NJIT BOARD OF TRUSTEES
Thursday, April 16, 2015

PUBLIC SESSION 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 science, technology, engineering and mathematics (STEM) as a means of improving the quality of life.

Vision

A preeminent engineering, design, science and technology university known for research and education fostering innovation, entrepreneurship, and engagement.
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) [Pg. 5]

2. Minutes (Approve Minutes of the February 5, 2015, and March 18, 2015 Meetings) [Pg. 6]

3. Public Comments

4. Presentations
   • Introduction of Lauren D. Ugorji, Assoc. VP University Communications [Pg. 14]

5. Action Items
   A. Approve Resolution to Award Honorary Degrees to Charles Elachi and Irving Pressley McPhail [Pg. 18]
   B. Approve Resolution for Bachelor of Science in Concrete Industry Management (CIM) [Pg. 22]
   C. Approve Resolution to Award the Construction Management Contract for the University Heights Science & Technology Parking Garage [Pg. 25]
   D. Approve Resolution to Amend the Budget for the Integrated Life Sciences Building Project [Pg. 27]
   E. Approve Resolution for Amendments to BOT By-Laws [Pg. 29]

6. Reports
   A. President’s Report (J. Bloom)
   B. Report on 2020 Vision Strategic Plan (F. Deek) [Pg. 41]
   C. Report on Intangible Assets (D. Sebastian) [Pg. 47]
   D. Operating Statement Year to Date (H. Mauermeyer) [Pg. 52]
   E. Schedule of Short Term Investments (H. Mauermeyer) [Pg. 55]
   F. Report on Status of Comprehensive Campaign and Gift Reports (C. Dees) [Pg. 57]
   G. Report on Upcoming Calendar of Events [Pg. 60]

7. Announcement of Next Meeting [Pg. 63]

Chair to read resolution regarding Closed Session to discuss Personnel, Real Estate, Contracts and Legal Matters to be held on Thursday, June 4, 2015, 9:00 AM, Eberhardt Hall NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, June 4, 2015, 11:00 AM, Eberhardt Hall NJIT Alumni Center Board Room.

Adjourn Public Meeting
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 AND SENT ELECTRONICALLY TO
THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON
NOVEMBER 20, 2013, AND POSTED ON THE UNIVERSITY WEBSITE.
THIS SCHEDULE WAS ALSO MAILED AND SENT ELECTRONICALLY
TO THE COUNTY CLERK ON NOVEMBER 20, 2013 FOR FILING WITH THAT
OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DESIGNATED BY SAID
CLERK."
2. APPROVE MINUTES OF THE FEBRUARY 5, 2015, AND MARCH 18, 2015 MEETINGS
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(February 5, 2015)

The meeting was called to order by Chair DePalma at 4:10 p.m. in Eberhardt Hall, NJIT Alumni Center Boardroom, NJIT Campus, Newark, N.J. In attendance were Chair DePalma, Vice Chairs Cordes, DeCaprio and Garcia, Board Members Beachem, Bone, Cistaro, Dahms, Knapp (telephonically), Raia, Sugla, and Taylor. Absent: Board Member Slimowicz. Administrative members in attendance were President Bloom, Provost and Executive Vice President Deek, Sr. Vice President Sebastian, Vice Presidents Dees and Turner, Sr. Vice President and Treasurer Mauermeyer and Secretary Stern. Absent: Vice President Fey.

1. In accordance with the New Jersey Open Public Meetings Act, Chair DePalma read the following statement:

"Notice of this Meeting was provided to the public as required by the New Jersey Open Public Meeting Act, in the Schedule of Meeting Dates of the Board of Trustees of the New Jersey Institute of Technology which was mailed and sent electronically to the Star Ledger, the Herald News and the Vector on November 20, 2013. This Schedule was also mailed and sent electronically to the County Clerk on November 20, 2013 for filing with that office and posting in such public place as designated by said Clerk."

2. By a motion duly made by Ms. Garcia, seconded by Mr. Beachem and unanimously approved, the minutes of the public meeting of November 6, 2014 and January 21, 2015 were unanimously approved, except that Board Members Bone, Cordes and Taylor abstained from approving the minutes of November 6, 2014 and Board Member Cistaro abstained from approving the minutes of January 21, 2015, as they were absent from the respective meetings as noted.

3. Secretary Stern reported that no one registered to speak in the public comments portion of the meeting.

4. Provost Deek presented a Proclamation to the Microsoft/UAF Hackathon Student Winners and their advisors, on behalf of the University. NJIT students Matthew Cooper '16, Jackie Patel '15, Nikhil Kaushal '16 and Pitambar Dayal '16, supported by their faculty advisor, Dr. Cesar Bandera, participated in the United Athletes Foundation-Microsoft Hackathon in November 2014 at Microsoft headquarters in Redmond, Washington, competing against teams from 25 universities and colleges. The NJIT team won top honors for their mobile gateway app, and each student received a $10,000 award. Dr. Deek commended the students, as well as their advisors, Dr. Cesar Bandera, and Dean Katia Passerini.

5. Provost Deek presented a Proclamation to Professor Gordon Thomas, Professor of Physics, for his induction into the Academy of Inventors. The status of Fellow is accorded to academic inventors who have demonstrated a highly prolific spirit of innovation in creating or facilitating outstanding inventors that have made a tangible impact on quality of life,
economic development and the welfare of society. The Board recognizes and commends Dr. Thomas for his accomplishment and distinguished contributions.

6. Professor Amit Bose, Chair of the Faculty Senate gave a presentation to the Board on behalf of the Faculty Senate. He discussed the Faculty Senate role in the context of shared governance and proposed Faculty Handbook changes. Referencing material in his slides, he noted that of the three New Jersey public research universities, NJIT was Carnegie classified as having "high research activity" and that public research universities conduct more than 60% of the nation’s academic research and produce over 70% of its scientists, engineers and doctors. He stated that the Faculty Senate believes that to improve our ranking we must change our classification to "very high research activity" and that this should be taken into consideration by every Faculty Senate action. He outlined the areas of successes of shared governance, including an open line of communication with the Provost, the Faculty Hiring Plan, the Faculty Research Advisory Board, course evaluation improvements, the grade appeal policy, the Retention & Graduation Task Force, improvements in course scheduling, the improvement of research and teaching infrastructure and noted that he had a meeting schedule with Vice President Dees to discuss the relationship of grants and fundraising. He concluded that NJIT is experiencing a paradigm shift. Dr. Bose raised concerns about the drafting of the 2020 Vision Plan, stating that the Faculty Senate voted to abstain from providing a recommendation on the Plan. Chair DePalma replied that the drafting of the Plan was well underway prior to the formation of the Faculty Senate. Dr. Bose also raised Faculty Senate concerns about the Sabbatical Policy, stating that it should be a working assumption that every research eligible faculty member who writes a recommended or highly recommended proposal be granted a sabbatical. Finally, he discussed Faculty Handbook changes, stating that the Faculty Senate is actively debating all recommendations and suggestions made by Dr. Zeddie Bowen, and that Dr. Bowen recommends a Board of Trustees dialogue and forum with regard to the President search process. Their goal is to have a revised Handbook for Board approval in June 2015.

Chair DePalma thanked Dr. Bose and noted that the Board shared many of the concerns noted, particularly with respect to gaining “high research” status and the support of shared governance. We look forward to dealing with these concerns, and he thanked Dr. Bose and his colleagues, urging them to continue to work with Provost Deek.

7. BY A MOTION DULY MADE BY DR. DECAPRIO, SECONDED BY MS. GARCIA AND UNANIMOUSLY APPROVED, the Board voted to APPROVE SABBATICAL LEAVE REQUESTS. Vice Chair DeCaprio noted that the 12 requests approved were of very high quality, and endorsed by the Committee on Academic Affairs and Research.

8. BY A MOTION DULY MADE BY DR. DECAPRIO, SECONDED BY MR. TAYLOR AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION TO AUTHORIZE EXCLUSIVE LICENSING OF UNIVERSITY INTELLECTUAL PROPERTY.
9. BY A MOTION DULLY MADE BY DR. DECAPRIO, SECONDED BY MS. GARCIA AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION TO ADOPT 2020 VISION STRATEGIC PLAN. Provost Deck thanked the University community who participated in the development of the plan, which will be transformational for the university.

10. BY A MOTION DULLY MADE BY MR. CORDES, SECONDED BY MS. GARCIA AND APPROVED BY A MAJORITY OF THE BOARD (Mr. Raia and Dr. Sugla abstaining), the Board voted to APPROVE RESOLUTION FOR THE DESIGN, CONSTRUCTION AND FINANCING OF THE WELLNESS AND EVENTS CENTER ON THE NJIT CAMPUS.

11. Vice President Dees gave a report on Branding and Marketing. He introduced Mr. Michael Wahl, the Executive Director of Constituent Relations, and Mr. Michael Smullin, our new Director of Alumni Relations. Board Member Cistaro gave a report on the Comprehensive Campaign and Gifts. He reported that the Celebration Event in November 2014 netted $255,000 more than the previous year. Referencing the Giving Report in the Board materials, he noted that we are behind last year in our numbers, but added that we had two windfall bequests the previous year, and we will likely increase our numbers by the year’s end. We have reached 90% of the NEXT Campaign goal of $150 million, and could declare victory at the beginning of 2016.

Dr. Dees reported on Development Growth Strategies. He reported that we have done a Campaign Study on readiness for fundraising for the Events Center, resulting in a recommendation for an Events Center Strategy. He also reviewed the Branding and Marketing Scorecard, compiled with Meltwater Group software which utilizes data analytics to determine the advertising value of top stories featuring NJIT accomplishments. Dr. Dees further reviewed the highlights and activities of NJIT, including upcoming events, noting that the date of Commencement for 2015 will be May 15, 2015. He also commended Board Member Cistaro for his valued leadership of the Advancement Committee.

12. Provost Deck gave a report on Winter/Spring enrollment. He first introduced Dr. Wendy Lin-Cook, our new Associate Vice President for Enrollment Management & Academic Services, as well as Mr. Michael Maysilles, University Registrar and Mr. Steven Eck, Director of Admissions. We have experienced an increase in Winter session enrollment, with students utilizing the opportunity to take courses needed to graduate. There has been an unusual increase in Spring enrollment, and we have asked the departments to add classes for the Summer semester. We project that by Fall of 2015, we are on target to enroll 11,013 students. The only area of decline is in the enrollment of PhD students. This is an important lifeline for research activity, and strategies are being implemented to increase our enrollment there. Overall, we have had a healthy increase in applications, due both to our hard work and the utilization of the common application.

13. President Bloom gave his report to the Board. He thanked the Board for the historic actions taken today. With respect to the adoption of the 2020 Vision Strategic Plan, he believes that the KPI’s will track solid outcomes, and that while the goals are ambitious, we can accomplish them. The next challenge will be in the implementation process. He also summarized the importance of the Wellness & Events Center approval. This will provide
200,000 square feet of space for many multi-purpose events. This year we had to turn away 30 companies from jobs recruitment events for lack of space. The current gym was opened in 1967 when we had 4,000 commuter students, and is not adequate to meet the needs of our current and growing student population of 11,000 (2,000 of whom are residential) as well as faculty and staff. The new facility will provide a venue for fitness, wellness and recreation for all students, including our Division One athletes. This will be a game-changer for the University.

Discussing other matters, President Bloom noted our media coverage has been outstanding recently. He congratulated the Microsoft-UAF Hackathon team for their accomplishments. We have also opened 12 new laboratories in Tiernan Hall and outfitted the fourth floor of Fenster for Research offices, all promoting a rich academic environment. Current, the Provost is leading a search for 18 new faculty positions. Dr. Bloom thanked the Board for its support of these important initiatives.

14. Senior Vice President and Treasurer Mauermann gave a report on the Operating Statement Year to Date, referring to the materials in the Board Book, and invited any questions.

15. Chair DePalma reminded the Board of the Calendar of Events on page 56 of the Board book, adding that Commencement 2015 will be held on May 19, 2015 in the Prudential Center.

16. The Chair announced that the next regularly scheduled Closed Session would be convened on Thursday, April 16, 2015 at 2:00 PM at Eberhardt Hall Alumni Center Board Room, to discuss personnel, real estate, legal and contractual 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 matters involving personnel, real estate, legal and contractual matters on Thursday, April 16, 2015 at 2:00 PM, Eberhardt Hall Board Room.

The next regularly scheduled Public Session of the Board will take place on Thursday, April 16, 2015 at 4:00 PM, Eberhardt Hall Board Room, following the Closed Session of the Board.

16. The meeting was adjourned at 5:05 p.m.
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(March 18, 2015)

The meeting was called to order by Chair DePalma at 10:30 a.m. in Room 310 Fenster Hall, NJIT Campus, Newark, N.J. In telephonic attendance were Chair DePalma, Vice Chairs Cordes, DeCaprio and Garcia, Board Members Beachem, Bone, Cistaro, Knapp, Raia, Slimowitz and Taylor. Absent: Board Members Dahms and Sugla. Administrative members in attendance were President Bloom, Provost and Executive Vice President Deek, Sr. Vice President and Treasurer Mauermeyer, Vice President Fey, Vice President Christ (telephonically) and Secretary Stern.

1. In accordance with the New Jersey Open Public Meetings Act, Chair DePalma read the following statement:

"Notice of this Meeting was provided to the public as required by the New Jersey Open Public Meeting Act, which was mailed and sent electronically to the Star Ledger, the Herald News and the Vector on March 2, 2015, as well as posted on the NJIT Website. This Schedule was also mailed and sent electronically to the County Clerk on March 2, 2015 for filing with that office and posting in such public places as designated by said Clerk.

2. By a motion duly made by Mr. Beachem, seconded by Mr. Bone and unanimously approved, the Board voted to proceed in Closed Session to discuss matters including contractual, real estate, personnel and legal issues.

3. The Board reconvened in Public Session at 11:00 a.m. Chair DePalma opened the matter for discussion. The Board proceeded to vote upon the motion.

4. BY A MOTION DULY MADE BY MR. CORDES, SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, with Mr. RAIA and Mr. SLIMOWICZ abstaining, the Board voted to APPROVE RESOLUTION OF THE BOARD OF TRUSTEES OF NEW JERSEY INSTITUTE OF TECHNOLOGY AUTHORIZING THE ISSUANCE OF GENERAL OBLIGATION BONDS, 2015 SERIES A.

5. By a motion made by Mr. Beachem, seconded by Mr. Bone and unanimously approved, the meeting was adjourned at 11:05 a.m.
3. PUBLIC COMMENTS
4. INTRODUCTION OF LAUREN D. UGORJI, ASSOC.
   VP UNIVERSITY COMMUNICATIONS
Lauren D. Ugorji
20 Reid Avenue, Belle Mead, New Jersey 08502
609.792.1944 (mobile) 908.874.9919 (home)
ugorjil@gmail.com

Education
COLUMBIA UNIVERSITY
Graduate School of Journalism, NYC
M.S., Journalism, May 1986

PRINCETON UNIVERSITY
B.A., English, June 1985

Professional Experience
PRINCETON UNIVERSITY
Princeton, NJ

Assistant Vice President for Communications, serves as senior administrator and adviser in charge of daily operations related to news, social media, media, publications, Web and strategic communications. Manages staff of 30 and $2.5 million office budget. Reports to the Vice President and Secretary. (Served as Director of Communications until Sept. 2008.) Key accomplishments:

- Introduced social media to Princeton and ensured it remains among leaders in those who effectively use social media in higher education;
- Trained staff for promotions, including nine who were promoted to lead or help lead other offices at Princeton;
- Consistently trained and supported senior Princeton administrators and faculty in media relations, crafting strategy and serving as spokeswoman;
- Created proactive communications policies and practices that helped Princeton gain ground in priority areas, such as increasing the number of low-income students who apply and come to Princeton;
- Built one creative, successful team from two offices; expanded staff and took on additional responsibilities;
- Effectively managed crisis communications; awarded University presidential honor for handling 9/11 and anthrax crisis in 2001;
- Actively served on prime university committees and created and managed group to enhance planning for communicators;
- Built new relationships with external constituents; and
- Produced award-winning print and online materials.

DEPARTMENT OF STATE
Trenton, NJ

Assistant Secretary of State, served as chief operations officer of prominent state agency comprised of an executive staff and nine divisions, providing daily management of 200 employees and a $28 million budget. Key accomplishments:

- Managed communications and strategic projects, such as co-founding the Center for Youth Policy and Programs and supervising its 21 county V-Free Youth Crusade;
- Surrogated official duties of the Secretary of State including those involving public presentations, speeches, cabinet meetings, meetings of boards & commissions, document endorsements and problem solving;
- Served as the key coordinator for constituent services and for special governor initiatives (as New Jersey had no lieutenant governor); and

-more-
Administered services in focus areas including affirmative action, art and culture, business, grants, history, volunteerism, voter ed. and youth.

DEPARTMENT OF STATE
Trenton, NJ


Assistant Commissioner, served as chief of staff, commissioner of communications and programs and principal speech and staff writer, reporting to the Secretary of State. Key accomplishments:

- Managed Governor Whitman’s New Jersey, Many Faces - One Family statewide diversity initiative;
- Managed other key programs including the Governor’s Awards and the Martin Luther King, Jr. statewide commission;
- Co-created and coordinated the award-winning New Jersey Exchange, a statewide, cablecast show hosted by the Secretary of State; and
- Managed executive staff plus oversaw nine divisions, including business ombudsman, commercial recording and elections.

DEPARTMENT OF STATE
Trenton, NJ


Director of Communications, served as press secretary and policy adviser for the Secretary of State. Oversaw internal and external communications of department executive staff and divisions. Served as liaison to Governor Whitman’s press office. Managed communications staff.

THE BOSTON SCHOOL COMMITTEE
Boston, MA

March 1993 - Dec. 1994

Executive Director/Press Secretary, served as press secretary for public school board that set policy and was fiscally accountable for a $500 million annual budget. Served as executive director of board operations including policy development and interaction with federal, state and local government officials; academic, business, labor union, arts, health and human service providers and other community leaders; parents and students.

THE BOSTON GLOBE
Boston, MA


Reporter, Metro Desk/Education, provided coverage of general and breaking news and of educational community including public and private schools on the elementary, secondary and higher education levels.

THE DALLAS TIMES HERALD
Dallas, TX


Reporter, City Hall, provided coverage of the political arena including elections, neighborhoods, breaking news stories, council and board meetings, conventions, investigative reporting, profiles and features.

-more-
National

Reporter, provided news and feature stories for local and national publications including various journalism and education monthlies and Black Enterprise Magazine in New York.

Newark, NJ

Reporter, Metro Desk, provided coverage of general news, features, City Hall, national conventions, education and medical special reports, and wrote the Carrier of the Week column. Two articles read into the Congressional Record.

GATEWAY CABLE May 1986 - Sept. 1987
Newark, NJ

Educational Access Coordinator/Video Manager, produced and aired shows for Educational Access cablevision. Instructed high school students in all aspects of broadcast journalism and video production.

Professional Awards

CASE, Council for the Advancement and Support of Education 2001 to 2013
Various awards for news, publications and video
President’s Achievement Award, Princeton University 2001
Council of State Governments Toll Fellowship, Kentucky 1999
CAPE Award, The Cable Television Network of New Jersey 1996
1990 DFW/ABC Griot Awards 1991
First Place, Print - Multi-Part News; Second and Third Place, Features
Publisher’s Awards, The Dallas Times Herald 1990
Best Beat Coverage (twice); Story Coverage Beyond the Call of Duty
Employee of the Month, The Dallas Times Herald Nov. 1990
Easter Seal Journalism Award, New Jersey Easter Seal 1988

Special Skills

Languages: English; can read and conversationally speak Spanish

Computer: Mac and PC: Latest OS and Windows, MS Office Suite, MS Exchange, MS Publisher, Final Cut Pro; Adobe Photoshop and Bridge; Filemaker; Basic HTML, Roxen Content Management System; Goldmine; Aldus PageMaker 5.0; Atex; Harris; Nexis; CTR and other assorted software

Broadcast: Video: digital and other video cameras, vtras, editing units, switchers, character generators, and sound, light and audio boards. Still and video photography. Audio: FCC licensed DJ; on-air broadcast news experience in television and radio

Academic: Certificate in Afro-American Studies, Princeton University
Certificate in Creative Writing, Princeton University

Community: Served on local boards and commissions, particularly those dedicated to improving the lives of children.

*References upon request

August 2014
5A. APPROVE RESOLUTION TO AWARD HONORARY DEGREES TO CHARLES ELACHI AND IRVING PRESSLEY MC PHAIL
STATEMENT

RESOLUTION TO AWARD HONORARY DEGREES TO CHARLES ELACHI
IRVING PRESSLEY MCPHAIL

By awarding honorary degrees, New Jersey Institute of Technology recognizes outstanding individuals whose accomplishments are of such excellence that they provide inspiration to our graduates. Furthermore, in honoring such individuals, the university is honored as well.

Charles Elachi and Irving Pressley McPhail are two individuals who have displayed the level of exemplary achievement deemed worthy of the singular recognition conveyed by the conferral of an honorary degree by the university.
RESOLUTION APPROVING AWARDING OF HONORARY DEGREES TO CHARLES ELACHI AND IRVING PRESSLEY MCPHAIL

WHEREAS by awarding honorary degrees, New Jersey Institute of Technology recognizes outstanding individuals whose accomplishments are of such excellence that they provide inspiration to our graduates, and

WHEREAS the following individuals have displayed the level of exemplary achievement deemed worthy of the singular recognition conveyed by the conferral of an honorary degree by the university, namely:

Charles Elachi is Vice President and Director of the Jet Propulsion Laboratory (JPL), as well as Professor of Electrical Engineering and Planetary Science at the California Institute of Technology. He joined JPL in 1970. As the director for Space and Earth Science Programs at JPL from 1982 to 2000, Dr. Elachi was responsible for the development of numerous flight missions and instruments for Earth observation, planetary exploration, and astrophysics. He has been a principal investigator on a number of research and development studies and flight projects sponsored by NASA. These include the Shuttle Imaging Radar series (science team leader), the Magellan Imaging Radar (team member), and the Cassini Titan Radar (team leader). Dr. Elachi is the author of more than 230 publications in the fields of active microwave remote sensing and electromagnetic theory, and he holds several patents in those fields. He taught physics of remote sensing at Caltech from 1982 to 2001. In 1989, Dr. Elachi was elected to the National Academy of Engineering and has served on a number of academy committees. In 2006, he was selected as one of America's Best Leaders by U.S. News & World Report and the Center for Public Leadership at Harvard University's Kennedy School of Government.

Irving Pressley McPhail, has served as President and Chief Executive Officer of the National Action Council for Minorities in Engineering, Inc. (NACME) since 2009. Prior to joining NACME, Dr. McPhail founded and served as principal of The McPhail Group, LLC. He also served for fifteen years as a college president or chancellor at The Community College of Baltimore County, St. Louis Community Colleges at Florissant Valley, and LeMoyne-Owen College, and has also held tenured full professorships at three colleges and universities. Working at the nexus of practice, policy, and research in language, literacy, and culture; post-secondary student success; community college leadership; and STEM education, Dr. McPhail is the co-editor of Teaching African American Learners to Read: Perspectives and Practices, published by the International Reading Association in 2005, and has authored more than 50 journal articles, chapters, monographs, and technical reports. Dr. McPhail earned his Ed.D. from the University of Pennsylvania, where he was a National Science Foundation Fellowships Fund Fellow in reading/language arts.
NOW THEREFORE BE IT RESOLVED that NJIT will confer upon Charles Elachi the Honorary Degree of Doctorate of Science, *honoris causa*; and upon Irving Pressley McPhail the Honorary Degree of Humane Letters, *honoris causa* at the May 19th, 2015, NJIT Commencement Ceremony at the Prudential Center in Newark, New Jersey.

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

April 16, 2015
5B. APPROVE RESOLUTION FOR BACHELOR OF SCIENCE IN CONCRETE INDUSTRY MANAGEMENT (CIM)
RESOLUTION TO APPROVE BS IN CONCRETE INDUSTRY MANAGEMENT

The Concrete Industry Management (CIM) program produces broadly educated, articulate graduates grounded in construction management, providing students the opportunity to enter a field that has an urgent need for professionals with the skills to meet the growing demands of a progressive, changing concrete industry. Designed to provide graduates with a broad array of initial opportunities within the concrete industry, the Concrete Industry Management (CIM) program supplies the industry with future managers and leaders. CIM is a business intensive program providing solid management skills that are applicable in any industry, but developed specifically for the concrete industry. CIM is a joint initiative of a growing number of universities supported by networks of local, state and regional concrete industry producers, suppliers and contractors that pledge their time, talent, and treasure to support the development of each university’s CIM program.

The goal of the program is to produce graduates who are knowledgeable of concrete technology and techniques and who are able to manage people and systems, and to promote products or services related to the concrete industry. This broad education provides CIM graduates a wide choice of career opportunities in areas including sales, operations, and project and production management. Opportunities are also available in technical services, concrete and cement production, chemical admixtures, as well as concrete or general contracting.

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

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

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

WHEREAS the Board of Trustees attests to the foregoing;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the BS in Concrete Industry Management.

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

April 16, 2015
5C. APPROVE RESOLUTION TO AWARD THE CONSTRUCTION MANAGEMENT CONTRACT FOR THE UNIVERSITY HEIGHTS SCIENCE & TECHNOLOGY PARKING GARAGE
RESOLUTION TO APPROVE THE AWARD OF THE CONSTRUCTION MANAGEMENT CONTRACT FOR THE UNIVERSITY HEIGHTS SCIENCE & TECHNOLOGY PARKING GARAGE

WHEREAS, on January 21, 2014 the Board of Trustees of New Jersey Institute of Technology approved the design and construction of a new parking garage in the University Heights Science and Technology Park, and,

WHEREAS, the administration has conducted a procurement process including the prequalification of firms with experience in parking garage construction, requested proposals from the prequalified firms, and performed interviews of the firms to determine the best qualified firm to provide the construction management professional service at the best overall value to the University, and,

WHEREAS, after careful consideration of the foregoing factors, Claremont Construction Group has been identified as the recommended construction manager, and,

WHEREAS, the administration will negotiate a guaranteed maximum price contract for the construction of the University Heights Science and Technology Park Parking Garage based on the construction plans and specifications developed by Tim Haahs Associates and French and Parrello Associates, and,

WHEREAS, to move forward with the project in a timely manner in order to meet the construction deadline, it is recommended that the administration be authorized to award the contract with a Guaranteed Maximum Price for construction and associated materials and equipment at a cost not to exceed $22,528,400, and,

WHEREAS, the funds for these expenditures will come from the bond funds authorized by the Board of Trustees on March 18, 2015 and University funds, and

NOW THEREFORE IT BE RESOLVED, that the Board of Trustees authorize the administration to award the contract for construction management services for the purpose of constructing the University Heights Science and Technology Park Parking Garage pursuant to the final design documents and negotiation with a Guaranteed Maximum Price for construction and associated materials and equipment at a cost not to exceed $22,528,400 to Claremont Construction Group, Inc.

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

April 16, 2015
Board Resolution 2015-XX
5D. APPROVE RESOLUTION TO AMEND THE BUDGET FOR THE INTEGRATED LIFE SCIENCES BUILDING PROJECT
RESOLUTION TO AMEND THE BUDGET FOR THE INTEGRATED LIFE SCIENCES BUILDING PROJECT

WHEREAS, the Board of Trustees has approved the Integrated Life Sciences addition to the York Center as part of the “Higher Education Capital Facilities Program” proposal, and

WHEREAS, after review, the project was approved by the State and received $17M in funding for construction, scientific equipment, and information technology infrastructure, and,

WHEREAS, the design team is completing a review of the proposed structure in light of the growth of the Life Sciences area, including new and proposed faculty hires, and,

WHEREAS, it has been determined that the inclusion of an additional floor resulting in approximately 4,000 of additional square feet of constructed space would greatly enhance the capacity of the building and future flexibility for expansion, and,

WHEREAS, it is estimated that an additional $2 million is needed to fund this expansion, and,

WHEREAS, appropriate committees of the Board of Trustees, including Building and Grounds and Audit and Finance, have reviewed and endorse this change in scope and funding, and,

WHEREAS, the additional funds will be advanced from cash reserves, and

NOW THEREFORE IT BE RESOLVED, that the Board of Trustees approves the expanded project scope and an addition of $2 million to the budget to provide needed facilities.

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

April 16, 2015
Board Resolution 2015-XX
5E. APPROVE RESOLUTION FOR AMENDMENTS TO BOT BY-LAWS
RESOLUTION TO AMEND BYLAWS OF THE BOARD OF TRUSTEES

WHEREAS, at the Board’s direction, and as part of the shared governance initiative, the University has engaged the services of Dr. Zeddie Bowen, consultant for the Association of Governing Boards of Universities and Colleges to make recommendations regarding NJIT’s Faculty Handbook;

WHEREAS, Dr. Bowen has made a number of recommendations to improve the Faculty Handbook, including a recommendation that the search process for the President, currently included in the Faculty Handbook, be included in the Board Bylaws, and that the process described in the Faculty Handbook be removed with a link to the Board’s documents inserted in its place;

WHEREAS, the Board intends to amend the Bylaws to include language regarding Presidential search procedures, as set forth in the attached revision;

NOW THEREFORE, BE IT RESOLVED, that the Bylaws be amended to add language to Section 2 (Duties of the Officers), Para. D as set forth in the attached revised Bylaws;

BE IT FURTHER RESOLVED, that these amendments shall be effective April 20, 2015.

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

April 16, 2015
Board Resolution 2015-
BY-LAWS OF THE BOARD OF TRUSTEES

of

NEW JERSEY INSTITUTE OF TECHNOLOGY

The successor

of

Schools for Industrial Education

of

Newark, New Jersey

Originally Adopted by the Board of Trustees on

March 20, 1959


with technical revisions made in 2000
ARTICLE I. GENERAL

Section 1. Name: The name of the entity pursuant to the laws of the State of New Jersey (N.J.S.A. 18A:64E) is legislatively designated as New Jersey Institute of Technology, (hereinafter referred to in these By-Laws as NJIT).

Section 2. Location: NJIT is located in Newark, New Jersey. Nothing contained in these By-Laws shall prevent the holding of meetings or the transaction of business pertinent to NJIT at some other place, either within or outside of New Jersey, upon such notice as is proper and otherwise in accordance with New Jersey’s Open Public Meeting’s Act.

Section 3. Fiscal Year: The Fiscal Year of NJIT shall be from July 1st to June 30th.

ARTICLE II. MEMBERS OF THE BOARD OF TRUSTEES AND THEIR POWERS

Section 1. Number of Trustees and Their Appointments: Membership of the Board of Trustees shall consist of the Governor, or his designee, and the Mayor of Newark, as ex officio nonvoting members, up to 15 citizens of the State appointed by the Governor with the advice and consent of the Senate. The Board shall recommend potential new members to the Governor. The composition and size of the Board of Trustees shall be determined by the Board. The terms of office of appointed members shall be for four years which shall commence on July 1 and expire on June 30. All Trustees shall serve after the expiration of their terms until their successor shall have been appointed and qualified. Trustees appointed by the Governor may be removed from the office by the Governor, for cause, after notice and opportunity to be heard.

Section 2. Powers: In addition to any and all powers conferred by applicable statutes, the Board of Trustees shall have authority as provided by general law consistent with and required for the effective fulfillment of the objectives and purposes of NJIT.\(^1\) The Board shall have authority to delegate to Officers of the Board and Committees thereof and to Officers of NJIT, such powers not otherwise forbidden by law to be so delegated.

Section 3. Custody of Funds: The Board of Trustees shall have the custody of NJIT’s funds and securities and shall designate the depositories of such funds and securities. The Board shall also designate who shall sign checks or withdrawals on depositories and who shall transfer title to securities.

Section 4. Vacancies: Vacancies in the Board of Trustees shall be reported to the Governor of the State of New Jersey and filled by appointment as set out in Section 1 above for the unexpired term only. Recommendations by the Board to the Governor are authorized and expected.

Section 5. Age Limit: It is the policy of the Board of Trustees that a member will not accept reappointment for a term following the one in which his or her 72\(^{nd}\) birthday occurs.

\(^{1}\) N.J.S.A. 18A:64E-13 et. seq.
ARTICLE III. OFFICERS OF THE BOARD AND NJIT

Section 1. Officers: The Officers of the Board of Trustees shall consist of a Chairperson and one or more Vice-Chairpersons, who shall be members of the Board and who shall be elected at the annual meeting in July and continue in office until the next annual meeting or until a successor has been elected or appointed, whichever later occurs. The Board may, in its discretion, designate a Chair-Elect to succeed to the position of Chair. There shall be a Secretary and a Treasurer to the Board, annually appointed by the Board, who also may be an Officer of NJIT. There may be an Assistant Secretary and/or an Assistant Treasurer to the Board as specially appointed by the Board for a term to be determined by the Board. There shall be a President of NJIT and such other officers of NJIT as shall be approved and appointed by the Board, consistent with law. The President of NJIT shall be the chief executive officer to the Board, and may be the Secretary or Treasurer to the Board, but shall not be a member of the Board.

Section 2. Duties of the Officers: The duties and responsibilities of the Officers of the Board of Trustees and NJIT shall be as follows:

A. An Honorary Chairperson of the Board, if and when appointed, shall be a former Chairperson of the Board and a member of the Board and shall perform such duties as may be specifically assigned from time to time at the direction of the Chairperson of the Board, or the Board of Trustees.

B. The Chairperson of the Board shall be the chief executive officer of the Board of Trustees and shall be authorized to perform such duties as are normally incident to the office of the Chairperson of a New Jersey public corporate entity and consistent with applicable law. The Chairperson shall preside at all meetings of the Board and decide all questions of order. It shall be the Chairperson’s duty to require that the By-Laws are complied with in letter and spirit, and that the duties of the executive Officers of NJIT, are properly entered into and executed. The Chairperson shall, for and on behalf of the Board and NJIT, sign all instruments, contracts, evidence of indebtedness, diplomas and other documents authorized by the Board. The Chairperson may, when and where formally authorized by the Board, delegate such duties to the President of NJIT, or such other Officers at NJIT as determined prudent to act on the Chairperson’s behalf. The Chairperson of the Board shall also perform such other duties as these By-Laws shall hereafter prescribe or as may be, from time to time, delegated to the Chairperson by the Board.

C. A Vice Chairperson of the Board of Trustees, in case of absence or disability of the Chairperson of the Board, shall perform the duties of the Chairperson of the Board. In the absence or disability of both the Chairperson of the Board and Vice Chairperson, the Board shall appoint a
Chairperson pro-tempore who shall perform the duties of the Chairperson of the Board.

D. The President of NJIT shall be the chief executive and administrative officer of NJIT. It shall be the President’s duty to execute and make effective the policies, orders, decisions and other acts of the Board of Trustees in administering NJIT. The President shall also have such authority and perform such duties as may be delegated or conferred by the Board or by the Chairperson of the Board. The President shall attend all regular meetings of the Board, unless excused by the Board.

The Board is vested with the authority to appoint and fix the term of office of the President. The appointment of the President may either be made with tenure (at or above the rank of Professor) or without tenure to an individual who possesses qualifications for serving as the chief executive officer. Presidential search procedures shall be conducted in accordance with the Board’s statutory authority to appoint the President and to determine the President’s duties, pursuant to N.J.S.A. 18A:64E-18(g) and shall be guided by best practices. The Board’s authority shall also include the following:

1. To develop and adopt the Presidential position profile as a guide for the search.

2. To establish the goals for the Presidential position in accordance with the University’s Strategic Plan.

3. To develop a timeline and budget for the search process, as well as to approve a communications plan to the University community to keep the campus informed of the progress of the search.

4. To develop a formal charge to the Search Committee, establishing strict confidentiality of the process, so as to ensure open communications during deliberation and the selection of the best candidate.

5. To appoint a Search Committee broadly representative of Board members as well as University constituencies comprised of a diverse group of individuals from faculty, staff, alumni, students, overseers and advisors, who are strongly committed to the University, and who have the expertise, commitment and ability to devote time to the search process.

6. The Search Committee shall make recommendations of candidates to the Board for their consideration.
7. The Board shall make the Presidential appointment and establish the President’s compensation, term of appointment, and performance goals and objectives.

E. The Secretary shall attend all meetings of the Board of Trustees, unless excused by the Board, and shall keep accurate records of meetings. The Secretary shall transmit to each Trustee, a copy of the minutes of all meetings of the Board, and make same available to the public as appropriate and consistent with New Jersey’s Open Public Meetings Act. The Secretary shall give notice to the members of the Board of all meetings of the Board. The Secretary shall be the custodian of records, books, deeds, contracts, documents and papers of the Board. The Secretary shall attest, by his or her signature, all instruments, contracts and documents executed by the duly authorized Officers of the Board on behalf of and in the name of NJIT or the Board. The Secretary shall have custody of the corporate seal and be responsible for it proper use in authenticating documents.

F. The Assistant Secretary shall have such authority and perform such duties as may be delegated or conferred by the Board of Trustees or by the Chairperson of the Board, or by the President of NJIT.

G. The Treasurer shall have responsibility for maintaining complete and accurate accounts or receipts and disbursements of NJIT and for assuring that all money and other valuable effects are deposited as designated by the Board of Trustees. The Treasurer shall make an annual report at the annual meeting and submit at each regular meeting a summary statement in writing of receipts and disbursements and of such changes as may have been made in the invested funds of securities of NJIT.

H. The Assistant Treasurer shall have such authority and perform such duties as may be delegated or conferred by the Board of Trustees or the Chairperson of the Board or the Treasurer.

ARTICLE IV. COMMITTEES OF THE BOARD

Section 1. Standing and Special Committees: The Board of Trustees may create such standing and special committees as the Board from time to time shall deem appropriate. Unless and until otherwise provided for in these By-Laws, there shall be the following standing committees appointed annually by the Chairperson:

Executive Committee – The Executive Committee consists of the Chair, the Chair-Elect and the Vice-Chair(s) of the Board. If there is only one Vice-Chair serving, the Chair of the Audit and Finance Committee shall serve as the second Vice-Chair. The Executive Committee may act, if necessary, on behalf of the Board, subject to subsequent
ratiﬁcation of the Board and consistent with the Open Public Meetings Act. The Executive Committee is responsible for oversight of governmental relations, personnel, executive compensation and strategic and long-range planning. The Executive Committee shall also serve as the Compensation Committee, having the responsibility to establish and evaluate the compensation and performance measures for the President, Vice-Presidents and other senior administrators of the university. The Executive Committee shall further serve as the Governance Committee, that oversees matters directly affecting the governance of the university, including the periodic review and update of the Board bylaws.

Building and Grounds Committee – The Building and Grounds Committee considers and makes recommendations to the Board concerning campus master planning, and facilities planning, including property acquisition, new construction and renovation, and landscaping.

Academic Affairs and Research Committee – The Academic Affairs and Research Committee considers and makes recommendations to the Board concerning the nature and demonstrable quality of student learning, academic structure and programs, and the nature of the research structure and agenda and the quality of their results.

Advancement Committee – The Advancement Committee considers and makes recommendations to the Board concerning development, including fund raising campaigns, marketing and public relations, and alumni relations programming.

Audit and Finance Committee – The Audit and Finance Committee assists the Board in its financial and regulatory compliance oversight. This Committee considers and makes recommendations to the Board concerning the annual budget, audit results, risk analysis, financial commitments and transactions requiring Board approval, including borrowing, consistent with the Audit Committee Charter. The Audit and Finance Committee shall also serve as the liaison for receiving the independent auditor’s report. The Chairperson of the Committee shall have accounting or related financial management expertise and the Board shall endeavor to ensure that a majority of the members of the committee shall have such expertise.

Nominating Committee – The Nominating Committee recommends to the Board candidates for officers of the Board to be elected or appointed. Additionally, the Nominating Committee makes recommendations to the Board of potential members of the Board to be recommended to the Governor for appointment to the Board.

Campus Life Committee – The Campus Life Committee oversees and make recommendations to the Board to policies and strategic plans affecting campus life, and reviews the outcomes of campus life, which outcomes include but are not limited to the recruitment and retention of students; the engagement and satisfaction of students and the greater NJIT community; and intellectual and personal growth of community members.
Joint Committee on Investments – The Joint Committee on Investments oversees the joint investment portfolio of NJIT and the Foundation at NJIT and reports to the Board on the performance of the investments and makes recommendations to the Board concerning management of the investment portfolio, as required by the Board. The Board directs members of the Joint Committee on Investments who are members of the Board of Trustees to represent the consensus of the Board on the Joint Committee on Investments.

The Standing Committees shall be advisory in nature and shall have no authority to take any action on behalf of the Board of Trustees. They shall make proposals and recommendations concerning their respective spheres to the Board for its consideration.

ARTICLE V. MEETINGS OF THE BOARD OF TRUSTEES

Section 1. Meetings and Notice of Meetings: Regular meetings of the Board of Trustees shall be held at least four (4) times per year, unless as any meeting members of the Board vote to cancel or postpone a future scheduled meeting. The time and place of the meetings shall be set by the Board. Notice of the regular meetings, naming the time and place thereof shall be given by the Secretary by mail to every member at their last known address at least one (1) week in advance of the scheduled meeting, and shall be noticed to the public in accordance with the New Jersey Open Public Meetings Act.

Section 2. Annual Meeting: The regular July meeting of the Board of Trustees shall be the annual meeting of the Board, unless and until such other time as the Board may designate, as properly noticed and scheduled.

Section 3. Special Meetings: Special meetings of the Board of Trustees may be called by the Chairperson, Vice-Chairperson, or by any three (3) Trustees on at least forty-eight (48) hours notice to each Trustee, and the public, disclosing the time, date and location of the meeting, and its agenda to the extent known and whether formal action is contemplated at the meeting.

Section 4. Nominating Committee: By April 1st of each year, the Chairperson of the Board of Trustees shall appoint a Nominating Committee of the Board which shall, not less than thirty (30) days before the date of the annual meeting in July, cause to be distributed to the members of the Board a report recommending candidates for office to be elected or appointed at the annual meeting. Nominations from the floor shall nevertheless be permitted at the annual meeting. Members of the Nominating Committee shall be eligible for nomination as officers of the Board.

Section 5. Quorum: A quorum shall consist of a majority of the filled, constituted membership of the Board of Trustees. All decisions of the Board shall require a quorum and must be made by majority vote of the members of the Board present.

Section 6. Order of Business: The order of business at all regular or special meetings of the Board of Trustees shall be consistent with the mandates of the Open Public Meetings Act.
ARTICLE VI. AMENDMENTS

Any By-Law of the Board of Trustees may be amended or repealed by a vote of a majority of all members of the Board, notice thereof having been given to the members of the Board at least one (1) month before being acted upon, provided, however, that the requirement of one (1) month’s notice may be suspended by the unanimous vote of the members of the Board attending a meeting at which a quorum is present.

ARTICLE VII. INDEMNIFICATION OF TRUSTEES AND OFFICERS

Each Trustee of the Board, or Officer, now or hereafter serving on the Board of Trustees, or on behalf of NJIT, or serving any other organization or entity at the request of the Board because of NJIT’s interest therein, or their heirs, executors, administrators and any other legal representative of any such Trustee or Officer, shall be indemnified and held harmless by NJIT from and against all costs and expenses which may be imposed upon or reasonably incurred by the Trustee or Officer in connection with or resulting from any claim, action, suit or proceeding in which the Trustee or Officer may be involved by reason of the Trustee or Officer being or having been a Trustee or Officer of the Board, or of any such other organization or entity, whether or not the Trustee or Officer continues to be a Trustee or Officer at the time such costs and expenses are imposed or incurred. The right to indemnification set forth in this Article is subject to the terms of the University Policy on Indemnification.

ARTICLE VIII. ACTION IN THE EVENT OF EMERGENCY

Section 1. Powers and Duties of Officers: In the event of a national emergency declared by the President of the United States or the person or persons performing their functions, which emergency prevents, affects or may prevent or affect normal operations, the Board of Trustees shall have the power, in the absence or disability of any of the officers of NJIT or upon the refusal of any Officer to act, to delegate and prescribe such Officer’s powers and duties to any other Officer or to any Board member or person employed by the Board for that purpose.

Section 2. Powers and Duties of Board Members: In the event of a state of disaster of sufficient severity to prevent or seriously affect the conduct or management of the affairs and business of NJIT by the Board of Trustees and Officers as contemplated by the By-Laws, any two (2) or more available members of the Board shall have the power and authority vested in the Board for the conduct of the affairs and business of NJIT during the period when it is impossible to conduct such business in the normal way.

Section 3. Succession of Officers: The Board of Trustees shall from time to time determine the succession and authority with respect to the management of NJIT in the event that, due to such emergency, any Officer is unable to assume or to continue the Officer’s normal executive duties or cannot be located.

ARTICLE IX. MISCELLANEOUS
Section 1. Gender Neutrality: All reference in these By-Laws to one gender designate either gender as appropriate to the incumbent.
6A. PRESIDENT’S REPORT
6B. REPORT ON 2020 VISION STRATEGIC PLAN
DRAFT for Discussion

2020 Vision Implementation and Reporting

Implementation of 2020 Vision will be led by a planning steering committee chaired by the provost and co-chaired by the Faculty Senate President and Director of Institutional Research and Planning. It will be supported by committees in each of the priority areas. These strategic priority implementation committees will be chaired by the responsible division head and will report to the steering committee every semester. Each committee will include administrative and staff members of the university as well as faculty appointed by the Faculty Senate.

Throughout implementation, committee decisions will be guided and informed by assessment. KPI reports monitoring the Key Performance indicators (KPIs) will be provided to all planning committees at the beginning and end of every semester. Additional assessment specific to the implementation of strategic priorities within each division is also expected.

Management and Reporting

2020 Vision is a strategic plan with a blueprint, therefore the implementation phase will be managed as a project more so than the strategic planning process that gave rise to it. Membership on the implementation committees will be limited to roughly ten members and participants will be selected based on functional responsibilities, engagement, and ability to drive change at the university. Committee activities will be tracked and individual tasks will be reported on a thirty-day cycle during the academic year.

Priority committees will provide monthly reports to the steering committee describing activities, tasks, and the status of short-term objectives. These will include an assessment of progress and the challenges foreseen. The steering committee will offer each priority committee specific comments and guidance. As needed, the steering committee will make recommendations on resource allocation and management to optimize plan fulfillment.

The steering committee will also prepare reports to the university president at the conclusion of every semester. These reports will include the current status of KPIs and a narrative evaluation of progress toward meeting the targets set out in 2020 Vision, with attention given to both areas of success and areas where progress may not be advancing as quickly as desired. The steering committee may offer recommendations for adjustments to the objectives or emphases as required by circumstances, the availability of resources, or the evaluation of programs and outcomes.

KPI Reports

Ongoing assessment will be an integral part of implementing 2020 Vision. To keep constant attention on the success of implementation, a separate KPI report will be issued at the conclusion of each academic year with the most current numbers. The KPI report will be provided to all committees and posted to the strategic planning website. As an active tool
for planning, it will be treated as an organic document. Some numbers, such as retention and graduation rates, will be updated officially once every year, but the KPI report will include preliminary data, when available. As final numbers are set the KPI report will be modified.

Steering committee

The committee will assure the effective implementation of 2020 Vision. It will monitor and coordinate activities in the strategic priorities which will guide the development of students, the transformation of the curriculum, the growth of scholarly research, the fostering of a global community, and the investments in human, physical, and technological resources. The steering committee will ensure coherent implementation through coordination with priority committees. It will also issue KPI reports and offer guidelines for ongoing assessment specific to the work of each strategic priority implementation committee.

Chair: Fadi Deek (as Provost and University Senate President)
Co-chairs: Faculty Senate President & Perry Deess (as Director of Institutional Research and Planning)
Suggested Members: One academic dean, two faculty, Basil Baltzis, Atam Dhawan, Ed Bishop, Joe Tartaglia, Wendy Lin-Cook, Kamal Joshi, Chuck Brooks,

Strategic Priority Committees

One implementation committee will be established per priority. Each will be led by a division head (or designee).

Priority 1—Students

This committee will assure that NJIT will increase retention and graduation rates. Once enrolled at NJIT, students will receive the highest level of academic and social support to enable them to persist through a rigorous curriculum and become leaders in their professions or continue advanced studies. In both undergraduate and graduate programs, new initiatives will refine and target admission processes to increase the rates of academic success.

Chair: Charlie Fey
Co-chair: Faculty
Suggested Members: Three faculty, as appointed by the Faculty Senate, University Senate representative, and additional staff directly involved in the area, for example: Wendy Lin-Cook, Sarah Vandermark, Sharon Morgan, Albert Martinez (Total participants ~10)

Priority 2—Learning

This committee will ensure that our students encounter a course of study that is under continual scrutiny in order to ensure it meets current professional standards, provides the general education to produce the most highly qualified leaders, and is delivered by enthusiastic instructors using innovative and effective methods. Digital learning will be an
integral part of every student's experience, with instructors engaging students through "converged" pedagogies where the boundaries between on-line and face-to-face instruction fade. Students will be given more opportunities to learn at their own pace and to explore their own path to achieve their learning goals. Academic programs and other learning opportunities will foster in the students a professional attitude, broaden their cultural experiences, and increase their understanding of civic responsibilities.

Chair: Basil Baltzis
Co-Chairs: Sotiri Ziavras & CUE chair
Suggested Members: two additional faculty and instructional staff, as appointed by the Faculty Senate, as well as additional staff directly involved in the area, for example: Gale Spak, Greg Mass, Blake Haggerty, Chuck Brooks, Lucie Tchouassi (Total participants ~10)

Priority 3—Scholarly Research

This committee will assure that NJIT achieves a national and international presence in research. The faculty of NJIT will be engaged in increasing knowledge in their respective fields by participating in innovative, prominent research, and creative work. The university will provide the necessary and full support administratively, technologically, and materially in order to assist the faculty in achieving their full professional potential. To inspire the most creative innovative research, multidisciplinary approaches will be supported and facilitated.

Chair: Atam Dhawan
Suggested Members: One academic dean, Andrew Christ, five research active faculty, as appointed by the Faculty Senate. Additional staff directly involved in the area, for example: Dave Ullman, Norma Rubio, Tim Franklin (Total participants ~10)

Strategic Priority 4—Community

This committee will work to ensure that we value the diversity of students and faculty diversity and will build upon it, striving to expand the representation of women and underrepresented minorities in the faculty and administrative ranks. NJIT will increasingly mirror the global society. To make us a stronger community, alumni engagement, particularly with students, will be deepened.

Chair: Kay Turner
Co-chair: Faculty
Suggested Members: University Senate representative, three faculty, as appointed by the Faculty Senate, Director of the Women Center, Holly Stern, and additional staff directly involved in the area: Jeff Grundy, Tony Howell, Michael Smullen (Total participants ~10)

Strategic Priority 5—Investments

This committee will ensure that the human, physical, and technological resources for student learning and faculty research have the highest priority. The university's faculty will continue to grow in numbers and renown. They will work in the best laboratories with the
highest quality equipment and technology infrastructure. All classrooms will accommodate a variety of instructional layouts and will offer the latest technology. A multi-year campus plan for student learning, faculty, research, and community investment will propel NJIT to state, regional, national, and international prominence.

Chair: Andrew Christ
Co-Chairs: Ed Bishop and Faculty Member
Suggested Members: One academic dean, University Senate representative, three faculty, as appointed by the Faculty Senate, and additional staff directly involved in the area: Joe Tartaglia, Boris Shapiro, Charlie Nieves
(Total participants ~10)

Reporting Cycle

Strategic planning implementation will provide regular reports to monitor progress at all levels.

<table>
<thead>
<tr>
<th>Report Type</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation Progress Report</td>
<td>June</td>
</tr>
<tr>
<td>KPI Report</td>
<td>June</td>
</tr>
<tr>
<td>President</td>
<td></td>
</tr>
<tr>
<td>Implementation Progress Report</td>
<td>December and May</td>
</tr>
<tr>
<td>KPI Report</td>
<td>December and May</td>
</tr>
<tr>
<td>Community</td>
<td></td>
</tr>
<tr>
<td>Implementation Progress Report</td>
<td>June</td>
</tr>
<tr>
<td>KPI Report</td>
<td>June</td>
</tr>
<tr>
<td>Faculty and University Senates</td>
<td></td>
</tr>
<tr>
<td>Implementation Progress Report</td>
<td>December and May</td>
</tr>
<tr>
<td>KPI Report</td>
<td>December and May</td>
</tr>
<tr>
<td>Steering Committee</td>
<td></td>
</tr>
<tr>
<td>Priority Committee Status Update</td>
<td>Every 60 Days</td>
</tr>
<tr>
<td>Priority Committee</td>
<td></td>
</tr>
<tr>
<td>Individual Task Completion</td>
<td>Every 30 Days</td>
</tr>
</tbody>
</table>
Schedule

Committee selection March 1 - March 30, 2015

Charge to Committees sent March 30, 2015

Kickoff Meeting April 20, 2015

Priority Committees Meet April 20 - May 20, 2015

Committee Chairs give status report to steering committee on or around May 20, 2015

KPI report 1 released May 31, 2015

Steering committee meets and releases KPI report 2 September 9, 2015

Priority Committees Meet September 1 - December 15, 2015
6C. REPORT ON INTANGIBLE ASSETS
Annual Performance Overview

Over the past ten years NJIT’s Office of Technology Development (OTD) has generated over $3.4M in licensing revenues, and has built a substantial patent portfolio. As of March 1st NJIT had 194 unexpired US patents, of which about one-third (71) are available for licensing. In addition we have 26 provisional and 97 non-provisional US patent applications pending, of which 74 are available for licensing.

Beginning about 18 months ago OTD began to experience a substantial decline in the number of invention disclosures being submitted. The 45 disclosures received in FY14 is only slightly more than half the number received in FY13 and so far FY15 is trending even lower.

<table>
<thead>
<tr>
<th>Table 1. Invention Disclosure Activity by Year FY2011-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
</tr>
<tr>
<td>Invention Disclosures (IDs)</td>
</tr>
</tbody>
</table>

Part of this decline is undoubtedly due to Intellectual Ventures, our primary licensee, being much less willing to consider inventions that were not directly related to their areas of interest. They have not accepted any new disclosures from NJIT in almost a year, resulting in a significant decline in the number of disclosures being submitted by the ECE faculty. In addition while NJIT has added a significant number of new faculty over the last 4 years, it will take several more years until we see disclosures from them as they generate research funding and complete research programs.

The existing NJIT IP portfolio is often an enabler for industry contract R&D work. Background NJIT IP from Professor Ken Chin set the stage for 2 CTIE (China Triumph International Engineering) contracts to his lab totaling nearly $2M. In 2010, Catalent funded two research projects with Professor Raj Dave based on work with engineered composite particles technology and processes that allow for materials to be cost effectively coated and taste-masked. Catalent subsequently licensed IP developed by NJIT and is transferring the technology into its world class, cGMP facilities to support manufacture of novel dosage forms such as its Zydis® fast dissolve platform. Other industrial sponsored research agreements that are based on background NJIT IP include EPRI, Coulter (stem cell work from Treena Arinzeh), Croda, Sherwin Williams, Ticona and Pepsi all based on work by Dr. Mike Jaffe dealing with high performance polymers, Essilor utilizing work by Tara Alvarez on neural control of oculomotor movements and Soligie (printable sensor technology from John Federici). It is our expectation that these research programs will also led to subsequent licensing agreements.

Since provisional patents are relatively inexpensive to prepare and file, OTD continues to file them at a fairly constant, though declining rate.

<table>
<thead>
<tr>
<th>Table 2. Provisional Patent Filings by Year FY2011-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Provisional Filings</td>
</tr>
<tr>
<td>NJIT Funded Provisional Filings</td>
</tr>
</tbody>
</table>

Non-provisional (full) patent applications on the other hand are quite expensive to prepare and file ($7,500 to $10,000 per application) as all the work is done by outside attorneys. International applications cost considerably more than US filings, primarily due to the applicable fees. By the time a patent issues, the total investment in each asset will have easily doubled.

In FY06 OTD added a patent attorney to its staff and began to actively manage the patent prosecution budget. During the period FY06-FY10 our run-rate averaged $300k per year, down from the previous years'
rate of $500k. In both FY11 and FY12 this budget was further reduced by another 20% per annum and has stayed at that level since then.

**Table 3. Full Patent Filings and Issuance by Year FY2011-2015**

<table>
<thead>
<tr>
<th></th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY15 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Non Provisional Filings</td>
<td>33</td>
<td>13</td>
<td>32</td>
<td>33</td>
<td>5</td>
</tr>
<tr>
<td>NJIT Funded Non Provisional Filings</td>
<td>16 (48%)</td>
<td>7 (54%)</td>
<td>9 (28%)</td>
<td>11 (33%)</td>
<td>4 (80%)</td>
</tr>
<tr>
<td>US Issued Patents</td>
<td>32</td>
<td>36</td>
<td>29</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>NJIT Funded Patents</td>
<td>8 (25%)</td>
<td>6 (17%)</td>
<td>7 (24%)</td>
<td>4 (27%)</td>
<td>4 (33%)</td>
</tr>
</tbody>
</table>

As of 3/1 the pipeline of NJIT funded non-provisional patent applications pending with the USPTO is down to 51 with another 58 applications being funded by third parties. Our decisions to file and maintain the IP portfolio hinge on our ability to identify a near-term commercialization path for each case.

NJIT licensing revenues have increased from $16 $6k in 2003 to an average of $310k over these past eleven fiscal years, generating a total of $3.4M. Since Intellectual Ventures, the primary driver of this revenue growth, has shifted their portfolio strategies, we have focused our efforts on other opportunities, one of which may bear substantial fruit in the near future. Large pieces of our portfolio such as our stem cell work from Treena Arinzeh and Kam Sirkar's membrane technology are now closer than ever to licensing so those prior expenses should start generating revenue within the next fiscal year or two. We are also beginning to utilize firms like IRunway for IP asset benchmarking, auction, licensing, and enforcement to get more value out of our assets. Increasing the flow of new disclosures and investing more in the portfolio now will be key to attaining the 2020 Vision and generating future IP royalty streams.

**Table 4. Commercialization Activity FY2011-2015**

<table>
<thead>
<tr>
<th></th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY15 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>License Income</td>
<td>$268k</td>
<td>$217k</td>
<td>$220k</td>
<td>$115k</td>
<td>$73k</td>
</tr>
<tr>
<td>IP Assets Licensed/Optioned</td>
<td>209</td>
<td>187</td>
<td>196</td>
<td>168</td>
<td>168</td>
</tr>
</tbody>
</table>

Consistent with a national trend, OTD's overall marketing efforts continue to focus not just on generating licensing revenue, but also on generating new sponsored research projects for faculty (see discussion above), which if successful, may lead to future licensing relationship(s). OTD has been instrumental in getting NJIT faculty to apply and receive five NSF I-Corps grants, which are focused on identifying the commercialization opportunities of technologies previously funded by NSF. A recent NJIT I-Corps team led by Puspendra Singh is moving ahead with exploring commercial application of films with particle monolayers embedded on the surface in the photomask market. We have also worked on two Science Center QED Proof-of-Concept applications, each of which has led to identifying new licensing targets for medical device technology (ionometer and stem cell scaffolds). These efforts are in addition to the NJIT initiatives.

To identify licensing targets and sponsored research collaboration partners OTD continues to participate in several external venues to showcase various NJIT technologies available for licensing: TechConnect2015 World and National Innovation Summit & Showcase in DC, New Jersey Entrepreneurial Network Poster Exhibit @ Princeton (at which an NJIT freshman received 1st place for her oral presentation), Pharmaceutical Consultants Consortium International of New Jersey (at which four NJIT technologies were presented by students and a new member of faculty); and New Jersey Technology Council's Venture Conference and Regional Commercialization Conference. These venues have resulted in our attracting several new parties with whom we are now in early licensing and/or sponsored research discussions.

**Peer University Analysis**

The Association of University Technology Managers (AUTM) publishes results from an annual survey of participating universities. These do not include many of our benchmark peer universities who choose not to be AUTM members. Of those completing the survey there are 28 schools reporting Total Research Funding in excess of $100M in the AUTM FY2014 survey (that reports on FY2013 results).
One of the metrics a number of universities use to compare their performance to other US universities is the number of Invention Disclosures per million dollars of Sponsored Research.

**Table 5. Research to Patent Productivity FY2011-2015**

<table>
<thead>
<tr>
<th></th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invention Disclosures (IDs)</td>
<td>63</td>
<td>75</td>
<td>84</td>
<td>45</td>
<td>26</td>
</tr>
<tr>
<td>Sponsored Research (SR) Funding</td>
<td>$100.5M</td>
<td>$102.9M</td>
<td>$107.3M</td>
<td>$106.0M</td>
<td></td>
</tr>
<tr>
<td>Ratio IDs to $M SR Funding</td>
<td>63%</td>
<td>73%</td>
<td>78%</td>
<td>52%</td>
<td></td>
</tr>
</tbody>
</table>

Of the 28 schools reporting Total Research Funding in excess of $100M NJIT ranked 4th with a ratio of 78% – the average ratio for this subgroup was 45%.

NJIT's performance in other categories measured by the AUTM survey is shown in the tables below compared to the polytechnic institutions responding to this annual survey (Cal Tech, Carnegie Mellon University, Case Western, Colorado School of Mines, Georgia Tech, Louisiana Tech, Michigan Tech, MIT and Virginia Polytechnic Inst.). Since other benchmark peers do not report their results to AUTM, it is not possible to extrapolate their IP performance from other metrics to create a more meaningful comparison in our standard representation of benchmark peers. Nevertheless, the ten schools listed encompass many of our benchmark and aspirational peer universities.

NJIT is well placed in several categories. As noted earlier, it is among the national leaders in invention disclosures per dollar of federal funding. This suggests that we do work that is of both scholarly to merit significant external funding, but is also of high practical value leading to a disproportionately high ratio ion this metric. NJIT ranks roughly where it does in overall R&D expenditures, or 7th overall, ranging 6th – 8th in most of the extensive metrics.

**Table 6. Peer Comparisons in FY13 AUTM Benchmarks**

<table>
<thead>
<tr>
<th>Total Sponsored $R&amp;D</th>
<th>Disclosures Received</th>
<th>Disclosures/SRD</th>
</tr>
</thead>
<tbody>
<tr>
<td>RANK</td>
<td>SR $M</td>
<td>RANK</td>
</tr>
<tr>
<td>MIT</td>
<td>1</td>
<td>$1,660.6</td>
</tr>
<tr>
<td>GA Tech</td>
<td>2</td>
<td>$814.8</td>
</tr>
<tr>
<td>VA Tech</td>
<td>3</td>
<td>$496.2</td>
</tr>
<tr>
<td>CalTech</td>
<td>4</td>
<td>$792.4</td>
</tr>
<tr>
<td>Case W</td>
<td>5</td>
<td>$334.5</td>
</tr>
<tr>
<td>CMU</td>
<td>6</td>
<td>$275.4</td>
</tr>
<tr>
<td>NJIT</td>
<td>7</td>
<td>$197.3</td>
</tr>
<tr>
<td>Mi Tech</td>
<td>8</td>
<td>$70.7</td>
</tr>
<tr>
<td>Mines</td>
<td>9</td>
<td>$61.8</td>
</tr>
<tr>
<td>LA Tech</td>
<td>10</td>
<td>$24.0</td>
</tr>
<tr>
<td>NJIT as % of Avg</td>
<td>26%</td>
<td>NJIT as % of Avg</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No. Licenses &amp; Opt.</th>
<th>Revenue Yielding Lic/Opt</th>
<th>License Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>RANK</td>
<td>Lic/Opt</td>
<td>RANK</td>
</tr>
<tr>
<td>CalTech</td>
<td>1</td>
<td>N.A.</td>
</tr>
<tr>
<td>MIT</td>
<td>2</td>
<td>103</td>
</tr>
<tr>
<td>CMU</td>
<td>3</td>
<td>91</td>
</tr>
<tr>
<td>GA Tech</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>Case W</td>
<td>5</td>
<td>34</td>
</tr>
<tr>
<td>NJIT</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Mi Tech</td>
<td>7</td>
<td>25</td>
</tr>
<tr>
<td>Mines</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>LA Tech</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>NJIT as % of Avg</td>
<td>78%</td>
<td>NJIT as % of Avg</td>
</tr>
</tbody>
</table>
Table 6. Peer Comparisons in FY13 AUTM Benchmarks (cont.)

<table>
<thead>
<tr>
<th>Legal Expenses</th>
<th>Recovered Legal Exp.</th>
<th>No. Start-ups</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RANK</strong></td>
<td><strong>Legal Exp $</strong></td>
<td><strong>RANK</strong></td>
</tr>
<tr>
<td>Mines</td>
<td>N.A.</td>
<td>Mines</td>
</tr>
<tr>
<td>MIT</td>
<td>$18,000</td>
<td>MIT</td>
</tr>
<tr>
<td>CalTech</td>
<td>$6,311</td>
<td>CalTech</td>
</tr>
<tr>
<td>GA Tech</td>
<td>$2,962</td>
<td>GA Tech</td>
</tr>
<tr>
<td>Case W</td>
<td>$2,375</td>
<td>VA Tech</td>
</tr>
<tr>
<td>CMU</td>
<td>$1,593</td>
<td>Case W</td>
</tr>
<tr>
<td>VA Tech</td>
<td>$1,052</td>
<td>CMU</td>
</tr>
<tr>
<td>NJIT</td>
<td>$271</td>
<td>LA Tech</td>
</tr>
<tr>
<td>DU Tech</td>
<td>$176</td>
<td>ME Tech</td>
</tr>
<tr>
<td>NJIT as % of Avg</td>
<td>7%</td>
<td>NJIT as % of Avg</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Patents Filed</th>
<th>Patents Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RANK</strong></td>
<td><strong>Patents Filed</strong></td>
</tr>
<tr>
<td>CalTech</td>
<td>1</td>
</tr>
<tr>
<td>MIT</td>
<td>2</td>
</tr>
<tr>
<td>GA Tech</td>
<td>3</td>
</tr>
<tr>
<td>VA Tech</td>
<td>4</td>
</tr>
<tr>
<td>CMU</td>
<td>5</td>
</tr>
<tr>
<td>Case W</td>
<td>6</td>
</tr>
<tr>
<td>NJIT</td>
<td>7</td>
</tr>
<tr>
<td>Mines</td>
<td>8</td>
</tr>
<tr>
<td>ME Tech</td>
<td>9</td>
</tr>
<tr>
<td>LA Tech</td>
<td>10</td>
</tr>
<tr>
<td>NJIT as % of Avg</td>
<td>27%</td>
</tr>
</tbody>
</table>

Related Activities

The Capital One Innovation Acceleration Challenge and TechQuest invention competitions provide students with the opportunity to explore entrepreneurship and commercialization of their ideas during the summer. We also work closely with the faculty that teach the various undergraduate capstone studio courses and each year we review their inventions for possible patenting. To help understand the commercial potential of these early concepts we bring students to industry showcases and forums. Additionally NJIT was just recently named an NSF I- Corps Site. This $300k grant will fund a number of small ($2.5k) awards over the next 3 years to student and faculty inventor teams so they can utilize the Lean Launchpad methodology to conduct extensive customer interviews to validate the commercialization prospects for their technology. Such awardees will qualify as “NSF awardees” and can then pursue SBIR and full-fledge I-Corps grants to further commercialize their technology. NJIT joins 35 other I-Corps sites around the country.

This past year OTD prepared the NJIT nominations that resulted in Professor Somenath Mitra receiving awards from both the New Jersey Inventors Hall of Fame and the Research & Development Council of New Jersey. The latter, the Thomas Alva Edison Patent of the Year Award, was in the emerging technology category for US Patent 7,754,054 “Microwave Induced Functionalization of Single Wall Carbon Nanotubes”.

OTD also continues to work with faculty members who have expressed interest in participating in new ventures based on technology developed at NJIT: nano-bio-probes for diagnostic testing (Farrow), SmartCampus (Jones), membranes (Mitra), biomaterials (Arinzeh), and data mining (Geller). We also encourage both students and faculty interested in starting a venture to participate in the periodic Venture Acceleration Boot Camps run by the NJIT Center for Innovation Acceleration and the EDC incubator.
6D. OPERATING STATEMENT YEAR TO DATE
New Jersey Institute of Technology
Statement of Current Fund Revenues and Expenditures
For the Nine Months Ended March 31, 2015
(Dollars In Thousands)

<table>
<thead>
<tr>
<th>Schedule A</th>
<th>Restricted Funds</th>
<th>Unrestricted Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2015 Budget</td>
<td>FY2015 YTD</td>
</tr>
<tr>
<td></td>
<td>FY2015</td>
<td>FY2015</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$162,799</td>
<td>$168,934</td>
</tr>
<tr>
<td>Appropriations, Contracts, Gifts</td>
<td>$91,226</td>
<td>$71,261</td>
</tr>
<tr>
<td>Other sources</td>
<td>$11,723</td>
<td>$10,138</td>
</tr>
<tr>
<td>Allocated Balances</td>
<td>$4,000</td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$269,748</td>
<td>$253,333</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>$17,729</td>
<td>$17,953</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$287,477</td>
<td>$271,286</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$103,142</td>
<td>$78,391</td>
</tr>
<tr>
<td>Research</td>
<td>$12,382</td>
<td>$7,835</td>
</tr>
<tr>
<td>Public Service</td>
<td>$2,786</td>
<td>$1,929</td>
</tr>
<tr>
<td>Academic Support</td>
<td>$27,197</td>
<td>$18,854</td>
</tr>
<tr>
<td>Student Services</td>
<td>$19,917</td>
<td>$14,070</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>$39,021</td>
<td>$28,903</td>
</tr>
<tr>
<td>Operation and Maintenance of Physical Plant</td>
<td>$20,502</td>
<td>$13,221</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>$24,923</td>
<td>$24,395</td>
</tr>
<tr>
<td><strong>Total Educational and General</strong></td>
<td>$249,870</td>
<td>$187,598</td>
</tr>
<tr>
<td>Transfers</td>
<td>$19,878</td>
<td>$17,615</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$269,748</td>
<td>$205,213</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>$7,915</td>
<td>$6,438</td>
</tr>
<tr>
<td>Auxiliary Transfers</td>
<td>$9,814</td>
<td>$7,663</td>
</tr>
<tr>
<td><strong>Total Auxiliary</strong></td>
<td>$17,729</td>
<td>$14,101</td>
</tr>
<tr>
<td><strong>Total Expenditures and Transfers</strong></td>
<td>$287,477</td>
<td>$219,314</td>
</tr>
<tr>
<td>Excess of Revenues over Expenditures and Transfers</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
### New Jersey Institute of Technology
#### Expense Report
For the Nine Months Ended March 31, 2015
(Dollars In Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Current Month</th>
<th>FY2015 YTD</th>
<th>FY2015 Budget</th>
<th>75% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic</strong></td>
<td></td>
<td></td>
<td></td>
<td>Actual Year</td>
</tr>
<tr>
<td>Salaries and Fringe Benefits</td>
<td>$11,045</td>
<td>$108,771</td>
<td>$141,212</td>
<td>77%</td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>262</td>
<td>1,705</td>
<td>4,201</td>
<td>41%</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>443</td>
<td>24,395</td>
<td>24,923</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>118</td>
<td>1,016</td>
<td>1,856</td>
<td>53%</td>
</tr>
<tr>
<td>Travel and Development</td>
<td>257</td>
<td>1,770</td>
<td>2,300</td>
<td>61%</td>
</tr>
<tr>
<td>Library Collections</td>
<td>5</td>
<td>1,288</td>
<td>1,420</td>
<td>35%</td>
</tr>
<tr>
<td>Other General Operating</td>
<td>569</td>
<td>6,529</td>
<td>14,435</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>949</td>
<td>10,603</td>
<td>20,011</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Total Academic</strong></td>
<td>12,699</td>
<td>145,474</td>
<td>190,347</td>
<td>76%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Prior Year</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td></td>
<td></td>
<td></td>
<td>75%</td>
</tr>
<tr>
<td>Salaries and Fringe Benefits</td>
<td>3,184</td>
<td>30,722</td>
<td>41,188</td>
<td>75%</td>
</tr>
<tr>
<td>Equipment Purchases</td>
<td>42</td>
<td>398</td>
<td>725</td>
<td>55%</td>
</tr>
<tr>
<td>Utilities</td>
<td>708</td>
<td>5,263</td>
<td>8,563</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Other Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>112</td>
<td>747</td>
<td>1,551</td>
<td>63%</td>
</tr>
<tr>
<td>Travel and Development</td>
<td>57</td>
<td>381</td>
<td>715</td>
<td>35%</td>
</tr>
<tr>
<td>Other General Operating</td>
<td>440</td>
<td>4,613</td>
<td>6,781</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total Other Operating</strong></td>
<td>609</td>
<td>5,741</td>
<td>9,047</td>
<td>63%</td>
</tr>
<tr>
<td><strong>Total Support</strong></td>
<td>4,543</td>
<td>42,124</td>
<td>59,523</td>
<td>71%</td>
</tr>
<tr>
<td>Transfers</td>
<td>2,153</td>
<td>17,615</td>
<td>19,878</td>
<td>89%</td>
</tr>
<tr>
<td><strong>Total Academic, Support, and Transfers</strong></td>
<td>19,395</td>
<td>205,213</td>
<td>269,748</td>
<td>76%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>617</td>
<td>6,438</td>
<td>7,915</td>
<td>81%</td>
</tr>
<tr>
<td>Auxiliary Transfers</td>
<td>918</td>
<td>7,663</td>
<td>9,814</td>
<td>78%</td>
</tr>
<tr>
<td><strong>Total Auxiliary Expenses</strong></td>
<td>1,535</td>
<td>14,101</td>
<td>17,729</td>
<td>76%</td>
</tr>
<tr>
<td><strong>Total Unrestricted Expenses</strong></td>
<td>20,930</td>
<td>219,314</td>
<td>287,477</td>
<td>76%</td>
</tr>
<tr>
<td><strong>Restricted Expenses</strong></td>
<td>6,400</td>
<td>85,195</td>
<td>106,000</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Total Expenses and Transfers</strong></td>
<td>$27,330</td>
<td>$304,509</td>
<td>$393,477</td>
<td>77%</td>
</tr>
</tbody>
</table>
6E. SCHEDULE OF SHORT TERM INVESTMENTS
## NEW JERSEY INSTITUTE OF TECHNOLOGY

### CASH AND CASH EQUIVALENTS AND INVESTMENTS

**AS OF MARCH 31, 2015**

(Dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>3/31/2015</th>
<th>3/31/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TOTAL</td>
<td>TOTAL</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents:</strong>*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money market funds</td>
<td>$89,893</td>
<td>$75,083</td>
</tr>
<tr>
<td></td>
<td>$89,893</td>
<td>$75,083</td>
</tr>
<tr>
<td><strong>Investments:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Treasury and government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>agency bonds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual equity funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual bond funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate equity securities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate debt securities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of deposit</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$118,381</td>
<td>$97,275</td>
</tr>
</tbody>
</table>

### Table:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash and cash equivalents:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money market funds</td>
<td>87,331</td>
<td>2,291</td>
<td>271</td>
<td>89,893</td>
<td>75,083</td>
</tr>
<tr>
<td></td>
<td>87,331</td>
<td>2,291</td>
<td>271</td>
<td>89,893</td>
<td>75,083</td>
</tr>
<tr>
<td><strong>Investments:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Treasury and government</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>agency bonds</td>
<td>5,583</td>
<td>-</td>
<td>-</td>
<td>5,583</td>
<td>8,420</td>
</tr>
<tr>
<td>Mutual equity funds</td>
<td>4,067</td>
<td>-</td>
<td>-</td>
<td>4,067</td>
<td>3,660</td>
</tr>
<tr>
<td>Mutual bond funds</td>
<td>10,331</td>
<td>-</td>
<td>-</td>
<td>10,331</td>
<td>5,301</td>
</tr>
<tr>
<td>Corporate equity securities</td>
<td>5,304</td>
<td>-</td>
<td>-</td>
<td>5,304</td>
<td>1,646</td>
</tr>
<tr>
<td>Corporate debt securities</td>
<td>2,703</td>
<td>-</td>
<td>-</td>
<td>2,703</td>
<td>2,665</td>
</tr>
<tr>
<td>Certificate of deposit</td>
<td>-</td>
<td>-</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td>27,988</td>
<td>-</td>
<td>500</td>
<td>28,488</td>
<td>22,192</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$115,319</td>
<td>$2,291</td>
<td>$771</td>
<td>$118,381</td>
<td>$97,275</td>
</tr>
</tbody>
</table>
6F. REPORT ON STATUS OF COMPREHENSIVE CAMPAIGN AND GIFT REPORTS
STATUS OF COMPREHENSIVE CAMPAIGN

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 develop the next-generation campus.

Gift Summary:

<table>
<thead>
<tr>
<th></th>
<th>As of June 30, 2013</th>
<th>As of June 30, 2014</th>
<th>As of March 31, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts</td>
<td>$29,616,004</td>
<td>$34,936,581</td>
<td>$37,472,026</td>
</tr>
<tr>
<td>Pledges</td>
<td>$31,723,955</td>
<td>$33,150,840</td>
<td>$35,752,749</td>
</tr>
<tr>
<td>Cash in Hand</td>
<td>$47,609,301</td>
<td>$56,960,508</td>
<td>$61,848,343</td>
</tr>
<tr>
<td># Donors</td>
<td>15,262</td>
<td>17,236</td>
<td>18,250</td>
</tr>
<tr>
<td>Grants*</td>
<td>$52,534,773</td>
<td>$60,553,427</td>
<td>$66,035,715</td>
</tr>
<tr>
<td>Comprehensive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campaign Total</td>
<td>$113,874,732</td>
<td>$128,640,847</td>
<td>$140,226,816</td>
</tr>
</tbody>
</table>

* These grants are for initiatives and programs throughout the university that are consistent with the goals and funding priorities of the NJIT NEXT Campaign.

Recent Highlights:

A. Gift Report
   - 6% increase in Alumni donors this fiscal year vs. last year (July 1 – March 31)
   - 2% increase in overall giving; excluding bequests (July 1 – February 28)
   - $250,000 pledged commitment from Raymond McGowan BS CHE ’64

B. Activities
   - 17% increase in UA activity this fiscal year vs. last year (July 1 – March 31)
   - 261 guests attended CIT Post-Season Basketball Receptions, including 113 for the March 28th quarterfinals game

C. Events
   - April 14 Speaking of Careers Networking Reception (Viacom HQ, NYC)
   - April 18 Ringling Museum of Art Reception (Sarasota, FL)
   - April 24 Scholarship Brunch, 27th Annual
   - April 28 Greek Alumni Symposium and Barbeque
   - May 8 Bloomberg Radio STEM Show and Reception (Bloomberg Inc., NYC)
   - May 15-17 Alumni Weekend
   - May 19 Commencement
   - May 28 Golden Highlanders Planned Giving Seminar (Monmouth, NJ)
   - June 7 Lakewood BlueClaws Baseball and Luncheon (Lakewood, NJ)
   - June 10 NY Giants Stadium Tour (East Rutherford, NJ)
   - July 25 QuickChek NJ Festival of Ballooning (Readington, NJ)
   - August 30 Somerset Patriots Baseball and Luncheon (Bridgewater, NJ)
   - September 21 Annual Highlanders Golf Classic (Montclair, NJ)

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

<table>
<thead>
<tr>
<th>Source</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Sources</td>
<td>$5,668,322</td>
<td>$7,432,774</td>
<td>$5,198,864</td>
</tr>
<tr>
<td>All Sources without Gifts in Kind</td>
<td>$5,443,580</td>
<td>$6,891,430</td>
<td>$5,013,953</td>
</tr>
<tr>
<td>Matching Gifts</td>
<td>$61,731</td>
<td>$52,698</td>
<td>$60,305</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>%</th>
<th>#</th>
<th>2014</th>
<th>%</th>
<th>#</th>
<th>2015</th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alum</td>
<td>$2,847,531(^1)</td>
<td>50.24</td>
<td>3,093</td>
<td>$3,060,183(^2)</td>
<td>41.17</td>
<td>3,136</td>
<td>$1,295,802(^3)</td>
<td>24.92</td>
<td>3,315</td>
</tr>
<tr>
<td>Corp</td>
<td>$1,809,063(^4)</td>
<td>31.92</td>
<td>187</td>
<td>$1,918,474(^5)</td>
<td>25.81</td>
<td>206</td>
<td>$2,204,399(^6)</td>
<td>42.40</td>
<td>193</td>
</tr>
<tr>
<td>Foundations</td>
<td>$280,197</td>
<td>4.94</td>
<td>22</td>
<td>$393,414</td>
<td>5.29</td>
<td>18</td>
<td>$688,977(^7)</td>
<td>13.21</td>
<td>19</td>
</tr>
<tr>
<td>Friends</td>
<td>$449,950</td>
<td>7.94</td>
<td>514</td>
<td>$1,743,913(^8)</td>
<td>23.46</td>
<td>748</td>
<td>$815,202(^9)</td>
<td>15.68</td>
<td>581</td>
</tr>
<tr>
<td>Other</td>
<td>$281,582</td>
<td>4.97</td>
<td>18</td>
<td>$316,791</td>
<td>4.26</td>
<td>22</td>
<td>$196,485</td>
<td>3.78</td>
<td>22</td>
</tr>
<tr>
<td>Totals</td>
<td>$5,668,322</td>
<td>100.00</td>
<td>3,834</td>
<td>$7,432,774</td>
<td>100.00</td>
<td>4,130</td>
<td>$5,198,864</td>
<td>100.00</td>
<td>4,130</td>
</tr>
</tbody>
</table>

### FY 2014 vs FY 2015 by Donor Type

Variance in Dollars and Donors Raised

<table>
<thead>
<tr>
<th></th>
<th>% Dollars</th>
<th>% Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>-58%</td>
<td>+6%</td>
</tr>
<tr>
<td>Corp</td>
<td>15%</td>
<td>-6%</td>
</tr>
<tr>
<td>Foundations</td>
<td>75%</td>
<td>6%</td>
</tr>
<tr>
<td>Friends</td>
<td>-53%</td>
<td>-22%</td>
</tr>
<tr>
<td>Other</td>
<td>-38%</td>
<td>N/C</td>
</tr>
<tr>
<td>Total</td>
<td>-30%</td>
<td>N/C</td>
</tr>
</tbody>
</table>

---

3. Alumni – Gimbel Bequest $147K
4. Corporations – Compass Group $161K, ExxonMobil $209K, Pepsi $101K, ADP 100K, Berger $100K
5. Corporations – Operation Technology $472K, Pepsi $201, ExxonMobil $190K
7. Foundations – Ridgefield/Leir $300K
8. Friends – Hartmann Bequest $1M
6G. REPORT ON UPCOMING CALENDAR OF EVENTS
NJIT BOARD OF TRUSTEES  
FY 2015 – 2016 SCHEDULE OF MEETINGS

FY 2015 Board Meetings

February 5, 2015
April 16, 2015
June 4, 2015 *(BOT Mtg./Retreat)*
(No Committee meetings)
9 – 11 AM (Closed Session)
11 AM -12 PM (Public Session)
1 – 4 PM (Retreat)
July 23, 2015
September 17, 2015*
November 13, 2015 **

FY 2016 Board Meetings

February 4, 2016
April 14, 2016
June 9, 2016 *(BOT Mtg./Retreat)*
(No Committee meetings)
9 – 11 AM (Closed Session)
11 AM -12 PM (Public Session)
1 – 4 PM (Retreat)
July 21, 2016
September 15, 2016
November 10, 2016

*Changed from September 10, 2015; **Changed from November 5, 2015

Scheduled Meeting Times

(12:00 – 2:00 PM) Committee meetings
(2:00 – 4:00 PM) Closed session
(4:00 – 5:00 PM) Public session

Note: Committee meetings may occur on the same day as regular BOT meeting or alternate date as determined by the committee chair.

Meeting Agenda Items

July: Annual Budget; Tuition and Fees Schedule; Annual Meeting; Election of Officers and Committee Chairs

September: Financial Audit Report; Fall Enrollment Assessment; Athletics Report; Senior Personnel Evaluations and Compensation Review; Approval of Honorary Doctorate Candidates

November: Research Growth Strategies; KZG Consultant’s Report, Campus Safety Report, University Senate Report

February: Spring Enrollment Assessment; Sabbatical Reports; Sabbatical Leave Requests; Development Growth Strategies; Branding and Marketing Report Card, Faculty Senate Report

April: Intangible Asset Review; Budget Preview; Alumni Association Update

June: Proposed Budget, Promotion and Tenure; Strategic Plan Progress Assessment; Enrollment and Growth Strategies; Retreat

Note: All meetings are scheduled to be held in the Eberhardt Hall NJIT Alumni Center Board Room.
NJIT CALENDAR OF EVENTS

April – September 2015

Scholarship Brunch
April 24, 2015
11:30 AM (Atrium)

Board of Visitor’s Day/ Dana Knox
Research Show Case
April 29, 2015
11:30 AM – 3PM (Campus Ctr. Ballroom)

Alumni Weekend
May 15 – 15, 2015 (Details to Follow)

Pre-Commencement Dinner
May 18, 2015
6:00 PM (Campus Ctr. Atrium)

Commencement 2015
May 19, 2015
8:00 AM (Prudential Center)

Convocation
September 9, 2015 (Details to Follow)
7. 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 4, 2015, AT 9:00 AM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.