

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
BOARD OF TRUSTEES  
MINUTES - PUBLIC SESSION (DRAFT)  
(September 17, 2009)**

1. The meeting was called to order by Chairperson Wielkopolski, at 11:25 a.m. Other Trustees in attendance were Vice Chairs DeCaprio and DePalma , and Board Members Bone, Beachem, Garcia, Knapp, O'Brien, Sugla and Wolf. Also in attendance were President Altenkirch, Mr. Mauermeyer, Board Treasurer, and Ms. Holly Stern, Board Secretary.

In accordance with the New Jersey Open Public Meeting Act, the Chairperson read the following statement:

“Notice of this meeting was provided to the public as required by the New Jersey Meeting Act, in the schedule of meeting dates of the Board of Trustees of New Jersey Institute of Technology which was mailed to the Star Ledger, The Herald News and Vector on November 19, 2008. The Schedule was also mailed to the City Clerk of Newark on November 19, 2008, for filing with that office and posting in such public place as designated by said Clerk.”

2. BY A MOTION DULY MADE BY MR. KNAPP, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED, the minutes of the July 16, 2009 meeting of the Board of Trustees were approved.
3. BY A MOTION DULY MADE BY MS. WIELKOPOLSKI, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED, the Board voted to approve the RESOLUTION ACCEPTING FY 09 AUDIT.
4. The resolution to enter into an Agreement with Jones Lang LaSalle to serve as the Master Developer for NJIT Campus Gateway Project was withdrawn from the agenda, and deferred for consideration at a future time.
5. Dr. Bloom gave an enrollment update to the Board. We use the enrollment figures as of the tenth day of the semester. We projected 8918 students for the start of the Fall semester, based on our experience, demographics and student interest. This Fall, however, we got 78 fewer than projected, although we've experienced a 5% growth in enrollment. We also lost in retention of students, and we need to know the reason for this. In part it is due to the economy, and a decline in enrollment in high schools, as well as a decline in the overall number of international students. We've had the largest freshman class to date, representing an 8% increase. Further, the composite SAT scores have increased 11 points to

1143. The strongest predictor of success at our university are the high school grades, however.

The new undergraduate programs are showing a nice trend in growth. Dr. Bloom then spoke about undergraduate and graduate retention tactics. Board Member Sugla asked how much we spend to recruit a student. Dr. Bloom indicated that we spent about \$9,000 per undergraduate student, not including our overhead. Chairperson Wielkopolski asked how many students forfeited deposits. Dr. Bloom responded that we had a big summer meltdown from the number of those depositing money to come here; part of this was due to aggressive marketing from our competitors.

6. With respect to the status of the NJIT Campus Gateway Plan and the Greek Village, President Altenkirch noted that we are finishing the contract with Jones Lang LaSalle to serve as Master Developer for the Campus Gateway Project. More will be discussed in the afternoon session.
7. Treasurer Mauermeyer reported upon the Operating Statement Year to Date, the Schedule of Short Term Investments and the Market Value of the Endowment. The first two months of the fiscal year were generally on target. We are analyzing tuition receipts, which make up about 50-51% of the budget. It is subject to the mix of full time and part time students. With respect to the supplemental schedule, at this point we are on target; we will look at adjuncts and variable costs. Regarding Short Term investments, our working capital is about \$26 million. We are a little slower in billing due to the new system, but generally in good shape. The endowment picture at the end of June will allow us to fund scholarships at least at last year's level. We've increased the spending rate because of the drop of value of the endowment.
8. Dr. Dees reported on gifts and fund raising activities, and handed out the revised report of gifts and fundraising activities generally, indicating that he will answer any questions of Board Members. Last year, we were concerned about the effect of the economy on alumni. 2008 was a record year; we will almost match it this year. We are looking to aggressively increase alumni donations. This year's Celebration events will be on November 13<sup>th</sup> at the Pleasantdale Chateau, and we already have three tables committed. Awards will be given to J. Robert Hillier and Steven Cordes.
9. The Chairperson announced that the next scheduled closed session would be convened on November 5, 2009, at 9:30 AM, at Eberhardt Hall Alumni Center Board Room, to discuss personnel, real estate and contract matters. The following resolution was read and approved by all Trustees present.

WHEREAS, there are matters that require consideration by the Board of Trustees that qualify under the Open Public Meetings Act for discussion at a Closed Session;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees shall have a Closed Session to discuss such matters as personnel, real estate and contract matters on Thursday, November 5, 2009 at 9:30 AM, Eberhardt Hall Board Room.

The next Public Session of the Board will take place on Thursday, November 5, 2009 at 11:00 AM, Eberhardt Hall Board Room, following the Closed Session of the Board.

10. The meeting was adjourned at 12:15 pm, and the Board broke for lunch prior to the Board retreat.
11. The afternoon retreat began at 1:00 p.m. During the afternoon retreat, Dennis Bone joined the meeting.
12. President Altenkirch reported on the current status of the NJIT Campus Gateway Plan, describing the campus of the future and our neighborhood. All these materials are on the NJIT website. We project 10,200 students by 2012, and the campus Master Plan is based on an enrollment of 12,000 students.

Planning highlights include renovation; library expansion; new academic facilities and expanded athletic and recreation facilities; well defined campus edges; landscape improvements, the Gateway Plan and the Greek Village. We do not intend to use eminent domain in acquiring property, nor are there university buildings planned north of Central Avenue. We are mindful of historic preservation. Dr. Altenkirch described the features of the plan. We will need some support from the State to implement the Campus Master Plan, and will likely have to bond the construction of those improvements.

There was a discussion of the privately owned dormitory residences.

President Altenkirch then introduced Mr. Cubie Dawson, Senior Vice President at Jones Lang La Salle. He was involved in the planning and development of Union Station in Washington, D.C., and Grand Central Station in New York, among other projects. He has a track record of working with universities for 23 years, and was the Project Executive for improvements at Penn State and Ohio State.

Mr. Dawson gave an introduction to the firm of Jones Lang LaSalle. They are involved in market assessment, phasing plans, and potential deal structures. They have 30,000 employees and a strong credit rating, with revenues of \$2.5 billion. The firm is described as “one stop shopping.”

Mr. Dawson then described the market assessment for the Plan. Our focus is on medical offices, residential and retail uses. The importance of parking with St. Michael’s Hospital is critical. There will be no major interruptions to the city, and no

“big box” outlets with their attendant impact. The Plan will take place in three phases. The first, years one through four will include the Greek Village, the old St. Michael’s Hospital and parking; the second phase will include additional parking deck and retail space; and the third phase will include a hotel/conference center. There is planned greenspace, as well as restaurant uses. The zoning is currently in place. As to options appropriate to the particular phase and the structure of any future deals, the NJIT/JLL contract will be prepared so as to permit them.

Mr. Dawson then described the roles and responsibilities that Jones Lang LaSalle will undertake. There is a good level of interest in the project from investors, the State, and a major construction firm. Currently, they must identify and quantify deal structures, and potential funding sources. Jones Lang LaSalle will handle all aspects of the transaction and management services; oversee the project team and contractor selection, provide financial planning and analysis, and oversee all aspects of the project until completion, providing property/facilities management services.

Chairperson Wielkopolski asked about presentation to the stakeholders, and Dr. Bloom discussed Greek Village issues. He noted that we are formulating a basic land lease. Mr. Dawson responded that the Greek Houses want a special identity; they will get a shell that they can then customize. There is currently an investor very interested in the Greek Village, and there are other investor/developers. There is a major show in Las Vegas in May 2010, and they are on target to have a presence there. The project has already been seen at last year’s show. We are looking to the City for help. The mayor knows the team well.

The Board discussing scheduling a Board meeting by telephone on either the 16<sup>th</sup> or 19<sup>th</sup> of October, to discuss and approve an agreement with Jones Lang LaSalle. The most immediate decisions that need to be made, aside from such agreement, are the setting up of a non-profit corporation, and what to do with the building at 240 Martin Luther King Boulevard. Mr. Mauermeyer stated that he would circulate a draft of such agreement.

The retreat portion of the meeting ended at 3:40 p.m.