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## ROWAN UNIVERSITY MISSION STATEMENT

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



# THE UNIVERSITY OF THE FUTURE

## WELCOME TO THE UNIVERSITY OF THE FUTURE.

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

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

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

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

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

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

Very truly yours,

Ali A. Houshmand, Ph.D.  
*President*



# UNIVERSITY OF THE FUTURE: *A ROADMAP FOR CHANGE*

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

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



# COMMITTEE CHARGES

## ACADEMICS

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

## PRICING MODELS

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



## DIVERSITY, EQUITY AND INCLUSION SCHOLARSHIP

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

## FLEXIBLE WORKFORCE

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



## FACILITIES & INFRASTRUCTURE NEEDS

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



# THE PROCESS

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

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

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



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

# ACADEMICS

## OVERVIEW

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

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

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

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



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

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





# RECOMMENDATIONS

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

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

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

| <b>COLLABORATIVE EFFORTS</b> |   | <b>INITIATIVE BEGINS</b> |
|------------------------------|---|--------------------------|
| 5                            | Create research opportunities for underrepresented groups as a springboard for successes in STEM fields | March 2021               |

## NOTES

### EXPANSION OF ONLINE PROVIDER PARTNERSHIPS

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

### ACADEMIC PROGRAM REVITALIZATION

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

# PRICING MODELS

## OVERVIEW

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

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

## RECOMMENDATIONS

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

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

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

## NOTES

### ROWAN GLOBAL

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

### UNDERGRADUATE PRICING

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

### PER-CREDIT HOUR PRICING

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

### DIFFERENTIAL PRICING

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



# ***DIVERSITY, EQUITY AND INCLUSION SCHOLARSHIP***

## **OVERVIEW**

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

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

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

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

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

# RECOMMENDATIONS

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

## NOTES

### INCREASE FINANCIAL AID

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

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



# FLEXIBLE WORKFORCE

## OVERVIEW

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

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

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



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

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



# RECOMMENDATIONS

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

## NOTES

### **FOCUS ON FLEXIBLE WORKING ARRANGEMENTS RATHER THAN REMOTE WORKING RELATIONSHIPS**

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

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

# ***FACILITIES & INFRASTRUCTURE NEEDS***

## **OVERVIEW**

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

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

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



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

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

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

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

# RECOMMENDATIONS

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

## NOTES

### CLOUD-FIRST STRATEGY PLAN

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



### **ROWAN PORTAL**

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

### **CAMPBELL LIBRARY RENOVATION**

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

### **MODERNIZATION OF CENTRAL UTILITY PLANT**

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

Recommendations include:

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

### **WEST CAMPUS DEVELOPMENT**

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

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

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

### **PARKING: CONSIDER NEED FOR STRATEGICALLY INCREASING CAPACITY**

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

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

PROJECTS NEAR COMPLETION AND UPCOMING CONSTRUCTION



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



# REALIZING THE *UNIVERSITY OF THE FUTURE*

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

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

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