NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF MEETING
September 15, 2011

1. The meeting was called to order by acting Chairperson Wielkopolski, at 11:00 a.m. Other Trustees in attendance were Interim Chairperson Bone (who delegated his Chair responsibilities to Wielkopolski), Vice Chairs DeCaprio (via telephone conference) and DePalma, and Board Members Babineau, Beachem, Dahms, Garcia, Knapp, O’Brien, Slimowicz, Sugla, and Wolff. Senior Administration in attendance were President Altenkirch, Board Treasurer Mauermeyer, Provost Gatley, Senior Vice President Sebastian, Vice Presidents Bloom and Dees, Associate General Counsel Tierney and Director of Area Development King-Viehland. Absent was Board Member Cistaro.

2. In accordance with the Open Public Meetings Act, acting Chairperson Wielkopolski read the following statement:

“Notice of this meeting was provided to the public as required by the New Jersey Open Public Meetings 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 The Vector on April 20, 2011. This schedule was also mailed to the County Clerk on April 20, 2011 for filing with that office and posting in such public place as designated by said Clerk.”

3. BY A MOTION DULY MADE BY MS. BABINEAU, SECONDED BY MR. WOLFF AND UNANIMOUSLY PASSED, the minutes of the July 14, 2011, public session meeting of the Board of Trustees were approved as amended. The amendments were at paragraphs 5 (to clarify there is no FY 2012 salary increase currently built in the budget) and 15 (to clarify that at this point of time we achieved almost all of our total revenue and we are close to where we expected to be on the income side).

4. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MR. BEACHEM AND UNANIMOUSLY PASSED, the minutes of the September 9, 2011, Special Meeting, public session of the Board of Trustees were approved.

5. BY A MOTION DULY MADE BY MR. SLIMOWICZ, SECONDED BY MR. WOLFF AND UNANIMOUSLY PASSED, the Board voted to approve the Resolution To Accept FY 2011 Audited Financial Statements.

6. BY A MOTION DULY MADE BY MR. DePALMA, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED, the Board voted to approve the Resolution To Approve Greek Village Concept Plan as amended. The amendments were to clarify that Monument, LLC was selected to “advance” the development of the Greek Village and not to “effectuate” the same (4th Whereas) and that the Board “authorizes negotiations of an acceptable agreement to the Board with terms that include but are not limited to” those
stated in the Resolution (Paragraph 2 under Now Therefore). The Board unanimously agreed not to designate the agreement as a “joint venture” agreement in the Resolution.

7. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MS. BABINEAU AND UNANIMOUSLY PASSED, the Board voted to approve the Resolution To Appoint A Plan Provider For NJIT Supplemental Benefit Program.

8. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MR. SUGLA AND UNANIMOUSLY PASSED, the Board voted to approve the Resolution To Authorize Payment for Student Housing as amended. The amendment was to clarify that the payments “are or will be” fully funded (4th Whereas).

9. Dr. Bloom provided an enrollment update as of the 10th day of the new semester. This year NJIT had a record total headcount enrollment of 9,556. Such total headcount enrollment exceeded the budget goal of 9,105 students and the enrollment goal of 9,424 students. This year is the first time total headcount exceeded 9,000. Another first is the first time freshman headcount of 1,018. NJIT had not exceeded 1,000 first time freshman in the past. NJIT is on track to meet its goal of increasing total headcount to 11,000 by the 2015–2016 fiscal year. Dr. Bloom explained that the total headcount of 9,556 students consisted of 6,611 total undergraduate and 2,945 total graduate students (MS and PhD). The total headcount increased 7% from last year. A portion of the increase was attributable to an increase in non-matriculating students (total 300) from Rutgers taking biology classes at NJIT. NJIT and Rutgers allow students to take courses on each other’s campuses without charge. In the past the balance greatly favored NJIT. This year Rutgers evened the imbalance by sending more non-matriculating students to NJIT. Dr. Bloom also explained that new undergraduate programs such as biochemistry have also contributed to an increase in total headcount.

Vice Chair DePalma asked if the 7% total headcount increase was due to the counting of part-time, non-matriculating students which could exaggerate the increase. Dr. Bloom advised that there were 558 part-time undergraduate students and 228 part-time graduate students included in the total headcount. However, Dr. Bloom explained that the increase was in “total headcount” and not full-time matriculated students and this measure has been used by NJIT historically for budgeting and planning purposes. Dr. Bloom indicated that the undergraduate student population represented approximately 69% of the total headcount and that NJIT seeks to maintain a balance of 65% undergraduate and 35% graduate because graduate students require fewer academic services such as counseling. Dr. Bloom would like to lower the percentage of undergraduate students to 65% as NJIT reaches its goal of a total headcount of 11,000 students by the 2015–2016 academic year.

Board Member Slimowicz inquired of the percentage of students accepting NJIT college acceptance offers. Dr. Bloom stated that approximately 60% of students accept NJIT offers at the graduate level and at the undergraduate level it is under 40%. Dr. Bloom explained that Rutgers University is NJIT’s number one competitor and Rowan University with its new science program is competing with NJIT as well. Vice Chair
DePalma asked about the retention of students and Dr. Bloom responded that a 90% plus 
retention rate for undergraduate students is desired. Board Member Sugla inquired of the 
percentage of international students attending NJIT and Dr. Bloom stated that at the 
undergraduate level approximately 1% are international students and at the graduate level 
approximately 65% are international students.

Dr. Bloom advised the Board that the combined FTFTF SAT score this year was 1138 
(math 604/reading 534). The N.J. combined average scores are 1011 (math 516/reading 
495). A 600 math SAT represents the top 25 percentile nationally. NJIT’s incoming 
freshman class had a math SAT score above the national average. Interim Chair Bone 
inquired of the faculty/student ratio and Dr. Bloom responded that NJIT is trying to 
increase class sizes. The larger classrooms in the Central King Building are helping NJIT 
to accomplish this goal. Board Member Knapp inquired of the graduation rate and Dr. 
Bloom indicated that it is approximately 57% in 6 years; not unusual for engineering 
schools. The graduation rate decreases to approximately 18% for graduation within 4 
years. Dr. Bloom opined that the higher math SAT score of incoming freshman should 
help to increase the 4 year graduation rate.

10. Acting Chairperson Wielkopolski referred to the discussions held in closed session 
regarding the status of the NJIT Campus Gateway Plan and the Resolution To Approve 
Greek Village Concept Plan as amended, previously approved by the Board in the public 
session.

11. President Altenkirch reported on the status of the Central King Building. He explained 
that thus far, NJIT has renovated the second floor including installing a sprinkler system 
and creating 13 classrooms. Rogers Marvel Architects was retained to give concepts for 
that for renovation of the building. Rogers Marvel Architects created a concept which 
includes four areas: Academic, Auditorium, Discovery Hall and Athletics. The 
centerpiece of the building will be the Discovery Hall which surrounds the Auditorium 
and will consist of open display spaces for visitors, recruiting and exhibitions. Two (2) 
floors of the Discovery Hall will be able to look out upon one another so that visitors can 
see what is going on each of the same. Dr. Altenkirch mentioned Panasonic North 
America as a company interested in creating a display in Discovery Hall consisting of 
Panasonic electronic innovations. In the upper floors of the building, 40 additional 
classrooms can be added. Additionally, NJIT is working on the exterior of the building to 
prevent leakage, adding some landscaping and moving power lines in order to change 
entrances in the future.

Vice Chair DePalma commented that it appeared that only initial concepts and renderings 
have been completed thus far. He asked if there will be any programming details in the 
future and President Altenkirch responded yes. Board Member Beachem asked if more 
classrooms could be made of the designated Athletics space to increase revenue sources. 
Dr. Altenkirch replied that the Athletic space was really not that large and would not 
accommodate that many more classrooms. Additionally, President Altenkirch explained 
that the Athletics portion of the building was greatly needed to increase recreational 
space on campus. Acting Chairperson Wielkopolski inquired whether any concepts for
financing the building improvements through the State have been explored. President Altenkirch replied that only estimated costs have been developed thus far and an analysis will be needed to assess financing and bond alternatives.

12. Provost Gatley spoke regarding the Shared Governance Model and explained that the Board had asked for the formation of a Shared Governance Steering Committee (“Committee”). The Committee consists of 23 members; 11 of whom are faculty. The Committee has agreed on a broad outline for a system of shared governance that will be recommended to the various shareholder groups on campus over the next few weeks. The model will have three new entities: Faculty Senate, University Senate and a Joint Coordinating Committee. The current Faculty Council will be eliminated. Under the University Senate, a Staff Council will be added to give a voice to staff. An October 5, 2011, face-to-face meeting is scheduled to explain the benefits of the model to the various shareholder groups. The faculty will need to decide the details of the functions of the Faculty Senate.

Board Member Slimowicz asked if the Faculty Senate and University Senate would need consensus before a matter could go before the President and Senior Staff. Provost Gatley explained that it was a consensus model and the goal would be to obtain consensus at the earliest opportunity. Provost Gatley highlighted the basic principles of the Shared Governance System as: inclusiveness, transparency, communication, collaboration, efficiency, innovation and collegiality, civility and respect. Thus far, Provost Gatley has observed that the various shareholder groups have been following these principles during discussions of the Shared Governance System. Provost Gatley emphasized that inclusion of the various shareholder groups in decision making should expedite and facilitate consensus and resolution of disputed matters. President Altenkirch pointed out that a goal of the Shared Governance System is to involve more faculty in faculty matters.

Board Member Wolff indicated that he was somewhat unclear as to the specific types of matters the Shared Governance System would cover and how it actually differs from NJIT’s current model of governance. Board Member Wolff also questioned how the Deans would be involved in the new model. Provost Gatley explained that the primary difference is the involvement of more shareholder groups to obtain consensus for the implementation of necessary academic changes. Provost Gatley indicated that Middle States had recommended many years ago a Shared Governance System to increase the effectiveness of NJIT’s current processes and to some extent, the Shared Governance System is needed for accreditation purposes as well. Provost Gatley concluded that enhanced communication should facilitate implementation.

13. Next, President Altenkirch reported on the Middle States Self Study and indicated that the current documents shared with the Board are initial drafts only. The documents are currently being reviewed by President Altenkirch, Provost Gatley and Treasurer Mauermeyer. After the documents are updated, they will be provided to the Board. Final updated documents should be completed in January or early February, 2011 so as to be as current as practical and to have a timely distribution to the Middle States Team.
Comments will also be sought from the public. The draft will be given to the Middle States representative before his on-site visit and initial review on November 9, 2011, for comment and feedback. Once all comments are incorporated, the Board will receive copies of the final documents.

14. Provost Gatley reported on the recent launch of the “Learning Communities” initiative in fall 2011 and explained that the goal is to introduce students to peers who will become their friends, study group partners and colleagues and to engage students within a network of faculty, advisors, and peer mentors focused on facilitating their transition to NJIT. Not all students are in an athletic team environment or other social group and often have difficulty making friends. Students have been initially grouped by major into study groups and classes. Provost Gatley indicated that the Learning Communities are very popular with both the students and peer mentors and that he has received considerable positive feedback from the same. With completion of the upcoming common math exams, Provost Gatley hopes to obtain actual data supporting the learning benefits associated with the Learning Communities initiative. Board Member O’Brien suggested consideration of the extension of the Learning Communities to housing.

15. Provost Gatley next spoke about remedial courses in math no longer being offered at NJIT. In the past, many students needed to take remedial courses in math based on placement exam scores. Historical data has shown that the longer it takes a student to complete a degree program the more likely the student will not complete the same. Provost Gatley explained that the taking of remedial courses by students greatly increased the amount of time and cost needed to complete their degree program and also contributes to a lower graduation rate. As a result, all of the remedial courses before pre-calculus have been eliminated, and all students in Engineering, Science, and Math this year were placed into either pre-calculus or calculus. Students placed into pre-calculus were offered the opportunity to study in advance of the regular academic year over the summer. Students passing pre-calculus were then placed in calculus for the fall. Students challenged by calculus, can elect to take the courses over three (3) semesters instead of two (2) semesters (extended through the following summer) and begin their second year on schedule. The summer courses are offered free of charge and the new program should increase both graduation and retention rates at NJIT.

16. Treasurer Mauermeyer reported on the Operating Statement Year-To-Date and pointed out that although the fiscal year is just beginning, we are ahead of budget for tuition. Cash on hand improved from a year ago due in part to fall tuition increases and receipt of bond proceeds. Payments from the State have been timely as well.

17. Treasurer Mauermeyer also reported on the Schedule of Short Term Investments and noted that there is not a lot of interest to be earned currently. Board Member Knapp suggested exploring additional investment strategies to increase revenue sources since a large amount of money is available for investing.

18. Vice President Dees reported on Gift and Fund Raising Activities and began with three announcements: the Invitation to the sculpture display by Dan Henderson, the Invitation
for Celebration 2011, and the NOVA Short Film (titled “Engineering Ground Zero”) sponsored in part by NJIT. Vice President Dees invited all of the Board to attend. Vice President Dees reported that the funds raised during FY12 are already 27% of the funds raised in FY07 and that there has been a 100% achievement of the fundraising goals thus far. Vice President Dees said that Celebration 2011 will have a beach theme and will be held on November 11, 2011.

19. Acting Chairperson Wielkopolski stated that the last order of business would be to approve the Vice-Chair and/or Chair positions discussed during the closed session and indicated on the NJIT Board Of Trustees Committees table.

20. BY A MOTION DULY MADE BY MS. GARCIA, SECONDED BY MR. WOLFF AND UNANIMOUSLY PASSED, the Board voted to approve the Vice-Chair and Chair positions and Committee members.

21. Acting Chairperson Wielkopolski announced that the next scheduled closed session would be convened on Thursday, November 3, 2011, at 9:30 a.m., at the Eberhardt Hall, Alumni Center Board Room, to discuss personnel, real estate and contract matters. The following resolution was read and approved by all Board Members present.

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

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees shall have a Closed Session to discuss such matters as personnel, real estate and contract matters on Thursday, November 3, 2011, at 9:30 a.m., at the Eberhardt Hall, Alumni Center Board Room.

The next Public Session of the Board will take place on Thursday, November 3, 2011, at 11:00 a.m., Eberhardt Hall, Alumni Center Board Room, following the Closed Session of the Board.

The meeting was adjourned at 12:50 pm.