STANDARD 5: ADMINISTRATION

REPORT OF WORKING GROUP 3: THE NJIT LEADERSHIP PROCESS: INSTITUTIONAL CONSTITUENCIES AND THE ASSURANCE OF INTEGRITY

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5.0 WORKING GROUP ASSESSMENT CHECKLIST FOR STANDARD 5

FUNDAMENTAL ELEMENTS OF ADMINISTRATION	TEAM EVALUATION
(From *Characteristics of Excellence in Higher Education: Requirements of Affiliation and Standards of Accreditation* (Philadelphia, PA: MSCHE, 2009)	4=EXEMPLARY 3=EMERGING EXCELLENCE 2=MEETS STANDARD 1=DEVELOPING COMPETENCY
➢ a chief executive whose primary responsibility is to lead the institution toward the achievement of its goals and with responsibility for administration of the institution;	3
➢ a chief executive with the combination of academic background, professional training, and/or other qualities appropriate to an institution of higher education and the institution's mission;	4
➢ administrative leaders with appropriate skills, degrees and training to carry out their responsibilities and functions;	4
➢ qualified staffing appropriate to the goals, type, size, and complexity of the institution;	2
➢ adequate information and decision-making systems to support the work of administrative leaders;	3
➢ clear documentation of the lines of organization and authority; and	3
➢ periodic assessment of the effectiveness of administrative structures and services	2

5.1 INTRODUCTION

5.1.1 Précis

NJIT President Robert A. Altenkirch is actively engaged in overseeing the university, with the appropriate offices reporting directly to him. NJIT's administrative structures and services are designed to facilitate education and research. Surveys are conducted regularly to gauge the effectiveness of administrative units. The main challenges faced by the university are the current economy and the multiple years of declining State budgets. NJIT is directing its resources toward increasing NJIT's student enrollment from about 8,500 to 11,000 by 2015, and several new programs are being offered that are targeted toward emerging careers to improve their relevance to the students and the public. In order to make the campus and local area more attractive to students, NJIT is leading the Gateway Project, which includes the redevelopment of property north of the NJIT campus along Martin Luther King Boulevard. Research funding at NJIT has grown consistently over the last decade, which has increased the workload of the research administration.

5.1.2 The NJIT Reporting Structure

To capture NJIT's policies and practices in the area of administrative structure as it facilitates education, research, and service within an atmosphere of commitment to quality improvement, the Steering Committee and Working Group 3 jointly developed the following charge questions:

1. How well does the NJIT administrative structure address present challenges, and is that structure sufficiently adaptable to deal with future growth presented in the strategic plan? (Section *5.2.1-5.2.2*)
2. Since the 2002 self-study, what have been the most significant changes in the structure of NJIT's administration? How can the impact of these changes best be analyzed? (Section *5.2.1*)
3. To what extent have changes in NJIT.'s administrative structure been driven by the university's strategic priorities, objectives, and metrics? (Section *5.2.1-5.2.2*)
4. How effectively does NJIT adjust its administrative organization to meet newly emerging enrollment patterns and demand for new academic programs? (Section *5.2.3*)
5. What metrics are used in assessing the effectiveness of administrative units at all levels, and how were they selected? How have these metrics changed since the 2002 self-study? (Section *5.2.4-5.2.5*)
6. What evidence is there that the current administrative structure facilitates productivity improvements in education, research, economic development, and service? (Section *5.2.4-5.2.5*)

5.2 ANALYTICAL DISCUSSION OF THE INQUIRY AND OUTCOMES

As described in "Characteristics of Excellence in Higher Education," Philadelphia, PA, MSCHE (2009), an accredited institution is expected to possess or demonstrate the following attributes or activities:
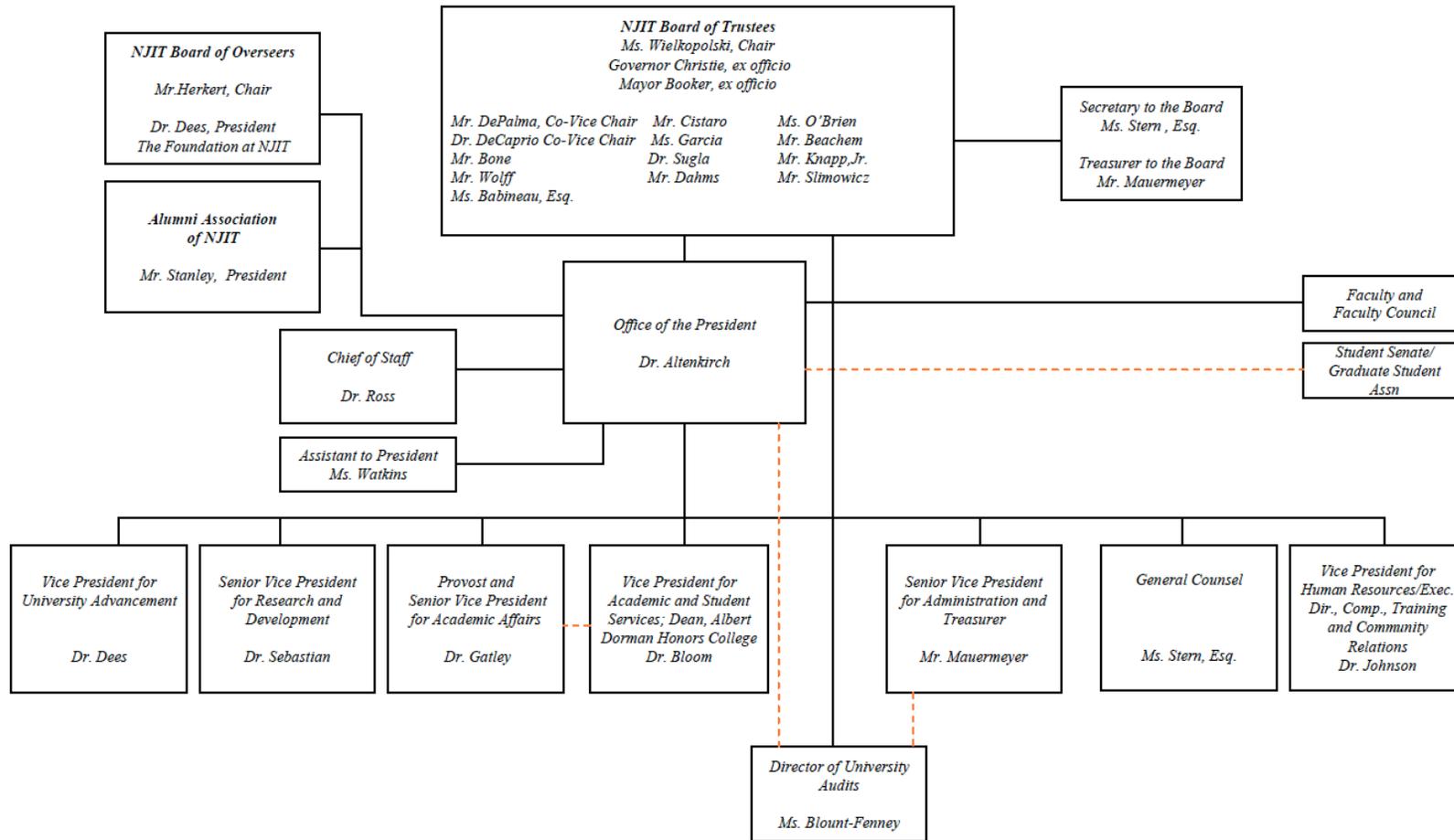
- a chief executive whose primary responsibility is to lead the institution toward the achievement of its goals and with responsibility for administration of the institution;
- a chief executive with the combination of academic background, professional training, and/or other qualities appropriate to an institution of higher education and the institution's mission;
- administrative leaders with appropriate skills, degrees and training to carry out their responsibilities and functions;
- qualified staffing appropriate to the goals, type, size, and complexity of the institution;
- adequate information and decision-making systems to support the work of administrative leaders;
- clear documentation of the lines of organization and authority; and
- periodic assessment of the effectiveness of administrative structures and services.

In the following we review and discuss the structure of the administration, the administrative planning and needs, the administrative functions and enrollment growth, the administrative effectiveness of institutional units, and how the administrative structure facilitates productivity.

5.2.1 The NJIT Administrative Structure

The NJIT administrative structure is shown graphically in the organizational chart in Figure 5.0. The President, Robert A. Altenkirch, is actively involved in daily coordination of the university, with many offices reporting directly to the president (IRP, *University,* 2011). Academic affairs are handled by the Provost, Dr. Ian Gatley, who joined NJIT in 2010.

Figure 5.0. The NJIT Organizational Chart, Board of Trustees, Officers, and Administration, Spring 2011

NJIT Board of Trustees
Ms. Wielkopolski, Chair
Governor Christie, ex officio
Mayor Booker, ex officio

Mr. DePalma, Co-Vice Chair	Mr. Cistaro	Ms. O'Brien
Dr. DeCaprio Co-Vice Chair	Ms. Garcia	Mr. Beachem
Mr. Bone	Dr. Sugla	Mr. Knapp, Jr.
Mr. Wolff	Mr. Dahms	Mr. Slimowicz
Ms. Babineau, Esq.		

NJIT Board of Overseers

Mr. Herkert, Chair

Dr. Dees, President
The Foundation at NJIT

Alumni Association of NJIT

Mr. Stanley, President

Secretary to the Board
Ms. Stern, Esq.

Treasurer to the Board
Mr. Mauermeyer

Office of the President

Dr. Altenkirch

Chief of Staff

Dr. Ross

Assistant to President
Ms. Watkins

Faculty and Faculty Council

Student Senate/ Graduate Student Assn

Vice President for University Advancement

Dr. Dees

Senior Vice President for Research and Development

Dr. Sebastian

Provost and Senior Vice President for Academic Affairs

Dr. Gatley

Vice President for Academic and Student Services; Dean, Albert Dorman Honors College
Dr. Bloom

Senior Vice President for Administration and Treasurer

Mr. Mauermeyer

General Counsel

Ms. Stern, Esq.

Vice President for Human Resources/Exec. Dir., Comp., Training and Community Relations
Dr. Johnson

Director of University Audits

Ms. Blount-Fenney

A key role is meeting the challenges presented by the current economy and multiple years of declining State budgets. One result, reflected in the 2010-2015 Strategic Plan (Altenkirch, *Strategic Plan,* 2010), is a campaign to increase NJIT's student enrollment from about 8,500 to 11,000. This has its own challenges, but opportunities, too. For example, NJIT has strategies to grow its student population to reflect better the demographics of New Jersey, with at least 25% of women. To make the campus and local area more attractive to students, the President has spearheaded the Campus Gateway Project, which includes redevelopment of property north of the NJIT campus along Martin Luther King Boulevard, generally from Central Avenue to Orange Street, and a fraternity and sorority housing complex, or Greek Village, at the south edge of the campus (JLL, Elkus Manfredi, NJIT, 2010). (For more on the Campus Gateway Project, see Working Group Report, Standard 3.) The declining budget presents several academic challenges handled by the Provost. For example, several key administrative positions, especially department chairs, are currently temporarily filled because of the budget issue. The planned increase in enrollment has led to creation of new academic programs (IRP, *Programs,* 2011) that are better aligned with current student interests and employment opportunities.

Research at NJIT is organized around multi-disciplinary centers of excellence that encourage partnerships among various disciplines, as well as with other educational institutions, private enterprise and government agencies (NJIT, *Research,* 2011). The centers and the laboratories report to the Senior Vice President for Research and Development Donald Sebastian, some directly and some through the Deans. Research funding at NJIT has grown continuously over the last decade, which has increased the workload of the research administration. The research expenditures were more than $92 million for 2009. In accordance with Federal Regulators, all research, development and related activities involving human subjects must be reviewed prior to conducting any research. In order to carry out these responsibilities, an Institutional Review Board known as the Committee for Protection of Human Subjects has been created. NJIT has instituted a new, comprehensive records system called BANNER, which has been instituted in stages across campus. In the Research Administration, it includes a new grants/contracts system.

Fiscal administration is headed by Senior Vice President for Administration and Treasurer Henry Mauermeyer. The continuing growth in both research and number of students is placing significant pressure on facilities, as more space is needed in order to accommodate the new courses and enrollment introduced by these new programs. NJIT completed purchase of the historic Central High School building, which has been renamed the Central King Building (CKB), and some of the classrooms in the building are currently being used for classes (Altenkirch, *Welcome,* 2010). BANNER Finance (News Room, 2009) is the new financial Records System used for recording and reporting financial information at NJIT, such as budgets, purchasing, and accounts payable.

Academic and Student Services is headed by Vice President for Academic and Student Services Joel Bloom. One function of this office is to handle course scheduling and here again the pressure on facilities has a major impact. Under Student Services is the Dean of Students, who handles student conduct including integrity issues. BANNER Student (Bishof, Kelly, Ullman, *Student Records,* 2010) is the new student Information System used for recording and reporting information about students at NJIT including grades, transcripts, financial aid, and billing.

University Advancement is under Vice President for Advancement Charles Dees. One of the objectives of the Strategic Plan is to increase the unrestricted annual gift revenue, which is largely handled by this office. To enhance the effectiveness of this office, among others, NJIT recently underwent a program of rebranding, to standardize its web and media presence. The strategic plan calls for a Comprehensive Campaign and an increase in unrestricted gift revenue, both led by this office.

The Human Resources (HR) office is headed by Vice President for Human Resources Theodore Johnson. Since May 2008, NJIT has had an Ethics Liaison Officer that coordinates and manages the Ethics Program to oversee compliance with statutory mandates and regulations and provides guidance on ethics related matters. BANNER HR (Bishof, Kelly, Ullman, *Preparations,* 2010) is the new administrative system used for recording and reporting information about NJIT employees including payroll, benefits, compensation, employee relations, employment, health and safety, and time reporting.

The most significant changes in administrative structure since the previous Middle States report in 2002 include the creation of the post of Associate Provost in May 2004 and the reclassification of the Vice President for Research and Development position. Consistent with the Strategic Plans, this position 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 significant changes include the division of the General Counsel and Vice President for Human Resources position into two distinct positions (the General Counsel position and the Vice President for Human Resources position), elimination of positions of Vice President for Legal and Employment Affairs and Assistant Director of Compliance and Training (duties moved to HR's Director of Labor, Employer Relations and Compliance), the addition of an Ethics Liaison Officer discussed above, and the creation of Director of Information Systems in HR to direct the BANNER implementation. Further, since 2002 the Office of Communications had divided into University Communications and Web Services, but 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. The Associate Provost directs and oversees academic and education assessment and advises on 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. The processing of graduate nomination forms function was moved from Graduate Studies to the Financial Aid Office (Vice President for Academic and Student Services). The activities of the International Students and Faculty office were split, with personnel for processing visas for faculty moved to HR, 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. The Office of Institutional Research and Planning now also reports to the Office of the Provost.

The most significant academic program changes since 2002 include the evolution of the College of Architecture and Design (Weinstein, 2009), and the addition of many new degree programs. The College of Architecture and Design was created in November 2008, and consists of the current new Jersey School of Architecture and a new School of Art and Design. This new body better serves students whose interests lie primarily in the areas of design and fine arts. This new strategy was meant to achieve two goals: to increase the diversity of the student body, in particular the gender mix, and to boost the total enrollment of students. Likewise, the new degree programs are meant to boost total enrollment by appealing to a greater variety and number of students, and better matching career opportunities.

5.2.2 Strategic Planning and Administrative Needs

The university's strategic priorities and objectives are codified in the Strategic Plans (Altenkirch, 2005, 2010), which are generated every 5 years and updated periodically. To see examples of changes to administrative structure that have been driven by such priorities and objectives, we look to the 2004-2010 Strategic Plan. Three areas mentioned there have driven relatively large changes in administrative and programmatic structure. One strategic priority called for investment in the School of Architecture (Altenkirch, 2005). This has resulted in the evolution of the College of Architecture and Design (CoAD, 2011), with the original School of Architecture combined with a new School of Art and Design. A second strategic priority in the 2004-2010 Strategic Plan was to enhance and enrich the quality of life of the university community and ensure a focus on the student. This resulted in moving the athletics program to Division I (NJIT, *Sports,* 2011), with numerous administrative consequences, as well as developing the on-going Gateway Project (JLL, Elkus Manfredi, NJIT, 2010) to improve significantly the beauty and utility of the campus and surrounding area. A third strategic priority example, to increase the diversity of faculty (Steffen-Fluhr, Daniel, 2005) resulted in a program and budget for recruiting woman and minority faculty. Although recent budgetary pressures have interrupted faculty hiring, this goal remains a strategic priority.

Although only recently completed, the 2010-2015 Strategic Plan has already shown administrative changes in response. The call for increasing the number of students to 11,000 by 2015 has spurred the acquisition of the Central King Building (Communications, 2011), to provide much-needed classroom space, and its renovation is part of the plan to enhance the quality of academic and campus life. The Plan's emphasis on Life and Healthcare Science and Engineering is behind the recent creation of the Department of Biological Sciences (Biology, 2011), new programs such as Biochemistry (Chemistry, 2011) and Biophysics, and the new initiative to create a combined program with St. Georges University Medical School. This program is now under review in a wider context of University Medical Education in New Jersey.

5.2.3 Administrative Functions and Enrollment Growth

The total university student enrollment declined during the period from 2001-2006 (IRP, 2007), due primarily to the decline in computer science enrollment, but since then has shown steady growth, with the goal by 2015 of 11,000 students (Altenkirch, 2010). This goal is expected to be achieved through the creation of new Bachelors and Masters degree programs (IRP, 2010), a

strategy that has already yielded the growth shown in Table 5.0), emphasis on the life sciences, adding digital/computing emphasis onto traditional disciplines, improving NJIT branding (Altenkirch, 2005), and by using focused "strategic communication" to advertise the many strengths NJIT has to offer students. Administratively, to deal with this growth in enrollment, NJIT has adopted a new course enrollment system (UIS and UWS, 2008) capable of better management of space, time, and instructor resources, and has implemented the new BANNER system (Bishof, Kelly, Ullman, 2008) for student, employee, and financial records. The increased space needs have been addressed in part by the recent acquisition of the Central King Building, and the long-term vibrancy of the campus is addressed by the Gateway Plan. In addition to growing enrollment generally, the strategic plans focus on increasing diversity, especially gender diversity, by creating new programs with a broader appeal to women. Examples include the administrative and programmatic changes to create the School of Art and Design, and the creation of programs emphasizing life sciences.

Table 5.0. Change in Number of Degree Programs, 2007-2010

Degree Level	No. Programs in 2007	No. Programs in 2010
Bachelors	36	46
Certificates	16	17
Masters	42	56
Doctoral	19	19

5.2.4 Administrative Effectiveness of Institutional Units

One way to gauge the effectiveness of administrative units is through surveys and evaluations by the customers served by the administration, e.g., faculty, staff and students. Student satisfaction surveys are done yearly. Results of such surveys are available on the Institutional Research and Planning reports page (IRP, *IRP Reports,* 2011) and the results are presented and discussed at meetings of the Committee on Academic Affairs (Provost, 2011) and other administrative meetings. Student surveys, however, mainly reflect attitudes about a subset of administrative offices such as Admissions, Registrar, Bursar, Financial Aid, and Library. Faculty and staff surveys of the Human Resources department are also done annually, and a faculty evaluation of senior administrators is done every three years, as required by the Faculty Handbook. A general faculty satisfaction survey was done only once, in 2002, and some results were disseminated in a report by the Committee on the Status of Women Faculty at NJIT (Women Faculty, 2005).

A succinct statement of performance indicators (metrics) for the Provost and Deans can be found on page 44 of the 2002 Middle States Self-Study (Self-Study Committee, 2002). Similar indicator goals are generated yearly, and serve to gauge the effectiveness of the academic part of the administration. On the business side, the Director of University Audits has developed a Master Audit Plan (Blount-Fenney, 2010), 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 response.

5.2.5 Administrative Structure and the 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. In addition to creating a concise statement of the strategic goals, the planning process includes a detailed tactics document (Altenkirch, 2010) that describes specific actions by various administrative and academic departments, and metrics for assessment.

Specific evidence for the existence of administrative structures to facilitate productivity improvements can be seen in various workshops organized by the Provost's Office (2010, 2011), as well as the TLT (Teaching, Learning and Technology) workshops (TLT, *About, 2011)*, faculty institutes (TLT, *Faulty Development, 2011)*, and other training sessions (TLT, *Calendar*, 2011). The Human Resources office conducts a new-employee training workshop (Human Resources, 2011) and new-faculty orientation (Johnson, 2010). Instructionally, a major part of the feedback to faculty on teaching is through the student course evaluations administered every semester, now conducted online in order to reach every course section and ensure that the evaluations are done in a uniform manner. Staff members are reviewed annually for performance and merit (Human Resources, 2008), 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 (Career Development Services, 2011). NJIT strives for improvements in economic development through programs such as the Enterprise Development Center (EDC, 2011), a business incubator that is home to nearly 86 high-tech and life-science companies.

Key to facilitation of productivity is the new Faculty Performance Based Salary Increase Distribution System (PBSIDS), first deployed in the fall of 2010, with salary increases awarded in the spring of 2011. Faculty activities are aggregated into four categories (Teaching, Funded Research, Scholarship, and Service) and entered into the Digital Measures *Activity Insight for Faculty* system. Performance assessment is then based on the information entered, and the information will yield a precise understanding of the way that faculty fulfill the NJIT mission through their varied activities. (For more on PBSIDS, see Working Group Report, Standard 7.)

5.3 CRITICAL ANALYSIS

NJIT's administrative structure promotes the achievement of our goals through an engaged executive officer, President Altenkirch, who has successfully anticipated and addressed the many challenges of falling budgets, changing demographics, and evolving surrounding community. The administrative officers are appropriately educated and well trained for their roles, and are largely successful as determined by established metrics and periodic evaluations. NJIT's continued growth in number of students, research expenditures, and number of programs

requires continued and careful balancing of strategies and resource allocations, which is accomplished through the strategic planning process. The new BANNER system has been put into place for better support of information flow and decision-making. The roles and responsibilities of each administrative office are clearly defined, delineated, and documented in accessible written documents.

5.4 COLLABORATON WITH OTHER WORKING GROUPS

In scheduled meetings hosted by the Rapid Assessment and Steering Committee, our Working Group collaborated with other groups. Collaboration was also strengthened through meetings with the self study consultant (Robert Clark). Asynchronous communication was fostered through the open source content management system (Moodle); in that platform, the Working Groups collaboratively reviewed each stage of the planning and reporting process, from question design to outlines of the Working Group Reports, to edited review, to final copy.

5.5 CONCLUSIONS AND RECOMMENDATIONS

Our recommendation regarding governing structure (section 4.4), specifically the creation of a broader governing body and the issue of standing committee reporting, implies associated administrative changes also.

NJIT must be more aggressive in filling key positions in a timely manner, relying less on interim appointments. Recent changes in the Faculty Handbook may make this easier in the case of Department Chair appointments, but other changes such as earlier and faster searches should be instituted for administrative positions.

NJIT does a formal periodic review of senior administrators. We recommend a similar periodic evaluation of administrative offices, structures, policies, and services by all constituents. The current ad hoc policy review leads to old, no-longer functional policies and breeds an atmosphere of selective enforcement of policies. This is another place where a University Senate model of governance, mentioned in section 4.4, could lead to improvement.

5.4.1 Recommendations Table: Standard 5: Administration

RECOMMENDATION 1	Fill key administrative vacancies in a timely manner to avoid long-running interim appointments. Special attention should be given to filling department chair appointments
• VISION: The desired future for the recommendation	No interim position will persist more than one year.
• STRATEGY: The methodology recommended to achieve the vision	Make it easier to fill department chair positions internally, be proactive to begin replacement searches as soon as a vacancy is expected, and speed up the search and appointment process.
• TACTIC: The specific action recommended to implement the strategy	Build leadership within departments, to widen the pool of acceptable internal candidates for department chair position. Promote the expectation that professors will serve their turn as chair. When searches are called for, provide funds and leadership to move the process to a quick conclusion.
• ASSESSMENT: The metric recommended to measure achievement of the vision	It becomes the norm to see orderly turnover of department chairs, departments have multiple leaders to select from, and interim positions become rare and of short duration.
RECOMMENDATION 2	Perform periodic review of administrative offices, structures, policies and services to assess their impact on all constituents.
• VISION: The desired future for the recommendation	A system will be put into place for regular review of the functioning of administrative offices, performance of services, and purpose and enforcement of existing policies.
• STRATEGY: The methodology recommended to achieve the vision	Incorporate within an alternative model of shared governance (Chapter 4 recommendations) a periodic review and oversight role.

• TACTIC: The specific action recommended to implement the strategy	Include as a charge to the shared governance steering committee that such a review and oversight role be part of the structure to be implemented.
• ASSESSMENT: The metric recommended to measure achievement of the vision	Inclusion of a review and oversight role in the implementation of the shared governance model.

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