

**CAA
Agenda
October 19, 2011**

Approval of the Minutes of September 21, 2011

Update from the President – J. Bloom

Report of the Provost – I. Gatley

- Middle States

Advisory Board Interim Report Feedback – Luis Gonzales/Student Senate

Graduate Council – M. Xanthos

UCRC – R. Rockland

CAA
Minutes
October 19, 2011

Voting members or their representatives: L. Axe, M. Baltrush, T. Broyles, F. Deek, A. Dhawan, P. Egbelu, I. Gatley, U. Gauchat, N. Gehani, J. Golowasch, M. Halper, C. Johnson, J. Luke, T. Marhaba, S. Mitra, J. Redling, R. Rockland, A. Scherer, R. Sher, R. Sodhi, N. Steffen-Fluhr, R. Sweeney, T. Thomas, R. Tomkins, L. Tsybeskov, W. Van Buskirk, M. Xanthos

Others: K. Akhtab, J. Bloom, M. Boger, I. Bracero, C. Dees, P. Deess, R. Federici, J. Gentul, L. Gonzales, C. Gonzales-Lenahan, K. Kelly, P. Kenrick, J. Llewellyn, S. Morgan, D. Sebastian, J. Thompson

Meeting called to order at 10:03 a.m.

Minutes from 9/19/11 were approved, with two noted corrections:

1. Last sentence of Middle States section is edited to read, "Everyone is encouraged to read the entire report, with particular attention to their area of expertise."
2. Item #3 under Graduate Council report should read, "Unionization of the TAs and RAs is expected soon."

Report of the Interim President

Dr. Bloom referenced two handouts, "Transition Planning with the Board of Trustees – Draft for Discussion" and "NJIT Quick Facts". (Please see accompanying documents for full detail)

The Quick Facts document highlights and acknowledges some of the positive things happening at NJIT. Of note is the \$100M in research expenditures in FY2011, the \$67M in third-party funding, and the 300 people in employ at the EDC.

The Transition Planning document discussed the work that needs to be done during this period of transition. Dr. Bloom noted that the plans put in motion by President Altenkirch remain, and we will proceed in making progress in these areas.

Report of the Provost

Dr. Gatley recently returned from a trip to the Big Bear Observatory and was thoroughly impressed by the facility, as well as the alumni event he attended while there.

➤ **Middle States / Assessment**

Dr. Gatley reminded everyone of the importance of assessment.

The 99-page report that has been generated is the beginning of the dialogue that we can have with the MSCHE. We need to be ready when they arrive on campus and to put our best foot forward. All are encouraged to be careful and thoughtful with their comments while MSCHE is on campus.

➤ **Shared Governance**

Dr. Gatley reported that he is very happy with the progress of the Shared Governance Steering Committee to date. The purpose of Shared Governance is to facilitate excellent communication and to allow all on campus to share their wisdom with others as they would like.

The first university presentation was given to the faculty at their October 12th meeting. There are currently two more public information sessions scheduled for October 26th. Location is Ballroom A, time is 10:00am – 12:00pm and 2:30pm – 4:30pm.

The Provost then opened the floor to questions and/or feedback that any members present have heard from their colleagues on campus:

1. What is the role of University Lecturers on the Faculty Senate? The PSA recognizes them as faculty, but this does not seem to be the case with the Faculty Senate.
2. With regards to the proposed size of the Faculty Senate (15 members) – is this number too small? Will it be representative enough?

The hope of the Shared Governance Steering Committee is that each shareholder group will vote on and ultimately decide for itself the composition of its own group. The model proposed is only a draft. For now they are only looking for an agreement in principle to move forward with the creation of a Shared Governance system; the details will still need to be finalized by each shareholder group.

3. What is the purpose of the Joint Coordinating Committee (as drawn on the proposed model for the Shared Governance structure)? What will their role/responsibility be? Is it really necessary? The Board of Trustees, when reviewing this model, suggested that we be sure to not be too “over-bureaucratic” when creating this model.

Dr. Gatley summarized by saying that Shared Governance will allow for things that have been a problem for an extended period of time at NJIT to be discussed and resolved. Examples of this are the epidemic of cheating on campus and the status of University Lecturers.

Report from 10/11/11 Public Hearing re: Advisory Board Interim Report

Luis Gonzales, Recording Secretary for the Student Senate attended the public hearing on 10/11/11.

Mr. Gonzales offered his feedback on the hearing, saying that the environment was quite hostile. The residents of Newark are not happy with the report, they do not like the language and are concerned about how the potential changes at UMDNJ will affect their costs and level of service.

An additional concern came from the faculty and staff of UMDNJ, as the report mentioned nothing about how they would be dealt with given this potential change.

Mr. Gonzales asserted that he feels the report has tarnished the reputation of NJIT. Although the report alludes to the fact that the addition of a medical school will dilute the mission of NJIT, and that NJIT would not be able to support a merger, he disagrees.

He also mentions that the report ignores the Gateway project and the positive progress NJIT has made over the past years. Our student population is growing, unlike that of Rutgers'. NJIT is a powerhouse in areas other than technology, and the report fails to mention this.

Mr. Gonzales asked what is NJIT's plan of action?

Dr. Bloom responded by informing us that the report that NJIT has prepared that is on its way to the Governor's office will address three things:

1. Positive milestones at NJIT will be well laid out
2. NJIT has been looking at the converging of science, technology, and the life sciences for at least the last 10 years
3. NJIT's recommendation is that UMDNJ, NJIT and Rutgers-Newark remain three autonomous universities. Let us proceed as such, and continue to offer a quality education and research opportunity, resulting in quality jobs/careers for our students.

Graduate Council – Marino Xanthos

(please reference posted Graduate Council minutes from 10/20/11 meeting for detail)

Dr. Xanthos reported that Provost Gatley has been invited to the next Graduate Council meeting (scheduled for 10/21/11) to address admissions procedures for graduate students, TAs and RAs. Additionally, how these students will be supported will be addressed.

The Graduate Studies office is in the process of reviewing the thesis and dissertations of the graduate population. It is expected that there will be about 60 PhD's at this year's commencement in May.

There has been a committee formed by the Provost of six senior faculty members to review the current status of graduate students and how they are admitted and then distributed among the research faculty. The committee has been charged with creating a set of standards for these admitted students so we might insure that they are supported throughout their graduate career. It is expected that this may be rolled out at a departmental level for feedback within the next few weeks.

Dr. Bloom urged that this be completed as quickly as possible, as the sooner this is resolved the sooner we can have an accurate admissions target for Fall12. This will also help in yielding the best possible group of PhD students.

It was noted that currently several grant proposals include hiring of a post-doc instead of a PhD student, as many government agencies will not cover tuition. A request was made that tuition waivers be considered seriously.

UCRC – Ron Rockland

(please reference posted UCRC minutes from 10/17/11 meeting for detail)

- There were nine items discussed and approved under the consent agenda.
- There were two items that were held off for the next meeting.
- There were two new courses approved.

- There was a discussion of the proposed policy to implement GPA changes due to major change. The policy was approved, and will be posted on the Moodle page, and disseminated to all departments.
- There was a Math 131 discussion, regarding prerequisites and corequisites for departmental courses. Since spring registration is starting next month, all departments were asked to review courses that have either Math 111 or 112 as prerequisites or co-requisites, and determine how the 131/132/133 sequence would be used. Departments that have Math 111/112 as prerequisites or co-requisites should fill out the last page of the UCRC form, and send it to the Registrar and upload to the November file.

Celebration – Chuck Dees

Dr. Dees reminded committee members that this year's Celebration event will be held 11/11/11. They are ahead of their numbers from last year at this point, with 17 tables purchased, 2 of which are \$25,000 tables.

There will be a silent auction with some fantastic items, and the honorees this year are quite significant. All are welcome and encouraged to participate in the evening.

Dr. Bloom closed with a request of the committee to please be sure to keep Andrew Scherer and Jean Llewellyn apprised of any current information, achievements, or noteworthy items that should be included in the "NJIT Quick Facts" document.

The "NJIT Quick Facts" document has been posted online on the "About" page. The link is as follows: http://www.njit.edu/about/pdf/Quick_Facts_special-10-10-11.pdf

Graduate Council

October 20, 2011

Minutes

Attendance: M. Xanthos (Chair), M. Bieber, M. Booty, M. Cohen, N. Coppola, S. Eck, P. Fields, C. Gonzalez-Lenahan, J. Fjermestad, Z. Ji, D. Misra, F. Nadim, D. Nassimi, A. Sirenko, D. Sollohub, R. Tomkins, C. Venanzi and M. Wecharatana.

Excused: M. Bieber, R. Foulds, N. Loney, E. Lieberman J. Russo.

1. Approval of Minutes of September 15, 2011. - Unanimous.

2. Announcements – M. Xanthos - C. Gonzalez-Lenahan

- GSO is working on reviews of 2012 January theses and dissertations
- Deadline for applying for 2012 January graduation was October 15th.
- Deadline for applying for 2012 May graduation has been moved to December 15th.
- Graduate Advisors list is prepared and updated by the Graduate Admission office; all updates are to be sent to Amo Kubeyinje and copied to S. Eck.
- Graduate Council has been asked by the Provost office to move the meeting to the 2nd Thursday of each month from now on. The opinion of all members will be solicited.

3. Recruitment, Admission, and Enrollment Reports. – S. Eck

- Fall 2011 broke all records for MS and BS enrollment. However, the PhD numbers are down.
- BS/MS general information session held October 19th; 50 students attended the session presented by Clarisa Gonzalez-Lenahan and Amo Kubeyinje.
- Amo just returned from India and Turkey; 300 students were met in India who expressed interest in coming to NJIT.
- 2012 spring applications are up from last year; 2012 fall applications are starting to come in.
- S. Eck distributed list of graduate admissions' support staff with responsibilities for updating and tracking graduate admissions.
- Graduate Admissions has requested that those students who want to drop down from the PhD to the MS degree after either failing the Quals for the second time or for another reason to apply before the 10th day of the semester in order to report accurate numbers for the State. Graduate Studies asked to set straw policy and develop form for tracking these instances of degree level changes.

4. Course and Program Approval and related topics

A. New online MSCE specializations – M. Wecharatana

- The new online MS programs will be named CONSTRUCTION ENGINEERING AND MANAGEMENT SPECIALITY and TRANSPORTATION ENGINEERING SPECIALITY. They will consist of thirty credits each

(15 core course credits, 6 credits from general electives and 9 credits from Management /Leadership electives).

- Students will not be required to do a MS Thesis. Statement on financial aid will be deleted from existing flier.
- NJIT faculty will be teaching the courses.
- No approval required since no new courses are involved; this is a notification as a courtesy to Graduate Council.

B. Changes in Environmental Policy Studies Program – M. Cohen – Somenath Mitra

- Process for Program name change to “Environmental Sustainability Policy” in progress as per University policies.

- M. Cohen presented changes in the catalog course descriptions for the following five courses (with their new titles approved on September, 15, 2011).

EPS 601 “Research Methods for Environmental and Sustainability Policy”

EPS 614 “Environmental Economics and Management”

EPS 622 “Sustainability Politics and Policy”

EPS 712 “Advanced Studies in Environmental and Sustainability Policy”

EPS 698/699 “Special Topics in Environmental and Sustainability Policy”

- Motion by Booty; seconded by N. Coppola. Changes in catalog course descriptions approved unanimously.

-New Courses presented by S. Mitra

EVSC 711 “Hazardous Material Management”,

- Course has been offered as a Special Topics course with good enrollment. Classic waste management course with remediation techniques. Covers ground water, soil and air with examples. Regulatory issues are also raised.

- Some content overlaps with content in CE Dept course on hazardous waste management. Depth of content must be designed with Chemistry doctoral students in mind. Majority of doctoral students in course come with a Chemistry background, not engineering. University Lecturer, Michael Bonchosky can teach this class. 20 students were enrolled in the earlier Special Topics section. Friendly amendment to change title to “Hazardous Substance Management”. New paperwork must be submitted.

Motion by Venanzi; seconded by D. Sollohub. Approved unanimously.

EVSC715 “Energy and Sustainability”

- Starts with Mass and Energy balance and how society uses renewable energy. Discussion of fossil fuels and different classification of soils. Thermodynamics are covered by ME faculty member and a tour of the lab. Basics of solar energy are covered as well as transportation and regulatory aspects. Course covers the social and human issues relevant to these topics. Nice survey course has been offered twice as a Special Topics with enrollment of 20 students.

Students in ChE would probably be interested.

- There is an overlapping EE course on renewable energy with all the aspects covered. -

Audience for courses is different.

- Suggestion that discussion of courses overlap continues between EE and EVSC academic depts. and be brought back to the graduate council next meeting.

- Suggestion for change in prerequisites from 'basic science' to "Instructor's approval".

Motion Misra; second Venanzi. New course approved unanimously.

EPS 725 "Global Environmental Change and the Law" presented by M. Cohen

- among other topics it covers social and ethical issues of nanotechnology.

- enrollment expected to be 16-20

- course will be offered in 2013 spring to students who begin the "Environmental Sustainability Policy" program in 2012 spring.

Motion Venanzi; second Nadim. New course approved unanimously.

C. New graduate course CHEM 718 "Organic Synthesis"– C. Venanzi

- Course taught earlier by H. Huang, Assistant Prof. with expertise in this area as a Special Topics with about 40 students.

- A course in organic synthesis very important to CHEM MS as well as PhD as a basic topic applicable to both degrees. - Students will be asked to work in groups and come up with synthetic models that do not exist in the literature.

- Suggestion that this course should have a lab component. Not possible for logistic reasons - CHEM dept currently offers only one course with a lab component.

Motion Nadim; second Booty. Approved unanimously.

5. Update on Graduate student issues – Admission, TA's, RA's, Unionization – Provost I. Gatley

- Issues to be addressed by the unionization of Graduate students: many students are foreign nationals who count on continuing financial support to complete their degrees. Terms and conditions of support are not uniform between academic depts. and often there is a lack of transparency. Financial support should be timely and complete. Students want to be on payroll by the start of the semester and wish to have clearly defined roles.

Topics presented by the Provost:

- Contract with union will be signed within a few weeks. Amount proposed is standard stipend for 18K per year. Terms are still being discussed.
- Summer funding will remain as a 'funds available' for teaching assistants. Research assistants are different.
- Academic depts. submitted their funding requests to the Deans' offices but were not released until 1 week before classes begin. Number of TA's was cut in some academic depts. Students

were supported for only three credits for the AY to leave money for summer support but then the summer support was removed.

- COAD MS students will continue to be supported but the name will be Studio Assistant
- Definition of Teaching Assistant will be defined.
- An alliance between the PI's and the University must be forged so that support of Professors who lose funding will be continued.
- Appointment letters and performance reviews will be different for TAs and RAs. TAs will have defined hours for teaching and other duties. A Department will not be in a position to offer TA support to MS students.
- The definition of NJIT as a research university should indicate that PhD students should have experienced what it's like to be a professor and a researcher.
- The typical progress for doctoral students would be starting out as TAs for about two years and then move to RA with their dissertation advisor. If PI runs out of funding, the University will provide support for the students.
- Academic depts. must determine how many doctoral students can be supported by research funding.
- More grant proposals will need to be submitted for funding. Every topic for a PhD dissertation should also be the topic for a grant proposal.
- Doctoral students should not approach graduation without having their dissertation topic submitted as a proposal regardless of whether is not accepted for funding.
- A Faculty Committee was formed with M. Xanthos, H. Grebel, M. Jonakait, F. Nadim, J. Federici under I. Gatley to develop guidelines for TA's and RA's and their duties and responsibilities.
- There is a need for full-time faculty lines in academic depts. Some graduate courses are not being taught because we don't have enough faculty. We will be hiring new faculty that can and do write proposals. Within 10 years, we hope to have more proposals that will result in more RA's supported.
- Deans have been asked to complete an audit of teaching load. The reports are due very soon.
- TA budget should be tied to tuition budget.
- This entire RA and TA assignment process should be centralized and streamlined through the Office of Graduate Studies.

6. Participation in Commencement of students who have not completed all degree requirements - postponed to next meeting.

Meeting adjourned at 1.10 p.m.

Minutes of October, 2011 UCRC Meeting

Consent Agenda:

There were nine items discussed and approved under the consent agenda. They were

1. IT 420 Prereq changes - from Sept meeting
2. IS 365 - Remove
3. IS 433 - Remove
4. IS 441 - Remove
5. ET - replacing CS101 with CS106 in curriculum
6. For Digital Design, Industrial Design and Interior Design programs - we are replacing Rutgers (Principles of Psychology) course with the newly approved STS 210 General Psychology course
7. CS/Physics double major - CS100 required course
8. CS/Math double major - CS100 required course
9. Prereq changes in CS

There were two items that were held off for the next meeting, due to questions raised by the Physics department in terms of capacity. They were

1. BSCE - Sequence changes in curriculum
2. BSCE - Prereq changes

New or modified courses, programs or departments

There were two new courses approved.

1. BIOL495 Honors Seminar in Biology
2. CS106 Roadmap to Computing for Engineers

Policies and Procedures

1. There was a discussion of the proposed policy to implement GPA changes due to major change. The policy was approved, and will be posted on the Moodle page, and disseminated to all departments.
2. There was a Math 131 discussion, regarding prerequisites and corequisites for departmental courses. Since spring registration is starting next month, all departments were asked to review courses that have either Math 111 or 112 as prerequisites or co-requisites, and determine how the 131/132/133 sequence would be used. Departments that have Math 111/112 as prerequisites or co-requisites should fill out the last page of the UCRC form, and send it to the Registrar and upload to the November file.

NJIT QUICK FACTS

NJIT: New Jersey's Science and Technology University

One of the nation's leading public technological universities, New Jersey Institute of Technology (NJIT) prepares students to be leaders in the technology-dependent economy of the 21st century. The university's multidisciplinary curriculum and computing-intensive approach to education provides the technological proficiency, business know-how and leadership skills that future CEOs and entrepreneurs will need to succeed. With an enrollment of more than 9,000 graduate and undergraduate students, NJIT offers small-campus intimacy with the resources of a major public research university.

- Top National University – *U.S. News and World Report*
- Top 200 American research university –The Center for Measuring University Performance at Arizona State
- Top 50 among colleges without a medical school for research expenditures and top ten among universities whose main research is in engineering – *NSF*
- Top 10 among technological universities in faculty scholarly productivity – *Academic Analytics*
- A *Princeton Review* Best College, Most Wired College, and a Greenest College
- 4th among public universities nationwide in alumni earning potential – National Association of Colleges and Employers
- Top 100 producers of minority degrees, including 4th in the nation for engineering master's degrees to African American students – *Diverse Issues in Higher Education*
- For the second year, NJIT has been named to the President's Higher Education Community Service Honor Roll, one of the highest federal recognitions a college or university can receive for its commitment to volunteering, service-learning and civic engagement

RESEARCH AND DEVELOPMENT

- NJIT's research expenditures totaled more than \$100 million in FY2011.
- As of June 30, 2011 (end of FY11) NJIT had 134 issued patents, of which 60 are licensed to third parties.
- NJIT is home to the Enterprise Development Centers (EDC), New Jersey's largest high-technology business incubator, and one of the largest in the nation. Ninety companies presently housed at the EDC employ 300 people. It has attracted more than \$67 million in third-party funding and has revenues of \$82 million.

STRATEGIC INITIATIVES

The university's 2010-2015 Strategic Plan identifies several focal areas for growth and development in education of young people and professionals, research and economic development:

- **Sustainable Systems**, including sustainable design, environmental science and engineering, ecology, and alternative energy technologies
- **Digital Everywhere**, including wireless telecommunications, social networks and cloud computing, network security, and financial bubble research

- **Life and Healthcare Science and Engineering**, including tissue engineering and adult stem cell research, rehabilitation medicine, biomedical informatics and data mining, and drug development and pharmaceutical manufacturing techniques
- **Campus and Area Development**, including three ongoing projects designed to enhance campus life and increase residential students on campus by 600:
 - ♦ **Greek Village at NJIT** with residential town houses for Greek organizations and ultimately a new multi-level residence hall for other students, adding some 150,000 square feet to existing campus student housing
 - ♦ **Residential Dorman Honors College**, a multi-story facility with residence floors for residing Honors scholars, as well as a common area with studying and other facilities to be used by commuter and residential Honors students alike, designed to increase academic and social collaboration among Honors scholars
 - ♦ **The Gateway Project**, which will integrate development of an enhanced University Heights neighborhood, envisioned with such improved amenities as enhanced housing and new commercial space with shops and restaurants

HISTORY

Founded in 1881 as Newark Technical School; renamed NJIT in 1975.

Newark College of Engineering (1919)

College of Architecture and Design (1973)

College of Science and Liberal Arts (1982)

School of Management (1988)

Albert Dorman Honors College (1994)

College of Computing Sciences (2001)

ENROLLMENT AND EMPLOYMENT (2011-2012)

- Total enrollment: 9,558 (6,604 undergraduate, 2,954 graduate)
- 1,541 students live on campus in five residence halls.
- 490 full-time and adjunct faculty; 89% hold doctoral degrees, and 98% have the highest degree attainable in their field
- The student-faculty ratio is 15:1
- 850 full time employees
- 4,000 students and teachers in pre-college educational programs
- Since 1990, NJIT's Department of Continuing Professional Education has provided training to 74,000 employees in private corporations
- 15,000+ visitors to campus for athletics events
- 2,000 alumni visitors to campus each year for reunions and other social events
- 6,000 prospective students and their parents visit campus annually for open houses and tours
- 21,000 visitors to the NJIT campus annually for community events

Transition Planning with the Board of Trustees – Draft for Discussion

During this interim period, it is critical that the *identified priorities* of the **NJIT Strategic, Gateway and Middle States plans** are implemented effectively and efficiently. In addition, *we must respond constructively to the NJIT issues in the UMDNJ Advisory Committee report.*

Furthermore, it is recommended that during the interim period and beyond, we operate with an organizational style that includes *frequent communication, consensus-building and collaboration*, internally and externally, with NJIT's critical stakeholders.

The following is an outline of tactics in order to insure the implementation of the priorities from the above referenced plans including the responsible individual (and linkages), and the dates during this academic year in which the tactics will be implemented and/or completed.

Strategic Plan Priorities

Academic Plan: Identification of core curriculum priorities in response to the student applicant marketplace, workforce and research demands, including but not limited to instructional staff, facilities, and technology needs. I. Gatley (J. Gentul & D. Sebastian), Plan submitted to Board by Dec.1.

Capacity Study: Review enrollment projections, enrollment mix (ug, grad, etc.) and tactics to align with university capacities (e.g., student services, classroom, labs, and networks) and projected budgets. K. Kelly (G. Spak, H. Mauermeyer, & I. Gatley), Report submitted to Board by Feb. 1.

Retention/Advising Proposal: Based on the "Report of the Retention and Graduation Committee, Spring '11," recommend tactics to improve student advising; evaluate the academic performance of the fall '11 FTFTF as a result of the revised GUR (math, physics, and chemistry) curriculum and relative to skills and knowledge required by the diversity of majors; and the effect of Learning Communities on retention. I. Gatley (J. Gentul, P. Deess). Proposal and Evaluation to President by Dec. 1.

NEXT Campaign: Increase campaign activities with a more aggressive schedule of individual appointments, major donors, corporate leaders, and foundation directors; increase alumni events and proposals to corporation and foundations. C. Dees (J. Bloom) through June 2012.

Thematic Core Areas of Integrated Research: Identify submitted proposals and outcomes for 2010-11; identify faculty teams, plan for recruiting/funding PhD Students (Feb. 1), and submissions to date as well as those proposals that are under development for 2011-12. D. Sebastian, Report to Board by Nov. 1.

Branding: Review and analyze the impact of the Branding Plan and identify tactics to increase NJIT visibility and academic reputation targeted toward specific industries, national and global corporations, peer institutions (rankings), undergraduate colleges (attract domestic PhD students), other stakeholders. C. Dees (J. Llewellyn), Report to Board by Feb. 2012.

Recognition/Rewards of Exemplary Achievements: Improve campus life by increasing the recognition of faculty, staff and students' exemplary achievements (e.g., Solar Decathlon) by the Board of Trustees. C. Dees (J. Llewellyn) through June 2012.

Gateway Redevelopment Plan Priorities

Monument Agreement. Finalize the development contract for the Greek Village and Residential Honors College. M. King-Viehland (H. Mauermeyer & J. Bloom) by Nov. 1.

Jones Lang Lasalle. Accelerate efforts with JLL for the development of the St. Michael's Parking Deck, and identify additional development priorities along King Blvd; coordinate with Mayor Booker, municipal agencies and Council, and Newark university/college partners through June 2012.

Middle States Plan

Team Chair Visit. Dr. Robert E. Palazzo will be on campus Nov 8-10.

Dissemination of Report. Report to campus community and follow-up conversations with key stakeholders. J. Bloom (I. Gately & college deans) by Nov.

Shared Governance. During the Middle States planning it was identified that there is a need for timely and well informed decision-making as well as improved communications and transparency across the campus, therefore, a Shared Governance committee was formed to explore alternative structures to improve these organizational functions. It is recommended that representatives of the Board and the Committee have an exploratory meeting to share ideas about shared governance. J. Bloom (I. Gately) by Nov 4.

Governmental Relations

UMDNJ Advisory Committee Report. Need to improve NJIT's representation in the final committee report and seek an opportunity to collaborate in Newark's medical health education.

St. George's Medical School. Withdraw the application from the NJ Board of Medical Examiners for the establishment of a medical school; reaffirm existing relationship with St. Georges. J. Bloom by Dec.

NJ Counsel. Need to review the performance of the Trenton Counsel and recommend to the Board tactics for managing governmental relations. H. Ross (J. Bloom) by Dec. 2011.

Facilities "Bond" Issue. Need to insure NJIT's status as 1 of 3 of NJ's Research Universities with its requisite proportion of the bond proceeds, should it be passed by the NJ voters. H. Ross (H. Mauermeyer & J. Bloom) through June 2012.

CAA 10/19/11