January 24, 2011

Working Group 3 Outline

Chapter 4. Standard 4: Leadership and Governance

Part 1 — Introduction
I. Précis: Planning for a Common NJIT Future
II. An Overview of Group 3’s Standard 4 Charge and Questions Addressed

Part 2—Self Study Inquiry and Outcomes
I. The NJIT Leadership and Governance Process
   A. History and Structure
      1. NJ State Government
      2. Governing Boards
         a) Board of Trustees
         b) Board of Overseers
      3. President
      4. Administrative Departments
      5. Faculty
         a) Faculty Council
         b) PSA
   B. Governance
      1. Board of Trustees/Overseers bylaws
      2. Faculty Handbook
         a) Current Version
         b) Recent Updates
   II. The Assurance of Checks and Balances
      A. Academic Governance (Provost web site)
         1. Major decisions affecting faculty and academic programs must be
            approved by faculty.
         2. Faculty Council—representative group of faculty
         3. Standing committees—handle administrative work as teams of
            faculty/staff
         4. Faculty Handbook
      B. Administrative Processes
         1. Committee on Academic Affairs
         2. External Audit
      C. Student Governance
         1. Graduate Student Association
         2. Student Senate
      D. Public meetings of Board of Trustees
III. Roles of the Governing Boards
   A. Governing Board Roles
      1. Board of Trustees—selected by Governor, legal governing body for NJIT
      2. Board of Overseers—governing body for the Foundation at NJIT [501(c)3] fund-raising arm of the university
   B. Challenges
      1. New ethics rules and NJ State oversight
      2. Strategic plan’s emphasis on sustaining a base of private support
      3. NJ State budget reductions
   C. Meeting the challenges

IV. Roles of Advisory Boards
   A. Advisory Boards (or Boards of Visitors) serve in an advisory capacity—curricular, recruitment, marketing
      1. College/School Boards (CSLA, CoAD, SOM, CS, NCE)
      2. Alumni Board
      3. Honors College Board
   B. Challenges
      1. New ethics rules and NJ State oversight
      2. Strategic plan’s emphasis on sustaining a base of private support
      3. New Alumni Association
   C. Meeting the challenges

V. Balance of Board Membership
   A. Desired Balance
   B. Board of Trustees
      1. Ex-Officio public sector (Gov. Christie, Mayor Booker)
      2. Six retirees from for-profit companies
      3. Three current members from for-profit companies
      4. One non-profit, one not-for-profit
   C. Board of Overseers
      1. Thirty-six members
      2. Except for 5 from NJIT, only one from non-profit entity
   D. Boards of Visitors
      1. NCE — 20 member board, most for-profit, one USAF, one public sector (Essex County), one not-for-profit
      2. CoAD — 19-member board, one non-profit
      3. CSLA — 12-member board, three non-profit (education)
      4. SOM — 18-member board, three non-profit, 3 unidentified
      5. CS — 24-member board, two non-profit
      6. Honors College – 30-member board, only two non-profit are from NJIT
      7. Alumni Association Board—31-member board, no company affiliations shown
   E. Maintaining organizational and domain diversity

VI. Leadership Processes
A. Leadership as a core value
   1. Strategic Plan
      a) Preparing graduates for leadership positions
      b) National recognition in research, learning, diversity
   2. Leadership in P&T Process
   3. Athletics
      a) Move to Division I
      b) Leadership goals in NCAA Report
   4. Honors College Leadership Colloquia
B. Celebrating Leadership
   1. NJIT Presidential Leadership Award
   2. College and Board of Overseers Awards
      a) Excellence in Service Awards
      b) Excellence in Research Awards
C. Evidence of Leadership
   1. Community
      a) Gateway Plan
      b) Career Services site for civic engagement
   2. Research and Economic Development
      a) Steady growth in research expenditures
      b) Enterprise Development Center
   3. Education
      a) Princeton Review’s 2011 Edition of Best Colleges
      b) Growth of new programs
D. Identifying Leadership Potential
   1. P&T process
   2. NSF Career Awards
   3. Merit review process
E. Developing Leadership Potential
   1. Mentoring in the P&T process
   2. Mentoring women and minorities (ADVANCE)

VII. Gender, Diversity, and Leadership
A. Gender and diversity as a core value
   1. Strategic Plan
   2. Provost diversity strategies
B. Murray Center for Women
   1. Report on Status of Women Faculty
   2. ADVANCE program
   3. Committee on Women’s Issues
C. Effectiveness of Strategies
   1. NJ diversity ratios vs. NJIT student and faculty ratios
   2. Diversity in Leadership positions at NJIT
   3. Efforts to affect ratios
      a) Mentoring women
      b) Mentoring minorities
VIII. Communication Processes
   A. Communicating with the Board of Trustees
      1. Regular meetings
         a) Open public meetings
         b) Public participation procedure
         c) Annual budget meeting
      2. Through the chain of command
   B. Communicating with Advisory Boards
      1. Annual meeting on Advisory Board day
      2. Communicating at other times varies by board
   C. Effectiveness of Communication Strategies
      1. Tally of public participation at BoT meetings
      2. Engagement of advisory board members

Part 3—Critical Analysis and Conclusions

Part 4—Collaboration with other Working Groups

Part 5—Recommendations for Improvement