January 24, 2011

Working Group 3 Outline

**Chapter 5: Standard 5: Administration**

Part 1 — Introduction
I. Précis: The NJIT Reporting Structure
II. An Overview of Group 3’s Standard 5 Charge and Questions Addressed

Part 2—Self Study Inquiry and Outcomes
I. The NJIT Administrative Structure
   A. Current Structure and Challenges
      1. Office of the President, Robert Altenkirch
         a) Actively involved, with many offices reporting directly to the President
         b) Declining state budgets
         c) Gateway Plan
      2. Academic Affairs, Provost Ian Gatley
         a) Declining budgets and interim deans/chairs
         b) Growth as called for in Strategic Plan (11,000 students)
         c) Growth in new programs
      3. Research Administration, Sr. VP Donald Sebastian, and Provost Ian Gatley
         a) Increasing research expenditures—work load
         b) Increasing government regulations
         c) Centers reporting through Deans, vs. to Sebastian
         d) New BANNER grants/contracts system
      4. Fiscal Administration, Sr. VP Henry Mauermeyer
         a) Facilities pressure due to student and research growth
         b) New Central High acquisition
         c) NJIT Credit Rating
         d) New BANNER accounting system
      5. Academic and Student Services, VP Joel Bloom
         a) Course Scheduling, facilities, and growth
         b) Dean of students: growth in student numbers, and integrity issues
         c) New BANNER student records system
      6. University Advancement, VP Charles Dees
         a) Strategic Plan emphasis on private support
         b) Importance of branding, web and media presence
         c) Capital campaign
7. Human Resources, VP Theodore Johnson
   a) New, state-mandated emphasis on ethics procedures
   b) Training and workplace guidelines/regulations
   c) New BANNER HR system

B. Most Significant Changes
   1. Ethics liaison officer
   2. BANNER system
   3. Student growth (following strategic plan)
      a) New degree programs
      b) Creation of College of Architecture & Design
      c) Creation of Assoc. Provost position
      d) New Biology department
   4. Changes to Graduate Studies
      a) Financial and HR duties transferred to those offices,
      b) International students and faculty split between UG and Grad/Faculty
   5. Changes to and growth in communication/web services
   6. Relationship with St. Georges

II. Strategic Planning and Administrative Needs
A. 2004 Strategic Plan
   1. Focus on core program of Architecture resulted in CoAD
   2. Enhancing the quality of life and focus on student was behind
      Gateway Plan and beautification of campus
   3. Call for increase in diversity of faculty (added in 2005) resulted in
      program and budget for women and minority faculty searches

B. 2010 Strategic Plan
   1. Call for increase in numbers of students spurred acquisition of
      Central High, new degree programs, CoAD
   2. Emphasis on life sciences resulted in Biology department, St.
      Georges, new programs such as Biochemistry, Biophysics, etc.

III. Administrative Functions and Enrollment Growth
A. Total enrollment declined 2001-2006, but is now increasing
B. Concerted effort to grow enrollment to 11,000 by 2015.
   1. Creation of new programs
   2. Life-science emphasis
   3. Adding digital/computing emphasis on traditional disciplines
   4. Branding and “strategic communication”
   5. BANNER systems
   6. Central High and Gateway Plan
C. Attention to student diversity, especially gender diversity
   1. Creation of School of Art and Design
   2. Emphasis on biological sciences

IV. Administrative Effectiveness of Institutional Units
A. Student satisfaction surveys
1. Done yearly
   2. Results presented at CAA and other administrative meetings

B. Faculty satisfaction survey
   1. Only the 2005 survey on status of women is available

C. Evaluation of upper administration
   1. Done every 3 years as mandated by Faculty Handbook
   2. Results, even in aggregate, are only known by President and those he wishes to share them with.
   3. No evaluation of middle-administration

D. University Audits
   1. Types of audits are financial, operational/compliance, systems, and forensic
   2. Choice of audits start with risk assessment plan
   3. A master audit plan is developed and updated on annual basis
   4. Audit is conducted in priority order, and reports include findings, recommendations, and sections for responses.
   5. The auditee is responsible for completing the Management Action Plan (MAP), to take corrective action or other response.

E. Metrics in evaluating Deans (requires further information/documentation)

V. Administrative Structure and the Facilitation of Productivity
   A. Strategic Planning
      1. Designed to facilitate productivity
      2. Results in financial support and other resources for strategic goals
      3. Includes tactics document
   B. Improving faculty and staff productivity
      1. Research office aid in grant writing and other services
      2. New employee training
      3. Teaching, Learning and Technology workshops
      4. Provost’s workshop series
      5. Student evaluations for teaching improvement
      6. Career Services civic engagement
      7. P&T and merit evaluation of faculty and staff productivity
      8. Enterprise Development Center

Part 3—Critical Analysis and Conclusions

Part 4—Collaboration with other Working Groups

Part 5—Recommendations for Improvement