NEW JERSEY INSTITUTE OF TECHNOLOGY

BOARD OF TRUSTEES
PUBLIC SESSION

February 2, 2012
11:30 AM – 12:45 PM

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
   B. Approve AY 13 Sabbaticals – I. Gatley
   C. Approve Resolution to Approve Nomenclature Change for the M.S. in Environmental Policy Studies to the M.S. in Environmental and Sustainability Policy
   D. Resolution to Authorize Exclusive License of University Intellectual Property

4. Reports

   A. Presentation on Middles States Report (Executive Summary/ URL for Complete Report) – N. Elliot
   B. Presentation on Enrollment - J. Gentul
   C. Presentation of Design for Central King Building – H. Mauermeyer
   D. Operating Statement Year to Date – H. Mauermeyer
   E. Schedule of Short Term Investments – H. Mauermeyer
   F. Presentation of Development Report (Fundraising Report/ Campaign Report) – C. Dees

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, April 5, 2012, 9:30 AM, Eberhardt Hall NJIT Alumni Center Board Room.

   Announce next public meeting: Thursday, April 5, 2012, 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 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."
2. Public Comments
3A. Approve Minutes
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(November 3, 2011)

1. The meeting was called to order by Acting Chair Wielkopolski at 12:15 p.m.
Also in attendance were Vice Chairs DeCaprio and DePalma, and Board Members
Babineau, Bone, Cistaro, Dahms, Garcia, Knapp, O’Brien, Sugla and Slimowicz.
Absent: Board Member Beachem. Administrative members in attendance included
Interim President Bloom, Treasurer Mauermeyer and Secretary Stern. Administrative
members in attendance were Provost Gatley, and Vice Presidents Dees, Johnson and
Sebastian, and Acting Vice President Gentul.

In accordance with the New Jersey Open Public Meeting Act, Acting
Chairperson Wielkopolski 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 the New Jersey Institute of Technology which was mailed to
the Star Ledger, The Herald News and Vector on April 20, 2011. The
Schedule was also mailed to the City Clerk of Newark on April 20, 2011,
for filing with that office and posting in such public place as designated by
said Clerk.”

2. Dr. Walid Hubbi addressed the Board at the public portion, and presented powerpoint
slides to accompany his presentation. He stated that the negative impression that the
Board may have of the faculty is not justified. He referred to a faculty resolution in
2007 which provides for a faculty member to get paid leave following childbirth. He
stated this resolution, which was presented to the Board of Trustees, should not be
considered valid unless approved by the faculty, and asserted that in his opinion there
was no quorum at the meeting that approved that resolution. He stated that the Board
should be informed if there was a quorum, and how many faculty voted, when faculty
resolutions are presented to the Board. In addition the faculty resolution of March
2007 which specified the quorum requirements of faculty meetings to be 20% of
eligible votes should not be considered valid unless approved by the faculty with due
consideration to the fact that the quorum in faculty meetings is the majority of the
voting members as had been for decades.

3. Interim Vice President Gentul introduced the two recipients of the Board of Trustees
Scholars, Mr. Johnathan Weiss and Ms. Kathleen Uske. Both recipients, who are
Dorman Honors Scholars, made presentations to the Board. Ms. Uske stated that she
was a second year member of the Albert Dorman Honors College, majoring in
biomedical engineering. Although her family had limited means, the family took out
loans to support their children through private schools. She aspires to attend medical
school as a pediatric cardiologist. She praised NJIT for providing a world class
education at a reasonable price, and stated that having her financial stress relieved provided her with the opportunity to get involved in many activities on campus, including the Biomedical Engineering Society, the National Society of Collegiate Scholars, the Vice President of Public Relations for Delta Epsilon Iota Academic Honor Society, being an Albert Dorman Honors College Ambassador, and a Teaching Assistant for the Honors College Freshman Seminar class. She is conducting research as part of the Honors’ College Design Studio Program.

Mr. Weiss stated that he was a second year mechanical engineering major, and his focus is on military research and development in ballistics. During his studies at NJIT, he completed an internship at Picatinny Arsenal and they have invited him to return the Summer of 2012. He has gone to Washington, D.C. with the Honors College, visiting several governmental agencies. He is also involved in NACA (National Association of Campus Activities). On campus he is a member of the Society of Automotive Engineers and help work with the aero group on this year’s airplane design. Last year he served as the Freshman Class President for the Student Senate and he is the Treasurer for the Student Senate this year. The third of 6 children, there are 3 children in his family in college right now. He is paying for college on his own. While he initially thought he had to go to community college, he is now able to attend NJIT university.

Interim Vice President Gentul concluded by thanking both students, and noting that they are only in their third semester; he can only imagine where they will be in a few years time.

4. BY A MOTION MADE BY DR. DeCAPRIO, SECONDED BY MR. SLIMOWICZ AND APPROVED BY THE BOARD, with Mr. Bone abstaining due to a potential conflict of interest, the Board voted to APPROVE RESOLUTION TO AUTHORIZED EQUIPMENT ACQUISITION AND FINANCING.

5. Dean Gauchat and Professor Richard Garber lead a presentation on the Solar Decathlon Project, which participated in the U.S. Department of Energy Solar Decathlon for 2011. Also present were members of the Solar Decathlon Team, Jennifer Switala, Team Leader, Brian Darling, Ahmed Emara, Jonathan Gann, Stephen Michael, Liam Morrow, Jay Piccone, Ian Siegel and Jordan Tait. They expressed their gratitude to the university for its role in bringing the project to completion. It all happened in a manner that was nimble, cooperative, collaborative and demonstrated an important engine for economic growth. Team New Jersey, a collaboration between Rutgers and NJIT and supported by private funding, built a prototype beach-inspired house that was 100% concrete that is solar powered, energy efficient, and accessible to people of all ages and rebels of mobility. The house was originally assembled at NJIT and then disassembled for transportation to Washington, D.C., where it was on display at the National Mall. Ian Siegel described the elements of the project with a visual slide show depicting the project. The home is now on display at the Liberty Science
Center. A picture was taken of the team, and the student team members were presented with certificates. The Board congratulated the students on the achievement.

6. Interim President Bloom discussed the status of implementation of the strategic plan. The top priority is to have an academic plan ready for adoption by the Board at the December 14th special meeting, as we need to begin the hiring process early next year. We are looking at the appropriate mix of mid career research faculty, early career faculty and lecturers. Vice President Sebastian will address the thematic plan. Vice Chair DeCaprio stated that this would be brought to the entire board, rather than being discussed at the academic affairs committee meeting.

7. Provost Gatley discussed the upcoming visit by the Chair of the Middle States accreditation team, Dr. Robert Palazzo. Board members will meet with him on November 9th.

8. Sr. Vice President Sebastian gave a report on core areas of thematic research, FY 11 submitted proposals and outcomes, and current and future proposals and plans. He showed an expenditure summary, noting that we passed the $100 million mark. Externally sponsored research has grown from $41 million to $61 million. We have good coverage with respect to the primary areas of research including digital everywhere, health, and sustainable systems. Chairperson Wielkopolski asked about the success rate of proposals; Dr. Sebastian responded it was about 20%. He also spoke about our need for researchers, both early and mid-career. We need to have growth there. Federal funding will be substantially cut in the future, as will the earmark process. Chairperson Wielkopolski offered congratulations on behalf of the Board.

9. Treasurer Mauermeyer discussed the Operating Statement Year to Date and the schedule of short term investments. We are ¾ of the way through the fiscal year, and halfway through receipts with summer and fall now recorded. We are on target with respect to tuition. On the Supplemental Schedule, what we have spent to date is shown as well as the percent of budget that what has been committed, and need to watch non-salary expenditures. With respect to short term investments, there are not a lot of options. We have a little more stability for modest increases in the intermediate range funds.

10. Board Member Cistaro discussed gifts and fundraising activities, including the upcoming Celebration event. We received $3.6 million from the estate of an alumnae, for a total of about $5 million. The Celebration event is scheduled for November 11, 2011, and tickets are still available.

11. The meeting ended at 1 p.m.
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES

MINUTES - PUBLIC SESSION (DRAFT)
(December 14, 2011)

1. The meeting was called to order by Acting Chairperson Wielkopolski, at 12:00 noon. Other Trustees in attendance were Vice Chairs DeCaprio and DePalma, and Board Members Babineau, Beachem, Bone, Cistaro, Dahms, Knapp, and Sugla. Also in attendance were Dr. Joel Bloom, Interim President, Mr. Mauermeyer, Board Treasurer, and Ms. Holly Stern, Board Secretary. Administrative personnel present included Interim Vice President Gentul, Provost Gatley, Director King-Viehland, and Sr. Vice President Sebastian.

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

"Notice of this special meeting was provided to the public as required by the New Jersey Meeting Act, which was mailed to the Star Ledger, The Herald News and Vector on December 5, 2011. This notice was also mailed to the City Clerk of Newark on December 5, 2011, for filing with that office and posting in such public place as designated by said Clerk."

3. Interim President Bloom gave an update on the UMDNJ Advisory Committee work. Their work is completed, and we expect a report to be made public some time before the 25th of this month. Dr. Bill Owen, President of UMDNJ has resigned; their Interim President is Dr. Denise Rogers, the Executive Vice President for Academic and Clinical Services.

4. Dr. Bloom also stated that we have re-invited Governor Christie to be our commencement speaker this May.

5. One of the documents before the Board is a budget document. Priorities in our request include help for recruiting and funding faculty; library services and intellectual property. We have fashioned our request to align with the New Jersey Strategic Plan. This is a multi-year plan. Careful thought went into this document, along with Board input. On Tuesday, January 5th, we need to submit our budget request to the State. Treasurer Mauermeyer discussed the budget process at the State level. He noted that we are traditionally more expensive at the undergraduate level than other public institutions, in terms of our needs and our costs. Dr. Bloom noted that we have asked Secretary of Higher Education Rochelle Hendricks for her input as well.

6. By a motion duly made by Board Member Knapp, seconded by Vice Chair DeCaprio and unanimously approved, the Board moved to go into closed session at 12:25 p.m. to discuss matters related to contractual negotiations, real estate and personnel.

7. The Board re-opened the meeting at 2:45 p.m.
8. BY A MOTION DULY MADE BY MS. BABINEAU, SECONDED BY MR. BEACHEM AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION TO APPROVE MASTER GROUND LEASE AND DEVELOPMENT AGREEMENT FOR GREEK VILLAGE AND DORMAN HONORS COLLEGE FACILITY.

9. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, the Board voted to go into closed session to discuss legal and personnel matters related to the Presidential search.

The public session meeting ended at 2:55 p.m.
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(December 29, 2011)

1. The telephonic meeting was called to order by Acting Chair Wielkopolski at 6:00 p.m.
   Also in attendance were Acting Chair Wielkopolski, Vice Chairs DeCaprio and DePalma, and
   Board Members Babineau, Beachem, Dahms, Garcia, Knapp, Sugla and Siimowicz. Absent:
   Board Member Beachem, Bone and O’Brien. Administrative members in telephonic attendance
   included Secretary Stern.

2. In accordance with the New Jersey Open Public Meeting Act, Secretary Stern read the
   following statement:

   “Notice of this special meeting was provided to the public as required by the New Jersey
   Meeting Act, by regular and electronic mail to the Star Ledger, The Herald News and
   Vector on December 20, 2011. The Schedule was also mailed to the City Clerk of
   Newark on December 20, 2011, for filing with that office and posting in such public
   place as designated by said Clerk.”

3. Board Secretary Stern noted that no members of the public had registered to speak at the
   meeting. By a motion made by Board Member Babineau, seconded by Board Member Beachem
   and unanimously approved, the meeting was closed at 6:10 p.m. to discuss personnel and legal
   matters related to the presidential search.
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(January 4, 2012)

1. The meeting was called to order by Acting Chair Wielkopolski at 2:00 p.m. Also in attendance were Vice Chairs DeCaprio and DePalma, and Board Members Babineau, Knapp, Garcia and Slimowicz, and telephonically, Board Members Beachem, Cistaro and O’Brien. Absent: Board Members Bone, Dahms and Sugla. Administrative members in attendance included Secretary Stern.

2. In accordance with the New Jersey Open Public Meeting Act, Secretary Stern read the following statement:

   “Notice of this special meeting was provided to the public as required by the New Jersey Meeting Act, by regular and electronic mail to the Star Ledger, The Herald News and Vector on December 31, 2011. The Schedule was also mailed to the City Clerk of Newark on December 31, 2011, for filing with that office and posting in such public place as designated by said Clerk.”

3. Board Secretary Stern noted that no members of the public had registered to speak at the meeting. By a motion made by Vice Chair DeCaprio, seconded by Board Member Garcia and unanimously approved, the meeting was closed at 2:05 p.m. to discuss personnel and legal matters related to the presidential search.
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF SPECIAL PUBLIC MEETING (DRAFT)
January 9, 2012

1. The meeting was called to order by Acting Chair Wielkopolski at 9:00 a.m. Also in attendance were Vice Chairs DeCaprio and DePalma, and Board Members Babineau, Beachem, Cistaro, O'Brien, and Sugla (telephonically), and Dahms, Garcia, Knapp and Slimowicz. Board Secretary Stern was in attendance.

2. In accordance with the New Jersey Open Public Meeting Act, Secretary Stern read the following statement:

“Notice of this special meeting was provided to the public as required by the New Jersey Meeting Act, by regular and electronic mail to the Star Ledger, The Herald News and Vector on January 6, 2012 as well as posting on the university website. The Schedule was also mailed to the City Clerk of Newark on January 6, 2012, for filing with that office and posting in such public place as designated by said Clerk.”

3. Ms. Stern read a Resolution to proceed in closed session to discuss personnel matters related to the presidential search, and to provide attorney client privileged advice, indicating that it is not known at this time precisely when or if the contents of the discussions may be disclosed; however, no less frequently than annually, NJIT will cause the minutes of the closed session to be reviewed and will disclose the discussion provided that the basis for conducting the closed session no longer exists and disclosure of the discussion will not adversely impact NJIT. By a motion made by Board Member Babineau, seconded by Acting Chair Wielkopolski and unanimously approved, the Board voted to go into closed session at 9:10 a.m.

4. At 12:20 p.m., the Board reconvened in public session. The Board agreed to recess the current public session to 5:45 p.m.

5. At 5:45 p.m., the Board continued the public session. Board Member Bone joined the meeting telephonically. Board Member Sugla was not in attendance for the reconvened session.

6. Ms. Stern re-read the above Resolution stated above to proceed in closed session to discuss personnel matters related to the presidential search, and to provide attorney client privileged advice. By a motion made by Board Member Knapp, seconded by Board Member Cistaro and unanimously approved, the Board voted to go into closed session at 5:50 p.m.
7. At 6:10 p.m. the Board reconvened in public session. The Board discussed the Resolution to appoint Dr. Joel S. Bloom as President, and the announcements to be made to the NJIT community. Secretary Stern read the Resolution to Appoint Dr. Joel S. Bloom as President of NJIT into the record.

8. BY A MOTION MADE BY MS. GARCIA SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, the Board voted to approve Resolution to Appoint Dr. Joel S. Bloom as President of NJIT.

By a motion made by Board Member DeCaprio, seconded by Board Member Garcia and unanimously approved, the Board voted to adjourn the meeting at 6:30 p.m.
3B. Approve AY 13 Sabbaticals
To: Members of the Board of Trustees

From: Ian Gatley
Provoost and Senior Vice President for Academic Affairs

Re: Sabbatical Leave Recommendations for AY 2012-2013

Date: January 25, 2012

Pursuant to the Faculty Handbook and with the concurrence of Dr. Bloom, I recommend that the seven faculty members listed on the attached memo be awarded sabbatical leaves during academic year 2012-2013. Seventeen proposals were received.

As stated in the handbook:

"The purpose of having a system of sabbatical leaves at New Jersey Institute of Technology is to increase the effectiveness of a faculty member’s university service as well as to afford them an opportunity for professional development by relieving them of all normal campus activity. This philosophy is in consonance with the University Board of Trustees endorsement which was expressed as “further evidence of the Board’s continuing interest in the professional development of the faculty.”

I believe that those faculty members recommended for sabbatical leave during the academic year 2012-2013 will be enriched by this opportunity to immerse themselves in creative, scholarly, and research activities and will thus enhance not only their value to NJIT, but this university’s image as well.

The number of sabbatical leaves awarded since 1993 - 1994 is shown on the attached table.
## History of Sabbatical Leaves

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Total New Leaves</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 1993 - 1994</td>
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<tr>
<td>AY 2011 - 2012</td>
<td>12</td>
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</tbody>
</table>
To: Joel S. Bloom  
    President  

From: Ian Gatley  
    Provost and Senior Vice President for Academic Affairs  

Re: Sabbatical Recommendations for AY 2012-2013  

Date: January 25, 2012  

Following our standard procedure of inviting proposals for sabbaticals, seventeen proposals were received from faculty members for sabbatical leave to be taken during Academic Year 2012-2013. These proposals were carefully evaluated by the University Committee on Sabbaticals. Based upon the deans’, the chairs’, and the committee’s recommendations and my own review of the proposals, I recommend that the following seven faculty members be approved for sabbatical leave for the period indicated:

<table>
<thead>
<tr>
<th>Faculty Name</th>
<th>Department</th>
<th>Approval Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen Franck</td>
<td>CoAD</td>
<td>Fall 2012 and Fall 2013</td>
</tr>
<tr>
<td>Shanthi Gopalakrishnan</td>
<td>SoM</td>
<td>2012-2013</td>
</tr>
<tr>
<td>Haim Grebel</td>
<td>ECE</td>
<td>2012-2013</td>
</tr>
<tr>
<td>Victor Matveev</td>
<td>Math</td>
<td>2012-2013</td>
</tr>
<tr>
<td>Som Mitra</td>
<td>Chemistry &amp; Envir. Science</td>
<td>2012-2013</td>
</tr>
<tr>
<td>Yun-Quin Shi</td>
<td>ECE</td>
<td>2012-2013</td>
</tr>
<tr>
<td>Guiling (Grace) Wang</td>
<td>CS</td>
<td>2012-2013</td>
</tr>
</tbody>
</table>
SAVBATIONAL PROPOSALS FOR ACADEMIC YEAR 2012-2013

SUMMARY

BOARD OF TRUSTEES

FEBRUARY 2, 2012

Karen Franck - College of Architecture and Design

Professor Franck asks for two separate semesters of leave: Fall of 2012 and Fall of 2013. For Fall 2012 she proposes to finish her joint book with Quentin Stevens (School of Architecture and Design at RMT-Melbourne), Spaces of Engagement: Memorial Design, Use and Meaning. It will describe the design of memorials in terms of both conceptual developments in approach, as both objects and spaces, and also, uniquely, by examining how memorials are used and understood by the public, and the challenges they pose for management and planning. It concentrates on memorials in the US, UK, Germany, Canada, Australia. No book exists that addresses these questions. In Fall 2013, Professor Franck plans to visit and work with faculty in the School of Architecture and Design in Melbourne (Australia), be a guest editor of an issue of AD (Architectural Design) about contemporary memorials, organize an exhibition, and prepare a catalogue (jointly with Q. Stevens) about design practices of contemporary memorials. The sabbatical committee strongly recommends Professor Franck for this two-part sabbatical leave.

Shanti Gopalakrishnan - School of Management

Dr. Shanti Gopalakrishnan is a professor and Associate Dean in the School of Management with a strong research record. Her goal for the sabbatical leave is twofold: research and curriculum analysis. As an extension of her previous study, she proposes to collect data from organizations to which work has been outsourced to/from the US with the help of Tata Consulting Services, India, as well as to use facilities of the Indian Institute of Management in Bangalore. In a second project, she plans to work on a sample of Spanish firms and compare them to US firms to examine the links between strategic orientation and tacit knowledge creation and retention. She plans to work with colleagues in University Pablo De Olavide, Sevilla, Spain, where she will observe their curriculum and teach short courses to doctoral students. Additionally, she plans to visit St. Joseph’s University, Philadelphia. For the NJIT School of Management curricular reform, she plans to examine the curricula of two international and two domestic schools of business in order to recommend changes. The Committee recommends Professor Gopalakrishnan’s sabbatical request.
Haim Grebel - Department of Electrical and Computer Engineering

Professor Grebel asks for his first sabbatical leave since joining NJIT in 1987. He has been a prolific researcher with grants from NSF, the US Army, the State of NJ, and a Harlan J. Perlis Research Award. He proposes to do research on nano-plasmonics (nano-metal structures) interfaced with nano-carbon components (e.g. graphene), and in particular, to study and assess novel opto-electronic sensors. He plans to do his research on nano-plasmonic structures in the Lawrence Livermore National Lab which requires state-of-the art facilities available in LLNL. By using such facilities it is hoped to realize bio and chemical sensor elements able to detect a few molecules. This lab is known for cutting edge research and such interaction will be beneficial to Professor Grebel’s professional development and to NJIT for years to come. He will establish long term collaborations through proposal writing and through availing of test facilities. The sabbatical committee strongly recommends Professor Grebel for the 2012-2013 sabbatical leave.

Victor Matveev - Department of Mathematical Science

Professor Matveev Victor, promoted to Associate Professor with tenure in 2009, is applying for his first sabbatical leave for the academic year 2012-2013. He proposes to spend his sabbatical leave at the Laboratory of Biological Modeling of the National Institute of Diabetes, Digestive and Kidney Diseases, on the campus of National Institute of Health in Bethesda, Maryland. At NIH, he will have the opportunity to work with renowned mathematical biology experts as well as with the experimentalists who work at various NIH institutes. Also, he will have access to the research laboratories at the University of Maryland, College Park. Professor Matveev’s expertise is in the field of cell biophysics and computational neuroscience. One of his research interests is determining the rate calcium absorption by protein buffer molecules, and to this end he has developed a computational model, which is used by many researchers from all over the world. Presently Ca binding with protein molecules within the nerve endings is modeled at a single binding site, but it is known that the protein molecules have more than one site, and binding rate is different for the first and the second molecule, which is known as cooperative absorption rate. He plans to update his calcium modeling software, implementing cooperative Ca buffer binding reactions, which will require significant modification of numerical engine of the software. Subsequently, he plans to use it to compare with the existing models, perform simulation and then explore its significance in physiology of neurons. The sabbatical work is expected to generate several journal publications, new research collaborations with researchers at the forefront in the field, and will enhance Professor Matveev’s ability to obtain funding for his work. He has an impressive and sustained record of external grants and scholarly publications in the proposed area. The sabbatical committee strongly recommends his sabbatical leave request.
Som Mitra - Department of Chemistry and Environmental Science

Professor Mitra is proposing to spend his sabbatical studying the toxicological and environmental effects of water dispersible carbon nanotubes or CNTs. He will spend the first part of his sabbatical studying the nanotoxicology of functionalized CNTs at the Indiana University Medical Center in Indianapolis. He will spend the second part of his sabbatical studying the development of methodologies for characterization of functionalized CNTs as water pollutants at the Research Triangle Institute in North Carolina. Both of his projects fall into a subject area that the National Institute of Health has recently prioritized as an area of funded research, specifically the health effects of nanomaterials. His proposal explains clearly how his research builds on his previous work on carbon nanotubes and the committee is confident that his sabbatical will produce new research, papers, and grant proposals. The committee strongly recommends his sabbatical request.

Yun-Quin Shi - Department of Electrical and Computer Engineering

Professor Shi proposes to do advanced research on 1) steganalysis (detecting hidden secret information in communications); 2) anti-forensics (techniques that try to hide the evidence, or to manipulate evidence so that its detection becomes difficult), and 3) to learn new issues and ideas in the fields of Data Hiding, Steganalysis, and Forensics and Security while at the guest universities in China. He will work for six months on his first projects with a research group at the School of Information Science and Technology at San Yat-sen University Guangzhou, China. They will try to develop the most advanced steganalysis technologies, which can defeat the most currently powerful steganographic technique known as MME. Professor Shi will spend three months at Tongji University and Jiao Tang University, both in Shanghai, and collaborate with the researchers there on his second research proposal. He has already collaborated in the past with some of these researchers and this sabbatical will also strengthen NJIT’s future international cooperation and lead to new research grants. He has been a prolific researcher funded by NSF, the US Army, AFR, AFOSR, and is the 2010 recipient of Innovators Award by NJ Inventors Hall of Fame. The sabbatical committee strongly recommends Professor Shi for the 2012-2013 sabbatical leave.

Guiling (Grace) Wang – Department of Computer Science

This is Professor Wang’s first sabbatical application, and she is requesting a leave for the academic year 2012-2013. The purpose of her leave is to visit two world class institutions: the Institute of Computing Technology at the Chinese Academy of Science and the School of Engineering and Applied Sciences of Harvard University. She proposes to spend three months in China with her host Professor Yujuin Zhang, where she will have access to the experimental devices. She has ongoing research relationships with her host. She expects this collaboration will result in several joint publications on vehicular network systems. The visit will also support creating an opportunity to developing long
term collaboration in research with the Chinese counterpart and recruiting prospective graduate students. Subsequently, she plans to explore a new research direction in interaction of computer science and economics, especially data collection with smart phones with sensors. She plans to spend one month with the Professor Yiling Chen of EconCS research group at Harvard University to write a grant proposal in this area. The remaining time of the leave she plans to allocate in writing papers, and proposals and supervising Ph.D. students at NJIT. She has strong publication and grant records in the mobile computing field. The sabbatical committee strongly recommends her for the sabbatical leave.
3C. Approve Resolution to Approve Nomenclature Change for the M.S. in Environmental Policy Studies to the M.S. Environmental and Sustainability Policy
STATEMENT

RESOLUTION TO APPROVE THE NOMENCLATURE CHANGE FOR THE M.S. IN ENVIRONMENTAL POLICY STUDIES TO THE M.S. IN ENVIRONMENTAL AND SUSTAINABILITY POLICY

This change in nomenclature signals evolution from a programmatic focus largely centered on pollution control, mitigation, and remediation and moves toward policy issues under the rubric of sustainable development. In addition, this demonstrates an effort to align the program with the widely publicized definition of sustainable development put forth by the World Commission on Environment and Development in 1987. This change will more effectively harmonize New Jersey Institute of Technology’s programmatic offerings with developments in contemporary policy making at the national level.

This nomenclature change will better reflect the scope of the program as it is currently offered and will broaden its appeal to incoming graduate students. The degree will be known as the M.S. in Environmental and Sustainability Policy.
WHEREAS, the Board of Trustees has examined materials provided by the President of the University relative to a proposed nomenclature change for the M.S. in Environmental Policy Study to the M.S. in Environmental and Sustainability Policy

WHEREAS, the Committee on Academic Affairs and the Faculty as a whole have approved this nomenclature change; and

WHEREAS, the Board is satisfied that the proposed nomenclature change requires no additional resources; and

WHEREAS, the Board of Trustees attests to the foregoing;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees approves the nomenclature change for the M.S. in Environmental Policy Study to the M.S. in Environmental and Sustainability Policy

February 2, 2012
3D. Resolution to Authorize Exclusive License of University Intellectual Property
STATEMENT OF INFORMATION FOR EXCLUSIVE LICENSE OF NJIT INVENTION DISCLOSURES
February 2, 2012

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, 2012 (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 ninth request under the new Master License Agreement is found below.

An Enhanced EM (EEM) Algorithm and Its Application to Image Retrieval and Authentication (Inventors: Yuan Qing Shi and Guorong Xuan) NJIT Reference Number 10-038.

HERO: The Hierarchical Energy Optimization Algorithm for Data Centre Networks (Inventors: Nirwan Ansari and Yan Zhang) NJIT Reference Number 11-036.


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 Numbers 10-038, 11-036 and 12-026) 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
4A. Presentation of Middle States Report (Executive Summary / URL for Complete Report)
New Jersey Institute of Technology
Draft Final Report

A Science and Technology Research University for the 21st Century
Decennial Review
April 1-4 2012

Prepared for the
Middle States Commission on Higher Education • Reaccreditation 2012
EXECUTIVE SUMMARY

The following is an executive summary to *A Science and Technology Research University for the 21st Century*, the self-study prepared by the New Jersey Institute of Technology (NJIT) community for the Middle States Commission on Higher Education (MSCHE). The executive summary offers highlights of the self-study and describes the process used to produce this final report.

NJIT is a mission-driven institution. As New Jersey's science and technology research university now in its 131st year, NJIT has played an important role in the state, region, and nation in its pursuit of education, research, economic development, and service. During the era of industrialization in American post-secondary education, Newark Technical School was founded (1881), degree granting authority was granted (1923), and the school's name was changed to Newark College of Engineering (1930). In an era of expansion, the university was transformed to augment its research mission and was renamed New Jersey Institute of Technology (1975).

During the financial crises of 2008 and 2011, NJIT has been able to make substantial gains for its shareholders—the various constituents who share and contribute to the university’s processes and outcomes—due to its mission-centered focus. A valid way to put these gains in context is to review *A Science and Technology Research University for the 21st Century* within the context of evaluations presented by the Middle States Commission on Higher Education in the decennial 2002 review and the 2007 periodic review report. The 2002 visiting team noted the "remarkable role" that NJIT played, making "extraordinary progress" under the leadership of Saul K. Fenster, the university’s president from 1978 to 2002. The visiting team noted the university’s strength in measurement, long-range planning and resource allocation, engaged faculty, and assessment of student learning. In addition, however, the visiting team presciently cautioned the future would compel difficult choices that would have to be weighed for their strategic importance. By the time of the periodic review report in 2007, those choices had been made. The global financial crises of 2008 and 2011 would validate the visiting's team's prudence. A new president, Robert A. Altenkirch had arrived in 2002 and continued in the NJIT tradition of strategic planning through his departure in November of 2011 to assume the presidency at the University of Alabama in Huntsville. In his inaugural address to the NJIT community on September 25, 2002, President Altenkirch emphasized congruence between NJIT's growth and adherence to the accreditation standards of the Middle States Commission on Higher Education.

Augmenting a crisp and focused strategic plan with measureable goals and a transparent scorecard, President Altenkirch promoted planning as a vehicle for enriched institutional context and strengthened educational effectiveness. In 2007, the Middle States reviewers documented the strength of that vision as "true to the university’s history." "Successful realization of NJIT’s goals," the reviewers wrote, "will benefit all of higher education." Realization of these goals is now being continued under Joel S. Bloom, appointed as Interim President of the university on September 29, 2011. As Vice President for Academic and Student Services and Dean of the Albert Dorman Honors College, Dr. Bloom’s twenty years of service to NJIT assures that he is well-positioned to take on this leadership role.

The executive summary portrait of NJIT during the period from 2001-2002 to 2010-2011 provided below reveals that, in an environment of declining state support, a combination of sound planning and resource allocation has resulted in a pattern of sustainable growth. Offsetting an overall 25% decline in base state appropriations has been a rebound in overall enrollment over the past five years. In fact, fall 2011 enrollments (and first-year students) are at all-time highs. Total enrollment declined by 10% between 2001 through 2005 primarily due to the dot-com crash. However, implementation of new academic programs and majors, growth in the Albert Dorman Honors College, and other recruitment initiatives has resulted in steady enrollment growth over the past five years. Enrollment of women students is at an all-time high. Awarded bachelors, masters, and doctoral degrees have increased...
the Accreditation Board for Engineering and Technology (ABET), the Association to Advance Collegiate Schools of Business (AACSB), and the National Architectural Accrediting Board (NAAB) and the strategic plans of the College of Science and Liberal Arts (CSLA)—NJIT has created an environment of total quality improvement. Suggestions from the 2002 and 2007 reports, along with the many suggestions for improvement from program accreditation reviews—have resulted, as they have been adopted, in an improved campus.

The Chapters in the following report document the NJIT quality improvement environment as it has evolved within the fourteen standards defined in the MSCHE Characteristics of Excellence:

- Chapter 1 analyzes the strategies by which NJIT defines its mission within the context of higher education in the state, region, and nation. NJIT’s stated goals—consistent with the aspirations and expectations of a public, science and technology research university—have now been articulated in two strategic plans: Strategic Plan, 2004-2010 and Strategic Plan, 2010-2015. As a result of deep mission penetration achieved through its core of nationally recognized programs, improvement in research and intellectual property development, enrichment of the quality of university life, and enterprise resource planning, the mission of NJIT is well known to a wide variety of dedicated shareholders. Combined with strategic planning, identification of the factors impacting mission fulfillment ensures a stable, sustainable future.

- Chapter 2 analyzes the planning, resource allocation, and institutional renewal achievements of NJIT. Alignment of resource allocation with near-term strategic objectives and long-term goals, combined with processes designed to manage change effectively, assure maintenance of institutional quality.

- Chapter 3 analyzes human, financial, technical, and physical facilities at NJIT. A historically well-defined resource allocation process demonstrates that the university has continued to achieve its mission despite the fact that the base state appropriation currently represents approximately 13% of total operating resources, compared to 26% a decade earlier. Facilities and maintenance projects are planned with an environmental emphasis, where appropriate. As well, the Robert W. Van Houten Library, a key facility for a science and technology research university, is supported in the ever-expanding need for database maintenance and growth. External auditing reveals that the financial reporting of NJIT conforms with U.S. generally accepted accounting principles, and there has generally been an increase in net assets.

- Chapter 4 analyzes leadership and governance at NJIT. In this chapter, NJIT demonstrates how systematic development and deployment of checks and balances have proven effective in the shared governance model that informs those who lead and govern the institution. Assurance of checks and balances, the defined role of university boards, and wide-spread leadership recognition facilitate the autonomy required for mission fulfillment.

- Chapter 5 analyzes NJIT’s administrative structure and its role in supporting the university’s mission. Changes in the administrative structure since 2002 have facilitated productivity, and formal evaluation of administrative effectiveness has led to ever-increasing effectiveness in administrative structures and services.

- Chapter 6 analyzes the means by which NJIT assures institutional integrity through macro and micro level processes. Through initiatives such as the appointment of an Ethics Liaison Officer, revision of the university code of academic integrity, an active Institutional Review Board, and a cohesive framework for fostering diversity, NJIT has been noted by external agencies for its sound, ethically-based leadership.

- Chapter 7 analyzes institutional assessment at NJIT, a cohesive framework that informs both institutional context and educational effectiveness. Working within ViSTa, the NJIT process for strategic planning, the university deploys vision, strategies, and tactics in an accountability system that has now served the university for over a decade. Identified in this chapter are the public and private benchmark institutions NJIT uses to standardize institutional assessment and establish formal comparisons leading to quality improvement. While the MSCHE

MSCHE Reaccreditation 2012 Final Report
New Jersey Institute of Technology
Characteristics of Excellence divides the fourteen standards, NJIT strives to achieve coherence between institutional context and educational effectiveness through unified planning and assessment processes.

- Chapter 8 analyzes student admissions and retention, a function integral to the NJIT mission of excellence in undergraduate, graduate, and continuing professional education that aims to prepare students for productive careers and to amplify their potential for lifelong personal and professional growth. This chapter analyzes admissions standards, goals, and challenges and presents innovative frameworks for student placement and retention; as well, processes used for undergraduate, and graduate recruitment are analyzed in terms of their effectiveness.

- Chapter 9 analyzes NJIT student support services. Generous financial aid, uniform course scheduling, student-centered orientation programs, and the Division of Career Development Services operate cohesively to assure that each student has the resources necessary to meet the NJIT Academic Affairs Core Values for students: lifelong learning, community service, leadership, technological application for social good, entrepreneurial inquiry, civility, and diversity. The varied spectrum of student support services, from health services to pre-college programs, assures that student services are equitable, supportive, and sensitive.

- Chapter 10 analyzes the role of the faculty and instructional staff at NJIT. With superior preparation and career achievements, the excellence of faculty and instructional staff has played a crucial part in the university’s ability to achieve mission-fulfillment through shared governance. Portraits of the faculty, with special attention paid to faculty diversity, are presented. Assurance of faculty renewal is evident in mentoring plans and in current plans to hire replacement faculty and instructional staff according to the thematic areas—integrated research and learning in sustainable systems, life and healthcare science, engineering, management, and digital and computing contexts—identified in the Strategic Plan, 2010-2015.

- Chapter 11 analyzes NJIT’s educational offerings in terms of their content, rigor, and coherence as assessed in the NJIT Program Approval Process. Required of all undergraduate and graduate degrees, this innovative peer review process assures that, in a sequenced pattern, all NJIT degree programs are analyzed in their ability to articulate and assess the NJIT Institutional Learning Goals: research-based inquiry, ethical conduct, economic opportunity, collaboration and engagement. Combined with the rigor demanded by professional accrediting agencies—the Accreditation Board for Engineering and Technology (ABET) for engineering and computing programs, the Association to Advance Collegiate Schools of Business (AACSB) for programs within the School of Management, and the National Architectural Accreditation Board (NAAB) for programs within the College of Architecture and Design—educational offerings are designed, offered, assessed, and improved in a well-planned, fully articulated system.

- Chapter 12 analyzes general education at NJIT as it is achieved through the General University Requirements. This 45-credit cohort of upper and lower division undergraduate courses, proven both effective in delivery and flexible to justified change, has also proven to be an enduring and significant part of the university undergraduate experience.

- Chapter 13 analyzes related educational activities at NJIT and their unique, mission-centered content, focus, location, and delivery mode. The chapter especially attends to basic skills courses, learning communities, continuing professional education, certification programs, and MSCHE-approved campuses in Beijing, China, and Noida, U.P., India. Special attention is paid to online learning, a hallmark of NJIT, and its use of the NJIT Framework for Quality Assurance in Learning in addressing emerging accountability demands for distance education.

- Chapter 14 analyzes assessment of student learning, a cohesive framework that informs educational effectiveness within the institutional context.

**DESIGN AND PROGRESS OF THE SELF-STUDY:** Self-study is integral to the NJIT mission. As this documentation effort demonstrates, NJIT has now benefitted from two strategic plans: Strategic Plan, 2004-2010 and Strategic Plan, 2010-2015. The current strategic plan is complementary to the
decennial review for MSCHE. Because of NJIT's wealth of accredited programs for ABET, AACSB, NAAB—accompanied by the outcomes-driven strategic plans of CSLA—self-study is part of the culture at NJIT.

Launch of the decennial review began on June 3, 2009, with a presentation by President Altenkirch to the Administrative Affairs Council. At that presentation, President Altenkirch explained the resonance between Strategic Plan, 2010-2015 and the self-study, introducing the basic design to NJIT administrators. On July 9, a memo was released to the NJIT community to announce the launch of the project. Key to the success of the project has been the orientation of rapid assessment for the steering committee, a framework that allowed a process of continuous review of progress and identification of areas in need of attention. Due to careful attention by the Rapid Assessment and Steering Committee (RASC), deadlines have been consistently met and submitted work has been of consistently high quality.

The progress of the self-study is captured in the following six phases:

- **Phase 1: Approval.** New Jersey Institute of Technology Self-Study Design: A Science and Technology Research University for the 21st Century was approved by MSCHE on April 6, 2010. The design committed NJIT to a comprehensive review. Because NJIT is ambitious in its goals and aware of its challenges, the Working Groups conducted a thorough accounting and review of every aspect of programs and services, governing and supporting structures, resources, and educational outcomes in relation to the NJIT mission. This focus has allowed the university to produce a comprehensive and meaningful self-study. The steering committee has worked with chairs, vice-chairs, advisors, and over 100 full-time teaching staff, administrators, and students to complete the seven working group reports. The university community was fully informed by the use of social media, and our communication process assured a wide review of the working group reports.

- **Phase 2: Identification.** Based on the self-study design document approved in April 2010, the Working Groups gathered key documents and identified research that would need to be undertaken to demonstrate mission articulation. During meetings scheduled in the spring 2010, the Working Groups strategized on how to best answer each charge question, whether by locating an existing document, scheduling an interview, or launching a new study. To help them accomplish this task, the Working Groups stored the documents and completed studies in a digital database, an archive customized for the MSCHE visiting team.

- **Phase 3: Review.** Beginning in the fall 2010 semester, the Working Groups' efforts were bolstered by Dr. Robert Clark, a visiting consultant from the Rochester Institute of Technology who, as Dean of the College of Science, led outcomes assessment efforts and curricular reform. Dr. Clark's guidance was integral in charting the course of the self-study. By the end of October, the Working Groups submitted their document identification and needed studies worksheets; by the end of November, after feedback from the RASC and Dr. Clark, the Working Groups produced their final plans for their reports.

- **Phase 4: Refinement.** The end of November 2010 marked a significant milestone: the Working Groups provided the framework for their chapters in detailed outline documents. At this stage the review and feedback process was augmented by assigning a RASC liaison to each Working Group to provide direct feedback and facilitate collaboration among groups. This holistic matrix approach was further encouraged by Dr. Clark, who identified areas of collaboration and shared them with each Working Group Chair and Vice Chair. By the end of January 2011, the groups had a final draft of the detailed outline for working group reports in hand.

- **Phase 5: Submission.** The next milestone, drafts and submission of the Working Group reports, unfolded over the spring 2011 semester. With the first draft produced by the end of February, the Working Groups entered a cyclical feedback, review, and revision process with the RASC, punctuated by meetings with Dr. Clark and each team. Out of this process sprang insights on
how to focus and polish the chapter reports: the creation of team evaluation and recommendations. In the process of evaluation, the Working Groups listed each standard's fundamental elements as defined in the *Characteristics of Excellence in Higher Education* and evaluated NJIT on how it meets these elements according to the following categories: exemplary, emerging excellence, meets standard, emerging competency. Recommendations, modeled on the ViSTA strategic planning system, required each group to unpack each suggestion in terms of vision, strategy, tactics, and assessment. Team evaluations and recommendations were incorporated into the reports. The final Working Group reports were made available on the Middle States website in June 2011 for the NJIT community to review.

• Phase 6: Communication. The Working Group reports, the basis for this final report, were then used by the RASC to create the final report, reviewed by the university community in September of 2011. The report was then submitted to the Team Chair, Robert E. Palazzo, Provost, Rensselaer Polytechnic Institute, in advance of his visit on November 8–10 of 2011. Final revisions will be made in advance of the Team Visit in April 1-4 of 2012.

The following document, a product of collaboration, demonstrates the commitment of NJIT to the pursuit of excellence in all of its mission components.
The complete draft final report can be found at:

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**THE EDGE IN KNOWLEDGE**
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**THE EDGE IN KNOWLEDGE**
### GRADUATE APPLICATION REPORT

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*THE EDGE IN KNOWLEDGE*
4C. Presentation of Design for Central King Building
4D. Operating Statement
Year to Date
Schedule A

New Jersey Institute Of Technology
Statement of Current Fund Revenues and Expenditures
For the Six Months Ended December 31, 2011
(Dollars In Thousands)

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<th>Restricted Funds</th>
<th>FY2012 Budget</th>
<th>FY2012 YTD</th>
<th>FY2012 % of Budget</th>
<th>FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$93,488</td>
<td>$43,601</td>
<td>47%</td>
<td>52%</td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education and General</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$129,455</td>
<td>$129,054</td>
<td>96%</td>
<td>92%</td>
</tr>
<tr>
<td>Appropriations; Contracts, Gifts</td>
<td>67,696</td>
<td>32,184</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>Other sources</td>
<td>12,206</td>
<td>6,139</td>
<td>50%</td>
<td>42%</td>
</tr>
<tr>
<td>Allocated Balances</td>
<td>5,185</td>
<td>2,593</td>
<td>50%</td>
<td>42%</td>
</tr>
<tr>
<td>Total</td>
<td>214,542</td>
<td>164,970</td>
<td>77%</td>
<td>75%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>15,519</td>
<td>13,683</td>
<td>88%</td>
<td>87%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>230,061</td>
<td>178,653</td>
<td>78%</td>
<td>75%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unrestricted Funds</th>
<th>FY2012 Budget</th>
<th>FY2012 YTD</th>
<th>FY2012 % of Budget</th>
<th>FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>79,549</td>
<td>40,467</td>
<td>51%</td>
<td>53%</td>
</tr>
<tr>
<td>Research</td>
<td>7,891</td>
<td>3,231</td>
<td>41%</td>
<td>46%</td>
</tr>
<tr>
<td>Public Service</td>
<td>2,689</td>
<td>1,176</td>
<td>41%</td>
<td>39%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>20,936</td>
<td>10,364</td>
<td>50%</td>
<td>46%</td>
</tr>
<tr>
<td>Student Services</td>
<td>14,531</td>
<td>7,241</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>31,835</td>
<td>14,271</td>
<td>45%</td>
<td>44%</td>
</tr>
<tr>
<td>Operation and Maintenance of Physical Plant</td>
<td>15,720</td>
<td>5,943</td>
<td>38%</td>
<td>37%</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>20,953</td>
<td>11,197</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>Total Educational and General</td>
<td>194,284</td>
<td>93,090</td>
<td>48%</td>
<td>49%</td>
</tr>
<tr>
<td>Transfers</td>
<td>20,258</td>
<td>9,644</td>
<td>48%</td>
<td>49%</td>
</tr>
<tr>
<td>Total</td>
<td>214,542</td>
<td>103,534</td>
<td>48%</td>
<td>49%</td>
</tr>
</tbody>
</table>

| Auxiliary Enterprises | 9,835 | 4,952 | 50% | 50% |
| Auxiliary Transfers  | 5,684 | 2,842 | 50% | 49% |
| Total Auxiliary     | 15,519 | 7,794 | 50% | 50% |
| Total Expenditures & Transfers | 230,061 | 111,328 | 48% | 49% |

| Excess Of Revenues Over Expenditures And Transfers | $0 | $67,325 |
New Jersey Institute Of Technology  
Expense Report  
For the Six Months Ended December 31, 2011  
(Dollars In Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Current Month</th>
<th>FY2012 YTD</th>
<th>FY2012 Budget</th>
<th>Actual Year to Date</th>
<th>Includes Commitments Prior Year</th>
<th>Current Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>$8,831</td>
<td>$55,546</td>
<td>$110,514</td>
<td>50%</td>
<td>97%</td>
<td>94%</td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>39</td>
<td>657</td>
<td>2,680</td>
<td>25%</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>17</td>
<td>11,197</td>
<td>20,953</td>
<td>53%</td>
<td>52%</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>60</td>
<td>620</td>
<td>1,542</td>
<td>50%</td>
<td>54%</td>
<td>68%</td>
</tr>
<tr>
<td>Travel &amp; Development</td>
<td>133</td>
<td>840</td>
<td>1,515</td>
<td>50%</td>
<td>54%</td>
<td>68%</td>
</tr>
<tr>
<td>Library Collections</td>
<td>347</td>
<td>634</td>
<td>1,310</td>
<td>50%</td>
<td>54%</td>
<td>68%</td>
</tr>
<tr>
<td>Other General Operating</td>
<td>629</td>
<td>4,182</td>
<td>8,215</td>
<td>50%</td>
<td>54%</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>1,159</td>
<td>6,276</td>
<td>12,582</td>
<td>50%</td>
<td>54%</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Total Academic</strong></td>
<td>10,056</td>
<td>73,576</td>
<td>146,729</td>
<td>50%</td>
<td>86%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>2,191</td>
<td>15,144</td>
<td>31,146</td>
<td>49%</td>
<td>95%</td>
<td>99%</td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>23</td>
<td>81</td>
<td>229</td>
<td>35%</td>
<td>41%</td>
<td>62%</td>
</tr>
<tr>
<td>Utilities</td>
<td>478</td>
<td>3,256</td>
<td>9,305</td>
<td>35%</td>
<td>90%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>63</td>
<td>535</td>
<td>1,225</td>
<td>25%</td>
<td>86%</td>
<td>76%</td>
</tr>
<tr>
<td>Travel &amp; Development</td>
<td>43</td>
<td>225</td>
<td>440</td>
<td>25%</td>
<td>86%</td>
<td>76%</td>
</tr>
<tr>
<td>Other General Operating</td>
<td>27</td>
<td>973</td>
<td>5,210</td>
<td>25%</td>
<td>86%</td>
<td>76%</td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>133</td>
<td>1,733</td>
<td>6,875</td>
<td>25%</td>
<td>86%</td>
<td>76%</td>
</tr>
<tr>
<td><strong>Total Support</strong></td>
<td>2,825</td>
<td>20,214</td>
<td>47,555</td>
<td>43%</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Transfers</td>
<td>1,611</td>
<td>9,644</td>
<td>20,258</td>
<td>48%</td>
<td>98%</td>
<td>95%</td>
</tr>
<tr>
<td><strong>Total Academic, Support &amp; Transfers</strong></td>
<td>14,492</td>
<td>103,534</td>
<td>214,542</td>
<td>48%</td>
<td>88%</td>
<td>88%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>622</td>
<td>4,952</td>
<td>9,835</td>
<td>50%</td>
<td>84%</td>
<td>94%</td>
</tr>
<tr>
<td>Auxiliary Transfers</td>
<td>474</td>
<td>2,842</td>
<td>5,684</td>
<td>50%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Expenses</strong></td>
<td>1,096</td>
<td>7,794</td>
<td>15,519</td>
<td>50%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total Unrestricted Expenses</strong></td>
<td>15,588</td>
<td>111,328</td>
<td>230,061</td>
<td>48%</td>
<td>88%</td>
<td>88%</td>
</tr>
<tr>
<td><strong>Restricted Expenses</strong></td>
<td>5,631</td>
<td>43,601</td>
<td>93,488</td>
<td>47%</td>
<td>82%</td>
<td>78%</td>
</tr>
<tr>
<td><strong>Total Expenses And Transfers</strong></td>
<td>$21,219</td>
<td>$154,929</td>
<td>$323,549</td>
<td>48%</td>
<td>87%</td>
<td>85%</td>
</tr>
</tbody>
</table>
4E. Schedule of Short Term Investments
<table>
<thead>
<tr>
<th></th>
<th>12/31/2010</th>
<th>12/31/2011</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CITY PNC BANK</td>
<td>17,501</td>
<td>8,267</td>
<td>25,768</td>
</tr>
<tr>
<td>JPMORGAN CHASE</td>
<td>17,501</td>
<td>8,056</td>
<td>25,557</td>
</tr>
<tr>
<td>WELLS FARGO</td>
<td>30,389</td>
<td>5,132</td>
<td>35,521</td>
</tr>
<tr>
<td></td>
<td>8,895</td>
<td>5,884</td>
<td>14,779</td>
</tr>
<tr>
<td></td>
<td>44,077</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Dollars in thousands)

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**CASH AND CASH EQUIVALENTS AND INVESTMENTS AS OF DECEMBER 31, 2011**

Cash and cash equivalents:
- Money market funds

Investments:
- U.S. Treasury and government agency bonds
- Mutual fund shares
- Certificate of deposit

Total
4F. Presentation of Development Report (Fundraising Report / Campaign Report)
NJIT NEXT
Campaign for
NEW JERSEY INSTITUTE
OF TECHNOLOGY

STATUS OF COMPREHENSIVE CAMPAIGN
January 4, 2012

Campaign Purpose:
The purpose of NJIT NEXT, the Campaign for New Jersey institute of Technology, is to ensure the continued transformation of the university. The goals of this $150 million comprehensive campaign are to endow new scholarships and fellowships, recruit and retain top faculty and to develop the next-generation campus.

Gift Summary:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Gifts</td>
<td>$4,531,907</td>
<td>$8,395,020</td>
<td>$9,260,470</td>
<td>$10,147,429</td>
</tr>
<tr>
<td>Organizational Gifts</td>
<td>$5,271,119</td>
<td>$10,968,216</td>
<td>$13,022,790</td>
<td>$13,935,294</td>
</tr>
<tr>
<td>Total Pledges</td>
<td>$3,631,718</td>
<td>$11,894,438</td>
<td>$16,330,000</td>
<td>$20,134,285</td>
</tr>
<tr>
<td>Cash in Hand</td>
<td>$8,931,122</td>
<td>$24,083,859</td>
<td>$29,777,029</td>
<td>$38,118,441</td>
</tr>
<tr>
<td># Donors</td>
<td>6,704</td>
<td>10,791</td>
<td>12,213</td>
<td>12,910</td>
</tr>
<tr>
<td>Other Money*</td>
<td></td>
<td></td>
<td></td>
<td>$19,000,000</td>
</tr>
<tr>
<td>Comprehensive Campaign</td>
<td>$13,434,745</td>
<td>$31,257,674</td>
<td>$57,613,260</td>
<td>$63,217,008</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* These grants are for capital, fellowship and scholarship initiatives and programs throughout the University and are consistent with the goals and funding priorities of the NJIT NEXT Campaign.

Recent Highlights:
A. Gift Report
   - $63.2 Million raised from 12,910 donors
   - $178,000 from the Estate of Mr. Robert A. Auld ’42
   - Additional $100,000 commitment from Mr. and Mrs. John H. Olson received

B. Meetings

New Jersey Institute of Technology Foundation
University Advancement Actions Summary Report
September 1 - January 20 - Meetings

<table>
<thead>
<tr>
<th>Action Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting</td>
<td></td>
</tr>
<tr>
<td>Cultivation</td>
<td>18</td>
</tr>
<tr>
<td>Engagement</td>
<td>125</td>
</tr>
<tr>
<td>Solicitation</td>
<td>19</td>
</tr>
<tr>
<td>Totals:</td>
<td>162</td>
</tr>
</tbody>
</table>
C. Events

- June 2nd Raia Family Reception (Saddle River, NJ)
- August 4th Introduction Reception hosted by Trib Singh (Linwood, NJ)
- August 16th SOM Introduction Breakfast
- September 14th Campaign Leadership Brunch
- September 26th Highlands Athletic Golf Classic (Clifton, NJ)
- October 14th-16th Southern California Regional Club Big Bear Event
- October 23rd Florida Regional Club - NJIT Day in St. Pete - Faculty Presentation, Luncheon, and Golf Outing
- November 3rd Introduction Reception hosted by Michael Ryan (Jersey City, NJ)
- November 4th Men's Soccer Game at Howard (Washington, D.C.)
- November 11th Celebration 2011 (West Orange, NJ)
- November 12th Men's Basketball Game at Manhattan (Bronx, NY)
- November 29th Lawyer Networking Event
- November 29th Philadelphia Metro & So. Jersey Regional Club Holiday Reception (Union League Club, PA)
- December 3rd DC Metro Regional Club: Men’s Basketball at Georgetown (Washington, D.C.)
- December 6th Men’s Basketball Pre-Game Reception at Brick City Grill (Newark, NJ)
- December 8th Introduction Reception hosted by Matthew Perry (Charlotte, NC)
- January 25th Introduction Reception at Picatinny Arsenal (Morris County, NJ)
- February 17th Men's Basketball Reception with Ralph Maddalena '75 (Houston, TX)
- February Introduction Reception hosted by Hatch Mott MacDonald (Summit, NJ)*
- March 2-4 Soccer Alumni Reunion hosted by Ed Cruz '63 (Boca Grande, FL)
- March 8-10th Great West Basketball Championship (Chicago, IL)
- March 22-25 Introduction Reception hosted by Charles Lipuma ’65/Frank Cassidy ’69 (Charleston, SC)*
- March 29th NCE Salute to Excellence
- March 30-April 1 Introduction Reception hosted by James Coleman (New Orleans, LA)*
- April 4th NJIT Board Day Reception hosted by NJIT NEXT Campaign Leadership
- April 8th Florida Regional Club (Tropicana Field, St. Petersburg, FL)
- April 27th NJIT Scholarship Brunch
- April 28-29 Introduction Reception hosted by Dr. Anthony Donofrio '76 (Ft. Lauderdale, FL)*
- May 18-20 Alumni Reunion Weekend

* pending confirmation

#### Comparison of Total Giving Year to Date:

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Giving</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td>Alum</td>
<td>$1,290,034¹</td>
<td>27.93</td>
<td>2,693</td>
</tr>
<tr>
<td>Corp</td>
<td>$2,307,482³</td>
<td>49.95</td>
<td>208</td>
</tr>
<tr>
<td>Foundations</td>
<td>$420,988⁵</td>
<td>9.11</td>
<td>7</td>
</tr>
<tr>
<td>Friends</td>
<td>$456,791</td>
<td>9.89</td>
<td>265</td>
</tr>
<tr>
<td>Other</td>
<td>$144,209⁸</td>
<td>3.12</td>
<td>13</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$4,619,505</strong></td>
<td><strong>100.00</strong></td>
<td>3,186</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>$6,604,795</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>2012</td>
<td>$5,966,866</td>
<td>72%</td>
<td>50%</td>
</tr>
</tbody>
</table>

---

¹ Alumni – Reif Bequest $600K
² Alumni – Adams Bequest $614K
³ Corporations – FMC $505K, Anonymous $314K, Schering Plough $300k, Pepsi $180K
⁴ Corporations – Anonymous $383K, Pepsi $180K, AECOM $115K, Apollo Solar $100K
⁵ Foundations – Ridgefield $345K
⁶ Foundations – Leir $375K
⁷ Friends – Hartmann Bequest $3.6M
⁸ Other – North East CIM $100K
Chairperson’s Closing Statement
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 APRIL 5, 2012, AT 9:30 AM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.