CHAPTER 5. NJIT ADMINISTRATION

STANDARD ADDRESSED: this chapter addresses Standard 5 of the *Characteristics of Excellence in Higher Education: Administration.*

EXECUTIVE SUMMARY: NJIT has, by tradition and intention, been led by an Office of the President which is actively engaged in overseeing the university. NJIT’s administrative structures and services are designed to fulfill the university’s mission of instruction, research, economic development, and service. Highly articulated information and decision-making systems support the work of administrative leaders, clear documentation is present, and periodic review is conducted. Challenges faced by the university, such as constrained national and state budgets, are anticipated and managed to facilitate mission articulation.

INTRODUCTION: Adhering to the institutional assessment framework defined in the *Characteristics of Excellence in Higher Administration*, NJIT hosts an administrative structure and services to facilitate learning and research, foster quality improvement, and support the institution’s organization and governance.

NJIT is an administratively-driven university. NJIT’s administrative structure promotes the achievement of goals through an engaged Chief Executive Officer. President Altenkirch had successfully anticipated and addressed the challenges of declining budgets, changing demographics, and evolving communities through strategic planning. President Bloom continues in his tradition. Administrative officers are appropriately educated and well trained for their roles, and are largely successful as determined by established metrics and periodic evaluations.

THE NJIT ADMINISTRATIVE STRUCTURE: NJIT is led by a Board of Trustees, the legal governing body of the university appointed by the Governor and confirmed by the New Jersey State Senate. Membership of the Board of Trustees consists of the Governor, or his designee, and the Mayor of Newark, both as ex officio nonvoting members—and up to 15 citizens of the State are appointed by the Governor with the advice and consent of the Senate. Standing and Special Committees of the Board include the Executive Committee, the Committee on Building and Grounds, the Committee on Academic Affairs and Research, the Committee on Advancement, the Committee on Audit and Finance, the Committee on Nominations, and the Joint Committee on Investments. NJIT is presently led by nationally-renowned leaders who are deeply engaged in mission fulfillment. With ex-officio members the Honorable Christopher J. Christie, Governor of the State of New Jersey and the Honorable Cory A. Booker, Mayor of the City of Newark, the Board of Trustees is chaired by Kathleen Wielkopolski, formerly EVP and CFO (Ret.) of the Gale Company. Chairman and CEO (Ret.) of Schoor DePalma, Inc., Stephen P. DePalma (’72), serves as Vice Chair of the Board of Trustees; Vincent L. DeCaprio, Ph.D. (’72 and President [Ret.], Vyteris, Inc.) also serves as Vice Chair. Present members include: Anne S. Babineau, Esq. (Wilentz, Goldman & Spitzer); Philip K. Beachem (President, New Jersey Alliance for Action); Dennis M. Bone (President, Verizon New Jersey, Inc.); Peter A. Cistaro (’68 and Vice President [Ret.], Gas Delivery, Public Service Electric and Gas Company); Gary C. Dahms, (Chief Operating Officer/Executive VP, T&M Associates); Elizabeth Garcia (’73 and Manager, Public Affairs, Infineum USA, LP); Anthony J. Knapp Jr. (Proprietor
[formerly], Black Horse Restaurant Group; Mariel O’Brien (Astronomy & Physics Educator, Newark Museum); Anthony R. Slimowicz, Esq. (Managing Director, WCD Capital Partners, LLC); and Binay Sugla, Ph.D., (Chairman & CEO, Mobile Matrix, Inc.).

The Board of Overseers provides oversight of the Foundation at NJIT, a 501(c) (3) tax-exempt organization that is the fundraising arm of the university. The Board of Overseers has fiduciary responsibility for the Foundation, provides a leadership role in fundraising, and allows a critical link between academe and the business community. The Board of Overseers assists NJIT in meeting research and funding goals. The Board is chaired by Philip L. Rinaldi, (68), Chairman, Phoenix Capital, LLC. Michael A. Wall, Executive Director of Greater Newark Enterprises Corporation, serves as Executive Vice Chair.

The Student Senate and Faculty Council report directly to the Office of the President. (An analysis of the Student Senate is presented in Chapter 9; an analysis of Faculty Council is provided in Chapter 10).

The Office of the President is actively involved in daily coordination of the university, with the following offices reporting directly to him: Provost and Senior Vice President for Academic Affairs; Senior Vice President for Administration and Treasurer; Senior Vice President for Research and Development; Vice President for Academic and Student Services; Vice President of University Advancement; Vice President for Human Resources; General Counsel; and Director of University Audits. The Chief of Staff coordinates the strategies of senior administration. NJIT is fortunate to have been led by Dr. Robert A. Altenkirch, who joined NJIT as the university’s seventh president in July 2002 and resigned in November of 2011 to assume the presidency at the University of Alabama at Huntsville. At NJIT, Dr. Altenkirch led both the Strategic Plan, 2004-2010 and the Strategic Plan, 2010-2015. Under his outcomes-focused, accountable, and transparent leadership, he has coordinated efforts to enhance research funding and intellectual property management, to improve the quality of life on campus, to emphasize alumni relations and private fund raising, to gain national prominence for a number of NJIT’s academic and research programs, and to strengthen the recruiting of high-achieving students from diverse backgrounds. Dr. Altenkirch served on a number of commissions and boards of the city of Newark and the State of New Jersey, including the Governor’s Blue Ribbon Commission on Transportation, Chair of University Heights Science Park, and Chair of the Newark Downtown Core Redevelopment Corporation. In January of 2009, Dr. Altenkirch was recognized by New Jersey Monthly magazine as one of the 101 most influential people in New Jersey. Prior to his appointment as President at NJIT, Dr. Altenkirch served as vice president for research at Mississippi State University (MSU) and earlier as dean of the College of Engineering and Architecture at Washington State University. He also served as Dean of the College of Engineering at MSU and as professor and chair of mechanical engineering at the University of Kentucky. Joel S. Bloom, Vice President for Academic and Student Services and Dean of the Albert Dorman Honors College, was appointed President of the university on January 9, 2012.

Academic affairs are coordinated by the provost, Dr. Ian Gatley, who joined NJIT in 2010. The Provost and Senior Vice President for Academic Affairs is the senior academic administrator of NJIT. The six NJIT deans—of the Albert Dorman Honors College the College of Architecture and Design, the College of Computing Sciences, the College of Science and Liberal Arts, Newark College of
Engineering, and the School of Management—report to the provost. The University Librarian, the Associate Provost for Graduate Studies, the Associate Provost for Information Services and Technology, the Associate Provost for Academic Affairs, and the Director of Institutional Research and Planning also report to the provost. Among the many initiatives currently led by Dr. Gatley are the creation of undergraduate learning communities (analyzed in Chapters 8 and 13) and the development of undergraduate retention and graduation initiatives (analyzed in Chapter 8). Holding an appointment as Distinguished Professor in the Department of Physics, Dr. Gatley is internationally known in the fields of astronomy and imaging science. Before assuming a post of academic leadership at NJIT, Dr. Gatley previously ran the Center for Student Innovation at Rochester Institute of Technology (RIT). While at RIT, he took a special interest in reinforcing the culture of undergraduate research for all students. He previously served as Dean of the College of Science.

Fiscal administration is led by Senior Vice President for Administration and Treasurer Henry Mauermann (’72). He is responsible for financial and administrative functions, including the Departments of Finance, Budget, Fiscal Planning, Internal Audit, Physical Plant, Security, Facilities Planning and Construction. Among the region’s leaders in fiscal management, Mr. Mauermann serves on a number of state and community boards, including the New Jersey Presidents’ Council Budget and Finance Committee, the Financial Advisory Committee for the Commission on Higher Education, and the Middle States Association of Colleges and Schools. He serves as vice chair and treasurer of the Board of Directors of Newark Public Radio, as well as vice chair and treasurer of Newark YMWCA. During his thirty-seven year career at NJIT, the university budget has grown from $15M to $221M (non-inclusive of research), and the physical plant has expanded from 800,000 square feet to 2.6 million square feet.

Research at NJIT encourages multi-disciplinary centers of excellence that foster partnerships among various disciplines, other educational institutions, private enterprise, and government agencies. The centers and the laboratories report to Dr. Sebastian, Senior Vice President for Research and Development. Research funding at NJIT has grown continuously over the last decade, with research expenditures of more than $100.5M for 2011. Under an initiative proposed by Dr. Sebastian, NJIT received more than $23M of the $2 billion allocated by the American Recovery and Reinvestment Act of 2009. Under the New Jersey Health Information Technology Extension Center initiative, Dr. Sebastian led the New Jersey effort to assist the state’s health care providers in their use of health information technology through consultation and user support for at-risk population centers. As Senior Vice President for Research and Development, Dr. Sebastian recently completed a two-year term as Chairman of the R&D Council of New Jersey and is Chairman of the Kessler Medical Rehabilitation Research and Education Center and Executive Board Member of the Henry H. Kessler Foundation. He serves on the Boards of the NJ Marine Science Consortium, NJ Center for Biomaterials, the New Jersey Manufacturing Extension Program, Inc., and the Polymer Processing Institute.

With the appointment of Dr. Bloom as Interim President, Jack Gentul was appointed on October 3, 2011, to serve as Interim Academic Vice President for Academic and Student Services. He is responsible for pre-college programs, enrollment management, continuing professional education, career development services, student services, Educational Opportunity Programs, physical education,
the registrar, financial aid and athletics. Distinguished Professor of Electrical and Computer Engineering, Atam Dhawan, who had served as the Associate Dean of the Albert Dorman Honors College, has now become the Interim Dean.

University Advancement reports to the Vice President for Advancement, Dr. Charles Dees. Dr. Dees serves as the chief administrative officer and leader of the advancement program. Under his coordination fall the university’s offices of development, strategic communications, alumni relations and special events. To enhance the effectiveness of university strategic communication, NJIT recently underwent a program of rebranding, to standardize its web and media presence. Calls for a comprehensive campaign in Strategic Plan, 2010-2015, including an increase in unrestricted gift revenue, are led by this office. Especially suited to his present post, Dr. Dees held posts in the United States Department of Education during the administrations of former Presidents Jimmy Carter and Ronald Reagan. With the White House Domestic Policy Staff, he developed the initial draft of the President’s Executive Order for Historically Black Colleges. His board affiliations include Horizon Blue Cross/Blue Shield of New Jersey and the Althea Gibson Foundation.

The Department of Human Resources facilitates the transformation of work life at NJIT. In the university’s diverse environment, the human resources play a key role in assuring mission fulfillment. As such, the office takes as its mission the following: to attract, develop and retain a premier and diverse workforce; to anticipate trends and consequently provide strategic solutions; to foster creativity, innovation, and learning; to ensure compliance with all federal, state and local regulations; and to promote fair and equitable treatment for everyone at NJIT. Human Resources is composed of seven divisions: benefits; compensation and classification; the employee assistance program; employment; labor and negotiations; training and development; and ethics. The Department of Human Resources is headed by Vice President for Human Resources Dr. Theodore Johnson. Dr. Johnson has served NJIT in many capacities over the last two decades. Prior to joining NJIT, he served as assistant director for affirmative action at University of Houston-Downtown Campus and as coordinator for affirmative action at the University of Wisconsin campus in Milwaukee, Wisconsin. Dr. Johnson has held significant board appointments during his tenure at NJIT, most recently completing a five-year appointment on the Newark Public Schools Advisory Board. Dr. Johnson is currently a member of the Newark Museum Council and represents NJIT as a member of the Advocates for New Jersey’s Children.

The Office of the General Counsel at NJIT is responsible for the university's legal affairs and for the Office of Legal and Employment Affairs. General Counsel and Secretary to the Board of Trustees Holly Stern began her career nearly two decades ago in NJIT’s Office of General Counsel and subsequently rose to positions of increasing responsibility. Prior to her serving as interim general counsel, her most recent position was assistant vice president for legal and employment affairs. From 1993 to 1996, Ms. Stern was a member of the Montville Township Board of Education and was vice president of the board from 1995 to 1996.

**CHANGES IN THE ADMINISTRATIVE STRUCTURE SINCE 2002:** To assure enhanced mission fulfillment, significant changes in administrative structure have been implemented since the previous Middle States decennial report. Three changes deserve special notice. First, the post of Associate
Provost for Academic Affairs was created in May 2004. The Associate Provost for Academic Affairs coordinates academic policy formulation and implementation for the Office of the Provost. This administrative change supports education development activities including planning with other institutions such as higher education and state and federal agencies and aids in implementation of the Provost’s academic initiatives. Consistent with the Strategic Plan, 2004–2010, the Vice President for Research and Development was renamed Senior Vice President for Research and Development and its reporting structure was changed from the Office of the Provost to the Office of the President. Other changes included the division of the General Counsel and Vice President for Human Resources position into two distinct offices: General Counsel and Human Resources. Second, university communications were strengthened. Since 2002, the Office of Communications had been divided into University Communications and Web Services; in the fall of 2010 the two offices reunited under the Office of Strategic Communications to strengthen the impact of the university’s communication efforts as called for in the Strategic Plan 2010-2015. Under the Office of Strategic Communications, the Director of University Web Services now reports to the Executive Director for University Communications. Changes in the Graduate Studies and International Students and Faculty offices were accompanied by a new position, the Associate Provost for Graduate Studies replacing the former Dean of Graduate Studies position—a third significant administrative change. The processing of graduate nomination forms function was moved from Graduate Studies to the Financial Aid Office under the direction of the Vice President for Academic and Student Services. The activities of the International Students and Faculty office were divided for greater service, with personnel for processing visas for faculty moved to Human Resources, those responsible for graduate research and teaching awards moved to the Financial Aid Office, and the Director and Associate Director moved to positions under the Vice President for Academic and Student Services. While previously reporting to the Office of the President, the Office of Institutional Research and Planning now reports to the Office of the Provost to enhance cohesive, information-based decision-making.

**FACILITATION OF PRODUCTIVITY:** The mobilization of the administration and the university community toward improvements in education, research, economic development, and service occurs primarily through the strategic planning process. This process builds consensus among stakeholders for strategic goals designed to facilitate productivity and allocates financial support and other resources toward the achievement of those goals. Specific evidence for the ability of administrative structures to facilitate productivity improvements can be seen in various workshops organized by the Provost’s Office, as well as the Teaching, Learning and Technology workshops, and other educational sessions. The Department of Human Resources conducts a new-employee training workshop and new-faculty orientation. Staff members are reviewed annually for performance and merit awards, designed to encourage continuous improvement. The university community is encouraged to participate in public outreach and volunteerism through the Civic Engagement program run by Career Development Services. NJIT strives for improvements in economic development through programs such as the Enterprise Development Center, a business incubator that is home to 85 high-tech and life-science companies. Instructionally, a major part of the feedback to faculty on teaching is through the student course evaluations administered every semester, now innovatively conducted online to ensure that the evaluations are distributed and collected in a uniform manner.
Key to facilitation of productivity is the new Performance Based Salary Increase Distribution System (PBSIDS) for faculty, first deployed in the fall of 2010, with salary increases awarded in the spring of 2011. Faculty activities are aggregated into distinct categories, such as teaching, funded research, scholarship, and service, and entered into the digitally-based Activity Insight for Faculty system. Performance assessment is then based on the information entered, and the information has yielded a precise understanding of the way that faculty fulfill the NJIT mission through their varied activities. (An analysis of the Performance-Based Salary Increase Data System [PBSIDS] is provided in Chapter 6.)

EVALUATION OF ADMINISTRATIVE EFFECTIVENESS: Effectiveness of administrative units is measured through surveys and evaluations by the shareholders served by the administration. Student satisfaction surveys are undertaken, analyzed, communicated, and published yearly. Surveys of the Department of Human Resources are also taken annually, and a faculty evaluation of senior administrators is undertaken every three years, as required by the Faculty Handbook. The Director of University Audits has developed a Master Audit Plan, updated annually, that involves regular reviews of performance, with resulting findings and recommendations going to the Audit and Finance Committee and the reviewed departments, who are then responsible for generating a Management Action Plan of the Board of Trustees response. (An analysis of evaluative practices of institutional assessment is provided in Chapter 7.)

CONCLUSIONS: Working Group 3 was charged to determine compliance with MSCHE Standard 5: Administration. The Working Group found that NJIT had achieved exemplary performance in identifying and retaining a president appropriate to NJIT’s mission who had the combination of academic background, professional training, orientation to strategic planning, and demand for transparency. The Working Group found that NJIT had achieved exemplary performance in identifying and retaining administrative leaders with appropriate skills, degrees, and training to carry out the responsibilities and functions integral to the NJIT mission.

Emerging excellence was identified in the following areas: identification and retention of a president whose primary responsibility is to lead the institution toward the achievement of its mission; use of information and decision-making systems, such as Project ORBIT, to support the work of administrative leaders; and clear documentation of the lines of organization and authority.

The Working Group found that NJIT had met the standard for qualified staffing appropriate to the goals, type, size, and complexity of the NJIT mission. The Working Group also found that NJIT had met the standard for periodic assessment of the effectiveness of administrative structures and services.

STRATEGIES FOR THE FUTURE: After extensive deliberation on the university’s administrative structure, NJIT has identified the following areas of improvement. These two areas will be integrated into the strategic planning process:

1. NJIT will prioritize and identify budgets to fill key vacancies in a timely manner in accordance with strategic planning initiatives and institutional priorities;
2. NJIT will integrate institutional assessment strategies into the evolving model of shared governance through continuing periodic review of administrative functions, structures, policies, and services.