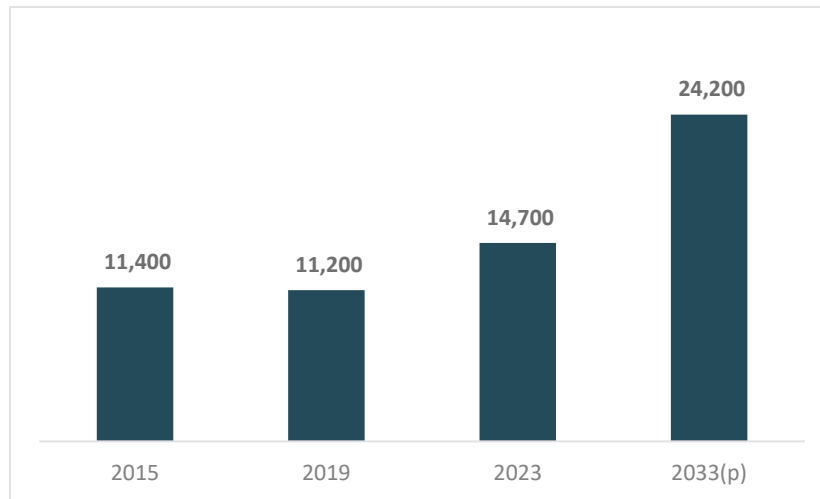
⁸⁴ Rowan University, "Basic Financial Statements, Management’s Discussion and Analysis and Required Supplementary Information." June 30, 2023, https://sites.rowan.edu/accounting/docs/f_493053g-1a_rowanuniversity_fs.pdf. The almost \$247 million of state funding includes state appropriations but not grants to Rowan University.

Figure 10.2: Estimated Statewide Economic Impact of Rowan University, FY 2015, 2019, 2023 and 2033 Projected (in \$M)



Source: Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

Figure 10.3: Estimated Total Jobs (FTE) Supported by Rowan University, FY 2015, 2019, 2023, and 2033 Projected



Source: Rowan University (2023), IMPLAN (2022), Econsult Solutions, Inc. (2024)

On the merits of these large and growing impact contributions alone, it is worth supporting Rowan's expansion efforts, as they help generate an outsized impact on the state economy in terms of a large and diverse body of economic activity that supports employment, labor income, and local and state tax revenues.

Furthermore, investments made to Rowan and efforts advanced by Rowan to accomplish these aspirational goals offer a broader and larger positive benefit to the state economy, by increasing in quantity and quality the contribution Rowan makes in key areas that help the state to become more competitive, resilient, and vibrant:

- Creating a more dynamic commercial and aesthetic environment in Glassboro
- Building a strong pipeline of skilled workers in key industry sectors
- Strengthening the innovation ecosystems that lead to scientific discoveries and commercial growth

In all these ways, Rowan is fulfilling its role as a marquee public research university in New Jersey and is living up to the ambitious aspirations to grow significantly and deepen institutional impact at the local, regional, and societal level.

Appendix

Input-Output Methodology

Figure A.1: Economic Impact Methodology



Source: Econsult Solutions, Inc. (2024)

In an inter-connected economy, every direct dollar spent generates two spillover impacts:

- First, some amount of the proportion of that expenditure that goes to the purchase of goods and services gets circulated back into an economy when those goods and services are purchased from local vendors. This represents what is known as the **indirect effect** and reflects the fact that local purchases of goods and services support local vendors, who in turn require additional purchasing with their own set of vendors.
- Second, some amount of the proportion of that expenditure that goes to labor income gets circulated back into an economy when those employees spend some of their earnings on various goods and services. This represents what is known as the **induced effect** and reflects the fact that some of those goods and services will be purchased from local vendors, further stimulating the economy.

To model the impacts resulting from the direct expenditures of the University, ESI developed a customized economic impact model using IMPLAN's input/output modeling system. Utilizing an industry standard approach, IMPLAN's input/output modeling system allows users to assess the economic and job creation impacts of industry-based events and public policy changes within a county or its surrounding area. IMPLAN has developed a social accounting matrix (SAM) that accounts for the flow of commodities through economics. From this matrix, IMPLAN also determines the regional purchase coefficient (RPC), or the proportion of local supply that satisfies local demand. These values not only establish the types of goods and services supported by an industry or institution, but also the high level at which they are acquired locally. This assessment determines the multiplier basis for the local and regional models created in the IMPLAN modeling system. IMPLAN takes these multipliers and divides them into 546 industry categories in accordance with the North American Industrial Classification System (NAICS) codes.

Explanation of Multipliers⁸⁵

The use and application of multipliers are intuitive. Multipliers, in their most basic form, are the result of an algebraic analysis expressing how two inputs are interconnected in the production of an output. The result of the equation generates a multiplier that is broken down into direct, indirect, and induced effects. In a generalized example: if the multiplier for good “X” to good “Y” is 3, then the direct effect of good “X” on “Y” is 1, with indirect and induced effects of 2. Essentially, every unit of good “X” supports 2 units of good “Y”.

When implemented on a large complex scale, such as that of the US economy or any subsection of it, multiplier effects across industries can be complicated. However, the same general concept comes into play. Each industry has largely different and varied inputs into other industries. The quantity of the output is largely decided by the scale and efficiency of the industries involved. As a result, the sum of those inputs equates to an output product plus a value added/component. By arranging these inputs and outputs by industry in a matrix and performing some algebra to find the Leontief inverse matrix, each industry's effect on final demand can be estimated. Additionally, the direct, indirect, and induced effects can also be determined. Direct effects include direct purchases for production, indirect effects include expenses during production, and induced effects concern the expenditures of employees directly involved with production. Using building construction as an example, the direct effects would include materials, brick, steel, and mortar, the indirect effects would involve the steel fabrication and concrete mixing, and the induced effects would consider purchases by construction workers using their wages. While impacts vary in size, each industry has rippling effects throughout the economy. By using an input-output model, these effects can be more accurately quantified and explained.

IMPLAN is one of several popular choices for regional input-output modeling. Each system has its own nuances in establishing proper location coefficients. IMPLAN uses a location quotient to determine its regional purchase coefficient (RPC). This represents the proportion of demand for a good that is filled locally; this assessment helps determine the multiplier for the localized region. Additionally, IMPLAN also accounts for inter-institutional transfers (e.g., firms to households, households to the government, etc.) through its social account matrix (SAM) multipliers. IMPLAN takes the multipliers and divides them into industry categories in accordance with the North American Industrial Classification System (NAICS) codes, allowing a comprehensive breakdown of a region's multipliers by industry to be shown.

Despite the usefulness of input/output modeling, there are some shortcomings to the system. Notably, input-output models ignore economies of scale. Input-output models assume that costs and inputs remain proportionate through different levels of production. Further, multipliers are not generally updated on a timely basis; most multipliers are prone to be outdated with the current economy. If the multipliers are sourced from a year of a recession economy, the multipliers may not accurately represent the flows from an economic boom period. Additionally, multipliers may not capture sudden legal or technological changes which may improve or decrease efficiency in the production process.

⁸⁵ Lahr, Michael. “Input-Output Analysis: Technical Description and Application.” Rutgers University Edward J. Bloustein School of Planning and Public Policy.

Glossary of Terms for Input/Output Models

Multiplier Effect– the notion that initial outlays have a ripple effect on a local economy, to the extent that direct output leads to indirect and induced output.

Economic Impacts– total expenditures, employment, and labor income generated.

Tax Revenue Impacts– local and/or state tax revenues generated.

Direct Output– initial outlays usually associated with the project or activity being modeled; examples: one-time upfront construction and related expenditures associated with a new or renovated facility, annual expenditures associated with ongoing facility maintenance and/or operating activity.

Direct Employment– the number of annual jobs associated with direct output (including full and part-time employment)

Direct Labor Income– the salaries and wages earned by employees, contractors, and proprietors as part of the direct output.

Indirect Output– indirect and induced outlays resulting from the direct output; examples: vendors increasing production to meet new demand associated with the direct output, workers spending direct labor income on various purchases within the local economy.

Indirect/Induced Employment– the number of annual jobs associated with indirect/induced output (including full and part-time employment)

Indirect Labor Income– the salaries and wages earned by employees, contractors, and proprietors as part of the indirect output.

Total Output– the sum of direct output and indirect output.

Total Employment– the sum of direct employment and indirect employment.

Total Labor Income– the sum of direct labor income and indirect labor income.

Source: Econsult Solutions, Inc. (2024)

Additional Detail on Student and Visitor Spending

The development of spending profiles for Rowan University visitors was based on the categorization of visitors by type, reflecting varied spending behaviors influenced by their origin—whether local, regional, or overnight—and the purpose of their visit. These spending patterns were estimated using proxy data on national travel trends and local economic figures. In cases where direct data was unavailable, conservative assumptions were made. Three distinct spending profiles were utilized, corresponding to the expected differences among visitors for various event types.

Capture rates (see Figure A.3 and Figure A.6), which estimate the proportion of expenditures staying within the local economy, further refine the analysis. These rates vary notably among different living arrangements for students and by the type of visitor, indicating that off-campus students and overnight visitors contribute most significantly to local economic activity. This approach allows for a more accurate assessment of how university-related spending impacts local businesses and services.

Student Spend

Figure A.2: Estimated Local Capture of Rowan University Student Spending⁸⁶

Student/Spend Type, Annual Direct Spend	On Campus	Off Campus	With Parents
<i>Undergraduate</i>			
Housing	\$0	\$5,554	\$0
Food	\$508	\$3,705	\$1,379
Transport	\$1,316	\$1,831	\$2,657
Personal	\$1,644	\$2,466	\$2,466
Total Direct Spend	\$3,468	\$13,556	\$6,502
<i>Graduate</i>			
Housing	\$0	\$5,554	\$0
Food	\$508	\$3,705	\$1,379
Transport	\$1,551	\$1,831	\$2,707
Personal	\$1,644	\$2,466	\$2,466
Total Direct Spend	\$3,703	\$13,556	\$6,552
<i>Professional, Medical or PhD</i>			
Housing	\$0	\$11,542	\$0
Food	\$568	\$4,433	\$1,650
Transport	\$2,625	\$2,625	\$3,882
Personal	\$1,000	\$1,500	\$1,500
Total Direct Spend	\$4,193	\$20,100	\$7,031

Source: Rowan University (2023) & Econsult Solutions, Inc. (2024)

Figure A.3: Estimated Local Capture Rate of Direct Spend by Rowan Students

Local Capture Rates of Student Spend	On Campus	Off Campus	With Parents
Housing	0%	90%	0%
Food	10%	90%	50%
Transport	75%	75%	90%
Personal	50%	75%	75%
Average Capture	34%	83%	54%

Source: Econsult Solutions, Inc. (2024)

⁸⁶ This spending profile shows approximately how much student spending is directly captured by Gloucester and Camden counties. It was adjusted using the capture rates found in Figure A.3. Spend that is presumed to flow to Rowan University (e.g. on-campus room and board) or towards non-local sources (e.g. air travel tickets) was removed from this profile.

Visitor Spend

Figure A.4: Estimated Local Capture of Rowan University Athletics & Cultural Events Visitor Spending⁸⁷

Athletics & Cultural Event Visitors	Local	Regional	Overnight
Hotel	\$0	\$0	\$96
Food	\$0	\$45	\$72
Other Retail	\$0	\$8	\$11
Transportation	\$0	\$15	\$25
Total	\$0	\$68	\$205

Source: Econsult Solutions, Inc. (2024) & Federal Pay NJ Per Diem Rates (FY 2024)

Figure A.5: Estimated Local Capture of Rowan University Student-Affiliated Visitor Spending

Student-Affiliated Visitors	Local	Regional	Overnight
Hotel ⁸⁸	\$0	\$0	\$96
Food	\$0	\$45	\$90
Other Retail	\$0	\$8	\$15
Transportation	\$0	\$15	\$25
Total	\$0	\$68	\$226

Source: Econsult Solutions, Inc. (2024) & Federal Pay NJ Per Diem Rates (FY 2024)

Figure A.6: Assumed Local Capture Rate of Direct Spend by Rowan Visitors

Local Capture Rates of Visitor Spend	On Campus	Off Campus	With Parents
Hotel	0%	0%	90%
Food	0%	90%	90%
Other Retail	0%	75%	75%
Transportation	0%	75%	50%
Average Capture	0%	60%	76%

Source: Econsult Solutions, Inc. (2024)

⁸⁷ Like the student spending profile from the page before, the spending profiles for visitors (Figures A.4 and A.5) show approximately how much of visitor spending is captured by Gloucester and Camden counties. Both profiles were adjusted using the capture rates found in Figure A.6.

⁸⁸ Hotel stays by overnight visitors of students were calculated on a per family group basis.

Figure A.7: Diverse Business Certifications Acknowledged under Rowan University's Supplier Diversity & Inclusion Program⁸⁹

- Small Business Enterprise (SBE)
- Small Disadvantaged Business (SDB)
- Disadvantaged Business Enterprise (DBE)
- Small Business Program 8(a)
- HUBZone Small Business (HUBZONE)
- Minority-Owned Business Enterprise (MBE)
- Women-Owned Business Enterprise (WBE)
- Woman-Owned/ Economically Disadvantaged Small Business Enterprise (WOSB)
- Veteran-Owned Business (VOB)
- Disabled/Service-Disabled Veteran-Owned Business Enterprise (DVOB/SDVOB)
- Veteran-Owned Small Business/Service-Disabled Veteran-Owned Small Business (VOSB/SDVOSB)
- Lesbian, Gay, Bisexual, and/or Transgendered-Owned Business Enterprise (LBE/LGBTBE)
- Disability/Service-Disabled Disability/Veteran Disability-Owned Business Enterprise (DOBE/SDV-DOBE/V-DOBE)

⁸⁹ As of February 15, 2024. "Supplier Diversity & Inclusion," Office of Contracting & Procurement – Rowan University, https://sites.rowan.edu/procurement/vendors/supplier_diversity_inclusion/.

Economic Impact Within the Borough of Glassboro

The following is an explanation of how Figure 7.1 is calculated.

To calculate the economic impacts within Glassboro, we start with the economic impacts in the Two County Area described throughout this report.

Figure A.8: Impacts Within Two-County Area

Economic Impact	Research and Operating Expenditures	Capital Investments	Ancillary Spending
Direct (\$M)	\$815	\$108	\$137
Indirect (\$M)	\$291	\$34	\$31
Induced (\$M)	\$357	\$37	\$27

We then multiply the numbers in Figure A.8 by the percentages below.

Figure A.9: Estimated Proportion of Two-County Economic Impact in Glassboro

Economic Impact	Research and Operating Expenditures	Capital Investments	Ancillary Spending
Direct	12.0%	12.0%	45.9%
Indirect	2.8%	2.8%	2.8%
Induced	11.5%	2.2%	2.2%

The **12.0%** number is the percentage of Rowan’s vendor spending in the two-county area that goes to vendors in Glassboro. ESI calculated this percentage after analyzing Rowan’s vendor spending data organized by zip code for the years 2022 through 2024.

The **2.8%** number is the percentage of jobs in the Two-County area that are in Glassboro, according to the latest year available (2021) for <https://onthemap.ces.census.gov/>.

The **2.2%** number is the percentage of all workers that live in the Two-County area that live in Glassboro, , according to the latest year available (2021) for <https://onthemap.ces.census.gov/>.

The **45.9%** number was calculated by taking the percentage of all commuter and on-campus students who either commute to the Glassboro campus and or live on campus (91.8%), and estimating that 50% of their local spending is in Glassboro itself.

When we multiply the numbers in A.8 by the corresponding numbers in Figure A.9, we get the numbers in Figure A.10, which is a reproduction of Figure 7.1.

Figure A.10: Estimated Proportion and Amount of Spillover Economic Impact from Rowan University That Occurs Within the Borough of Glassboro

Economic Impact	Research and Operating Expenditures	Capital Investments	Ancillary Spending	Total
Direct (\$M)	\$97	\$13	\$63	\$173
Indirect (\$M)	\$8	\$1	\$1	\$10
Induced (\$M)	\$41	\$1	\$1	\$42
Total (\$M)	\$147	\$15	\$64	\$225

Source: Econsult Solutions, Inc. (2024)

Service Opportunities for Students at Rowan University

Beyond flagship initiatives, Rowan University impacts its community in many ways. Students spend many hours volunteering to help local community members fight hardships and to live in a clean, safe environment. VCE connects students with a vast network of volunteer opportunities. Some of these opportunities include:

- Working with elderly or sick adults at the Alterra-Sterling House, the Alzheimer's Association – Delaware Valley Chapter, and the Ascend Hospice.
- Working with children at the Big Brothers Big Sisters: School-Based Programs, the Bookworms Children’s Reading Group, and the Boys and Girls Club of Gloucester County – Glassboro & Paulsboro.
- Working with animals at the Burlington County Animal Shelter, the Cumberland County Society for the Prevention of Cruelty to Animals (S.P.C.A.), and the Gloucester County Animal Shelter.
- Assisting environmental programs including the Edwin B. Forsythe National Wildlife Refuge, Gloucester County Parks and Recreation, and Habitat for Humanity.
- Supporting food & clothing programs with Angels of God Clothing Closet, the Cathedral Soup Kitchen, and the First Presbyterian Church of Glassboro.
- Joining on-campus programs from the College of Performing Arts, Healthy Campus Initiatives, and the Help Hotline.
- Collaborating with medical programs such as the American Cancer Society, American Red Cross – Musser Blood Center, and American Red Cross.
- Supporting community programs including the Abilities Solutions, Appel Farm, and The Arc Gloucester.
- Assisting other community service programs like the Gift of Life Donor Program Family House, Glassboro’s Economic & Community Development Office, and Gloucester County Historical Society.

Figure A.11: A Non-Exhaustive List of Rowan University’s Community Partners⁹⁰

Working with Adults	Working with Children	Community Programs	Medical Programs
<ul style="list-style-type: none"> Center for Independent Living of South Jersey Compassionate Care Hospice Greenfield Senior Living Juniper Village Literacy NJ, Gloucester Co. Programs Post House Samaritan Hospice United Methodist Communities/Pitman 	<ul style="list-style-type: none"> Boy Scouts of America South Jersey’s Youth Asian Empowerment Afterschool Program Clayton Place Gateway Community Action Partnership/ Tri-County Headstart Girl Scouts of Central & Southern NJ Glassboro Child Development Centers Juvenile Intensive Supervision Program NJ GEAR Up Ranch Hope of Alloway Robin’s Nest, Inc. 	<ul style="list-style-type: none"> Bancroft Volunteer Services Center for Family Services, Inc. Covenant House (Camden) Family Services Association Family Promise (Interfaith Hospitality Network) Glassboro Anchor of Hope Counseling Hollybush Gardens Community Center Salvation Army Samost Jewish Family & Children’s Services of Southern NJ St. John of God Community Services 	<ul style="list-style-type: none"> Arthritis Foundation Emmanuel Cancer Foundation Healing the Children NJ Histiocytosis Association March of Dimes Multiple Sclerosis Assoc. of America, MSAA Manor One Little Step Ronald McDonald House of Southern NJ Room for Hope Shriner’s Hospital for Children Inspira Medical Center Woodbury Virtua Health
Food & Clothing Programs	Working with Animals	Environmental Programs	Other Programs
<ul style="list-style-type: none"> Food Bank of South Jersey Goodwill Store, Glassboro Gloucester Co. Habitat for Humanity ReStore Pitman Food Pantry Porch Farm Samaritan Center of Glassboro 	<ul style="list-style-type: none"> The Oasis Animal Sanctuary, Inc. PETSAVERS. INC. Philadelphia Zoo 	<ul style="list-style-type: none"> Rowan University Fossil Park South Jersey Land & Water Trust Woodford Cedar Run Wildlife Refuge 	<ul style="list-style-type: none"> Liberty Science Center Make-A-Wish, NJ Parents Anonymous of NJ, Inc. The Petey Greene Program Services Empowering Rights of Victims-SERV Volunteer Center of Camden Co. Volunteer Center of South Jersey Volunteers of America-(Eleanor Corbett House) Delaware Valley

⁹⁰ “Volunteerism and Community Engagement,” Rowan University, accessed January 23, 2024, <https://sites.rowan.edu/volunteer/volunteerism/>.

Photo Credits

1. *Cover image of Rowan University graduates.*
"Rowan University Graduation Spring 2023," Facebook, posted by Rowan University, May 6, 2023, <https://www.facebook.com/photo/?fbid=10159408942630668&set=a.10159401592580668>.
2. *President Houshmand of Rowan University.*
Provided by Rowan University
3. *Rendering of Jean & Ric Edelman Fossil Park & Museum.*
"Coming Soon: America's Newest Museum Rises from Ancient Fossil Quarry," *Rowan Today*, August 2023, <https://today.rowan.edu/news/2023/08/coming-soon-americas-newest-museum-rises-from-ancient-fossil-quarry.html>.
4. *The "Prof Pride" statue of a bronze owl made by artist Brian Hanlon on Meditation Walk*
"Prof Pride," Rowan University Public Art, accessed January 24, 2024, <https://publicart.rowan.edu/artwork/prof-pride/>.
5. *President Houshmand helps students with hot sauce.*
"Rowan University Hot Sauce," accessed February 11, 2024, <https://www.rowan.edu/hotsauce/>.
6. *Rowan student delivers Covid-19 vaccine.*
"12 Hours. 2,000 Shots," *Rowan Today*, April 2021, <https://today.rowan.edu/news/2021/04/12-hours.-2,000-shots..html>.
7. *Rowan Boulevard is a hub of student life and local economic prosperity.*
Provided by Rowan University
8. *Cooper Medical School of Rowan University (CMSRU) students team up for a day of community service.*
Provided by Rowan University
9. *Rowan's Alternative Breaks encourages volunteerism and community service.*
"Alternative Breaks," Rowan University, accessed February 8, 2024, <https://sites.rowan.edu/volunteer/volunteerism/AB/>.
10. *Students at Rowan University.*
Provided by Rowan University

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