



March 23, 2012

To the Rowan Community:

The proposed merger of our University with Rutgers-Camden has dominated the news and engendered a great deal of vocal sentiment since Gov. Chris Christie announced and sanctioned the proposal by the University of Medicine and Dentistry Advisory Committee in late January.

While decisions about the initiative are in the State's hands, 30 members of the Rowan family have been meeting and working since last fall to outline the impact of such a move and start to detail what it will take to make such a merger successful.

Last week, I presented a "working document" on the merger—"Rowan University in Support of Higher Education Reorganization for Southern New Jersey"—to the governor's staff.

During Monday's New Jersey Senate Higher Education Committee and Assembly Higher Education Committee hearing in our Student Center, a passing reference was made to this document, and reporters seized on it and began to ask for copies.

In order to present the facts, I called for a meeting with journalists today and shared the document with them.

What we always meant to be an internal document—and a very early one at that—has become very public, and we expect extensive media coverage about it today and tomorrow. We also fully expect it will be misinterpreted and misused.

It is important that you read this entire report yourself rather than just a summary interpreted by reporters and others, including opponents of the proposed merger. You can find it at www.rowan.edu/researchuniversityproposal

I am happy that we have been actively planning for this possible merger, but what we have written about in this document is only the beginning. No doubt we will add to, modify and delete items should the merger move forward. And, of course, we have no intention through this document to make any unilateral changes, including to collective bargaining relationships. Again, this is a starting point from which many of us—and hopefully our Rutgers-Camden colleagues – can some day work. Rutgers-Camden has not contributed to "Rowan University in Support of Higher Education Reorganization for Southern New Jersey," but I hope this may lay some groundwork for future conversations with administrators, faculty and staff at our sister school.

Sincerely,

Ali A. Houshmand
Interim President

Office of the President

Rowan University
Bole Hall
201 Mullica Hill Road
Glassboro, NJ 08028

856-256-4100
856-256-4442 fax



IN SUPPORT OF

Higher Education Reorganization
for Southern New Jersey

A PLAN FOR THE REORGANIZATION OF HIGHER EDUCATION IN SOUTHERN NEW JERSEY

A reorganization plan that calls for Rowan University to absorb Rutgers-Camden will result in the creation of one of the region's largest research universities. Rowan University expects to **grow the combined enrollment** by 5,000 seats (20,000 to 25,000 students) and nearly **double research funding** in approximately five years. It is critical, however, that the following points be included in any reorganization plan in order to make the transition for students, employees, and all stakeholders as swift and seamless as possible:

1. REORGANIZATION ORDER

The order will transfer all of Rutgers-Camden's **property, assets** and **state funding** to Rowan University. Rowan will be granted research university designation.

2. FINANCIAL

Rowan University shall receive a **one-time payment**, to be determined through financial analysis, for transition expenses.

The newly designated research university shall receive **appropriations** comparable to the per pupil allocations of current New Jersey research universities (e.g., Rutgers, NJIT, UMDNJ).

The State of New Jersey shall continue to pay the **fringe benefits** of all current employees of the combined institution as well as those additional employees hired to support core functions currently administered from Rutgers' New Brunswick campus (i.e., information technology resources, human resources, payroll), now to be assumed by Rowan University.

3. GOVERNANCE

Rowan University's **Board of Trustees will expand** from 15 to 25 members to better represent the involved entities.

4. IMPLEMENTATION

The Governor shall appoint a **transition team**, which will report to the Rowan University Board of Trustees, to facilitate the planning and implementation of the merger.

5. EMPLOYEE RELATIONS

Like Rutgers, NJIT and UMDNJ, Rowan University will **not be subject to civil service requirements** and guidelines. The bargaining process will be local.

ASSUMPTIONS

All strategic planning outlined in this document is based on the following assumptions:

- An executive order will **merge Rutgers-Camden with Rowan University**.
- A mutually beneficial partnership will exist between Rowan University, Cooper University Hospital, and Coriell Institute for Medical Research.
- Rowan will be granted classification as a **research university** (as defined by New Jersey's classification system for state institutions).
- The name of the new entity shall be **Rowan University**.
- The merger of Rutgers-Camden into Rowan University, with affiliations with Cooper University Hospital and Coriell Institute, will not be successfully challenged by external parties.
- The existing **Rowan University Board of Trustees** will function as the governing board for the newly configured research university.
- The new research university will be headquartered in **Glassboro, NJ**.
- Rowan's **endowments** will remain with it and endowments and grant funding stipulated for Rutgers-Camden shall remain with the campus.
- Existence of the new Rowan University will start following the passage of one full fiscal year after a formal commitment to the merger is announced.
- The new University will be able to **meet the needs of the region** far better—and faster—than separate entities could accomplish on their own.
- Respect for the identities and traditions specific to the Rutgers-Camden and Rowan communities and alumni will be preserved.

OUR OBJECTIVES

Rowan University shall achieve the following as a result of the proposed reorganization of NJ higher education:

- Significantly **increase access and available options** for higher education for area residents who presently go out-of-state for such opportunities.
- Ignite the regional economy by engaging in **major and ongoing research activities**.
- Be a **hub of discovery and innovation** to benefit New Jersey's citizenry and beyond.
- Function as a regional magnet for **entrepreneurship, grants, and philanthropy**.
- Continue and **strengthen community partnerships** in and around Camden and Glassboro. Take an active leadership position in the revitalization of Camden and Glassboro.

LOOKING TOWARD 2020

STUDENT POPULATION AND ACADEMIC DEGREES

By 2020, a fully integrated Rowan University will have expanded its population to 25,000 students:

- **20,000 undergraduate students**, including full-time, residential, commuter, part-time, online, hybrid, weekend, off-campus locations, and county college dual enrollments.
- **5,000 graduate students**, including full-time, part-time, online, hybrid, professional programs, and research-based programs, such as **Ph.D., Psy.D., D.B.A., Ed.D., M.D., and J.D.** degrees.

RESEARCH

- **\$50 million+ research expenditure:**
Currently, Rowan, Rutgers-Camden, and Coriell, combined, account for approximately \$26 million annually.

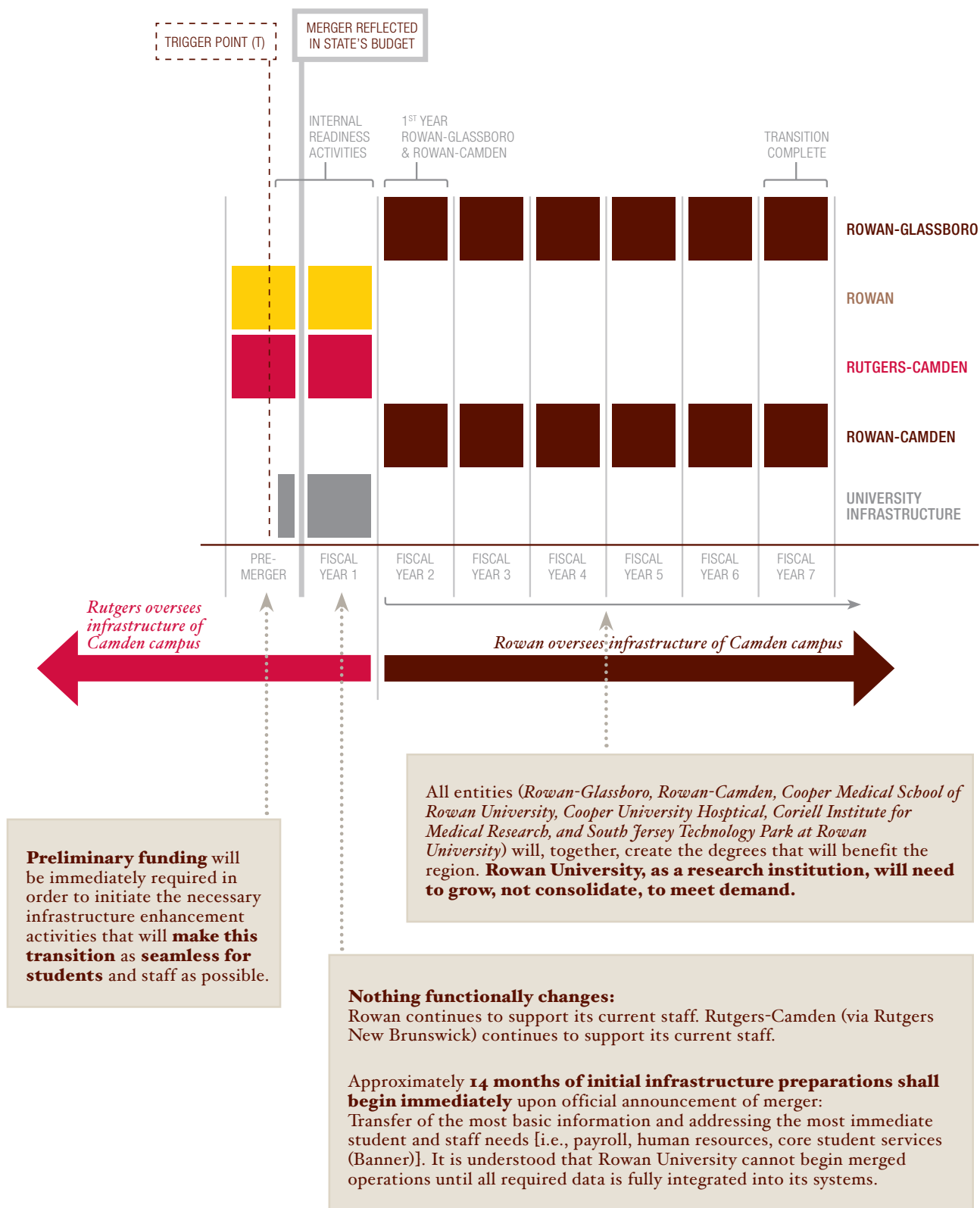
CORE OPERATIONS

A transition team, which will report to the Rowan University Board of Trustees, shall be put in place to facilitate the planning and implementation of the merger. The transition leadership team will:

- Establish a comprehensive **unified budget**.
- Determine how to accomplish **transfer of assets** and assess the impact of debt on the new organization.
- Create a **new vision and mission** focused on expanding research and increasing capacity—while respecting the well-established values and culture of the existing institutions.
- Lay the groundwork for an **efficient, centralized governance** structure to benefit a multi-campus university.
- Utilize the central administrative systems of **both** Rowan University and Rutgers University (New Brunswick) during the transition period (from initial commitment until Rowan's new blended curriculum goes into effect for all enrolled students).
- Establish a **culture** of one cohesive university environment—built upon the successful joining of two unique campus cultures.
- Enhance and integrate existing structures, policies, and resources (e.g., information resources, individuals with specific expertise, student services, infrastructure, personnel, academic standards).

The chart on the following page visualizes the core operations timeline throughout the merger transition process.

THE OPERATIONAL PERSPECTIVE OF THE TRANSITION TIMELINE



CURRICULUM

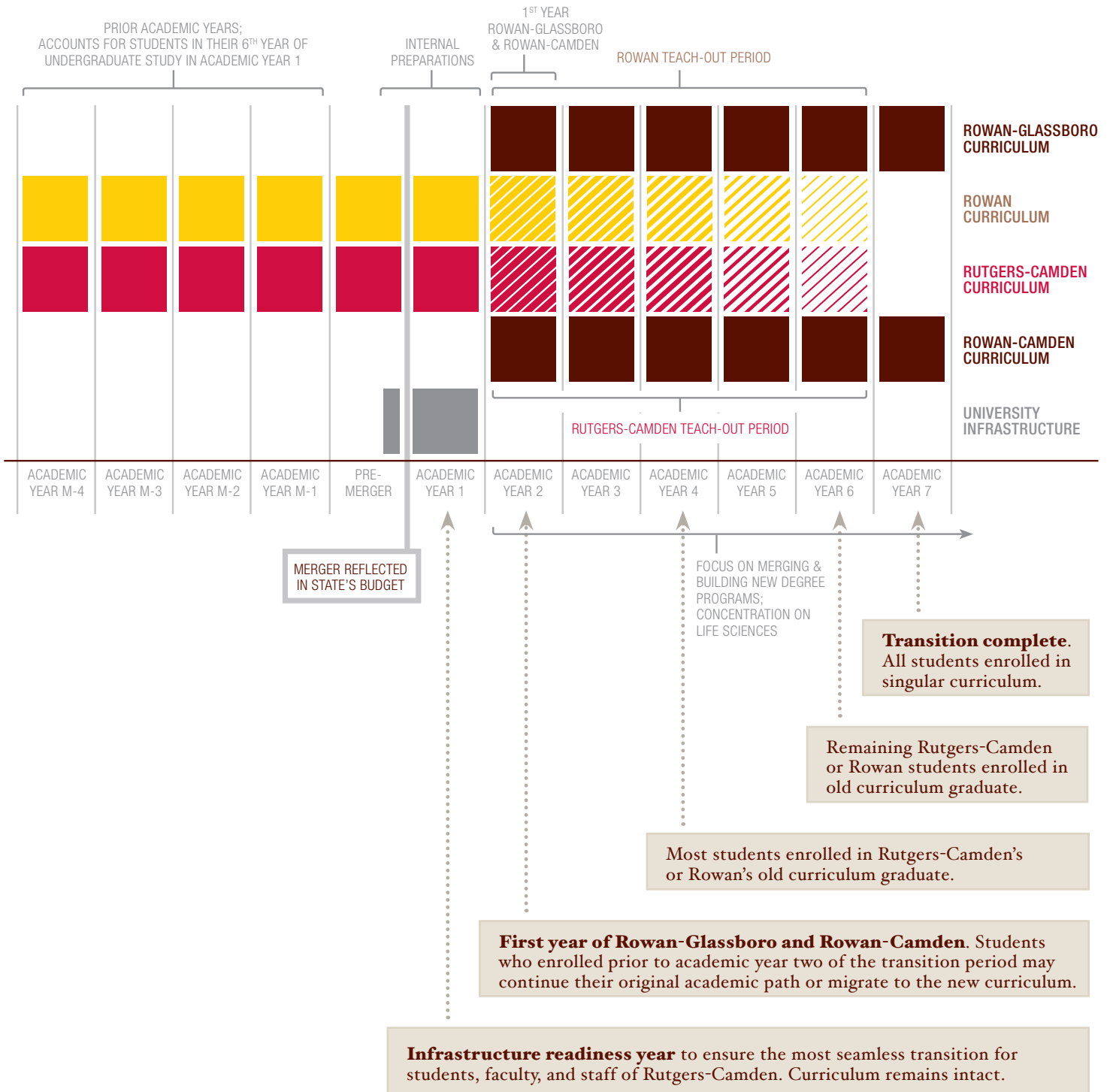
The first academic year of common curriculum for the new Rowan University is targeted for the fall semester following one full academic year of required preparations.

The timeline for transition towards academic alignment shall proceed as follows:

- Students who initially enter Rutgers-Camden **prior to** the first academic year of common curriculum are entitled to a Rutgers Degree.
- Students who enter the new Rowan University at the Camden Campus **in or following** the first academic year of common curriculum will take what has been the Rutgers-Camden curriculum, but will receive their degree from Rowan University.
- **Rutgers-Camden's curriculum is distinct** from Rutgers' New Brunswick campus in most fields and shall be initially adopted by Rowan University through the transition period until a new common curriculum is implemented and students who entered Rutgers-Camden prior to the first academic year of common curriculum have graduated.
- Students who initially enter Rowan University, **in or following** the first academic year of common curriculum shall enter the new Rowan University and will receive a Rowan University degree, regardless of where they take their classes.

The chart on the following page visualizes the curricular timeline throughout the merger transition process.

A VISUALIZATION OF THE TRANSITION FROM THE ACADEMIC PERSPECTIVE



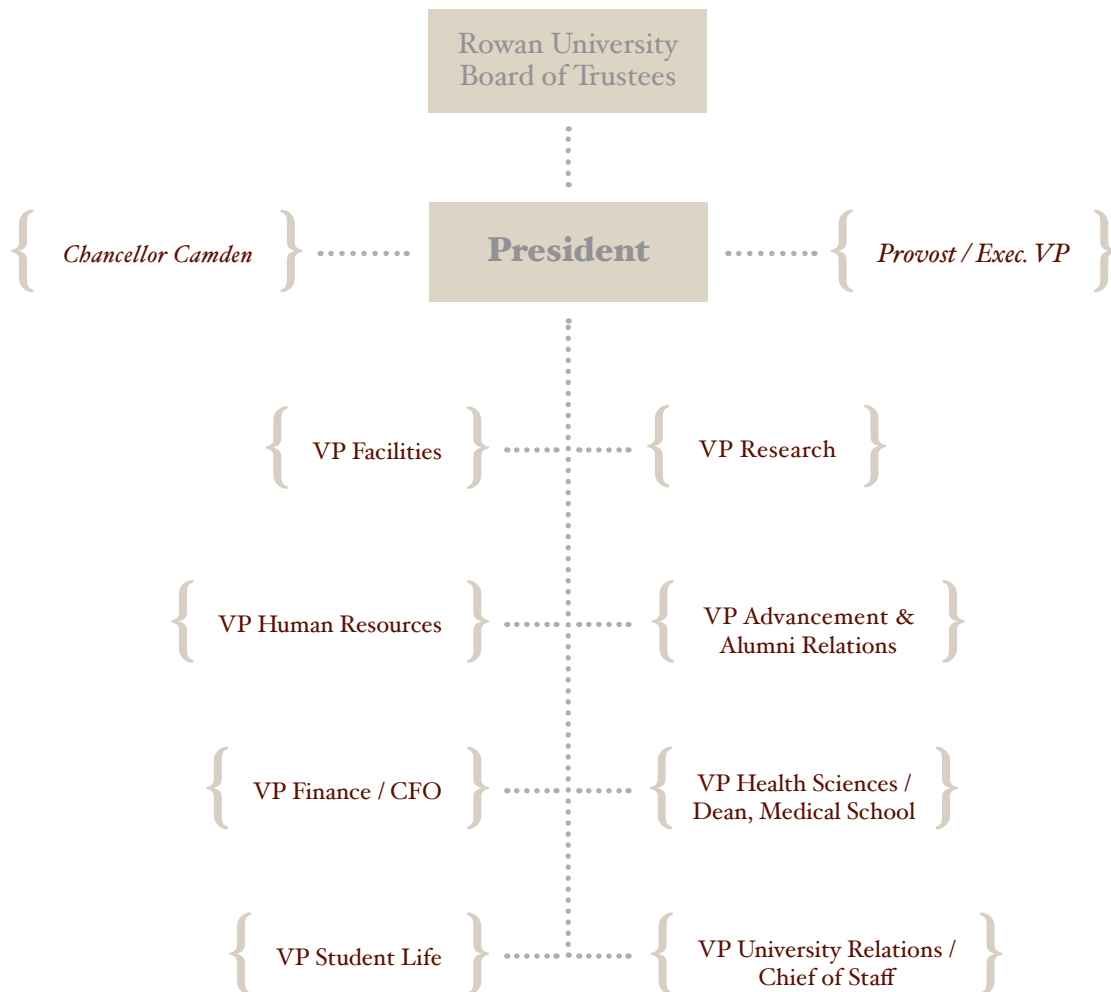


Governance

TRANSITIONAL GOVERNANCE

The campuses will operate under the proposed executive organizational structure (shown below) during the transition period. The governance structure and administrative personnel at the Rutgers-Camden campus shall remain intact during the transition period.

TRANSITIONAL ROWAN UNIVERSITY SENIOR MANAGEMENT STRUCTURE





**University-wide
Implementation**

CORE OPERATIONAL COMPONENTS

This is an opportunity to envision and build a new kind of university together—one that is amply equipped to serve the needs of the twenty-first century student. To accomplish this, a systematic approach toward the underlying systems and operations of this new university must be identified and thoughtfully implemented as a key part of this merger. Considerations include:

- The integration of Rutgers-Camden's systems and Rowan's will be driven by the core motivation to make this transition from two institutions into one as seamless and non-disruptive as possible for all students.
- All staff located in New Brunswick who presently support Rutgers-Camden—but will not be transferred to Rowan—must be accounted for and replaced. Rowan University will be responsible for absorbing and compensating for the anticipated gap in personnel to support Rutgers-Camden during and after the transition. These include, but are not limited to, information technology resources, human resources, payroll, website and web-based services, admissions, library services, and institutional effectiveness and reporting functions.
- The full participation and compliance of all Rutgers University staff associated with supporting the Rutgers-Camden administrative systems—regardless of the physical location of such staff members—shall be required for the entire duration of the transition process—a minimum of 14 months.
- Fringe benefits must be addressed as a consideration for all Rutgers-Camden staff that will become a part of the new Rowan University.
- Data systems and data stewardship structure must be strategically planned in order to preserve and utilize historical institutional data of both institutions and the new university. This will be accomplished through the design of the proposed data warehouse and associated student information systems.
- Account for the required growth in Rowan University's Campbell Library's current and anticipated future holdings, subscriptions, and database services concurrent with the immediate growth in student population.
- Absorb the financial burden of maintaining internal components such as technology support, library costs, as well as a host of other core elements that are covered centrally by Rutgers University's New Brunswick campus today.
- The up-front cost commitments necessary for the initial integration of administrative systems will be substantial and must be appropriately planned for.
- In order to accept the first joint cohort, a transition operation lasting no fewer than 14 months must occur—and must progress with the full collaboration of Rutgers University.



ACADEMIC AFFAIRS

- Detailed steps for the creation and implementation of a blended curricula shall be undertaken by specialized committees comprised of faculty and academic leadership from both campuses.
- The needs and requirements of faculty, anticipated future degree programs, funding sources, and enrollment management shall be investigated and appropriately planned for.

INFRASTRUCTURE AND FACILITIES COMPONENTS

- Each institution's resources must be immediately assessed in the areas of personnel, facilities, equipment, systems, and network.
- A multi-year capital plan shall be developed to immediately enhance the current capabilities of Rowan University to meet the immediate increased demand from incorporating Rutgers-Camden.
- Future demand from anticipated expansion must also be appropriately planned and accounted for.
- Transportation needs must be evaluated and temporary solutions—such as Bus Rapid Transit (BRT) between Glassboro and Camden—shall be implemented immediately.
- All infrastructure alignment activities must occur in a manner that is as brief and non-disruptive as possible to students currently enrolled at both institutions.

STUDENT SERVICES

- Academic advising, student services, housing, policies, procedures, and judicial affairs components, for example, shall all be put seamlessly in place across both campuses. All students shall be equally served.

STUDENT GOVERNANCE

- A student governance transition committee shall address the needs of the blended student body, including athletics.



THE NEW UNIVERSITY'S OBJECTIVES

- Ignite the regional economy by engaging in **major and ongoing research activities**.
- Significantly **increase access and available options** for higher education for area residents who presently go out-of-state for such opportunities.
- Be a **hub of discovery and innovation** to benefit New Jersey's citizenry and beyond.
- Function as a regional magnet for **entrepreneurship, grants, and philanthropy**.
- Assume an increasingly active leadership position in the **revitalization of Camden and Glassboro**.
- Continue and **strengthen the community partnerships** in and around Camden and Glassboro.

REALIZING EXPANSION

Rowan University's enrollment goals in five years:

- Overall **undergraduate growth of 4% per year** to achieve 20,000 students.
- Overall **graduate growth of 16% per year** to reach 5,000 students.

REVITALIZING CAMDEN

Camden is already on a path toward realizing its full potential within the region. The new Rowan University will have the ability to benefit Camden in many ways, including:

- Expand educational opportunities available in Camden City—in terms of curricular offerings, modes of delivery, and academic quality.
- Be distinguished alongside other major U.S. cities that possess multiple presences of major research institutions—the unified undergraduate/graduate Camden campus and the emerging Medical School/Health Sciences entity.
- Build upon Rowan’s experiences in community revitalization (e.g. the Rowan Boulevard project) and Rutgers-Camden’s ongoing efforts as an economic development incubator within the city to catalyze the town-gown relationship between the new University and Camden.
- Create a health sciences hub anchored by an allopathic medical school in Cooper Medical School of Rowan University, the region’s level 1 trauma center in Cooper University Hospital, a world-class genetics research laboratory in the Coriell Institute, and nationally respected researchers currently on the Rowan and Rutgers-Camden staff.

REVITALIZING GLASSBORO

Rowan University has embedded itself in the Glassboro community. It has cultivated mutually beneficial partnerships and set the stage for even more great things to come, including:

- The Rowan Boulevard project is the most outwardly apparent example of Rowan and Glassboro building a strong, collaborative town-gown relationship. The project is a 10-year, \$300 million public/private partnership and key redevelopment initiative that is expected to create more than 700 permanent positions upon completion. It is projected to infuse the local economy with more than \$225 million annually.
- The new Rowan University will nurture and expand the South Jersey Technology Park at Rowan University, which, with its technology business incubator and Cave Automatic Virtual Environment (CAVE®), will deepen students’ learning experiences—much to the benefit of its current and future resident start-up businesses.
- The undeveloped 600 acres on the western portion of Rowan’s Glassboro campus along Route 55 offer almost endless possibilities for future expansion.

REINVIGORATING THE REGION BY REENGINEERING HIGHER EDUCATION

The new University will benefit Southern New Jersey in numerous ways. The rewards to be reaped are great and will have a lasting and fortifying impact on the communities served by a comprehensive research institution. Prime benefits include:

- Boosting and sustaining area job creation.
- Increasing number of college-educated residents—including those with post-graduate degrees in Southern New Jersey.
- Attracting more research-based funding to the new University and being a world-renowned center for invention and practical research.
- Laying the groundwork for greater collaborations with institutions in and around New Jersey and the Delaware Valley.
- Providing even more students with opportunities to work on real-world experiential projects that will enhance their education and prepare them with skills for life after graduation.





*Prepared on March 19, 2012
The Office of Institutional Effectiveness, Research & Planning
Under the leadership of the Interim President, Ali A. Houshmand
201 Mullica Hill Road, Glassboro, NJ 08028*