forward.

a vision for Rowan University
Change is a constant. It is a given. Like death and taxes, it is certain.

Our institution’s fundamental reason for existence was a response to the changing needs of the surrounding region. It is imperative that we continue to change with it to serve it best because, without that vital seed of need planted so many years ago and nurtured so many years since, Rowan University has no reason to even exist.

Why forward? Why now?

The world around Rowan is growing more complex with every passing day. The landscape in which higher education—particularly public colleges and universities—exists is changing at a pace and in ways never before witnessed in modern academia. All indications are that growing pains similar to those being experienced with the formation of the medical school are just the tip of one of the many icebergs that lie in our path ahead.

Higher education as a sector is increasingly being viewed not as an opportunity to advance knowledge, personal/professional growth and earning potential, but instead as a roadblock to those goals for a new generation of students. Nonconforming class schedules and prescribed locations combined with prohibitive tuition rates and fees join forces to exclude, rather than accommodate and include, an increasingly qualified, willing—and growing—segment of the US population.

Those factors coupled with the uncomfortable reality that rising healthcare and other “greater good” costs consistently trump higher education on the budget agenda at the state level present Rowan University with the undeniable challenge—or, rather, the opportunity—to rethink what it means to be a leading public institution offering a quality academic experience for the undergraduate and beyond.

With these thoughts in mind, I invite you to—once and for all—leave the “it’s always been done that way before” mindset at the door. This publication and the ideas presented within are intended to be conversation starters from which a plan of action will begin to unfold and a new direction for our university set. I look forward to the vibrant discussions that will ensue as we work together to guide Rowan University forward into a future that is not only sustainable but one in which we will excel and prosper. Your thoughtful feedback will be greatly appreciated.

Looking forward together,

Dr. Ali A. Houshmand, Provost
Transforming Rowan University

From a reactive university into a proactive, client-centered university
S.W.O.T. Analysis

**Strengths**
- High quality education at an affordable price
- Have room to expand
- New Medical School underway

**Weaknesses**
- Highly reactive, leveraged, and state & tuition dependent
- Faculty-centered instead of student-centered
- Lack of a clear vision
Ill-informed change is doomed from its conception. The academic colleges and offices reporting to the Office of the Provost took an unsentimental look at Rowan University. These pages present a summary of the most prolific strengths, weaknesses, opportunities and threats from this collective self-examination of current operations and culture of the university.

**Opportunities**

- Become an internationally respected comprehensive university
- Be a major force for the economic vitality of southern New Jersey
- Become a national model by transforming a highly leveraged, reactive and state-dependent institution into a vibrant, reputable, proactive and self-reliant university

**Threats**

- Continued budget cuts
- Medical school funding
- Established competition
- Resistance to substantive change
Financial Challenges

As a non-profit, state institution, our ultimate goal is to provide the highest quality education to as many NJ (and world) citizens as possible at the lowest achievable cost.

To do so requires a sufficient amount of financial contribution from various sources such as state subsidies, tuition/fees, auxiliaries, advancement, as well as proceeds from our endowment.

Institutions of higher education, both public and private, tend not to be self-starters on the path toward self-transformation. Real substantive change generally does not make its way to the top of the agenda without an uncomfortable push from external sources. Money tends to be a great conversation starter. Top concerns that are becoming profoundly magnified in recent years include:

- State subsidies have been declining steadily
- Advancement and endowment’s proceeds are limited

To effectively counterbalance these monetary strains and stabilize Rowan—thus insulating our university and minimizing its vulnerability to future economic and political turmoil—we need strategies to accomplish the following:

- Grow tuition/fees
- Grow the auxiliaries
- Reduce expenses

As you can see from the past twelve fiscal years charted at right, our funding from the state is at its lowest. By contrast, our Student Credit Hours consistently are on the rise. More qualified students than ever before are seeking a university education. It is imperative that Rowan University respond to the needs of the region—with or without adequate support from our state.
How do we get ahead of the ever-shrinking financial support from our state?

How do we get ahead of the ever-shrinking financial support from our state?

Ensuring robustness of our core mission:
- Residential undergraduate education

Streamlining our existing operations:
- Maximum efficiency & frugality

Stimulating entrepreneurship, creativity & inclusivity to grow:
- Self-supporting programs

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Tuition &amp; Fees</th>
<th>NJ State Allocation</th>
<th>OTHERS</th>
<th>Annual AA Budget</th>
<th>AA Budget as % T&amp;F</th>
<th>Total SCH Production</th>
<th>T &amp; F Per SCH</th>
</tr>
</thead>
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<tr>
<td>FY99</td>
<td>$34,854,751</td>
<td>$35,088,000</td>
<td>$5,656,111</td>
<td>$42,642,659</td>
<td>122.3%</td>
<td>233,004</td>
<td>$150</td>
</tr>
<tr>
<td>FY00</td>
<td>$38,853,193</td>
<td>$36,983,250</td>
<td>$5,864,893</td>
<td>$45,760,692</td>
<td>117.8%</td>
<td>237,699</td>
<td>$163</td>
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<tr>
<td>FY01</td>
<td>$41,779,282</td>
<td>$39,016,082</td>
<td>$5,800,865</td>
<td>$47,980,045</td>
<td>114.8%</td>
<td>230,526</td>
<td>$181</td>
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<tr>
<td>FY02</td>
<td>$46,973,426</td>
<td>$38,020,600</td>
<td>$6,863,868</td>
<td>$51,858,645</td>
<td>110.4%</td>
<td>238,502</td>
<td>$197</td>
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<tr>
<td>FY03</td>
<td>$54,707,992</td>
<td>$38,128,071</td>
<td>$7,512,369</td>
<td>$54,196,896</td>
<td>99.1%</td>
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<tr>
<td>FY04</td>
<td>$61,980,319</td>
<td>$37,213,262</td>
<td>$6,720,948</td>
<td>$55,000,052</td>
<td>88.7%</td>
<td>246,072</td>
<td>$252</td>
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<tr>
<td>FY05</td>
<td>$70,491,558</td>
<td>$39,293,567</td>
<td>$7,600,658</td>
<td>$61,648,857</td>
<td>87.5%</td>
<td>254,023</td>
<td>$278</td>
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<tr>
<td>FY06</td>
<td>$78,160,684</td>
<td>$40,645,505</td>
<td>$9,532,566</td>
<td>$66,362,560</td>
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<td>$83,740,485</td>
<td>$36,488,000</td>
<td>$10,728,910</td>
<td>$69,264,876</td>
<td>82.7%</td>
<td>254,713</td>
<td>$329</td>
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<tr>
<td>FY08</td>
<td>$94,223,156</td>
<td>$38,678,547</td>
<td>$9,927,527</td>
<td>$73,692,851</td>
<td>78.2%</td>
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<td>$358</td>
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<td>$101,065,382</td>
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<td>$10,506,153</td>
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<td>76.0%</td>
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<td>FY10</td>
<td>$109,903,042</td>
<td>$34,001,000</td>
<td>$9,242,832</td>
<td>$78,524,096</td>
<td>71.0%</td>
<td>280,199</td>
<td>$392</td>
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</tbody>
</table>
Ensuring the Robustness of our Core Mission

Rowan's primary goal has historically been and will always be to provide a high quality educational experience for those seeking a 4-year baccalaureate degree. Being proactive in our efforts to continually nurture the undergraduate core is an essential cornerstone of any viable plan to move Rowan forward. Key options to employ include:

- Develop three-year degrees as feeders into professional degrees such as M.D., J.D., Ph.D., D.D.S., etc.
- Establish the Honors College to recruit and graduate the most talented high-school seniors
- Continuously demand student-centeredness from all Rowan employees
- Recruit from around the world—a reasonable percentage
- Fund-raise for scholarships

>>> The entirety of the undergraduate degrees (offered through the Honors division of CGCE) will be attributed to each of the eight Academic Units.
Pre-Professional, 3-yr Accelerated Degree Programs

- For highly motivated students
  - These selective programs will all be offered in an accelerated format as 3-year pre-professional degrees to the most highly motivated students intending to pursue higher professional degrees such as a M.D., J.D., O.D., etc.

- Offered in all learning formats
  - These accelerated degrees will be offered as a separate revenue center on Rowan’s campus during the days—early mornings, Saturdays, accelerated terms, on-line or hybrid formats.

- Built on revenue/cost center model
  - The Academic Units will keep tuition dollars earned to pay for all expenses, including scholarships, facilities and utilities. The general fund will receive all fees.

- Reduced overall cost to students
  - The tuition and fees for the complete degree will cost ¾ of a traditional 4-year degree. Students will be charged per credit and can transfer up to 18 credit hours of AP and Dual Credit courses.
Existing Accelerated Joint Degree Programs

Although not yet considered commonplace throughout the higher education landscape, accelerated joint degree programs are indeed cropping up in many of the nation’s highly regarded colleges and universities. Below is a sampling of the accelerated degree programs that currently exist in our region and on the east coast:

Law: 3+3  B.S.(B.A.) / J.D.
- University of Pennsylvania
- Willamette University
- Seton Hall University
- Lake Forest College and Shimer College in partnership with Chicago-Kent College of Law
- Lake Forest College in partnership with Vermont Law School
- University of Baltimore
- Loyola University
- Drexel University
- Hofstra University

Medicine: 3+4  B.S.(B.A.) / M.D.
- Stevens Institute of Technology, Saint Peter’s College, Drew University and others in partnership with UMDNJ
- Boston University
- Temple University
- University of Florida
- Drexel University
- The George Washington University

Pharmacy: 3+4  B.S.(B.A.) / Pharm.D.
- Penn State Behrend in partnership with The State University of New York, Buffalo School of Pharmacy
- Temple University
- University of Florida
- Slippery Rock University in partnership with Lake Erie College of Osteopathic Medicine School of Pharmacy
Dentistry: 3+4  B.S.(B.A.) / D.M.D.
- NJIT, Stevens Institute of Technology, Saint Peter’s College and others in partnership with UMDNJ
- University of Texas Health Science Center at San Antonio
- University of Florida
- Temple University
- Tufts University
- Boston University

Optometry: 3+4  B.S.(B.A.) / O.D.
Podiatry: 3+4  B.S.(B.A.) / D.P.M.
Physical Therapy: 3+3  B.S./ D.P.T.

Business: 3+2  B.S.(B.A.) / M.B.A.
- Rutgers University
- Clark University
- Drexel University
- Willamette University
- Quinnipiac University
- Washington University in St. Louis
- Pepperdine University

Counseling: 3+2½  B.A. / M.P.C.

Engineering: 3+2  B.S. / Ph.D.

Public Health: 3+2  B.A. / M.P.H.

Business: 3+1+1  B.A. / P.A.M.B.A.
Streamlining Our Existing Operations

Thoroughly examining all the ways in which Rowan University conducts business—from course scheduling to purchasing toner cartridges—is a true necessity if we are to be successful in accomplishing real change. We must strip away the “it’s always been done that way before” mentality and take a fresh look at what we do and why we do it that way. Only by taking a close, matter-of-fact look at exactly how we spend our money will we be able to objectively look at our expenditures in the context of whether or not it benefits our students and their whole experience at Rowan. Some specific examples of how else we may increase our overall efficiency include:

- Restructure the academic colleges, departments and programs to achieve maximum efficiency and productivity
- Demand that all employees practice and promote student-centeredness
- Promote a “Town and Gown” relationship
  - Significantly enhance our collaboration with the local and regional business community
  - Continuously promote our public-private partnerships
- Grow the University by developing high-quality, high-demand professional programs as revenue/cost centers
Stimulating Entrepreneurship, Creativity & Inclusivity To Grow

With our eye on strengthening our undergraduate core and streamlining our internal operations, the stage is set to begin to take advantage of Rowan’s positioning as a strong regional university with an up-and-coming medical school in the wings. There is no doubt that a certain amount of momentum is gaining speed around Rowan University. Careful planning now will ensure we reap all the rewards from the opportunities that surround us. A few key points include:

- Implement a Responsibility Centered Management (RCM) budgetary system
- Significantly grow the College of Continuing and Graduate Education (CGCE), Honors and International programs
- Develop new professional degrees, programs, academic units and colleges based on:
  - Solid business plans that ensure financial health and stability
  - The highest quality of education
  - Addressing the needs of the State of New Jersey
- Create the College of Health Sciences in collaboration with Cooper University Hospital at the West Campus as a separate enterprise from Rowan University
Illustrating these proposals is the familiar tree illustration with long-standing sources of revenue (roots) and new and growing sources of revenue (branches) all feeding the core of a strong undergraduate education (trunk).
Why Revenue Sharing?

There are essentially two options for funding higher education, illustrated below.

1. Let the revenue-generating units subsidize the revenue-losing ones

2. Make each unit responsible to at least “break even”

Historically, Rowan University has pursued the first option. This way of operating encourages underperforming areas to continue doing business as-is, while discouraging high-performing areas whose profits continually get siphoned off as band-aids for the under-performers.

Self-funded, revenue sharing units are an example of the second option. The previously mentioned Responsibility Centered Management (RCM) is an example of this type of revenue sharing budgeting.

So why revenue sharing?

Putting RCM into practice is healthy for day-to-day as well as long term operations campus wide. It puts our core customers—students—back in the center of all decision-making from the top down and holds us all accountable for our—and their—success.

See page 117 (Academic Analysis) for additional data
forward

COLLEGE of
HEALTH SCIENCES
[ Rowan University ]
Motivating Factors

The College of Health Sciences is a natural expansion of our university’s academic offerings, stemming from the newly-formed partnership between the Rowan University and Cooper University Hospital. This new academic college will leverage the combined strengths of two key South Jersey-based entities to create something the region—and perhaps even the world—will strive to emulate. Primary motivating factors fueling the formation of the College of Health Sciences of Rowan University include:

- Rowan has both the demand and the room to grow and prosper
- Healthcare and education make up a large segment of the United States economy
- The 600 acres of land (referred to as the West Campus) costs the University approximately $3,000,000 annually in debt service, taxes and maintenance
- The State of New Jersey loses the highest percentage of its most talented high school graduates to out-of-state colleges and universities
- Once these students leave, it is highly unlikely that they will come back
- The eight counties making up southern New Jersey have a total population of 2,400,000 and NO major comprehensive university in the area offering advanced professional degrees in medicine, dentistry, pharmacy, etc.

See page 45 for supporting research by industry
The need is clear and the opportunities are at our very doorstep. With the aforementioned motivating factors in mind, we propose achieving the following:

- Establish the College of Health Sciences on Rowan’s West Campus, as a public-private partnership with Cooper University Hospital.

- This self-supporting college will consist of several schools, including:
  - Cooper Medical School of Rowan University
  - a School of Nursing
  - a future School of Pharmacy
  - a future School of Allied Health
  - a future School of Biomedical Science & Engineering
  - a future School of Hospitality, Nutrition & Food Science
  - and possibly others…

This new college has the potential to completely reshape the political landscape of New Jersey by training future elites and leaders from all over the state — fostering allegiance to Rowan, Cooper, and southern NJ.
The College of Health Sciences (CHS) will be established as a separate non-profit (or for-profit) entity in partnership with Cooper University Hospital.

This new college will be located on Rowan’s West Campus and in Camden City.

The entire 600 Acres at West Campus will be used to house three separate entities:

- **Tech Park**
- **Academic infrastructure for the College of Health Sciences**
- **Wellness Village**
Focus On:

The **Tech Park** for incubation, technology transfer, prototype development and technology start-ups:

- A major center for regional economic development and job creation.
- Multiple buildings similar to the current Tech Park
- A major data center supporting the new CHS as well as the entire Delaware Valley’s industrial, academic and clinical facilities

**Financing Tech Park**

- Leasing to tech start-ups
- Entrepreneurial and Innovation Center (EIC) small start-ups by Rowan University students
- SBSE patents, discoveries, innovations, and translational research
- Cloud computing leasing of Data Center
- *and more...*
Focus On:

Various **academic infrastructures** to be heavily engaged for maximum utilization by the College of Health Sciences:

- Academic and administrative buildings for:
  - School of Pharmacy
  - School of Optometry
  - School of Dentistry
  - School of Biomedical Science & Engineering
  - School of Allied Health
  - School of Public Health
  - School of Nursing

- General purpose classrooms
- Wet and dry laboratories
- Student center

Financing CHS Academic Infrastructures

- Tuition/Fees
- Follow the model of proprietary institutions
  - i.e., University of Phoenix—but with a reputation for quality
- Advancement and naming opportunities
A Wellness Village offering integrated, preventative and comprehensive wellness and healthcare programs of the highest quality to the world-wide clients seeking the best.

- A major center for regional economic development and job creation
- World-class clinics in major areas of medicine owned and operated by the practicing physicians themselves
- Nutrition & Hospitality Center
- Health & Exercise Programs
- Music & Art Therapy
- Natatorium/Aquatic Therapy
- Spiritual, Yoga & Meditation Therapy
- Residential cottages/hotel for patients & visitors
- Mixed-use retail facilities

Financing the Wellness Village

- Cooper Physicians/staff & Rowan faculty/staff
- Cooper & Rowan Foundations
- Private developers
- State & Local Governments
- General public
- and more…
>> forward
West Campus Development Concept

...breathing life into opportunity through imagery
- 600 acres
- growing demands
- expanding needs
- a vision for our future

The following pages feature a variety of images showcasing what the 600-acre West Campus could one day look like when fully developed. These visual representations, much like this plan, are a vision. Their purpose here is as a window into one of the many possible futures that lay ahead for the Rowan community. I invite you to turn the page and dream in color.
Southwest Corner of West Campus North
view from Route 55 interchange 50 A-B for Route 322
west campus concept
West Campus Gate North

identical gate located across the street at entrance to West Campus South
Tech Park
view of completed Tech Park from existing structure (Tech Park One)
West Campus Circle
view of College of Health Sciences core buildings

School of Nursing Building
School of Public Health Building
School of Allied Health Building

Not Pictured: School of Pharmacy Building, located farther around circle on left
Franchise Restaurants

Water Tower (existing)

Football Stadium

Lacrosse / Field Hockey Stadium

[ west campus concept ]
Northwest Corner of West Campus North
view from Route 55 southbound, looking toward interchange 50 A-B
Northwest Corner of West Campus South

view from Route 55 interchange 50 A-B for Route 322
**3D Overview**

*view from Route 55 looking Southeast toward Route 322 interchange*
Research Behind Proposed College of Health Sciences

Individual industry projections & competitive institution analysis
College of Health Sciences: A Bird’s Eye View

This report examines New Jersey and select other east coast-based colleges and universities with programs in:

- Pharmacy
- Dentistry
- Nursing
- Allied Health
- Biomedical Science & Engineering
- Public Health

Projected Growths & Shortages

<table>
<thead>
<tr>
<th></th>
<th>Pharmacy</th>
<th>Dentistry</th>
<th>Nursing</th>
<th>Allied Health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment Growth</strong></td>
<td>14%</td>
<td>16%</td>
<td>23%</td>
<td>33.8%</td>
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<tr>
<td>(2008-2018)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shortage by 2020</strong></td>
<td>157,000</td>
<td>Varies by specialty</td>
<td>1 million</td>
<td>1.6 - 2.5 million</td>
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</tbody>
</table>

Note: All competitor program data featured in this section was captured from each institution’s website.
Over the next 10 years there will be a large increase in 65+ citizens from the baby boomer generation.

The demand for workers in the healthcare industry, particularly nursing, dental and pharmacy will rise exponentially to meet the growing needs of the population.
## Healthcare Schools: Existing Program Overview

<table>
<thead>
<tr>
<th></th>
<th>Pharmacy</th>
<th>Dentistry</th>
<th>Nursing</th>
<th>Allied Health</th>
<th>Biomed Science*</th>
<th>Biomed Engineering</th>
<th>Public Health</th>
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</thead>
<tbody>
<tr>
<td><strong>Nationwide</strong></td>
<td>112</td>
<td>58</td>
<td>--</td>
<td>--</td>
<td>58</td>
<td>50</td>
<td>60</td>
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<tr>
<td><strong>East coast</strong></td>
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<td>21</td>
<td>46</td>
<td>27</td>
<td>13</td>
<td>36</td>
<td>31</td>
</tr>
<tr>
<td><strong>Public/Private</strong></td>
<td>14/17</td>
<td>13/8</td>
<td>26/21</td>
<td>15/12</td>
<td>8/6</td>
<td>15/21</td>
<td>23/8</td>
</tr>
<tr>
<td><strong>NJ</strong></td>
<td>1</td>
<td>1</td>
<td>16</td>
<td>6</td>
<td>1</td>
<td>3</td>
<td>1</td>
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</table>

*Only Programs with an undergraduate major*

---

### TOP SCHOOLS [ healthcare programs ]

- Dentistry:
  - NYU
  - Boston University
  - Temple
  - Tufts
  - Virginia Commonwealth
Healthcare Program Averages

<table>
<thead>
<tr>
<th></th>
<th>Pharmacy</th>
<th>Dentistry</th>
<th>Nursing</th>
<th>Allied Health</th>
<th>Biomed Science</th>
<th>Biomed Engineering</th>
<th>Public Health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-State</td>
<td>$20,873</td>
<td>$35,449</td>
<td>$18,497</td>
<td>$18,971</td>
<td>$14,764</td>
<td>$25,488</td>
<td>$12,957</td>
</tr>
<tr>
<td>Out of State</td>
<td>$27,225</td>
<td>$47,274</td>
<td>$24,360</td>
<td>$25,034</td>
<td>$19,885</td>
<td>$31,070</td>
<td>$19,588</td>
</tr>
<tr>
<td><strong>Faculty</strong></td>
<td>49</td>
<td>81</td>
<td>36</td>
<td>54</td>
<td>15</td>
<td>20</td>
<td>39</td>
</tr>
<tr>
<td><strong>Students</strong></td>
<td>667</td>
<td>374</td>
<td>448</td>
<td>1,084</td>
<td>--</td>
<td>172</td>
<td>166</td>
</tr>
</tbody>
</table>

See pages 50-56 for a list of institutions and pages 66, 76, 85-86, 96 101, 106 & 114 for complete information on all programs examined

Pharmacy
- UNC
- UMD at Baltimore
- University of Florida
- University of Pittsburgh
- Virginia Commonwealth

Nursing
- U Penn
- University of Pittsburgh
- Columbia
- UMD at Baltimore

Biomedical Science
- Brown
- RPI

Biomedical Engineering
- Duke
- U Penn
- Georgia Tech
- Boston University
Programs Reviewed: Pharmacy

- Albany College of Pharmacy and Health Sciences
- Campbell University
- College of Notre Dame
- Duquesne University
- Florida A & M
- Hampton University
- Howard University
- Lake Erie College of Osteopathic Medicine
- Long Island University
- Massachusetts College of Pharmacy & Health Sciences
- Medical University of South Carolina
- Mercer University
- Northeastern University
- Nova Southeastern University
- Rutgers University
- St John’s University
- SUNY at Buffalo
- Temple University
- Thomas Jefferson University
- University of Charleston
- University of Connecticut
- University of Florida
- University of Georgia
- University of Maryland at Baltimore
- University of North Carolina
- University of Pittsburgh
- University of Rhode Island
- University of the Sciences in Philadelphia
- Virginia Commonwealth University
- West Virginia University
- Wilkes University
Programs Reviewed: Dentistry

- Boston University
- Columbia University
- Harvard School of Dental Medicine
- Howard University
- Medical College of Georgia
- Medical University of South Carolina
- New York University
- Nova Southeastern University
- SUNY at Buffalo
- SUNY at Stony Brook
- Temple University
- Tufts University
- University of Connecticut
- University of Florida
- University of Maryland at Baltimore
- University of Medicine and Dentistry of NJ
- University of North Carolina
- University of Pennsylvania
- University of Pittsburgh
- Virginia Commonwealth University
- West Virginia University
Programs Reviewed: Nursing

- Barry University
- Binghamton University
- Bloomfield College
- Boston College
- Catholic University
- Drexel University
- Fairleigh Dickinson University
- Felician College
- Florida Atlantic University - Boca Raton
- Florida International University
- Georgian Court
- Holy Family
- Immaculata
- Kean University
- La Salle University
- Marymount University
- Monmouth University
- New Jersey City University
- Penn State University
- Quinnipiac
- Ramapo College
- Rhode Island College
- Rutgers University
- Saint Peters College
- Seton Hall University
- St. Elizabeth College of Nursing
- Stockton College
- Temple University
- The College of New Jersey
- Thomas Edison School of Nursing
- Thomas Jefferson University
- Towson University
- University of Massachusetts – Boston
- University of Maryland at Baltimore
- University of Medicine and Dentistry of New Jersey
- University of Miami
- University of North Carolina
- University of Pennsylvania
- University of Pittsburgh
- University of Rhode Island
- University of Rochester
- University of Vermont
- University of Virginia
- Upstate Medical University
- Villanova
- Virginia Commonwealth University
- Wagner
- West Chester University
- Widener University
- William Paterson
Programs Reviewed: Allied Health

- Drexel University
- Ithaca College
- Kean University
- Massachusetts College of Pharmacy & Health Sciences
- Medical College of Georgia
- Medical University of South Carolina
- Monmouth University
- Northeastern University
- New York Institute of Technology
- Penn State University
- Quinnipiac
- Sacred Heart University
- Seton Hall University
- Springfield College
- Stockton College
- SUNY at Buffalo
- The College of New Jersey
- Temple University
- Thomas Jefferson University
- Towson University
- University of Florida
- University of Medicine and Dentistry of New Jersey
- University of North Carolina
- University of Sciences Philadelphia
- University of Vermont
- Virginia Commonwealth
- West Chester University
Programs Reviewed: Public Health

- Boston University
- CUNY Hunter
- Drexel University
- East Stroudsburg University
- Florida International University
- George Washington University
- Georgia State University
- Medical College of Georgia
- Morehouse School of Medicine
- Morgan State University
- New York Medical College
- SUNY at Buffalo
- SUNY at Stony Brook
- Temple University
- Thomas Jefferson University
- University of Medicine and Dentistry of New Jersey
- University of Massachusetts
- University of Virginia
- University of Florida
- University of Georgia
- University of Maryland
- University of Maryland-Baltimore
- University of Miami
- University of New Hampshire
- University of North Carolina
- University of Pittsburgh
- University of Rochester
- University of South Carolina
- Virginia Commonwealth
- West Chester University
Programs Reviewed: Biomedical Science

- Boston University
- Brown University
- Bucknell University
- Carnegie Mellon University
- Catholic University
- City College of New York
- Columbia University
- Drexel University
- Duke University
- Florida International University
- Florida State University
- George Washington University
- Georgia Institute of Technology
- Hofstra University
- John’s Hopkins University
- New Jersey Institute of Technology
- New York Institute of Technology
- North Carolina State University
- Rensselaer Polytechnic Institute
- Rutgers University
- Rochester Institute of Technology
- SUNY at Stony Brook
- Stevens Institute of Technology
- The College of New Jersey
- Tufts University
- University of Connecticut
- University of Delaware
- University of Hartford
- University of Miami
- University of Rhode Island
- University of Rochester
- University of South Carolina
- University of Virginia
- Virginia Commonwealth
- Worcester Polytechnic Institute
+ Programs Reviewed: Biomedical Engineering

- Bridgewater State College
- Jefferson College of Health Sciences
- Marist College
- Quinnipiac University
- Rochester Institute of Technology
- Rutgers University - Camden
- Slippery Rock University of Pennsylvania
- St. Francis College
- SUNY at Buffalo
- SUNY at Courtland
- University of Maryland - Adelphi
- University of New Hampshire
- University of South Florida
pharmacy
Pharmacy Facts

- 3rd largest health profession in the US
- 92% of population live in an area with pharmacist deficiency
- Projected 157,000 unfilled pharmacy jobs by 2020
- Anticipated 22% employment growth from 2006 – 2016
- South Jersey is the most rapidly growing portion of our state — 2.4 of 8.7 million (2006 census)
- Expected increase in industry demand in NJ and nationwide
  - Projected need for 8,950 pharmacists in NJ by 2014
- There also exists an opportunity for related majors and minors
Pharmacy Schools & Enrollment

- There are currently 112 Pharmacy schools under AACP
  - Limited schools nationwide
  - 1/3 of all schools located on the East Coast
  - Only 1 school currently in NJ
  - 7 in PA
  - 2 in MD
- 8.1% Fall 2009 average acceptance rate
- 4% enrollment increase per year
- 61.3% enrolled are women
- 11.2% enrolled are minority
Common Pharmacy Degree Programs

The pharmacy field is expanding—and so are current degree offerings across the nation. Today’s most common pharmaceutical degree programs include:

- PharmD
- Pharmaceutical Sciences*
- Pharmaceutical Engineering
- Pharmaceutical Management (MBA)
- Pharmaceutical Marketing*
- Clinical Research (MS/PhD)*
- Pharmacology & Toxicology

*High Industry Demand

Median salary earned by position with a Doctor of Pharmacy degree

Currency: USD | Updated 6.29.2010 | Individuals Reporting: 815

Figures taken from:
Pharmacy School Data

Data from 31 schools on the East coast: Averages

- Out of State Tuition: **$27,225** (year 1)
  - Rowan: **$18,308**

- In State Tuition: **$20,873** (year 1)
  - Rowan: **$11,234**

- Program size: **667 students**
  - Rowan: **600**

- Faculty: **49**

- Student to Faculty ratio: **15:1**

See page 66 for information on all institutions examined

*Based on Rowan Feasibility Study of Pharmacy Program*
Pharmacy Tuition: NJ students

<table>
<thead>
<tr>
<th>Year of Study</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rowan</td>
<td>$11,234</td>
<td>$12,020</td>
<td>$13,862</td>
<td>$14,832</td>
<td>$15,870</td>
<td>$16,981</td>
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<tr>
<td>Rutgers</td>
<td>$12,940</td>
<td>$13,846</td>
<td>$14,815</td>
<td>$15,852</td>
<td>$16,962</td>
<td>$18,149</td>
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<tr>
<td>USP</td>
<td>$29,290</td>
<td>$32,200</td>
<td>$32,200</td>
<td>$32,200</td>
<td>$45,654</td>
<td>$48,684</td>
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<tr>
<td>Jefferson</td>
<td>$29,881</td>
<td>$31,973</td>
<td>$34,211</td>
<td>$36,606</td>
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<tr>
<td>Temple</td>
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<td>$39,616</td>
<td>$42,389</td>
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<td>UMD Baltimore</td>
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<td>$33,534</td>
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<td>U Pitt</td>
<td>$23,630</td>
<td>$25,284</td>
<td>$27,064</td>
<td>$28,948</td>
<td>$30,974</td>
<td>$33,142</td>
</tr>
</tbody>
</table>

*Based on Rowan Feasibility Study of Pharmacy Program

See page 66 for information on all institutions examined.
Rowan Pharmacy Proposal: PharmD program

Based upon findings of the Rowan Task Force Committee of the Feasibility Study of a Pharmacy College

- Support an average class size of 100 students per year of study in the program
- Maintain regular tuition rates for years 1-2 and add a $1,000 premium for years 3-6 (PharmD tuition premium to increase at same percentage as tuition rates)

Based on the standard curriculum from American Association of Colleges of Pharmacy (AACP), Rowan University has the leverage to sustain a School of Pharmacy.

Much of the coursework that would comprise years one and two of the program already exists here at Rowan.

The Committee recommended further exploration of the establishment of a Pharmacy program that will strengthen the reputation of Rowan University as both a quality and cutting edge educational institution.
Pharmacy Tuition: Out of State (Year 1)

Northeastern; $36,792
Rutgers; $12,940
Temple; $24,384
Jefferson; $29,881
UMD Baltimore; $16,634
UPitt; $19,620
USP; $29,290

Pharmacy Tuition: In State (Year 1)

Northeastern; $36,792
Rutgers; $12,940
Temple; $24,384
Jefferson; $29,881
UMD Baltimore; $16,634
UPitt; $19,620
USP; $29,290

See page 66 for information on all institutions examined
Pharmacy Faculty

Pharmacy Student to Faculty Ratio

See page 66 for information on all institutions examined
## Pharmacy Data

All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.

<table>
<thead>
<tr>
<th>School</th>
<th>State</th>
<th>Program Size</th>
<th>Undergrads</th>
<th>Faculty</th>
<th>S/F Ratio</th>
<th>Public/Private</th>
<th>Tuition (in state)</th>
<th>Tuition</th>
<th>Acceptance Rate</th>
<th>Program Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albany College of Pharmacy and Health Sciences</td>
<td>NY</td>
<td>700</td>
<td>1,114</td>
<td>51</td>
<td>14:1</td>
<td>Private</td>
<td>N/A</td>
<td>$25,670</td>
<td></td>
<td>4/6</td>
</tr>
<tr>
<td>Campbell University</td>
<td>NC</td>
<td>600</td>
<td>2,889</td>
<td>50</td>
<td>12:1</td>
<td>Private</td>
<td>N/A</td>
<td>$29,500</td>
<td></td>
<td>4/6</td>
</tr>
<tr>
<td>College of Notre Dame</td>
<td>MD</td>
<td>10</td>
<td>1,254</td>
<td>10</td>
<td>7:1</td>
<td>Private</td>
<td>N/A</td>
<td>$29,880</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Duquesne University</td>
<td>PA</td>
<td>1,180</td>
<td>9,074</td>
<td>45</td>
<td>26:1</td>
<td>Private</td>
<td>N/A</td>
<td>$23,288</td>
<td>yr 1-2: $25,399</td>
<td>8</td>
</tr>
<tr>
<td>Florida A &amp; M</td>
<td>FL</td>
<td>1,068</td>
<td>10,344</td>
<td>36</td>
<td>30:1</td>
<td>Public</td>
<td>$18,594</td>
<td>$27,494</td>
<td>10%</td>
<td>4</td>
</tr>
<tr>
<td>Hampton University</td>
<td>VA</td>
<td>4,866</td>
<td>239</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>yr 1-2: $17,512</td>
<td>yr 3-4: $20,348</td>
<td>yr 5-6: $28,068</td>
</tr>
<tr>
<td>Howard University</td>
<td>DC</td>
<td>240</td>
<td>7,088</td>
<td>15</td>
<td>16:1</td>
<td>Private</td>
<td>N/A</td>
<td>$87,070</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Lake Erie College of Osteopathic Medicine</td>
<td>PA</td>
<td>445</td>
<td>2,135.00</td>
<td>40</td>
<td>11:1</td>
<td>Private</td>
<td>N/A</td>
<td>$27,235</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Long Island University</td>
<td>NY</td>
<td>880</td>
<td>4,972</td>
<td>57</td>
<td>15:1</td>
<td>Private</td>
<td>N/A</td>
<td>yr 1-2: $27,355</td>
<td>yr 3-4: $33,192</td>
<td>yr 5-6: $23,000</td>
</tr>
<tr>
<td>Massachusetts College of Pharmacy &amp; Health Sciences</td>
<td>MA</td>
<td>1,120</td>
<td>3,126</td>
<td>97</td>
<td>20:1</td>
<td>Private</td>
<td>N/A</td>
<td>yr 1-2: $24,700</td>
<td>yr 3-4: $28,000</td>
<td>yr 5-6: $29,000</td>
</tr>
<tr>
<td>Medical University of South Carolina</td>
<td>SC</td>
<td>284</td>
<td>2,200</td>
<td>74</td>
<td>10:1</td>
<td>Public</td>
<td>yr 1-3: $19,411</td>
<td>yr 4: $16,900</td>
<td></td>
<td>6/4</td>
</tr>
<tr>
<td>Mercer University</td>
<td>GA</td>
<td>800</td>
<td>2,308</td>
<td>39</td>
<td>21:1</td>
<td>Private</td>
<td>N/A</td>
<td>$26,792</td>
<td></td>
<td>6</td>
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<tr>
<td>Northeastern University</td>
<td>MA</td>
<td>852</td>
<td>15,231</td>
<td>50</td>
<td>17:1</td>
<td>Private</td>
<td>N/A</td>
<td>$30,265</td>
<td></td>
<td>6/4</td>
</tr>
<tr>
<td>Nova Southeastern University</td>
<td>FL</td>
<td>800</td>
<td>1,450</td>
<td></td>
<td></td>
<td>Private</td>
<td>$23,858</td>
<td>$28,200</td>
<td></td>
<td>4</td>
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<tr>
<td>Rutgers University</td>
<td>NJ</td>
<td>1,280</td>
<td>29,098</td>
<td>67</td>
<td>19:1</td>
<td>Public</td>
<td>$12,940</td>
<td>$20,042</td>
<td>7%</td>
<td>6/4</td>
</tr>
<tr>
<td>St John’s University</td>
<td>NY</td>
<td>1,180</td>
<td>14,608</td>
<td>104</td>
<td>18:1</td>
<td>Private</td>
<td>N/A</td>
<td>$31,800</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Stony Brook University</td>
<td>NY</td>
<td>723</td>
<td>9,820</td>
<td>60</td>
<td>10:1</td>
<td>Public</td>
<td>$8,007</td>
<td>$13,907</td>
<td>8%</td>
<td>6</td>
</tr>
<tr>
<td>Temple University</td>
<td>PA</td>
<td>1,111</td>
<td>27,047</td>
<td>34</td>
<td>33:1</td>
<td>Public</td>
<td>$24,384</td>
<td>$34,602</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Thomas Jefferson University</td>
<td>PA</td>
<td>300</td>
<td>941</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$29,881</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>University of Charleston</td>
<td>WV</td>
<td>240</td>
<td>1,012</td>
<td>24</td>
<td>10:1</td>
<td>Private</td>
<td>N/A</td>
<td>$24,080</td>
<td></td>
<td>6/4</td>
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<tr>
<td>University of Connecticut</td>
<td>CT</td>
<td>400</td>
<td>17,008</td>
<td>40</td>
<td>10:1</td>
<td>Private</td>
<td>yr 1-4: $10,418</td>
<td>yr 5-6: $20,288</td>
<td>yr 7-8: $40,928</td>
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<td>University of Florida</td>
<td>FL</td>
<td>1,200</td>
<td>33,688</td>
<td>60</td>
<td>20:1</td>
<td>Public</td>
<td>$15,078</td>
<td>$38,320</td>
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<tr>
<td>University of Georgia</td>
<td>GA</td>
<td>508</td>
<td>28,142</td>
<td>56</td>
<td>9:1</td>
<td>Public</td>
<td>$7,028</td>
<td>$17,064</td>
<td>7%</td>
<td>6/4</td>
</tr>
<tr>
<td>UMD - Baltimore</td>
<td>MD</td>
<td>477</td>
<td>9,947</td>
<td>74</td>
<td>6:1</td>
<td>Public</td>
<td>$16,634</td>
<td>$31,340</td>
<td>17%</td>
<td>4</td>
</tr>
<tr>
<td>University of Pittsburgh</td>
<td>PA</td>
<td>560</td>
<td>17,961</td>
<td>100</td>
<td>6:1</td>
<td>Public</td>
<td>$16,090</td>
<td>$35,360</td>
<td>20%</td>
<td>6</td>
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<tr>
<td>University of Rhode Island</td>
<td>RI</td>
<td>620</td>
<td>19,344</td>
<td>83</td>
<td>12:1</td>
<td>Public</td>
<td>$13,738</td>
<td>$30,238</td>
<td></td>
<td>10%</td>
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<tr>
<td>University of the Sciences in Philadelphia</td>
<td>PA</td>
<td>1,192</td>
<td>2,630</td>
<td>32</td>
<td>37:1</td>
<td>Private</td>
<td>N/A</td>
<td>yr 1-2: $21,200</td>
<td>yr 3-4: $33,220</td>
<td>yr 5-6: $45,694</td>
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<td>VA</td>
<td>300</td>
<td>20,149</td>
<td></td>
<td></td>
<td>Public</td>
<td>$10,728</td>
<td>$20,406</td>
<td></td>
<td>3</td>
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<tr>
<td>West Virginia University</td>
<td>WV</td>
<td>336</td>
<td>21,720</td>
<td>36</td>
<td>9:1</td>
<td>Public</td>
<td>$6,180</td>
<td>$17,704</td>
<td>18%</td>
<td>4</td>
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<tr>
<td>Wilkes University</td>
<td>PA</td>
<td>260</td>
<td>2,840</td>
<td>22</td>
<td>12:1</td>
<td>Private</td>
<td>N/A</td>
<td>$27,178</td>
<td></td>
<td>8</td>
</tr>
</tbody>
</table>
dentistry
Dentistry Facts

- Dental offices comprise approximately 20% of today's healthcare industry
- There were a total of 141,900 jobs held by Dentists in 2008
- 10% of Dentists teach in educational programs
- Anticipated continued increase in industry demand nationwide
- Shortages vary by state and specialty
  - There are 4,230 Dental Health Professional Shortage Areas (HPSAs) across the country
    - 49 million people in the US live in a designated shortage area
    - Nearly 10,000 practitioners are needed to meet their need for dental providers (a population to practitioner ratio of 3,000:1)
  - Overall projected increase in demand is not as dramatic as other healthcare professions

<table>
<thead>
<tr>
<th>Occupational Title</th>
<th>Employment 2008</th>
<th>Projected for 2018</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dentists</td>
<td>141,900</td>
<td>164,000</td>
<td>16%</td>
</tr>
<tr>
<td>Dentists, general</td>
<td>120,200</td>
<td>138,600</td>
<td>15%</td>
</tr>
<tr>
<td>Oral/Maxillofacial Surgeons</td>
<td>6,700</td>
<td>7,700</td>
<td>15%</td>
</tr>
<tr>
<td>Orthodontists</td>
<td>7,700</td>
<td>9,200</td>
<td>20%</td>
</tr>
<tr>
<td>Prosthodontists</td>
<td>500</td>
<td>700</td>
<td>28%</td>
</tr>
<tr>
<td>All other specialists</td>
<td>6,900</td>
<td>7,900</td>
<td>15%</td>
</tr>
</tbody>
</table>
Dental Workforce & Applicant shortage

Recent national surveys regarding the state of the dental profession illustrate the region’s and the nation’s needs.

Visualization map based on Dental School applications from 2005-2006:

- Shows states lacking Dentists per population
  - Yellow & Orange

- Shows states lacking applicants per population
  - Purple & Orange

State Category Designations

**Category 1**
Both state ratios are at or better than the national averages

**Category 2**
Dentist to state population ratio is at or better than the national average; applicant to state population ratio is worse than the national average

**Category 3**
Applicant to state population ratio is at or better than the national average; dentist to state population ratio is worse than the national average

**Category 4**
Both state ratios are worse than the national averages

Excerpted from: [http://www.jdentaled.org/cgi/content/full/72/11/1290#R7](http://www.jdentaled.org/cgi/content/full/72/11/1290#R7)
Dental Schools & Enrollment

- Doctorate program in this field requires 7 to 8 years of study
- There are currently 58 schools under ADA
  - Limited schools nationwide
  - 1/3 of all schools located on the East Coast
  - **Only 1 school currently in NJ**
    - 1 in MD
    - 3 in PA
- There were over 190,000 DDS & DMD students in 2009
  - 4,067 first year students
  - 11,362 applied, 39% enrolled
  - 45.7% women
  - 31% minority
- Dental schools require a large number of faculty per student
Dental School Data

Data from 21 schools on the East Coast: Averages

- Out of State Tuition: $47,274
- In State Tuition: $35,449
- Program size: 374 students
- Faculty: 81
- Student to Faculty ratio: 5:1

Dental School Enrollment Requirements

- Average DAT score of accepted students is >19
  - Average DAT of applicants is 17
- Average GPA of 3.5
- Most popular undergraduate majors
  - Biological Science
  - Chemistry/Physical Science
  - Pre-dental

See page 76 for information on all institutions examined
Competitor Dental Program Size

- WVU: 200
- Virginia Commonwealth: 300
- U Pitt: 421
- U Penn: 200
- UNC: 350
- UMDNJ: 417
- UMD Baltimore: 513
- U of Florida: 150
- U Conn: 300
- Tufts: 250
- Temple: 500
- SUNY Stony Brook: 200
- SUNY Buffalo: 354
- Nova Southeastern: 150
- NYU: 940
- Medical U of SC: 150
- Medical College of GA: 100
- Howard: 100
- Harvard: 100
- Columbia: 200
- Boston U: 150

See page 76 for information on all institutions examined
Dental Tuition: Out of State

Dental Tuition: In State

See page 76 for information on all institutions examined
Dental Faculty

See page 76 for information on all institutions examined
Dental Student to Faculty Ratio

See page 76 for information on all institutions examined.
### Dentistry Data

All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.

<table>
<thead>
<tr>
<th>School</th>
<th>State</th>
<th>Program Size</th>
<th>Graduate Students</th>
<th>Faculty</th>
<th>S/F ratio</th>
<th>Public/Private</th>
<th>Tuition (in state)</th>
<th>Tuition</th>
<th>Acceptance Rate</th>
<th>Program Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston University</td>
<td>MA</td>
<td>767</td>
<td>15,677</td>
<td>134</td>
<td>6 : 1</td>
<td>Private</td>
<td>N/A</td>
<td>$57,321</td>
<td>6%</td>
<td>4/7</td>
</tr>
<tr>
<td>Columbia University</td>
<td>NY</td>
<td>414</td>
<td>17,065</td>
<td>205</td>
<td>5 : 1</td>
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nursing
Nursing Facts

- **The largest healthcare industry profession in the US**
  - Comprised 2.4 million jobs in 2006
- Massive increase in industry demand due to projected shortages
  - 55% of nurses today intend to retire between 2011 and 2020
  - Expected shortage of 1 million by 2020
  - 581,500 job openings by 2018
- High demand for advanced practice nursing
  - Nurse Practitioner, Clinical Nurse, Nurse-Midwives, Nurse Anesthetists
- 1 in 5 RNs only work part-time

Nursing supply, demand & shortage

*US projected demands for full-time RN employees under alternative scenarios*
NJ Nursing Shortage

- Approximately 111,440 actively licensed nurses in the US (2007)
- There will be an estimated 1.8 million aging residents by 2020
- Average nurse age of 55 in nursing facilities
- New NJ legislation requiring RNs to receive BSN within 10 years of licensure
- There are approximately 5,695 NJ students currently in Nursing programs

Nursing supply, demand & shortage

US full time employee RN expected supply, demand & shortages

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<td>17%</td>
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Nursing Schools & Enrollment

- 35% of nursing applicants are not qualified
- High demand for nursing faculty
  - Limited spots in programs
- 26% of applicants are not accepted
- 16 nursing programs in NJ
  - 9 public
  - 6 private
- Common programs include: Bachelors, Masters of Science & Ph.D.
- Rowan tuition rates are competitive with East Coast schools
- Large number of required faculty per student
Nursing School Data

Data from 50 schools on the East Coast: Averages

- Out of State Tuition: $24,964
- In State Tuition: $19,431
- Program size: 448 students
- Faculty: 36
- Student to Faculty ratio: 22:1

Competitor Nursing Program Size

See pages 85 & 86 for information on all institutions examined
Nursing Tuition: Out of State

See pages 85 & 86 for information on all institutions examined
Nursing Tuition: In State

- William Paterson: $18,300
- Widener University: $28,700
- West Chester University: $17,211
- Virginia Commonwealth University: $24,932
- Villanova: $27,870
- University of Virginia: $23,520
- University of Rochester: $25,722
- University of Rhode Island: $18,294
- University of Pittsburgh: $20,545
- University of Pennsylvania: $29,066
- University of Miami: $23,932
- University of Michigan: $21,764
- University of Minnesota: $19,447
- University of Massachusetts - Boston: $17,870
- University of Houston: $16,300
- University of Texas at Austin: $15,930
- University of California - Los Angeles: $15,520
- University of California - Berkeley: $15,300
- University of California - San Diego: $15,100
- University of California - Santa Barbara: $14,900
- University of California - Irvine: $14,700
- University of California - San Francisco: $14,500
- University of California - Davis: $14,300
- University of California - Riverside: $14,100
- University of California - Santa Cruz: $13,900
- University of California - Santa Barbara: $13,700
- University of California - San Diego: $13,500
- University of California - Los Angeles: $13,300
- University of California - San Francisco: $13,100
- University of California - Berkeley: $12,900
- University of California - Irvine: $12,700
- University of California - Santa Barbara: $12,500
- University of California - San Diego: $12,300
- University of California - Los Angeles: $12,100
- University of California - San Francisco: $11,900
- University of California - Berkeley: $11,700
- University of California - Irvine: $11,500
- University of California - Santa Barbara: $11,300
- University of California - San Diego: $11,100
- University of California - Los Angeles: $10,900
- University of California - San Francisco: $10,700
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- University of California - Irvine: $10,300
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- University of California - San Diego: $9,900
- University of California - Los Angeles: $9,700
- University of California - San Francisco: $9,500
- University of California - Berkeley: $9,300
- University of California - Irvine: $9,100
- University of California - Santa Barbara: $8,900
- University of California - San Diego: $8,700
- University of California - Los Angeles: $8,500
- University of California - San Francisco: $8,300
- University of California - Berkeley: $8,100
- University of California - Irvine: $7,900
- University of California - Santa Barbara: $7,700
- University of California - San Diego: $7,500
- University of California - Los Angeles: $7,300
- University of California - San Francisco: $7,100
- University of California - Berkeley: $6,900
- University of California - Irvine: $6,700
- University of California - Santa Barbara: $6,500
- University of California - San Diego: $6,300
- University of California - Los Angeles: $6,100
- University of California - San Francisco: $5,900
- University of California - Berkeley: $5,700
- University of California - Irvine: $5,500
- University of California - Santa Barbara: $5,300
- University of California - San Diego: $5,100
- University of California - Los Angeles: $4,900
- University of California - San Francisco: $4,700
- University of California - Berkeley: $4,500
- University of California - Irvine: $4,300
- University of California - Santa Barbara: $4,100
- University of California - San Diego: $3,900
- University of California - Los Angeles: $3,700
- University of California - San Francisco: $3,500
- University of California - Berkeley: $3,300
- University of California - Irvine: $3,100
- University of California - Santa Barbara: $2,900
- University of California - San Diego: $2,700
- University of California - Los Angeles: $2,500
- University of California - San Francisco: $2,300
- University of California - Berkeley: $2,100
- University of California - Irvine: $1,900
- University of California - Santa Barbara: $1,700
- University of California - San Diego: $1,500
- University of California - Los Angeles: $1,300
- University of California - San Francisco: $1,100
- University of California - Berkeley: $900
- University of California - Irvine: $700
- University of California - Santa Barbara: $500
- University of California - San Diego: $300
- University of California - Los Angeles: $100
- University of California - San Francisco: $0

See pages 85 & 86 for information on all institutions examined.
Nursing Faculty

Drexel; 50
Fairleigh Dickinson; 16
Holy Family; 20
Immaculata; 11
Kean; 7
La Salle; 29
Monmouth University; 17
NJCU; 6
Ramapo; 21
Rutgers; 61
TCNJ; 46
Thomas Jefferson; 55
Temple; 21
Stockton; 24
Seton Hall; 42
See pages 85 & 86 for information on all institutions examined

Nursing Student to Faculty Ratio

William Paterson; 17
West Chester; 21
Virginia Commonwealth
Villanova; 65
Upstate Medical U
UVA*
U of VT
U of RI
U Pitt
U Penn
UNC*
U Miami
UMDNJ
UMD Baltimore*
UMD; 14
TCNJ; 7
TCNJ*
Temple; 15
Stockton; 6
Rutgers; 6
Ramapo; 21
Penn State*; 2
NJCU; 6
Marymount
La Salle
Kean
FIU
FAU
Fairleigh Dickinson; 20
Drexel; 11
Boston College

See pages 85 & 86 for information on all institutions examined
Nursing Data

| School                  | State | Program Size | Undergrads | Faculty | S/F ratio | Public/Private | Tuition (in state) | Tuition |  |
|-------------------------|-------|--------------|------------|---------|-----------|----------------|-------------------|---------|  |
| Barry University        | FL    | 5,988        | 22         |         |           | Private         | $27,200           |         |  |
| Binghamton University   | NY    | 11,704       | 60         |         |           | Public          | $6,761            | $14,681 |  |
| Bloomfield College      | NJ    | 2,142        | 8          |         |           | Private         | $22,400           |         |  |
| Boston College          | MA    | 399          | 48         | 9 : 1   |           | Private         | $37,342           |         |  |
| Catholic University     | DC    | 3,486        | 29         |         |           | Private         | $31,740           |         |  |
| Drexel University       | PA    | 700          | 50         | 14 : 1  |           | Private         | $18,300           |         |  |
| Fairleigh Dickinson     | NJ    | 307          | 16         | 20 : 1  |           | Private         | $29,066           |         |  |
| Felician College        | NJ    | 1,732        | 19         |         |           | Private         | $26,425           |         |  |
| Florida Atlantic University | FL  | 1300        | 38         | 36 : 1  |           | Public          | $4,187            | $17,532 |  |
| Florida International University | FL | 900        | 38         | 24 : 1  |           | Public          | $4,580            | $16,980 |  |
| Georgian Court          | NJ    | 1,970        |            |         |           | Private         | $24,932           |         |  |
| Holy Family             | PA    | 2,267        | 20         |         |           | Private         | $23,520           |         |  |
| Immaculata              | PA    | 3,071        | 11         |         |           | Private         | $27,870           |         |  |
| Kean University         | NJ    | 383          | 7          | 58 : 1  |           | Public          | $9,446            | $14,080 |  |
| La Salle                | PA    | 286          | 29         | 10 : 1  |           | Private         | $33,700           |         |  |
| Marymount University    | VA    | 420          | 11         | 39 : 1  |           | Private         | $23,080           |         |  |
| Monmouth University      | NJ    | 4,681        | 17         |         |           | Private         | $26,356           |         |  |
| New Jersey City University | NJ  | 160         | 6          | 27 : 1  |           | Public          | $8,987            | $16,286 |  |
| NYU                     | NY    | 22,638       | 57         |         |           | Private         | 37,866            |         |  |
| Penn State University   | PA    | 167          | 92         | 2 : 1   |           | Public          | $17,860           | $29,758 |  |
| Quinnipiac              | NJ    | 5,971        | 40         |         |           | Private         | $34,250           |         |  |
| Ramapo College          | NJ    | 438          | 21         | 21 : 1  |           | Public          | $10,765           | $17,475 |  |
| Rhode Island College    | RI    | 466          | 33         | 14 : 1  |           | Public          | $6,886            | $16,878 |  |
| Rutgers University      | NJ    | 320          | 61         | 6 : 1   |           | Public          | $10,445           | $20,381 |  |

All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.
All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.
allied health
Allied Health Facts

- Provided a total of 14.3 million jobs in 2008
- Encompasses 10 of the 20 fastest growing healthcare occupations
- Healthcare will generate 3.2 million jobs from 2008 to 2018
  - More than any other industry in US
  - 40% in hospitals
  - 21% in nursing & residential care
  - 16% in physician offices

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</table>

Average earnings & hours of non-supervisory workers in healthcare by industry segment (BLS Current Employment Statistics 2008)
Healthcare Industry Shortage

- Rising number of elderly in the US is a primary factor for projected growth rates
- Advances in medical technology improve survival rate and prolong life span
- Allied Health professionals generally earn lower salaries compared with other healthcare disciplines
- Anticipated dramatic increase in demand for Allied Health professionals due to projected shortages
  - 50% increase in demand for home aides
  - 34% increase in demand for medical assistants
  - 33% increase in demand for physical therapists
  - 39% increase in demand for physician assistants
Industry Workers by State

The maps below show approximate numbers of professionals in specified fields in each state per 100,000 population.

Bureau of Labor & Statistics US Census 2004
Allied Health & New Jersey

- Healthcare employs 514,000
- NJ has lowest number of Medical records & Health info technicians
- There are currently 6 Allied Health schools in NJ
  - 4 public
  - 2 private
- Average East Coast Allied Health tuition is higher than Rowan’s
- Allied Health requires a large number of faculty per student for a wide variety of concentrations and majors offered
- Most programs require accreditation

See page 96 for information on all institutions examined
Allied Health Majors & Occupations

Allied Health encompasses a wide array of disciplines in health care today. Some of the in-demand areas of study in Allied Health include:

- Physical Therapy (DPT)
- Occupational Therapy (MS)
- Speech Pathology & Audiology
- Respiratory Therapy
- EMT & Paramedics
- Medical & Clinical lab technologists
- Nuclear medicine
- Radiologic technologies
- Dietitians & Nutritionists
- Kinesiology
- Athletic Training
- Physical Education
- Medical records & Health information

Allied Health Enrollment

- Little enrollment growth
  - 73,000 in 1987 to 79,000 in 2004
- 12% minority enrollment
- 36% medical degrees awarded to women
- NY has largest medical training effort
Allied Health School Data

- Data from 27 schools on the East Coast: Averages
  - Out of State Tuition: $25,034
  - In State Tuition: $18,971
  - Program size: 1,084 students
  - Faculty: 54
  - Student to Faculty ratio: 22:1

Competitor Allied Health Program Size

See page 96 for information on all institutions examined.
Allied Health Tuition: Out of State

Drexel; $33,030
Kean; $9,446
Monmouth; $26,356
Penn State; $14,416
Quinnipiac; $34,250
Stockton; $10,940
TCNJ; $12,722
Temple; $14,884
UMDNJ; $13,302
USP; $30,794
West Chester; $15,543

Allied Health Tuition: In State

Drexel; $33,030
Ithaca; $9,446
Kean; $14,081
Monmouth; $26,356
Penn State; $25,946
Quinnipiac; $34,250
Stockton; $10,940
TCNJ; $21,408
Temple; $23,512
USP; $30,794
West Chester; $7,211

See page 96 for information on all institutions examined
Allied Health Faculty

- West Chester: 62
- Virginia Commonwealth
- U Vermont
- UNC*
- UMDNJ
- Towson
- Jefferson
- Temple
- TCNJ
- SUNY Buffalo
- Stockton
- Springfield
- Seton Hall
- Sacred Heart
- Quinnipiac
- Penn State*
- NYIT
- Northeastern
- Medical U of SC
- Ithaca
- Drexel

0 50 100 150 200 250

See page 96 for information on all institutions examined

Allied Health Student to Faculty Ratio

- West Chester: 27
- Virginia Commonwealth
- U Vermont
- UNC*
- UMDNJ
- Towson
- Jefferson
- Temple
- TCNJ
- SUNY Buffalo
- Stockton
- Penn State*
- NYIT
- Ithaca

0 5 10 15 20 25 30 35 40 45 50

Ratio to 1
All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.
Note that the vast majority of peer/competitor programs identified were listed as either “Biomedical Sciences” or “Biomedical Engineering” and have been examined separately here as such.
Biomedical Science Facts

- The 2nd largest health profession in the US
- Focuses on investigating samples of tissue and body fluids to diagnose disease and monitor treatment of patients
- Anticipated industry growth
  - Related to many medical careers
  - Projected demand for an additional 2,300 Biomedical technicians per year from 2008 to 2018
- Starting salaries range from $40,000-$102,000

Biomedical Science School Data

- Data from 13 schools on the East Coast: Averages
  - Out of State Tuition: $19,885
  - In State Tuition: $14,764

See page 101 for information on all institutions examined
Biomedical Science Schools & Enrollment

- There are currently a limited number of schools with undergraduate programs
  - 14 undergraduate programs on the East Coast
  - Only 1 school currently in NJ
  - 1 in PA
  - 1 in MD
- Average East Coast Biomedical Science tuition rates are higher than Rowan’s
- Relatively small startup costs
- Program has overlap and similarities with existing Rowan programs

See page 101 for information on all institutions examined

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<td>M.S.</td>
<td>377</td>
</tr>
<tr>
<td>Ph.D.</td>
<td>236</td>
</tr>
<tr>
<td>Total</td>
<td>2,246</td>
</tr>
</tbody>
</table>

NCES: National Center for Education Statistics
See page 101 for information on all institutions examined.
### Biomedical Science Data

<table>
<thead>
<tr>
<th>School</th>
<th>State</th>
<th>Program Size</th>
<th>Undergrads</th>
<th>Faculty</th>
<th>Public/Private</th>
<th>Tuition (in state)</th>
<th>Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridgewater State College</td>
<td>MA</td>
<td>110</td>
<td>8,903</td>
<td>13</td>
<td>Public</td>
<td>$6,473</td>
<td>$12,813</td>
</tr>
<tr>
<td>Jefferson College of Health Sciences</td>
<td>VA</td>
<td>68</td>
<td>893</td>
<td>15</td>
<td>Private</td>
<td>N/A</td>
<td>$18,810</td>
</tr>
<tr>
<td>Marist College</td>
<td>NY</td>
<td>151</td>
<td>5,330</td>
<td>6</td>
<td>Private</td>
<td>N/A</td>
<td>$27,750</td>
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<tr>
<td>Quinnipiac University</td>
<td>CT</td>
<td>5,971</td>
<td>16</td>
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<td>N/A</td>
<td>$34,250</td>
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</tr>
<tr>
<td>Rochester Institute of Technology</td>
<td>NY</td>
<td>112</td>
<td>14,045</td>
<td>11</td>
<td>Private</td>
<td>N/A</td>
<td>$30,717</td>
</tr>
<tr>
<td>Rutgers University - Camden</td>
<td>NJ</td>
<td>4,121</td>
<td>1,045</td>
<td>11</td>
<td>Public</td>
<td>$11,698</td>
<td>$22,330</td>
</tr>
<tr>
<td>Slippery Rock University of Pennsylvania</td>
<td>PA</td>
<td>7,825</td>
<td>10</td>
<td>Public</td>
<td>N/A</td>
<td>$7,235</td>
<td>$10,012</td>
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<td>St. Francis College</td>
<td>NY</td>
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<tr>
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<td>231</td>
<td>19,986</td>
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<td>$7,013</td>
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<tr>
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<td>NY</td>
<td>6,288</td>
<td>20</td>
<td>Public</td>
<td>N/A</td>
<td>$6,145</td>
<td>$14,045</td>
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<tr>
<td>University of Maryland- Adelphi</td>
<td>MD</td>
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</tr>
<tr>
<td>University of New Hampshire</td>
<td>NH</td>
<td>12,991</td>
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<td>Public</td>
<td>$12,743</td>
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<td></td>
</tr>
<tr>
<td>University of South Florida</td>
<td>FL</td>
<td>36,995</td>
<td>34</td>
<td>Public</td>
<td>$4,577</td>
<td>$16,708</td>
<td></td>
</tr>
</tbody>
</table>

All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.
Biomedical Engineering Facts

- **Fastest growth among engineering specialties**
- Combines the skills of engineering with medical & biological sciences to improve healthcare diagnosis & treatment
- Anticipated industry growth
  - Related to many medical and technical careers
  - Projected 27% increase in jobs over 10 years
- Starting salaries range from $52,850-$76,910

Biomedical Engineering School Data

- Data from 36 schools on the East Coast: Averages
  - Out of State Tuition: $31,070
  - In State Tuition: $25,488
  - Program size: 172 students
  - Faculty: 20
  - Student to Faculty ratio: 11:1

<table>
<thead>
<tr>
<th>Degree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.S.</td>
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</tr>
<tr>
<td>M.S.</td>
<td>1,264</td>
</tr>
<tr>
<td>Ph.D.</td>
<td>682</td>
</tr>
<tr>
<td>Total</td>
<td>5,249</td>
</tr>
</tbody>
</table>

NCES: National Center for Education Statistics

See page 106 for information on all institutions examined
Many programs are currently offered nationwide and on the East Coast

- 36 undergraduate programs on East Coast
- **3 programs currently in NJ**
  - All offered by public institutions
- 3 in PA
- 2 in DC

Relatively small startup costs

Rowan implementation of such a program could utilize the existing College of Engineering and forming Medical School

Requires a relatively small number of faculty

---

**Competitor Biomedical Engineering Program Size**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia Commonwealth</td>
<td></td>
</tr>
<tr>
<td>UVA</td>
<td></td>
</tr>
<tr>
<td>U Rochester</td>
<td></td>
</tr>
<tr>
<td>URI</td>
<td></td>
</tr>
<tr>
<td>NC State</td>
<td></td>
</tr>
<tr>
<td>U Conn</td>
<td></td>
</tr>
<tr>
<td>Tufts</td>
<td></td>
</tr>
<tr>
<td>TCNJ</td>
<td>TCNJ: 40</td>
</tr>
<tr>
<td>Rutgers</td>
<td>Rutgers; 225</td>
</tr>
<tr>
<td>NJIT</td>
<td>NJIT: 238</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td></td>
</tr>
<tr>
<td>Florida State</td>
<td></td>
</tr>
<tr>
<td>Columbia</td>
<td></td>
</tr>
</tbody>
</table>

See page 106 for information on all institutions examined
Biomedical Engineering Tuition: Out of State

Biomedical Engineering Tuition: In State

See page 106 for information on all institutions examined
Biomedical Engineering Faculty

Biomedical Engineering Student to Faculty Ratio

See page 106 for information on all institutions examined
Biomedical Engineering Data

All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.

<table>
<thead>
<tr>
<th>School</th>
<th>State</th>
<th>Program Size</th>
<th>Undergrads</th>
<th>Faculty</th>
<th>S/F Ratio</th>
<th>Public/ Private</th>
<th>Tuition (in state)</th>
<th>Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston University</td>
<td>MA</td>
<td>18,283</td>
<td>33</td>
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<td></td>
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<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
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<td>41</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$41,940</td>
</tr>
<tr>
<td>Catholic University</td>
<td>DC</td>
<td>3,466</td>
<td>8</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$34,465</td>
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<td>City College of New York</td>
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<tr>
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<td>20</td>
<td></td>
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<td></td>
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<td>N/A</td>
<td>$33,005</td>
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<td>$4,966</td>
<td>$18,011</td>
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<td></td>
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<td>N/A</td>
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<td>GA</td>
<td>13,815</td>
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<td></td>
<td>30:1</td>
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<td></td>
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<tr>
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<td>$22,604</td>
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<tr>
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<td>$35,042</td>
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<tr>
<td>RIT</td>
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<td>14,045</td>
<td>7</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$30,717</td>
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<tr>
<td>SUNY at Stony Brook</td>
<td>NY</td>
<td>16,385</td>
<td>14</td>
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<td>Public</td>
<td>$6,489</td>
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<tr>
<td>Stevens Institute</td>
<td>NJ</td>
<td>2,234</td>
<td>20</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$40,465</td>
</tr>
<tr>
<td>TCNJ</td>
<td>NJ</td>
<td>6,237</td>
<td>4</td>
<td></td>
<td>10:1</td>
<td>Public</td>
<td>$13,722</td>
<td>$41,958</td>
</tr>
<tr>
<td>Tufts University</td>
<td>MS</td>
<td>5,164</td>
<td>26</td>
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<td>2:1</td>
<td>Private</td>
<td>N/A</td>
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</tr>
<tr>
<td>University of Connecticut</td>
<td>CT</td>
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<td>Public</td>
<td>$10,416</td>
<td>$36,880</td>
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<tr>
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<td></td>
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<td>$33,186</td>
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<td>CT</td>
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<td></td>
<td>Private</td>
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<tr>
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<td>FL</td>
<td>10,370</td>
<td>12</td>
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<td></td>
<td>Private</td>
<td>N/A</td>
<td>$37,936</td>
</tr>
<tr>
<td>North Carolina State</td>
<td>NC</td>
<td>322</td>
<td>27</td>
<td></td>
<td>12:1</td>
<td>Public</td>
<td>$5,474</td>
<td>$17,959</td>
</tr>
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<td>University of Rhode Island</td>
<td>RI</td>
<td>199</td>
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<td></td>
<td>8:1</td>
<td>Private</td>
<td>N/A</td>
<td>$40,282</td>
</tr>
<tr>
<td>University of South Carolina</td>
<td>SC</td>
<td>20,494</td>
<td>27</td>
<td></td>
<td></td>
<td>Public</td>
<td>$9,798</td>
<td>$36,362</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>VA</td>
<td>18,464</td>
<td>20</td>
<td></td>
<td>11:1</td>
<td>Public</td>
<td>$10,836</td>
<td>$33,782</td>
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<tr>
<td>Virginia Commonwealth</td>
<td>VA</td>
<td>23,149</td>
<td>11</td>
<td></td>
<td>21:1</td>
<td>Public</td>
<td>$7,117</td>
<td>$20,341</td>
</tr>
<tr>
<td>Western New England College</td>
<td>MA</td>
<td>2,739</td>
<td>4</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$31,062</td>
</tr>
<tr>
<td>Worcester Polytechnic Institute</td>
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<td>3,453</td>
<td>20</td>
<td></td>
<td></td>
<td>Private</td>
<td>N/A</td>
<td>$38,700</td>
</tr>
</tbody>
</table>
public health
Public Health Facts

- Deals with preventative over curative care
- Focus on population over individuals
- Current industry issues
  - Lack of funding
  - Uncompetitive salaries
  - Insufficient supply of trained workers
- Industry shortage
  - 80% of graduates do not stay in the public health field
Public Health Schools

- Generally feature a M.P.H., M.S. or Ph.D. program
- There is similarity & overlap with allied health curriculum
- There are currently 37 public health programs in the US
  - Small number of schools have the option of an undergraduate major
  - Only 1 school currently in NJ
  - 7 in PA
  - 4 in MD
- Programs generally require a large number of faculty per student
  - Covers many different concentrations
- Public Health encompasses 6 core disciplines
  - Biostatics
  - Epidemiology
  - Health Services administration
  - Health Education
  - Behavioral Science
  - Environmental Science
Public Health School Data

- Data from 31 Schools on the East Coast: Averages
  - Out of State Tuition: **$19,588**
  - In State Tuition: **$12,957**
  - Program Size: **166 students**
  - Faculty: **39**
  - Student to Faculty Ratio: **5:1**

Competitor Public Health Program Size

See page 114 for information on all institutions examined
Public Health Tuition: Out of State

See page 114 for information on all institutions examined
Public Health Tuition: In State

See page 114 for information on all institutions examined
Public Health Data

All preceding assertions and institutional comparisons were drawn from the data in the table shown here. This information was gathered from each respective college or university’s website in or around the month of July 2010.
Academic Affairs Analysis: Examination of Revenue vs Expenditures

Some academic units are revenue-generating, while others are revenue-losing
Page twelve of this document introduced the need for streamlining our existing operations. Maximum efficiency will be required in our use of all university resources: finances and spending, physical space and time utilization—to cite a few examples of the areas we will begin to look closely at. To truly achieve this goal, we must examine all facets of how we conduct business here at Rowan University.
Academic Affairs Overview

The overall revenue generated and expenses (excluding administration and facilities) incurred per college for the academic years 2008-2009 and 2009-2010 is featured below. The following pages examine each of these colleges individually.
Rohrer College of Business

Overall revenue and expenses, by department, for the Rohrer College of Business for the past two AYs.

College of Communication

Overall revenue and expenses, by department, for the College of Communication for the past two AYs.
College of Education
Overall revenue and expenses, by department, for the College of Education for the past two AYs.

College of Engineering
Overall revenue and expenses, by department, for the College of Engineering for the past two AYs.
**College of Fine & Performing Arts**

Overall revenue and expenses, by department, for the College of Fine & Performing Arts for the past two AYs.

*Note total Dean revenue figures far exceed the bounds of this graph. Actual amounts are listed above.*

**College of Liberal Arts & Sciences**

Overall revenue and expenses, by department, for the College of Liberal Arts & Sciences for the past two AYs.
AY 2009-10 Cost of Instruction

Student Credit Hours in comparison with Faculty Credit Hours - both with CPCE figures included & institutional cost for all academic colleges with respect to their faculty at all levels

The chart below examines the financial relationship between Student Credit Hours (SCH) and Faculty (Teaching) Credit Hours (TCH). The distribution of percentages per Student Credit Hours (SCH) differs when compared to the cost of instruction, showing a higher cost of instruction for some academic colleges.

<table>
<thead>
<tr>
<th>Academic College</th>
<th>AY 2009-10 TOTAL SALARY (incl. CPCE)</th>
<th>AY 2009-10 Student Credit Hours (incl. CPCE)</th>
<th>AY 2009-10 Teaching credit hours (incl. CPCE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal Arts &amp; Sciences</td>
<td>41%</td>
<td>47%</td>
<td>41%</td>
</tr>
<tr>
<td>Business</td>
<td>10%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Communication</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Education</td>
<td>17%</td>
<td>19%</td>
<td>20%</td>
</tr>
<tr>
<td>Engineering</td>
<td>8%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Fine &amp; Performing Arts</td>
<td>11%</td>
<td>7%</td>
<td>12%</td>
</tr>
</tbody>
</table>

The comparison of these figures highlights the College of Liberal Arts & Sciences and Rohrer College of Business as running more financially productive operations concerning the cost of instruction. For both of these academic colleges, the total percentage of SCH is greater than the total TCH. In contrast, the College of Engineering’s TCH was significantly greater than its reported overall SCH.

Exact dollar amounts of each college’s expenditures for the cost of instruction only in AY 2009-10

<table>
<thead>
<tr>
<th>Academic College</th>
<th>AY 2009-10 SALARY</th>
<th>%</th>
<th>CPCE cost of instruction</th>
<th>AY 2009-10 TOTAL Cost of Instruction including CPCE sections</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal Arts &amp; Sciences</td>
<td>$17,037,630.51</td>
<td>41%</td>
<td>$62,400.00</td>
<td>$17,100,030.51</td>
<td>41%</td>
</tr>
<tr>
<td>Business</td>
<td>$4,342,821.06</td>
<td>10%</td>
<td>$40,350.00</td>
<td>$4,383,171.06</td>
<td>10%</td>
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<tr>
<td>Communication</td>
<td>$5,510,897.06</td>
<td>13%</td>
<td>$29,150.00</td>
<td>$5,540,047.06</td>
<td>13%</td>
</tr>
<tr>
<td>Education</td>
<td>$6,834,064.81</td>
<td>16%</td>
<td>$220,977.00</td>
<td>$7,055,041.81</td>
<td>17%</td>
</tr>
<tr>
<td>Engineering</td>
<td>$3,376,492.10</td>
<td>8%</td>
<td>-</td>
<td>$3,380,092.10</td>
<td>8%</td>
</tr>
<tr>
<td>Fine &amp; Performing Arts</td>
<td>$4,496,603.70</td>
<td>11%</td>
<td>-</td>
<td>$4,496,603.70</td>
<td>11%</td>
</tr>
</tbody>
</table>
AY 2009-10 Enrollment Revenue
Revenue generated by each academic college as a result of accumulated Student Credit Hours (SCH)

<table>
<thead>
<tr>
<th>Academic College</th>
<th>AY 2009-10 SCH /w CPCE</th>
<th>AY 2009-10 Actual SALARY (instructional cost)</th>
<th>AY 2009-10 Tuition Generated Revenue ONLY</th>
<th>AY 2009-10 NET Revenue = Tuition Generated – Actual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal Arts &amp; Sciences</td>
<td>131,669</td>
<td>$18,902,286.00</td>
<td>$39,311,096.64</td>
<td>$20,408,810.64</td>
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<tr>
<td>Business</td>
<td>24,055</td>
<td>$4,587,389.00</td>
<td>$7,181,860.80</td>
<td>$2,594,471.80</td>
</tr>
<tr>
<td>Communication</td>
<td>39,591</td>
<td>$6,010,082.00</td>
<td>$11,820,288.96</td>
<td>$5,810,206.96</td>
</tr>
<tr>
<td>Education</td>
<td>50,615</td>
<td>$7,887,636.00</td>
<td>$17,733,471.40</td>
<td>$9,845,835.40</td>
</tr>
<tr>
<td>Engineering</td>
<td>9,383</td>
<td>$3,691,366.00</td>
<td>$2,801,388.48</td>
<td>$(889,977.52)</td>
</tr>
<tr>
<td>Fine &amp; Performing Arts</td>
<td>19,329</td>
<td>$5,394,362.00</td>
<td>$5,770,866.24</td>
<td>$376,504.24</td>
</tr>
</tbody>
</table>

The total revenue from tuition alone was $88,339,209 in AY 2009-10. In the table above, that figure is broken down by academic college and the instructional cost per college is subtracted to generate the net revenue per college.
**AY 2009-10 Enrollment Revenue**

Revenue generated by each academic college as a result of accumulated Student Credit Hours (SCH)

The table featured below visualizes the difference between the two figures in the chart on the opposite page to better illustrate performance per academic college.

The report the above graph and opposite table are taken from did not track exact revenue for every major offered at Rowan since the tuition was charged at a flat rate (value of 15 credits per semester) for most undergraduate students who then enrolled in courses offered by more than one academic college. The revenue generated through tuition was approximated using the following formula: Total SCH per College x $311 [undergraduate rate per credit] x 0.96 [adjustment resulted from students registering for more than 15 credits per semester]. Each college did a bit better in actuality because some of the SCH were at the graduate level and charged at a significantly higher rate. Graduate SCH was not taken into consideration for any of the colleges in this report, with the exception of the College of Education. Out of the total SCH produced by the College of Education, approximately 20% was at the graduate level.
Closing Thoughts

…the core problem is that higher education was designed in the 11th century and operates on a 19th century agrarian calendar, while trying to prepare students for life and work in the 21st century.

George L. Mehaffy
Vice President for Academic Leadership and Change, American Association of State Colleges and Universities

A key part of successful large-scale change comes from a willingness to go outside your comfort zone, to stop relying on traditional ways of responding to what’s happening in the environment around you.

Judith A. Ramaley (as paraphrased by Stephen Pelletier)
President, Winona State University

We need to be spending more time thinking about what the next decade is going to look like, both fiscally and demographically, and building strategies that will be responsive to those realities.

William Kirwan
Chancellor, University System of Maryland

So we have to...be willing to look with a very unsentimental eye at all of the automatic spending in our institutions for things that don’t materially contribute to the quality of core teaching and learning or even research.

Jane Wellman
Executive Director, Delta Project on Postsecondary Education Costs
There is extensive literature on the topic of change in higher education. Below is a sampling of resources associated with experts whose ideas helped inform this vision for Rowan University.


For information about the “Effectiveness and Efficiency Initiative” at the University System of Maryland, see <http://www.usmd.edu>.


When history looks back upon this next exciting chapter in the life of Rowan University, what will it have to say about you and your contribution to the greater good that is public higher education?