Steering Committee Chairs	Торіс	Senate or Consulting Committees	Focus and/or Scope
Roberta Harvey Vice President for Academic Affairs Bill Freind, University Senate President	Mission and Goals	Mission Statement Task Force	 History and basis of mission and goals Mechanisms by which mission and goals inform initiatives
Jim Newell Senior Vice President for Academic Affairs and Provost Nathan Bauer, Rowan Core Chair Carla Lewandowski, LOAC Chair	Undergraduate Core	Rowan Core LOAC	 Development or enhancement of degree programs, program options, and credentials Rowan Core Academic priorities for facilities, including academic homes, proximities, and learning space design Faculty hiring strategy to build research capacity and preserve quality of teaching and learning Enrollment sustainability
Jim Newell Senior Vice President for Academic Affairs and Provost Carla Lewandowski, LOAC Chair	Enhanced Learning Opportunities	LOAC	 Honors College Accelerated dual degrees and pathways to advanced graduate/professional preparation Experiential learning International programs Rowan Online Athletics
Horacio Sosa Vice President for Global Learning and Partnerships	Rowan College Partners and Other Locations		 Rowan Colleges (3+1, Work to Learn Consortium) Camden Off-site settings (corporate, healthcare, research)
Horacio Sosa Vice President for Global Learning and Partnerships Monica Kerrigan, GEGLPC Chair	Professional Graduate Programs	Graduate Education and Global Learning Partnerships	 Definition of "professional graduate programs" Objectives and measures of success for professional graduate programs
Richard Jones Vice President for Student Services and Dean of Students	Student Life Programs		 Campus Life Civic Involvement Diversity and inclusion Orientation and Student Leadership Residential Learning and University Housing
Rory McElwee Vice President for Enrollment and Student Success Jessica Prach Syed, RARC Designee	Student Services	Recruitment, Admissions, & Retention	 Developmental education reform Academic advising redesign Affordability Task Force and related initiatives Support for diversity and inclusion in student access and success Professional preparation and readiness
David Rubenstein Vice President for Health & Wellness	Health & Wellness		 Increased volume of patients and increased acuity Faculty awareness and response training Increasing access to healthcare through diversity of programs Trends in student population (dependency/addiction, autism spectrum, veterans, significant chronic conditions, special needs) Trauma-informed response Support for fitness and wellness facilities Delaware Valley Medical Student Wellness Collaborative

Amy Bosio, Vice President for Finance Chris Simons, UBPC Chair Bill Freind, University Senate President	Fiscal Management and Stewardship	University Budget & Planning	 Component parts: regular University, medical schools, Rowan Global, Rowan Special Programs, Auxiliaries Resource allocation processes Financial agility and long-term debt management Dissemination of financial information to community Foundation BOT oversight Expansion history and integration into fiscal management
Donald Moore Senior Vice President for Facilities and Operations Mat Gendreau, CAEC Chair Bill Freind, University Senate President	Facilities and Environment	Campus Aesthetics & Environmental Concerns	 Campus planning, including multi- and inter-campus topographies and economic development priorities Design of learning spaces, including standards, technology, new buildings, and adaptive reuse and renewal
Mira Lalovic-Hand Senior Vice President for Information Resources & Technology/CIO Andrea Vernengo, TRC Chair Bill Freind, University Senate President	Technology Infrastructure and Security	Technological Resources	 Network infrastructure Business intelligence and data analytics Cybersecurity Instructional technology
Terri Drye Vice President for Human Resources McKenzie Suber-Robinson, PEWC Chair Jeanne Lewis, DC Chair	Culture, Climate, and Human Resources	Professional Ethics & Welfare Diversity Strategic Priorities Council	 Diversity Employee engagement HR processes Transition to HR as proactive, strategic partner in creating a culture of excellence
Shreek Mandayam Vice President for Research DeMond Miller, RC Designee	Sponsored Research Scholarly and Creative Activity	Research University Research Council	 Opportunities for scholarly and creative activity Impact on students and student learning Proposal development Sponsored program administration
Shreek Mandayam Vice President for Research	Research-Based Graduate Programs		 Definition of research-based graduate programs Curriculum process Support for students Quality of student research recruitment
Ken Blank Senior Vice President for Health Sciences	Health Sciences		 Healthcare degree and research programs Interdisciplinary collaboration Healthy communities Healthcare priorities Research
Steve Weinstein Executive Vice President for Policy & External Relationships/Partnerships	Community and Government Relations		 State and federal government relations (including appropriations, legislative positions, state contracts/grants, advocacy, positioning, federal presence) Regional economic development (including public-private partnerships, regional needs, economic impact) Fulfilling responsibility to serve as thought leaders in public policy
John Zabinski Senior Vice President for University Advancement	Advancement		 Fund raising strategies and challenges Initiatives Status (campaign feasibility study, initiatives, and assessment)
Joe Cardona Vice President for University Relations	Branding	_	 Evolution of branding the university as a research institution Effectiveness of branding campaigns Effectiveness of event sponsorship
Melissa Wheatcroft General Counsel	Compliance		 Issues relating to assurance of compliance Assessment of compliance function and processes Comparative analysis of compliance functions