NJIT BOARD OF TRUSTEES
Thursday, April 7th, 2011
PUBLIC SESSION MEETING

NJIT
New Jersey's Science & Technology University
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES PUBLIC SESSION
April 7, 2011, 11:00 AM

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. **Public Comments**

3. **Action Items**

   A. Approve minutes of the February 10, 2011 meeting of the Board of Trustees
   B. Approve Resolutions to Authorize Exclusive License of University Intellectual Property
   C. Approve Resolution to Change Faculty Handbook Section on “The Institute and Its Administrative Organization”
   D. Approve Resolution to Change Faculty Handbook Section on “Policies and Procedures Regarding Faculty and Instructional Staff”
   E. Approve Resolution to Amend Faculty Handbook to Include a Section Entitled “Restructuring of Academic Units”
   F. Approve Resolution to Encourage Open Debate and Consensus Building in Effective and Efficient Development of Policies and Procedures
   G. Approve Resolution Requesting the Administration Develop Policies and Procedures for Implementing a Shared Governance Structure with Responsibilities as Delegated by the Board of Trustees

4. **Reports**

   A. FY11/FY12 Budget Update
   B. Enrollment Update and Projections
   C. NJIT Campus Gateway Plan
   D. Operating Statement Year to Date
   E. Schedule of Short Term Investments
   F. Endowment Update
   G. Report on Gifts and Fund Raising Activities

5. **Announcement of Next Meeting**

Chair to read resolution regarding Closed Session to discuss Personnel, Real Estate and Contract Matters to be held on Thursday, June 2, 2011, 9:30 AM, Eberhardt Hall NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, June 2, 2011, 11:00 AM, Eberhardt Hall NJIT Alumni Center Board Room

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. Public Comments
3A. Approve Minutes of the February 10, 2010 Meeting of the Board of Trustees
NEW JERSEY INSTITUTE OF TECHNOLOGY  
BOARD OF TRUSTEES  
MINUTES OF MEETING (DRAFT)  
(February 10, 2011)

1. The meeting was called to order by Chairperson Wielkopolski, at 11:15 a.m. Other Trustees in attendance were Vice Chairs DeCaprio and DePalma (telephonically), and Board Members Bone, Beachem, Cistaro, Dahms, Garcia, O’Brien, Slimowicz, Sugla 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. BEACHEM, SECONDED BY DR. DeCAPRIO AND UNANIMOUSLY PASSED, with Board Members Dahms and Slimowicz abstaining, the minutes of the November 4, 2010 and December 15, 2010 meetings of the Board of Trustees were approved.

3. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. SUGLA AND UNANIMOUSLY PASSED, the Board voted to APPROVE SABBATICAL LEAVE APPLICATIONS.

4. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. CISTARO AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO AUTHORIZE NEW MS IN CYBER SECURITY AND PRIVACY.

5. BY A MOTION DULY MADE BY MS. WIELKOPOLSKI, SECONDED BY MR. SUGLA AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO MAKE STUDENT HOUSING PAYMENT.

6. Dr. Sebastian presented an Intangible Asset Review for the Board. He noted that we were doing very well according to an AUTM survey, which ranked NJIT’s
disclosures as 15th of 170 US universities and research institutions responding to the survey. Patent applications remains about the same as last year, though the number of issuing patents continues to increase. The addition of an in-house patent attorney allows us to cost effectively handle the filing of provisional patents and manage the patent prosecution process. We have also had growth in the area of licensing revenue, though we continue to look for other licensing opportunities for our expanding portfolio of licensable IP.

7. President Altenkirch gave an update on the Middle-States Self Study. The process, headed by Dr. Norbert Elliot is going well. We should have a draft by early summer.

8. President Altenkirch also gave an update on the Central King Building. We’ve opened it up for use; currently there are 13 classrooms. So far, we’ve expended about $5 million on improvements. We are bringing on an architectural firm to plan for the further improvement of the building.

9. President Altenkirch gave an update on the NJIT Campus Gateway Plan. We have a developer designated for the Greek Village part of the Plan. Over the next six months, they will put together a detailed plan. If NJIT approves that plan, the project can commence. The parking deck will be completed by a joint venture between JLL and St. Michael’s. We are looking at accessing that parking.

10. Provost Gatley discussed that the Honorary Doctorate degree candidates will be announced, as discussed in the meeting of December, 2010. Joseph Taylor will be the Commencement speaker.

11. Treasurer Mauermeyer reported on the Operating Statement Year to Date and Schedule of Short Term Investments, referring to the board materials. All revenues are on target, with the exception of reduced revenue from the graduate student tuition budget. Financial aid will be used within the next month, now that second semester has started. On the Supplemental Schedule, we are on target within all areas. With respect to short term investments (working capital) there is not a lot of interest to be made. We are on schedule, though receipt is at the end of the month. We are looking at options, and getting reimbursed from bond funds.

12. Vice President Bloom reported on Spring 2011 enrollment. This year, we have a record Spring enrollment of 8522 students, an increase of 169 from Spring 2010. Some of our successful tactics include additional programs, such as a bachelor’s in fine arts. We’ve purchased names for recruiting, and have added instant decision days. We are looking to overseas recruiting efforts for graduate students, and created “learning communities” which enhances retention. We have also contracted with a company, IDP for overseas recruiting. Jeff Grundy has yielded 70 applications so far in his overseas recruiting efforts, and we are also looking to recruit from Canada. We have also increased on line degree programs. Board
Member O’Brien asked if we offer early decision. Dr. Bloom responded that we do not do that, but use rolling admissions.

13. Board Member Cistaro reported on Gifts and Fund Raising Activities. Giving in general is down; we have a decrease in the number of donors, but saw less of a reduction in January. Chairperson Wielkopolski asked about the effect of the new Alumni Association. Board Member Cistaro responded that it is working, but that it is a process that is yielding benefits over time.

14. The Chairperson announced that the next scheduled closed session would be convened on Thursday, April 7, 2011 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, April 7, 2011 at 9:30 AM, Eberhardt Hall Board Room.

The next Public Session of the Board will take place on Thursday, April 7, 2011 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 noon.
3B. Approve Resolutions to Authorize Exclusive License of University Intellectual Property
STATEMENT OF INFORMATION FOR
EXCLUSIVE LICENSE OF NJIT INVENTION DISCLOSURES
April 7, 2011

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.

Replicating Tag Entries for Reliability Enhancement in Cache Tag Arrays
(Inventors: Jie Hu and Shuai Wang) NJIT Reference Number 11-011.

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 11-011) 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
STATEMENT OF INFORMATION FOR
EXCLUSIVE LICENSE OF NJIT INTELLECTUAL PROPERTY
April 7, 2011

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.

The Incubation Factory has expressed interest in acquiring an exclusive license to the following Intellectual Property jointly owned by NJIT and UMDNJ for the life of each patent issued by the USPTO and/or foreign jurisdiction.

Non-Invasive Tonometer (Inventors: Gordon Thomas, Tara Alvarez, and Stephanie Milczarski all from NJIT and Robert Fechtner from UMDNJ) NJIT Reference Number 07-009

As the exclusive license of the Intellectual Property 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 The Incubation Factory

The Incubation Factory (TIF), headquartered in St. Louis, MO, is a unique organization that licenses technologies from research institutions and forms new startup companies. TIF is actively working with tech transfer organizations at national laboratories, universities and research institutions, worldwide. Founded in 2005, TIF is composed of experienced professionals who have "hands-on" technology and product development experience and a track record of creating successful companies. TIF recruits experienced management teams and provides the requisite funding necessary for commercial success. TIF currently manages over sixteen portfolio companies to maturity or successful exit and in the process fuels local economic development. In this particular instance TIF is considering the NJIT EDC as the initial site for the company that will be formed to commercialize 07-009.

Current Licensing Offer

This request is for the exclusive license of the above referenced NJIT/UMDNJ Intellectual Property to The Incubation Factory. TIF has agreed to certain performance milestones; to repay NJIT/UMDNJ's patent expenses; to pay NJIT/UMDNJ a royalty based on sales generated by the company to be formed around the licensed technology; to pay NJIT/UMDNJ an annual minimum once such company begins to generate sales derived from the licensed technology; and to provide NJIT/UMDNJ with a share of any proceeds TIF may realize in the event there is a successful exit.

After NJIT's reimbursement of associated out-of-pocket expenses the remaining net amount NJIT derives from this transaction shall be shared with the NJIT 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 Administration recommends the execution of an exclusive license agreement with The Incubation Factory, which includes performance milestones; a royalty stream based on sales together with an annual minimum payable once the licensee begins to generate sales derived from the licensed technology; and a share of any proceeds licensee may realize in the event the License is acquired by a third party.

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 07-009) 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 the licensing transaction.

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

Date
STATEMENT OF INFORMATION FOR
EXCLUSIVE LICENSE OF NJIT INTELLECTUAL PROPERTY
April 7, 2011

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.

Research Center Pharmaceutical Engineering GmbH (RCPE) has expressed interest in acquiring an exclusive license to the following Intellectual Property jointly owned by NJIT, Purdue University, Rutgers University and RCPE for the life of each patent issued by the USPTO and/or foreign jurisdiction.


As the exclusive license of the Intellectual Property 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 Anton Paar GmbH

Research Center Pharmaceutical Engineering GmbH is an interdisciplinary research institute in the area of pharmaceutical process and product development located in Graz, Austria. It was founded in 2008 and is currently collaborating with 40 partners in industry and science. Prospective sublicensee, Anton Paar GmbH (AP), originally established in 1922 and headquartered in Graz, Austria, is a company that specializes in producing analytical and laboratory instruments for research and development and industrial applications. AP consists of 14 worldwide subsidiaries with more than 1,000 total employees with sales close to 100 million € annually. AP clients include Coca-Cola, Pepsi, Shell, and Exxon. AP is owned by the Santner Foundation, whose proceeds are targeted at non-profit research. Furthermore, AP invests more than 20% of its annual turnover into research and development. AP’s large size, global positioning, and research and development focus create a unique partnering opportunity with a company situated to bring NJIT technology to market while also being a potential sponsor for further research.

Current Licensing Offer

This request is for the exclusive license of the above referenced jointly and equally owned Intellectual Property to Research Center Pharmaceutical Engineering GmbH. Contingent on obtaining said license, RCPE has negotiated to sublicense the patent rights to Anton Paar GmbH. AP has agreed to a lump sum initial payment; to pay a royalty based on sales generated related to the licensed technology; to provide the inventive institutions with a share of any proceeds AP may realize in sublicensing any portion of the technology; and to first consider the inventive institutions should AP wish to fund further research and development in the field of the licensed technology.

After NJIT’s reimbursement of associated out-of-pocket expenses (if any), the remaining net amount NJIT derives from this transaction shall be shared with the NJIT 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 Administration recommends the execution of an exclusive license agreement with Research Center Pharmaceutical Engineering GmbH to facilitate a sublicense to Anton Paar, GmbH, which includes a lump sum initial payment; a royalty stream based on sales once the licensee begins to generate sales derived from the licensed technology; and a share of any proceeds licensee may realize in sublicensing the technology to third parties.

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 11-035) 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 the licensing transaction.

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

Date
3C. Approve Resolution to Change Faculty Handbook Section on "The Institute and Its Administrative Organization"
RESOLUTION TO APPROVE CHANGES TO THE FACULTY HANDBOOK
SECTION ON THE INSTITUTE AND ITS ADMINISTRATIVE ORGANIZATION

WHEREAS, the Faculty Council has proposed a change to the Faculty Handbook regarding the section on The Institute and Its Administrative Organization; and

WHEREAS, the Faculty have approved the proposed change; and

WHEREAS, the Provost and the President concur with the change;

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the Board approves the change to the section of the Faculty Handbook entitled "The Institute and Its Administrative Organization" enclosed herein.

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

Date
1. THE INSTITUTE AND ITS ADMINISTRATIVE ORGANIZATION

1.1 History and Development of the University

In 1877 the New Jersey Centennial Commission noted that "our value as a state depends upon the development of skilled labor." At that time, the City of Newark had grown to be a significant manufacturing center, and a movement to found a technical school was initiated by the Newark Board of Trade. On March 20, 1880, Assemblyman Wilkinson of Essex County introduced "An Act to Provide for the Establishment of Schools of Industrial Education." The bill signaling the birth of what would evolve into New Jersey Institute of Technology was passed in 1881. Pursuant to the act, the New Jersey Legislature appropriated $5,000 per year for the upkeep of a technical school in any locality, provided that community residents would raise a similar amount by subscription or contributions.

The citizens of Newark raised their share, and the Board of the Newark Technical School first met on July 1, 1884. The members decided to establish an evening school which would be tuition free for city residents. The initial curriculum consisted of algebra, geometry, trigonometry, drawing, chemistry, and physics. A building was rented at 21 West Bank Street in Newark, and the first class was held on February 8, 1885.

Dr. Charles Adams Colton was appointed Director of the School. Ninety students, ranging in age from 15 to 42, were selected for the first class. They were machinists, bookkeepers, clerks, draftsmen, carpenters, printers, electricians, plumbers, jewelers, harness makers, tinsmiths, and dyers. Colton's enthusiasm and diligence did much to advance the School. He frequently visited the businesses where students were employed to gain a sense of their needs and levels of accomplishment, and was known to aid students financially when the need arose. Classes were held five evenings a week and most of the students worked in industry during the day.

In 1890, a campaign was launched to fund a permanent building for the school. A plot on the corner of High Street and Summit Place was purchased and, following years of effort and a generous gift from the City, the cornerstone was laid in 1896. On January 4, 1897, classes began in the completed three-story brownstone building. That same year, the Board agreed to allow women and residents of other towns to register. Margaret Bryce, a schoolteacher from Passaic, was the first woman to enroll. For the first time, day classes were offered.

Dr. Colton considered a regular college program as early as 1913, and an engineering program was proposed to the Board of Directors in 1916. In 1918, Dr. Colton announced his decision to retire.

Dr. Daniel Russel Hodgdon, head of the Science Department of the Newark State Normal School, was selected as Colton's successor. Under Dr. Hodgdon's leadership, the School received state approval to offer college-level courses and became known as the Newark College of Technology. The curriculum included a four-year day program leading to Bachelor of Science degrees in chemical, electrical, and mechanical engineering. Approval for these programs was granted by the state on January 7, 1919.
Proposed Faculty Handbook Revision Section 1 (changes in **bold**)

Dr. Alan R. Cullimore, Dean of Engineering at the University of Delaware, was appointed Director of the School and head of the College in 1920. There was evidence that an increasing number of men and women engaged in industry during the day needed to further their education beyond the technical level, and so in the **mid-1920s** the College instituted an evening program leading to the Bachelor of Science degree. The evening division has continued to grow to serve an important role in the professional advancement of men and women in New Jersey industry and government.

During this time, the cooperative education plan was also put into effect, not only to provide additional funds for students but also to make available practical on-the-job education. Under this plan, students worked in industry during the summers of their first two years and then alternated work and school.

The institution’s name was changed to the College of Engineering of the Newark Technical School in 1920, and then to Newark College of Engineering (NCE) in 1930. The focus of activities gradually shifted to the College, and the number of strictly vocational courses was reduced. The courses of the Technical School, which co-existed with the College, began to parallel the first two years of the collegiate curriculum, and by 1926 those students completing the NTS associate engineering course (part-time for four years) were eligible to enter the college program at the junior level.

Dr. Cullimore guided the growth of the College through the Depression and the war years. When he retired in 1947, the institution was firmly established. He fostered a philosophy of education at NCE that stressed “the engineer’s duty as a citizen.” This philosophy asserted that the engineer, as a result of a specialized education in both rational and creative thought, bore a duty as a citizen perhaps greater than that of members of other professions. The mission of the College was to provide a sound engineering education at the lowest possible cost, consonant with quality, for the men and women attending its various divisions.

Physical expansion of the campus centered on the addition of new buildings: Campbell Hall, 1926; Colton Hall, 1930; and the Laboratory Building Annex, 1947. Eberhardt Hall (formerly the Newark Orphan Asylum) was acquired in 1948.

**NCE further expanded with the establishment of graduate-level courses.** In 1946, programs were initiated in the chemical, civil, electrical, and mechanical engineering departments leading to the degree of Master of Science.

**After Dr. Cullimore’s retirement,** the Board of Trustees turned to an NCE graduate, Dr. Robert W. Van Houten as the new president. Among the developments of the Van Houten years were the establishment of the Research Foundation, the institution of annual science fairs, the expansion of the graduate school, initiation of the Engineering Opportunity Program, and the physical development of the Newark campus.

The Research Foundation was created in 1957 with the aid of a grant from Thomas M. Cole, President of Federal Pacific Electric Company. Throughout its history, the Foundation has served a dual role as an invaluable communications link between the university and the
corporate community, and as a development arm of the university to help fund research and instructional projects. The Engineering Opportunity Program, the Minority Engineering Scholars Program, the Center for Pre-College Programs, and many of the special research centers at NJIT came about through the creative dialogue and financial support encouraged by the Foundation.

If Dr. Cullimore's years had been devoted to establishing sure footings upon which the College could build, Dr. Van Houten's era was a time of adapting to change in order to prepare for new developments in educational theory and technology. During Dr. Van Houten's tenure, enrollment grew from just under 3,000 in 1947 to just over 6,000 in 1970, and the campus grew from 4 buildings on 2 acres of land to 12 buildings on a 20-acre campus when he retired.

In the 1950s and '60s many new academic programs at the baccalaureate, master, and doctoral levels were added to respond to the changing needs of students and society. The Engineering Opportunity Program for disadvantaged youths (now the Educational Opportunity Program, which had begun in 1968 with 20 students, increased significantly in the ensuing decades.

Another NCE graduate, William Hazell, succeeded Dr. Van Houten as president in 1970. Bachelor of Science programs in engineering technology, computer and information science, and industrial administration were added in 1972. The New Jersey School of Architecture was created in 1973. In 1975, in recognition of the new organization and broadened mission of the College, the institution's name was changed to New Jersey Institute of Technology (NJIT). The Institute held to its historic commitment to undergraduate professional education in the '70s under the brief presidencies of Drs. Paul Newell (1974-76) and Charles Bergmann (1976-77) while furthering graduate programs and research. By that time, a broad range of undergraduate and graduate degrees was being offered, including architecture, engineering, computer science, management, and other science-oriented programs. Cooperative Education. Programs were re-instituted in 1976.

In 1978, Dr. Saul K. Fenster became the sixth president of the college/university. NJIT underwent tremendous growth and diversification under the 24-year leadership of Dr. Fenster. Its enrollment grew to more than 8,300 students, with approximately 1,400 degrees awarded annually from the baccalaureate level though the Ph.D. in an array of engineering and technology disciplines, computer and information science, architecture, management, applied sciences, technical communications, and mathematics. New initiatives with the City of Newark and with nearby colleges and universities led to federated departments and to cooperative degree programs, especially with the Newark campus of Rutgers University and with the New Jersey University of Medicine and Dentistry.

Joining Newark College of Engineering and the New Jersey School of Architecture during Dr. Fenster's presidency were the College of Science and Liberal Arts (1982), the School of Management (1988), the Albert Dorman Honors College (1993) and the College of Computing Sciences (2001).

Dr. Fenster oversaw major changes in the physical campus as well as increased curricular offerings. A new library, the Gutenberg Information Technology building, the
York Center for Environmental Engineering and Science, the Microelectronics Center, a remodeled School of Architecture, a refurbished Eberhardt Hall, Enterprise Development Centers, and a multi-level parking deck all transformed the appearance of the campus. A cooperative effort with neighboring universities led to the development of Science Park, a series of buildings bordering the west side of the campus and dedicated in large part to research in medical technology. Perhaps the most striking change during Dr. Fenster's years as president was NJIT's evolution from a predominantly commuter school to one with 4 residence halls providing dormitory and apartment-style living accommodations for approximately 1,200 students, a development that significantly changed the culture of the campus. In partial recognition of his dedicated leadership of the university during this period of growth, the new administration building, completed in the last year of Dr. Fenster's tenure, was formally dedicated a few years later as Fenster Hall.

Faculty research grew exponentially during Dr. Fenster's presidency. The acquisition of the Big Bear Solar Observatory in California in 1997 represents just one of many examples of state-of-the-art research opportunities available to faculty and students.

After Saul Fenster’s retirement in 2002, Dr. Robert Altenkirch was chosen as the new president of NJIT. Under his guidance, there has been a series of improvements in the physical appearance of the campus, most notably in the Campus Center and its surrounding areas. He has been overseen the transition of NJIT's athletic program to Division 1 status, enhancing the university’s visibility. Working closely with the City of Newark, President Altenkirch has been instrumental in an ambitious plan to develop the neighborhoods adjoining the campus.

Continuing a fourfold mission of instruction, research, economic development and public service, NJIT has emerged as one of the leading comprehensive technological universities in the nation. NJIT is today the largest technological university in the New York metropolitan region. With robust Extension and Distance Education programs, NJIT's degree and non-degree programs are available throughout the state and the world.

Today's emphasis on graduate studies and research builds upon the fine undergraduate programs that have distinguished the university since its earliest days. The growth of doctoral programs and the number of degrees awarded resulted in NJIT's reclassification to "Doctoral University II" in the Carnegie Classification system in 1994 and "Doctoral/Research University—Intensive" in 2000.

The NJIT Division of Continuing Professional Education (CPE) allows adult professionals to pursue advanced degrees, certificates, and advanced professional development courses (non-credit) in ways that emphasize convenience and flexibility. By offering a wide range of Distance Learning courses, CPE enables adults to meet work, family, and community responsibilities while continuing to acquire knowledge and develop professionally.

NJIT research initiatives focus on information technology, manufacturing systems, infrastructure, environmental engineering and science, microelectronics, solar physics, architecture and building science, management, and the applied life sciences. NJIT's research program has a
strong applications orientation, in which investigators seek responsible solutions to society's problems.

Formal articulation and/or joint admissions agreements exist with most community colleges within New Jersey. Joint programs are offered with Rutgers University, Ramapo College, Stockton State College, Seton Hall University, and the University of Medicine and Dentistry of New Jersey, as well as with the New York School of Dentistry and the SUNY-State College of Optometry.

The university's 45,000 alumni are employed in almost every state of the nation, many with major corporations. Approximately 20,000 alumni are employed in New Jersey.

1.2 Administrative Organization

1.2.1 Board of Trustees
The NJIT Act of 1995 (Chapter 400 Laws of N.J. 1995; approved January 10, 1996) declares that "the exercise by the university of the powers conferred by this Act shall be deemed to be public and essential government functions necessary for the welfare of the State and the people of New Jersey."

The Board of Trustees is the governing board of the university and consists of the Governor (or the Governor's designee) and the Mayor of Newark as ex officio non-voting members, in addition to a maximum of 15 citizens of the State, appointed by the Governor with the advice and consent of the Senate.

Regular meetings of the Board are held throughout the year and are open to the public. A schedule of meetings is mailed annually to the Star Ledger, the Passaic Herald News, the Vector, and the City Clerk of Newark. The schedule may also be obtained from the Office of the President of NJIT.

1.2.2 Administrative Officers
The President is the chief executive officer of the university. Appointed by and subject to the authority of the university's Board of Trustees, the President has primary responsibility for all educational and administrative functions of the university, including appointing all faculty committees reporting directly to the President, providing formal communication between the Board of Trustees and the faculty and instructing staff of the university, and presiding at all formally recognized executive forums enabled by the university.

The Provost is the chief academic officer of the university. The Provost reports directly to the President and is Acting President when the President is absent.

The Deans are the chief academic officers of their respective Colleges or Schools. Deans report directly to the Provost. Departments are headed by chairpersons who report directly to the dean of that college. Chairpersons are responsible for the effective
operation of their Departments in accordance with Departmental bylaws, collective bargaining agreement policy where applicable, and university policy.

The committee structure at NJIT is an important source of faculty and staff input. The President and the Provost will appoint faculty committees to consider the many complex issues involved in the growth and development of a technological university. **Early in the Fall Semester** of each academic year, the Provost will distribute to each member of the faculty a current list of university committees and their members.

### 1.3 Federated Departments/Units

Upon the recommendation of the faculty, and with the approval of the administration, an academic Department or other faculty unit, such as a division within a Department, may federate with an academic Department or faculty unit of another university (e.g. Rutgers-Newark). **Federation is intended** to offer an expanded program, provide better services to students and faculty, and improve overall service. The resulting "Federated Department" exists as a full-fledged academic Department/Unit at both universities.
3D. Approve Resolution to Change Faculty Handbook Section on “Policies and Procedures Regarding Faculty and Instructional Staff”
RESOLUTION TO APPROVE CHANGES TO THE FACULTY HANDBOOK
SECTION ON POLICIES AND PROCEDURES REGARDING FACULTY AND
INSTRUCTIONAL STAFF

WHEREAS, the Faculty Council has proposed a change to the Faculty
Handbook regarding the section on Policies and Procedures Regarding Faculty and
Instructional Staff; and

WHEREAS, the Faculty have approved the proposed change; and

WHEREAS, the Provost and the President concur with the change;

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey
Institute of Technology that the Board approves the change to the section of the Faculty
Handbook entitled "Policies and Procedures Regarding Faculty and Instructional Staff"
enclosed herein.

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

Date
2x. POLICIES AND PROCEDURES REGARDING FACULTY AND INSTRUCTIONAL STAFF

2x.1 General Statements on Faculty

2x.1.1 Maintenance of Academic Standards

The role of the faculty is integral to shared university governance. It is the faculty's responsibility to oversee and maintain appropriate academic curricular standards. In cooperation with the university administration, the faculty assures stakeholders that students are held to standards commensurate with the degrees they pursue. Working within the structure of degree programs, faculty members maintain, and periodically adjust, requirements and standards for degrees.

2x.1.2 Expectations for Instruction, Research, and Service

Effective instruction, scholarly research, and community service are the responsibility of the faculty. To this end, faculty members are expected to perform appropriate instruction by helping students understand current practice within their disciplines. As members of the larger academic community, faculty members are expected to contribute through research and scholarly activities to the advancement of their disciplines. Faculty members are also expected to participate in varied service activities which strengthen the university.

To assure that the activities of faculty are known and recognized, faculty members are asked to file annual reports. University administration is responsible for designing the reporting process so that faculty contributions are recognized.

2x.1.3 Faculty Rights

In order for faculty to fulfill the expectations that derive from their positions within the university, they should be provided an environment conducive to teaching, research and service. Faculty should expect to undertake a level of teaching, research, and service comparable to that of faculty in benchmark universities.

Faculty members work within an environment of academic freedom, including freedom from external pressures to conform to restricted intellectual, pedagogical, or political orientations to their duties. Faculty should be able to participate in governance activities, such as membership in Faculty Council and collective bargaining through the Professional Staff Association, without hindrance.

Faculty members should have access to privileges traditionally associated with research universities. Such privileges include sabbatical leaves and leaves of absence, as well as support for grant applications, grant administration, and travel related to conferences and research activities.

2x.2 MEMBERSHIP IN THE FACULTY AND DEFINITION OF FACULTY RANKS

2x.2.1 Membership

The faculty consists of all full-time positions with the tenure-track ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor. As presiding university officer, the President is a member of the faculty. Administrators designated by the President may also be members of the Faculty. Only members of the faculty have the privilege to vote in faculty meetings.

[From Section 2.1: The faculty consists of all full-time teaching staff in the tenured and tenure-track ranks of Distinguished Professor, Professor, Associate Professor, and Assistant Professor. The President, who...]

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is the presiding officer, along with certain other administrative personnel designated by the President, are considered members of the faculty. Professors Emeriti are not permitted to vote with the faculty.

2x.2.2 Tenure-Track Faculty Ranks

2x.2.2.1 Assistant Professor: This position is intended primarily for individuals near the start of their academic careers, who are expected to make substantial contributions to the university in teaching, scholarly research, and service. Assistant professors serve a period of time, not to exceed seven years, while being considered for promotion and tenure. An assistant professor may be recommended for promotion before becoming eligible for tenure. The recommendation for tenure of an assistant professor is traditionally accompanied by a recommendation for promotion to associate professor.

[From Section 2.2.3: Assistant Professor: This position is intended primarily for individuals with terminal degrees in their fields who are in the early stages of their professional careers. They are appointed to this rank in the expectation that they will excel in teaching, scholarly research, and service such as to warrant promotion and tenure. Ordinarily, a recommendation for tenure as Assistant Professor is accompanied by a recommendation for promotion to Associate Professor.]

2x.2.2.2 Associate Professor: This position is intended for individuals who have established a record of excellence in teaching, scholarly research, and service. An individual may be appointed as an untenured associate professor with a tenure eligibility date specified or as a tenured associate professor. An associate professor may be recommended for promotion in any year subsequent to initial appointment.

[From Section 2.2.3: Associate Professor: This position is intended for individuals with terminal degrees in their fields who have established a record of excellence in teaching, scholarly research, and service.]

2x.2.2.3 Professor: This position is intended for individuals who have built a sustained record of excellence in teaching, scholarly research, and service, and whose accomplishments are nationally recognized in their field(s) of expertise.

[From Section 2.2.3: Professor: This position is intended for individuals with terminal degrees in their fields who have built a record of sustained excellence in teaching, scholarly research, and service and who have earned a position of leadership in one or more of these areas. Their work is known and respected throughout the national academic community.]

2x.2.2.4 Distinguished Professor: This position is intended for individuals whose accomplishments significantly exceed those of professors, and include a sustained record of nationally and internationally recognized preeminence in their field(s) of expertise.

[From Section 2.2.3: Distinguished Professor: This position is intended for individuals with terminal degrees in their fields who have achieved such a record of extraordinary accomplishment in teaching and in scholarly research as to mark them as preeminent leaders in their area of academic specialization. Their work is known and respected throughout the international academic community.]

Note: The term “scholarly research” may be taken to include alternative demonstrations of individual achievement in disciplines and sub-disciplines in which different standards prevail, such as the production of a body of original, creative, and professionally recognized work by faculty with fields of expertise in architecture, theater, creative writing, and the arts.
Proposed Revision to 2007 Faculty Handbook, 2008 Sections 2x – 2x.4 [old version italicized in brackets]

[From Section 2.2.3: Exceptions: In each of the above positions, exceptions to the criterion of the terminal degree may be made for individuals who have an outstanding record of professional accomplishment appropriate to the rank involved. Although in most academic fields, the terminal degree refers to an earned doctorate, in certain academic areas the doctorate is not ordinarily required of candidates for appointment, promotion, and tenure.]

2x.2.3 Sponsored/Endowed Chairs

These externally-funded positions are intended for individuals with notable records and expertise in a specific field of academic research. The holder of a sponsored chair may or may not be tenured at the university.

2x.2.4 Sponsored Chair, Endowed Chair

These positions are intended for individuals whose exceptional record and expertise in a specific field warrant this position of leadership over a well-defined academic research activity. The holder of a Sponsored Chair may or may not be tenured at the university. Sponsored Chairs are appointed for fixed terms established at their commencement. The appointments may be renewed after a through performance evaluation.

2x.2.4 Professors Emeriti

Faculty members who have served the university for an extended period of time may be granted the honorary title of Professor Emeritus (or Professor Emerita) upon retirement.

Recommendations for awarding this title originate in the primary academic department of the retiree and are sent to the appropriate dean and then to the provost for approval. The title itself is conferred upon action by the Board of Trustees. Professors Emeriti do not have voting privileges.

2x.2.5 Associate Faculty Members

This designation is granted to all faculty from other universities who are members of Federated Departments, as defined in section 2x.4.3. Associate Faculty Members have the right to attend NJIT faculty meetings with voice, but not vote. However, faculty from other universities who serve as Chairpersons of Federated Departments are full voting members of the NJIT faculty for the duration of their terms as Chairpersons.

[From Section 2.1: Faculty from other universities who serve as Chairpersons of Federated Departments are also full voting members of the NJIT faculty for the duration of their terms as Chairpersons. All other faculty from other universities who are members of the Federated Departments are considered non-voting associate members of the NJIT faculty. Such associate members do have the right to attend NJIT faculty meetings.]

2x.3 STAFF

2x.3.1 GENERAL STATEMENTS ON INSTRUCTIONAL STAFF

The instructional staff consists of members of the university community who hold non-tenure track positions, including University Lecturers, Visiting Professors, Research Professors, Research Associates, Post-Doctorial Fellows, Adjunct Instructors, and Affiliated Faculty Members. The extent of their role in departmental governance is determined by the bylaws of the administrative unit of appointment. Members of the instructional staff do not have voting privileges in faculty meetings.

[2.2.5 Instructing Staff Positions]
The Following Full- And Part-Time Positions Are Not Tenure-Track

2x.3.2 Instructional Staff Positions

- **University Lecturer.** This full-time, non tenure-track position is designed to support the instructional role of the faculty and to provide a degree of flexibility allowing the university to achieve its goals. Intended primarily as a teaching position, the position of university lecturer can be used to fill an administrative position in special circumstances. Both evaluation and consideration for advancement are managed by the administrative unit of appointment. (Special Lecturer: This full-time non tenure-track position is designed to supplement the faculty and to provide a degree of flexibility allowing the university to achieve its goals more effectively. The position is intended for individuals with graduate degrees who have special skills in teaching and/or administrative work.)

- **University Lecturer in (Discipline):** This full-time non tenure-track position is intended primarily as a teaching position. Their appointment, evaluation, and consideration for promotion to senior rank shall be managed by each school and department. Individuals holding this position must have a terminal degree or a graduate degree and extensive work experience in the relevant discipline.]

- **Senior University Lecturer.** This full-time non tenure-track position is reserved for university lecturers whose record of sustained instructional excellence warrants advancement to a senior rank. Both evaluation and consideration for advancement are managed by the administrative unit of appointment. (Senior University Lecturer in (Discipline): This full-time non tenure-track position is reserved for University Lecturers who have performed in a manner deserving of promotion to a senior rank. Their appointment and evaluation shall be handled as in the case of University Lecturers.

Regarding University Lecturer and Senior University Lecturer Positions: In keeping with the natural strong preference for appointing tenure-track and tenured faculty as a means of achieving and enhancing academic excellence, each department and school shall determine the size of its Lecturer cohort. The size should be the minimum consistent with the goals and needs of the school or department.[]

- **Visiting Professor (including Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, and Visiting Distinguished Professor):** These full-time positions are temporary appointments, normally designed for individuals who hold academic appointments at other universities or research centers. Appointments are managed by the host administrative unit. (Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, Visiting Distinguished Professor: These full-time positions are temporary appointments, ordinarily for one year, normally designed for individuals who hold academic appointments at other universities.]

- **Research Professor/Research Associate (including Distinguished Research Professor, Research Professor, Research Associate Professor, Research Assistant Professor, Senior Research Associate, Research Associate, Research Assistant, Post-Doctoral Fellow):** These full-time positions support the research role of the faculty. Both evaluation and consideration for advancement are managed by the administrative unit of appointment.
Proposed Revision to 2007 Faculty Handbook, 2008 Sections 2x – 2x.4 [old version italicized in brackets]

**Distinguished Research Professor, Research Professor, Research Associate Professor, Research Assistant Professor, Senior Research Associate, Research Associate, Research Assistant, Post-Doctoral Fellow:** These full-time positions are termed appointments, ordinarily not to exceed three years, which involve research and, in some cases, teaching responsibilities.

- **Adjunct Instructor:** Adjuncts are hired on a term-by-term, part-time basis to fill specific teaching needs. Both evaluation and consideration for advancement are managed by the administrative unit of appointment.

- **Adjunct Staff:** Members of the Adjunct Instructing Staff are hired on a term-by-term basis to fill specific teaching needs not being met by the Faculty or other members of the Instructional Staff. This is a part-time position, ordinarily involving the assignment of one or two courses a term.

- **Affiliated Faculty Member:** This honorific designation is reserved for individuals who are not NJIT employees and are not paid for their services by NJIT, but rather participate voluntarily in faculty-directed activities involving research or instruction, such as serving on thesis and dissertation committees, mentoring students, participating in curriculum review and strategic planning activities, and assisting with international programs. Affiliated Faculty Members are appointed to three-year, renewable terms on the recommendation of the Chairperson of an academic department or the Director of a degree program, subject to the approval of the appropriate college Dean and the Provost. At the discretion of the university, Affiliated Faculty Members may appear on department or program websites, may identify themselves as Affiliated Faculty Members outside NJIT, and may be granted access to specific resources at NJIT, such as library privileges and guest parking privileges when they are on campus for relevant activities.

2x.4 ACADEMIC UNITS

As a research university, NJIT is structured into traditional academic units: colleges (or schools) and departments. Currently, there are six colleges, five of which are the locus of regular faculty appointments. Each college is led by a Dean, reporting to the Provost. Newark College of Engineering (NCE), the College of Science and Liberal Arts (CSLA), and the College of Computing Sciences (CCS) contain a number of academic departments, each headed by a Department Chairperson. The College of Architecture and Design (CoAD) consists of NJ School of Architecture and the School of Art and Design. The School of Management (SoM) consists of a single faculty unit. The Albert Dorman Honors College (ADHC) is designed to meet the needs of Honors students. Though it is led by a Dean, there are no Faculty appointments within ADHC.

2x.4.1 Policy on Change of Department Affiliation.

Non-tenured and tenure-track faculty members may request to change their department affiliation. To be implemented, this request must be approved by the Promotion and Tenure Committee of the receiving Department, by the Dean of the College as well as the Dean of the new College if the change involves two colleges, and the Provost. In the case of non-tenured faculty, this request must be made before the time of tenure eligibility.

In the case of tenured Faculty, the request for a change of Departmental affiliation must be approved by the Promotion and Tenure Committee of the receiving Department, by the appropriate Dean(s) and by the Provost.
Proposed Revision to 2007 Faculty Handbook, 2008 Sections 2x – 2x.4 [old version italicized in brackets]

[From Section 2.2.3:

- Policy on Change of Department Affiliation: In extraordinary circumstances, tenure track faculty members may seek to change their Department affiliation. This procedure will be accomplished in a manner similar to that for new hires and will include the recommendation of the P&T Committee of the receiving Department.]

2x.4.2 Joint Appointments

In most cases Faculty appointments are made to a specific Department within a specific College, with promotion and tenure being considered exclusively within that single unit. However, in pursuit of multidisciplinary activities, either in teaching, scholarly research, or both, a faculty member may seek a joint appointment in more than one academic unit. Unless unusual circumstances indicate otherwise, the request for a joint appointment should be honored.

2x.4.2.1 Policies and Procedures on Joint Appointments

General procedures: The request for a joint appointment is initiated by the faculty member and should be addressed to the Chairperson of each academic unit involved. To be implemented, the request must be supported by both Chairpersons, by both Promotion and Tenure Committees, by the Dean of the College (both Deans, if more than one college is involved), and by the Provost.

[From Section 2.2.3: Policy on Joint Appointments

General procedures: Such appointments may be initiated by the faculty member. Formal initiation is made by the Chairperson of either Department, and must have the agreement of the faculty member, both Chairpersons, the respective P&T Committees, the Dean(s) of the College(s), the Provost, and where and to the extent appropriate, are subject to labor union jurisdictional reviews for scope of negotiation determination.]

Specific implications of joint appointments:

- Each joint appointment involves a primary and secondary status. The primary Department is responsible for evaluation for sabbatical leave, merit, promotion, and tenure through its regular procedures. The secondary Department is expected to contribute to the process through recommendations to the primary Department.

[From Section 2.2.3:

- Each appointment involves a primary and secondary faculty status. In a primary Department, for example, the faculty member must be considered for all personnel actions in the same manner as other Departmental faculty; i.e., through the regular procedures of the Departmental P&T Committee. The secondary Department is obliged to make recommendations toward actions initiated in the primary Department. Leaves, salary, and other financial adjustments are initiated by the primary Department, with appropriate recommendations from the secondary Departments, program, center, or college.]

- Teaching assignments and research programs are negotiated between the faculty member and the Chairpersons of both Departments. A faculty member is expected to serve on committees within the primary Department, but not in the secondary Department unless the faculty member asks to serve on a particular committee. Joint appointees are expected to attend Department meetings of the primary Department and should be invited to meetings of the secondary Department.

[From Section 2.2.3:
Teaching loads and research programs are to be negotiated between the faculty member, the Chairpersons of both Departments and, where appropriate, the P&T Committee of the primary Department. FTEs must be factored into negotiations. A faculty member must serve on committees within the primary Department, but normally does not serve in such capacities in the secondary Department. It is expected that joint appointees will, however, participate in appropriate activities (e.g., teaching, research projects, etc.) in their secondary Department on an annual basis. Continuation of a joint appointment is by common agreement of all the parties involved. Where operational conflicts cannot be resolved, the appropriate Dean(s) and the Provost will mediate and make final adjudications.

Continuation of a joint appointment is by common agreement of all the parties involved. When conflicts arise which cannot be resolved within the Departments, the appropriate Dean(s) and the Provost will mediate and make final adjudications.

A Faculty member may also request a joint appointment with a Research Center or with an interdisciplinary program. In such cases the Chairperson of the primary Department consults with the Director of the Center or program to determine the responsibilities of the faculty member and solicits input regarding merit, promotion and tenure. [From Section 2.2.3:

- Types of Appointments
  - Joint Appointment Within the Same College: This appointment carries a primary and secondary appointment, following the guidelines described under procedures above.
  - Joint Appointments Across Two Colleges: The above procedures are followed with the additional agreement of the respective Deans of the colleges. Conflict at this level will be resolved by the Provost.
  - Joint Appointments With NJIT Centers Or Interdisciplinary Programs: normally retain the faculty member with full membership in a Department (or college) with salary, teaching load, FTEs, research projects, and other responsibilities to be negotiated among the faculty member, the Department (or college), and the center or program.]

Where a Federated Department or program has been created between NJIT and another university, the faculty members retain full membership in their Departments at the primary University. Recommendations regarding merit, promotion and tenure are made through the Promotion and Tenure process at the home University, with input from the other University. Teaching assignments, committee activity, scholarly research, leaves, support for publication and for travel to conferences are all based in the Department of the primary University. For NJIT Faculty in Federated Departments, all NJIT personnel policies and applicable collective bargaining agreement parameters will be retained.

[Joint Appointments Between NJIT and Another University (E.G., Rutgers-Newark): Where a Federated Department or program has been created, the faculty members retain full membership in their Departments at their primary university, and also participate in the designated activities (e.g., graduate studies, research, course scheduling) of the Federated Department. All NJIT personnel policies and applicable collective bargaining agreement parameters will be fully retained, with appropriate consultation with the Federated Departments.]

A request for a joint appointment with a Department or Program at another college not Federated with NJIT will be reviewed and negotiated on an individual basis.
Proposed Revision to 2007 Faculty Handbook, 2008 Sections 2x – 2x.4 [old version italicized in brackets]

- [A Joint Appointment Directly With External Colleges, Departments, Or Programs Of Another University: will be negotiated on an individual basis, using the formal review and appointment process of NJIT and consulting with the authorized labor representative.]

2x.4.3 FEDERATED DEPARTMENTS

Upon the recommendation of the faculty, and with the approval of the administration, an academic Department or other faculty unit, such as a division within a Department, may federate with an academic Department or faculty unit of another university (e.g. Rutgers-Newark) in order to offer an expanded program, provide better services to students and faculty, and improve overall service. The resulting "Federated Department" exists as a full-fledged academic Department at both universities.

[1.3 Federated Departments/Units

Upon the recommendation of the faculty, and with the approval of the administration, an academic Department or other faculty unit, such as a division within a Department, may federate with an academic Department or faculty unit of another university (e.g. Rutgers-Newark) in order to offer an expanded program, provide better services to students and faculty, and improve overall service. The resulting "Federated Department" exists as a full-fledged academic Department at both universities.]

2x.4.3.1 Formation and Dissolution of Federated Departments with Rutgers-Newark

- Definition: The appellation “Federated Department” recognizes that each such Department has been created out of two separate Departments or faculty units, one at NJIT and one at Rutgers-Newark.

- Procedure for Forming Federated Departments: Whenever a majority of the faculty in an academic Department or faculty unit at NJIT and a majority of the faculty in an academic Department or faculty unit at Rutgers-Newark each vote to establish a Federated Department with each other, a proposal to federate will be brought to the Committee on Academic Affairs and, upon approval, to a meeting of the NJIT faculty. The recommended federation will be presented to the administrations of both universities for final approval.

- Procedure for Dissolving Federated Departments: Federated Departments will review the issue of federation every three years. If, during a review, either a majority of the members of any one unit comprising a Federated Department, or a two-thirds majority of the full membership of a Federated Department, vote in favor of dissolution, the administrations of NJIT and Rutgers-Newark will meet to discuss the merits of, and steps to dissolve, the federation as quickly as feasible. Further, NJIT and Rutgers-Newark retain their independent managerial right to dissolve a Federated Department.

[2.23 Rules Governing Federated Departments with Rutgers-Newark

2.23.1 Formation and Dissolution of Federated Departments

- Definition: The appellation "Federated Department" recognizes that each such Department has been created out of two separate Departments or faculty units, one at NJIT and one at Rutgers-Newark.

- Procedure for Forming Federated Departments: Whenever a majority of the faculty in an academic Department or faculty unit at NJIT and a majority of the faculty in an academic Department or faculty unit at Rutgers-Newark each vote to establish a Federated Department with each other, a proposal to federate will be brought to the Committee on Academic Affairs and, upon approval, to a meeting of the NJIT faculty. The recommended
federation will be presented to the administrations of NJIT and Rutgers-Newark for final approval.

• Procedure for Dissolving Federated Departments: Federated Departments will review the issue of federation every three years. If, during a review, either a majority of the members of any one unit comprising a Federated Department, or a two-thirds majority of the full membership of a Federated Department, vote in favor of dissolution, the administrations of NJIT and other academic units, e.g., Rutgers - Newark, will meet to discuss the merits of, and steps to dissolve, the federation as quickly as feasible. Further, NJIT and the other institutions retain their independent managerial right to dissolve a Federated Department.

2x 4.3.2 Promotion and Tenure Procedures for Federated Departments with Rutgers-Newark

• The Committee Chairperson: The Chairperson of each Federated Department shall be the Chairperson of that Department's Promotion and Tenure Committee at NJIT and Personnel Committee at Rutgers-Newark. However, a Chairperson from Rutgers-Newark shall not vote when NJIT faculty members are under consideration, just as a Chairperson from NJIT shall not vote when Rutgers faculty members are under consideration.

• Committee Composition and Procedures

• NJIT Faculty: When NJIT faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Promotion and Tenure Committee shall be in accordance with Section [insert here the number of the section in the revised Handbook that covers the composition of department P&T committees at NJIT], using the criteria in Section [insert here the number of the section in the revised Handbook that covers the criteria for P&T decisions at NJIT]. In addition to the P&T Committee, tenured Rutgers faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the promotion and tenure process. Their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the Committee's formal recommendation.

• Rutgers-Newark Faculty: When Rutgers-Newark faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Personnel Committee (i.e., P&T Committee) shall be in accordance with Section V of the Faculty Bylaws of Rutgers-Newark. Tenured NJIT faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the personnel process; their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the Committee's formal recommendation.

• Determination of Promotion and Tenure/Personnel Committee and Procedures

• Faculty members who are tenure-track at the inception of the Federated Department shall have the choice at the beginning of tenure evaluation of being evaluated only by faculty members who would have evaluated them if federation had not occurred, with or without vote as set forth above. If the faculty member chooses the latter method and the Chairperson of the Federated Department is not a tenured member of his or her home institution, the Dean of the college in which the federated faculty member was appointed shall select one of the tenured members of the home institution to act as Chairperson of the P&T Committee.
• With regard to all other members of a Federated Department, including tenure track faculty hired after the inception of a Federated Department, the P&T Committee and procedures of the Federated Department shall be in effect.

[2.23.2 Promotion and Tenure Procedures for Federated Departments]

• The Committee Chairperson: The Chairperson of each Federated Department shall be the Chairperson of that Department's Promotion and Tenure Committee at NJIT and Personnel Committee at Rutgers-Newark. However, a Chairperson from Rutgers shall not vote when NJIT faculty members are under consideration, just as a Chairperson from NJIT shall not vote when Rutgers faculty members are under consideration.

• Committee Composition and Procedures
  o NJIT Faculty: When NJIT faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Promotion and Tenure Committee shall be in accordance with Section 2.3.2, using the criteria in Section 2.2. In addition to the P&T Committee, tenured Rutgers faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the promotion and tenure process. Their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the Committee's formal recommendation.
  o Rutgers-Newark Faculty: When Rutgers-Newark faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Personnel Committee (i.e., P&T Committee) shall be in accordance with Section V of the Faculty Bylaws of Rutgers-Newark. Tenured NJIT faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the personnel process; their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the Committee's formal recommendation.
  o Determination of Promotion and Tenure/Personnel Committee and Procedures
    ▪ Faculty members who are tenure-track at the inception of the Federated Department shall have the choice at the beginning of tenure evaluation of being evaluated only by faculty members who would have evaluated them if federation had not occurred, with or without vote as set forth above. If the faculty member chooses the latter method and the Chairperson of the Federated Department is not a tenured member of his or her home institution, the Dean of the college in which the federated faculty member was appointed shall select one of the tenured members of the home institution to act as Chairperson of the P&T Committee.
    ▪ With regard to all other members of a Federated Department, including tenure track faculty hired after the inception of a Federated Department, the P&T Committee and procedures of the Federated Department shall be in effect.]

2x.4.3.3 Federated Department Bylaws

• Creation of Federated Department Bylaws: Each Federated Department shall devise Department bylaws, which may not contradict the NJIT Faculty Handbook, the corresponding document at the other academic institution, or the applicable collective bargaining agreements of either university.
• Approval of Federated Department Bylaws: The bylaws of a Federated Department will be considered to be in effect when they have fulfilled the stipulations in Section [insert section #] and the equivalent regulations for approval of Department bylaws at the other university.

[2.23.3 Federated Department Bylaws]
• Creation of Federated Department Bylaws: Each Federated Department shall devise Department bylaws, which may not contradict the NJIT Faculty Handbook, the corresponding document at the other academic institution, or the applicable collective bargaining agreements of either universities.
• Approval of Federated Department Bylaws: The bylaws of a Federated Department will be considered to be in effect when they have fulfilled the stipulations in Section 2.22 and the equivalent regulations for approval of Department bylaws at Rutgers-Newark.]

2x.4.3.4 Status of Federated Departments and Their Faculties

• Faculty Status in the Event of Dissolution: Should a Federated Department be dissolved, NJIT faculty shall retain full faculty status in the NJIT Department out of which the Federated Department was formed, or in another appropriate Department as determined by NJIT.

• Policies: All NJIT policies applicable to faculty, including collective bargaining agreement parameters, will be fully retained for NJIT faculty in Federated Departments.

[2.23.4 Status of Federated Departments and Their Faculties]
• Faculty Status in the Event of Dissolution: Should a Federated Department be dissolved, NJIT faculty shall retain full faculty status in the NJIT Department out of which the Federated Department was formed, or in another appropriate Department as determined by NJIT.]
• Policies: All NJIT policies applicable to faculty, including collective bargaining agreement parameters, will be fully retained for NJIT faculty in Federated Departments (see Section 2.23).]
3E. Approve Resolution to Amend Faculty Handbook to Include a Section Entitled “Restructuring of Academic Units”
RESOLUTION TO AMEND THE FACULTY HANDBOOK TO INCLUDE A SECTION ON RESTRUCTURING OF ACADEMIC UNITS

WHEREAS, the Faculty Council has proposed adding a section to the Faculty Handbook regarding Restructuring of Academic Units; and

WHEREAS, the Faculty have approved the proposed addition; and

WHEREAS, the Provost and the President concur with the addition;

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the Board approves amending the Faculty Handbook to include a section entitled "Restructuring of Academic Units" enclosed herein.

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

Date
2.24 Restructuring of Academic Units

2.24.1 Principles
To allocate its resources effectively, the University may from time to time merge, reduce or discontinue academic units (defined in section 2.24.2) when they are no longer central to the University's mission or when resources must be allocated to other units deemed more critical to its mission. Such changes are hereafter referred to as restructuring. Although it is expected that changes in the academic structure of the university through merger, reduction, or discontinuance of academic units will occur infrequently, they are potentially disruptive, so that procedures are needed to ensure fair treatment of faculty, staff, and students housed in the affected units. The procedures are outlined in Appendix F. To the extent that similar issues arise in the creation of new academic units (including splitting an existing unit into two), these procedures should apply to those cases also.

2.24.2 Definitions
- "Academic unit" refers to a department, school, or college within the university.
- "Program reduction" refers to the elimination of part of an academic unit, such as a sequence of courses, a track or specialty, or a major program of study within an academic unit.
- "Merger" refers to the joining of the faculty of two or more academic units through administrative action, one consequence of which could be program reduction.
- "Discontinuance" refers to the elimination of an academic unit.

2.24.3 Responsibility and Duties of the President
The NJIT Board of Trustees has ultimate responsibility for approval of the University's mission, role, and scope, and for the degree programs offered by the University. The Board delegates to the President responsibility for administration of the University and its programs of instruction, research, and service. Decisions to restructure academic units are the responsibility of the President. The President has the duty to seek the advice of administrators and faculty within the University in considering such decisions and to ensure that all faculty and staff who might be affected by such restructuring are consulted before a final decision is made, and to ensure that the decision takes into account the rights and needs of current faculty, staff, and students.

2.24.4 Role of the Faculty Council
In cases where the proposed restructuring can be accomplished without significant impact on faculty appointments, the role of the Faculty Council shall be limited to responsibilities described in section 2.1 of the Faculty Handbook. In cases that do result in significant impact on faculty appointments (e.g. termination or significant change of duties of a tenured or tenure-track appointment before the end of the time specified for that appointment in the Faculty Handbook), an ad-hoc committee (referred to hereafter as the Committee) formed under the auspices of the Faculty Council shall represent faculty interests, with the intention of ensuring appropriate reassignment of impacted faculty. The function of the Committee will be to oversee the procedures laid out in Appendix F, step 3a, to ensure that the Provost receives
objective and unbiased information on the matter. The Committee shall consist of seven tenured faculty members, with four members appointed by the Faculty Council and three appointed by the Provost. The Provost shall not appoint any person who is currently a Dean, Assistant or Associate Dean, Assistant or Associate Provost, or Vice President. To ensure Committee objectivity, due diligence will be given regarding each appointment to the Committee to avoid real or apparent conflicts of interest. In particular, no members shall be appointed from academic units directly affected by the restructuring, and no more than two of the members appointed by either the Faculty Council or the Provost shall be faculty members of the same college or school. The Committee elects its own chairperson from among its members.

Appendix F

When a Dean, after consultation with the Provost and any other appropriate Deans or department chairs, believes it necessary to consider restructuring of an academic unit, the procedure herein shall be followed. In cases where the restructuring above is a merger, reduction, or discontinuance of colleges or schools, the Provost shall perform the duties assigned to the Dean in this document, and the first recommendation shall be made to the President rather than to the Provost.

1. The Dean shall convene a meeting of the appropriate faculty of the affected units. At this meeting the Dean shall explain the reasons for considering restructuring and propose the terms and conditions of any changes in faculty status resulting from the proposed restructuring, such as termination of faculty positions, reassignment of faculty, modifications in research or teaching assignments, changes in reporting channels, or retraining that would be provided to facilitate continued employment of faculty. The Dean shall ask the faculty to introduce any information in support of continuation of the academic unit or to suggest alternatives. This information may be conveyed to the Dean orally or in writing, individually or in groups, and must be received within a reasonable period of time following the meeting (normally two weeks). In addition, any faculty member with tenure who believes that reassignment or modifications in research or teaching assignments is tantamount to termination of his/her appointment with the University (hereafter referred to as impacted faculty) shall inform the Dean in writing, providing reasons for his/her concern, within this same period of time. If, after a reasonable period following the meeting with the unit in question (normally two weeks), the Dean decides to pursue the proposed merger or discontinuance, and there are no impacted faculty, he or she shall proceed to step 2. If the Dean has received written responses from impacted faculty, he or she shall proceed to step 2a.

2. The Dean shall convey the reasons for considering the restructuring, along with a summary of all responses received, to the Provost, Deans, and the Faculty Council. It is expected that the Provost will consult with the UCRC, Graduate Council, and CAA regarding academic and administrative impact of the proposed restructuring. A copy of the summary conveyed by the Dean shall be available to the faculty in the office of the academic unit under consideration. Such notification is to provide opportunity to identify consequences that may have been overlooked or elicit suggestions for alternatives. The Dean shall allow a reasonable period (normally thirty days during the fall and spring semester) for these groups to respond. If, after receiving any responses from these groups, the Dean decides to proceed with consideration of the restructuring, and no faculty appointments are to be terminated, the Dean shall proceed to step 3.
3. The Dean shall submit a recommendation to the Provost. This recommendation shall include all information and advice regarding the proposed restructuring that has been offered by individuals or groups, including the report of the Committee and vote of the Faculty if step 3a has been invoked. In all cases, the Dean's recommendation shall include proposed provisions to allow students already enrolled to complete their degree requirements.

4. The Provost is responsible for reviewing the recommendation for restructuring from the Dean, and for ensuring that all steps in these procedures have been followed. The Provost may ask for additional information or clarification concerning items included in the Dean's recommendation, and may seek advice from knowledgeable parties on campus or elsewhere. The Provost shall make a final recommendation to the President, which recommendation shall be made public.

5. The President, after studying the recommendation from the Provost, and obtaining any additional information, clarifications, or advice that he or she thinks necessary, shall make the decision whether to restructure the academic units. If the President decides to restructure units, provisions shall be made to allow students already enrolled to complete their degree requirements. Every effort will be given to finding continued employment at the University for administrative, technical, or clerical staff members whose jobs might be lost.

2a. If the Dean has received written notice from affected faculty in step 2, the Dean shall inform the Faculty Council. Within a reasonable period (normally two weeks), the Dean shall convene a second meeting of the faculty of the affected units, with members of Faculty Council invited, and convey to them a summary of whatever information has been assembled and the alternatives suggested. The Dean shall provide a written statement explaining plans for all impacted faculty members. If the Dean's plan is accepted by the impacted faculty members, the Dean shall proceed to step 2. Otherwise, the Dean shall continue with step 3a.

3a. Those impacted faculty not satisfied by the Dean's written plan shall indicate their concerns to the Dean in writing within a reasonable period (normally two weeks), requesting that the restructuring be reviewed by the Faculty Council, and the Committee shall be constituted. The purpose of the Committee's work shall be to provide objective and unbiased information on the matter to the Faculty Council and the Provost. The Faculty Council shall request the Committee to determine whether the restructuring is based on sound educational considerations. Examples of factors that may be considered include program viability (based on demand for a program and the potential for growth), and the need to avoid duplication, or to effect economies in management, or to strengthen related programs. An academic unit's record of excellence will be a consideration in decisions regarding soundness of the restructuring, but will not be the sole deciding factor. The Committee shall have a summary of all data gathered and shall have access to the original materials from which the summary has been compiled. The Committee is free to gather other material at its discretion; it may seek advice from knowledgeable parties on campus or elsewhere. Normally the committee should complete its work within thirty days. The committee shall convey its report to the Faculty Council, who then shall make a recommendation regarding acceptance. The report and the Faculty Council acceptance recommendation will be presented to the University faculty who will vote on concurrence. The committee's report, together with the Faculty Council's recommendation and the vote of the Faculty, shall be conveyed to the Dean, who shall then proceed to step 3.
3F. Approve Resolution to Encourage Open Debate and Consensus Building in Effective and Efficient Development of Policies and Procedures
STATEMENT ON OPEN DEBATE AND CONSENSUS BUILDING IN EFFECTIVE AND EFFICIENT DEVELOPMENT OF POLICIES AND PROCEDURES

Since the Development of the Faculty Handbook in the 1960's, which contains some administrative policies and procedures related to faculty rights and responsibilities, Handbook changes have been executed through proposed changes, generally initiated by Faculty Council or the Administration, being brought before the faculty at faculty meetings at which proposed changes were openly debated and voted on in public, and, with concurrence by the Provost and President, brought before the Board of Trustees for consideration.

For a number of years, participation in faculty meetings has been limited, and a 50% quorum has been difficult to obtain. Recently, the quorum was reduced to 20% of the faculty. At the February 16 faculty meeting at which the proposed Handbook change "Procedure to Change or Amend NJIT Faculty Handbook as an Amendment to the Faculty Handbook" was narrowly approved by the faculty, both the Provost and President voted against the proposed change. The proposed change does not encourage participation in open debate of issues, does not encourage faculty to be informed about issues prior to taking a position, nor does it encompass many of the characteristics and principles of good governance. Although the Provost and President do not concur with the proposed change, the Faculty Council requested that the Provost and President bring the proposed change to the Board of Trustees for consideration.

As a non-precedent-setting action, the Provost and President agreed to bring the proposed change to the Board of Trustees for consideration, but recommend that it not be approved for the reasons stated above and because a recommendation will be made to the Board that a more inclusive and participatory form of shared governance be developed at NJIT than currently exists.
RESOLUTION TO ENCOURAGE OPEN DEBATE AND CONSENSUS BUILDING IN EFFECTIVE AND EFFICIENT DEVELOPMENT OF POLICIES AND PROCEDURES

WHEREAS, Civility is an NJIT core value and should be exercised in open debate and consensus building; and

WHEREAS, core characteristics of good governance include participation, transparency, responsiveness, consensus building, effectiveness and efficiency, and accountability;

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the Board encourages open debate and consensus building in effective and efficient development of policies and procedures; and

THEREFORE BE IT FURTHER RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the Board does not approve the Procedure to Change or to Amend NJIT Faculty Handbook as an Amendment to the Faculty Handbook proposed through the Faculty Council and recommended by the faculty on February 16, 2011 as it does not encourage open debate and consensus building in effective and efficient development of policies and procedures.

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

Date
The Motion for
Procedure to Change or to Amend NJIT Faculty Handbook
as an Amendment to the Faculty Handbook
was approved by NJIT Faculty on Feb 16, 2011

5. Procedure to Change or to Amend the Faculty Handbook

5.1 Voting Procedure

The faculty will complete voting on a proposed change or amendment to the Faculty Handbook introduced and discussed by the Faculty at a Faculty Meeting. The method of voting will be by mail ballot or by electronic voting sent out by the Faculty Council within 30 days of its introduction at a Faculty Meeting. The proposed change or amendment shall be considered approved if 50% of those voting are in favor of the proposed change or amendment and secondly, it is required that at least 20% of the eligible faculty cast a vote on the change or amendment.

5.2 Board of Trustees Approval

Any change or amendment approved by the Faculty must be approved by the Board of Trustees before incorporation into the Faculty Handbook and implementation.
3G. Approve Resolution Requesting the Administration Develop Policies and Procedures for Implementing a Shared Governance Structure with Responsibilities as Delegated by the Board of Trustees
A Shared Governance Model for NJIT

Board of Trustees
April 7, 2011
The NJIT Self Study: Reflection

“The extent to which each educational institution accepts and fulfills the responsibilities inherent in the [accreditation] process is a measure of its concern for freedom and quality in higher education and its commitment to striving for and achieving excellence in its endeavors.”

Criteria for the institution

- “that it has a mission appropriate to higher education;
- that it is guided by well-defined and appropriate goals, including goals for student learning;
- that it has established conditions and procedures under which its mission and goals can be realized;
- that it assesses both institutional effectiveness and student learning outcomes, and uses the results for improvement;
- that it is accomplishing its mission and goals substantially;
- that it is organized, staffed, and supported so that it can be expected to continue to accomplish its mission and goals; and
- that it meets the requirements of affiliation and standards of MSCHE.”
The NJIT Governance Framework

- “A Faculty Council was established at Newark College of Engineering during the academic year 1965-1966, in response to a perceived need for increased Faculty participation in all aspects of NCE activity.”
Role of the NJIT Self Study: RASC
February 14, 2011 Motion

“In response to Standards 1, 4, 6, and 10 established by the Middle States Commission on Higher Education, the RASC supports the articulation, development, and recommendation of a shared governance model for NJIT.”
Review of National Models: Selection
Review of National Models: Findings

• University of Alabama, Huntsville
  – Faculty Senate entrusted with shared governance by Board of Trustees; standing committees

• Illinois Institute of Technology
  – Faculty Council with standing committees

• Missouri University of Science and Technology
  – Faculty Senate focus on education and research; standing committees

• University of Maryland, Baltimore County
  – Faculty Senate with standing committees

• Georgia Tech
  – Faculty Senate with standing committees

• University of South Florida
  – The Faculty Senate operates according to the Principles of Shared Governance; standing committees

• University of Kentucky
  – University Senate membership is composed of faculty, ex officio members, and students; standing committees

• Rutgers, The State University of New Jersey
  – The Rutgers University Senate is a university wide deliberative body consisting of faculty, students, staff, administrators, and alumni; standing committees
Faculty-Centered Model and University Senate Model: Beyond Semantics

- In a faculty-centered model,
  - the faculty largely respond to the initiatives of others
  - the faculty act on primarily academic issues
  - the faculty are hierarchically associated with other shareholders
  - the faculty act within an academically-oriented timeframe

- In a university senate model,
  - the faculty design initiatives in collaboration with other shareholders
  - the faculty act on issues of both educational effectiveness and institutional context
  - the faculty are networked with other shareholders
  - the faculty act within an institutionally-oriented timeframe
Need for a Contemporary Governance System: The NJIT Model

- **Representation** among shareholders
- Clearly defined mission, vision, and **authority** associated with a governing body such as a *University Senate*
- **Deliberation** as an assurance of rigorous analysis
- **Structured** standing committees associated with the *Senate*
- **Transparent** committee processes and actions
- **Responsive** to New Jersey, regional, and federal environments
- **Timely closure** on key decisions
Draft NJIT Shared Governance Model

Shared Governance Model
DRAFT

- Board of Trustees
- President and Senior Staff
- University Senate
  - Committee includes Ex officio members, Faculty, Staff, Student Government Association, Graduate Student Association and Alumni Association, plus Legal Affairs as non-voting member
  - Initial, first year membership determined by Faculty Council, Dean's Council, and Senior Staff

- Committee 1: Mission & Integration
  - Chair, Vice-Chair plus 5 core members
- Committee 2: Strategic Planning
  - Chair, Vice-Chair plus 5 core members
- Committee 3: Integrity & Leadership
  - Chair, Vice-Chair plus 5 core members
- Committee 4: Student Learning Assessment
  - Chair, Vice-Chair plus 5 core members
- Committee 5: Admission & Retention
  - Chair, Vice-Chair plus 5 core members

- Committee 6: Faculty Research, Service and Economic Development
  - Chair, Vice-Chair plus 5 core members

- Committee 7: Instruction and Curriculum
  - Chair, Vice-Chair plus 5 core members

Subcommittees
- Assign existing University Standing Committees within University Senate structure
Resolution: A Shared Governance Model for NJIT

• NJIT President and Senior Staff
  – to work collaboratively with representatives of administration, faculty, staff, students, and alumni to create a University Senate for NJIT,
  – to report on the design of the University Senate at the June 2, 2011, meeting of the Board of Trustees, and
  – to implement the University Senate in the 2011 calendar year.
RESOLUTION TO ADOPT A SHARED GOVERNANCE MODEL For NJIT

WHEREAS, the Faculty Council has rendered distinguished service to NJIT since 1965,

WHEREAS, the decanal self study re-accreditation conducted for the NJIT has recommended articulation and development of a shared governance model for the university,

WHEREAS, national, regional, and state demands for post-secondary education require a contemporary university governance structure in which administrators, faculty, staff, students, and alumni work collaboratively to respond to issues of institutional context and educational effectiveness

WHEREAS, a University Senate model of governance embodies a contemporary governance structure providing shareholder representation, authoritative reporting, deliberative review, and a structured environment of transparency, timeliness, and closure,

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees authorizes the President and NJIT Senior Staff to work collaboratively with representatives of administration, faculty, staff, students, and alumni to create a University Senate for NJIT, to report on the design of the University Senate at the June 2, 2011, meeting of the Board of Trustees, and to implement the University Senate in the 2011 calendar year.
4A. FY11/FY12 Budget Update
# FY11 Mid Year Budget Adjustments

December 17, 2010

## NEW JERSEY INSTITUTE OF TECHNOLOGY

### FY11 Mid Year Budget Adjustments

#### December 17, 2010

<table>
<thead>
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<th>($000's)</th>
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<tbody>
<tr>
<td>Net to Close/ (Widen) Budget</td>
</tr>
<tr>
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<td>2,320</td>
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<td>223,371</td>
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<table>
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<th>Prior year commitments</th>
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<td>90</td>
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<tr>
<td>53</td>
</tr>
<tr>
<td>98</td>
</tr>
<tr>
<td>200</td>
</tr>
<tr>
<td>(759)</td>
</tr>
<tr>
<td>(1,685)</td>
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</table>

<table>
<thead>
<tr>
<th>Total Adjustments</th>
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</thead>
<tbody>
<tr>
<td>(2,101)</td>
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<table>
<thead>
<tr>
<th>Adjusted Budget</th>
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<tbody>
<tr>
<td>221,270</td>
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</table>

### NOTE:

Contains a revenue reduction (from the State) of $361,000 as a "place holder" for a CY2010 contribution to the Supplemental Benefit Program and Trust for employees with salary above $141,000 (8% of salary between $141,000 and the $245,000 IRS limit).
## FY12 Preliminary Budget Factors

**March 23, 2011**

($000's)

### FY11 Mid-Year approved operating budget

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Expense</th>
<th>Net to Close/ (Widen) Budget</th>
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</thead>
<tbody>
<tr>
<td>221,270</td>
<td>221,270</td>
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</table>

### Type of Revenue/Expense

<table>
<thead>
<tr>
<th>Type of Revenue/Expense</th>
<th>FY11 Mid-Year approved operating budget</th>
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<td>Net to Close/ (Widen) Budget</td>
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### State Appropriations (1):

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<th>Supplemental State Appropriation</th>
<th>Base</th>
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<tr>
<td>Fringe Benefits</td>
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#### Total State Appropriations

<table>
<thead>
<tr>
<th>Total State Appropriations</th>
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### Other Changes:

<table>
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<tr>
<th>FY11 Prior Year Purchase Orders</th>
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<tr>
<td>FY09 Year End Fund Balance</td>
<td>Base</td>
<td>(2,308)</td>
<td>(2,308)</td>
</tr>
<tr>
<td>FY10 Year End Fund Balance</td>
<td>Base</td>
<td>(1,268)</td>
<td>(1,268)</td>
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<tr>
<td>Intellectual Property</td>
<td>Base</td>
<td>(108)</td>
<td>169</td>
</tr>
<tr>
<td>Capital Campaign</td>
<td>Base</td>
<td>(493)</td>
<td>493</td>
</tr>
<tr>
<td>1-Time Transfers Other</td>
<td>Base</td>
<td>(64)</td>
<td>64</td>
</tr>
<tr>
<td>Start-Up Funds OPI Program</td>
<td>Base</td>
<td>(180)</td>
<td>180</td>
</tr>
<tr>
<td>Hourly Students</td>
<td>Base</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td>Annualization of FY11 Salary Program</td>
<td>Base</td>
<td>3,378</td>
<td>(3,378)</td>
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<tr>
<td>FY11 Sabbatical Reversal</td>
<td>1-Time</td>
<td>243</td>
<td>(243)</td>
</tr>
<tr>
<td>FY12 Sabbatical Savings</td>
<td>1-Time</td>
<td>(284)</td>
<td>284</td>
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<tr>
<td>Net - FY11 Annual Value of Vacancies / Salary Turnover</td>
<td>Base</td>
<td>(1,244)</td>
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#### Total Other Changes

<table>
<thead>
<tr>
<th>Total Other Changes</th>
<th>(5,684)</th>
<th>(781)</th>
<th>(4,903)</th>
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### Total Known Budget Adjustments

<table>
<thead>
<tr>
<th>Total Known Budget Adjustments</th>
<th>(7,179)</th>
<th>(781)</th>
<th>(6,398)</th>
</tr>
</thead>
</table>

### FY12 Preliminary Budget

| FY12 Preliminary Budget | 214,091 | 220,489 | (6,398) |

### FY12 Potential Budget Variables:

#### Tuition and Direct Program Expenses:

<table>
<thead>
<tr>
<th>Tuition and Fee Enrollment Change</th>
<th>Base</th>
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<tr>
<td>Tuition and Fee Rate Change</td>
<td>Base</td>
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<td>6,987</td>
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<tr>
<td>Undergraduate Awards</td>
<td>Base</td>
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<td>(348)</td>
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<tr>
<td>Graduate Awards</td>
<td>Base</td>
<td>213</td>
<td>(213)</td>
</tr>
</tbody>
</table>

#### Total Tuition and Direct Program Expenses

| Total Tuition and Direct Program Expenses | 8,924 | 561 | 8,363 |

### VP Requested Budget Increases:

| Faculty 'Net' Vacancy Requests | Base | 102 | (102) |
| Staff 'Net' Vacancy Requests   | Base | 2,030 | (2,030) |
| President's Fund               | Base | 1,500 | (1,500) |

#### Total VP Requested Budget Increases

| Total VP Requested Budget Increases | - | 3,632 | (3,632) |

### Total Potential Budget Adjustments

| Total Potential Budget Adjustments | 8,924 | 4,193 | 4,731 |

### FY12 Base Budget (includes Variables)

| FY12 Base Budget (includes Variables) | 223,015 | 224,682 | (1,667) |

---

(1) Assumes FY12 base appropriation is $37,696,000. Note that the FY12 Governor’s budget anticipates employee pension and health benefit reforms are in place by 7/1/11.

NOTE: Contains no contribution to the Supplemental Benefit Program and Trust for employees with salary above $141,000.
## Fiscal Year 2012 Preliminary Capital Budget

<table>
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<tr>
<th>Use</th>
<th>Revenue (000's)</th>
<th>Expense (000's)</th>
<th>Comment</th>
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<tr>
<td>Plant Fund</td>
<td>$8,800</td>
<td></td>
<td>From carryforward funds</td>
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<tr>
<td>Bond Funds</td>
<td>$5,000</td>
<td></td>
<td>New bonding/old bonds retired</td>
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<tr>
<td>Maintenance</td>
<td></td>
<td>$6,000</td>
<td>From new bonding/old bonds retired</td>
</tr>
<tr>
<td>Central King</td>
<td></td>
<td>$5,000</td>
<td>Bond funds</td>
</tr>
<tr>
<td>Equipment</td>
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<td>$1,400</td>
<td>Short term bonding</td>
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<td>Recurring Budget Shortfall</td>
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<td>Return from Plant Fund</td>
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<tr>
<td>Totals</td>
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## Physical Plant Projects FY 2012 and Beyond

### DRAFT

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<tr>
<th>Project Description</th>
<th>Location</th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>VAV system balancing</td>
<td>Weston</td>
<td>$140,000</td>
<td>$6,795,000</td>
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<tr>
<td>MEP Upgrade</td>
<td>York</td>
<td>$2,000,000</td>
<td>$8,795,000</td>
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<tr>
<td>Exterior Shell</td>
<td>GITC</td>
<td>$2,500,000</td>
<td>$11,295,000</td>
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<tr>
<td>HVAC Upgrades and Controls</td>
<td>Campus Wide</td>
<td>$65,000</td>
<td>$11,360,000</td>
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<tr>
<td>Hydraulic Oil replacement</td>
<td>Campus Wide</td>
<td>$175,000</td>
<td>$11,535,000</td>
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<tr>
<td>HVAC upgrade</td>
<td>Colton Bio-med Lab</td>
<td>$150,000</td>
<td>$11,685,000</td>
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<tr>
<td>Replace AC 1, 2, 3</td>
<td>CAB</td>
<td>$350,000</td>
<td>$12,035,000</td>
<td></td>
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<tr>
<td>Replace heating valves</td>
<td>CAB</td>
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<td>$12,235,000</td>
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<td>Replace roll filters with racks</td>
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<td>Faculty</td>
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<td>Ground Water Protection system</td>
<td>Gymnasium</td>
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<tr>
<td>Refurbish restrooms and showers</td>
<td>Redwood</td>
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<td>HVAC Upgrades</td>
<td>Specchi</td>
<td>$100,000</td>
<td>$16,315,000</td>
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<td>New heaters required for Maintenance Garage and carpenter's shop</td>
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<td>Replace restroom fixtures</td>
<td>Weston</td>
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<td>Replace windows</td>
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<td>Restore, repair, paint Mechanical Equipment Rooms</td>
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<td>Replace windows</td>
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<td>Replace Carpets</td>
<td>Cullimore, Library, Tiernan</td>
<td>$250,000</td>
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<tr>
<td>Replace roof top units AC1 and AC2</td>
<td>ECE</td>
<td>$60,000</td>
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<tr>
<td>Telecom room units</td>
<td>Fenster</td>
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<td>$18,445,000</td>
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<tr>
<td>Install back-up pump for perimeter heating</td>
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<td>New Shut Off valves for HVAC units and Heating Pumps</td>
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<td>MEP Upgrade</td>
<td>Kupfrian</td>
<td>$1,475,000</td>
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<tr>
<td>Fire alarm system upgrade</td>
<td>Specht</td>
<td>$40,000</td>
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<tr>
<td>Replace air handlers 2 &amp; 3</td>
<td>Kupfrian</td>
<td>$500,000</td>
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<tr>
<td>HVAC Upgrades and Controls</td>
<td>Campus Center</td>
<td>$60,000</td>
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<tr>
<td>ADA Compliance/Entry Doors</td>
<td>Campus Wide</td>
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<td>$22,040,000</td>
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</table>

**Total FY 2013**: $22,040,000
## Physical Plant Projects FY 2012 and Beyond

### DRAFT

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<tr>
<th>Priority</th>
<th>Project Name</th>
<th>Location</th>
<th>Amount</th>
<th>Cumulative Total</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Roof Replacement</td>
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<td>$1,200,000</td>
<td>$1,200,000</td>
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<td>$1,400,000</td>
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<td>3</td>
<td>Security Systems</td>
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<tr>
<td>4</td>
<td>Chiller and Controls</td>
<td>Cypress Hall</td>
<td>$550,000</td>
<td>$2,400,000</td>
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<tr>
<td>5</td>
<td>Elevator Upgrade</td>
<td>Cullimore</td>
<td>$300,000</td>
<td>$2,700,000</td>
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<tr>
<td>6</td>
<td>Elevator Upgrade</td>
<td>GITC</td>
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<td>$3,050,000</td>
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<tr>
<td>7</td>
<td>Classroom Upgrade</td>
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<td>$3,150,000</td>
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<td>8</td>
<td>Restroom Upgrade</td>
<td>Faculty/Tiernan</td>
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<tr>
<td>9</td>
<td>MEP Upgrades and Controls</td>
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<td>Interior Painting</td>
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<td>11</td>
<td>Sidewalks</td>
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<td>$3,850,000</td>
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<tr>
<td>13</td>
<td>Modify ERU with new Desiccant Wheels and Supports</td>
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<tr>
<td>14</td>
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<tr>
<td>15</td>
<td>Compressor replacement</td>
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<td>16</td>
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<td>Student Mall</td>
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<td>17</td>
<td>Refrigerant Monitoring System</td>
<td>Campus Center</td>
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<td>18</td>
<td>Public Safety HVAC System</td>
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<td>19</td>
<td>Upgrade fire alarm to new technology</td>
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<tr>
<td>20</td>
<td>Upgrade control system</td>
<td>Fleischer</td>
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<tr>
<td>21</td>
<td>Paint and Waterproof</td>
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<td>$5,825,000</td>
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<tr>
<td>22</td>
<td>Elevator Upgrade</td>
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### Total FY 2012

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<tr>
<td>Campus Center</td>
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<td>$3,900,000</td>
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<tr>
<td>Weston</td>
<td>$4,650,000</td>
<td>$4,650,000</td>
</tr>
<tr>
<td>Student Mall</td>
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<td>$4,850,000</td>
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<tr>
<td>Campus Center</td>
<td>$4,950,000</td>
<td>$4,950,000</td>
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<tr>
<td>Parking Deck</td>
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<td>CAB</td>
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<tr>
<td>Fleischer</td>
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<td>$5,450,000</td>
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<tr>
<td>Parking Deck</td>
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<td>$5,825,000</td>
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<tr>
<td>Weston</td>
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<td>$5,985,000</td>
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### Total FY 2013 and Beyond

<table>
<thead>
<tr>
<th>Priority</th>
<th>Project Name</th>
<th>Location</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>New Control System Installation</td>
<td>Cullimore</td>
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<td>$350,000</td>
</tr>
<tr>
<td>1</td>
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<tr>
<td>1</td>
<td>Chiller and controls</td>
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<td>$1,370,000</td>
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<tr>
<td>1</td>
<td>Replace Boiler Pump Controls</td>
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<tr>
<td>1</td>
<td>New Control System Installation Geo Lab</td>
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<tr>
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<td>Elevator upgrade</td>
<td>Tiernan</td>
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<td>HVAC Upgrades</td>
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<td>Replace compressors</td>
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<td>1st,5-6th floor HVAC Replacement</td>
<td>Cullimore</td>
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4B. Enrollment Update and Projections
## Fall 2011 Enrollment Projections for Budget Planning

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<td><strong>Undergraduates</strong></td>
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<td>Full-time</td>
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<td><strong>GRAND TOTAL</strong></td>
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<td>541</td>
<td>188</td>
<td>855</td>
<td>75</td>
<td>565</td>
<td>9105</td>
<td>8926</td>
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### 2010 Fall Difference

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<th>965</th>
<th>518</th>
<th>171</th>
<th>800</th>
<th>73</th>
<th>544</th>
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<td>Difference</td>
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<td>17</td>
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<td>179</td>
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4C. NJIT Campus Gateway Plan
4D. Operating Statement
Year to Date
Schedule A

New Jersey Institute Of Technology
Statement of Current Fund Revenues and Expenditures
For the Eight Months Ended February 28, 2011
(Dollars In Thousands)

<table>
<thead>
<tr>
<th>Restricted Funds</th>
<th>FY2011 Budget</th>
<th>FY2011 YTD</th>
<th>67% of Budget</th>
<th>FY2011</th>
<th>FY2010</th>
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<tbody>
<tr>
<td>Education and General</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$122,301</td>
<td>$120,421</td>
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<td>98%</td>
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<tr>
<td>Appropriations, Contracts, Gifts</td>
<td>67,313</td>
<td>45,209</td>
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<tr>
<td>Other sources</td>
<td>12,691</td>
<td>6,957</td>
<td>55%</td>
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<tr>
<td>Allocated Balances</td>
<td>5,895</td>
<td>3,930</td>
<td>64%</td>
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<td></td>
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<tr>
<td>Total</td>
<td>208,200</td>
<td>176,517</td>
<td>85%</td>
<td>84%</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>15,173</td>
<td>14,405</td>
<td>95%</td>
<td>97%</td>
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</tr>
<tr>
<td>Total</td>
<td>223,371</td>
<td>190,922</td>
<td>85%</td>
<td>85%</td>
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</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY2011</th>
<th>FY2011</th>
<th>67% of Budget</th>
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</thead>
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<td>Educational and General</td>
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</tr>
<tr>
<td>Instruction</td>
<td>75,648</td>
<td>52,788</td>
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<tr>
<td>Research</td>
<td>7,030</td>
<td>4,207</td>
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<tr>
<td>Public Service</td>
<td>3,485</td>
<td>1,752</td>
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<tr>
<td>Academic Support</td>
<td>19,703</td>
<td>12,731</td>
<td>65%</td>
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<tr>
<td>Student Services</td>
<td>14,424</td>
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<td>64%</td>
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<tr>
<td>Institutional Support</td>
<td>30,915</td>
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<td>Operation and Maintenance of Physical Plant</td>
<td>16,415</td>
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<td>Financial Aid to Students</td>
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<tr>
<td>Total Educational and General</td>
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<td>Transfers</td>
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<tr>
<td>Total</td>
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<tr>
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<td>9,780</td>
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<td>Total Expenditures &amp; Transfers</td>
<td>223,371</td>
<td>149,236</td>
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</table>

Excess Of Revenues Over Expenditures And Transfers |

$0 $41,686
### New Jersey Institute Of Technology

#### Expense Report

For the Eight Months Ended February 28, 2011

(Dollars In Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Current Month</th>
<th>FY2011 YTD</th>
<th>FY2011 Budget</th>
<th>67% of Budget</th>
</tr>
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<tbody>
<tr>
<td><strong>Academic</strong></td>
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<td></td>
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<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>$9,035</td>
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<td>Equipment Purchases</td>
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<td>2,868</td>
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<td>Financial Aid to Students</td>
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<td>19,250</td>
<td>20,601</td>
<td>93% 97% 93%</td>
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<tr>
<td><strong>Other Operating Expenses:</strong></td>
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<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>71</td>
<td>723</td>
<td>1,735</td>
<td>53% 69% 65%</td>
</tr>
<tr>
<td>Travel &amp; Development</td>
<td>106</td>
<td>940</td>
<td>1,480</td>
<td></td>
</tr>
<tr>
<td>Library Collections</td>
<td>140</td>
<td>732</td>
<td>1,209</td>
<td></td>
</tr>
<tr>
<td>Other General Operating</td>
<td>450</td>
<td>4,191</td>
<td>8,104</td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>767</td>
<td>6,586</td>
<td>12,528</td>
<td></td>
</tr>
<tr>
<td><strong>Total Academic</strong></td>
<td>18,362</td>
<td>99,893</td>
<td>140,890</td>
<td>71% 94% 95%</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>2,391</td>
<td>19,598</td>
<td>31,344</td>
<td>63% 96% 96%</td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>50</td>
<td>174</td>
<td>436</td>
<td>40% 37% 47%</td>
</tr>
<tr>
<td>Utilities</td>
<td>711</td>
<td>4,876</td>
<td>10,386</td>
<td>47% 91% 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>73</td>
<td>568</td>
<td>1,243</td>
<td>38% 80% 88%</td>
</tr>
<tr>
<td>Travel &amp; Development</td>
<td>10</td>
<td>203</td>
<td>344</td>
<td></td>
</tr>
<tr>
<td>Other General Operating</td>
<td>350</td>
<td>1,187</td>
<td>3,578</td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>433</td>
<td>1,958</td>
<td>5,165</td>
<td></td>
</tr>
<tr>
<td><strong>Total Support</strong></td>
<td>3,585</td>
<td>26,606</td>
<td>47,331</td>
<td>56% 92% 93%</td>
</tr>
<tr>
<td>Transfers</td>
<td>1,647</td>
<td>13,039</td>
<td>19,979</td>
<td>65% 76% 98%</td>
</tr>
<tr>
<td><strong>Total Academic, Support &amp; Transfers</strong></td>
<td>23,594</td>
<td>139,538</td>
<td>208,200</td>
<td>67% 92% 95%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>685</td>
<td>6,157</td>
<td>9,780</td>
<td>63% 97% 96%</td>
</tr>
<tr>
<td>Auxiliary Transfers</td>
<td>443</td>
<td>3,541</td>
<td>5,391</td>
<td>66% 100% 99%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Expenses</strong></td>
<td>1,128</td>
<td>9,698</td>
<td>15,171</td>
<td></td>
</tr>
<tr>
<td><strong>Total Unrestricted Expenses</strong></td>
<td>24,722</td>
<td>149,236</td>
<td>223,371</td>
<td>67% 92% 95%</td>
</tr>
<tr>
<td><strong>Restricted Expenses</strong></td>
<td>15,336</td>
<td>58,872</td>
<td>74,596</td>
<td>79% 100% 108%</td>
</tr>
<tr>
<td><strong>Total Expenses And Transfers</strong></td>
<td>$40,058</td>
<td>$208,108</td>
<td>$297,967</td>
<td>70% 94% 98%</td>
</tr>
</tbody>
</table>
4E. Schedule of Short Term Investments
## NEW JERSEY INSTITUTE OF TECHNOLOGY

### SCHEDULE OF INVESTMENTS

#### AS OF FEBRUARY 28, 2011

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money market funds</td>
<td>$</td>
<td>$ 41,620,271</td>
<td>$ 2,287,490</td>
<td>$ 43,907,761</td>
<td>$ 32,305,026</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of deposit</td>
<td>$ 500,000</td>
<td>-</td>
<td>-</td>
<td>$ 500,000</td>
<td>$ 500,000</td>
</tr>
<tr>
<td>U.S. Treasury and government agency bonds</td>
<td>-</td>
<td>$ 4,545,451</td>
<td>-</td>
<td>$ 4,545,451</td>
<td>$ 6,577,707</td>
</tr>
<tr>
<td>Total</td>
<td>$ 500,000</td>
<td>$ 46,165,722</td>
<td>$ 2,287,490</td>
<td>$ 48,953,212</td>
<td>$ 39,932,589</td>
</tr>
</tbody>
</table>
4F. Endowment Update
## Large Cap Domestic Equity
- Polen - Large Growth (6/30/05)  
  Market Value: $3,254  
  Market Value: $4,154  
  Change: $900  
  Change: 28%
- Brandywine Blue - Large Growth (1-3107)  
  Market Value: $3,303  
  Market Value: $3,739  
  Change: $436  
  Change: 13%
- Grisant & Brown - Large Value (7/31/02)  
  Market Value: $6,148  
  Market Value: $0  
  Change: -$6,148  
  Change: -100%
- Schafer Cullen - Large Value (10/31/07)  
  Market Value: $0  
  Market Value: $6,572  
  Change: $6,572  
  Change: N/A

## Small/Mid Cap Domestic Equity
- Westfield - Sm/Mid Growth (7/31/02)  
  Market Value: $3,148  
  Market Value: $3,443  
  Change: $295  
  Change: 9%
- Lapides - Ms/Mid Core (2/28/07)  
  Market Value: $3,143  
  Market Value: $3,961  
  Change: $818  
  Change: 26%

## Fixed Income
- PIMCO Total Return Core Bonds (3/31/09)  
  Market Value: $5,313  
  Market Value: $4,440  
  Change: -$873  
  Change: -16%
- Lommis Sayles - Core Bonds (8/31/09)  
  Market Value: $2,161  
  Market Value: $2,360  
  Change: $199  
  Change: 9%
- Lazard Em Inc - Foreign Bonds (8/31/09)  
  Market Value: $2,039  
  Market Value: $2,105  
  Change: $66  
  Change: 3%

## International Equity
- Europacific Growth - International Growth (7/31/02)  
  Market Value: $3,774  
  Market Value: $4,660  
  Change: $886  
  Change: 23%
- Artio (JB) - International Core (9/30/05)  
  Market Value: $3,841  
  Market Value: $4,729  
  Change: $888  
  Change: 23%

## Emerging Markets
- Artha - Emerging Markets (2/28/10)  
  Market Value: $3,529  
  Market Value: $3,647  
  Change: $118  
  Change: 3%

## Private Equity & Real Estate Timber
- Metropolitan Real Estate (9/30/06)  
  Market Value: $92  
  Market Value: $114  
  Change: $22  
  Change: 24%
- Hancock Timber (9/30/06)  
  Market Value: $1,116  
  Market Value: $1,095  
  Change: -$21  
  Change: -2%
- Townsend/Penn Square (9/31/07)  
  Market Value: $226  
  Market Value: $243  
  Change: $17  
  Change: 8%

## Private Equity
- Hamilton Lane (10/31/06)  
  Market Value: $460  
  Market Value: $574  
  Change: $114  
  Change: 25%
- Goldman Sachs Distressed (6/30/08)  
  Market Value: $167  
  Market Value: $249  
  Change: $82  
  Change: 49%

## Multi-Strategy Funds
- Pine Grove - Opp Cr/Arb FOF (7/31/04)  
  Market Value: $4,651  
  Market Value: $4,925  
  Change: $274  
  Change: 6%
- Ironwood - Opp Cr/Arb FOF (10/31/04)  
  Market Value: $4,001  
  Market Value: $4,287  
  Change: $286  
  Change: 7%

## Directional Funds
- Weatherlow - Hedge Equity FOF (10/31/07)  
  Market Value: $3,578  
  Market Value: $5,928  
  Change: $2,350  
  Change: 66%

## Commodities
- PIMCO - Comm RR (11/30/10)  
  Market Value: $0  
  Market Value: $1,100  
  Change: $1,100  
  Change: N/A
- Chilton - Hedge Equity (11/30/09)  
  Market Value: $1,861  
  Market Value: $2,438  
  Change: $577  
  Change: 31%

## Cash
- Cash Account  
  Market Value: $884  
  Market Value: $680  
  Change: -$204  
  Change: -23%

## TOTAL FUND
  Market Value: $56,689  
  Market Value: $65,443  
  Change: $8,754  
  Change: 15%
4G. Report on Gifts and Fund Raising Activities

Comparison of Total Giving Year to Date:

<table>
<thead>
<tr>
<th>Category</th>
<th>2009 $ Giving</th>
<th>%</th>
<th>#</th>
<th>2010 $ Giving</th>
<th>%</th>
<th>#</th>
<th>2011 $ Giving</th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alum</td>
<td>$2,286,082(^1)</td>
<td>28.34</td>
<td>3,370</td>
<td>$2,135,299(^2)</td>
<td>36.74</td>
<td>3,139</td>
<td>$1,587,024(^3)</td>
<td>36.47</td>
<td>2,672</td>
</tr>
<tr>
<td>Corp</td>
<td>$3,184,697(^4)</td>
<td>39.48</td>
<td>259</td>
<td>$2,565,103(^5)</td>
<td>44.13</td>
<td>229</td>
<td>$1,779,877(^6)</td>
<td>40.91</td>
<td>225</td>
</tr>
<tr>
<td>Foundations</td>
<td>$1,968,158(^7)</td>
<td>24.40</td>
<td>17</td>
<td>$443,447</td>
<td>7.63</td>
<td>9</td>
<td>$621,467</td>
<td>14.28</td>
<td>11</td>
</tr>
<tr>
<td>Friends</td>
<td>$485,325(^8)</td>
<td>6.02</td>
<td>308</td>
<td>$515,710(^9)</td>
<td>8.87</td>
<td>340</td>
<td>$230,208</td>
<td>5.29</td>
<td>419</td>
</tr>
<tr>
<td>Other</td>
<td>$142,565</td>
<td>1.77</td>
<td>19</td>
<td>$153,114</td>
<td>2.63</td>
<td>14</td>
<td>$132,492</td>
<td>3.05</td>
<td>12</td>
</tr>
<tr>
<td>Totals:</td>
<td>$8,066,827</td>
<td>100.0</td>
<td>3,973</td>
<td>$5,812,673</td>
<td>100.0</td>
<td>3,731</td>
<td>$4,351,067</td>
<td>100.0</td>
<td>3,339</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>
<tr>
<td>2011</td>
<td>$4,351,067</td>
<td>53%</td>
<td>66%</td>
</tr>
</tbody>
</table>

\(^1\) Alumni – Spatz Bequest $977, N. Nudenberg Bequest $284
\(^2\) Alumni – Reif Bequest $1.1M
\(^3\) Alumni – Adams Bequest $613, Reif Bequest $175
\(^4\) Corporation – Anonymous $1.29M
\(^5\) Corporation – Anonymous $315, FMC $504K, Schering $300K
\(^6\) Corporation – Anonymous $383K
\(^7\) Foundations – Stabile $1M
\(^8\) Friends – Klenki Bequest $150K, S. Nudenberg Bequest $70K, Kalafer $50K
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 JUNE 2, 2011 AT 9:30 AM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.