# BOARD MEMBERS IN ATTENDANCE

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<tr>
<th>1st Open Session</th>
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<tr>
<td>Isabelita Marcelo Abele</td>
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<tr>
<td>Brenda Bacon (virtual)</td>
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<td>Samantha Bollendorf, voting student trustee</td>
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<td>Chad Bruner, Chair</td>
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<td>Michael Carbone</td>
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<td>Barbara Chamberlain</td>
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<td>Jean Edelman (virtual)</td>
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<td>Thomas Gallia</td>
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<td>Michael Harrington, non-voting student trustee</td>
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<td>George Loesch (virtual)</td>
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<td>Robert Poznek, Vice Chair</td>
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<td>Larry Salva, Secretary</td>
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<td>Virginia Smith</td>
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<td>Ali Houshmand, ex officio</td>
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# BOARD MEMBERS NOT IN ATTENDANCE

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<tr>
<td>Frank Giordano</td>
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<td>Linda Rohrer</td>
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# UNIVERSITY REPRESENTATIVES PRESENT

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<td>Joseph Campbell, V.P. Facilities &amp; Operations</td>
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<td>Joe Cardona, V.P. University Relations</td>
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<td>Joanne Connor, Chief of Staff/Board Liaison</td>
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<td>Terri Drye, V.P. Human Resources</td>
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<td>Jeff Hand, Sr. V.P. Strategic Enrollment Management</td>
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<td>Sean Kennedy, V.P. of Government Affairs &amp; External Partnerships</td>
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<tr>
<td>Mira Lalovic-Hand, Sr. V.P. Information Resources &amp; Chief Information Officer</td>
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<tr>
<td>Tony Lowman, Provost &amp; Sr. V.P. Academic Affairs</td>
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<tr>
<td>Joseph Scully, Sr. V.P. Finance &amp; CFO</td>
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<tr>
<td>Jesse Shafer, Interim V.P. University Advancement/ Rowan University Foundation Executive Director</td>
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<tr>
<td>Monika Williams Shealey, Sr. V.P. Diversity, Equity &amp; Inclusion</td>
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<td>Horacio Sosa, V.P. Strategic Ventures &amp; Initiatives</td>
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<td>RJ Tallarida, V.P. &amp; Chief Growth Officer</td>
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<td>Melissa Wheatcroft, General Counsel</td>
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<tr>
<td>Scott Woodside, Director of the Wellness Center</td>
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<td>Lee Ann Barbin, Recording Secretary for the Board of Trustees</td>
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Lee Ann Barbin, Recording Secretary for the Board of Trustees
2nd Open Session:

Joseph Campbell, V.P. Facilities & Operations
Joe Cardona, V.P. University Relations
Joanne Connor, Chief of Staff/Board Liaison
Terri Drye, V.P. Human Resources
Jeff Hand, Sr. V.P. Strategic Enrollment Management
Sean Kennedy, V.P. of Government Affairs & External Partnerships
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RJ Tallarida, V.P. & Chief Growth Officer
Melissa Wheatcroft, General Counsel
Lee Ann Barbin, Recording Secretary for the Board of Trustees

OTHERS

Members of the President’s Office: Theresa DeVecchis, Laurie Lodise, and Lori McFadden.

CALL TO ORDER

A hybrid retreat of the Rowan University Board of Trustees was held on October 21, 2021 in Room 104 in the Rohrer College of Business Hall and via WebEx. Chair Bruner welcomed everyone to the meeting, called the Public Session of the meeting to order at 9:07 a.m., and requested that virtual panelists mute all devices.

OPEN PUBLIC MEETINGS ACT STATEMENT

Dr. Connor read the Open Public Meetings Act Statement.

PANDEMIC RESPONSE

Mr. Scott Woodside, Director of the Wellness Center, stated that the University is continuing to provide symptomatic testing at the Wellness Center on the Glassboro Campus and is approaching nearly 1,500 administered tests since the start of the semester. Weekly asymptomatic testing is also being offered to both students and employees, with approximately 10,000 administered thus far. Contact tracing continues to operate seven days a week, with weekly reports provided to the county and state. Isolation housing was provided for 85 students this fall semester and a total of 438 students since the onset of the program. The University is currently tracking 15 active cases in the student population, all of which are isolating at home. Mr. Woodside stated that his team continues to track caseloads in the greater Glassboro community and local hospitals. The partnership with the Gloucester County Health Department has been a critical alliance in combating the ongoing pandemic. Mr. Woodside recounted on the collaborative effort with Gloucester County in April 2020 to help with community testing, which ultimately transitioned into the overwhelmingly successful mega
site. The Gloucester County Mega Site provided testing for hundreds of thousands of individuals in the tri-state area. Mr. Woodside sees a future in which Rowan plays a stronger role in community health as the University continues to expand its academic profile and leverages its expertise in medicine, nursing, and health and wellness. He added that currently Monmouth University and Rowan University are the only schools providing pool testing in the state. Mr. Woodside emphasized that the success Rowan has experienced in these areas is thanks to the combined efforts of the entire Rowan community and local partners.

UNIVERSITY OF THE FUTURE: THE ROADMAP TO R1

Dr. Gallia recused himself from the meeting at 9:17 a.m.

President Houshmand opened his address stating that this is a critical time for Rowan University in taking further steps at becoming a Research 1 (R1), top tier institution. Today, there are multiple factors favoring Rowan, which could help further accelerate achieving this goal. President Houshmand stated that financially, Rowan University is one of the soundest in the state. Rowan is the only university in the nation, public or private, that did all of the following: gave a 10% discount on tuition during the pandemic, provided every student who received the vaccination $1,000 credit toward their tuition, and did not furlough a single faculty member. This financial strength is critically important for continued progress as it allows Rowan to operate independently of state-provided appropriations. Secondly, Rowan University has moved up in ranking and achieved national recognition so quickly that anyone looking to invest in the future of this region is looking to invest with Rowan, thus allowing the University to be an economic engine for the greater South Jersey area. The third factor is Rowan’s team of trained leaders who are dedicated and focused on seeing the University achieve the goal of becoming a R1 institution. The University has set a lofty goal of achieving R1 status in the next five years. President Houshmand stated that accomplishing this will require a two-phase approach. The first is to make significant enhancements in the areas of research by investing, attracting, and retaining top-level professors from around the country. The second phase is to enhance our marketing efforts by embarking on a grand-scale approach allowing for Rowan to be recognized globally as a diverse, prestigious institution. Thanks to Rowan’s strong financial standing and continued efforts to help generate additional income through non-traditional means, the University can make these critical investments. President Houshmand emphasized achieving R1 status is an investment and an undertaking with significant long-term benefits, but can only be achieved through strong, sustainable financial wellbeing and that a massive focus will be put forth in enhancing the University’s endowment.

Dr. Tony Lowman, Provost and Senior Vice President for Academic Affairs, provided a report on the collective work performed by the Executive Leadership team. March 2020 brought unique challenges that forced the team to shift focus and reprioritize efforts. In doing this, Rowan University was able to operate in a fashion most institutions
were not able to experience. Throughout last year, Rowan had 4,500 students on campus with 40% of classes still being offered in-person. Thanks to the combined efforts of Rowan’s leadership, the University maintained operational stability and in the Summer of 2020, the team began working on the University of the Future initiative. Due to the sustained financial stability of the University, this plan was implemented starting this past year and will continue to be driven forward potentially at an accelerated pace with the proper strategic investment. Dr. Lowman stated that becoming an R1 institution would increase Rowan’s prestige and reputation amongst its peers. This distinction would allow the University to recruit the best and brightest faculty and students, who are central to Rowan’s continued success. For the next round of recruitment, the focus will be on the main campus and emphasis will be placed on quality rather than growth by prioritizing diversity, inclusiveness, and excellence. As Rowan’s reputation continues to grow, it will increase the University’s standing with both community and industry partners, thus leading to increased funding opportunities for faculty, academic programs, and educational partners. Last year, Rowan University had a total of approximately $60M in research awards, which is a significant increase from $10M in 2013, translated to $25M in research expenditures in the last fiscal year. In order to be awarded R1 status, the University will have to reach a minimum of $90M in annual research expenditures. This will be achieved through continued growth along with strategic hiring, acquisitions, and partnerships. Achieving this bold initiative will require Rowan University to become a word-class destination for faculty and students through advancements in research and investing in first-class experiential learning opportunities, which focuses greatly on preparing all graduates for joining the workforce. Another key element for success is to build the University’s human capital infrastructure through continued development of the Human Resource Department and offerings for faculty and staff. Dr. Lowman stated that growing Rowan’s research portfolio will not come at the expense of the University’s undergraduate students, but rather focus primarily on the key new areas: health & life sciences, materials, sustainability, and the new School of Veterinary Medicine. Funding these endeavors will be supported in part by the newly established Rowan Global Inc. This department will be focused on growth and help to increase volatility in the higher education markets by attracting non-traditional learners. Rowan Global Inc. has been established outside of the main University and is working on developing a team of academic affiliates, and offering stackable programs, “just-in-time” credentials, and nanodegrees. Dr. Lowman believes this is an area that can achieve large revenue growth, comparable to programs such as Maryland Global and Purdue Global. Rowan Global Inc. is in communication with Guild Education, which partners with a large number of industries throughout the United States, and providing free education to their employees.

Dr. Lowman highlighted some of the examples of the University’s strategic investments initiatives, particularly regarding engineering and advanced materials. The University has highlighted life sciences as an
area that will receive an investment of approximately $200M over the next 10 years. The goal of this investment is to recruit 50 new researchers, as well as create the College of Medicine & Health Sciences, which will house the existing School of Osteopathic Medicine, the new School of Nursing & Health Professions, and the recently established School of Translational Biomedical Engineering & Sciences. By investing across all of these colleges, Rowan will build a cluster of world-class researchers in the area of life sciences, which will help bring the $25M in research expenditures up over the $90M threshold. Additionally, the University is in the process of hiring 10 new diverse faculty members, one across each college, working on the general area of sustainability.

Dr. Lowman continued by highlighting the University’s efforts of building for the future. Currently, Rowan is working on negotiations with an anchor tenant to go along with a handful of letters of intent to be members of the Global Solutions hub. Dr. Lowman is hopeful that a lease agreement with an anchor tenant will be in place within the next couple of months, allowing this project to move forward. Another key building project Rowan is undertaking is the Jean & Ric Edelman Fossil Park and Museum, a one-of-a-kind, world-class, academic museum. This museum will enhance the University’s reputation and prestige and will be a major driver in achieving R1 status. Dr. Lowman then referenced the Agora Project for the student center, which will become the heart of the University, consisting of experiential learning rooms, multi-purpose rooms, and large gathering spaces for student and faculty events.

In conclusion, President Houshmand addressed Rowan’s current cluster leadership model and how he feels this empowers individuals in charge of specific divisions at the University to help streamline their specific practices and procedures, while still working directly with Compliance and coordinating with other divisions. This streamlined model allows for greater efficiencies and quicker decision making.

BREAK

Chair Bruner announced a short meeting break at 10:06 a.m.

Ms. Bollendorf and Mr. Harrington recused themselves from the retreat at this time.

The break concluded at 10:27 a.m.

MOTION TO MOVE INTO CLOSED SESSION

Chair Bruner entertained a motion and was seconded for the Board of Trustees to move into Closed Session. A vote was taken 10-0 in favor. The first public portion of the meeting closed at 10:28 p.m.

RETURN TO OPEN SESSION

At 11:21 a.m. Chair Bruner stated that Closed Session had concluded and no formal action was taken. Topics discussed included real estate. Chair Bruner entertained a motion that was seconded for the Board to return to public session. A vote was taken 12-0 in favor to return to public session.
Dr. Gallia, Ms. Bollendorf, and Mr. Harrington returned to the meeting at this time.

**ACTION ITEMS FOR INDIVIDUAL CONSIDERATION**

Chair Bruner stated that items #2021.10.01 through #2021.10.03 are being considered individually. He stated that if any Board members need to recuse themselves for any of the individually considered resolutions that they do so when asked before each vote.

The specific votes for individually considered resolutions were:

**VOTE TALLY**

Resolution #2021.10.01: 12-0 in favor
Resolution #2021.10.02: 10-0 in favor (Dr. Gallia and Ms. Bollendorf recused themselves)
Resolution #2021.10.03: 11-0 in favor (Dr. Gallia recused himself)

**RESOLUTION #2021.10.01**

**AUTHORIZING CONTRACT WITHOUT COMPETITIVE BIDDING WITH SPANTRAN, INC. FOR EVALUATION OF INTERNATIONAL CREDENTIALS**

WHEREAS, the New Jersey Medical and Health Sciences Education Restructuring Act, N.J.S.A. 18A:64M-1 et seq. (“Restructuring Act”), permits Rowan University, a public research university, to enter into agreements for the procurement of services without public advertising pursuant to applicable state law as outlined in N.J.S.A. 18A:64-56, and

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

WHEREAS, Rowan University has determined that the University would benefit from the purchasing of international credential evaluation services to assist in the timely and accurate determination of equivalent credential eligibility due to a rapid increase in potential enrollment of international students, and

WHEREAS, SpanTran, Inc. is an established company with expertise in the review and analysis of international programs and credentials for the determination of assignment of credit using a Grade Point Average system recognized in the United States, and

WHEREAS, the services are not anticipated to exceed $400,000 on an annual basis, and

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

**THEREFORE BE IT RESOLVED** by the Board of Trustees that the Senior Vice President for Finance and Chief Financial Officer is authorized to enter into a contract with SpanTran, Inc. of New York, New York in an amount not to exceed $400,000 on an annual basis.
SUMMARY STATEMENT/RATIONALE

This resolution authorizes a contract without competitive bidding with SpanTran, Inc. for international credential evaluation of prospective students for FY22 with the possibility of renewal for FY23, and FY24.

Chair Bruner entertained a motion that was seconded to approve Resolution #2021.10.01. Chair Bruner opened the floor to questions and recusals from the Board. There being none, a vote was taken 12-0 in favor and Resolution #2021.10.01 was approved.

RESOLUTION #2021.10.02

RATIFICATION OF AUTHORIZATION OF LEASE BETWEEN ROWAN UNIVERSITY AND COUNTY OF CUMBERLAND

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), Rowan University has been designated as a public research university as of July 1, 2013, and

WHEREAS, pursuant to the Restructuring Act, Rowan is permitted to own, lease, dispose of, use and operate real property as is necessary or desirable for university purposes, and

WHEREAS, the University has concluded that Cumberland County is currently underserved as it relates to healthcare and the Rowan School of Osteopathic Medicine (“RowanSOM”) is well positioned to assist Cumberland County in addressing the critical health needs of its residents, and

WHEREAS, the University has concluded that Cumberland County would be an appropriate site for the location of the following practices: the CARES Institute which provides focused care for child victims of physical and sexual abuse and trauma; Rowan Integrated Special Needs Center (“RISN”), a primary care practice dedicated to serving the needs of individuals with complex special needs, and the NeuroMusculoskeletal Institute (“NMI”), a specialized practice focused on evaluation and treatment of acute and chronic pain, and

WHEREAS, Rowan has further determined that working in collaboration with the Rowan College of South Jersey, it can better address the needs of the Southern region of New Jersey as it relates to job creation and workforce development, particularly in the areas of allied health, and

WHEREAS, Rowan University has determined that it can best assist in the extension of the “Eds and Meds” Corridor throughout Southern New Jersey by locating three clinical practices on the campus Rowan College of South Jersey (“RCSJ”) – Cumberland Campus, and in so doing can be a provider of essential healthcare to the region, assist in the creation of employment opportunities for residents in the geographic vicinity, and enhance opportunities for internships and trainings for students in the area of allied health, and

WHEREAS, Cumberland County and Rowan have concluded that the Cumberland County Improvement Authority (“CCIA”) can assist Rowan in addressing these areas of unmet needs with respect to students and patients
WHEREAS,  CCIA and Rowan have reached agreement on the essential business terms which include the following:

- The lease term shall last twenty-five (25) years with one (5) year renewal option;
- The space constructed by Cumberland County shall be made available to Rowan as turn key and shall comprise an approximate 17,200 square feet;
- The Budget for the space shall not exceed $9 million, which shall include a $2 million grant from the Rowan University-Rutgers Camden Board of Governors,
- Base rent shall be deferred for five years and thereafter, the rents shall cover the amortized financing costs for the building,
- Rowan shall be responsible for the operating costs of the building during the period of its tenancy, and
- At the conclusion of the tenancy, at Rowan’s discretion, Rowan shall retain a reversionary interest in the building if advantageous for Rowan to exercise same, and

WHEREAS, due to timing issues relating to proposed project financing, pursuant to Resolution 2021.09.28, the Executive Committee of the Board of Trustees approved the above-referenced essential business terms and authorized the Senior Vice President for Finance and Chief Financial Officer to finalize and execute the lease with Cumberland County based on the above-described business terms, and

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

THEREFORE BE IT RESOLVED that the Board of Trustees ratifies Resolution 2021.09.28 and authorizes the Senior Vice President for Finance and Chief Financial Officer to finalize and execute the lease with Cumberland County based on the above-described business terms, and

BE IT FURTHER RESOLVED that the lease shall be presented to the Full Board through the Budget and Finance Committee for review and at the next meeting of the Full Board of Trustees following its execution.

SUMMARY STATEMENT/RATIONALE

This resolution ratifies a prior approval of the negotiation and execution of a lease for space in a newly constructed, turn-key facility to be built by Cumberland County Improvement Authority for Rowan as a home for RowanSOM’s expansion of its physician practices to meet the urgent healthcare needs of the residents of Cumberland County, to provide additional opportunities for education in the allied health professions, and to spur job opportunities in the region.

Chair Bruner entertained a motion that was seconded to approve Resolution #2021.10.02. Chair Bruner opened the floor to questions and recusals from the Board. Dr. Gallia and Ms. Bollendorf recused themselves. A vote was taken 10-0 in favor and Resolution #2021.10.02 was approved.
RESOLUTION #2021.10.03

APPROVAL TO CREATE A COLLEGE OF MEDICINE AND HEALTH SCIENCES AND COMMITMENT OF RESOURCES, BOTH HUMAN AND CAPITAL, TO THE ATTAINMENT OF R1 STATUS

WHEREAS, Rowan University is committed to expanding access to undergraduate, graduate, and professional educational opportunities for the residents of South Jersey, to expanding access to quality and affordable health care for patients in the region, and to expanding innovative research to spur economic development and job growth in the region, and is prepared to pursue and enter into affiliations necessary to advance these goals and to benefit the entire region as well as Rowan’s students, patients, employees, community, and the region in its entirety, and

WHEREAS, pursuant to the New Jersey Medical and Health Sciences Education Restructuring Act (“Restructuring Act”), Rowan University was designated as a public research university and charged with building capacity to enhance higher educational opportunities for residents of the state, enhance the likelihood of receipt of research funding, and enhance the reputation and quality of its Colleges and Schools, including its Medical Schools, N.J.S.A. 18A:64M-1, et seq., and

WHEREAS, pursuant to the Restructuring Act, the Board of Trustees of Rowan University (“Rowan”) is empowered to determine policies for the organization, administration, and development of the University, N.J.S.A 18A:64M-9(c), and

WHEREAS, throughout the last decade, Rowan has implemented a variety of strategic initiatives designed to propel the University into a comprehensive institution capable of addressing the educational and research needs of the region and state, and to meet the legislative expectations outlined in the Restructuring Act, and

WHEREAS, such initiatives have yielded a dramatically different institution: Rowan has transitioned rapidly from a masters classified university to a R2 public research university and a model for strategic change; it is now the home of two Medical Schools, a growing body of innovative research, and is an economic driver for South Jersey and beyond, and

WHEREAS, Rowan has remained steadfastly committed to its strategic pillars while implementing these changes, including access, affordability, quality, and serving as an economic engine and, with deliberate focus and careful investment in infrastructure and research, while continuing to build high-quality undergraduate and graduate programs, Rowan has enhanced undergraduate and graduate capacity in the region, increased available seats for medical students, collaborated with its County College partners to make available programs for geographically targeted professional training, grown practical research, and leveraged private and public funding for job creation and regional economic growth, and

WHEREAS, Rowan is now ready to embrace the next step of its evolution and implement targeted actions to become an R1 institution and a leader in research and innovation to ensure the region’s access to a comprehensive R1 university for the direct benefit of students and the community as well as for the economic benefit of the region and state, and

WHEREAS, pursuant to Resolutions 2021.06.15 and 2021.06.16, Rowan created the School of Nursing & Health Professions and the School of Translational Biomedical Engineering & Sciences, intended to foster interdisciplinary research and education programs, and
WHEREAS, Rowan has concluded that the further unification of its programs focused on health and medical professions, health sciences, allied health, and related studies will allow for the dedication of resources and attention to collaboration within these areas which will enhance the development of innovative academic programs, interdisciplinary programs and research, and

WHEREAS, Rowan has concluded that affiliating with one or more private entities capable of research and innovation in the area of Medicine and Health Sciences will allow for the efficient leveraging of private resources for the benefit of the University, its students, its patients, the community, and the region, and

WHEREAS, the University intends to collaborate with its affiliates to enhance educational programs and opportunities for students in the areas of allied health as well as health professions, to spur research in critical areas of Medicine and Health Sciences, to create viable talent pipelines for the development and retention of New Jersey physicians, to increase financial support for underserved students in Medicine and Health Sciences, to drive economic growth in the region and beyond, and dramatically and radically transform Medicine and Health Sciences education as well as regional healthcare and Medicine and Health Sciences research, and

WHEREAS, Rowan has further determined that its path to R1 status will directly benefit its County College partners and their students and communities and allow for the development of innovative and employment-focused programs in allied health and related fields as well as provide students with enhanced access to clinical training and meaningful experiential learning, and

WHEREAS, in addition to the affiliations contemplated herein, Rowan has concluded that additional significant investment must be made in human capital, infrastructure, and facilities to support this comprehensive initiative and to strategically position Rowan for continued progression to R1 status, and

WHEREAS, the Senior Vice President for Finance and Chief Financial Officer has certified that there are sufficient budgeted funds available to support the necessary investment contemplated in a strategic focus on R1 status and engaging in one or more necessary affiliations for the development and enhancement of a comprehensive College of Medicine and Health Sciences,

THEREFORE BE IT RESOLVED that Rowan shall be permitted to create a comprehensive College of Medicine and Health Sciences, effective July 1, 2021, and

BE IT FURTHER RESOLVED that the Senior Vice President of Finance and the Provost shall be authorized to negotiate and execute one or more agreements and legal instruments necessary to the establishment of one or more affiliations in Medicine and/or Health Sciences, and

BE IT FURTHER RESOLVED that the Executive Leadership Team shall be charged with the development of a budget and plan to further Rowan University’s evolution to R1 status, and

BE IT FURTHER RESOLVED that the Executive Leadership Team shall regularly update the Board of Trustees through its relevant committees of progress toward the goals articulated herein as well as financial and other investments made and milestones achieved.
SUMMARY STATEMENT/RATIONALE

This resolution authorizes the establishment of a comprehensive College of Medicine and Health Sciences, the negotiation and execution of one or more agreements and legal instruments necessary to establish affiliations in Medicine and/or Health Sciences to support the growth and development of research, and authorizes the commitment of resources necessary to support such affiliations and Rowan’s efforts toward building capacity and infrastructure to become an R1 institution.

Chair Bruner entertained a motion that was seconded to approve Resolution #2021.10.03. Chair Bruner opened the floor to questions and recusals from the Board. Dr. Gallia recused himself. A vote was taken 11-0 in favor and Resolution #2021.10.03 was approved.

MOTION TO MOVE INTO CLOSED SESSION

Chair Bruner entertained a motion and was seconded for the Board of Trustees to move into another Closed Session. A vote was taken 12-0 in favor. The second public portion of the meeting closed at 11:25 a.m.

RETURN TO PUBLIC SESSION

At 11:45 a.m. Chair Bruner stated that Closed Session had concluded and no formal action was taken. Topics discussed included personnel. Chair Bruner entertained a motion that was seconded for the Board to return to public session. A vote was taken 12-0 in favor to return to public session.

ADJOURNMENT

There being no further business, Chair Bruner entertained a motion that was seconded to adjourn the meeting. The vote was unanimous in favor, and the meeting was adjourned at 11:46 a.m.

Lee Ann Barbin, Recording Secretary
for the Board of Trustees

Chair, Board of Trustees

Secretary, Board of Trustees