Call to Order

1. Notice of Meeting to Public (statement to be read by the Chair, a requirement of the NJ Open Public Meeting Act)

2. Minutes (Approve minutes of the July 15, 2010 meeting of the Board of Trustees)

3. Public Comments

4. Action Items
   
   A. Approve resolution Accepting FY10 Audit
   B. Approve resolution granting Easement for Electric service to the Naimoli Center
   C. Approve NJIT Strategic Plan 2010-2015
   D. Approve Resolution Authorizing BS in Biophysics
   E. Approve Resolution Authorizing Exclusive Intellectual Property License with Intellectual Ventures (IV)

5. Reports
   
   A. Board Retreat following Meeting November 4
   B. Enrollment update
   C. Status of NJIT Campus Gateway Plan and Greek Village
   D. Positive Impact of Intercollegiate Athletics Program
   E. Operating Statement Year to Date
   F. Schedule of Short Term Investments
   G. Report of Gifts and Fund Raising Activities
   H. Update on Celebration ‘10

6. Announcement of Next Meeting

   Chair to read resolution regarding Closed Session to discuss Personnel, Real Estate and Contract Matters to be held on Thursday, November 4, 2010, 9:30 AM, Eberhardt Hall NJIT Alumni Center.

   Announce next public meeting: Thursday, November 4, 2010, 11:00 AM, Eberhardt Hall NJIT Alumni Center.

Adjourn Public Meeting
New Jersey Institute of Technology  
--innovative, entrepreneurial, engaged

Mission

NJIT is the state’s technological research university, committed to the pursuit of excellence —

- in undergraduate, graduate, and continuing professional education, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth;

- in the conduct of research with emphasis on applied, interdisciplinary efforts encompassing architecture, the sciences, including the health sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;

- in contributing to economic development through the state’s largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;

- in service to both its urban environment and the broader society of the state and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.

NJIT prepares its graduates for positions of leadership as professionals and as citizens; provides educational opportunities for a broadly diverse student body; responds to needs of large and small businesses, state and local governmental agencies, and civic organizations; partners with educational institutions at all levels to accomplish its mission; and advances the uses of technology as a means of improving the quality of life.

Vision

A preeminent technological research university known for innovation, entrepreneurship, and engagement.
1. Notice of Meeting to Public
BOARD OF TRUSTEES

STATEMENT TO BE READ AT THE OPENING OF EACH MEETING OF THE BOARD OF TRUSTEES

“NOTICE OF THIS MEETING WAS PROVIDED TO THE PUBLIC AS REQUIRED BY THE NEW JERSEY PUBLIC MEETING ACT, IN THE SCHEDULE OF MEETING DATES OF THE BOARD OF TRUSTEES OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY WHICH WAS MAILED TO THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON NOVEMBER 19, 2008. THIS SCHEDULE WAS ALSO MAILED TO THE COUNTY CLERK ON NOVEMBER 19, 2008 FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DESIGNATED BY SAID CLERK.”
2. Approve Minutes of the July 15, 2010 Meeting of the Board of Trustees
1. The meeting was called to order by Chairperson Wielkopolski, at 11:20 a.m. Other Trustees in attendance were Vice Chair DeCaprio and Board Members Beachem, Cistaro, Knapp, Garcia and Wolff. 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 MR. CISTARO AND UNANIMOUSLY PASSED, the minutes of the June 3, 2010 meeting of the Board of Trustees were approved.

2. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MR. BEACHEM AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO SET FY 2011 SCHEDULE OF TUITION AND FEES.

3. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MS. WIELKOPOLSKI AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO ADOPT FY 2011 OPERATING AND CAPITAL BUDGETS.

4. BY A MOTION DULY MADE BY DR. DÉCAPRIO, SECONDED BY MR. KNAPP AND UNANIMOUSLY PASSED, the Board voted to APPROVE FACULTY APPOINTMENT WITH TENURE.

5. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. WOLFF AND UNANIMOUSLY PASSED, the Board voted to APPROVE THE BY-LAWS FOR GATEWAY CORPORATIONS. The Board directed the General Counsel/Secretary to the Board of Trustees to prepare and place in the
file a memorandum concerning the applicability of Title 18A to the corporations so formed and the response to Audit and Finance Committee question.

6. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO AUTHORIZE ATHLETIC INSURANCE.

7. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. WOLFF AND UNANIMOUSLY PASSED, the Board voted to AUTHORIZE INTENT TO FINANCE CERTAIN CAPITAL EXPENDITURES AND TO REFINANCE CERTAIN DEBT and approved the two formal resolutions necessary to implement same.

8. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. BEACHEM AND UNANIMOUSLY PASSED, THE BOARD VOTED TO APPROVE RESOLUTION TO AUTHORIZE UPDATE FOR BANK LINE OF CREDIT.

9. BY A MOTION DULY MADE BY MS. GARCIA, SECONDED BY MR. KNAPP AND UNANIMOUSLY PASSED, THE BOARD VOTED TO APPROVE APPOINTMENT OF BOARD OFFICERS AND COMMITTEE CHAIRS AND MEMBERS AS FOLLOWS:

Chair – Kathy Wielkopolski  
Vice Chairs – Stephen DePalma and Vincent DeCaprio  
Executive Committee – Kathy Wielkopolski, Stephen DePalma and Vincent DeCaprio  
Building and Grounds Committee – Philip Beachem, Chair; Dennis Bone, Liz Garcia and Stephen DePalma, members  
Academic Affairs & Research Committee – Vincent DeCaprio, Chair; Anthony Knapp and Binay Sugla, members  
Advancement Committee – Peter Cistaro, Chair; Mariel O’Brien, member  
Audit and Finance Committee – Kathy Wielkopolski and Derrish Wolff, members  
Nominating Committee – Liz Garcia, Chair; Peter Cistaro, member  
Joint Committee on Investments; Kathy Wielkopolski, member (appointments to be determined);  
Treasurer to the Board – Henry Mauermeyer  
Secretary to the Board – Holly Stern

10. President Altenkirch gave a report on the Strategic Plan. The final draft of the strategic plan with edits is included in the Board materials. The edits reflect feedback from Board Committees and the Vice President. This will be discussed further at the Board retreat in September. The preamble will be similar in language to that contained in the Comprehensive Campaign statement.
11. Treasurer Mauermeyer reported on the Operating Statement Year to Date and Schedule of Short Term Investments, referring to the board materials and amendments. He reported that we had a break-even year. The Board discussed whether our short term investments were subject to the limitations on liability of $200,000 for FDIC insured entities. Mr. Mauermeyer replied that the limits would not be applicable, as these investments are trust agreements, not assets of the bank. He also noted that there are not a lot of options available for investment of working capital at this time.

12. Board Member Cistaro reported on Gifts and Fund Raising Activities. Overall, we are down in donors and dollars, reflecting national trends at this time. However, Vice President Dees noted that our donors are faithful, and alumni dollars are up, despite a national decrease. We had a repeat of an anonymous gift, this year in the amount of $314,000. We’ve submitted requests to foundation; there is a 9% drop in foundation giving nationally. With respect to friends of the university, we’ve made 100% more visits than last year, and are making aggressive efforts to cultivate gifts. There is a $1.7 million dollar gift from Julia Murowski. There is currently still some residual difficulty in fundraising attributable to the ongoing litigation with the former alumni association. We’ve been successful with payments from pledges from the Honors College and Athletics campaigns. The President and Dr. Dees have been involved in some significant asks. Currently we have a commitment of $300,000, and two outstanding asks of $250,000. Vincent Naimoli, one of our distinguished alumni has increased his commitments. It should be kept in mind that in 2008 we raised more money than we had in NJIT history. Dr. Dees concluded that we know the challenge ahead and we are up to it.

13. The Board then discussed the upcoming Board retreat, which will be in the afternoon immediately following the September 16th Board meeting.

14. The Chairperson announced that the next scheduled closed session would be convened on Thursday, September 16, 2010, 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, September 16, 2010 at 9:30 AM, Eberhardt Hall Board Room.
The next Public Session of the Board will take place on Thursday, September 16, 2010 at 11:00 AM, Eberhardt Hall Board Room, following the Closed Session of the Board. A Board retreat will follow after the close of the Public Session.

15. The meeting was adjourned at 12:48 pm.
3. Public Comments
4A. Approve Resolution
Accepting FY10 Audit
Resolution to Accept FY 2010 Audited Financial Statements

Whereas, the independent certified public accounting firm of KPMG has completed its review of the financial statements of the university for the fiscal years ended June 30, 2009 and 2010, and

Whereas, the Audit and Finance Committee of the Board of Trustees has reviewed the financial statements and has meet with the external auditors and recommend acceptance of the audited financial statements,

Now Therefore Be It Resolved that the Board of Trustees accepts the audited financial statements for the University for the fiscal years ended June 30 2009 and 2010

16 September, 2010
4B. Approve Resolution Granting Easement for Electric Service to the Naimoli Center
Statement
Resolution to Approve Easement for PSE&G

As part of the construction of the Naimoli Family Recreation Center it is necessary to have a new electrical transformer installed. PSE&G will install the needed equipment but has requested an easement to permit the installation of and future access to the transformer.

It is recommended that the easement be granted. A resolution has been prepared for your consideration.
Resolution to Approve Easement for PSE&G

Whereas, to facilitate the construction of the Naimoli Family Recreation Center it is necessary to provide a limited easement for PSE&G to install a transformer, and

Whereas, counsel has reviewed the necessary By-Laws (Exhibit A) for the easement, and

Whereas, the administration recommends the approval of the easement, and

Whereas, there may need to be minor changes to the language of the easement to accommodate final location,

Now Therefore Be It Resolved that the Board of Trustees approves the easement in the same or substantially the same form as shown in Exhibit A, provided that the changes are deemed necessary and meet legal requirements in the opinion of counsel.

16 September 2010
GRANT OF EASEMENT

THIS INDENTURE, made this 26th day of August, 2010, between New Jersey Institute of Technology, with an office at 323 Martin Luther King Boulevard in Newark, New Jersey 07103, (hereinafter called “Grantor”), and PUBLIC SERVICE ELECTRIC AND GAS COMPANY, a corporation of the State of New Jersey, having its office at 80 Park Plaza, Newark, New Jersey 07102 (hereinafter called “Grantee”).

WHEREAS, Grantor is the owner in fee simple of a certain tract of real property situate in the Township of Newark, County of Essex and State of New Jersey, commonly known as Block 382, Lot 1 (hereinafter the “Property”); and

WHEREAS, Grantee is a public utility of the State of New Jersey, engaged in furnishing utility service to subscribers in the State of New Jersey; and

WHEREAS, the Grantor does agree to convey an easement in perpetuity to Grantee for its use, occupancy and enjoyment and the use, occupancy and enjoyment of its licensees, successors in interest and assigns, in connection with the provision of utility service thereto and for the conduct of its business, all in accordance with and for the purposes set forth in this Grant of Easement, for the mutual benefit of both Grantor and Grantee;

NOW THEREFORE, WITNESSETH: In consideration of these premises and the sum of ONE ($1.00) DOLLAR, paid to the Grantor by the Grantee, the receipt of which is hereby acknowledged, and in further consideration of the mutual conditions, covenants, promises and terms hereinafter contained, it is agreed that:

1. Grantor does hereby grant and convey unto Grantee an easement in perpetuity, in, under, through, over and across the hereinbefore described Property of Grantor, with full rights, privileges and authority for Grantee to enter upon same from time to time, for the purpose of inspecting, locating, relocating, installing, altering, extending, constructing, repairing, replacing, rebuilding, removing and perpetually operating, maintaining and using underground and overhead electric and telecommunications facilities and other fixtures, including but not limited to wires and cables, poles, guy wires, anchors, conduits and manholes (hereinafter the “Facilities”), which Grantee may deem necessary or proper in its sole judgment for the conduct of its business; together with such free and unlimited access to, egress and ingress in, from and over all points of said Property, as is reasonable or necessary for the full use, occupancy and enjoyment of said easement. Said easement area and the Facilities to be installed therein are more particularly shown on Drawing No. 11-03613 attached hereto and made a part hereof.

2. Grantor does further grant and convey to Grantee the right, privilege and authority to trim, cut and remove such tree branches, roots, shrubs, plants, trees and vegetation which might, within the exclusive discretion and sole judgment of Grantee, interfere with or threaten the safe, proper or convenient use, maintenance or operation of the Facilities within the easement area. Grantee shall not be responsible for any damage to any trees or other vegetation due to the installation of the Facilities.

3. Grantor shall have the right to use, occupy and enjoy the surface and air space around the easement area for any purpose which does not interfere or threaten the safe, proper or convenient use, occupancy or enjoyment of same by Grantee. Grantor agrees, however, that that no buildings or structures shall be erected over or within ten (10) feet of the Facilities of Grantee.

4. Grantor shall have the right to allow other utilities to use the said easement area for any purpose that does not in any way interfere with the accessibility and safe operation of the Facilities of Grantee, and subject to the consent of Grantee. Grantor’s right to allow other
utilities to use the easement area does not include the right to allow other utilities to use the facilities that Grantee has installed in the easement. Grantor's right to allow other utilities to use the easement area shall in no way limit the rights granted to Grantee in this Easement.

5. Grantee shall perform all work in connection with the rights, privileges and authority herein granted and conveyed in a workmanlike manner and with a minimum of inconvenience to the Grantor; and any damage done to the land or premises of Grantor shall be promptly repaired and restored to its condition immediately prior to damage, at the sole cost and expense of Grantee.

6. If Grantor shall, at any time after the initial installation of the facilities, request Grantee to relocate the facilities to a different location or locations, it shall do so at such location or locations as shall be mutually satisfactory to the parties hereto, at the sole cost and expense of Grantor, Grantee to have the same rights and privileges in the new location or locations as in the former location or locations.

7. Grantor covenants to warrant generally the rights above granted, will execute such further assurance of the same as may be required, and that Grantee shall have the quiet possession thereof free from all encumbrances.

8. Grantee shall defend and indemnify Grantor against, and shall save Grantor harmless from, and shall reimburse Grantor with respect to, any and all claims, demands, actions, causes of action, injuries, orders, losses, liabilities (statutory or otherwise), obligations, damages, fines, penalties, costs and expenses (including without limitation, reasonable attorneys' fees and expenses) incurred by, imposed upon or asserted against Grantor by reason of any accident, injury (including death at any time resulting therefrom) or damage to any person or property arising out of or resulting from any acts or omissions of Grantee or by any employee, licensee, invitee or agent of Grantee.

9. This Grant of Easement shall be governed by and construed in accordance with the laws of the State of New Jersey and recorded on the title to the Property.

10. By the acceptance of this instrument, Grantee agrees to abide by the terms and conditions herein on its part to be performed and shall be deemed signatory hereto, and the provisions of this indenture shall inure to the benefit of and be obligatory upon the respective parties hereto and their successors and assigns.

IN WITNESS WHEREOF, Grantor has duly signed these presents the day and year first above written.

ATTEST: GRANTOR (Corporation):

By: ____________________________ By: ____________________________
Name: __________________________ Name: __________________________
Title: __________________________ Title: __________________________

STATE OF __________________________ SS.
COUNTY OF __________________________
BE IT REMEMBERED, that on this ___ day of __________, 20___, before me, the subscriber, a Notary Public of the State of __________, personally appeared __________________________, who, I am satisfied, is of __________, the corporation named in and which executed the foregoing instrument and is the person who signed said instrument as such officer for and on behalf of said corporation and sealed with its corporate seal, as the voluntary act and deed of said corporation, by virtue of authority from its Board of Directors. The full and actual consideration
paid or to be paid for the transfer of title to realty evidenced by the within easement, as such consideration is defined in P.L. 1968, c. 49, Sec. 1(c), is less than $100.00.

Notary
NAME (REASON FOR WORK)  New Pad Mount Xfmr Service

LOCATION  82 Lock Street

SPONSOR  Eli Serrano

DATE  8/26/10

SKETCH NO.  11-03613

PUBLIC SERVICE ELECTRIC AND GAS COMPANY

Eli Serrano
973-365-5396
4C. Approve NJIT Strategic Plan 2010-2015
New Jersey Institute of Technology
--innovative, entrepreneurial, engaged

Mission

NJIT is New Jersey’s science and technology university, committed to the pursuit of excellence ----

- in service to both its urban environment and the broader society of the region, state, and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.

- in undergraduate, graduate, and continuing professional education, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth;

- in the conduct of research with emphasis on applied, interdisciplinary efforts encompassing architecture, design, the sciences, including the health and life sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;

- in contributing to economic development through the state’s largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;

NJIT prepares its graduates for positions of leadership as professionals and as citizens; provides educational opportunities for a broadly diverse student body; responds to needs of large and small businesses, state and local governmental agencies, and civic organizations; partners with educational institutions at all levels to accomplish its mission; and advances the uses of technology as a means of improving the quality of life.

Vision

A preeminent science and technology research university known for innovation, entrepreneurship, and engagement.
Core Values

Our core values reflect our beliefs, guide our behavior, shape our culture, and in so doing establish a sense of community and common purpose.

Service Oriented

We pride ourselves in being an engaged partner in enhancing in the communities in which we live.

Excellence

We pursue excellence in all that we do and will be satisfied with nothing less than meeting and sustaining the highest standards of performance.

Integrity

We are honest and ethical in all we do, keep our promises, and acknowledge our mistakes.

Student Centered

We care for our students as individuals and make every effort to build enduring relationships by responding to their needs.

Civility

We treat each other with respect and with dignity and communicate frequently and with candor.

Diversity

We celebrate the diversity of our university community and are sensitive to cultural and personal differences. We do not tolerate discrimination of any form.

Value Proposition

NJIT provides accessible, affordable education for the scientific and technological professions to a diverse student body, delivers practical research results to its sponsors, and is an active participant in the life of the community in which it lives.
Goals

NJIT’s goals are to 1) enhance our educational programs, 2) enhance and focus our research efforts, 3) strengthen our sense of community, 4) enhance our financial position, 5) impact the economy, and 6) evoke an image of innovation, entrepreneurship, and engagement.

Strategic Priorities and Objectives

- **Enhance the quality of academic and campus life for the university community.**
  - Review, revise, and further implement elements of the Landscape Master Plan
  - Improve the interior condition of buildings with an emphasis on Tiernan and Faculty Halls including laboratories, classrooms, and technology upgrades
  - Reengineer administrative processes to improve customer and student satisfaction
  - Refine outcomes assessment efforts in student learning to achieve continuous curricular improvement
  - Implement a performing arts component of campus life
  - Complete the initial block of Greek organization housing (Phase I) in a Greek Village and provide replacement parking
  - Implement the NJIT Campus Gateway Plan according to the Redevelopment Agreement with the City of Newark

- **Sustain a base of private support.**
  - Develop a strategic plan for the Alumni Association of NJIT by the end of FY10
  - Increase alumni participation in the Annual Fund to the benchmark for public peer institutions over the next five years
  - Successfully meet the proposed timeline to launch the quiet phase of the planned Comprehensive Campaign
  - Increase unrestricted annual gift revenue to $1,500,000 per year over the next five years

- **Be nationally recognized for thematic core areas of integrated research and learning in: Sustainable Systems; Life & Healthcare Science and Engineering; Digital “Everyware”. For each core area:**
  - Demonstrate increase in scholarly activities relating to thematic areas as measured by: (a) increased sponsored research (in thematic areas) by 10% compounded per annum (60%) net; (b) increased publication and conference presentation count (in thematic areas) by 60%; (c) increased active Ph.D. dissertation projects (in thematic areas) by 60%
  - Demonstrate penetration of thematic area subject matter into 60% of courses offered at NJIT
• Demonstrate expanded relations with relevant professions as measured by: (a) at least 2 major public events per year associated with each thematic area; (b) 60% increase in the headcount of non-student, non-employee visits to campus; (c) 60% increase in the number of NJIT-hosted professional society events on campus; (d) 60% increase in faculty reported consulting agreements (unique company relations)

• Implement at least one campus-wide integrative, demonstration environment in each of the thematic areas (6)

➤ Be nationally recognized for attracting high achieving students and faculty from diverse populations.

• Achieve an overall enrollment of 11,000 with an increasing percentage of graduate enrollment

• Achieve an enrollment mix for undergraduates that is:
  o as reflective as possible of the demographics of New Jersey
  o at least 25% women

• Develop a market-driven inventory of a minimum of:
  o 12 online MS degree programs
  o 6 one-year MS degree programs
  o 20 graduate certificate programs.

• Increase the middle 50th percentile (25th-75th) for enrolled FTFTF from 480 (25th)-580 (75th) for Critical Reading to 500-600 and for Mathematics from 550-650 to 570-670

• Benchmark current GRE and GMAT levels and establish admission criteria targets

• Actively recruit women and minority faculty and university lecturer candidates in an effort to achieve a hiring rate of at least 25% women and minorities for the most qualified candidates

• Maintain a minimum in the entering freshman class of:
  o 15% Dorman Honors Scholars
  o 15% Education Opportunity Program

• Achieve an FTFTF retention rate of 86% and a graduation rate of 60%
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Task Force</th>
<th>Objective(s)</th>
<th>Tactics</th>
<th>Responsible for Execution</th>
<th>Metrics</th>
<th>Resources</th>
<th>Baseline Metric</th>
<th>Target</th>
<th>Target Completion Date</th>
<th>Progress Toward Target Completion</th>
<th>Balanced Scorecard Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of academic and campus life</td>
<td>Urs Gauchat</td>
<td>Landscape Master Plan</td>
<td>Identify opportunities for physical improvement (estimate costs)</td>
<td>VP for Administration &amp; Treasurer</td>
<td>Number of projects</td>
<td>Directed effort</td>
<td>None</td>
<td>Summary of projects</td>
<td></td>
<td>Community</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review standards for street furniture and other landscaping features</td>
<td>Progress toward developing review report</td>
<td>Directed effort</td>
<td>None</td>
<td>Review report</td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish and apply criteria to ranking projects</td>
<td>Money spent</td>
<td>Fund allocation</td>
<td></td>
<td></td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Objectives</td>
<td></td>
<td>Talltlet ComDIetion Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reengineer administrative processes</td>
<td>Nick Terronichuk</td>
<td>Engage in a continual review of administrative processes</td>
<td>Reengineering methodology designed and implemented (6 finance/HR process; 6 student services process)</td>
<td>VP for Administration &amp; Treasurer</td>
<td>Directed effort</td>
<td>None</td>
<td>Processes reengineered</td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify end-use satisfaction</td>
<td>Satisfaction surveys</td>
<td>Directed effort</td>
<td>None</td>
<td></td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Norbert Dibit</td>
<td>Refine outcomes assessment efforts in student learning</td>
<td>Create a standing committee for outcomes assessment</td>
<td>President and Provost &amp; Sr. VP for Academic Affairs</td>
<td>Committee creation</td>
<td>Directed effort</td>
<td>None</td>
<td>Created</td>
<td></td>
<td>Community</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Benchmark other universities in assessment efforts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Best practices adopted</td>
<td></td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify commonalities in outcomes assessment among accrediting agencies and NJIT programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rank current assessment program emphasizing best practices for programs not separately accredited</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Create a campus-wide outcomes assessment effort</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Launch experiments in using new technologies in outcomes assessment</td>
<td>Employment of electronic portfolios</td>
<td>Directed effort</td>
<td>None</td>
<td>Accredited units employ electronic portfolios</td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Extend outcomes assessment efforts to graduates through Office of Alumni Relations</td>
<td>Progress toward launching a social media effort aimed at graduates</td>
<td>Directed effort</td>
<td>None</td>
<td>Alumni involvement in assessment</td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jack Gentul</td>
<td>Implement a performing arts component of campus life</td>
<td>Design two series of three-credit courses, one series in ensemble singing and one in instrumental music</td>
<td>VP for Academic &amp; Student Services</td>
<td>Progress toward course development</td>
<td>Directed effort</td>
<td>None</td>
<td>Courses in place</td>
<td></td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recruit/hire adjunct faculty for voice (fall 2010) and for instrumental music (spring 2011)</td>
<td>Identify and hire adjuncts</td>
<td>Directed effort</td>
<td>None</td>
<td>Faculty in place</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Begin choral group fall 10</td>
<td>Progress toward developing group</td>
<td>Directed effort</td>
<td>None</td>
<td>Group in place</td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify practice space and equipment needs</td>
<td></td>
<td>Directed effort</td>
<td>None</td>
<td>Space/equipment in place</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Begin instrumental group spring 11</td>
<td>Progress toward developing group</td>
<td>Directed effort</td>
<td>None</td>
<td>Group in place</td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Task Force</td>
<td>Objective(s)</td>
<td>Tactics</td>
<td>Responsible for Execution</td>
<td>Metrics</td>
<td>Resources</td>
<td>Baseline Metric</td>
<td>Target</td>
<td>Target Completion Date</td>
<td>Progress Toward Target Completion</td>
<td>Balanced Scorecard Perspective</td>
</tr>
<tr>
<td>----------</td>
<td>------------</td>
<td>--------------</td>
<td>---------</td>
<td>----------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>-----------------</td>
<td>--------</td>
<td>----------------------</td>
<td>-----------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Quality of academic and campus life</td>
<td>Joel Bloom</td>
<td>Complete the initial block of Greek organization houses in a Greek Village and provide replacement parking</td>
<td>Convene a Greek Village Task Force of stakeholders to identify critical issues for development of a Greek Village</td>
<td>VP for Academic &amp; Student Services</td>
<td>Progress toward recommending Greek Village governance, housing needs and design, costs, funding options, land lease and reporting to the Greek community</td>
<td>Directed effort</td>
<td>Existing</td>
<td>Recommendati on on issues complete</td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Create a Greek Village Housing Council</td>
<td></td>
<td>Establishment of membership; progress toward developing policies and procedures for operation of the Village</td>
<td>Directed effort</td>
<td>None</td>
<td>Established</td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Designate a developer for the Greek Village</td>
<td>VP for Administration &amp; Treasurer</td>
<td>Designation</td>
<td>Directed effort</td>
<td>None</td>
<td>Designated</td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Designate a Management Agent for operations of the Village</td>
<td></td>
<td>Designation</td>
<td>Directed effort</td>
<td>None</td>
<td>Designated</td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Henry Maiermeyer</td>
<td>Implement the NJIT Campus Gateway Plan</td>
<td>Complete development contract with Jones Lang LaSalle</td>
<td>VP for Administration &amp; Treasurer</td>
<td>Signed contract</td>
<td>Directed effort</td>
<td>Existing</td>
<td>Contract in place</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Complete Phase #1, supplemental agreement with Jones Lang LaSalle and initiate construction</td>
<td></td>
<td>Signed agreement/Construction initiated</td>
<td>Directed effort</td>
<td>None</td>
<td>Construction initiated</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop NJIT staffing to support the project</td>
<td></td>
<td>Status of staffing</td>
<td>Fund allocation</td>
<td>None</td>
<td>Sufficient staffing</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Complete Phase #2, supplemental agreement with Jones Lang LaSalle and initiate construction</td>
<td></td>
<td>Signed agreement/Construction initiated</td>
<td>Directed effort</td>
<td>None</td>
<td>Agreement in place</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Monitor progress</td>
<td></td>
<td>Meeting phasing schedule</td>
<td>Directed effort</td>
<td>Established with RCA (10/2009) Phase #1 on track</td>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private support</td>
<td>Bob Boynton</td>
<td>Develop a strategy plan for the Alumni Association of NJIT by end of FY10</td>
<td>Establish an Alumni Task Force planning group</td>
<td>VP for Advancement</td>
<td>Status of identifying planning group</td>
<td>Directed effort</td>
<td>Task Force established</td>
<td>Plan in place</td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Use a consultant to facilitate development of a strategic plan</td>
<td></td>
<td>Status of consultant and progress toward plan development</td>
<td>Directed effort/ Fund allocation</td>
<td>Existing</td>
<td>Consultant work complete</td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chuck Dow</td>
<td>Create a culture of alumni participation in the Annual Fund to that of benchmark peers</td>
<td>Create Highlander Society, $1,000 cumulative by tenth year after graduation, to attract young alumni</td>
<td>VP for Advancement</td>
<td>Status of giving club and membership</td>
<td>Directed effort</td>
<td>None</td>
<td>Created membership increased</td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establish freshman class gift program ($5 from every member)</td>
<td></td>
<td>Number of freshmen who participate</td>
<td>Directed effort</td>
<td>None</td>
<td>Established/ participants increased</td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Expand phonathon program and provide opportunity to choose communication media</td>
<td></td>
<td>Phonathon participation</td>
<td>Directed effort/ Fund allocation</td>
<td>FY10</td>
<td>Increased participation</td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Segment lists for solicitation and validate number of individuals solicited</td>
<td></td>
<td>Number of solicitation lists and number solicited</td>
<td>Directed effort</td>
<td>FY10</td>
<td>Increased solicitations</td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Engage faculty in Annual Fund</td>
<td></td>
<td>Number of faculty giving</td>
<td>Directed effort</td>
<td>None</td>
<td>Increased participation</td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Task Force</td>
<td>Objective(s)</td>
<td>Tactics</td>
<td>Responsible for Execution</td>
<td>Metrics</td>
<td>Resources</td>
<td>Baseline Metric</td>
<td>Target Completion Date</td>
<td>Target Completion</td>
<td>Progress Toward Target Completion</td>
<td>Balanced Scorecard Perspective</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>----------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------</td>
<td>-------------------------</td>
<td>-----------------</td>
<td>-------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Private support</td>
<td>Meet the timeline to launch the public phase of a Comprehensive Campaign</td>
<td>Secure a volunteer leadership team of 20</td>
<td>Status of recruitment</td>
<td>Directed effort</td>
<td>None</td>
<td>Recruitment complete</td>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recruit national Chair</td>
<td>Status of recruitment</td>
<td>Directed effort</td>
<td>None</td>
<td>Recruitment complete</td>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Secure 200 planned gift commitments</td>
<td>Number of planned gifts</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Gifts secured</td>
<td>Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Raise at least 65% of Campaign goal with a leadership gift of $10 million or more</td>
<td>Funds raised</td>
<td>Directed effort</td>
<td>FY10D base</td>
<td>Funds raised</td>
<td>Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct Campaign regional events</td>
<td>Events conducted</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>None</td>
<td>Increased events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop Campaign marketing and PR materials</td>
<td>Number and status of materials</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>None</td>
<td>Materials developed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase unrestricted annual gift revenue to $1.5 million per year over five years</td>
<td>Additional databases for cultivation and solicitation</td>
<td>Number in databases</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National recognition for thematic core areas of Integrated research and learning</td>
<td>#10 and #11: Dom Sebastian/Ian Gatley</td>
<td>Demonstrate penetration of thematic area subject matter into 60% of courses</td>
<td>Define college specific core concepts to connect with shared thematic area content</td>
<td>Provost &amp; Sr. VP for Research &amp; Development</td>
<td>Status of courses in thematic areas</td>
<td>Directed effort FY10 base</td>
<td>Courses in place</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create professional Masters degrees in thematic areas of application</td>
<td>Degree inventory</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>FY10 base</td>
<td>New degrees in place</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Explicit new media to introduce thematically relevant material</td>
<td>Inventory of new media usage</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>None</td>
<td>Increased media usage</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop faculty training programs in Instruction and Instructional technology</td>
<td>Status of training programs</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>FY10 base</td>
<td>Training programs developed</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish standing faculty/staff committee to oversee curricular reform, P&amp;T performance metrics for scholarship of Instruction, effectiveness of tactics</td>
<td>Status of Committee</td>
<td>Directed effort</td>
<td>None</td>
<td>Established</td>
<td>Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Demonstrate an increase in scholarly activities related to thematic areas</td>
<td>Develop a web portal for thematic areas</td>
<td>Status and content of web portal</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>Developed</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct faculty searches in thematic areas</td>
<td>Status of searches</td>
<td>Directed effort/</td>
<td>Fund allocation</td>
<td>None</td>
<td>Searches completed</td>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Proactively seek large-scale NIH opportunities using response teams</td>
<td>Number of proposals submitted/funded</td>
<td>Directed effort</td>
<td>FY10D base</td>
<td>Proposals submitted</td>
<td>Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish standing faculty/staff committee to formulate P&amp;T performance metrics for scholarship/research of integration</td>
<td>Status of Committee</td>
<td>Directed effort</td>
<td>None</td>
<td>Established</td>
<td>Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Task Force</td>
<td>Objective(s)</td>
<td>Tactics</td>
<td>Responsible for Execution</td>
<td>Metrics</td>
<td>Resources</td>
<td>Baseline Metric</td>
<td>Target</td>
<td>Target Completion Date</td>
<td>Progress Toward Target Completion</td>
<td>Balanced Scorecard Perspective</td>
</tr>
<tr>
<td>----------</td>
<td>------------</td>
<td>--------------</td>
<td>---------</td>
<td>---------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>-----------------</td>
<td>-------</td>
<td>-----------------------</td>
<td>----------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>National recognition for thematic core areas of integrated research and learning</td>
<td></td>
<td></td>
<td>Demonstrate expanded relations with relevant professions</td>
<td></td>
<td>Status of staff assignment</td>
<td>Directed effort</td>
<td>None</td>
<td>Assigned</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Dedicate staff function to external event management and facilitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop standard event package and pricing model</td>
<td></td>
<td>Package/model status</td>
<td>Directed effort</td>
<td>None</td>
<td>Package in place</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Integrate student professional society activities with local chapters</td>
<td></td>
<td>Degree of interaction with local chapters</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Integration complete</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Host on-campus awareness days for key corporate partners</td>
<td></td>
<td>Number of events</td>
<td>Directed effort</td>
<td>None</td>
<td>Events established</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Expand summer internships for faculty and staff</td>
<td></td>
<td>Number of placements</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Increased internships</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establish standing faculty/staff committee to formulate P&amp;I performance metrics for scholarship of application</td>
<td></td>
<td>Status of Committee</td>
<td>Directed effort</td>
<td>None</td>
<td>Established</td>
<td>Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Implement at least one campuswide integrative demonstration environment in each of the thematic areas</td>
<td></td>
<td>Status of partnerships</td>
<td>Directed effort/ fund allocation</td>
<td>None</td>
<td></td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Coordinate with Development to identify industrial partners to provide matching &quot;funds&quot;</td>
<td></td>
<td>Status of courses affected</td>
<td>Directed effort</td>
<td>None</td>
<td>Projects developed</td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Use Integrative projects as a framework for design and problem solving exercises</td>
<td></td>
<td>Status of plan</td>
<td>Directed effort/ fund allocation</td>
<td>None</td>
<td>Plan developed</td>
<td>Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop communication plan to generate public attention</td>
<td></td>
<td>Number identified</td>
<td>Directed effort</td>
<td>None</td>
<td></td>
<td>Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify grant opportunities for curricular innovation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Seek workforce training funds for demonstration projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establish standing faculty/staff committee to formulate P&amp;I performance metrics for scholarship of instruction, integration and application</td>
<td></td>
<td>Status of Committee</td>
<td>Directed effort</td>
<td>None</td>
<td>Established</td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Task Force</td>
<td>Objective(s)</td>
<td>Tactics</td>
<td>Responsible for Execution</td>
<td>Metrics</td>
<td>Resources</td>
<td>Baseline Metric</td>
<td>Target Completion Date</td>
<td>Progress Toward Target Completion</td>
<td>Balanced Scorecard Perspective</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>------------</td>
<td>--------------</td>
<td>---------</td>
<td>---------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------------</td>
<td>----------------------</td>
<td>---------------------------</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td>Be recognized for attracting high achieving students and faculty from diverse populations</td>
<td>#12: Kathy Kelly</td>
<td>Overall enrollment; enrollment mix; program inventory; SAT; GRE and GMAT; freshman class; retention and graduation</td>
<td>Perform an analysis of reasons for student drop out and develop and implement retention tactics to address</td>
<td>VP for Academic &amp; Student Services</td>
<td>Status of retention tactics development</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Implemented</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assess recruitment and marketing materials and web site for redesign</td>
<td>Status of updating materials and web</td>
<td>Directed effort/ Fund allocation</td>
<td>None</td>
<td>Redesigned</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review and reassess recruiting tactics</td>
<td>Status of assessment</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Programs revised and newly implemented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Analyze prospective student demographics to recommend new programs and for revising existing programs</td>
<td>Status of analysis</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review historical and competitive institutions benchmark data on applicant/accept/offer ratios and admission criteria in order to &quot;fine tune&quot; enrollment goals</td>
<td>Progress on establishing benchmark peers and reviewing admission data</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Established</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review historical and competitive institutions benchmark data on financial support to &quot;fine tune&quot; merit-based award programs</td>
<td>Progress on establishing benchmark peers and reviewing financial support data</td>
<td>Directed effort</td>
<td>FY10 base</td>
<td>Established</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actively recruit women and minority faculty to achieve a hiring rate of at least 25% women and minorities among qualified candidates</td>
<td>Examine and identify any specific obstacles in the recruitment, interview and hiring process which prevent the hiring of women and minorities and implement best practices</td>
<td>Progress toward identification of obstacles and implementation of best practices</td>
<td>Directed effort</td>
<td>None</td>
<td>Implemented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Page 5 of 5
4D. Approve Resolution
Authorizing BS in Biophysics
STATEMENT

The BS in Biophysics is an interdisciplinary field spanning the areas of physics, chemistry, biology, engineering, and computer science. The objective of the program is to provide the theoretical fundamentals and laboratory skills necessary to understand the physics of life processes. It will focus on the following: the energetic and three-dimensional structures of biological molecules; biological molecule interactions with each other; cellular synthesis and degradation of biological molecules; cellular energy conservation and use; mechanisms for controlling and organizing biological molecules for cellular activities; mechanisms for storage, transmission, and expression of genetic information; and the physics of devices with medical applications.

The proposed program is within the mission of the university, has received favorable independent external review, has received the approval of all appropriate standing committees and the faculty as a whole, is not unduly duplicative of other programs offered in the State of New Jersey, and has been the subject of a Program Announcement issued to institutions of higher education in the State of New Jersey. The incremental costs of the new program will be covered from the tuition and fees of the new students.
RESOLUTION TO APPROVE THE BS IN BIOPHYSICS

WHEREAS, the Board of Trustees has examined materials provided by the President of the University relative to a proposed program leading to the BS in Biophysics; and

WHEREAS, the Board is satisfied that the proposed program is within the mission of the University, has received favorable independent external review, is not unduly duplicative of other programs offered in the State of New Jersey and that the proposed program has been the subject of a Program Announcement issued to institutions of higher education in the State of New Jersey, and further, that the incremental costs of the new program will be covered from the tuition and fees of the new students; and

WHEREAS, the Board of Trustees attests to the foregoing;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees approves the BS in Biophysics.

September 16, 2010
### PROGRAM ANNOUNCEMENT

<table>
<thead>
<tr>
<th>Institution:</th>
<th>New Jersey Institute of Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Program Title:</td>
<td>Bachelor of Science in Biophysics</td>
</tr>
<tr>
<td>Degree Designation:</td>
<td>Bachelor of Science in Biophysics</td>
</tr>
<tr>
<td>Degree Abbreviation:</td>
<td>B. S. in Biophysics</td>
</tr>
<tr>
<td>Campus(es) where the program will be offered:</td>
<td>New Jersey Institute of Technology, Newark campus</td>
</tr>
<tr>
<td>Date when program will begin (month and year):</td>
<td>September 2010</td>
</tr>
<tr>
<td>List the institutions with which articulation agreements will be arranged:</td>
<td>Articulation agreements will be sought with NJ County Colleges</td>
</tr>
</tbody>
</table>

Is licensure required of program graduates to gain employment?  □ Yes  X No

Will the institution seek accreditation for this program?  □ Yes  X No

If yes, list the accrediting organization:

<table>
<thead>
<tr>
<th>Objectives</th>
<th>page 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>page 2-4</td>
</tr>
<tr>
<td>Students</td>
<td>page 5</td>
</tr>
<tr>
<td>Program Resources</td>
<td>page 5-7</td>
</tr>
<tr>
<td>Curriculum</td>
<td>page 8-10</td>
</tr>
</tbody>
</table>
Descriptive Information

I. Objectives

Briefly summarize the program and indicate its objectives; e.g., the nature and focus of the program, the knowledge and skills students will acquire, any cooperative arrangements with other institutions or external agencies in offering this program, etc.

The Department of Physics at NJIT proposes a Bachelor of Science degree in Biophysics. It is an interdisciplinary field that derives knowledge from several disciplines that include chemistry, biology, engineering, physics, and computer science. We chose the name based on the usage of the most prominent international research society in this field, the Biophysical Society. Since our proposal is complementary to that made recently by the Chemistry and Environmental Science Department for a degree program in Biochemistry, this proposal will follow the terminology of that proposal. The objective of our proposed program is to present the theoretical fundamentals and laboratory skills necessary to understand the physics of life processes. Biophysics focuses primarily on a number of topics: (1) the energetic and three-dimensional structures of biological molecules, (2) biological molecule interactions with each other, (3) cellular synthesis and degradation of biological molecules, (4) cellular energy conservation and use, (5) mechanisms for controlling and organizing biological molecules for cellular activities, (6) mechanism for storage, transmission and expression of genetic information, and the physics of devices with medical applications.

II. Need

A. Need for the Program - Provide justification of the need for this program.

The proposed B.S. in Biophysics is designed to provide theoretical background and experimental training. The NJIT Biology and Biomedical Engineering programs have experienced tremendous growth since their inceptions, which demonstrates clearly the interest for biology and biology-related programs. Our proposed program utilizes physics as a foundation and integrates biology-related topics that include medical devices, cellular electronics, genetic engineering, microbiology, molecular biology and radiology. The program allows flexibility to pursue diverse career opportunities. It offers an excellent preparation for professional fields such as medicine, patent law, medical technology, secondary school teaching, and medical physics as traditionally defined in radiology and imaging. Furthermore, it is the foundation of further graduate studies, such as NJIT's new PhD opportunities in topics related to Biophysics. We emphasize that biophysics is the basis of the ever-expanding field of biotechnology and nano-biology.

B. Describe the relationship of the program to the following: institutional master plans and priorities.
The long-term vision of the College of Science and Liberal Arts is to promote a bioscience theme and the proposed B.S. in Biophysics facilitates this objective. Furthermore, the Department of Physics has been motivated to hire new faculty who interface with biology, facilitating the goals of NJIT. Appointments include two faculty members in physics and several people in the related departments of Biology, mathematical Biology and a number in the closely related Chemistry department, including Biochemistry, Bioinorganic Chemistry, Microbiology, and Bioorganic Chemistry. Senior faculty with related research interests includes those in Computer-Aided Drug Design and Pharmaceutical Analysis. We look forward to continuing our strong interactions in Biomedical Engineering, particularly through physics faculty who have collaborated with members of the BME department and served on service committees relating to the BME graduate program.

The program also supports NJIT's stated missions: (1) to prepare students for productive careers and enhance their potential for lifelong personal and professional growth and (2) to prepare students in the conduct of interdisciplinary research.

C. List similar programs within the state and in neighboring states. How does this program compare to those currently being offered?

Biophysics is one of the new sub-disciplines of physics. Hence, no undergraduate biophysics degree programs are present in the New Jersey area to the best of our knowledge to which the proposed program is comparable. NJIT is New Jersey's Science and Technology University, which provides a unique atmosphere and educational opportunities that are not offered at the other universities found in the vicinity. Furthermore, it should be noted that an undergraduate Biophysics major is currently not offered in the joint Rutgers-Newark/NJIT programs.

Biophysics programs in New Jersey: There are none. The related programs, mostly covering complementary subjects are spelled out below:

Bloomfield College:
Major in Biology with concentrations in General Biology, Environmental Studies, Pre-Chiropractic Studies, Pre-Podiatry Studies and Pre-Medical, but no Biophysics or physics.

College of St. Elizabeth:
Majors in Biology, Applied science, Clinical Laboratory Science, and Physician-assisted dual degree, but no Biophysics or Physics

Drew University:
Majors in Biochemistry and Molecular Biology, Biology, Biological Anthropology, Environmental Studies, Neuroscience, Public Health, Pre-medicine and Physics, but no Biophysics.
Fairleigh Dickinson University:
Majors in Biology, Biotechnology, Bio-Environmental Science, and Science, but no Physics or Biophysics.

Montclair State University:
Bioinformatics, Environmental Science Biology, Science, Technology and Society, Molecular Biology, and Physics, but no Biophysics.

Ramapo College:
Integrated Science Studies (chemistry, physics, biology geology, ecology, environmental science, and mathematics), but no separate Physics or Biophysics degree programs.

Rider University:
Biochemistry, Biology, Behavioral Neuroscience, Integrated Sciences (for middle school teachers), Environmental Science, Geoscience, Mathematics, Science for Business, but no Physics or Biophysics.

Rowan University:
Biochemistry, Biological Sciences, Physical Science (biology and chemistry for teachers) and Physics, but no Biophysics.

Rutgers, New Brunswick: Majors in Biological Sciences, Biomathematics, Cell Biology and Neuroscience, and Physics, but no Biophysics major or minor.

Rutgers, Newark: Majors in Biology and Botany, joint Physics with NJIT, but no Biophysics.

Seton Hall:
Biology, Chemistry and Biochemistry, Mathematics and Physics, but no Biophysics.

Stevens Institute of Technology:
Bioanalytical Chemistry, Bioinformatics, Biomedical Engineering (B.E.), Chemical Biology (B.S.), and Physics, but no Biophysics.

The Richard Stockton College of New Jersey:
Applied Physics, Biochemistry, Energy Studies, Chemistry, Environmental Studies, Geology, Marine Science, Mathematics, Preparation for Health Professionals, but no Biophysics.

III. Students
Estimate anticipated enrollments from the program’s inception until a steady state or optimum enrollment is reached.

The estimated anticipated enrollment from the program’s inception is to be approximately five and eventually reaching a steady state of thirty. It is expected that this program will attract excellent students who desire to be at a technology-oriented university. This program is expected to draw students who are interested in attending professional schools or being an active contributor in the biotechnology or biomedical industries, in medical research, in patent law, in teaching and in scientific policy.

IV. Resources to Support the Program

Briefly describe the additional resources needed to implement and operate the program during the program’s first five years, e.g., the number of full-time faculty, number of adjunct faculty, computer equipment, print and non-print material, etc.

A. Course Development: The physics department has offered all of the key courses on an initial basis.

For the degree program we will need small amounts of money as indicated and availability of faculty to upgrade and teach the courses below. Our students will benefit from supplemental courses in Biology, Mathematics and Particularly Biochemistry, which will offer a new Biochemistry degree program including the courses: Biochemistry Laboratory (Chemistry 475 Biochemistry Lab I, with fundamental laboratory approaches for biochemistry and biotechnology), Biochemistry I and II (Chemistry 473 and 4xx on protein composition and structure, understanding proteins, nucleic acids and the flow of genetic information, exploring genes and genomes, evolution and bioinformatics, hemoglobin, enzymology, regulatory strategies, carbohydrates, lipids, membrane channels, and signal transduction, transducing and storing energy, synthesizing the molecules of life, and responses to environmental changes), Biophysical Chemistry (Chemistry 4xx on the physical and chemical behavior of biomolecules from a quantitative perspective emphasizing applications and problem solving. Approximately half the course will focus on understanding biochemical reactions, structures and reactivity from a thermodynamic and kinetic perspective. The other half of the course will consider selected topics from biochemical applications of spectroscopy, crystallography and separations science).

B. Faculty
The Physics Department has two faculty members who will support the program. They both have taught the initial course offerings in biophysics. There are also university lecturers in the Physics Department who are capable of teaching in the program. In addition, we will pursue adjuncts from industry to supplement our existing teaching resources. The departmental strategic plan calls for additional faculty in this area as the enrollment in the program grows.
C. Libraries and Computing Facilities

Library
NJIT’s Van Houten Library has over 160,000 books and subscribes to more than 1,000 printed periodicals. It also has access to over 15,000 online journals. The library, through SCOPUS and other databases, provides connectivity to wide variety of information services. However, we would like to see the addition of speedy access to Biophysics books and journals.

Books
Approximately $1,000 - $2,000 per year is needed to update Biophysics related books, but we could start the program with simple improved access.

Journals
The following journals will be required to support undergraduate instruction and research. It should be noted that some of the journals listed are available at the Rutgers-Newark library.

Highly Recommended:

Computing Facilities

The computer facilities at NJIT are adequate for the proposed program. The Information Services and Technology (IST) Division provides a full range of central information technology services to support the university’s academic, research, student service, administrative, and public services initiatives. The Associate Provost for Information Services & Technology and Chief Information Officer oversees five functional departments: (1) Academic Computing Services, (2) Computer Operations and Production Service, (3) Telecommunications and Networks, (4) University Computing Systems, and (5) University Information Systems. IST partners with several other university organizational units: Instructional Technology and Media Services, University Web Services, and the Van Houten Library. Collaboratively, these organizations provide a seamless and robust information resource and technology infrastructure for all NJIT students, faculty, staff, researchers, and alumni. As one of the most computing-intensive campuses in the country, NJIT has long been recognized as a pioneer in the use of information technologies.

Highlander AFS is the primary academic computing environment at NJIT. Highlander AFS, NJIT’s implementation of the Andrew File System (AFS) is a distributed computing environment comprised of multiple file and database servers and several hundred Unix, Windows, Linux, and Macintosh client computers. Highlander AFS provides a very broad spectrum of both commercial and open source application
software, compilers, and utilities. A great number of applications and compilers are available on Highlander AFS. Highlander AFS is a distributed file system consisting of Linux, IRIX and Solaris UNIX operating environments. Software types include desktop publishing, plotting, animation, and statistical analysis. NJIT supports generalized software relevant to the proposed program, such as Excel, Mathematica, Microsoft Office, ChemDraw, as well as specialized software (Gaussian, Sybyl, Spartan, Amber, Autodock, Macromodel, NAMD, and 3DNA) used in computer-aided drug design and biochemical applications.

As New Jersey’s Science and Technology University, NJIT has developed a local cyber-infrastructure well positioned to allow NJIT faculty and students to collaborate at local, national, and global levels on many issues at the forefront of science and engineering research. High performance research computing at NJIT is being facilitated by the creation of a grid of compute clusters, some of which are used in the computer-aided drug design research carried out at NJIT.

NJIT’s multi-gigabit wired network connects more than 6,500 nodes in classrooms, laboratories, residence halls, faculty and staff offices, the library, student organization offices and others. With more than 150 access points, the campus wireless network blankets the university's public, classroom and outdoor areas enabling NJIT’s users’ mobile connectivity. The extensive wireless network has helped to stimulate research towards the development of a wireless NJIT campus community system called SmartCampus. At NJIT, the latest advances in telecommunications and multimedia technologies are used to enhance the delivery of courses and the overall educational experience, allowing students to experience many aspects of a “virtual university” in a traditional campus setting. In addition, with connectivity to the NJEDGE, NJ state-wide higher education network and Internet2, students have the opportunity to work closely with faculty and researchers as new families of advanced applications are developed for an increasingly networked and information-based society.

**D. Classrooms and Laboratories**

**Classrooms**
The present facilities are adequate.

**Laboratories**
The present facilities are adequate. Approximately $200-300 per year is required for repairs and upkeep for the Biophotonics Laboratory. There is routine breakage and wear.
V. Curriculum - B. S. in Applied Physics - Biophysics Concentration (127 Credits)

FIRST YEAR:

1st Semester: hum101, phys111, phys111a, math111, {cs113|cs115}, chem125, {Fresh Sem; Freshman Seminar; 1-0-0}

- **HUM 101**: English Composition: Writing, Speaking, Thinking I (3-0-3)
- **Phys 111**: Physics I (3-0-3)
- **Phys 111A**: Physics I Laboratory (0-2-1)
- **Math 111**: Calculus I (4-1-4)
- **CS 113**: Introduction to Computer Science (3-0-3) or
- **CS 115**: Intro. to CS I in C++ (3-0-3)
- **Chem 125**: General Chemistry I (3-0-3)
- **Fresh Sem**: (Freshman Seminar) (1-0-0)

2nd Semester: phys114, phys121, phys121a, math112, chem126, chem124, {Elective; Physical Education: GUR; 0-1-1}

- **Phys 114**: Introduction to Data Reduction with Applications (3-0-3)
- **Phys 121**: Physics II (3-0-3)
- **Phys 121A**: Physics II Laboratory (0-2-1)
- **Math 112**: Calculus II (4-1-4)
- **Chem 126**: General Chemistry II (3-0-3)
- **Chem 124**: General Chemistry Laboratory (0-2-1)
- **Elective**: (Physical Education: GUR) (0-1-1)

SECOND YEAR:

Biophysics Concentration

1st Semester: R120:101, math225, phys234, phys231a, chem243, math211, {Elective; Physical Education: GUR; 0-1-1}

- **R120:101**: General Biology I (3-3-4)
- **Math 225**: Survey of Probability and Statistics (1-0-1)
- **Phys 234**: Physics III (3-0-3)
- **Phys 231A**: Physics III Laboratory (0-2-1)
- **Chem 243**: Organic Chemistry I (3-0-3)
- **Math 211**: Calculus III A (3-0-3)
- **Elective**: (Physical Education: GUR) (0-1-1)
2nd Semester: math222, math328, phys335, R120:301, {Elective; Eng/Comm or Cultural History: GUR; 3-0-3}

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Math 222</td>
<td>Differential Equations (4-0-4)</td>
<td></td>
</tr>
<tr>
<td>Math 328</td>
<td>Mathematical Methods for Scientists and Engineers (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Phys 335</td>
<td>Introductory Thermodynamics (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>R120:301</td>
<td>Foundations of Biology: Cell and Molecular Biology (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Elective</td>
<td>(Eng/Comm or Cultural History: GUR) (3-0-3)</td>
<td></td>
</tr>
</tbody>
</table>

THIRD YEAR:
Biophysics Concentration
1st Semester: R120:102, phys430, phys432, {Elective; Social Science: GUR; 3-0-3}, {Elective; Social Science: GUR; 3-0-3}

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>R120:102</td>
<td>General Biology II (3-3-4)</td>
<td></td>
</tr>
<tr>
<td>Phys 430</td>
<td>Classical Mechanics I (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Phys 432</td>
<td>Electromagnetism I (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Elective</td>
<td>(Social Science: GUR) (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Elective</td>
<td>(Social Science: GUR) (3-0-3)</td>
<td></td>
</tr>
</tbody>
</table>

2nd Semester: opse310, phys433, R120:360, {Elective; Lit/Hist/Phil/STS: GUR; 3-0-3}, {Elective; Cultural History: GUR; 3-0-3}

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPSE 310</td>
<td>Virtual Instrumentation (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Phys 433</td>
<td>Electromagnetism II (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>R120:360</td>
<td>Elementary Biochemistry (3)</td>
<td></td>
</tr>
<tr>
<td>Elective</td>
<td>(Lit/Hist/Phil/STS: GUR) (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Elective</td>
<td>(Cultural History: GUR) (3-0-3)</td>
<td></td>
</tr>
</tbody>
</table>

FOURTH YEAR:
Biophysics Concentration
1st Semester: {Elective; Eng/Hist/Lit/Phil/STS/SS/THTR: GUR; 3-0-3}, phys442, phys418, {Elective; 300-400 Physics Elective; 3-0-3}, phys350

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective</td>
<td>(Eng/Hist/Lit/Phil/STS/SS/THTR: GUR) (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Phys 442</td>
<td>Introduction to Quantum Mechanics (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Phys 418</td>
<td>Fundamentals of Optical Imaging (2-2-3)</td>
<td></td>
</tr>
<tr>
<td>Elective</td>
<td>(300-400 Physics Elective) (3-0-3)</td>
<td></td>
</tr>
<tr>
<td>Phys 350</td>
<td>Biophysics I (3-0-3)</td>
<td></td>
</tr>
</tbody>
</table>
FOURTH YEAR:
Biophysics Concentration

2nd Semester: {Elective; Management: GUR; 3-0-3}, phys451, phys450, opse410, {Elective; Capstone Seminar: GUR; 3-0-3}

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective</td>
<td>(Management: GUR) (3-0-3)</td>
</tr>
<tr>
<td>Phys 451</td>
<td>Biophysics II (3-0-3)</td>
</tr>
<tr>
<td>Phys 450</td>
<td>Advanced Physics Laboratory (1-4-3)</td>
</tr>
<tr>
<td>OPSE 410</td>
<td>Biophotonics (3-0-3)</td>
</tr>
<tr>
<td>Elective</td>
<td>(Capstone Seminar: GUR) (3-0-3)</td>
</tr>
</tbody>
</table>
Final Report on Proposed New Academic Program in Biophysics at NJIT

Alan Gelperin

I recommend approval with great enthusiasm of the proposal for a new undergraduate program leading to a Bachelor of Science in Biophysics based on the following analysis of the proposal from the NJIT Department of Physics and discussions with Dr. N. M. Ravindra, Dr. Gordon Thomas, Dr. Camelia Prodan, and Dr. Reginald Farrow.

A. Objectives
1. Are the objectives of the proposed program in Biophysics clearly stated?
   
   A logical starting point is an answer to the question: What is biophysics? I reproduce here the answer to this question given by the Biophysical Society, as it is in my view an excellent answer to this question:

   “Biology studies life in its variety and complexity. It describes how organisms go about getting food, communicating, sensing the environment, and reproducing. On the other hand, physics looks for mathematical laws of nature and makes detailed predictions about the forces that drive idealized systems. Spanning the distance between the complexity of life and the simplicity of physical laws is the challenge of biophysics. Looking for the patterns in life and analyzing them with math and physics is a powerful way to gain insights”.

   The objectives and underlying principles of the proposed program of study in Biophysics housed within the Department of Physics are both sound and clearly stated. The new program of study in Biophysics aims to provide students in the program with the basic subject matter of the field, with the relevant theoretical tools for quantitative analysis of biophysical problems, and the laboratory skills needed to perform useful experimental analyses and more deeply understand the experimental literature in the field of Biophysics. It is particularly innovative that the proposal includes among its subject focus areas the study of the physics of devices with medical applications. This focus may serve to distinguish NJIT and its Biophysics program from other programs with overlapping goals.

2. Is the proposed program consistent with NJIT’s mission and educational goals?
   
   If NJIT truly has a commitment to strengthening its programs in Life Sciences and in Engineering and Health Care Sciences, as explicitly stated in its Strategic Goals, then an expanded and formalized program in Biophysics would seem to be a very logical way to accomplish this goal. Part of NJIT’s Mission Statement is to “Advance the use of technology as a means to improving the quality of life.” This is an admirable goal. Strengthening the field of Biophysics within the Department of Physics would seem to be fully consistent with this component of NJIT’s stated mission.

B. Need for the Program
1. Assess the need for the proposed new program and the employment prospects for graduates of the proposed new program.

Student interest at NJIT in the proposed degree program in Biophysics can perhaps best be judged by the significant growth of student interest in the programs of the NJIT Biology Department and the NJIT Biomedical Engineering Department. NJIT students are responding to the explosion of interest in biology and the physical disciplines that interface with it, particularly physics, chemistry, mathematics, and computer science. Dr. Farzan Nadim, a joint appointment in NJIT’s Departments of Biology and Mathematics, is just one prominent example of the talented people doing creative research at the interface between Biology and Mathematics at NJIT. Creative teacher-scholars like the four members of the Physics Department mentioned above provide compelling examples of the interdisciplinary work in the field of Biophysics. Opportunities for advanced study in Biophysics abound, as indicated by the list of over thirty graduate programs in Biophysics maintained by the Biophysical Society on their web site. This list of graduate programs in Biophysics does not pretend to be complete, but does provide a resource for undergraduate students starting their exploration of possible programs for graduate study in Biophysics. The Biophysical Society also makes available online a free 20 page booklet entitled “Careers in Biophysics”, in addition to freely available job listings and an extensive list of free articles on aspects of a career in Biophysics, including a two part article entitled “Spotlight Industry”. Similarly, the American Institute of Physics has a freely available listing of jobs in Biophysics, which on 7/27/2010 had 188 entries. Of particular relevance to this issue of employment opportunities for students with training in Biophysics is the observation that two industries with particularly strong representations in New Jersey, the pharmaceutical and biotech industries, provide significant employment opportunities for students with training in Biophysics.

2. A. Do market surveys indicate a high level of student demand so as to justify the creation of a Bachelor of Science program in Biophysics?

In the absence of a market survey directly addressing this question we can be guided by student interest in other directly related NJIT courses, as outlined above.

B. Do employment projections indicate significant job opportunities in the region and the State so as to justify the creation of a Bachelor of Science program in Biophysics?

One way to approach the answer to this question is to use public databases of job opportunities in the relevant category. For example, searching one job listing (Career Rover: www.careerrover.com) with the term Biophysics as the job description and with the location restricted to New Jersey yielded 125 hits. Searching with the same terms on a site specializing in technical jobs, called SimplyHired (http://www.simplyhired.com) results in more than 50 hits in New Jersey. These results cannot be taken too quantitatively as some of these posted jobs are undoubtedly inappropriate for recent graduates with a B.S. degree in Biophysics but in a tight job market they can give some reassurance of the availability of job opportunities for students trained in Biophysics.
C. Educational Programs

1. Will the distribution and nature of the required courses and electives meet the objectives of the program?

   The proposed curriculum for the Biophysics degree program is very rigorous and is intended to give firm grounding in physics and the companion cognate sciences such as chemistry, mathematics, statistics, biology, and biochemistry and neurobiology. A year of Biophysics is included in the senior year (Physics 350 and 451) but students will receive an introduction to topics in Biophysics early in their course of study for the Biophysics degree to whet their appetites for the material to come. The diversity and distribution of courses in Physics and other sciences that interface strongly with Physics and contribute strongly to the field of Biophysics are fully comparable to other programs with which I am familiar.

2. Are the instructional modes and credit distribution consistent with the objectives of the curriculum?

   The descriptions of current courses forming the heart of the proposed curriculum make clear that the instructional mode of lectures supplemented with online material and lecture demonstrations is entirely appropriate for coverage of the material. This applies specifically to Physics 350 (Biophysics I), Physics 451 (Biophysics II), OPSE 301 (Introduction to optical Science and Engineering) and OPSE 410 (Biophotonics). I have no information on the credit distribution associated with the courses in the proposed curriculum.

3. Is the proposed curriculum suitable preparation for professional study in Biophysics?

   This is clearly the case.

4. Does the curriculum meet certification or accreditation standards in Biophysics?

   Yes.

5. Are the requirements for admission to the program clearly stated and appropriate?

   In general the descriptions of most of the courses in the proposal for the new curriculum clearly state the prior courses needed for admission and the level of performance required in the prerequisite courses, which is set at a level to encourage inclusiveness.

6. Are standards for completion of the program clearly stated and consistent with the objectives of the program?

   The proposed four-year curriculum for the B.S. degree in Biophysics includes 37 required courses and 10 electives. As the program in Biophysics matures there will no doubt emerge a matrix of permitted substitutions for some of the required courses but it would not be appropriate to deal with the details of permitted course substitutions at this stage in the evolution of the program.

7. (a) How do transfer students enter the program?
The Department of Physics and NJIT have routine mechanisms in place to assist transfer students to enter the program.

(b) Are there articulation arrangements between the proposed program and other existing programs?

The proposal makes clear that important interactions are proposed with existing programs in Biochemistry, Bioinorganic Chemistry, Computer-Aided Drug Design, Pharmaceutical Analysis, and Microbiology based in the Department of Chemistry and Environmental Science, and that strong interactions will continue with programs in Biomedical Engineering through the research and teaching activities of faculty in Physics and the Interdisciplinary Program in Materials Science and Engineering.

8. Will other academic units within the University provide educational services to the program?
   Yes; The Departments of Biology, Chemistry, Mathematics and Biomedical Engineering will provide educational services to the Program.

9. Does the program have a clinical component?
   N/A

D. Students
1. What is the percentage of part-time students projected for the program?
   Initially about 10%; the number is anticipated to grow over the years depending on the economy.

2. What are the provisions made to ensure inclusion of women and minorities in the program?
   The fact that the core faculty of the proposed Biophysics program includes women and minorities suggests that this issue will be more than adequately addressed. These core faculty members provide powerful role models for successful careers in Biophysics attained by women and minorities.

3. How will counseling and advisement be provided to students in the program?
   Faculty in the Physics Department will provide the required counseling and advisement.

E. Faculty
1. Are the academic credentials of the core faculty in the program appropriate?
   NJIT is extremely fortunate to have Dr. Gordon Thomas, Dr. Camelia Prodan and Dr. Reginald Farrow as core faculty in the proposed Biophysics program. They are absolutely outstanding teacher-scholars expressing the highest standards of rigor and creativity in their research and in their teaching. A major strength of the proposal for the new program in Biophysics is quality of the faculty forming the core of the proposed new program.
2. Are the faculty's research, teaching, scholarship, and community service appropriate to the discipline of Biophysics?

   It is precisely because the core faculty listed above share common interests and research activities in Biophysics that this proposal has been brought forward. Their motivation to enhance the level of student participation and faculty activity in Biophysics motivates their collaboration to propose a new B.S. degree in Biophysics. They are absolutely the most appropriate faculty at NJIT to anchor this proposed new program.

3. Is the number of faculty and the amount of time to be devoted by each to the program adequate to ensure a program of high quality?

   The number of core faculty currently available (3) is adequate to launch the new program but is not adequate to sustain the new program in steady state. They must have at least one more colleague in Biophysics to sustain the new Biophysics program. Two suggestions for areas to be represented by the new faculty that are complementary to existing research areas are included in the proposal. A separate detailed proposal from the Department of Physics entitled “Proposal for a search for a Biophysics faculty member” dated October 2009 presents a very complete and cogently reasoned case for hiring an additional faculty member in Biophysics.

F. Support Personnel
1. Are current levels of support personnel adequate to sustain the new program?
   Yes; but the program can benefit by hiring additional faculty.

G. Finances
1. Has the institution committed the necessary resources for the program?
   The administration expects to commit faculty line/s in Biophysics in the next fiscal year. Student enrollment in Biophysics is anticipated to grow over the years.

2. Does the program need significant additional support from the State of New Jersey?
   No.

H. Physical Facilities
1. Are adequate laboratories and equipment for the program available?
   There exist adequate facilities and equipment to launch the program but not to sustain the program in steady state. The new Biophysics program will need a core laboratory facility to provide both laboratory components of core Biophysics courses and to provide research opportunities for advanced students in the program. Suitable space will need to be found for the Biophysics core laboratory and funds raised for both the renovation of the laboratory space and purchase of equipment needed to conduct measurements in laboratory components of Biophysics courses and in student research projects. The following maxim from Confucius succinctly summarizes the need for a core laboratory in Biophysics:

      I hear and I forget
I see and I remember
I do and I understand

2. Comment on the adequacy of classroom facilities
   Yes. With the acquisition of new classrooms in the old Central High School, NJIT is very committed to providing the classroom facilities for the new program.

3. Will an existing program at NJIT be adversely affected by diversion of resources to the proposed program in Biophysics?
   No.

4. Are the proposed program facilities accessible to the handicapped?
   The facilities for the new program are comprised of existing teaching and laboratory spaces, which fully comply with the provisions of the Americans with Disabilities Act (ADA), and any new spaces devoted to the teaching and research activities of the new Biophysics program will also conform to the requirements of the ADA; access of facilities to the handicapped students will not be an issue.

I. Library
1. Are the current library holdings adequate to sustain a Biophysics program of high quality?
   The proposal makes a series of specific suggestions for additions to the current holdings of the library in the area of Biophysics and its cognate scientific disciplines. It is vital that these new journals be made available for electronic access by both faculty and students in the Biophysics program. Approximately $2,000.00 must be spent to augment the library's holding of books in the area of Biophysics.

J. Computer Facilities
1. Are current computer facilities adequate to support the Biophysics program?
   The proposal makes clear in great detail that the computing and IST support currently available at NJIT are adequate for the proposed program in Biophysics.

K. Administration
1. Is the administrative structure of the new program in Biophysics clearly defined and adequate to support the new program?
   Yes.

2. Are the administrative and budgetary aspects of inter- or intra-institutional cooperative arrangements supporting the new program made clear?
   Yes.

L. Evaluation
1. How will the success or failure of the proposed new Biophysics program be evaluated?
   It is plausible to assume that metrics like enrollment in and successful completion of courses in the Biophysics program will be a central element in any evaluation of its success. As the program matures, the career trajectories of NIT students graduating from the Biophysics program will also be a critically important...
metric. This makes clear that an administrative mechanism will be needed to maintain contact with graduates of the program to, among other goals, provide reliable and quantitative information on their post-graduation choices of employment or further study.

Alan Gelperin

Date: Aug 24, 2010
Response to Consultant's Report on the Proposed BS in Biophysics
Department of Physics
New Jersey Institute of Technology

The consultant’s report on the proposed BS in Biophysics was positive, enumerating the following findings:

- The objectives are clearly stated.
- The program is consistent with NJIT’s mission and educational goals.
- There is a need for this program both in New Jersey and nationally.
- Student demand for a BS in Biophysics is high locally and nationally, and the creation of such a program is justified.
- Required courses and instructional modes meet program and curriculum objectives.
- The proposed curriculum meets certification and accreditation standards in Biophysics.
- Requirements for admission to the program are clearly stated and appropriate.
- Standards for completion of the program are clearly stated and consistent with program objectives.
- There are routine mechanisms to assist transfer students to enter the program.
- There is interdepartmental cooperation and participation in the program.
- Provisions are in place to ensure inclusion of women and minorities in the program.
- Required counseling and advisement is adequately provided.
- The faculty’s research, teaching, scholarship and community service was noted, stating “They are absolutely the most appropriate faculty at NJIT to anchor this proposed new program.”
- Classroom facilities are adequate.
- Proposed program facilities are accessible to the handicapped.
- Current computer facilities are adequate.
- The administrative structure is clearly defined and adequate.

The following concerns were noted:

- The number of core faculty currently available (3) is adequate to launch the new program but is not adequate to sustain the new program in steady state; the program can benefit by hiring additional faculty. Student enrollment in Biophysics is expected to grow.

We are confident that the core Biophysics faculty can achieve the start-up of the program. They will also be supported by other physics faculty with relevant interest and credentials. We will also pursue adjuncts from industry to supplement our existing teaching resources in the short term. Indeed, we expect that
enrollment in the Biophysics program will grow in the future and thus justify the need for additional faculty. The College of Science and Liberal Arts is currently constructing a three-year academic plan in which the need for one additional trained Biophysicist is noted for the short term and, depending on enrollment, another one soon after.

- **The new Biophysics program will need a core laboratory facility to provide both laboratory components of core Biophysics courses and to provide research opportunities for advanced students in the program.**

  The present laboratory facilities are adequate for the program’s initiation. Here too, the College of Science and Liberal Arts has made yearly investment in our science instructional laboratories and is expected to continue to do so in support of this program. In order to sustain the expected growth, additional facilities for both course instruction and for student research will be added. In addition, budget for routine breakage and maintenance of equipment is made available to the department.

- **It is vital new journals be made available for electronic access by both faculty and students. In addition, approximately $2000.00 must be spent to augment the library’s holdings of books in the area of Biophysics.**

  NJIT’s Van Houten Library has over 160,000 books and subscribes to more than 1,000 printed periodicals. It also has access to over 15,000 online journals. The library, through SCOPUS and other databases, provides connectivity to a wide variety of information services. However, it is necessary to provide access to the most important Biophysics journals and increase the library’s acquisition of books relating to Biophysics. The library presently has a budget to add essential additional books, and the department will work with the library’s management to insure the necessary books and journals are available.

- **Regarding evaluation of the program, it is clear that an administrative mechanism will be needed to maintain contact with graduates of the program to provide reliable and quantitative information on their post-graduation choices of employment or further study.**

  The Physics Department has mechanisms in place to track student performance within the program and will coordinate closely with the Office of Institutional Research to enhance its internal evaluation capabilities. As the program matures, a graduate tracking system will be developed to assess the post-graduation outcomes for students who complete the Biophysics program.
Alan Gelperin, Ph.D.

Curriculum Vitae

Date: June 3, 2010

Alan Gelperin, Ph.D.

Home Address: 252 Riverside Drive
Princeton, NJ 08540

Office Address: Princeton Neuroscience Institute
Department of Molecular Biology
Princeton University
Princeton, NJ 08544

Education: 1958-62 B.A. Carleton College (Biology)
1962-66 Ph.D. University of Pennsylvania (Biology)

Postgraduate Training and Fellowship Appointments:
1966 Grass Fellow in Neurophysiology, MBL. Woods Hole, MA
1966-68 Postdoctoral Fellow, Tufts University (Neurophysiology)
1973 Visiting Scholar, Stanford University

Faculty Appointments:
1968-74 Assistant Professor, Department of Biology
Princeton University
1974-80 Associate Professor, Department of Biology
Princeton University
1980-1982 Professor, Department of Biology
Princeton University
1981-2001 Member Technical Staff, Biological Computation Department
Bell Laboratories, Murray Hill, NJ
1982-1990 Visiting Lecturer with Rank of Professor
Department of Biology, Princeton University
2000-2009 Visiting Lecturer with Rank of Professor
Department of Molecular Biology, Princeton University
2000-2007 Lecturer, Methods In Computational Neuroscience
Marine Biological Laboratory, Woods Hole, MA
2001-2007 Senior Lecturer, Princeton Neuroscience Institute

Administrative Appointments:
1975-82 Chairman, Program In Neuroscience, Princeton University
1977-79 Founding Director, Neural Systems and Behavior course
Marine Biological Laboratory, Woods Hole, MA

Awards and Honors
1971  AAAS-Newcomb Cleveland Prize
1973  Fellow of John Simon Guggenheim Foundation
1978  Fellow of American Association for Advancement of Science

Memberships in Professional and Scientific Societies:

National Societies:
American Physiological Society
Society for Neuroscience
Association for Chemoreception Sciences

National Scientific Committees:
National Institutes of Health Cognitive Functional Neuroscience review
committee, member 1994-98
Program Committee, Society for Neuroscience, 2005-2008

International Scientific Committees
Scientific Advisory Board, Max-Planck-Institute, Heidelberg
Advisory Board, International Society for Olfaction and Chemical Sensing

Editorial Positions:

1996-present  Editorial Board, Learning and Memory
1998-2007  Editorial Board, Chemical Senses

Lectures by Invitation: (2000 – present)
March 30, 2000  “Electronic and computational olfaction”, American Chemical
Society, San Francisco, CA
August 4, 2000  “Olfactory information processing”, Korea University
Seoul, Korea
March 20, 2001  “Activity-dependent markers for olfactory memory”
Rockefeller University, New York City, NY
September 13, 2001  “Learning about odors with oscillations and waves”
University of Utah, Salt Lake City, UT
December 6, 2002  “Learning about odors” UCSD, San Diego, CA
October 30, 2003  “Artificial, biological and computational olfaction”
Cornell University, Ithaca, NY
April 4, 2003  “Learning About Odors With Oscillations and Waves”
The Ohio State University, Columbus, Ohio
April 22, 2003  “Computational olfaction” University of Virginia,
Charlottesville, VA
October 23, 2003  “Designing chemical sensor systems for electronic
olfaction” National Academy of Sciences, Washington, DC
April 13, 2005  “Sensors and algorithms for medical electronic olfaction”
11th International Symposium on Olfaction and Electronic
Nose, Barcelona, Spain
April 29, 2005  “Computational olfaction: biological and electronic
approaches”, Rutgers University, Camden
June 9, 2005  “Data structures and decision making in computational olfaction” University of Washington, Friday Harbor, WA
June 14, 2005  “Odor processing in awake and anesthetized mice” University of Maryland Medical School, Baltimore
Aug 16, 2005  Artificial, Biological and Computational Olfaction Methods in Computational Neuroscience course, MBL, Woods Hole, MA
June 19, 2006  “Robotic and biological olfaction” Dept. Mechanical Engineering, Lehigh University
Aug. 15, 2006  “Computational olfaction in the mouse”, Methods in Computational Neuroscience course, MBL, Woods Hole, MA
Aug 30, 2006  “Olfactory computation in the Limax CNS” The 2nd International Workshop by Research Group of Invertebrate Nervous System of Japan, Shodoshima, Japan
Sept. 6, 2006  “Sensors and Sensitivity” ECRO meeting, Granada, Spain
Sept 15, 2006  “Computing with odor engrams” Pavlovian Society, Phila. PA
Oct. 27, 2006  “Mammalian Olfaction-Electronic and Neuronal” AFB International, St. Louis, MO
Nov. 2, 2007  “Nanotube-based gas sensors for clinical breath analysis”, Breath Analysis Summit, Cleveland Clinic, Cleveland, OH
April 21, 2008  Invited Discussant, “Using In Vivo Physiology to Understand Neural Circuits in Genetic Systems” meeting at Janelia Farm Research Campus, HHMI, Ashburn, VA.
July 24, 2008  “Neural basis for olfactory perception” Association for Chemoreception Sciences, San Francisco, CA.
Oct. 24, 2008  “Super-sensing of human and environmental odors” Conference on Future Directions in Neuroergonomics and Neuromorphics, University of Maryland, College Park, MD
Dec. 15, 2008  “A role for nitric oxide in olfactory information processing in the mouse” NIH, Bethesda, MD
Dec. 16, 2008  “Olfactory discrimination deficits in mice lacking OMP” University of Maryland Medical School, Baltimore, MD
April 14, 2009  “DNA-coated nanosensors for breath analysis” IBEC Symposium on Bioengineering and Nanomedicine, Barcelona, Spain
April 17, 2009  “Olfaction with DNA-coated nanotubes” 13th Meeting, International Society for Olfaction and Electronic Nose, Brescia, Italy

Teaching (2000-present)
Princeton University
NEU501 Laboratory F2009
NEU101 Laboratory S2010
MOL 549 Laboratory in Neuroscience
MOL 508 Advanced Topics in Neurobiology
F2007, F2008

University of Pennsylvania
Summer Program in Computational Neuroscience, Dept. Bioengineering

Marine Biological Laboratory
Methods in Computational Neuroscience
August 2002-2007

Bibliography:

Research Publications, peer reviewed (print or other media):


**Research Publications, non-peer reviewed:**


**Editorials, Reviews, Chapters, including participation in committee reports (print or other media):**


Book:


Patents:

Awarded:


Application:
Patent application No. 60/710,708  A. T. Johnson, A. Gelperin, C. Staii "Chemical sensors"
4E. Approve Resolution to Authorizing Exclusive Intellectual Property License with Intellectual Ventures (IV)
STATEMENT OF INFORMATION FOR
EXCLUSIVE LICENSE OF NJIT INVENTION DISCLOSURES
September 16, 2010

Introduction

As part of its Intellectual Property ("IP") Program, NJIT assesses the commercial value of its Intellectual Property to determine the most appropriate avenue to achieve a return on its investment. Options include the exclusive licensing of Intellectual Property.

A subsidiary of Intellectual Ventures ("IV"), has expressed interest in acquiring an exclusive license to the NJIT Invention Disclosure listed below for the life of each patent issued by the USPTO and/or foreign jurisdiction.

As the exclusive license of the Invention Disclosures and patent applications derived therefrom for the life of the patent essentially represents a disposition of NJIT property, the Board of Trustees is being asked to approve the same. A Resolution has been prepared for consideration.

Background of Intellectual Ventures

IV is a private company founded in 2000 by Nathan Myhrvold and Edward Jung, both former executives of Microsoft. The purpose of the company is to invest in innovations and technologies across a broad spectrum of industries (i.e., technology, biotechnology, consumer electronics, nanotechnology and others). IV has also acquired inventions and related IP from a combination of individual inventors, government agencies, and universities. IV's business plan is to group all acquired patents into clusters of like technology and then license the patents to potential users and/or infringers of each technology cluster. The goal is to derive more value than is likely to be attained from the licensing of any individual patent.

Current Licensing Offer

At its April 10, 2008 meeting the Board of Trustees authorized the execution of a one year Master Patent License Agreement, which was executed on August 15, 2008, and which has since been renewed to August 15, 2011 (automatic one year renewals after August 15, 2010).

This request is for the exclusive license of an additional Invention Disclosure with right to sublicense. IV will pay for all on-going patent prosecution costs levied by the USPTO and/or foreign jurisdictions, including issuance fees on allowed patents as well as maintenance fees that become due on any and all issued patents. If any of the patents are sublicensed to third parties, NJIT will also receive an annual royalty payment. The individual Invention Disclosure included in this seventh request under the new Master License Agreement is found below.

Methods for Scheduling WDM EPON with Tunable Lasers with Different Tuning Times
(Inventors: Nirwan Ansari and JingJing Zhang) NJIT Reference Number 10-007.

After NJIT's reimbursement of associated out-of-pocket expenses, if any, the remaining net amount derived from the transaction shall be shared with the inventors pursuant to NJIT's current Patent Policy.
RESOLUTION TO AUTHORIZE EXCLUSIVE LICENSE OF UNIVERSITY INTELLECTUAL PROPERTY

WHEREAS, the Board of Trustees of New Jersey Institute of Technology is empowered to direct and control the disposition of NJIT intellectual property if deemed necessary or advisable to carry out the goals of NJIT; and

WHEREAS, the Board of Trustees at its April 10, 2008 approved the execution of a one year Master Patent License Agreement with a subsidiary of Intellectual Ventures, which was executed on August 15, 2008 and which has since been renewed to August 15, 2011 (automatic one year renewals after August 15, 2010); and

WHEREAS, a subsequent transaction under such Master Patent License Agreement is for the exclusive licensing of certain identified NJIT Intellectual Property.

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the proposed exclusive licensing of the Intellectual Property (Reference Number 10-007) by NJIT is hereby approved; and

THEREFORE BE IT FURTHER RESOLVED by the Board of Trustees of New Jersey Institute of Technology, that the Senior Vice President for Research & Development is hereby authorized to execute any and all agreements or documents on behalf of NJIT to consummate such licensing transactions.

Holly C. Stern, Esq.
General Counsel and
Secretary to the Board of Trustees
New Jersey Institute of Technology

Date
5A. Board Retreat Following Meeting November 4
5B. Enrollment Update
5C. Status of NJIT Campus Gateway Plan and Greek Village
5D. Positive Impact of Intercollegiate Athletics Program
Some Outcomes (competing with more comparable academic institutions, enhancing campus life, and enhancing visibility) as a Result of Moving from DI to DII:

**Comparable Academic Institutions**
- Since 2006-07, when NJIT began competing in Division I, our teams have faced opponents from 27 different states and Washington, DC.

By comparison, in our last year of Division II, our men's basketball team faced opponents from 6 states, including New Jersey. Three of the other states were contiguous to New Jersey. That year (2005-06), the women's basketball team faced opponents from 6 states, including NJ, only one opponent from Nebraska, was outside the region.

Our opponents in various sports at the Division I level have included schools that are nationally recognized in athletics, academics, or both. They include: Army, Boston College, Columbia, Cornell, Harvard, Lafayette, Lehigh, Marquette, Maryland, Miami (FL), Navy, Penn State, Pitt, Princeton, Rutgers, St. John's, Seton Hall, Villanova, Virginia, Virginia Tech, Washington, and Yale.

**Enhancing Campus Life**
- In 2005-06, our final year in Division II, our men's basketball attendance totaled 1,213 for 11 home games and 3,290 for 14 away games and 2 neutral site games. The season total attendance for all games was 4,503 for an average of 167 per game (home average 126).

The following year, 2006-07, our first year in Division I competition, our home attendance for 12 games was 5,790 for an average of 482, nearly quadrupling the previous year. Our overall total was 27,272 for 29 games, an average of 940, more than 5 times the per game average the last year in Division II. The crowds at St. John's and Siena, both over 4,100, were each nearly equal to our total attendance for the entire previous season.

Attendance continued to rise in 2007-08, with home game attendance improving to 596 per game and overall attendance averaging 1,429. Four crowds surpassed 2,700, including a high of 8,655 at Washington, a one-game total that nearly doubled the entire season's attendance in Division II.

Attendance in 2008-09 returned to 2006-07 levels (442 avg, at home and 956 avg. overall)

Attendance in 2009-10 remained stable, with a slight drop at home (422 avg.) and a slight increase overall (1,195 avg.). We played in front of 3 crowds in excess of 4,100 (Rutgers, Seton Hall, Virginia) with a high of 7,264 at Virginia.

**Enhancing Visibility**
- Our presence in Division I provides multiple opportunities for visibility. Every time we play a Division I school, the game is reported by all media outlets that cover that program and frequently by media outlets that cover that program's opponents. For example, when we play Penn State, we receive exposure not only for playing Penn State, but the event is also of interest to followers of Big Ten sports in general. There is virtually no comparable effect below Division I. Local sports cable channels such as MSG Network, YES Network, and SNY list our scores on their bottom line crawls, as well.

In the case of men's basketball, every game in Division I is listed on ESPN's bottom line score ticker. Therefore, approx 30 times a year, that crawl is seen by millions of viewers throughout a news cycle that begins at approx 6 pm and ends the next day around 10 am.
Fall 2008, two men’s basketball games were televised, i.e., Monmouth was televised on Comcast Cable (NJ,PA,MD,DE.) and Penn St. on multiple outlets (cable, satellite via AT&T and Verizon nationwide).

Every Division I men’s basketball game is the subject of a 200 to 300 word minimum recap that is distributed worldwide by the Associated Press. Box scores and statistics are distributed by various services, including ESPN and STATS (via AP) and can be found on numerous print and internet outlets.

For the athletics website, data exists only from September 2008 on (when we began the ICS web site), we began with 11,645 visits and 85,392 page views in September 2008 and by September 2009 we had 23,392 visits and 130,375 page views. Not surprisingly our busiest months are September to March, a gradual decline in April and May and then low traffic in June, July and August.

Surveying the 23 months of our ICS web site, we have had at least 10,331 visits in each of the 23 months. We have had 10 months of 20,000 or more visits. We have had 4 other months of at least 19,000 visits. We have had 12 months of more than 100,000 page views. We have had 5 other months of more than 80,000 page views. Our lowest page view month was June 2010, with 44,786 views.
<table>
<thead>
<tr>
<th></th>
<th>YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>05-06</td>
</tr>
<tr>
<td># of Athletes (unduplicated, actual roster numbers)</td>
<td>182</td>
</tr>
<tr>
<td>Avg. SAT - Athletes (Includes EOP)</td>
<td>1100</td>
</tr>
<tr>
<td>Avg. SAT - General Students (Includes EOP)</td>
<td>1122</td>
</tr>
<tr>
<td>Avg. SAT - Athletes (without EOP)</td>
<td>1123</td>
</tr>
<tr>
<td>Avg. GPA - Athletes</td>
<td>2.940</td>
</tr>
<tr>
<td>Avg. GPA - General Students</td>
<td>2.840</td>
</tr>
<tr>
<td>Retention Rate - Athletes (a)</td>
<td>94.20%</td>
</tr>
<tr>
<td>Retention Rate - General Students</td>
<td>82%</td>
</tr>
<tr>
<td>Graduation Rate - Athletes</td>
<td>60%</td>
</tr>
<tr>
<td>Graduation Rate - General Students</td>
<td>54%</td>
</tr>
<tr>
<td># of Freshmen Student-Athletes on Athletic Aid</td>
<td>50</td>
</tr>
<tr>
<td># of Total Student-Athletes on Athletic Aid</td>
<td>169</td>
</tr>
<tr>
<td>Total Athletic Scholarship Equivalency</td>
<td>63.86</td>
</tr>
<tr>
<td># of Athletes in Honors College</td>
<td></td>
</tr>
<tr>
<td># of Out-Of-State Athletes</td>
<td></td>
</tr>
</tbody>
</table>

(a) Retention Averages based on NCAA APR Reports—Athletes on Athletic Aid
NJIT
Intercollegiate Athletic Revenue and Expense Information
FY06 to FY10

<table>
<thead>
<tr>
<th></th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10 (preliminary)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket Sales</td>
<td>2,898</td>
<td>5,784</td>
<td>11,419</td>
<td>6,894</td>
<td>7,171</td>
</tr>
<tr>
<td>Guarantees</td>
<td>1,000</td>
<td>64,500</td>
<td>102,000</td>
<td>136,000</td>
<td>253,000</td>
</tr>
<tr>
<td>Contributions</td>
<td>375,118</td>
<td>296,774</td>
<td>382,499</td>
<td>468,330</td>
<td>302,882</td>
</tr>
<tr>
<td>Total Athletic Fees</td>
<td>566,826</td>
<td>844,022</td>
<td>1,145,102</td>
<td>1,554,217</td>
<td>1,953,596</td>
</tr>
<tr>
<td>Endowment income</td>
<td>97,300</td>
<td>97,100</td>
<td>107,060</td>
<td>108,800</td>
<td>not yet available</td>
</tr>
<tr>
<td>Other Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCAA/conference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>distributions</td>
<td>5,580</td>
<td>666</td>
<td>31,932</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Program sales,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>concessions,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and novelty sales</td>
<td>29,839</td>
<td>21,544</td>
<td>4,673</td>
<td>7,662</td>
<td>8,658</td>
</tr>
<tr>
<td>Sports camp revenues</td>
<td>9,680</td>
<td>-</td>
<td>550</td>
<td>2,700</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>67,659</td>
<td>36,162</td>
<td>505,091</td>
<td>27,120</td>
<td>32,942</td>
</tr>
<tr>
<td></td>
<td>1,155,900</td>
<td>1,366,552</td>
<td>2,290,326</td>
<td>2,311,723</td>
<td>2,558,249</td>
</tr>
<tr>
<td>Personnel Expense</td>
<td>1,254,816</td>
<td>1,541,163</td>
<td>1,828,556</td>
<td>2,441,984</td>
<td>2,661,461</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>869,727</td>
<td>1,590,945</td>
<td>2,133,939</td>
<td>2,250,496</td>
<td>2,247,610</td>
</tr>
<tr>
<td>Scholarship Expense</td>
<td>1,216,441</td>
<td>1,697,398</td>
<td>2,163,653</td>
<td>2,314,010</td>
<td>2,798,592</td>
</tr>
<tr>
<td></td>
<td>3,340,984</td>
<td>4,829,506</td>
<td>6,126,148</td>
<td>7,006,490</td>
<td>7,707,663</td>
</tr>
</tbody>
</table>

Starting point for the above amounts is the NCAA Agreed Upon Procedures Report.
Revenue excludes: tuition and general student fees, direct institutional support, indirect F&A, investment income, annual scholarships to athletes included in Contributions.
Expenses exclude: indirect F&A, athletic scholarships not charged to intercollegiate accounts.
5E. Operating Statement
Year to Date
New Jersey Institute Of Technology  
Statement of Current Fund Revenues and Expenditures  
For the Two Months Ended August 31, 2010  
(Dollars in Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Restricted Funds</th>
<th>Unrestricted Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2011 Budget</td>
<td>FY2011 YTD</td>
</tr>
<tr>
<td></td>
<td>FY2011</td>
<td>FY2010</td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$74,596</td>
<td>$9,835</td>
</tr>
<tr>
<td>Appropriations, Contracts, Gifts</td>
<td>$67,313</td>
<td>$11,017</td>
</tr>
<tr>
<td>Other sources</td>
<td>$12,691</td>
<td>$1,575</td>
</tr>
<tr>
<td>Allocated Balances</td>
<td>$5,895</td>
<td>$983</td>
</tr>
<tr>
<td>Total</td>
<td>$208,200</td>
<td>$77,326</td>
</tr>
<tr>
<td>Auxillary Enterprises</td>
<td>$15,171</td>
<td>$6,749</td>
</tr>
<tr>
<td>Total</td>
<td>$223,371</td>
<td>$84,075</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$75,648</td>
<td>$10,189</td>
</tr>
<tr>
<td>Research</td>
<td>$7,030</td>
<td>$1,238</td>
</tr>
<tr>
<td>Public Service</td>
<td>$3,485</td>
<td>$412</td>
</tr>
<tr>
<td>Academic Support</td>
<td>$19,703</td>
<td>$2,923</td>
</tr>
<tr>
<td>Student Services</td>
<td>$14,424</td>
<td>$1,935</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>$30,915</td>
<td>$3,912</td>
</tr>
<tr>
<td>Operation and Maintenance of Physical Plant</td>
<td>$16,415</td>
<td>$1,171</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>$20,601</td>
<td>$320</td>
</tr>
<tr>
<td>Total Educational and General</td>
<td>$188,221</td>
<td>$22,100</td>
</tr>
<tr>
<td>Transfers</td>
<td>$19,979</td>
<td>$3,240</td>
</tr>
<tr>
<td>Total</td>
<td>$208,200</td>
<td>$25,340</td>
</tr>
<tr>
<td>Auxillary Enterprises</td>
<td>$9,780</td>
<td>$1,238</td>
</tr>
<tr>
<td>Auxillary Transfers</td>
<td>$5,391</td>
<td>$885</td>
</tr>
<tr>
<td>Total Auxillary</td>
<td>$15,171</td>
<td>$2,123</td>
</tr>
<tr>
<td>Total Expenditures &amp; Transfers</td>
<td>$223,371</td>
<td>$27,463</td>
</tr>
<tr>
<td>Excess Of Revenues Over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures And Transfers</td>
<td>$0</td>
<td>$56,612</td>
</tr>
</tbody>
</table>
New Jersey Institute Of Technology
Expense Report
For the Two Months Ended August 31, 2010
(Dollars In Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Current Month</th>
<th>FY2011</th>
<th>Actual Year to Prior Year</th>
<th>Includes Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>$14,736</td>
<td>$14,736 $104,893</td>
<td>14% 85% 91%</td>
<td></td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>489</td>
<td>489</td>
<td>2,868</td>
<td>17% 23% 29%</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>320</td>
<td>320</td>
<td>20,601</td>
<td>2% 2% 2%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>146</td>
<td>146</td>
<td>1,735</td>
<td></td>
</tr>
<tr>
<td>Travel &amp; Development</td>
<td>198</td>
<td>198</td>
<td>1,480</td>
<td></td>
</tr>
<tr>
<td>Library Collections</td>
<td>108</td>
<td>108</td>
<td>1,209</td>
<td></td>
</tr>
<tr>
<td>Other General Operating</td>
<td>1,020</td>
<td>1,020</td>
<td>8,104</td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>1,472</td>
<td>1,472</td>
<td>12,528</td>
<td>12% 28% 34%</td>
</tr>
<tr>
<td><strong>Total Academic</strong></td>
<td>17,017</td>
<td>17,017</td>
<td>140,890</td>
<td>12% 66% 72%</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>4,248</td>
<td>4,248</td>
<td>31,344</td>
<td>14% 89% 91%</td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>64</td>
<td>64</td>
<td>436</td>
<td>15% 26% 21%</td>
</tr>
<tr>
<td>Utilities</td>
<td>822</td>
<td>822</td>
<td>10,386</td>
<td>8% 59% 90%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>93</td>
<td>93</td>
<td>1,243</td>
<td></td>
</tr>
<tr>
<td>Travel &amp; Development</td>
<td>40</td>
<td>40</td>
<td>344</td>
<td></td>
</tr>
<tr>
<td>Other General Operating</td>
<td>(184)</td>
<td>(184)</td>
<td>3,578</td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>(51)</td>
<td>(51)</td>
<td>5,165</td>
<td>-1% 59% 68%</td>
</tr>
<tr>
<td><strong>Total Support</strong></td>
<td>5,083</td>
<td>5,083</td>
<td>47,331</td>
<td>11% 77% 86%</td>
</tr>
<tr>
<td>Transfers</td>
<td>3,240</td>
<td>3,240</td>
<td>19,979</td>
<td>16% 100% 100%</td>
</tr>
<tr>
<td><strong>Total Academic, Support &amp; Transfers</strong></td>
<td>25,340</td>
<td>25,340</td>
<td>208,200</td>
<td>12% 71% 78%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>1,238</td>
<td>1,238</td>
<td>9,780</td>
<td>13% 90% 87%</td>
</tr>
<tr>
<td>Auxiliary Transfers</td>
<td>885</td>
<td>885</td>
<td>5,391</td>
<td>16% 100% 99%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Expenses</strong></td>
<td>2,123</td>
<td>2,123</td>
<td>15,171</td>
<td></td>
</tr>
<tr>
<td><strong>Total Unrestricted Expenses</strong></td>
<td>27,463</td>
<td>27,463</td>
<td>223,371</td>
<td>12% 72% 79%</td>
</tr>
<tr>
<td>Restricted Expenses</td>
<td>9,835</td>
<td>9,835</td>
<td>74,596</td>
<td>13% 33% 42%</td>
</tr>
<tr>
<td><strong>Total Expenses And Transfers</strong></td>
<td>$37,298</td>
<td>$37,298</td>
<td>$297,967</td>
<td>13% 62% 70%</td>
</tr>
</tbody>
</table>
5F. Schedule of Short Term Investments
## NEW JERSEY INSTITUTE OF TECHNOLOGY

**SCHEDULE OF INVESTMENTS**  
**AS OF JULY 31, 2010**

<table>
<thead>
<tr>
<th>TYPE OF INVESTMENT</th>
<th>US BANK</th>
<th>WACHOVIA BANK</th>
<th>CITY NATIONAL BANK</th>
<th>WELLS FARGO BANK</th>
<th>JP MORGAN CHASE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Deposit Sweep Account</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$188,399</td>
</tr>
<tr>
<td>U.S. Treasury Notes</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>$</td>
<td>$4,383,464</td>
</tr>
<tr>
<td>Certificate of Deposit</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
<td>-</td>
<td>$500,000</td>
</tr>
<tr>
<td>Prime Money Market Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$2,286,495</td>
</tr>
<tr>
<td>U.S. Treasury &amp; Agency Short Term Obligations-Disc Notes</td>
<td>2,398,410</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$2,398,410</td>
</tr>
<tr>
<td>U.S. Government Issues</td>
<td>547,890</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$547,890</td>
</tr>
<tr>
<td>Wells Fargo Advantage Heritage Money Market Inst</td>
<td>1,565,751</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,565,751</td>
</tr>
<tr>
<td>Heritage Money Market Inst</td>
<td>-</td>
<td>4,208,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$4,208,000</td>
</tr>
</tbody>
</table>

**TOTAL INVESTMENTS**  

|                       | $4,512,051      | $4,208,000     | $500,000           | $4,571,863       | $2,286,495     | $16,078,409 |

**Note:**  
Investments as of July 31, 2009 were $17,464,821
5G. Report of Gifts and Fund Raising Activities

### Comparison of Total Giving Year to Date:

<table>
<thead>
<tr>
<th>Category</th>
<th>2008 Total</th>
<th>%</th>
<th>#</th>
<th>2009 Total</th>
<th>%</th>
<th>#</th>
<th>2010 Total</th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Sources</td>
<td>$13,324,197</td>
<td>22.21</td>
<td>4,638</td>
<td>$9,397,714</td>
<td>27.28</td>
<td>4,093</td>
<td>$7,882,525</td>
<td>34.82</td>
<td>3,969</td>
</tr>
<tr>
<td>All Sources without Gifts in Kind</td>
<td>$11,247,382</td>
<td>23.06</td>
<td>4,638</td>
<td>$7,745,933</td>
<td>22.09</td>
<td>4,093</td>
<td>$6,797,745</td>
<td>12.24</td>
<td>4,093</td>
</tr>
<tr>
<td>Matching Gifts</td>
<td>$164,364</td>
<td>2.78</td>
<td>21</td>
<td>$162,177</td>
<td>2.21</td>
<td>23</td>
<td>$148,019</td>
<td>3.71</td>
<td>19</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td><strong>$13,324,197</strong></td>
<td><strong>100.00</strong></td>
<td>5,920</td>
<td><strong>$9,397,714</strong></td>
<td><strong>100.00</strong></td>
<td>4,908</td>
<td><strong>$7,882,525</strong></td>
<td><strong>100.00</strong></td>
<td>4,763</td>
</tr>
</tbody>
</table>

### Year End Total Comparison to 2007 Base Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Dollars</th>
<th>% of FY 07 Funds Raised</th>
<th>% of Year Elapsed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$8,205,293</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>2008</td>
<td>$13,324,197</td>
<td>163%</td>
<td>100%</td>
</tr>
<tr>
<td>2009</td>
<td>$9,391,314</td>
<td>114%</td>
<td>100%</td>
</tr>
<tr>
<td>2010</td>
<td>$7,882,525</td>
<td>96%</td>
<td>100%</td>
</tr>
</tbody>
</table>

1. Alumni – Spatz Bequest $1M, Burt Bequest $192K
2. Alumni – Spatz Bequest $977K, N. Nudenberg $284K
3. Alumni – Reif Bequest $1.5M
4. Corporate – Anonymous $1.9M
5. Corporate – Anonymous $1.29M
6. Corporate – Anonymous $314K, FMC $504K, Schering Plough $300K
7. Foundations – Stabile $1.5M, Kessler $474K, Leir $400K
11. Friends – Murawski $315K
5H. Update on Celebration ’10
Chairperson’s Closing Statement
BOARD OF TRUSTEES

RESOLUTION RE: CLOSED SESSION TO DISCUSS PERSONNEL MATTERS, REAL ESTATE AND CONTRACT MATTERS.

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 MATTERS INVOLVING PERSONNEL, REAL ESTATE AND CONTRACTS TO TAKE PLACE ON NOVEMBER 4, 2010 AT 9:30 AM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.