

| A Visionary Mission for Student Learning, Research Excellence, and Service | | |
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| <p>Rowan University will become a new model for higher education by being inclusive, agile, and responsive, offering diverse scholarly and creative educational experiences, pathways, environments, and services to meet the needs of all students; maintaining agility by strategically delivering organizational capacity across the institution; and responding to emerging demands and opportunities regionally and nationally.</p> | | |
| Strategic Pillars | | |
| <p>Access</p> <p>We are committed to expanding quality educational opportunities for students by increasing our enrollment capacity; supporting student success; utilizing an increasing array of pedagogies and platforms; and creating new pathways to undergraduate, graduate, post-graduate, and professional studies.</p> | <p>Affordability</p> <p>We are committed to keeping education affordable by managing costs; diversifying our revenue streams; reducing student debt; limiting tuition increases to the rate of inflation as measured by the consumer price index; and enhancing internship and employment opportunities for our students and graduates.</p> | |
| <p>Quality</p> <p>We are committed to providing rigorous, experiential, and engaging educational experiences; support for scholarly, creative, and research activities; a vibrant and healthy campus life; a rich intellectual, cultural, and artistic environment; and a safe, supportive and inclusive culture that respects and values the diversity of all of its members.</p> | <p>Economic Engine</p> <p>We are committed to benefiting our local and state communities by making every effort to partner with and invest in regional businesses and organizations that contribute in meaningful ways to furthering our mission; preparing an educated citizenry and skilled workforce; enhancing the health of our citizens and the quality of life; and developing innovative products, services, and ideas.</p> | |
| Strategic Domains | | Institutional Goals |
| <p>Undergraduate Core Research, Medicine and Health Sciences, Health Care, Research-Based Graduate Programs Adult and Continuing Education, Workforce Development, Professional Graduate Programs</p> | | <p>Provide multiple pathways to higher education credentials for students with different needs. Commit to success for all learners. Build human, infrastructure, and resource capacity. Engage in innovative discovery, invention, and application of knowledge. Create and develop competitive advantages.</p> |
| Operational Values | | |
| <p>Student-centeredness • Inclusivity • Engagement • Entrepreneurship Transparency • Accountability • Teamwork • Resilience</p> | | |
| Catalyzing Goals | Progress (FY 2017) | Projections (FY 2022) |
| <p>25,000 students \$ 1 billion operating budget \$ 100 million in sponsored projects \$ 500 million endowment</p> | <p>17,355 students \$ 488 million operating budget \$ 14 million in annual expenses avoided by use of Public-Private Partnerships \$ 34 million in sponsored projects \$ 206 million endowment</p> | <p>19,900 students \$ 580 million operating budget \$ 30 million in annual expenses avoided by use of Public-Private Partnerships \$ 45 million in sponsored projects \$ 255 million endowment</p> |
| Key Performance Indicators | | |
| <p>Full-time first-year applications Underrepresented students enrollment Regular-admit SAT scores First to second year retention rate Graduation rate</p> | <p>Instructional and academic budget Proportion of full-time faculty Percentage tuition increase Institutional scholarships and waivers New gifts and pledges</p> | <p>Building inventory in gross sq ft Research operating budget Invention disclosures and patents Rowan Global returns Economic impact</p> |