

NJIT BOARD OF TRUSTEES
Thursday, June 2nd, 2011

PUBLIC SESSION MEETING



NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES PUBLIC SESSION
June 2, 2011, 11:00 AM

Call to Order

1. **Notice of Meeting to Public** (Statement to be read by the Chair, a requirement of the NJ Open Public Meeting Act)
2. **Public Comments**
3. **Action Items**
 - A. Approve minutes of the April 7, 2011 meeting of the Board of Trustees
 - B. Approve Promotion and Tenure Recommendations for 2010-2011
 - C. Approve Resolution to Authorize Expenditure for Electricity and Natural Gas for FY 2012
 - D. Approve Resolution to Update Bank and Financial Institutions Account Authorizations
 - E. Approve Resolution to Update Faculty Handbook Policies and Procedures Regarding Faculty and Instructional Staff
 - F. Approve Resolution to Establish MS in Web Systems
4. **Reports**
 - A. Status of Budget, Tuition and Fee Schedule for FY 2012
 - B. Report on Status of Development of a Shared Governance Model
 - C. Report on the Status of the Gateway Project
 - D. Update on Middle States Self Study for 2012
 - E. Report of Gifts and Fund Raising Activities
 - F. Operating Statement Year to Date
 - G. Schedule of Short Term Investments

Announcement of Next Meeting

Chair to read resolution regarding Closed Session to discuss Personnel, Real Estate and Contract Matters to be held on Thursday, July 14, 2011, 9:30 AM, Eberhardt Hall NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, July 14, 2011, 11:00 AM, Eberhardt Hall NJIT Alumni Center Board Room.

Adjourn Public Meeting

New Jersey Institute of Technology
--innovative, entrepreneurial, engaged

Mission

NJIT is the *state's technological research university*, committed to the *pursuit of excellence* ---

- in undergraduate, graduate, and continuing professional *education*, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth;
- in the conduct of *research* with emphasis on applied, interdisciplinary efforts encompassing architecture, the sciences, including the health sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;
- in contributing to *economic development* through the state's largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;
- in *service* to both its urban environment and the broader society of the state and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.

NJIT *prepares its graduates* for positions of leadership as professionals and as citizens; *provides educational opportunities* for a broadly diverse student body; *responds to needs* of large and small businesses, state and local governmental agencies, and civic organizations; *partners with educational institutions* at all levels to accomplish its mission; and *advances the uses of technology* as a means of improving the quality of life.

Vision

A preeminent technological research university known for innovation, entrepreneurship, and engagement.

1. Notice of Meeting to Public

BOARD OF TRUSTEES

**STATEMENT TO BE READ AT THE OPENING OF EACH
MEETING OF THE BOARD OF TRUSTEES**

**“NOTICE OF THIS MEETING WAS PROVIDED TO THE PUBLIC
AS REQUIRED BY THE NEW JERSEY PUBLIC MEETING ACT, IN
THE SCHEDULE OF MEETING DATES OF THE BOARD OF
TRUSTEES OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY
WHICH WAS MAILED TO THE STAR LEDGER, THE HERALD NEWS,
AND THE VECTOR ON NOVEMBER 19, 2008. THIS SCHEDULE WAS
ALSO MAILED TO THE COUNTY CLERK ON NOVEMBER 19, 2008
FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC
PLACE AS DESIGNATED BY SAID CLERK.”**

2. Public Comments

**3A. Approve Minutes of the
April 7, 2011 Meeting
of the Board of Trustees**

**NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF MEETING (DRAFT)
(April 7, 2011)**

1. The meeting was called to order by Vice Chairperson DeCaprio, at 11:50 a.m. Other Trustees in attendance were Board Members Babineau, Bone, Cistaro, Garcia, Slimowicz and Wolff. Also in attendance were President Altenkirch, Mr. Mauermeyer, Board Treasurer, and Ms. Holly Stern, Board Secretary.

In accordance with the New Jersey Open Public Meeting Act, the Acting Chairperson read the following statement:

“Notice of this meeting was provided to the public as required by the New Jersey Meeting Act, in the schedule of meeting dates of the Board of Trustees of New Jersey Institute of Technology which was mailed to the Star Ledger, The Herald News and Vector on November 19, 2008. The Schedule was also mailed to the City Clerk of Newark on November 19, 2008, for filing with that office and posting in such public place as designated by said Clerk.”

2. Vice Chairperson DeCaprio opened the meeting to the public speakers who filed requests to speak with the Board Secretary. Dr. David Hawk was the first speaker. He stated that four days ago, he received a letter from the General Counsel advising that the Board would discuss his employment as a tenured professor and that he would be permitted to address the Board for three minutes. He stated that he expects the Board will discuss the letter of President Altenkirch of August 23, 2010, that he would seek the termination of his employment as a tenured professor on the grounds that he had violated state law in inappropriately changing the grades of an individual with whom he had a business relationship from an F to an A, purchased equipment to date not returned to or recovered by NJIT for which he was reimbursed with NJIT funds, and misused the search process to hire with tenure an individual with whom he had a prior personal relationship and that he had engaged in other actions that violate the implicit standards of good behavior expected of an NJIT tenured professor. With respect to the allegation regarding changing of a student's grade, Dr. Hawk asked that the Board consult Sec. 3.5.1 of the Faculty Handbook and having done so, make their own independent inquiry to determine what grade he changed from an “F” to and “A” and whether the course instructors involved had complied with the mandatory provisions of Section 3.5.1 before entering the student's grade, and on what grounds the President contends he was required or permitted to ignore the mandate of Section 3.5.1.

He asked the Board to conduct its own independent assessment of legal authority to determine the rights and obligations of course instructors and the University, and asked the Board to study the case of Brown v. Armenti, 247 F. 3rd 69 (3rd Cir. 2001) with the University's legal counsel. He also asked the Board to compare the Ad Hoc Committee's statement on this matter with the notes exchanged between Student "K" and her instructor, and the e-mails exchanged between and among the Committee, Student "K" and Denise Coleman. He asked the Board to have legal counsel show them where there is authority for applying the prescriptive of the New Jersey Conflict of Interest law to a person with whom he is said to have a business relationship.

Continuing to the President's allegations that he purchased equipment that had not, to date, been returned to or recovered by NJIT for which he was reimbursed with NJIT funds, he asked the Board to ask the President whether he has reviewed his statements addressed to NJIT's legal counsel, identifying the account debited for the funds used to purchase the equipment and his discretionary authority to use the funds for his personal benefit, and the use to which the equipment was put, the presence of the equipment in his office when he was Dean, until he was harshly and physically ejected by Interim Dean English; if he has read the statements what his responses were, and on what basis he makes such responses, and if he has not read the statements, why not.

With respect to the President's allegations that he misused a faculty search process, ask the President and General Counsel to evaluate his own written statements to the Search Committee regarding the professor's candidacy and the candidacies of the other academics who responded to the internationally posted advertisement for the position, including the handwritten or typewritten notes.

At that juncture, being over three minutes, Secretary Stern noted that the three minute time limit had been exceeded and asked Dr. Hawk to conclude his remarks. Dr. Hawk ended at that point, and indicated he had written material. Acting Chair DeCaprio stated that the written comments should be submitted to the Board Secretary. Dr. Hawk said that he would give copies of the materials to the Governor and to the Mayor personally.

3. The Board then moved to vote on the Resolution concerning Dr. Hawk, which Ms. Stern read into the record. She explained that this resolution moves the matter forward to initial hearing at which time there would be the opportunity for Dr. Hawk to present evidence, and cross-examine witnesses, and action before the Board was not intended as the hearing that would be the initial decision by the hearing body. Vice Chair DeCaprio asked if there were any questions or comments. There were none and the Board voted upon the Resolution. Ms. Stern noted that this will allow the matter to move forward to an evidentiary hearing pursuant to statute.

4. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MR. CISTARO and UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO ACT UPON DETENURIZATION CHARGE.
5. The portion of the public session open to the public continued. Dr. Mill Jonakait, who had previously registered to speak, noted that she ceded her time slot to Dr. Richard Sher. Dr. Sher stated that the Faculty Council was responding to the resolution for shared governance. The Faculty Council welcomes suggestions for improving the university. He added that the Faculty Handbook allocates the authority and responsibility for a university-wide governance structure. There is no compelling case made in support of this Resolution. He stated that the faculty were not told this was going to the Board of Trustees, and should not be rushed. It is important, since the Middle States review team is coming but there is no requirement that we move this quickly. The University Senate is not the best and only model; this is the biggest issue he has ever seen. This all relates to the last point; we can all agree and go forward in a consensus way. Ms. Stern noted the six minutes time limitation, and Dr. Sher concluded his remarks.

Dr. Robert Barat spoke next. He is a Professor in Chemical Engineering, and was a BS/MS student here in the late 70's and early 80's. The university has changed enormously; there are many challenges. These challenges are unique in our history. The University needs a contemporary and progressive governing system, and the authority that comes with a broad representation. We need rigor in data collection, analysis and deliberations through structured standing committees, along with short and long term perspectives and timely decisions by a majority of stakeholders. He urged the Board to support the Resolution.

Dr. Katia Passerini addressed the Board. She spoke of the role of Rapid Assessment and Steering Committee (RASC) in coordinating the Middle States Self-Study, consisting of groups of faculty and staff from within the university's community. For example, the university's learning community articulation under the direction of the Provost is operating in record time. Similar observations can be made regarding shared governance models. We are here today to move forward on developing a contemporary governance structure. Best practices is essential. We need to focus on good elements and look at our peers. We should elevate NJIT to be a model for best practices.

Vice Chair DeCaprio thanked the speakers for their excellent comments, noting that we had to get this right, and move forward expeditiously. The public comment portion of the meeting closed, and the Board proceeded with the agenda.

6. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED, the minutes of the February 10, 2011 meeting of the Board of Trustees were approved (with the deletion of an inadvertently added phrase at the end of Paragraph 14 referencing a Board retreat.)

7. Sr. Vice President Sebastian discussed the proposed resolution to authorize exclusive license of university intellectual property. Intellectual Ventures, the proposed licensee acquires portfolios of intellectual property, including patents. This is an entity that we've done business with in the past. The second is a company that specializes in academic start-ups. The third is a conventional license of intellectual property that is the fruit of an NSF-sponsored research program. The proposed licensee is a pharmaceutical company with the ability to license property to an equipment manufacturer.
8. BY A MOTION DULY MADE BY MS. GARCIA, SECONDED BY MS. BABINEAU AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTIONS TO AUTHORIZE EXCLUSIVE LICENSE OF UNIVERSITY INTELLECTUAL PROPERTY.
9. It was next determined by the Board that Resolutions listed as (C),(D) and (E) in the Board book, would be voted on together.
10. BY A MOTION DULY MADE BY MR. SUGLA, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED , the Board voted to APPROVE RESOLUTION TO CHANGE FACULTY HANDBOOK SECTION ON "THE INSTITUTE AND ITS ADMINISTRATIVE ORGANIZATION"; to APPROVE RESOLUTION TO CHANGE FACULTY HANDBOOK SECTION ON "POLICIES AND PROCEDURES REGARDING FACULTY AND INSTRUCTIONAL STAFF"; and to APPROVE RESOLUTION TO AMEND FACULTY HANDBOOK TO INCLUDE A SECTION ENTITLED "RESTRUCTURING OF ACADEMIC UNITS."
11. President Altenkirch discussed the next resolution on the agenda for approval. He noted that the Board heard from the speakers about the resolution about the need for open debate. That is what this resolution is about. Policies and procedures should not be developed in secret with lobbying and unknown procedures. We do not approve of the secret ballot system. The Chair of the Faculty Council asked that we bring this to you. President Altenkirch urged the Board to approve the Resolution.
12. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MS. GARCIA AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO ENCOURAGE OPEN DEBATE AND CONSENSUS BUILDING IN EFFECTIVE AND EFFICIENT DEVELOPMENT OF POLICIES AND PROCEDURES.
13. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MR. WOLFF AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION REQUESTING THE ADMINISTRATION DEVELOP POLICIES AND PROCEDURES FOR IMPLEMENTING A SHARED GOVERNANCE STRUCTURE WITH RESPONSIBILITIES AS DELEGATED BY THE BOARD

OF TRUSTEES (with amendments as noted to include consideration of other shared governance structures).

14. President Altenkirch discussed FY11/FY12 Budget Update. We are in the beginning stages of assembling the budget. The base funding is level, and there are no salary increase funds. We are adjusting the FY 11 budget, with January/February as a new starting point. Going forward, we are going to lose Federal stimulus funds received in the past. Currently, it appears that there will be a \$7 million shortfall assuming a 6% tuition increase. Last year there was a 4% cap on tuition; caps have traditionally been at 8%. If we increased tuition 8% that would wipe out the deficit. We are close to balancing the budget. Currently, we are sitting tight and watching what happens in the Legislature. We can't do more detailed budget than we have already done, without more information.
15. Vice President Bloom addressed Enrollment Update and Projections. He began by noting that we are always sharpening our pencil with projections. There is a May 1st deadline for applications, and we are projecting a 2% growth rate for this Fall. This is our average increase for the last 5 years. The competition is steep, as the number of student graduating from New Jersey high schools is declining. We've had a 9% decrease in applications, but a double-digit increase in the number of deposits. Undergraduate enrollment is continuing, and the rate of continuing students has increased. We are projecting approximately 1000 freshman for the Fall semester. PhD student enrollment is flat, and that is a concern. Dr. Bloom noted the impact of changes from the School of Architecture to the College of Architecture and Design, and our Athletics program. The Honors College closed out new enrollments two weeks ago. We need to grow our regional reach.
16. President Altenkirch gave an update on the NJIT Campus Gateway Plan. We've selected and are working with a developer for the Greek Village Phase.
17. Treasurer Mauermeyer reporting on the Operating Statement Year to Date, the Schedule of Short Term Investments, and the Endowment Report. We are now two-thirds of the way through the fiscal year, and have recognized all revenue beyond our appropriation. On the expenditure side, we are on line with our targets. On the Supplemental Schedule, this is where we watch the right hand column inclusive of encumbrances and commitments. The revenue projections from the State seem to be holding. We are watching our working capital, in case the State may not be on time with their payments. The cash flow is in place, though there is not much of a vehicle for it. With respect to the Endowment Report, the market is good. We are essentially back to where we were before the market decline. As our endowment has grown we can now look at commodities and private equity as investment vehicles within the approved asset allocation.
18. Board Member Cistaro reported on Gifts and Fund Raising Activities. Our donations, as is the number of donors. As far as extraordinary gifts, they have declined since 2009; we have received \$1.1 million in 2011 so far. One item of good

news is that unrestricted funds are up. We met with the Advancement Committee. We should continue to meet with alumni in China and India, even if it is necessary to utilize part-time people for that. We've added an employee to help with the Annual Fund, and we plan to contact lapsed donors as well. We will continue to work with the Deans.

19. The Chairperson announced that the next scheduled closed session would be convened on Thursday, June 2, 2011 at 9:30 AM, at Eberhardt Hall Alumni Center Board Room, to discuss personnel, real estate and contract matters. The following resolution was read and approved by all Trustees present.

WHEREAS, there are matters that require consideration by the Board of Trustees that qualify under the Open Public Meetings Act for discussion at a Closed Session;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees shall have a Closed Session to discuss such matters as personnel, real estate and contract matters on Thursday, June 2, 2011 at 9:30 AM, Eberhardt Hall Board Room.

The next Public Session of the Board will take place on Thursday, June 2, 2011 at 11:00 AM, Eberhardt Hall Board Room, following the Closed Session of the Board.

The meeting was adjourned at 1:00 pm.

**3B. Approve Promotion and
Tenure Recommendations
for 2010-2011**



To: The NJIT Board of Trustees

From: Robert A. Altenkirch
President

Re: Promotion and Tenure Recommendations

Date: June 2, 2011

After a year-long sequence of deliberations following the policies and procedures for promotion and tenure defined in the *Faculty Handbook*, those named below are recommended for promotion and/or tenure.

Promotion to Distinguished Professor

Somenath Mitra	Chemistry and Environmental Science
Trevor Tyson	Physics

Appointment to Distinguished Professor with Tenure

Pius Egbelu	School of Management
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Promotion to Professor

Treena Arinzeh	Biomedical Engineering
Andrew Gerrard*	Physics
Andrei Sirenko	Physics
*with tenure	

Promotion to Associate Professor with Tenure

Richard Garber	College of Architecture and Design
Bryan Pfister	Biomedical Engineering
Laramie Potts	Engineering Technology
Horatio Rotstein	Mathematical Sciences
Min Song	Information Systems
Georgeen Theodore	College of Architecture and Design
Guiling Wang	Computer Science

RECOMMENDATION FOR APPOINTMENT TO DISTINGUISHED PROFESSOR WITH TENURE

2010-2011

NAME	DEPT.	CURRENT RANK	DATE OF APPT. TO CURRENT RANK	DATE OF NJIT APPT.	DATE OF TENURE TRACK	DATE OF TERMINAL DEGREE	TERMINAL DEGREE
Pius Egbelu	School of Management	n/a	2011	2011	n/a	1982	Ph.D.

RECOMMENDATION FOR PROMOTION TO DISTINGUISHED PROFESSOR

2010-2011

NAME	DEPT.	CURRENT RANK	DATE OF APPT. TO CURRENT RANK	DATE OF NJIT APPT.	DATE OF TENURE TRACK	DATE OF TERMINAL DEGREE	TERMINAL DEGREE
Somenath Mitra	Chemistry and Env. Sci.	Professor	1999	1991	1991	1988	Ph.D.
Trevor Tyson	Physics	Professor	2003	1996	1996	1991	Ph.D.

RECOMMENDATION FOR PROMOTION TO PROFESSOR

2010-2011

NAME	DEPT.	CURRENT RANK	DATE OF APPT. TO CURRENT RANK	DATE OF NJIT APPT.	DATE OF TENURE TRACK	DATE OF TERMINAL DEGREE	TERMINAL DEGREE
Treena Arinzeh	BME	Associate	2006	2001	2001	1999	Ph.D.
Andrew Gerrard*	Physics	Associate	2006	2006	2006	2002	Ph.D.
Sirenko, Andrei	Physics	Associate	2008	2003	2003	1993	Ph.D.

*promoted to full professor with tenure, granted by President

RECOMMENDATION FOR PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

2010-2011

NAME	DEPT.	CURRENT RANK	DATE OF APPT. TO CURRENT RANK	DATE OF NJIT APPT.	DATE OF TENURE TRACK	DATE OF TERMINAL DEGREE	TERMINAL DEGREE
Richard Garber	CoAD	Assistant	2005	2002	2005	1998	M.S.
Bryan Pfister	BME	Assistant	2006	2006	2006	2002	Ph.D.
Laramie Potts	ET	Assistant	2006	2006	2006	2000	Ph.D.
Horatio Rotstein	Math	Assistant	2006	2006	2006	1998	Ph.D.
Min Song	IS	Assistant	2006	2006	2006	2005	Ph.D.
Georgeen Theodore	CoAD	Assistant	2005	2004	2005	2002	M.A.
Giuling Wang	CS	Assistant	2006	2006	2006	2006	Ph.D.

**SUMMARY INFORMATION ON
PROMOTION AND TENURE CONSIDERATIONS
AY 2010-2011**

**Submitted to the
COMMITTEE ON ACADEMIC AFFAIRS AND RESEARCH
BOARD OF TRUSTEES
June 2, 2011**

**Vincent DeCaprio, Chair
Anthony Knapp
Binay Sugla**

Promotion to Distinguished Professor

Four faculty members were under consideration for promotion to distinguished professor, two are being recommended to you:

Somenath Mitra, Department of Chemistry and Environmental Science, joined NJIT as an assistant professor in 1991; he was promoted to full professor in 1999. Dr. Mitra's reputation as an independent scholar and investigator has been well demonstrated from his significant contributions in nanotechnology, environmental sensors and other analytical instrumentation for monitoring trace organics in multiple environments. His research is well recognized and has earned him a high degree of visibility and recognition among his peers nationally and internationally. Dr. Mitra is the inventor of an experimental technique, the thermal desorption modulator, which has resulted in the world's most sophisticated gas chromatography system, Comprehensive Two-Dimensional Gas Chromatography. In addition, Dr. Mitra runs the leading research group in the world working on the development of real-time trace measurement techniques – a field of utmost importance both commercially and in environmental monitoring. His work in microwave induced carbon nanotubes functionalization has earned him an international reputation.

Dr. Mitra is an outstanding educator, awarded the Outstanding Service to Graduate Education from CSLA in 2004. He has co-authored/edited two highly successful textbooks, has been instrumental in development of new courses and programs, and is an excellent mentor to his students. Dr. Mitra has graduated 15 PhD students, many of whom have received awards of their own and some who have become faculty members themselves.

Dr. Mitra's excellence in research and education brings substantial benefits to NJIT's national and international standing and he is a true asset to the University.

Trevor Tyson, Department of Physics, joined NJIT as an assistant professor in 1996; he was promoted to full professor in 2003. Dr. Tyson has established himself as one of the top scientists in the world in the studies of atomic,

magnetic, and electronic structure of correlated electron systems. His experimental work is closely coupled with detailed modeling to provide a comprehensive picture of the microscopic origin of macroscopic phenomena such as magnetism, ferroelectricity and basic atomic structure. His research has been funded by several federal funding agencies such as the NSF, US Dept. of Energy, and the US Army. He is the recipient of a prestigious NSF Faculty Early Career Award, and has received approximately \$5M in external funding to support his research. Dr. Tyson has supervised 10 successful PhD students who have found positions in X-ray optics at National Laboratories, university faculty positions, and industry based research facilities. Under Dr. Tyson's research program, NJIT jointly operates two x-ray beamlines at the National Synchrotron Radiation Laboratory for scattering and spectroscopic studies of materials. Dr. Tyson also leads a team of 10 researchers who have developed a proposal and are seeking funding to develop a beamline for combined high magnetic field and high pressure experiments; the beamline will push the limits on high magnetic field structural measurements and involve the development of new types of magnets, area detectors, x-ray optical instruments and high pressure measurement methods.

Dr. Tyson's involvement on an academic level is also highly impressive. While Director of the NJIT Materials Science and Engineering Program (2005-2009) he put in place a series of actions to strengthen the program from both a research and an educational perspective. He developed and introduced new courses for the program, which has ~33 PhD students and ~9 M.S. students enrolled. He continues to work towards combining research and education with a seven-week summer workshop offered to four to eight Newark area high school students from under-represented groups. Students are taught basic scientific techniques, and learn basic chemistry, electronics, solid state physics and computer programming.

Appointment to Distinguished Professor with Tenure

Pius Egbelu, School of Management, will join NJIT as Dean of School of Management in July 2011. Dr. Pius J. Egbelu is a Professor of Industrial Engineering at Louisiana State University, Baton Rouge, Louisiana. Prior to his current position, he served as the Dean of NSF Academy at the National Science Foundation, Arlington, Virginia, and as the Dean of Engineering and Bert Turner Distinguished Professor at Louisiana State University, Baton Rouge, Louisiana. As the Dean of the Academy, he was the Chief Learning Officer responsible for providing strategic vision and direction for the Academy to enhance organizational performance and excellence through human capital development at all staff levels. He also served as the Chair of the Department of Industrial and Manufacturing Systems Engineering at Iowa State University, Ames, Iowa. Other previous positions include the Program Director for Production Systems and Operations Research at the NSF, Assistant Professor and Associate Professor of Industrial and Manufacturing Engineering at Pennsylvania State University,

University Park, and Assistant Professor of Industrial Engineering and Operations Research at Syracuse University. He had served as Vice Chair of A-CIMS, the Academic Coalition for Intelligent Manufacturing Systems, member of Federal Aviation Administration Advisory Board for Air Traffic Controller Staffing Standards and on several Advisory Boards of Directorates and Committees of Visitors (COV) at the National Science Foundation. He has also served on the editorial boards of several journals and on the Board of Louisiana Foundation for Excellence in Science, Technology, and Education (LaFESTE). He holds a BS in industrial engineering, magna cum laude, from Louisiana Tech University and an MS and a PhD. in industrial engineering and operations research from Virginia Tech. His research interests are in the areas of automated material handling, facilities planning and design, manufacturing, supply chain engineering, and enterprise and service systems analysis. He is a Fellow of the Institute of Industrial Engineers and a licensed engineer in the State of Louisiana.

Promotion to Professor and Promotion to Professor with Tenure

Of the five faculty members recommended by their departments for promotion to professor, three are being recommended to you.

Treena Arinze, Department of Biomedical Engineering, joined NJIT as an assistant professor in 2001; she was promoted to associate professor in 2006. Dr. Arinze is a founding member of the Biomedical Engineering (BME) Department of NJIT, where she continues to be an active faculty member and advisor. Her outside references opine that Dr. Arinze's highly cited research in the field of mesenchymal stem cell (MSC) tissue engineering has been instrumental in the current new technologies of bone tissue engineering. In addition, her studies on the effects of micro- and nanotopographical cues on cellular phenotypic development will help advance the new field of cell-topography interactions. Dr. Arinze has received the outstanding Scientist Award from the New Jersey Association for Biomedical Research, named People to Watch in 2005 by *The Star Ledger*, invited to attend the national academy of Engineering, US Frontiers of Engineering Futures Initiative Program, nominated by the Governor of Connecticut in 2008 to the Connecticut Stem Cell Research Advisory Committee, and recently received the Coulter Foundation Translational Award in 2010.

Andrew Gerrard, Physics Department, joined NJIT in 2006 as an assistant professor. Dr. Gerrard is an emerging leader in the field of solar-terrestrial physics. He brings together both modeling and experimental techniques to address the injection of energy into the upper atmosphere. Dr. Gerrard was selected after an extensive international search as the initial faculty member to be hired by NJIT as a result of a \$1M NSF grant to be used specifically to broaden the university's academic scope and standing in the Physics

Department's Center for Solar Terrestrial Research. Under this program Dr. Gerrard has established a breadth of research and teaching that has greatly enhanced the intellectual capacity and the national and international reputation of the university. His outstanding scientific and engineering leadership has enabled NJIT's flag to fly now over five operating remote solar-terrestrial observatories in the Antarctic, as well as two permanent stations, including the South Pole. Under Gerrard's leadership, NJIT's flag flies over his instrument cluster based in Peru. He is establishing a major research facility in the New Jersey Jenny Jump State Forest. Consisting of the largest optical telescope east of the Mississippi (which he acquired through a competitive proposal process), a two meter solar radio telescope and ground-based geophysical instrumentation, this facility also will be an important public outreach effort that is even now leading to new ways to bring the university closer to the New Jersey public who are interested in Earth- and space-related natural phenomena.

Dr. Gerrard has an excellent teaching record, has participated in open houses and student recruitment activities, serves as advisor to the astronomy-track Physics majors, and is active in several department committees.

Andrei Sirenko, Physics Department, joined NJIT in 2003 as an assistant professor; he was promoted to associate professor in 2007, and granted tenure in 2008. Dr. Sirenko is a very active researcher, with 64 published journal papers, 16 conference papers, and 995 citations as of September 2010. His research involves application of spectroscopy in optics, condensed matter physics, and device materials physics. His areas of expertise include raman spectroscopy, infrared spectroscopy, hard x-ray synchrotron, and optical ellipsometry. Distinguished experts in Dr. Sirenko's field have noted that he has "broad and outstanding knowledge in experimental physics and in particular optical spectroscopy" and that he is "one of the rare experimentalists who are capable of developing new techniques, such as far-infrared ellipsometry, and of applying these to really interesting novel materials, such as the multiferroic oxides and quantum-well structures." Dr. Sirenko's teaching evaluations are consistently superb, and he has developed 2 new Physics courses for the department, one undergraduate and one graduate. His records of service for CSLA as well as for the Physics Department are solid. He has served as an enrollment advisor, on search committees, a peer reviewer, and as one of just two external representatives on the CHESS User Committee.

Promotion to Associate Professor with Tenure

Of the seven faculty members recommended by their departments for promotion to associate professor with tenure seven are being recommended to you.

Richard Garber, College of Architecture and Design, joined NJIT as an assistant professor in 2005. Professor Garber's expertise in the area of digital

technologies has been lauded by all of his external reviewers. His contribution to *Closing the Gap: Information Models in Contemporary Design Practice*, a publication circulated world-wide demonstrated a significant milestone in documents and discussed the digital transformation occurring in architecture. He has shown remarkable success in the area of practice and applied research, bringing him recognition and an outstanding professional reputation. Professor Garber has brought an immense amount of energy and enthusiasm into his classroom, where his teaching evaluations have recently shown a surge. His contributions to CoAD have included leadership of the school lecture series and chairing of search committees. He has won the AIA Merit Award for Built Work from the New Jersey American Institute of Architects for an innovative house design, and an AIA Merit Award for an urban pedestrian shelter.

Bryan Pfister, Department of Biomedical Engineering, joined NJIT as an assistant professor in 2006. Within his first 2 years at NJIT he was awarded the first grant awarded by the New Jersey Commission on Brain Injury Research, and the prestigious Faculty Early Career Development Award from the NSF. Dr. Pfister supports the NJIT Ronald McNair Program and has been awarded NSF Graduate Research Supplements for minority students. His continuing research objectives focus on how mechanical forces affect the nervous system. In his laboratory he applies engineering fundamentals to design and develop new approaches to study the nervous system and use them to discover and contribute new knowledge to the neurosciences. Dr. Pfister has taken a leading role in the development of the BME graduate program, has been intimately involved in course design for a capstone class, and played a key role during the department's ABET accreditation review in 2008.

Laramie Potts, Department of Engineering Technology, joined NJIT as an assistant professor in 2006. Dr. Potts has an impressive publication record; with 19 peer reviewed journal papers and 31 conference abstracts. He has been PI or co-PI on five grants totaling over \$600K, and has been active in grant submission to NSF. An outside reviewer notes that, "his focus on geodesy, geophysics, space weather, geographic information systems, student learning, and vocational trajectories in engineering technology is wide ranging and commendable". Dr. Potts has a fantastic record with regard to service to the university. He has been a program coordinator for the SET program, a program which is the only one of its kind in NJ, and has developed several new elective courses for his department. Dr. Potts serves as the faculty advisor for Tau Alpha Pi, and has served on several NJIT committees.

Horacio Rotstein, Department of Mathematical Sciences, joined NJIT as an assistant professor in 2006. Dr. Rotstein has published 35 refereed journal articles, many of which appeared in top quality journals. He is the recipient as PI of a grant of roughly \$300K from the NSF to study biophysics and dynamics of rhythmic oscillations in the entorhino-hippocampal system. Dr. Rotstein has focused on research in the area of computational neuroscience with the specific

goal of elucidating the underlying biophysical and dynamic principles that generate rhythmic activity and oscillatory behavior in the cellular networks of the brain. Dr. Rotstein has demonstrated excellence in teaching, having taught 10 different courses resulting in excellent teaching evaluation ratings. He has developed and taught two new mathematical neuroscience courses, and has served as PhD dissertation advisor for two NJIT students. Dr. Rotstein has demonstrated excellent service to his department and to the profession. He has been the organizer of the weekly Mathematical Biology seminars since Spring 2007, and has been an undergraduate advisor for these students since the Fall 2007. He has also served on a scholarship committee and on the curriculum review committee.

Min Song, Department of Information Systems, joined NJIT as an assistant professor in 2006. Dr. Song's research accomplishments demonstrate a clearly defined, well planned, and independent research program that attracts federal grant funding resulting in the award of two NSF grants as PI, totaling about \$300K. He collaborates with other NJIT faculty and staff, and also with faculty at other universities such as USC and Georgetown. Dr. Song's research is in the area of text mining and information integration, especially in the context of bioinformatics. Dr. Song developed SENSATIONAL to solve the problem of determining word senses for ambiguous biomedical terms with minimal human effort. His outside reviewers comment that this contribution has a significant impact on advancing biomedical terminology management. Dr. Song has demonstrated leadership in teaching, as he was nominated for the Excellence in Teaching award in 2009 and has received positive student evaluations. He has supervised 15 MS students, 13 undergraduates, and one high school student. Dr. Song's service to the university is well documented as Chair to the Excellence in Teaching committee, service on several other university-level committees, and director of the PhD program. He was a recipient of the Outstanding Service Award from the International Conference on Information and Knowledge Management in 2009. All external reviewers concur and recognize the potential for his continued contributions in research, teaching and service.

Georgeen Theodore, College of Architecture and Design, joined NJIT as an assistant professor in 2005. Professor Theodore has found success in creating a unique and innovative form of urban practice, synthesizing a diverse set of influences into a very original and exciting approach to identifying, investigating, representing, and designing urban space. Her professional accomplishments while at the design firm, Interboro, have all been acknowledged by her external reviewers with great enthusiasm. She is known by her peers as an accomplished urban designer, having completed a range of significant projects, including award-winning competition proposals to innovative professional projects such as the West Market Neighborhood Plan for the City of Newark. Professor Theodore's studio and seminar courses utilize her carefully crafted three-level teaching approach and attest to her innovative pedagogical method.

Professor Theodore has served as Chair of CoAD's Faculty Search Committee, Coordinator for CoAD's Mentor Program, and is Director of the Infrastructure Planning Program.

Giuling Wang, Department of Computer Science, joined NJIT as an assistant professor in 2006. Dr. Wang's research is in the wireless networking area, in particular, in the sub areas of wireless sensor networks and wireless security. Her work on "Movement-Assisted Sensor Deployment" is considered by her external reviewers as pioneer in her field. Additionally, she has made notable contributions in the design of secure sensor-networks, where she studies how to detect malicious sensor nodes that drop or modify packets. Dr. Wang has published 11 journal papers in top journals, as well as 14 conference papers. She is active in writing grant proposals and has received two research grants from the NSF. Her ability to work effectively with students is evidenced by the PhD student she co-advised who graduated in 2009 and is now an assistant professor. She was nominated recently for the Teaching Award in Graduate Instruction, and she continues to receive positive evaluations from her students. Dr. Wang is an active member of the Computer Science Department, serving as CS Seminar Chair for two years and coordinating meetings between speakers and CS faculty members to explore collaborating opportunities. Dr. Wang has also served on several university committees, has reviewed papers for journals and conferences, and has given several talks at other universities.

**3C. Approve Resolution to
Authorize Expenditure for
Electricity and Natural Gas
for FY 2012**

**STATEMENT
RESOLUTION TO AUTHORIZE EXPENDITURES FOR
ELECTRICITY and NATURAL GAS, FY 2012**

There exists a need to purchase electricity and natural gas for the campus from PSE&G, Amerada Hess, Suez Energy and other electricity and natural gas suppliers and transporters. Shown below is the actual cost for FY 2009, FY 2010 and projections for FY 2011 and FY 2012.

	FY 2009	FY 2010	FY 2011	FY 2012
Utility Cost - \$ for Natural Gas & Electricity (\$000's)	7,927,634	7,351,831	*7,500,000	8,300,000
Sq. Ft. (\$000's)	2,640	2,640	2,865	2,901
\$/sq. ft.	\$3.00	\$2.78	\$2.61	\$2.86
Cost of Electricity \$/kwh	\$0.16	\$0.15	\$0.15	\$0.16
Cost of Natural Gas \$/Therm	\$1.65	\$1.87	\$1.21	\$1.23

*\$300,000 Estimated for Central King Building and the Naimoli Facility

New and previously implemented energy conservation measures continue to have a positive effect on controlling costs, resulting in \$1.55 Million savings versus FY 2011 Budget:

- Oak Hall energy efficiency and renewable energy project, the ARRA program provided a grant award of \$1.67 million to renovate and upgrade equipment in Oak Hall resulting in savings of approximately \$40,000/year.
- A transportation gas purchase contract with Hess signed this year resulted in 35% reduction of commodity price for Natural Gas and reduced our Natural Gas cost by approximately \$700,000 in FY 2011.
- Closure of one-half of the floors at the parking deck during the Summer
- Closure of Redwood (partial) and Oak Residence Halls for the Summer
- Summer compressed 4 day work week decreased greenhouse effect by 8,573 tons of carbon dioxide emissions, resulting from lower NJIT energy usage and reduced vehicular traffic on Fridays.
- Installation of energy efficient lighting
- Use of Solar Energy
- Scheduling of Building Systems operations based on schedule of actual events.
- GITC - Implementation of new DDC zone controls

- GITC Installation of the new High Efficiency Chillers and Variable Drive Cooling system pumps and Variable Speed Controls for the Air Handling units.
- New control strategies such as demand based air conditioning and soft start-up in Fenster Hall, GITC and Campus Center buildings, have increased efficiency resulting in savings of approximately \$300,000 annually.
- Installation of the new Heat Recovery unit in Oak Hall.
- Installation of the new boilers in Kupfrian Hall eliminating heat losses associated with the remnants of the Campus Wide Steam Loop System.

Factors tending to increase costs include:

- Addition of approximately 250,000 Sq.Ft Central King Building and The Naimoli Family Athletic and Recreation Facility.
- Continuing uncertainties of the energy markets
- Continuing increase in the use of facilities to accommodate a 24/7 campus occupancy.
- PSE&G tariff changes

**RESOLUTION TO AUTHORIZE
EXPENDITURES FOR ELECTRICITY
AND NATURAL GAS FOR FY 2012**

WHEREAS, there exists a need to purchase electricity and natural gas through Public Service Electric & Gas Company, Amerada Hess and Suez Energy; and

WHEREAS, a cost effective combination of suppliers and transporters will be used to provide needed utilities; and

WHEREAS, it is estimated that amounts will not exceed \$8,300,000; and

WHEREAS, funds for these utilities have been provided in the FY 2012 budget

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of New Jersey Institute of Technology authorizes the President to execute the necessary contracts to purchase these utilities in an amount not to exceed \$8,300,000 or such lesser amounts as may be included in the Approved FY 2012 Budget.

2 June 2011

**3D. Approve Resolution to
Update Bank and Financial
Institutions Account
Authorization**

STATEMENT

The Board of Trustees has previously approved the maintenance of banking and investment accounts by the University and Foundation at New Jersey Institute of Technology at a variety of banks and financial institutions.

This resolution is an annual update regarding the designation of authorized university personnel to conduct financial business transactions.

**RESOLUTION TO UPDATE BANK AND FINANCIAL INSTITUTION
ACCOUNT AUTHORIZATIONS**

WHEREAS, the Board of Trustees has previously approved the maintenance of banking and investment accounts by the University and Foundation at New Jersey Institute of Technology at a variety of banks and financial institutions; and

WHEREAS, from time to time said banks and financial institutions require updated Resolutions regarding the designation of authorized university personnel to conduct business transactions; and

WHEREAS, it is advisable to have several positions be authorized to execute the necessary documents; and

WHEREAS, it is recommended that the President, Senior Vice President for Administration and Treasurer, Assistant Vice President for Finance and Controller and the Associate Treasurer be so authorized.

NOW, THEREFORE BE IT RESOLVED that the following university personnel, President, Senior Vice President for Administration and Treasurer, Assistant Vice President for Finance and Controller and the Associate Treasurer are designated agent or agents and are authorized to open required University checking and investment accounts in banks, brokerage houses, and other financial institutions and to execute documents as are required by designated financial institutions to transact business.

June 2, 2011

**3E. Approve Resolution to
Update Faculty Handbook
Policies and Procedures
Regarding Faculty and
Instructional Staff**

Resolution to Approve Updates to the Faculty and Instructing Staff Handbook

Whereas, there is a need to update the Faculty and Instructing Staff Handbook, and

Whereas, it is proposed that the current edition be updated by replacing the applicable sections with the attached material, and

Whereas, the attached material has been approved by the faculty, and

Whereas, the attached material is recommended to the Board by the Administration,

Now Therefore Be It Resolved that the Board of Trustees of New Jersey Institute of Technology approves the updates to the Faculty and Instructing Staff Handbook to include the attached material

2x. POLICIES AND PROCEDURES REGARDING FACULTY AND INSTRUCTIONAL STAFF

2x.1 GENERAL STATEMENTS ON FACULTY

2x.1.1 Maintenance of Academic Standards

The role of the Faculty is integral to shared university governance. It is the Faculty's responsibility to oversee and maintain appropriate academic curricular standards. In cooperation with the university administration, the Faculty assures stakeholders that students are held to standards commensurate with the degrees they pursue. Working within the structure of degree programs, Faculty members maintain, and periodically adjust, requirements and standards for degrees.

2x.1.2 Expectations for Instruction, Scholarly Research, and Service

Effective instruction, scholarly research, and community service are the responsibility of the Faculty. To this end, Faculty members are expected to perform appropriate instruction by helping students understand current practice within their disciplines. As members of the larger academic community, Faculty members are expected to contribute through research and scholarly activities to the advancement of their disciplines. Faculty members are also expected to participate in varied service activities which strengthen the university.

To ensure that the activities of Faculty are known and recognized, Faculty members are required to file annual reports. University administration is responsible for designing the reporting process so that Faculty contributions are recognized.

2x.1.3 Faculty Rights

In order for Faculty to fulfill the expectations that derive from their positions within the university, they should be provided with an environment conducive to teaching, scholarly research, and service. Faculty should expect to undertake a level of teaching, scholarly research, and service comparable to that of Faculty in benchmark universities.

Faculty members work within an environment of academic freedom, including freedom from external pressures to conform to restricted intellectual, pedagogical, or political orientations to their duties. Faculty should be able to participate in governance activities, such as membership in Faculty Council and collective bargaining through the Professional Staff Association, without hindrance.

Faculty members should have access to privileges traditionally associated with research universities. Such privileges include sabbatical leaves and leaves of absence, as well as support for grant applications, grant administration, and travel related to conferences and research activities.

2x.2 MEMBERSHIP IN THE FACULTY AND DEFINITION OF FACULTY RANKS

2x.2.1 Membership

The Faculty consists of all full-time positions with the tenure-track ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor. As presiding university officer, the President is a member of the Faculty. Administrators designated by the President may also be members of the Faculty. Only members of the Faculty have the privilege to vote in Faculty meetings.

2x.2.2 Tenure-Track Faculty Ranks

2x.2.2.1 Assistant Professor

This position is intended primarily for individuals near the start of their academic careers, who are expected to make substantial contributions to the university in teaching, scholarly research, and service. Assistant Professors serve a period of time, not to exceed seven years, while being considered for promotion and tenure. An Assistant Professor may be recommended for promotion before becoming eligible for tenure. The recommendation for tenure of an Assistant Professor is traditionally accompanied by a recommendation for promotion to Associate Professor.

2x.2.2.2 Associate Professor

This position is intended for individuals who have established a record of excellence in teaching, scholarly research, and service. An individual may be appointed as an untenured Associate Professor with a tenure eligibility date specified or as a tenured Associate Professor. An Associate Professor may be recommended for promotion in any year subsequent to initial appointment.

2x.2.2.3 Professor

This position is intended for individuals who have built a sustained record of excellence in teaching, scholarly research, and service, and whose accomplishments are nationally recognized in their field(s) of expertise.

2x.2.2.4 Distinguished Professor

This position is intended for individuals whose accomplishments significantly exceed those of Professors, and include a sustained record of nationally and internationally recognized preeminence in their field(s) of expertise.

Note: The term “scholarly research” may be taken to include alternative demonstrations of individual achievement in disciplines and sub-disciplines in which different standards prevail, such as the production of a body of original, creative, and professionally recognized work by Faculty with fields of expertise in architecture, theater, creative writing, and the arts.

2x.2.3 Sponsored/Endowed Chairs

These externally-funded positions are intended for individuals with notable records and expertise in a specific field of academic research. The holder of a sponsored chair may or may not be tenured at the university.

2x.2.4 Professors Emeriti

Faculty members who have served the university for an extended period of time may be granted the honorary title of Professor Emeritus (or Professor Emerita) upon retirement. Recommendations for awarding this title originate in the primary academic Department of the retiree and are sent to the appropriate Dean and then to the Provost for consideration. The title itself is conferred by action of the Board of Trustees upon recommendation of the President. Professors Emeriti do not have voting privileges.

2x.2.5 Associate Faculty Members

This designation is granted to all Faculty from other universities who are members of Federated Departments, as defined in section 2x.4.3. Associate Faculty Members have the right to attend NJIT Faculty meetings with voice, but not vote. However, Faculty from

other universities who serve as Chairpersons of Federated Departments are full voting members of the NJIT Faculty for the duration of their terms as Chairpersons.

2x.3 STAFF

2x.3.1 General Statements on Instructional Staff

The Instructional Staff consists of members of the university community who hold non-tenure track positions, including University Lecturers, Visiting Professors, Research Professors, Research Associates, Post-Doctoral Fellows, Adjunct Instructors, and Affiliated Faculty Members. The extent of their role in departmental governance is determined by the bylaws of the administrative unit of appointment. Members of the Instructional staff do not have voting privileges in Faculty meetings.

2x.3.2 Instructional Staff Positions

University Lecturer. This full-time, non tenure-track position is designed to support the instructional role of the Faculty and to provide a degree of flexibility allowing the university to achieve its goals. Intended primarily as a teaching position, the position of University Lecturer can be used to fill an administrative position in special circumstances. Both evaluation and consideration for advancement are managed by the administrative unit of appointment.

Senior University Lecturer. This full-time non tenure-track position is reserved for University Lecturers whose record of sustained instructional excellence warrants advancement to a senior rank. Both evaluation and consideration for advancement are managed by the administrative unit of appointment.

Visiting Professor (including Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, and Visiting Distinguished Professor). These full-time positions are temporary appointments, normally designed for individuals who hold academic appointments at other universities or research centers. Appointments are managed by the host administrative unit.

Research Professor/Research Associate (including Distinguished Research Professor, Research Professor, Research Associate Professor, Research Assistant Professor, Senior Research Associate, Research Associate, Research Assistant, Post-Doctoral Fellow). These full-time positions support the research role of the Faculty. Both evaluation and consideration for advancement are managed by the administrative unit of appointment.

Adjunct Instructor. Adjuncts are hired on a term-by-term, part-time basis to fill specific teaching needs. Both evaluation and consideration for advancement are managed by the administrative unit of appointment.

Affiliated Faculty Member. This honorific designation is reserved for individuals who are not NJIT employees and are not paid for their services by NJIT, but rather participate voluntarily in Faculty-directed activities involving research or instruction, such as serving on thesis and dissertation committees, mentoring students, participating in curriculum review and strategic planning activities, and assisting with international programs. Affiliated Faculty Members are appointed to three-year, renewable terms on the recommendation of the Chairperson of an academic Department or the Director of a degree program, subject to the approval of the appropriate School or College Dean and the Provost. At the discretion of the university, Affiliated Faculty Members may appear

on Department or program websites, may identify themselves as Affiliated Faculty Members outside NJIT, and may be granted access to specific resources at NJIT, such as library privileges and guest parking privileges when they are on campus for relevant activities.

2x.4 ACADEMIC UNITS

As a research university, NJIT is structured into traditional academic units: Colleges (or Schools) and Departments. There are six Colleges, five of which are the locus of regular Faculty appointments. Each College is led by a Dean, reporting to the Provost. Newark College of Engineering (NCE), the College of Science and Liberal Arts (CSLA), and the College of Computing Sciences (CCS) contain a number of academic Departments, each headed by a Department Chairperson. The College of Architecture and Design (CoAD) consists of NJ School of Architecture and the School of Art and Design. The School of Management (SoM) consists of a single Faculty unit. The Albert Dorman Honors College (ADHC) is designed to meet the needs of Honors students. Though it is led by a Dean, there are no Faculty appointments within ADHC.

2x.4.1 Policy on Change of Department Affiliation

Non-tenured and tenure-track Faculty members may request to change their Department affiliation. To be implemented, this request must be approved by the Promotion and Tenure Committee of the receiving Department, by the Dean of the College as well as the Dean of the receiving College if the change involves two Colleges, and the Provost. In the case of non-tenured Faculty, this request must be made before the time of tenure eligibility.

In the case of tenured Faculty, the request for a change of departmental affiliation must be approved by the Promotion and Tenure Committee of the receiving Department, by the appropriate Dean(s) and by the Provost.

2x.4.2 Joint Appointments

In most cases Faculty appointments are made to a specific Department within a specific College, with promotion and tenure being considered exclusively within that single unit. However, in pursuit of multidisciplinary activities, either in teaching, scholarly research, or both, a Faculty member may seek a joint appointment in more than one academic unit. Unless unusual circumstances indicate otherwise, the request for a joint appointment should be honored.

2x.4.2.1 Policies and Procedures on Joint Appointments

General procedures: The request for a joint appointment is initiated by the Faculty member and should be addressed to the Chairperson of each academic unit involved. To be implemented, the request must be supported by both Chairpersons, by both Promotion and Tenure Committees, by the Dean of the College (both Deans, if more than one College is involved), and by the Provost.

Specific implications of joint appointments:

- Each joint appointment involves a primary and secondary status. The primary Department is responsible for evaluation for sabbatical leave, performance-based salary increases, and promotion and tenure. The secondary Department is expected to contribute to these processes through recommendations to the primary Department.

- Teaching assignments and research programs are negotiated between the Faculty member and the Chairpersons of both Departments. A Faculty member is expected to serve on committees within the primary Department, but not in the secondary Department unless the Faculty member asks to serve on a particular committee. Joint appointees are expected to attend Department meetings of the primary Department and should be invited to meetings of the secondary Department.
- Continuation of a joint appointment is by common agreement of all the parties involved. When conflicts arise which cannot be resolved within the Departments, the appropriate Dean(s) and the Provost will make a final determination.
- A Faculty member may also request a joint appointment with a Research Center or with an interdisciplinary program. In such cases the Chairperson of the primary Department consults with the Director of the Center or program to determine the responsibilities of the Faculty member and solicits input regarding promotion and tenure and performance-based salary increases.
- Where a Federated Department or program has been created between NJIT and another university, the Faculty members retain full membership in their Departments at the primary University. Recommendations regarding promotion and tenure and performance-based salary increases are made through the Promotion and Tenure process at the home University, with input from the other University. Teaching assignments, committee activity, scholarly research, leaves, support for publication and for travel to conferences are all based in the Department of the primary University.
- A request for a joint appointment with a Department or Program at another College not Federated with NJIT will be reviewed and negotiated on an individual basis.

2x.4.3 Federated Departments

Upon the recommendation of the Faculty, and with the approval of the administration, an academic Department or other Faculty unit, such as a division within a Department, may federate with an academic Department or Faculty unit of another university (e.g., Rutgers-Newark) in order to offer an expanded program, provide better services to students and Faculty, and improve overall service. The resulting "Federated Department" exists as a full-fledged academic Department at both universities.

2x.4.3.1 Formation and Dissolution of Federated Departments with Rutgers-Newark

- Definition: The appellation "Federated Department" recognizes that each such Department has been created out of two separate Departments or Faculty units, one at NJIT and one at Rutgers-Newark.
- Procedure for Forming Federated Departments: Whenever a majority of the Faculty in an academic Department or Faculty unit at NJIT and a majority of

the Faculty in an academic Department or Faculty unit at Rutgers-Newark each vote to establish a Federated Department with each other, a proposal to federate will be brought to the Committee on Academic Affairs and, upon approval, to a meeting of the NJIT Faculty. The recommended federation will be presented to the administrations of both universities for final approval.

- Procedure for Dissolving Federated Departments: Federated Departments will review the issue of federation every three years. If, during a review, either a majority of the members of any one unit comprising a Federated Department, or a two-thirds majority of the full membership of a Federated Department, vote in favor of dissolution, the administrations of NJIT and Rutgers-Newark will meet to discuss the merits of, and steps to dissolve, the federation as quickly as feasible. Further, NJIT and Rutgers-Newark retain their independent managerial right to dissolve a Federated Department.

2x.4.3.2 Promotion and Tenure Procedures for Federated Departments with Rutgers-Newark

- The Committee Chairperson: The Chairperson of each Federated Department shall be the Chairperson of that Department's Promotion and Tenure Committee at NJIT and Personnel Committee at Rutgers-Newark. However, a Chairperson from Rutgers-Newark shall not vote when NJIT Faculty members are under consideration, just as a Chairperson from NJIT shall not vote when Rutgers Faculty members are under consideration.
- Committee Composition and Procedures
 - NJIT Faculty: When NJIT Faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Promotion and Tenure Committee shall be in accordance with section 2x.6.5.2, using the criteria in sections 2x.2.2 and 2x.6. In addition to the P&T Committee, tenured Rutgers Faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the promotion and tenure process. Their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the Committee's formal recommendation.
 - Rutgers-Newark Faculty: When Rutgers-Newark Faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Personnel Committee (i.e., P&T Committee) shall be in accordance with Section V of the Faculty Bylaws of Rutgers-Newark. Tenured NJIT Faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the personnel process; their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the Committee's formal recommendation.

- Determination of Promotion and Tenure/Personnel Committee and Procedures
 - Faculty members who are tenure-track at the inception of the Federated Department shall have the choice at the beginning of tenure evaluation of being evaluated only by Faculty members who would have evaluated them if federation had not occurred, with or without vote as set forth above. If the Faculty member chooses the latter method and the Chairperson of the Federated Department is not a tenured member of his or her home institution, the Dean of the College in which the federated Faculty member was appointed shall select one of the tenured members of the home institution to act as Chairperson of the P&T Committee.
 - With regard to all other members of a Federated Department, including tenure-track Faculty hired after the inception of a Federated Department, the P&T Committee and procedures of the Federated Department shall be in effect.

2x.4.3.3 Federated Department Bylaws

- Creation of Federated Department Bylaws: Each Federated Department shall devise Department bylaws, which may not contradict the NJIT Faculty Handbook, the corresponding document at the other academic institution, or the applicable collective bargaining agreements of either university.
- Approval of Federated Department Bylaws: The bylaws of a Federated Department will be considered to be in effect when they have fulfilled the stipulations in Section [insert section #] and the equivalent regulations for approval of Department bylaws at the other university.

2x.4.3.4 Status of Federated Departments and Their Faculties

- Faculty Status in the Event of Dissolution: Should a Federated Department be dissolved, NJIT Faculty shall retain full Faculty status in the NJIT Department out of which the Federated Department was formed, or in another appropriate Department as determined by NJIT.
- Policies: All NJIT policies applicable to Faculty, including collective bargaining agreements, will be fully retained for NJIT Faculty in Federated Departments.

[Note: all the preceding text was passed by the Faculty in May 2010 and approved by the Board of Trustees in April 2011 without the tracked changes.]

2x.5 APPOINTMENTS OF FACULTY, DEPARTMENT CHAIRPERSONS, & ADMINISTRATORS

2x.5.1 Faculty Appointments

2x.5.1.1 Search Process

When a Faculty position becomes available in a Department, the Department Chairperson oversees the hiring process, which includes establishing an appropriately diverse Department search committee; searching for candidates; screening applicants; inviting promising candidates to the campus for presentations and meetings with appropriate members of the Department,

Faculty outside the Department, and the administration (normally including the Dean); obtaining external references; soliciting opinions from members of the Department and others; and convening the Department P&T Committee to determine appropriate Faculty rank and tenure status of finalists. (Department Bylaws may specify the roles of the Chairperson and other Faculty in the Department in this process.) At the end of the process, the Department sends the Dean a recommendation, along with a ranked list of other acceptable candidates from the search. After the Dean has conferred with the Department Chairperson and approved one or more candidates for hire, a recommendation is sent to the Provost.

2x5.1.2 Appointment Letter

An offer of a Faculty position becomes official only when an appointment letter is sent to a candidate from the Provost. The appointment letter contains important details on the offer, including Faculty rank, tenure status (see section 2x.5.1.3), departmental affiliation(s), salary, and additional resources that may be made available to the candidate upon hire. In the event that—after a reasonable and specified period of time, during which the terms in the appointment letter may be renegotiated to the mutual agreement of both parties—a candidate declines to accept an offer, or does not reply within a specified period of time, the Provost may send a new appointment letter to the next candidate in the ranked list approved by the Department and the Dean—and so on until a candidate accepts an offer by signing the original or a revised appointment letter from the Provost and returning it to NJIT.

2x.5.1.3 Tenure Status upon Appointment

When a new Faculty member is hired without tenure, the appointment letter from the Provost specifies the year in which the new Faculty member becomes eligible for tenure. A new Faculty member hired at the rank of Associate Professor or Professor may be appointed with tenure with the approval of the Department P&T Committee, the Dean, and the Provost. In such cases, the appointment letter from the Provost specifies that the appointment is being offered with tenure, although (as in all cases) the award of tenure is ultimately made by the Board of Trustees upon the recommendation of the President.

2x.5.1.4 Appointment at the Rank of Distinguished Professor

Appointment at the rank of Distinguished Professor requires the approval of the Distinguished Professors Committee (see section 2x.6.4.4).

2x.5.2 Selection and Appointment of Department Chairpersons

2x.5.2.1 Principle of Chair Selection

Department Chairpersons are nominated by their Departments and appointed by the Dean of the College, with the approval of the Provost.

2x.5.2.2 Term of Department Chairpersons

The term of a Department Chairperson is three years and may be renewed through the procedures described in 2x.5.2.5.1.4.

2x.5.2.3 Eligibility to Serve as Department Chairperson

All tenured Faculty in a Department at or above the rank of Associate Professor

are eligible to serve as Department Chairperson.

2x.5.2.4 Eligibility to Participate in the Chair Selection Process

All faculty (as defined in Section 2x.2.1) in a Department are eligible to vote, exclusive of Department Faculty who hold administrative appointments at the level of Associate Dean or above. Faculty with joint appointments are only able to vote in the Chair Selection Process in his/her primary Department.

2x.5.2.5 Procedures for Selecting a Department Chairperson

2x.5.2.5.1 Standard Procedure

The Standard Procedure is used unless the Alternative Procedure (as outlined in Section 2x.5.2.5.2) has been authorized by the Dean of the College, in consultation with the Department.

2x.5.2.5.1.1 Preparation of the List of Eligible Candidates

When the position of Department Chairperson is about to become vacant—either because the term of the current Chairperson is expiring or because the current Chairperson is unable to complete his/her term—the Dean of the College notifies the Provost, who selects an Elections Coordinator (EC) to oversee the process.

The EC circulates to all eligible voting Faculty in the Department a list of all Faculty who are eligible to serve as Department Chairperson. Eligible Faculty who do not wish to be considered as Department Chairperson notify the EC, who removes their names from the list of candidates.

If a Department wishes to select its Chairpersons by means of rotation, this objective can be achieved by consensus among eligible candidates at this stage in the process (i.e., if all eligible faculty members remove their names from the list of candidates except the person whose turn it is to serve as Department Chairperson, and the ordered list of successors is approved at a faculty meeting by a process described in departmental by-laws).

2x.5.2.5.1.2 Selection of the Nominee by the Department

Within two weeks of notification by the Dean, the EC distributes the final list of candidates to all Faculty in the Department who are eligible to vote. The EC supervises a general election by secret ballot.

The candidate who receives a majority of the eligible votes is declared the Department's nominee for Chairperson, and the EC forwards his/her name to the Dean of the College for approval. If the voting ends in a tie, both names are submitted to the Dean who makes the final decision between the two candidates. If, in the case of three or more candidates, no candidate wins a majority of the eligible votes, the EC promptly conducts a run-off election between the two candidates with the highest number of eligible votes.

2x.5.2.5.1.3 Appointment by the Dean

The Dean receives the nominee(s) of the Department and, with the approval of the Provost, appoints the new nominee as the chair or, in the case of a tie, one of the two nominees. If the Dean chooses not to appoint the department's nominee, the case is remanded to the Provost.

2x.5.2.5.1.4 Reelection of a Current Department Chairperson

Within two months of the expiration of his/her term, a Department Chairperson who seeks reappointment conveys this intention to the Dean, who, if in favor of reappointment, notifies the Provost and an EC is selected. The EC circulates a ballot to all eligible voting faculty in the Department. Reelection to a second term requires a 50% majority, while reelection to a third or subsequent consecutive term requires a 2/3 majority of the voting members in the Department. If the current Department Chairperson achieves this result, the EC forwards his/her name to the Dean for approval. If the current Department Chairperson is not reappointed, either by failing to secure the required majority of the voting members in the Department or because reappointment is not made by the Dean, a general election is conducted in accordance with the procedures outlined in 2x.5.2.5.1.1-2x.5.2.5.1.3. The current Department Chairperson is not eligible to stand in the general election.

2x.5.2.5.1.5 Departmental Failure to Nominate a Candidate

If a Department fails to nominate a candidate through the procedures outlined in Sections 2x.5.2.5.1.1-2x.5.2.5.1.4, the Dean appoints a Chairperson, with the approval of the Provost.

2x.5.2.5.2 Alternative Procedure

The Alternative Procedure is only used when the Dean, in consultation with the Department, has authorized a search for a new Department Chairperson. In such searches, both internal and external candidates are eligible to apply. Except where noted below, such searches follow the guidelines for faculty searches set down in Section 2x5.1.

2x.5.2.5.2.1 Formation of a Search Committee

The Department elects a Search Committee, normally consisting of five faculty members. Faculty from other Departments and representatives from other stakeholder groups may be included in the Search Committee, but the Search Committee should include at least one faculty member from the Department at the ranks of Assistant Professor, Associate Professor, and Professor/Distinguished Professor unless the small size of the Department precludes doing so. The Dean makes up to two additional appointments to the committee.

2x.5.2.5.2.2 The Search Process

2x.5.2.5.2.2.1 Identification of Candidates

The Dean of the College charges the Search Committee and provides a budget for advertising and for bringing finalist candidates to the campus. Finalist candidates meet with the Search Committee; the current Department Chairperson or Interim Chairperson; the Department Promotion and Tenure Committee (DPTC); directors and coordinators of the Department's programs; other Department Faculty; the Dean of the College; and, if possible, the Provost.

2x.5.2.5.2.2 Recommendation of Candidates

After the finalist candidates have visited the campus, the Search Committee must ascertain from the DPTC that candidates from outside the university qualify to be recommended for tenure upon appointment at the rank of Associate Professor or above. The Search Committee then makes its recommendations to the dean, who convenes a Department meeting. The Department receives the Search Committee's recommendation(s) and, after thorough consideration, determines the acceptable candidate(s) for the appointment. If any of the recommended candidates are from outside the University, the DPTC also sends the Dean a recommendation to make a hire at the appropriate faculty rank (Associate Professor or higher), with tenure, in accordance with section 2x.5.1.3.

2x.5.2.5.2.3 Appointment of the Chairperson

With the approval of the Provost, the Dean of the College selects the successful candidate from the Department's list of nominees. If the successful candidate is already a member of the Faculty of NJIT, the Provost issues an appointment letter to the Chair position. If the successful candidate is from outside NJIT, the Provost issues an appointment letter both to the Faculty and to the Chair position. An appointment to the Faculty is made under the same terms as other Faculty appointments (see Section 2x.5.1). Appointment to the Chair position includes the condition of appointment to a three-year, renewable term as Department Chairperson.

2x.5.2.6 Acting and Interim Department Chairpersons

When the position of Department Chairperson becomes vacant, either for a fixed period of time (e.g., due to illness or a sabbatical leave) or indefinitely (e.g., due to resignation or long-term disability), the Dean of the College, in consultation with the Department, appoints an Acting or Interim Chairperson respectively. The Acting Chairperson serves until the Chairperson reassumes the post. The Interim Chairperson serves until appointment of a new Department Chairperson, but for no longer than one year. Both Interim and Acting Chairpersons perform all the duties of the office, including chairing the DPTC. If unforeseeable circumstances require the extension of an Interim Chairperson's term of office, the Dean, in consultation with the Department and with the approval of the Provost, may

renew the appointment for up to one additional year from the date of original appointment as Interim Chairperson.

2x.5.2.7 Implementation

Each Department, in consultation with the Dean, will implement the provisions contained in Section 2x.5.2 within three years of the date of its approval by the Board of Trustees.

[note: the preceding section, 2x.5.2, was approved by the Faculty on April 13, 2011]

2x.5.3 Role of Faculty in Appointments of Senior Administrators

In accordance with the objectives of shared governance, the following policies and procedures define the involvement of Faculty in the selection of academic and university-wide administrators.

2x.5.3.1 Selection of Academic Deans, Provost, Senior Vice President for Research and Development, President

2x.5.3.1.1 Selection of Academic Deans

2x.5.3.1.1.1 Constitution of the Dean Search Committee

A Dean Search Committee, reporting to the Provost, is appointed by the Provost in consultation with Faculty Council. The committee is normally appointed prior to the actual vacancy, but not later than three months after formal notification or creation of the vacancy.

The committee consists of at least seven voting members, chosen as follows: At least five Faculty members are selected by the Provost from a list of no fewer than ten nominations provided by Faculty Council. The list should be broadly representative of the College or School, with nominees from all constituent units and all Faculty ranks. The Provost selects two additional voting members from the University, including at least one academic Dean. The Provost may also appoint additional non-voting members of the committee, including members of staff and students. The Chairperson of the Dean Search Committee is appointed by the Provost.

2x.5.3.1.1.2 The Search Procedure

The search committee invites promising candidates to the campus to meet and discuss issues with the Provost and President, and with the College community as a whole. At least one session is devoted to meeting with the Faculty, whose input is solicited and considered. When the search committee has completed its work, it sends an unranked list of acceptable candidates to the Provost.

2x.5.3.1.1.3 Appointment by the Provost

Before making the appointment, the Provost consults with the Department P&T Committee of the Department in which the nominee will be appointed, to determine the Faculty rank and tenure status of the appointment. The appointment must be made with tenure, at or above the rank of Professor. If appointment at the rank of Distinguished Professor is under consideration, the

approval of the Distinguished Professors Committee must be obtained.

2x.5.3.1.2 Selection of the Provost

2x.5.3.1.2.1 Constitution of the Provost Search Committee

The Provost Search Committee is appointed by the President in consultation with Faculty Council, normally prior to the actual vacancy, but not later than three months after formal notification or creation of the vacancy. The President determines the size and constitution of the search committee, but it must include at least six voting members chosen by the President from a list of no fewer than twelve Faculty members formulated by Faculty Council. The list of nominees must be broadly representative of the diverse University community and must include Faculty members from all ranks and from all Colleges and Schools. The President also selects three voting committee members from the University community, including at least one academic Dean. The President may also appoint additional non-voting members. The Chairperson of the search committee is appointed by the President.

2x.5.3.1.2.2 The Search Procedure

The search committee invites promising candidates to the campus to meet and discuss issues with the President and with University community as a whole. At least one session is devoted to meeting with the Faculty, whose input is solicited and considered. When the search committee has completed its work, it sends an unranked list of acceptable candidates to the President.

2x.5.3.1.2.3 Appointment by the President

Before making the appointment, the President consults with the Dean and the Department P&T Committee of the Department in which the nominee will be appointed, to determine the Faculty rank and tenure status of the appointment. The appointment must be made with tenure, at or above the rank of Professor. If appointment at the rank of Distinguished Professor is under consideration, the approval of the Distinguished Professors Committee must be obtained.

2x.5.3.1.3 Selection of Senior Vice President for Research and Development

2x.5.3.1.3.1 Constitution of the Senior Vice President for Research and Development Search Committee

The Senior Vice President for Research and Development Search Committee is appointed by, and reports to, the President. The search committee is normally appointed prior to the actual vacancy, but not later than three months after formal notification or creation of the vacancy. The Faculty component of the search committee is appointed by the President in consultation with Faculty Council. Faculty Council nominates no fewer than twelve research-active Faculty members, at least four of whom are

Distinguished Professors. The list of nominees must be broadly representative of the diverse university research community and must include nominees from all Colleges and Schools. The President chooses no fewer than six of these nominees, at least two of them Distinguished Professors, to serve on the search committee. The Chairperson of the search committee is appointed by the President. The President also selects three voting members of the search committee from the University community, including at least one academic Dean. The President may also appoint additional non-voting members.

2x.5.3.1.3.2 The Search Procedure

The search committee invites promising candidates to the campus to meet and discuss issues with the President and with the University community as a whole. At least one session is devoted to meeting with research-active Faculty, whose input is solicited and considered. When the search committee has completed its work, it sends an unranked list of acceptable candidates to the President.

2x.5.3.1.3.3 Appointment by the President

Before making the appointment, the President consults with the Provost, the Dean, and the Department P&T Committee of the Department in which the nominee will be appointed to determine the Faculty rank and tenure status of the appointment. The appointment must be made with tenure, at or above the rank of Professor. If appointment at the rank of Distinguished Professor is under consideration, the approval of the Distinguished Professors Committee must be obtained.

2x.5.3.1.4 Selection of the President of the University

2x.5.3.1.4.1 Constitution of the President Search Committee

The President Search Committee is appointed by the Board of Trustees and includes representatives from Faculty, administration, alumni, students, and the Board itself. The Faculty members on the search committee are appointed from a list of nominees submitted by Faculty Council. This list should be broadly representative and include nominees from all Colleges and Schools.

2x.5.3.1.4.2 The Search Procedure

The search committee invites promising candidates to the campus to meet and discuss issues with the Board of Trustees and with the University community as a whole. At least one session is devoted to meeting with the Faculty, whose input is solicited and considered. When the search committee has completed its work, it sends an unranked list of acceptable candidates to the Board of Trustees.

2x.5.3.1.4.3 Appointment by the Board of Trustees

Before making the appointment, the Board of Trustees consults with the Provost, the Dean, and the Department P&T Committee of the Department in which the nominee will be appointed, to determine the Faculty rank and tenure status of the appointment. The appointment of the President must be made with tenure, at or above the rank of Professor. If appointment at the rank of Distinguished Professor is under consideration, the approval of the Distinguished Professors Committee must be obtained.

2x.5.3.2 Selection of Other University-Wide Administrators

In the selection of all other vice Presidents and university-wide administrators, the President and Provost seek input and feedback from Faculty Council and appropriate Faculty members.

2x.5.3.3 Interim and Acting Positions

2x.5.3.3.1 Interim Positions

Until a permanent replacement takes office, a vacant Provost, Dean, or Senior Vice President for Research and Development position shall be filled by an interim officer appointed by the President (in the cases of Provost and Senior Vice President for Research and Development positions) or Provost (in case of a Dean position). The President or Provost shall consider nominations as provided by the Faculty Council and/or by members of the Faculty. Interim appointments are not normally made for more than one academic year. When an interim administrator is needed for a longer period, Faculty Council should be consulted concerning such an extension.

2x.5.3.3.2 Acting Positions

Acting positions are short-term appointments made by the President or Provost, in consultation with Faculty Council. Acting appointments are made when the permanent appointee expects to return following a period of temporary absence due to an emergency, temporary assignment of a permanent appointee to another assignment, or sabbatical or other leave. Acting appointees normally should not hold office for more than one year. An acting appointment may be extended only once and only if the process for appointment of a permanent or an interim administrator, as defined above, has been initiated.

2x.6 POLICIES AND PROCEDURES REGARDING TENURE AND PROMOTION

2x.6.1 General Principles Governing the Promotion and Tenure Process

The promotion and tenure process is governed by the principles of collegiality, professionalism, and integrity. Faculty under review have the right to be treated respectfully throughout the process, to be told clearly and regularly what is expected of them in order to obtain promotion and tenure, and to be judged fairly at each stage of review. Faculty have the responsibility to submit all necessary materials in a timely fashion, including annual summaries of scholarly research, service, and teaching activities and accomplishments, and more comprehensive dossiers or portfolios that document all achievements and contributions by the Faculty member at the time of the Third Year Review, during the period of tenure eligibility, and whenever a Faculty member is under consideration for promotion.

2x.6.2 Criteria and Grounds for Assessment

2x.6.2.1 General Considerations

To be considered for promotion to a higher rank, or for tenure, a Faculty member must meet the criteria stated in sections 2x.2.2 and 2x.6.2.2. Additional discipline-specific criteria for promotion and tenure will be determined by the Department P&T Committees, as described in section 2x.6.5.2.4.1.

All evaluations and all recommendations to the Provost shall be made by the Department and University Committees on Promotion and Tenure (P&T Committees) and the Deans, in accordance with the current procedures adopted by the Faculty.

2x.6.2.2 Teaching Effectiveness, Scholarly Research, and Service

2x.6.2.2.1 Teaching Effectiveness

As teaching is central to the purpose of the New Jersey Institute of Technology, its effective practice is an essential and primary criterion in the evaluation of the qualifications of every Faculty member.

The principal grounds for assessment include student evaluations; peer evaluations; development of new courses, curricula, and course materials; nominations and awards for teaching excellence; evidence of successful mentoring of students, as demonstrated by senior theses and projects, master's theses, doctoral dissertations, and other student academic accomplishments; and letters from former students that have been solicited by the Department Chairperson (see 2x.6.2.3 below).

2x.6.2.2.2 Scholarly Research

As a research university, NJIT expects all Faculty to make substantial contributions to scholarly research* in their fields of expertise.

The principal grounds for assessment include peer-reviewed books, articles, book chapters, and creative works; other publications and performances that are not peer-reviewed; citations and published reviews of a Faculty member's scholarly research; honors and awards that recognize a Faculty member's scholarly research; prestigious, competitive fellowships and grants; invited lectures; conference talks and posters; professional practice; and external peer review letters, solicited by the Department Chairperson, which testify to a Faculty member's accomplishments in scholarly research (see 2x.6.2.3 below).

* See the definition of "scholarly research" in the note appended to section 2x.2.2.

2x.6.2.2.3 Service

In addition to teaching and research, all Faculty members are expected to make substantial contributions to their Departments and degree programs, their Colleges or Schools, and the university as a whole, as well as to their professional disciplines. Relevant service to the community is also valued.

The principal grounds for assessment include membership on Department, College/School, and university committees; achievements relating to establishing and running academic programs, including program administration and recruiting; contributions to NJIT student activities, such as career mentoring, athletics, and serving as advisor of a student society; participation in NJIT pre-College programs; professional service to one's discipline(s) (especially in a leadership capacity); including involvement with professional societies, service to scholarly journals, providing evaluations of manuscripts or applications for grant agencies (e.g., NSF, NIH, NEH) or publishers; professional consulting that contributes to the reputation of a Faculty member and NJIT; and public or community service, such as contributions to public agencies; and letters from Faculty, administrators, and/or former students, solicited by the Department Chairperson, which testify to a Faculty member's accomplishments in service (see 2x.6.2.3 below).

2x.6.2.3 Reference Letters

Two categories of reference letters are used in the promotion and tenure process: (1) external peer review letters, which mainly evaluate a Faculty member's contributions to scholarly research, and (2) additional reference letters, which mainly evaluate a Faculty member's contributions to teaching and service.

2x.6.2.3.1 External Peer Review Letters

Documentation of accomplishments in scholarly research requires reference letters from recognized experts in a Faculty member's field(s). Such letters should be solicited by the Chairperson of the Department P&T Committee in consultation with the members of the Department P&T Committee. Some of the peer reviewers should be chosen from a list submitted by the candidate, while others should be selected by the Department P&T Committee. None should be colleagues at NJIT. A Faculty member under review may request that certain potential reviewers not be chosen.

If the Department P&T Committee recommends a Faculty member for promotion and/or tenure, all peer review letters that have been received must be included with the materials that the Department transmits to the Dean (i.e., the Department P&T Committee may not include some reference letters and exclude others). The letters should be accompanied by information about the professional qualifications of each of the peer reviewers and by copies of all communications with them in regard to this matter. Peer reviewers should be assured that their letters are kept confidential, shown only to those directly involved in the P&T process (with exceptions only in response to lawfully executed and issued subpoenas), and not shown to the candidate. After the P&T process is complete, the letters are held in safe keeping by the Provost.

2x.6.2.3.2 Additional Reference Letters

The Department P&T Committee may solicit additional reference letters from among Faculty and administrators with whom a Faculty member has interacted closely, at NJIT or another institution. Such letters are mainly

intended to testify to a Faculty member's contributions to institutional and professional service activities.

The Department P&T Committee may also solicit additional reference letters from a Faculty member's former students, in order to provide evidence about a Faculty member's contributions to teaching and student-related service activities.

All additional reference letters must be solicited by the Chairperson of the Department P&T Committee, not by Faculty members under review. However, Faculty members under review may provide the Chairperson with the names and addresses of, and the nature of his/her interaction with, the individuals whom they would like the Chairperson to contact for this purpose. If a Department P&T Committee recommends a Faculty member for promotion and/or tenure, all additional reference letters solicited in this manner—along with copies of all communications in regard to them— must be included among the materials sent to the Dean (i.e., the Department P&T Committee may not include some reference letters and exclude others).

Additional reference letters from students must be kept confidential, and students should be assured that this is the case. Other additional reference letters may or may not be considered confidential, depending on Department policy and arrangements with the writer of each reference letter.

2x.6.3 Tenure

2x.6.3.1 Tenure Policy

Academic tenure is granted to Faculty members who have demonstrated their fitness for permanent membership on the Faculty by means of a record of excellence in teaching, scholarly research, and service. Such Faculty are characterized not only by their past accomplishments but also by the promise of outstanding future achievement.

Although tenured Faculty members may serve as administrators, their tenure applies only to their Faculty position, not to their administrative position.

2x.6.3.2 Awarding of Tenure

The Board of Trustees grants tenure on the recommendation of the President of the University. Although tenure may sometimes be granted at the time of appointment, to well-qualified Faculty who join the university at or above the rank of Associate Professor (see section 2x.5.1.3), tenure is more commonly granted only after a series of rigorous reviews and evaluations by Department P&T Committees, Deans, the University Committee on Promotion and Tenure, and the Provost. Tenure becomes effective on the first day of the academic year following the granting of tenure by the Board of Trustees.

2x.6.3.3 Tenure-Track Period (TTP)

The term TTP shall refer to the period during which the Faculty member holds a tenure-track appointment at NJIT prior to being tenured. During the TTP, the Faculty member is evaluated for tenure.

Appointment during the TTP shall normally be for a period of one year at a time and is subject to renewal. The TTP always begins at the start of the academic year in the fall. For persons hired at mid-year, the TTP will commence at the start of the following academic year.

Unless the TTP has been extended according to the procedures discussed below, the TTP shall not exceed seven years, which is the standard TTP for an Assistant Professor. During the TTP, a decision must be reached to either award tenure or terminate appointment. In the latter case, a terminal-year appointment would be within the allowed TTP period.

2x.6.3.3.1 Shortened Tenure-Track Period

The TTP of untenured Faculty who are appointed with a prior record of teaching and research may be the standard seven years or a shorter period, but not less than four years. In such cases, the duration of the TTP is determined at the time of hire by mutual agreement of the Provost—acting on the recommendation of the hiring Department P&T Committee and the College Dean—and the candidate for a Faculty position.

2x.6.3.3.2 Extended Tenure-Track Period

In special circumstances, such as an event that severely impedes a Faculty member's ability to perform his/her professional duties for a period of time (including an illness to a Faculty member or a member of his/her family, or primary care given to a newborn or newly adopted child), the TTP may be extended by an authorized leave of absence. However, such an extension can occur only once during the TTP and can last no more than one year. Thus, the maximum duration of the TTP is eight years, during which time a decision must be reached to either award tenure or terminate the appointment.

In order to receive an extension of the TTP through an authorized leave of absence, a Faculty member must submit a written request to the Department P&T Committee in a timely fashion, explaining the reason(s) for the request in detail. The Department P&T Committee reviews the request and makes a recommendation to the Dean. The Dean forwards the Faculty member's request and the Department P&T Committee's recommendation, along with the Dean's own recommendation, to the Provost, who either authorizes or denies the extension.

If a request for an extension of the TTP is made during the Third Year Review, no extension will be granted unless the review results in reappointment. A request for an extension of the TTP cannot be made after the start of the period of tenure eligibility (see section 2x.6.3.5).

Application for a leave of absence for personal reasons, or election to use the University's Active-Service Modified-Duties Policy to care for a newborn or newly adopted child (see section ??? [note: Active-Service Modified-Duties Policy is currently in section 2.2.6 Tenure but will be moved to a more appropriate place later in the Faculty Handbook]), does

not obligate an untenured Faculty member to apply for an extension of the TTP, nor does it replace the requirement for a formal, written request, should the Faculty member desire a TTP extension.

2x.6.3.4 Tenure in Relation to Promotion during the Tenure-Track Period

Untenured Faculty members who hold the rank of Assistant Professor are also evaluated for promotion to Associate Professor (see sections 2x.2.2.1–2) during the TTP. The award of tenure and promotion to the rank of Associate Professor normally occur simultaneously. In exceptional circumstances, an Assistant Professor may be promoted to Associate Professor prior to receiving tenure, but an Assistant Professor cannot receive tenure prior to being promoted to Associate Professor.

2x.6.3.5 Eligibility for Tenure

The period of eligibility for tenure refers to the specific year(s) within the TTP in which a Faculty member can be considered for, and granted, tenure.

2x.6.3.5.1 Faculty with a Standard (7-Year) Tenure-Track Period

2x.6.3.5.1.1 Tenure Consideration during the Fifth Year

A Faculty member with a 7-year TTP will be first eligible for tenure consideration during the fifth year. If the Department P&T Committee decides not to recommend a Faculty member for tenure during the fifth year, no tenure recommendation shall be forwarded to the Dean at this time. In general, recommendation for tenure in the fifth year should be reserved for Faculty members who have exceptional credentials by this time. It should not be viewed as a trial period for consideration during the sixth year, and there should be no stigma attached to not being recommended for tenure in the fifth year.

2x.6.3.5.1.2 Tenure Consideration during the Sixth Year

If a Faculty member has not been tenured in the fifth year or had his/her TTP extended according to the stipulations in section 2x.6.3.3.2, the Department P&T Committee must forward a recommendation to the Dean in the sixth year, either for or against tenure. The sixth year is the last year of tenure eligibility.

2x.6.3.5.1.3 Right of Appeal and Terminal Year

If a Faculty member in the sixth year of tenure eligibility has not been recommended for tenure by his/her Department P&T Committee, the Faculty member may appeal the decision to the Department P&T Committee, and then, if necessary, to the Dean (see section 2x.6.5.2.4.5). If tenure is denied, a terminal one-year appointment shall be given for the subsequent year. That is, the last year of the TTP becomes the terminal year.

2x.6.3.5.2 Faculty with an Extended (8-year) Tenure-Track Period

In the case of a Faculty member whose TTP has been extended through the process stated in section 2x.6.3.3.2 above, tenure consideration follows the same pattern as in section 2x.6.3.5.1, except that the sixth year is the first year of tenure eligibility; the seventh year is the second

year of tenure eligibility; and if tenure is not granted, the eighth year becomes the terminal year.

2x.6.3.5.3 Faculty with a Shortened (4–6 year) Tenure-Track Period

In the case of a Faculty member whose TTP has been shortened through the process stated in section 2x.6.3.3.1, the first year of tenure eligibility will be the penultimate year of the TTP (e.g., if the TTP is four years, tenure eligibility occurs during the third year). A formal review for tenure must be conducted at this time, and the recommendation of the Department P&T Committee shall be forwarded to the Dean. If tenure is denied, a terminal one-year appointment shall be given for the subsequent year, subject to the right of appeal stated in section 2x.6.5.2.4.5. That is, the last year of the TTP becomes the terminal year.

2x.6.3.6 Evaluation of Untenured Faculty

2x.6.3.6.1 Annual Review

A review of the progress of untenured Faculty shall be made each year by the Department Chairperson, in consultation with the Department P&T Committee. The result of that review must be communicated to the Faculty member in writing. The Faculty member should be made aware of the Department P&T Committee's expectations for tenure and promotion, and every effort should be made to suggest strategies for helping the Faculty member to attain that goal.

2x.6.3.6.2 Third Year Review

During the third year of the TTP, the Department P&T Committee carries out an intensive, documented review of a Faculty member's progress toward tenure and promotion. The Third Year Review evaluates all aspects of a Faculty member's professional activities and accomplishments and is similar to a tenure review during the period of Tenure Eligibility, except that no reference letters are sought from outside or inside the university. The Faculty member under review shall be formally apprised of the results of the Third Year Review by the Department Chairperson, who sends the written review to the Dean of the College, who forwards it to the Provost.

If the Third Year Review establishes that satisfactory progress is being made, the review normally includes a recommendation to the Dean for retaining the Faculty member until the period of Tenure Eligibility. If the Third Year Review concludes that a Faculty member's progress is unsatisfactory, the Department P&T Committee may recommend to the Dean either to terminate the appointment or to re-appoint with conditions that must be met in order to continue the appointment until the period of Tenure Eligibility.

2x.6.3.6.3 Tenure Eligibility Review

During the period of tenure eligibility, the Department P&T Committee shall conduct an intensive documented review of a Faculty member's qualifications for tenure—including external peer review letters and additional reference letters—and shall make a recommendation to the Dean, in accordance with section 2x.6.5.2.4.

2x.6.3.7 Non-Reappointment and Appeal Prior to the Tenure Eligibility Period

2x.6.3.7.1 Non-Reappointment

Every untenured Faculty member shall be considered for reappointment by his or her Department P&T Committee on an annual basis. The Department recommendation is then submitted to the appropriate Dean, and by the Dean to the Provost. If the Department recommendation is for non-reappointment, due to a failure of the Faculty member to meet the Department's performance standards regarding teaching, scholarly research, and service, and if the Dean and Provost concur, the Faculty member shall receive a notice of terminal assignment consistent with the controlling collective bargaining agreement.

2x.6.3.7.2 Notification and Appeal

If a Department P&T Committee makes a preliminary decision to recommend an untenured Faculty member for non-reappointment, the Department Chairperson must inform the affected Faculty member prior to taking any further action. At that time the Chairperson must also inform the Faculty member that he or she has the right to submit a written appeal. If, after considering an appeal, the Department P&T Committee votes to recommend non-reappointment, this recommendation is forwarded by the Chairperson to the Dean and then to the Provost in a file containing a written statement of the reasons for the recommendation and any appeal letter of the Faculty member. This file must be reviewed by both the Dean and the Provost before a terminal appointment letter is sent to the Faculty member.

2x.6.3.8 Staff Reduction

Should reduction in the full-time teaching staff become necessary, those holding tenure shall be given preference for continued employment over those not holding tenure and shall be retained as far as practicable according to seniority. In the event staff is rehired, tenured staff shall be rehired first, according to seniority. No individual reductions in base salary are to be made for persons on tenure unless fiscal exigencies warrant a salary decrease for all members of the staff, and then such reduction in salary shall be on an equitable basis.

2x.6.3.9 Removal Procedures

If conditions arise that, in the opinion of the President, may warrant removal of a tenured person, the person has the option of bringing the case before a special committee of five faculty members chosen by the faculty. This committee will report to the faculty, which will act on the report. The faculty action will then be forwarded to the Board of Trustees, which will make a final determination.

2x.6.4 Promotion

2x.6.4.1 Awarding of Promotion

All academic promotions are conferred by the Board of Trustees on the recommendation of the President, after a series of rigorous reviews and evaluations by Department P&T Committees, Deans, the University Committee on Promotion and Tenure, and the Provost.

2x.6.4.2 Promotion to Associate Professor

As stated in sections 2x.2.2.1 and 2x.6.3.4 above, the process of promotion from Assistant Professor to Associate Professor is normally identical to the process of earning tenure, although in exceptional circumstances a Faculty member may be promoted to Associate Professor before receiving tenure.

2x.6.4.3 Promotion to Professor

2x.6.4.3.1 Annual Review

Faculty at the rank of Associate Professor are eligible for consideration for promotion each year and shall be reviewed annually by their Department P&T Committees.

2x.6.4.3.2 Recommendation for Promotion to Professor

If, after a full, intensive, and documented review—including external peer review letters and additional reference letters—a Department P&T Committee determines that an Associate Professor meets the criteria for the rank of Professor (see section 2x.2.2.3), it may make a recommendation for promotion to the Dean, in accordance with the procedures stated in section 2x.6.5.2.4.

2x.6.4.4 Promotion to Distinguished Professor

Nominations for promotion to the rank of Distinguished Professor may be made directly to the Provost by any member of the Faculty or by a Department P&T Committee. The Provost transmits such nominations to the Distinguished Professors Committee, consisting of all Faculty members who hold the rank of Distinguished Professor except the Provost and the President. The Distinguished Professors Committee processes and reviews all such nominations and sends its recommendations to the Provost, who confers with the President. The President then makes recommendations for promotion to the Board of Trustees.

2x.6.5 Promotion and Tenure Procedures

2x.6.5.1 Guidelines and Notifications

Not later than September 15 each year, the Provost shall transmit to all Faculty and Instructional Staff, academic Departments, Colleges and Schools—as well as post in an accessible location—guidelines, including any changes in procedures that may have resulted from Faculty or Administrative action, the PSA Contract, or Affirmative Action, concerning:

- Promotion and Tenure
- Reappointment and termination or non-renewal of contract
- Third Year Review of tenure-track Faculty

These guidelines shall specify the procedures to be followed, and the deadlines to be met, in the preparation and submission of dossiers containing the credentials of each Faculty member under review, the solicitation of external reference letters, the formulation of discipline-specific criteria for promotion and tenure, the processes for reappointment and termination or non-renewal of contracts, and other relevant information. No material in support of recommendations for any category shall be due before October 15.

Also not later than September 15, the office of the Provost shall notify Faculty of the procedure and deadline for completing the Faculty Annual Report,

documenting their research, service, and teaching activities and accomplishments for the previous academic year.

2x.6.5.2 The Department Promotion and Tenure (P&T) Committee, and the Role of the Deans

2x.6.5.2.1 Membership

The Department P&T Committee shall consist of the Department Chairperson who, regardless of rank, chairs the Department P&T Committee, and all tenured Faculty at the rank of Professor or higher. In a College or School without Departments, the College or School P&T Committee performs the duties of the Department P&T Committee, and the Dean serves as its Chairperson.

2x.6.5.2.2 Composite Department P&T Committee

In the event that a Department has fewer than three Faculty members at or above the rank of Professor, the Dean and the Department Chairperson jointly recommend to the Provost one (or if necessary, two or three) Faculty members at or above the rank of Professor from outside the Department to make up the requisite three members, normally serving three-year renewable terms. In the case of Federated Departments, one of these individuals may be a colleague of appropriate rank in the Federated Department at Rutgers University, Newark. All Composite Department P&T Committees must be approved by the Provost.

2x.6.5.2.3 Duties

The Department P&T Committee jointly makes all decisions regarding recommendations for Faculty hiring, evaluation, promotion, tenure, and termination or non-renewal of contract within the Department. Specifically the Department P&T Committee will

- Provide advice and concurrence to the Department P&T Committee Chairperson in the hiring of Faculty.
- Communicate through its Chairperson each case of termination or non-renewal of contract with the Dean of the College or School concerned before sending a recommendation to the Dean.
- Review the records, including Faculty Annual Reviews, of all Department members who are candidates for promotion and/or tenure, to determine who meets the requirements for promotion and/or tenure.
- Assist the Chairperson in evaluating each Faculty member who is not a member of the Department P&T Committee.
- Conduct a Third Year Review of each non-tenured Faculty member during his/her third year since hire.
- Make promotion and tenure recommendations to the Dean of the College or School, who sends them to the University Committee on P&T.

2x.6.5.2.4 Procedures

2x.6.5.2.4.1 Compliance, Criteria and Confidentiality

All decisions on promotion and tenure must be in compliance with Department and university goals. Affirmative action considerations shall be a component of these decisions. Each Department P&T Committee will determine criteria for promotion and tenure consistent with the discipline(s) represented in the Department and with the general university criteria specified in the Faculty Handbook, and those criteria will be transmitted with each candidate's dossier to the Dean, according to the guidelines distributed by the Provost (see 2x.6.5.1). The Department P&T Committee must maintain adequate written records of its deliberations. In view of the sensitive nature of the proceedings of the Department P&T Committee, confidentiality shall be maintained by the members of the committee. All communications shall be made through the Department P&T Committee Chairperson. During the period of committee deliberations, it is deemed inappropriate for candidates to discuss their status except with the Department P&T Committee Chairperson or the full committee.

2x.6.5.2.4.2 Voting

2x.6.5.2.4.2.1 Standard Voting Procedure

The Department P&T Committee Chairperson shall not vote on recommendations for persons whose rank exceeds his or her own. After discussions of the qualifications of all candidates for promotion, tenure, reappointment and termination, the committee will vote on the candidates in accordance with the established criteria. Candidates for promotion and tenure receiving a majority or tie vote will be recommended, with the numerical vote recorded. The vote, if any (see above), of the Chairperson will be specified and included in any recommendation sent to the Dean. The individual votes of other members of the Department P&T Committee will not be identified.

2x.6.5.2.4.2.2 Advisory Voting by Tenured Associate Professors

If specified in its Department Bylaws, a Department may enable tenured Faculty members in the Department at the rank of Associate Professor (besides an Associate Professor who may be serving as Department Chairperson) to participate fully with the Department P&T Committee in promotion and tenure deliberations concerning Assistant Professors in the Department. In such cases, the votes of tenured Associate Professors are recorded separately and considered advisory.

2x.6.5.2.4.3 Submission of Recommendations

Recommendations for tenure and for promotion to the ranks of Associate Professor or Professor are submitted to the Dean. In cases where more than one person is recommended for promotion or tenure, the Department P&T Committee shall give the order of preference in each category. Before any reports are submitted to the Dean, the Department P&T Committee Chairperson must notify each Faculty member being considered, in writing, of the Department P&T Committee's decision, and

each Faculty member shall be given an opportunity to meet with the Department P&T Committee to review his or her case (see section 2x.6.5.2.4.5).

The Department P&T Committee Chairperson shall submit recommendations and supporting material to the Dean no later than the dates specified for the various categories by the Provost (section 2x.6.5.1). Any material submitted by the candidate to the Department P&T Committee Chairperson after the dates specified by the Provost will be accepted, but with no assurance that it will affect the deliberations of the University Promotion and Tenure Committee. A minority report supported by at least one third of the Department P&T Committee may accompany any recommendation. All reports, both majority and minority, will be available to every member of the Department P&T Committee before submission to the Dean.

2x.6.5.2.4.4 Action by the Dean

After receiving the supporting material from the Department Promotion and Tenure Committee, the Dean makes an evaluation in writing, which is included in the candidate's dossier. The Dean then submits the dossier to the University P&T Committee and sends a copy of his/her evaluation to the Chairperson of the candidate's Department P&T Committee, for distribution to the entire committee.

2x.6.5.2.4.5 Appealing a Negative Recommendation

A member of the Faculty who has held the rank of Assistant Professor or Associate Professor for at least five years and who has been eligible for consideration for promotion for at least two years, or who is in his/her last year of eligibility for consideration for tenure but has failed to receive a majority recommendation from his/her Department P&T Committee, may request and must be granted an opportunity to meet with the Department P&T Committee prior to the submission of its recommendations to the Dean. At this meeting, the Faculty member may present orally and in writing an appeal stating reasons why he/she believes a recommendation for tenure, and/or promotion is warranted.

If, after further deliberation, the Department P&T Committee upholds its original decision and if, upon notification (which shall be within one week), the affected Faculty member does not accept this decision, he/she may submit an appeal in writing, along with any pertinent material, to the Dean, who transmits it to the University Committee on P&T with an evaluation. This shall be done no sooner than one week and no later than eight weeks after the meeting with the Department P&T Committee, which must be advised of the Faculty member's action. The Department P&T Committee may forward a report supporting its decision to the Dean, who transmits it to the University Committee on P&T with an evaluation. A minority report of one or more members may also be submitted. For promotion, the Faculty member may exercise the appeal procedure described above once every three years; for tenure, only in the last year of eligibility for consideration for tenure.

2x.6.5.3 The University Committee on Promotion and Tenure (P&T)

2x.6.5.3.1 Membership

The University Committee on P&T is to be constituted so as to have three members directly appointed by the Provost and four members chosen by the Provost from a slate nominated by Faculty Council. The Provost will strive for a maximum range of disciplines and Departments to be represented on this Committee. All members must have tenure at the rank of Professor or higher. Two rules will be applied to determine the composition of the University Committee on P&T: (1) there shall be at least one representative from each of the five Colleges or Schools, and (2) there shall be two representatives from each of the two Colleges or Schools with the largest numbers of tenured and tenure-track Faculty. The University Committee on P&T will select its Chairperson each year.

Members will serve three-year terms and will not be eligible to serve more than three years in any consecutive six-year period. This shall not include time served as a replacement for a member who was unable to complete his or her term. In March of every year, or whenever necessary, each Department will nominate a candidate for each Faculty Council-designated Committee vacancy. The name of the nominee is then to be submitted to the Faculty Council. By May 1, the Faculty Council will recommend to the Provost, from among the names submitted to it, two persons for each available position. The Provost will make the final choice from these recommendations. In the event that a committee member is unable to complete his or her term, the same procedure will be employed to secure a replacement, who will serve only to the end of the unexpired term.

A member of the University Committee on P&T shall not sit on a Department P&T Committee while serving on the University Committee on P&T, except to participate in deliberations not related to promotion and tenure. He or she shall not be a party to any deliberations by a Department P&T Committee which might involve discussions and decisions on matters that have to be reported to the University Committee on P&T.

2x.6.5.3.2 Duties

The University Committee on P&T will receive and consider the recommendations from the Department P&T Committees and the Deans' evaluations pertaining to promotion and tenure, and will pass along to the Provost any Department P&T Committee recommendations in addition to its own recommendations. The University Committee on Promotion and Tenure may also serve as an advisory body to the President if requested. The University Committee on P&T must maintain adequate written records of its deliberations.

2x.6.5.3.3 Procedures

2x.6.5.3.3.1 Confidentiality

Members of the University Committee on Promotion and Tenure must maintain strict confidentiality. Any questions regarding committee business shall be directed to its Chairperson alone.

2x.6.5.3.3.2 Voting

The University Committee on P&T will discuss and vote on all the candidates recommended for promotion or tenure. Department P&T Committee

recommendations supported by a majority of the University Committee are sent directly to the Provost.

2x.6.5.3.3.3 Submission of Recommendations

The University Committee on P&T Chairperson is responsible for passing on the Committee's decisions to the Provost, and to each candidate's Dean and Department Chairperson. The latter, in turn, will inform each person recommended by the Department P&T Committee of the status of his or her candidacy.

2x.6.5.3.3.4 Appealing a Recommendation

2x.6.5.3.3.4.1 Appeals by the Department

In the event of a difference of opinion between the two committees, the Department P&T Committee may, if it wishes, submit additional materials and written arguments supporting its position to the Dean, who reviews these materials and arguments and submits them to the University Committee on P&T with an evaluation of their merit. If, after consideration of this new information, the University Committee on P&T votes to sustain its original decision, the Department P&T Committee's recommendation, the Dean's evaluation, and the University Committee on P&T's decision will be sent to the Provost. If the University Committee votes to reverse its decision, a positive recommendation will at this point be sent to the Provost.

2x.6.5.3.3.4.2 Appeals by a Candidate

The University Committee will consider the merit of all appeals by individual Faculty members (see section 2x.6.5.2.4.5) and will transmit its findings to the Dean, who will in turn transmit them to the Department P&T Committee Chairperson, who informs the individual Faculty member concerned. If a majority of the University Committee finds an appeal to have merit, the Dean will ask the Department P&T Committee to reconsider its original decision. If the Department P&T Committee reverses its decision, the name of the affected Faculty member will be added to, and ranked with, any others recommended in the same category.

If the Department P&T Committee reaffirms its original decision, the University Committee on P&T will evaluate the Faculty member's credentials in the same way it would evaluate those of Faculty members recommended in the ordinary way for promotion, tenure, or both. However, at least five of the seven members of the University Committee on P&T must support any recommendation before it may be construed as a positive recommendation to be sent to the Provost.

2x.6.5.4 Final Recommendations by the Provost and the President

Upon receiving the recommendations from the University Committee on P&T and the appeals from Department P&T Committees (see section 2x.6.5.3.3.4.1), the Provost may confer with the University Committee on P&T for clarification, if necessary, and confers with the President. The President makes the final recommendations for promotion and tenure to the Board of Trustees for approval.

[Note: Sects. 2x. through 2x.6.5.4 above replace sects. 2. through 2.4.4 and sect. 2.23 in the current Faculty Handbook.]

[Note: the following text has been removed from the Tenure section of the Faculty Handbook but will be reinserted later in the Handbook:]

Active-Service Modified-Duties Policy for Tenured and Tenure-Track Faculty

NJIT is committed to providing policies and resources to facilitate the opportunity for faculty to strike an appropriate balance between academic and family life. Often, leave policies find their origins in the illness of an employee, the desire to take a leave of absence without pay, or the Family Medical Leave Act but do not adequately address the unique circumstances of the birth or adoption of a child by tenured or tenure-track faculty. Career demands can place faculty members beginning a family, particularly women faculty, at a potential disadvantage with respect to their peers. No one should be in a position to have to choose between family and profession. Consequently, it is important to have special policies that address the birth or adoption of a child by a tenured or tenure-track faculty member as compared to leave policies that serve different purposes.

Eligibility: Following the event of an adoption or birth of a child by a tenured or tenure-track faculty member or their spouse, and if the primary caregiver is an NJIT tenured or tenure-track faculty member, he or she has the option of using the Active-Service Modified-Duties Policy. Under this policy, the faculty member is relieved of university service assignments and scheduled teaching (e.g., classroom) responsibilities for up to only one semester, without reduction in pay and with continuation of all rights and benefits of regular employment, as follows:

- If the birth or adoption takes place during Fall semester, the modified duties period can extend into the Spring Semester for a total of no more than one semester only.
- If the birth or adoption takes place in the Spring semester, the modified duties period can extend through that Spring semester only.
- If the birth or adoption takes place in the Summer before the start of Fall semester, the modified-duties period can extend through the Fall semester only.

In addition, if the primary care giver is a tenure-track faculty member, the Tenure-Track Period (TTP) will be automatically extended by one year. An individual can only be on Active-Service Modified-Duties under this policy twice during his or her career at NJIT. During the Modified-Duties period, the primary care faculty member is expected to fulfill student research, advising, and other research responsibilities. The use of the Active-Service Modified-Duties Policy obligates the recipient to serve as a member of the university faculty for at least one year following the completion of the leave or to reimburse the university for all salary paid during the Active-Service Modified-Duties period.

**3F. Approve Resolution to
Establish MS in Web Systems**

STATEMENT

The objective of the MS in Web Systems program is to offer students a structured path to becoming web experts. MS in Web Systems graduates will be able to specify, design, and build web systems. With their knowledge of web systems and their use, they will be able to make web-related technical and business decisions. Graduates will learn the many facets of the web, including principles, technologies, requirement specifications, web systems design and implementation, web mining, web analytics, and customer relationship management.

The need for the new program is rooted in the increasing demand for web experts with knowledge beyond that of building web sites. The Web is evolving rapidly. We are moving towards Web 3.0 (Semantic Web) which is associated with Web applications that understand the meaning of the information. Such applications can potentially produce results that are more relevant than those produced by current generation applications.

The proposed program is within the mission of the university, has received favorable independent external review, has received the approval of all appropriate standing committees and the faculty as a whole, is not unduly duplicative of other programs offered in the State of New Jersey, and has been the subject of a Program Announcement issued to institutions of higher education in the State of New Jersey. The incremental costs of the new program will be covered from the tuition and fees of the new students.

RESOLUTION TO APPROVE THE MS in WEB SYSTEMS

WHEREAS, the Board of Trustees has examined materials provided by the President of the University relative to a proposed program leading to the MS in Web Systems; and

WHEREAS, the Board is satisfied that the proposed program is within the mission of the University, has received favorable independent external review, is not unduly duplicative of other programs offered in the State of New Jersey and that the proposed program has been the subject of a Program Announcement issued to institutions of higher education in the State of New Jersey, and further, that the incremental costs of the new program will be covered from the tuition and fees of the new students; and

WHEREAS, the Board of Trustees attests to the foregoing;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees approves the MS in Web Systems.

June 2, 2011

PROGRAM ANNOUNCEMENT

September 2010

Institution:	New Jersey Institute of Technology
New Program Title:	MS in Web Systems
Degree Designation:	MS in Web Systems
Degree Abbreviation:	MSWS
CIP Code and Nomenclature (if possible):	11.1004 - Web/Multimedia Management and Webmaster
Campus(es) where the program will be offered:	Newark Campus, NJIT
Date when program will begin (month and year):	September 2011
List the institutions with which articulation agreements will be arranged:	None

Is licensure required of program graduates to gain employment? ☐ Yes ☒ No

Will the institution seek accreditation for this program? ☐ Yes ☒ No

If yes, list the accrediting organization:

Program Announcement Narrative

- Objectives page(s) 2
- Need page(s) 2-3
- Student Enrollments page(s) 3-4
- Program Resources page(s) 4-5
- Curriculum / New Course Descriptions page(s) 6-8

Descriptive Information

I. Objectives

The Web is playing an ever increasing and important role in our lives – from commercial to social aspects. It is impacting every organization's operations, both internal and external and our personal lives. The Web is evolving rapidly. Originally, content could be viewed but not modified. The next generation Web, called Web 2.0, includes information sharing and collaboration applications, such as social networking websites, blogs, wikis, etc. We are now moving towards Web 3.0 (Semantic Web) which is associated with Web applications that understand the meaning of the information. Such applications can potentially produce results that are more relevant than those produced by current generation applications.

We now also have the Mobile Web, which refers to Web access via mobile devices. Web accesses from mobile devices now exceed Web accesses from desktops. Even so, the Mobile Web is in its infancy and there will be rapid growth in the coming years. Web access by mobile devices such as smart phones and iPads raises new issues such as limitations of small screens, location awareness, and limited bandwidth.

We will use “Web” to refer all incarnations of the Web (i.e., including Web 2.0, Web 3.0, Mobile Web, etc.).

MS in Web Systems graduates will be able to specify, design, and build web systems. With their knowledge of web systems and their use, they will be able to make web-related technical and business decisions. Graduates will learn the many facets of the web, including principles, technologies, requirement specifications, web systems design and implementation, web mining, web analytics, and customer relationship management.

MS in Web Systems graduates will be well positioned to find well paying jobs in the intersection of technology and business that will lead them to satisfying careers.

II. Need

II.A. Need for the Program

With use of the Web increasing extremely rapidly, spanning every domain of our daily life, there is a growing need for web experts with knowledge beyond that of building web sites. For example, web experts need to be skilled in the understanding and analyzing the social and business value of web applications. Companies need such web experts. Our program addresses this need by offering students a structured path to becoming web experts.

MS in Web Systems will prepare graduates for jobs such as

- Web Administrator
- Ecommerce Specialist
- Web Application Architect
- Web Developer

- Web Application Engineer
- Java Web Developer
- Software Engineer – Web Applications
- Mobile Applications
- Requirements Developer
- Web Analyst
- Web Analytics Consultant
- Web Analytics Manager
- Web Analytics Specialist
- Web Applications Architect
- Web Applications Developer
- Web Applications Manager

II.B. Relationship to the Institute Master Plans

The *MS in Web Systems* is consistent with the NJIT Master Plan's "Digital Everywhere" thrust. The Web offers access to services from everywhere and "on-the-go." It is also consistent with the NJIT Master Plan's goal of increasing graduate enrollment in an emerging field that is of great interest to the state and the region.

II.C. Relationship to Similar Programs in the State and Regions

There are no similar programs offered by a public university in the state and region. No private universities offer a similar program. Many universities have a few Web courses, but none with the breadth or depth of the proposed program. There is a need for a structured program that creates experts in Web systems. Such a program will offer students appropriate guidance and a clear path to specializing in the Web systems and technologies.

II.D. Distinguished Programs Nationally

Our search of the Web did not reveal a similar offering at any of the nationally recognized universities. See section II.C for further discussion.

III. Student Enrollments

We expect domestic students to be drawn from several different sources:

- *Undergraduates at NJIT:* Students completing their undergraduate studies in computing-related majors at NJIT.
- *Undergraduates at other institutions in the state and region:* Students in computing-related majors will be provided a public university program in Web Systems.
- *Working professionals:* There is a large regional pool of professionals in the NY-NJ area with jobs related to computing who will potentially be interested to pursue an *MS in Web Systems*.

We also expect to recruit international students, who will find the combination of high quality education in Web Systems and access to a large job market attractive.

We anticipate an enrollment of approximately 20 new students in the first year, increasing to 60-80 students over the next four years.

Admission Requirements

To be eligible for admission, a student must have completed an undergraduate degree in computing, preferably in Information Systems, Computer Science, Information Technology, or a related field, with a minimum GPA of 3.0 on a 4.0 scale. Students not satisfying these criteria will be considered for conditional admission on a case-by-case basis. This includes students whose bachelor's degree is in a non-computing field but who have professional experience in computing. Any such student who is admitted may be required to complete specified bridge courses with a GPA of 3.0 or higher. The bridge courses will not be counted toward the MS degree.

IV. Resources to Support the Program

Several new required courses will need to be developed and taught. Existing faculty in the IS Department can develop and teach some of the courses but the department is extremely short-handed (one faculty member resigned in summer 2010) and will be even more short-handed (one more faculty member is leaving at the end of AY 2010-11). This is an opportune time to replace left/leaving faculty with new faculty having Web expertise as we shift the focus of the IS Department to the Web. (Note: the new faculty will also help with UG courses – both existing Web and IS courses and some new Web courses – picking up the slack caused by the faculty leaving or left.)

IV.A. Course Development

The following required courses will need to be developed:

- IS 6xx – Web-based Information Management
- IS 6xx – Web Programming
- IS 6xx – Customer Relationship Management
- IS 6xx – Web Mining & Analytics

IV.B. Faculty

The IS Department has two faculty members, Drs. Brook Wu and Min Song, with expertise in some aspects of Web Systems. Additional faculty members (two) are needed with appropriate Web expertise to ensure the transition of the IS Department to develop a Web focus and to make the *MS in Web Systems* a success.

IV.C. Libraries and Computing Facilities

Since this program will draw upon existing courses and the same supplemental literature that supports other related NJIT programs, library holdings are more than adequate to support the new program. NJIT's Van Houten Library has a collection of more than 130,000 books and subscribes to about 500 printed journals and about 13,000 electronic journals. The library's home page provides access to the library's online catalog and

links to a wide array of information services. The library purchases between 2,500 and 3,000 new books each year. Requests for new books or journals are made through the academic department's faculty representative to the library.

The library has a wide array of networked PCs that provide access to a large number of bibliographical databases and full-text electronic journals, for searching Internet sites, searching each library's on-line catalog, and access to various on-line journal databases. Journal and conference literature in engineering, science, management, architecture and other subject areas is accessible through a variety of indexing and abstracting databases. The library also borrows through interlibrary loan (ILL) for materials.

The library's website describes the services and resources more completely. Please see www.library.njit.edu.

As a technological research university, NJIT has excellent computing systems, networks and software to support this program. The Newark campus' gigabit Ethernet network backbone connects more than 6,000 nodes in classrooms, laboratories, residence halls, faculty and staff offices, the library, and student organization offices. Wireless access is available in over 90% of campus buildings and locations. The network provides access to a wealth of shared information services. Some of these include high-performance computing servers providing CPU cycles for simulation and computational research, disk arrays for storage of large data sets, communication servers for electronic mail and document exchange, databases, digital journal subscriptions and a virtual "Help Desk." A virtual private network combined with Internet access, plus a large ISDN modem bank extend access to campus information resources to faculty, staff and students working at home, work, any of the university's extension sites or throughout the world. Wide-area network access through NJEDge.Net (New Jersey's Higher Education Network) and the Internet provide collaboration opportunities with students, faculty, and researchers, locally, regionally, nationally, and throughout the world.

IV.D. Classrooms and Laboratories

There is a broad range of classrooms and laboratories available to offer the courses in the proposed program, including many with Internet access and multimedia facilities. No new classrooms or laboratories are specifically needed for the program.

V. Curriculum (on a separate page)

The Department of Information Systems will administer the *MS in Web Systems* (along with *BS in Web and Information Systems*). An IS faculty committee composed of IS faculty and lecturers together with CCS administrative staff will oversee advisement of students in the program and monitor their progress.

The Faculty Advisory Committee for *MS in Web Systems* will consist of the following IS faculty (listed here with relevant research expertise):

- Michael Bieber (Hypermedia, Virtual Communities, Relationship Analysis)
- Brook Wu (Text Mining, Information Retrieval, Recommender Systems)
- Min Song (Web Mining, Information Retrieval, Digital Libraries)

The following Administrative Staff will assist the Faculty Advisory Committee:

- K. Price (MS Advisor)

The courses supporting the *MS in Web Systems* are divided in two categories:

1. Core
2. Elective

All core courses are required.

MS in Web Systems is a 30-credit degree. *MS in Web Systems* comprises 5 core and 5 elective courses. The required 30 credits can be earned in one of three ways:

- Courses (30 credits)
- Courses (27 credits) + MS Project (3 credits)
- Courses (24 credits) + MS Thesis (6 credits)

Core Courses

- IS 6xx – Web-based Information Management
- IS 6xx – Web Programming
- IS 631 – Enterprise Database Management
- IS 6xx – Web Customer Relationship Management – Tools & Techniques
- IS 6xx – Web Mining & Analytics¹
- CS 6xx - Security and Privacy in Computer Systems (being developed for *MS in CyberSecurity and Privacy*)

Elective Courses

- IS 634 – Information Retrieval
- IS 663 – System Analysis and Design

¹ IS 688 (Web Mining) will be modified to turn it into a new course that includes Web Analytics

- IS 676 – Requirements Engineering
- IS 687 – Transaction Mining and Fraud Detection
- IS 6xx – Recommender Systems (to be developed)
- IS 6xx – Semantic Web (to be developed)
- CS 643 – Cloud Computing (to be approved in Fall 2010).
- PTC 629 – Theory and Practice of Social Media

New Course Descriptions

Core Courses

IS 6xx – Web-based Information Management (3 credits – to be developed)

This course presents the main technologies employed in web systems, with a focus on data representation, manipulation, communication, and sharing. Topics covered include the web architecture, HTML, XML, HTTP, web servers (Apache, etc), web services, Web crawling, Web searching (Apache Lucene, etc), Web 2.0 (collaborative web, etc.), Web 3.0 (semantic web, etc.), and mobile Web.

IS 6xx - Web Programming (3 credits – to be developed)

The course focuses on designing and developing web systems. Topics covered include client-server programming, client-side and server-side programming languages (such as Java, JSP, and PHP), web services implementation (e.g., using Apache Tomcat or AJAX), multi-tier web architectures, and tools for mobile applications.

IS 6xx – Web Customer Relationship Management – Tools & Techniques (3 credits – to be developed)

Customer relationship management (CRM) via the Web has become crucially important in this age of direct contact with the customer. This course focuses on tools and techniques to manage the customer life cycle – acquisition, retention, and development. Customer data collected by the website – including the customer profile, data about behavior, and history – is analyzed and used to build a strong customer relationship.

IS 6xx – Web Mining & Analytics (3 credits – to be developed)

Web mining aims to discover useful information and knowledge from the Web hyperlink structure, page contents and usage logs (desktop and mobile). It has direct applications in e-commerce, Web analytics, information retrieval/filtering, personalization, and recommender systems. Topics covered include crawling, indexing, ranking and filtering algorithms using text and link analysis, applications to search, classification, tracking, monitoring, and Web intelligence.

Web analytics begins with measuring traffic at a website. Beyond that, it is about the measurement, collection, analysis, and reporting of Web data for business use and market research. Topics include tools and techniques for data measurement, collection and analysis, reporting of data, analyzing server logs, analyzing data produced by ad campaigns such as Google Ads, and analytics tools such as Google Analytics.

Note: IS 688 (Web Mining) will be modified to turn it into this new course that includes Web Analytics.

CS 6xx - Security and Privacy in Computer Systems (3 – credits. Being developed for *MS in CyberSecurity and Privacy*)

The course covers fundamental principles of building secure systems and techniques to protect data privacy. Topics include access control mechanisms, operating systems security, malicious code threats and software security, trusted computing, content protection, and database security. The course will also study existing technical approaches to protecting privacy, including Web anonymizers and anti-censorship tools, as well as policy and legal aspects of privacy.

Elective Courses

IS 6xx – Recommender Systems (to be developed)

Recommender systems automate the task of analyzing customer behavior, preferences, purchases, social environment, and friends to recommend/suggest additional items and products to the customer. This is a very new area which profits both the customer and the business. Topics covered include a discussion of the approaches used by various recommender systems, effectiveness of recommender systems, case studies, privacy issues, scalability, and how to ramp up for a new product.

IS 6xx – Semantic Web (to be developed)

Semantic Web refers to tools and techniques that enable the understanding of the meaning of information on the Web and its use. Being able to understand the meaning of data will result in applications that produce better results. Topics covered include the Semantic Web vision, metadata, ontologies, Semantic Web enablers such as XML and the ontology language OWL, the Semantic Web stack (XML, XML Schema, Resource Description Framework, i.e., RDF, RDF Schema and OWL), rule systems, developing semantic services, and case studies.

**Response to Consultant's Report on the Proposed MS in Web Systems
New Jersey Institute of Technology**

Consultant's Name: Dr. Alex Tuzhilin, Professor of Information Systems
Stern School of Business,
New York University
Consultant's Visit Date: February 1, 2011
Date of Consultant's Report: February 14, 2011

We would like to thank Dr. Tuzhilin for his thorough evaluation of our proposed *MS in Web Systems*. We are both gratified by his response and very proud of this exciting new degree.

Overall his report is very positive. Dr Tuzhilin states:

Web Systems is a topic that is both of high current relevance and of long-standing importance. A MS program in Web Systems will provide students with a broad and comprehensive understanding of this critical area, and in doing so will help NJIT fulfill its educational mission. The proposed program was carefully planned and is of high quality.

The sole concern he brings up is one of resources:

- **(E3)** The challenge for the school is to bootstrap the program with limited available resources in the short run and to secure enough resources to support the full set of course offerings in the long run.

We are confident that we can meet the bootstrapping challenge with existing resources augmented by adjunct faculty. As the program grows, the Institute will favourably consider the need for adding resources.

Additional items the consultant commented on are as follows:

- **(C1)** Dr. Tuzhilin has two minor suggestions. First, he suggests reducing the number of core courses from 6 to 5 and thereby increase the electives by 1. This would be especially useful for students choosing an optional MS project or thesis. We will certainly take this suggestion under consideration once the program begins.

- **(C6)** Second, he suggests making it clear when students should register for the optional MS Project and the thesis, and the procedure for doing so.

We shall do this.

- **(D2)** In response to “adequacy of provisions made to ensure successful target population (e.g., minorities and women) participation in the program”, the consultant wrote:

“I was not given specific information about such provisions. The program will be run through the Information Systems department and can leverage existing mechanisms to research target populations to the extent that the target populations are the same.”

The College of Computing Sciences will continue to work with both Graduate Admissions and the Murray Center for Women in Technology to target women and minority students.

- **(L)** Dr. Tuzhilin found no problem regarding NJIT’s course evaluation process. We would like to mention, however, that NJIT has recently implemented an enhanced program review process. Implemented in the Fall 2010 semester, this new process is one that what we are quite proud of and feel very strongly will aid in a successful, accurate, and more robust program review going forward. More information can be found at <http://www.njit.edu/middlestates/studentlearning/>.

IOMS Department
Leonard N. Stern School of Business
New York University
44 West 4th Street, Room 8-92
New York, New York 10012

Alexander Tuzhilin

Research Interests	Knowledge Discovery in Databases (Data Mining), Personalization, Recommender Systems and Customer Relationship Management
Education	<p><i>New York University</i>, Courant Institute of Mathematical Sciences Ph.D. in Computer Science, October 1989</p> <p><i>Stanford University</i>, Department of Management Science and Engineering (formerly, EES Department), M.S. in Engineering Economics, October 1981</p> <p><i>New York University</i>, B.A. in Mathematics, June 1980</p>
Regular Academic Positions	<p><i>New York University</i>, Stern School of Business</p> <p>NEC Faculty Fellow (2007 – present)</p> <p>Professor of Information Systems (2006 – present)</p> <p>Associate Professor of Information Systems (1996 – 2006)</p> <p>Assistant Professor of Information Systems (1989 – 1996)</p>
Visiting Positions	<p><i>The Wharton School</i>, Department of Operations and Information Management, University of Pennsylvania, Visiting Associate Professor, September 2001 – August 2002</p> <p><i>Columbia University</i>, Computer Science Department Visiting Scientist, September 1997 – August 1998</p> <p><i>Ecole Nationale Supérieure des Telecommunications</i>, Paris, France Visiting Scientist, March 1994 – August 1994</p>
Industrial Positions	<p><i>Bell Laboratories</i>, Lucent Technologies. Consultant, April 1995 – December 1996</p> <p><i>Information Builders, Inc.</i>, New York, N.Y. Systems Developer, September 1985 – August 1987</p>
Major Services Performed at the Stern School	<p>Faculty Council Member of the Stern School (2001 – 2003, 2006 -)</p> <p>Ph.D. Program Coordinator for the IS Department (2000 – 2001, 2003 - 2007)</p> <p>Director of the Master of Science in Information Systems Program (joint program between Computer Science and the Stern School) (1996 – 2001)</p>

Grant Support

NSF Grant ``Knowledge Discovery in Temporal Databases,"
Principal Investigator, 1994 – 1997.

Center for Advanced Technologies, NYU, 1:1Pro Project, 1998.

Center for Research in Information Systems, Stern School of Business, NYU,
The e-Butler Project, 1998.

Center for Information Intensive Organizations, NYU, Personalization
Technologies for 1:1 Marketing Applications, 1999.

Morgan Stanley Dean Witter "The ARTE Project", 2000 – 2001.

Pfizer, Inc., Pharmaceutical Applications of Data Mining, 2002.

Stern School of Business, NYU, Multidimensional Recommender Systems,
2002.

Stern School of Business, NYU, Development of a Recommendation Query
Language for Multidimensional Recommender Systems, 2003.

Stern School of Business, NYU, Model Management for Statistical and Data
Mining Models, 2004.

Patents

"System and Method for Dynamic Profiling of Users in One-to-One
Applications." US Patent #6,236,978.

"System and Method for Dynamic Profiling of Users in One-to-One Applications
and for Validating User Rules." US Patent #6,871,186.

"Method for Determining Actionable Patterns in a Database." US Patent
#6,292,797.

"System, process and software arrangement for providing multidimensional
recommendations/suggestions." Patent pending.

**Courses Taught at
NYU**

- Emerging Technologies and Business Innovation (MBA)
- Customer Relationship Management Systems (MBA)
- Database Management Systems (undergraduate and MBA)
- Fundamentals of Computer Systems (undergraduate)
- Technical Foundations of Information Systems (Ph.D.)
- Computer-Based Systems for Management Support (undergraduate core)
- Ph.D. Seminars

**Honors and
Awards**

- Outstanding Service Award from the Technical Committee on Computational
Intelligence (TCCI) of the IEEE Computer Society, 2003

- Dean's Dissertation Fellowship from NYU, September 1988
- Fellowship from the Stanford School of Engineering, September 1980
- Mathematics Award for Excellence from NYU, June 1980

Professional Activities

Editorial Activities:

Area Editor of the *INFORMS Journal on Computing* for the Knowledge and Data Management Area (2007 – present)

Associate Editor of the *INFORMS Journal on Computing* (2000 – 2007)

Member of the Editorial Board of the *Data Mining and Knowledge Discovery* journal (1997 – present)

Member of the Editorial Board of the *IEEE Transactions on Knowledge and Data Engineering* (2002 – 2006)

Member of the Editorial Board of the *Electronic Commerce Research Journal* (2000 - 2008)

Member of the Editorial Board of the *Journal of the Association for Information Systems* (1999 - 2002)

Guest Co-Editor of the Special Issue of the *International Journal on User Modeling and User-Adapted Interactions* on Data Mining for Personalization (scheduled publication: 2008).

Guest Co-Editor of the Special Issue of the *Inform's Journal on Computing* on Mining Web-based Data for e-Business Applications, Vol. 15, No. 2, 2003.

Guest Editor of the special issue of the *Decision Support Systems* journal on knowledge discovery and its applications to business. Vol. 21, 1997.

Member of the Editorial Advisory Board of and wrote a foreword to the *Encyclopedia of Data Warehousing and Mining*, John Wang (ed.), IDEA Group, 2005.

Organizing Committee Member

ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, *Panels Chair*, Las Vegas, August 2008.

The 2nd KDD Workshop on Large-Scale Recommender Systems and the Netflix Prize Competition, *Chair of the Organizing Committee*, Las Vegas, August 2008.

Annual Meeting of the Institute for Operations Research and the Management Sciences (INFORMS), *Data Mining Cluster Co-Chair*, Washington, DC, November 2008.

17th ACM Conference on Information and Knowledge Management, *Knowledge Management Area Track Chair*, Napa Valley, October 2008.

Annual Meeting of the Institute for Operations Research and the Management Sciences (INFORMS), *Data Mining Cluster Co-Chair*, Seattle, November 2007.

Third Winter Information Systems Conference, *Member of the Core Committee*, Salt Lake City, Utah, February 2007.

AAAI'07 Workshop on Recommender Systems in E-Commerce, *Co-Organizer*, Vancouver, CA, July 2007.

IEEE International Conference on Data Mining, *Program Committee Vice-Chair*, Hong Kong, 2006.

IEEE International Conference on Data Mining, *Member of the IEEE ICDM Research Contributions and Outstanding Service Awards Committee*, 2006.

IEEE International Conference on Service Operations and Logistics, and Informatics (SOLI), *Advisory Board Member*, Shanghai, China, 2006.

International Workshop on Customer Relationship Management: Data Mining Meets Marketing, *Workshop Co-Chair*, New York, 2005.

IEEE International Conference on Data Mining, *Program Committee Co-Chair*, Melbourne, Florida, 2003.

IEEE International Conference on Data Mining, *Best Paper Awards Committee Chair*, Melbourne, Florida, 2003.

ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, *Panels Chair*, Boston, 2000.

Program Committee Member (in chronological order):

Second International ACM Conference on Recommender Systems, Lausanne, Switzerland, October 2008.

Workshop on Information Technologies and Systems (WITS), Paris, France, December 2008.

International Conference on Advanced Intelligence, Beijing, China, October 2008.

International Conference on Information Systems (ICIS), Design Sciences Track, Montreal, Canada, December, 2007.

Workshop on Information Technologies and Systems (WITS), Montreal, Canada, December 2007.

Sixth Workshop on e-Business (WeB), Montreal, Canada, December 2007.

ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, *Senior Program Committee Member*, San Jose, August 2007.

ACM Conference on Electronic Commerce, San Diego, CA, June 2007.

The First International Conference on Global Defense and Business Continuity, Silicon Valley, July 2007.

Fifth AAAI Workshop on Intelligent Techniques in Web Personalization, July 2007.

ACM KDD Workshop on Business Applications of Data Mining, Philadelphia, PA, 2006.

International Conference on Machine Learning (ICML), Pittsburgh, June 2006.

International Conference on Information Systems (ICIS), Design Sciences Track, Milwaukee, Wisconsin, December, 2006.

Workshop on Information Technologies and Systems (WITS), Milwaukee, WI, December 2006.

Fifth Workshop on e-Business (WEB 2006), Milwaukee, WI, Dec. 2006

ICIS SIG-DSS Workshop on Strategic and Behavioral Aspects of DSS, Milwaukee, WI, December 2006.

Fourth AAAI Workshop on Intelligent Techniques in Web Personalization, July, Boston, MA, 2006.

KDD workshop on Data Mining For Business Applications, Philadelphia, PA, August 2006.

Fifth IEEE International Conference on Data Mining, New Orleans, November, 2005.

Workshop on Information Technologies and Systems (WITS), Las Vegas, December 2005.

Third IJCAI Workshop on Intelligent Techniques in Web Personalization, August 2005, Edinburgh, Scotland.

Tenth ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, Seattle, WA, August 2004.

Workshop on Information Technologies and Systems (WITS), Washington, DC, December 2004.

SIGMOD Workshop on Research Issues in Data Mining and Knowledge Discovery, Paris, France, June 2004.

AAAI Workshop on Semantic Web Personalization, San Jose, July 2004.

Workshop on Information Technologies and Systems (WITS), Seattle, WA,

December 2003.

Ninth ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, Washington, DC, August 2003.

IJCAI-03 Workshop on Intelligent Techniques for Web Personalization, Acapulco, Mexico, August 2003.

NSF/NIJ Symposium on Intelligence and Security Informatics, Tucson, AZ, June 2003.

IEEE International Conference on Data Mining, Japan, December 2002

SIAM Data Mining Conference, Arlington, VA, April 2002.

Eighth ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, Alberta, CA, July 2002.

Workshop on Information Technologies and Systems (WITS), Barcelona, Spain, December 2002.

Ninth International Symposium on Temporal Representation and Reasoning (TIME), July, 2002.

27th International Conference on Very Large Databases, Rome, Italy, September 11 – 14, 2001

Seventh International Conference on Knowledge Discovery and Data Mining, San Francisco, August 20 – 23, 2001.

International Workshop on Bioinformatics in Data Mining (BIOKDD 2001), San Francisco, August 2001.

Eight International Symposium on Temporal Representation and Reasoning (TIME), Udine, Italy, June 14-16, 2001

4th International Conference on Telecommunications and Electronic Commerce (ICTEC), Dallas, TX, November 8 – 11, 2001.

IJCAI-01 Workshop on Intelligent Techniques for Web Personalization, Seattle, WA, August 2001

First International Workshop on Databases, Documents, and Information Fusion, Magdeburg, Germany, 2001.

3rd International Conference on Telecommunications and Electronic Commerce (ICTEC), Dallas, TX, November 16-19, 2000.

International Workshop on Temporal, Spatial and Spatio-Temporal Data Mining, Lyon, France, September 13 – 16, 2000.

Sixth International Conference on Knowledge Discovery and Data Mining, Boston, August 2000 (Panels Chair, Program Committee Member)

WebKDD'2000 Workshop, Boston, MA, August 2000.

WebKDD'99 Workshop, San Diego, CA, August 1999.

SIGMOD'99 Data Mining Workshop, Philadelphia, May, 1999.

1st International Workshop on Evolution and Change in Data Management, Versailles, France, November, 1999.

Pacific Rim Workshop on Data Mining and Machine Learning, 1998.

16th International Conference on Conceptual Modeling (ER'98), Singapore 1998.

Fourth International Conference on Knowledge Discovery and Data Mining, New York, N.Y., August 1998.

15th International Conference on Conceptual Modeling (ER'97), Los Angeles, CA, November 1997.

SIGMOD'97 Data Mining Workshop, Tucson, AZ, June 1997.

NSF funding panel, 1997.

Third International Conference on Knowledge Discovery and Data Mining, Newport Beach, CA, August 1997.

Second International Conference on Knowledge Discovery and Data Mining, Portland, Oregon, August 1996.

First International Conference on Knowledge Discovery and Data Mining, Montreal, Canada, August 1995.

International Workshop on Temporal Databases, Zurich, Switzerland, September 1995.

Fifth Workshop on Information Technologies and Systems, Amsterdam, Netherlands, December 1995.

International Workshop on Temporal Reasoning in Deductive and Object-Oriented Databases, Singapore, December 1995.

AAAI Workshop on Knowledge Discovery in Databases, Washington, 1993

Invited Presentations:

Academic: Numerous presentations including those at MIT, Wharton, Columbia, CMU (Heinz School), NYU, UCLA, University of Minnesota, University of Maryland (College Park), University of Toronto, University of Florida (Gainesville), University of Texas at Dallas, University of Washington, Pennsylvania State, NJIT, Stevens Institute of Technology, Sorbonne, Moscow State University, Stockholm University and Swedish Royal Institute of Technology, Ecole Nationale Supérieure des Telecommunications, Vienna University of Economics and Business, Politecnico di Torino, Politecnico di Bari, Free University of Bolzano, and others.

Invited tutorial on Personalization and Data Mining at the INFORMS Annual Meeting, Washington, DC, November 2008.

Invited tutorial on Context-Sensitive Recommender Systems at the Second ACM International Conference on Recommender Systems (RecSys08), Lausanne, Switzerland, October 2008.

Participation/Presentation at the Dagstuhl Seminars:

-- Data Mining: The Next Generation, July 2004.

-- Temporal Databases: Research and Practice, June 1997.

Participation in the "Architecture of On Demand Business Summit" at IBM T.J. Watson Research Center, May 2004.

Industrial (related to my research): Yahoo! Research, Bell Laboratories (Lucent), IBM Watson Research Center, Oracle, Computer Associates, Doubleclick, Morgan Stanley, Barnes&Noble.com, Telecordia, Merck, CuraGen, Genaissance Pharmaceuticals, CCS (Japan)

Ad Hoc Reviewing:

-- ACM Transactions on Database Systems
-- ACM Transactions on Internet Technologies
-- IEEE Transactions on Knowledge and Data Engineering
-- IEEE Transactions on Software Engineering
-- IEEE Transactions on Systems, Man and Cybernetics
-- IEEE Computer
-- Management Science
-- Operations Research
-- Information Systems Research
-- Journal of Data Mining and Knowledge Discovery
-- Journal of Intelligent Information Systems
-- Information Systems
-- Artificial Intelligence Journal
-- INFORMS Journal on Computing
-- Decision Support Systems Journal
-- Annals of Operations Research
-- Machine Learning Journal
-- International Journal of Electronic Commerce
-- Information Processing Letters
-- Journal of Software Practice and Experience
-- NSF Grant Proposals
-- SIGMOD, VLDB, ECDT, ICDE, KDD, ICDM, ER Conferences.

**Ph.D. Student
Advising**

Dissertation Committee Chair (chronological order):

- *Akhmed Umyarov* (4th year PhD student); research area: recommender systems

- *Rong Zheng* (5th year PhD student); research area: personalization

(customer profiling/user modeling)

- *Tianyi Jiang*, Thesis title: "Generalized Approach to Customer Segmentation and Building Predictive Models of Customer Behavior," 2008. T. Jiang is currently the Chief Operating Officer of AvePoint.

- *Gedas Adomavicius* (CS Department, NYU). Thesis title: "Expert-Driven Validation of Set-Based Data Mining Results," 2002. G. Adomavicius is currently an Associate Professor of Information Systems with tenure at the Carlson School of Management, *University of Minnesota*.

- *Balaji Padmanabhan*, Thesis title: "Discovery of Unexpected Patterns in Data Mining Applications," 1999. B. Padmanabhan is currently an Anderson Professor of Global Management at the College of Business Administration, *University of South Florida*

- *P. Balasubramanian*, Thesis title: "Query-Driven Simulation for Decision Support," 1995. P. Balasubramanian is currently an Associate Professor of Information Systems with tenure at *Babson College*.

Dissertation Committee Member:

- Raghav Madhavan, "Design and Evaluation of Genetic Regression Methods for Knowledge Discovery," 1999.

- Don Berndt, "Designing a Knowledge Discovery Tool: The AX System," 1997.

- Nicky Ranganathan, "Constraint-Based Environments for Model Formulation and Analysis," 1994

- Hardeep Johar, "Coordination and Control in Distributed Work: Towards Intelligent Decision Support", 1994.

- Shlomo HersHKop (Computer Science Department, Columbia University), "Behavior-Based Email Analysis with Application to Spam Detection," 2005 (external thesis committee member).

- Sigal Sahar (Computer Science Department, Tel Aviv University). "What is Interesting: Studies on Interestingness in Knowledge Discovery," 2003 (external examiner)

- Wenke Lee (Computer Science Department, Columbia University), "A Data Mining Framework for Constructing Features and Models for Intrusion Detection Systems," 1999, (external thesis committee member).

- Andreas Prodromidis (Computer Science Department, Columbia University) "Management of Intelligent Learning Agents in Distributed Data Mining Systems," 1999, (external thesis committee member).

- Mauricio Hernandez (Computer Science Department, Columbia University), "A Generalization of Band Joins and the Merge/Purge Problem," March 1996 (external thesis committee member).

- Philip Chan (Computer Science Department, Columbia University), "An Extensible Meta-Learning Approach for Scalable and Accurate Inductive Learning," October 1996 (external thesis committee member).

List of Publications

Journal Publications (in chronological order)

1. "ReQuest: A Query Language for Customizing Recommendations". *Conditionally accepted to the INFORMS Information Systems Research Journal (ISR)* (with G. Adomavicius and R. Zheng).
2. "Improving Personalization Solutions through Optimal Segmentation of Customer Bases". To appear in the **IEEE Transactions on Knowledge and Data Engineering** (with T. Jiang).
3. "Using Context to Improve Predictive Models of Customers in Personalization Applications." **IEEE Transactions on Knowledge and Data Engineering**, 20(11), November 2008 (with M. Gorgoglione and C. Palmisano).
4. "Dynamic Micro Targeting: Fitness-Based Approach to Predicting Individual Preferences." To appear in the **Knowledge and Information Systems Journal (KAIS)** (with T. Jiang).
5. "Managing and Analyzing Large Collections of Data Mining Models." **Communications of the ACM**, 51(2), February 2008 (with Bing Liu).
6. "Validation Sequence Optimization: A Theoretical Approach." **INFORMS Journal on Computing** 19(2), Spring 2007 (with G. Adomavicius).
7. "Segmenting Customers from Population to Individuals: Does 1-to-1 Keep your Customers Forever?" **IEEE Transactions on Knowledge and Data Engineering**, 18(1), October 2006 (with T. Jiang).
8. "On Characterization and Discovery of Minimal Unexpected Patterns in Rule Discovery." **IEEE Transactions on Knowledge and Data Engineering**, 18(2), February 2006 (with B. Padmanabhan).
9. "Personalization Technologies: A Process-Oriented Perspective." **Communications of the ACM**, 48(1), October 2005 (with G. Adomavicius).
10. "Towards the Next Generation of Recommender Systems: A Survey of the State-of-the-Art and Possible Extensions." **IEEE Transactions on Knowledge and Data Engineering**, 17(6), June 2005, (with G. Adomavicius).
11. "Incorporating Contextual Information in Recommender Systems Using a Multidimensional Approach". **ACM Transactions on Information Systems**, 23(1), January 2005 (with G. Adomavicius, R. Sankaranarayanan and S. Sen).
12. "On the Use of Optimization for Data Mining: Theoretical Interactions and eCRM Opportunities," **Management Science**, 49(10), October 2003 (with B. Padmanabhan).
13. "e-Butler: An Architecture of a Customer-Centric Personalization System," **International Journal of Computational Intelligence and Applications**, vol. 2, no 3, October 2002 (with G. Adomavicius).
14. "Knowledge Refinement Based on the Discovery of Unexpected Patterns in Data Mining". **Decision Support Systems**, vol. 33, no. 3, July 2002 (with B. Padmanabhan).

15. "Using Data Mining Methods to Build Customer Profiles." **IEEE Computer**; vol. 34, no. 2, February 2001 (with G. Adomavicius).
16. "Expert-Driven Validation of Rule-Based User Models in Personalization Applications." **Data Mining and Knowledge Discovery Journal**. vol. 5, no 1/2, Special Issue on E-commerce and Data Mining, January 2001 (with G. Adomavicius).
17. "Unexpectedness as a Measure of Interestingness in Knowledge Discovery." **Decision Support Systems**, (27)3 (1999) pp. 303-318 (with B. Padmanabhan).
18. "Making Sense of Marketing Data: Some MIS Perspectives on the Analysis of Large Databases," **Journal of Market-Focused Management** (with S. Sen), vol. 3, p. 91-111, 1998.
19. "On the Analysis of Web Site Usage Data: How Much Can We Learn About the Consumer from Web Logfiles?" **European Journal of Marketing**, vol 32, no. 7, 1998 (Special Issue on Marketing in Cyberspace) (with S. Sen, B. Padmanabhan, N. White, R. Stein).
20. "Providing Information Systems Support for Simulations Using the Cassandra+ System." **Annals of Operations Research**, vol. 72, 1997 (with P. Balasubramanian).
21. "What Makes Patterns Interesting in Knowledge Discovery Systems." **IEEE Transactions of Knowledge and Data Engineering**, vol. 8, no. 6, December 1996 (with Avi Silberschatz).
22. "On Data Representation and Use in a Temporal Relational DBMS". **Information Systems Research** vol. 7, no. 3, September 1996 (with J. Clifford and A. Croker).
23. "Modeling Data-Intensive Reactive Systems with Relational Transition Systems." **Acta Informatica**, vol.33, no.3, May 1996 (with Z. Kedem).
24. "Using Query Driven Simulations for Querying Outcomes of Business Processes." **Decision Support Systems**, vol. 16, 1996 (with P. Balasubramanian).
25. "On Periodicity in Temporal Databases." **Information Systems**, vol. 20, no. 8, December 1995 (with J. Clifford).
26. "Templar: A Knowledge-Based Language for Software Specifications Using Temporal Logic." **ACM Transactions on Information Systems**, vol. 13, no. 3, July 1995.
27. "Extending Temporal Logic to Support High-Level Simulations." **ACM Transactions on Modeling and Computer Simulation**, vol. 5, no. 2, 1995.
28. "On Completeness of Historical Relational Query Languages." **ACM Transactions on Database Systems**, vol. 19, no. 1, March 1994 (with James Clifford and Albert Croker)
29. "Querying Datalog Programs with Temporal Logic." **Acta Informatica**, vol. 30, Dec. 1993.
30. "Abstract-Driven Pattern Discovery in Databases." **IEEE Transactions of Knowledge and Data Engineering**, vol. 5, no. 6, December 1993 (with V. Dhar).
31. "SimTL: A Simulation Language Based on Temporal Logic." **Transactions of the Society for Computer Simulation**, vol. 9, no. 2, 1992.

Articles in Non-refereed Journals and Magazines

32. "The Lane's Gifts v. Google Report". **Search Engine Marketing Research Journal**, Summer 2008.
33. "Automation's Next Wave." **Stern Business**, *March 2005*.

Submitted Articles

34. "Partitioning Customers Using Overlapping Segmentation Methods." Submitted to **WITS'08** (with R. Zheng).

In Preparation

35. "Model Management Revisited: A Sleeping Beauty Story" (with B. Liu).
36. "Using Aggregate Ratings to Improve Collaborative Filtering Recommendations" (with A. Umyarov)

Books

37. **Proceedings of the Third IEEE International Conference on Data Mining** (edited with Jude Shavlik and Xindong Wu), November 2003.
38. **Recent Advances in Temporal Databases**. Springer, September 1995 (edited with James Clifford).

Book Chapters

39. "Customer Relationship Management: An Interdisciplinary Approach," In **Web Usage Mining**, forthcoming, 2008.
40. "Personalization: The State of the Art and Future Directions." In **Handbook on Business Computing**, Elsevier Publishing, forthcoming, 2008.
41. "On Subjective Methods of Knowledge Evaluations in Data Mining." In **Handbook of Data Mining and Knowledge Discovery**. Oxford University Press. 2002.
42. "Minimum Description Length Principle." In **Handbook of Data Mining and Knowledge Discovery**. Oxford University Press. 2002.
43. "Finding Unexpected Patterns in Data." In **Data Retrieval and Data Mining**, T. Y. Lin and N. Cercone (eds), Kluwer Academic Publishers, 2002 (with B. Padmanabhan).
44. "Discovering Unexpected Patterns in Temporal Data Using Temporal Logic." In **Temporal Databases -- Research and Practice**. O. Etzion, S. Jajodia, S. Sripada (eds.). Springer, 1998 (with G. Berger).

45. "On Completeness of Languages for the Grouped and Ungrouped Historical Data Models." In **Temporal Databases**. A. Tansel, J. Clifford, S. Gadia, S. Jajodia, A. Segev, and R. Snodgrass (eds.), Benjamin/Cummings, 1993 (with J. Clifford and A. Croker).
46. "Application of Temporal Databases to Knowledge-Based Simulations." In **Temporal Databases**. A. Tansel, J. Clifford, S. Gadia, S. Jajodia, A. Segev, and R. Snodgrass (eds.), Benjamin/Cummings, 1993.

Major Refereed Conference Proceedings (in chronological order)

(acceptance rates between 7% and 35%; papers with acceptance rates below 15% highlighted)

47. "Improving Collaborative Filtering Recommendations Using External Data." **IEEE International Conference on Data Mining**, December 2008 (with A. Umyarov) (*acceptance rate = 70/724 = 9%*).
48. "The Long Tail of Recommender Systems and How to Leverage It." **ACM Conference on Recommender Systems**, October 2008 (with Y-J Park) (*acceptance rate = 20/124 = 16%*).
49. "Dynamic Micro Targeting: Fitness-Based Approach to Predicting Individual Preferences." **IEEE International Conference on Data Mining**. November 2007 (with T. Jiang) (*acceptance rate = 38/526 = 7%*).
50. "Leveraging Aggregate Ratings for Better Recommendations", **ACM Conference on Recommender Systems**, November, 2007 (with A. Umyarov) [short paper].
51. "User Profiling with Hierarchical Context: An e-Retailer Case Study." **Sixth International and Multidisciplinary Conference on Modeling and Using Context (CONTEXT'07)**, Denmark, August 2007 (with M. Gorgoglione and C. Palmisano).
52. "Personalization in Context: Does Context Matter when Building Personalized Customer Models?" **IEEE International Conference on Data Mining**. December 2006 (with M. Gorgoglione and C. Palmisano) (*acceptance rate = 73/776 = 9%*).
53. "Improving Personalization Solutions through Optimal Segmentation of Customer Bases" **IEEE International Conference on Data Mining**. December 2006 (with T. Jiang) (*acceptance rate = 73/776 = 9%*).
54. "Forming Segments from Individuals Using Grouping Methods." **16th Workshop on Information Technologies and Systems (WITS)**, (with T. Jiang) December 2006.
55. "Mining Actionable Patterns by Role Models". **IEEE International Conference on Data Engineering**, April 2006 (with K. Wang and Y. Jiang). (*acceptance rate 89/456 = 19.5%*)
56. "Mining Actions that Respond to Patterns." **IEEE International Conference on Data Mining**. November 2005 (with K. Wang, A. Fu and Y. Jiang) [short paper].
57. "Context-Aware Recommender Systems", **14th Workshop on Information Technologies and Systems (WITS)**, December 2004 (with G. Adomavicius, R. Sankaranarayanan and S. Sen).
58. "Divide and Prosper: Comparing Models of Customer Behavior from Populations to Individuals", **IEEE International Conference on Data Mining**, Nov. 2004 (with T. Jiang) [short paper].

59. "On the Discovery of Significant Statistical Quantitative Rules". **ACM SIGKDD Conference on Knowledge Discovery and Data Mining**, August 2004 (with B. Padmanabhan and H. Zhang) (*acceptance rate* $40/337 = 12\%$)
60. "Querying Multiple Sets of Discovered Rules," **ACM SIGKDD Conference on Knowledge Discovery and Data Mining**, July 2002 (with Bing Liu). (*acceptance rate* $44/307 = 14\%$)
61. "Handling Very Large Numbers of Association Rules in the Analysis of Microarray Data," **ACM SIGKDD Conference on Knowledge Discovery and Data Mining**, July 2002 (with Gedas Adomavicius) (*acceptance rate* $44/307 = 14\%$).
62. "Optimizing Sequences of Validation Operators in Data Mining Applications", **12th Workshop on Information Technologies and Systems (WITS)**, December 2002, Barcelona, Spain (with Gedas Adomavicius).
63. "Multidimensional Recommender Systems: A Data Warehousing Approach." In Proceedings of the **WECOM 2001 Conference**, Lecture Notes in Computer Science 2232, pp. 180 – 192, Springer-Verlag, 2001 (with G. Adomavicius).
64. "Small is Beautiful: Discovering the Minimal Set of Unexpected Patterns." **ACM SIGKDD Conference on Knowledge Discovery and Data Mining**, March 2000 (with B. Padmanabhan). (*acceptance rate* $26/248 = 10\%$).
65. "User Profiling in Personalization Applications through Rule Discovery and Validation." In **Proceedings of the 5th International Conference on Knowledge Discovery and Data Mining**, August 1999 (with G. Adomavicius) [short paper].
66. "A Belief-Driven Method for Discovering Unexpected Patterns." In **Proceedings of the 4th International Conference on Knowledge Discovery and Data Mining**, August 1998 (with B. Padmanabhan). (*acceptance rate* $18/250 = 7\%$).
67. "Discovery of Actionable Patterns in Databases: The Action Hierarchy Approach." In **Proceedings of the 3rd International Conference on Knowledge Discovery and Data Mining**, August 1997 (with G. Adomavicius) [short paper].
68. "Discovering Unexpected Rules in Data Mining Applications." In **Proceedings of the Workshop on Information Technologies and Systems (WITS)**, 1997 (with B. Padmanabhan).
69. "Pattern Discovery in Temporal Databases: A Temporal Logic Approach." In **Proceedings of the 2nd International Conference on Knowledge Discovery and Data Mining**, August 1996 (with B. Padmanabhan) [short paper].
70. "On Subjective Measures of Interestingness in Knowledge Discovery." In **Proceedings of the 1st International Conference on Knowledge Discovery and Data Mining**, August 1995 (with A. Silberschatz) [short paper].
71. "A Temporal Relational Algebra as a Basis for Temporal Relational Completeness." In **Proceedings of the 16th International Conference on Very Large Data Bases**, Brisbane, Australia, August 1990 (with J. Clifford).
72. "Relational Database Behavior: Utilizing Relational Discrete Event Systems and Models." In **Proceedings of 8th ACM Symposium on Principles of Database Systems**, Philadelphia, PA, March 1989 (with Z. Kedem).

73. "Querying and Controlling the Future Behavior of Complex Objects." In **Proceedings of IEEE Fifth International Conference on Data Engineering**, Los Angeles, CA, February 1989 (with Z. Kedem).
74. "A Semantic Approach to Correctness of Concurrent Transaction Executions." In **Proceedings of ACM Symposium on Principles of Database Systems**, March 1985 (with P. Spirakis).

Other Refereed Publications

75. Tutorial "Personalization and Recommender Systems". **Proceedings of the INFORMS Annual Conference**, October, 2008 (with G. Adomavicius and Z. Huang).
76. "The effect of context on the predictive performance of segmentation", **Proceedings of the WI-IAT WPRRS Workshop**, Sydney, Australia, December 2008 (with M. Gorgoglione, S. Lombardi, C. Palmisano, U. Panniello and M. F. Faraone).
77. "Using Contextual Information for Modelling User behaviour in a Digital Store", **10th DELOS Workshop on Personalized Access, Profile Management and Context Awareness in Digital Libraries**, Corfu, Greece, June 2007 (with M. Gorgoglione and C. Palmisano).
78. "Incorporating Context into Recommender Systems Using Multidimensional Rating Estimation Methods." In **Proceedings of the First International Workshop on Web Personalization, Recommender Systems and Intelligent User Interfaces**, October 2005 (with G. Adomavicius).
79. "Analyzing Microarray Data Using Association Rules", **Proceedings of the ASDD Symposium**, July 2005 (with G. Adomavicius).
80. "Extending Recommender Systems: A Multidimensional Approach", **Proceedings of the IJCAI Workshop on Intelligent Techniques for Web Personalization**, August 2001 (with G. Adomavicius).
81. "Integrating User Behavior and Collaborative Methods in Recommender Systems." **On-Line Proceedings of the CHI Workshop on Recommender Systems**, May 1999 (with G. Adomavicius).
82. "Pattern Discovery in Temporal Databases: Some recent Results," **Proceedings of the AAAI Workshop on Predicting the Future: AI Approaches to Time Series Analysis**, May 1998.
83. "A Pattern Discovery Algebra." In **Proceedings of the ACM-SIGMOD Workshop on Research Issues in Data Mining and Knowledge Discovery**, May 1997.
84. "User-Assisted Knowledge Discovery: How Much Should the User be Involved?" In **Proceedings of the ACM-SIGMOD Workshop on Research Issues in Data Mining and Knowledge Discovery**, May 1996 (with A. Silberschatz).
85. "On Temporal Grouping." In **Proceedings of the International Workshop on Temporal Databases**, September 1995, Zurich, Switzerland (with James Clifford, Albert Croker, and Fabio Grandi).
86. "Grouped and Ungrouped Historical Data Models: Expressive Power and Completeness." In **Proceedings of the International Workshop on an Infrastructure for Temporal Databases**, June, 1993 (with James Clifford and Albert Croker).

87. "Comparison of Approaches for Modeling Dynamics of Databases." In **Proceedings of the 4th International Workshop on Foundations of Models and Languages for Data and Objects: Modeling Database Dynamics**, Volkse, Germany, October 1992.
88. "Temporal Logic as a Simulation Language." In **Proceedings of the International Conference on Artificial Intelligence and Simulation**, New Orleans, Louisiana, April, 1991.
89. "Production System Approach to Predicting and Controlling Future Behavior of Complex Systems." In **Proceedings of IEEE International Computer Science Conference; Artificial Intelligence: Theory and Applications**, Hong Kong, December 1988 (with Z. Kedem).

Working Papers

90. "The e-Butler service, or has the age of electronic personal decision making assistants arrived?" Working paper IS-98-16, Center for Research on Information Systems, Stern School of Business, NYU, 1998.
91. "A Belief-Driven Discovery Framework based on Data Monitoring and Triggering." Working Paper IS-96-26, Stern School of Business, NYU; December 1996 (with A. Silberschatz).
92. "A Query-Driven Approach to Executable Specifications." Technical Report 94D015, Ecole Nationale Supérieure des Telecommunications, Paris, France, 1994 (with P. Balasubramanian)
93. "On the Expressive Power of Infinite Temporal Databases." Working Paper IS-92-16, Stern School of Business, NYU; April, 1992 (with G. Kuper).
94. "Temporally Active Databases := Active Databases + Time." Working Paper IS-91-43, Stern School of Business, NYU; December, 1991.
95. "Validating Requirements Specifications Stated in Knowledge Representation Language Temporal." Working Paper IS-91-28, Stern School of Business, NYU; December, 1991.

Media Coverage of my Work

96. "A method of collecting consumer data renews questions about patents on business practices," by Sabra Chartrand, *New York Times*, July 30, 2001.
97. "Consumer profiling: A battle over patents," *International Herald Tribune*; overview of the Chartrand's NYT article, July 31, 2001.
98. "Stop the Press! A Patent on One to One?" by Don Peppers, *Inside 1to1*; December 17, 2001
99. "Click, or Cheat?" *Stern Business*, Summer 2007. Article written by the Editorial Staff of Stern Business, summarizing my report on Google click fraud activities that I have submitted to the court in Texarkana, Arkansas on July 21, 2006 pertaining to the Lane's Gifts vs. Google settlement.
100. Various quotations and commentaries on technology-related topics that appeared in such outlets as The Wall Street Journal, Business Week Online, Financial Times, Los Angeles Times, International Herald Tribune, Information Week, and various other publications.

4A. Status of Budget, Tuition and Fee Schedule

6% Tuition and Required Fee Rate Increase
FY11 Mid-Year approved operating budget
Indicates change from 3/23 scorecard

	Revenue	Expense	Net to Close/ (Widen) Budget
	221,270	221,270	0

	Revenue	Expense	Net to Close/ (Widen) Budget
	221,270	221,270	0

8% Tuition and Required Fee Rate Increase

State Appropriations / Fringe Benefits (1):

Type of Transfer	Revenue	Expense	Net to Close/ (Widen) Budget
Supplemental State Appropriation	Base (1,495)	Base (2,000)	0
Fringe Benefits	Base 1,344	Base 1,344	0
	(151)	1,344	(1,495)

Type of Transfer	Revenue	Expense	Net to Close/ (Widen) Budget
Supplemental State Appropriation	Base (1,495)	Base (2,000)	0
Fringe Benefits	Base 1,344	Base 1,344	0
	(151)	1,344	(1,495)

Eliminate 1-Time Supplemental ARRA Funds
Additional FB Composite Cost

Other Changes:

FY11 Prior Year Purchase Orders	Base (2,000)	(2,000)	0
FY09 Year End Fund Balance	Base (2,308)		(2,308)
FY10 Year End Fund Balance	Base (1,268)		(1,268)
Intellectual Property	Base (108)	(277)	169
Capital Campaign	Base (493)	(493)	493
1-Time Transfers Other	Base (52)	(52)	52
Start-Up Funds OPI Program	Base (180)	180	180
Hourly Students	Base 140	(140)	
Annualization of FY11 Salary Program	Base 3,378	(3,378)	
FY11 Sabbatical Reversal	1-Time 243	(243)	
FY12 Sabbatical Savings	1-Time (267)	267	
ESIP Savings	Base (356)	(356)	356
Faculty Vacancies/Startup	Base (1,182)	1,182	
Net - FY11 Annual Value of Vacancies / Salary Turnover	Base (5,684)	(1,244)	1,244
	(5,684)	(2,290)	(3,394)

	Base (5,684)	(2,290)	1,244
	(5,684)	(2,290)	(3,394)

No FY11 Budgeted Vacancies in FY12 Base

Total Known Budget Adjustments

	15,835	(946)	(4,889)
	215,435	220,324	(4,889)

	(5,835)	(946)	(4,889)
	215,435	220,324	(4,889)

FY12 Preliminary Budget

	215,435	220,324	(4,889)
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	215,435	220,324	(4,889)
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FY12 Potential Budget Variables:

Tuition and Required Fee Enrollment Change	Base 1,937		1,937
Tuition and Required Fee Rate Change	Base 6,987		6,987
Undergraduate Awards	Base 348		(348)
Graduate Awards	Base 213		(213)
Residence Halls	Base 365	365	0
FY11 Fund Balance Carryforward	Base 1,000		1,000
Plant Fund-COAD Studios	Base 1,050	0	0
Debt Service	Base 1,400	(350)	
	11,339	2,326	9,013

	Base 1,937		1,937
	Base 9,248		9,248
	Base 464		(464)
	Base 283		(283)
	Base 365	365	0
	Base 1,000		1,000
	Base 1,050	0	0
	Base 1,400	(350)	
	13,599	2,512	11,087

Project 2% Enrollment Increase
6% and 8% Tuition and Fee Increase Respectively
6% and 8% Rate Increase Respectively
6% and 8% Rate Increase Respectively
4% residence hall increase and 3% Univ Ctr increase, and increase in utilities cost
1.75 million in Plant Fund
Financing of Equipment / Hardware from Plant

VP Requested Budget Increases:

Facility Vacancy Requests	Base 1,538		(1,538)
Staff Net Vacancy Requests	Base 1,306		(1,306)
	1,500		(1,500)
	4,344		(4,344)

	Base 1,538		(1,538)
	Base 2,056		(2,056)
	2,500		(2,500)
	6,094		(6,094)

See Facility Recruitment Request
See Staff Recruitment Request
Prioritized (TBD) Funding of Non-Personnel Requests

Total Potential Budget Adjustments

	11,339	6,670	4,669
	226,774	226,994	(220)

	13,599	8,606	4,993
	228,034	228,590	104

FY12 Base Budget (Includes Variables)

(1) Assumes FY12 base appropriation is \$37,696. Note that the FY12 Governor's budget anticipates employee pension and health benefit reforms are in place by 7/1/11.

4B. Report on Status of Development of a Shared Governance Model

Altenkirch, Robert

From: Robert A. Altenkirch <Office.of.the.President@njit.edu>
Sent: Wednesday, May 04, 2011 1:44 PM
Subject: Shared Governance Steering Committee

MEMORANDUM

To: NJIT Faculty, Staff and Students
From: Robert A. Altenkirch
Date: Wednesday, May 4, 2011
RE: Shared Governance Steering Committee

As indicated In my April 11, 2011 message entitled "Toward a Shared Governance Model at NJIT," the NJIT Board of Trustees at it meeting on April 7 authorized the creation of "a University Senate or alternative models of shared governance for NJIT, to report on the design of the University Senate or alternative models of shared governance at the June 2, 2011, meeting of the Board of Trustees, and to implement the University Senate or alternative models of shared governance in the 2011 calendar year." The development of a shared governance model, that is a governance structure that balances "shareholder participation in planning and decision making with administrative responsibility, with clear delineation of responsibility and authority as delegated by the Board of Trustees, the entity that has all legal authority over the governance of the institution" will be led by a Shared Governance Steering Committee mentioned earlier. Members of the Steering Committee, who come from the various shareholder groups, are:

Matthew	Anderson	Student Senate	Senator
Baker	Assaf	Alumni Assoc Board of Dir	Alumnus
Ed	Bishof	Budget	Associate Vice President
Ray	Cassetta	Management Adv Board/Board of Trustees Comm on Academic Affairs and Research	Alumnus
Reggie	Caudill	Mechanical and Industrial Eng	Faculty
Dominick	Cirillo	Student Senate	President
Richard	Garber	Architecture	Faculty
Dale	Gary	Physics	Position
Ian	Gatley	Provost's Office	Provost
Gene	Golub	Civil and Environmental Eng	Faculty
Burt	Kimmelman	Humanities	Faculty
Bernard	Koplilk	Mechanical and Industrial Eng	Faculty
Greg	Mass	Career Development Services	Exec Director
Eliza	Michalopoulou	Mathematics	Faculty
Ali	Mili	Computer Science	Faculty
Manny	Perez	Mathematics	Faculty
Judith	Sheft	Technology Development	Assoc Vice President
Richard	Sher	History	Faculty

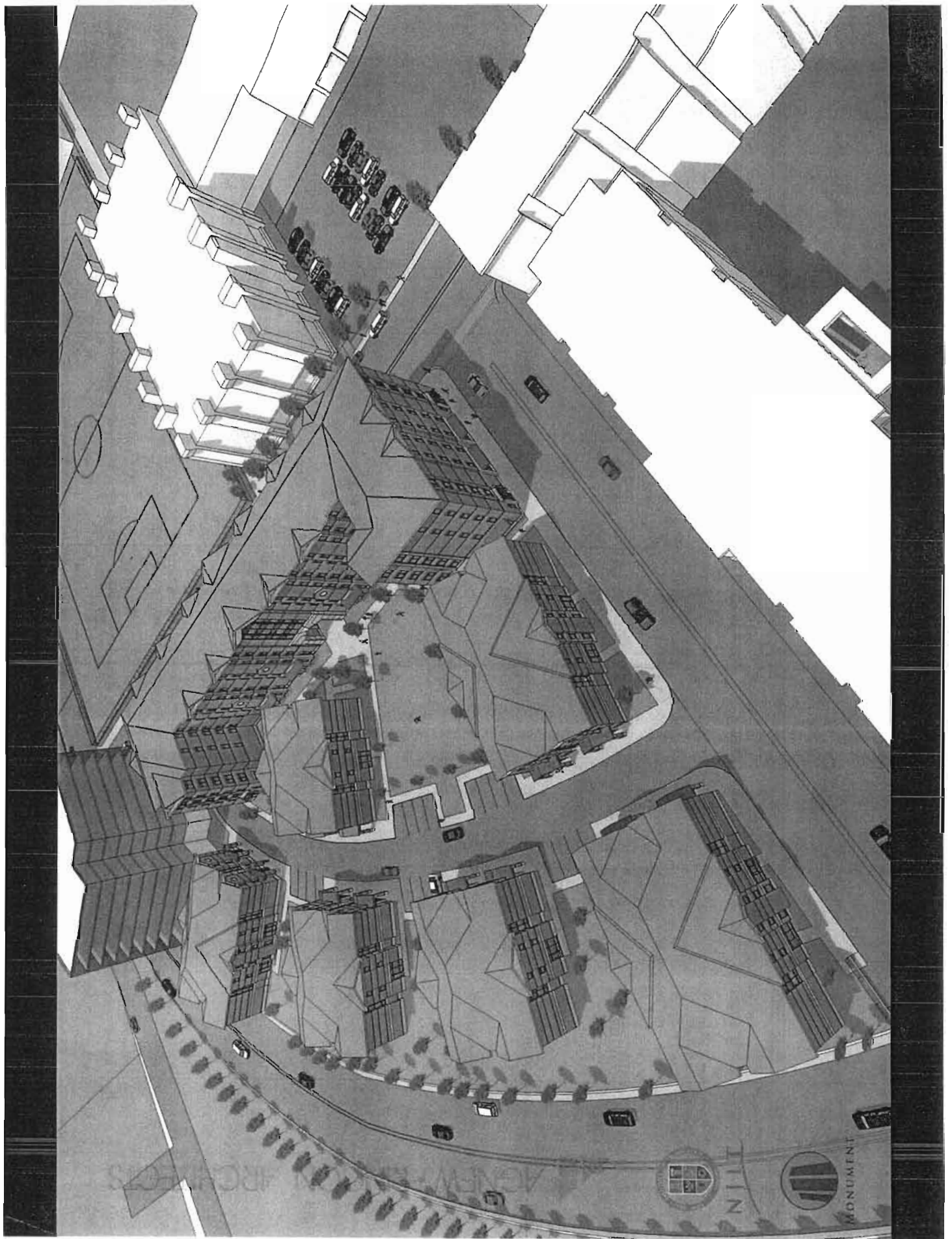
Joe	Stanley	Alumni Assoc Board of Dir	President
Cheickna	Sylla	Management	Faculty
Tessy	Thomas	Student Senate	Vice President
John	Wiggins	Eng Technology	Lecturer
Cindy	Wos	Chem, Biological & Pharmaceutical Eng	Assist to the Chair

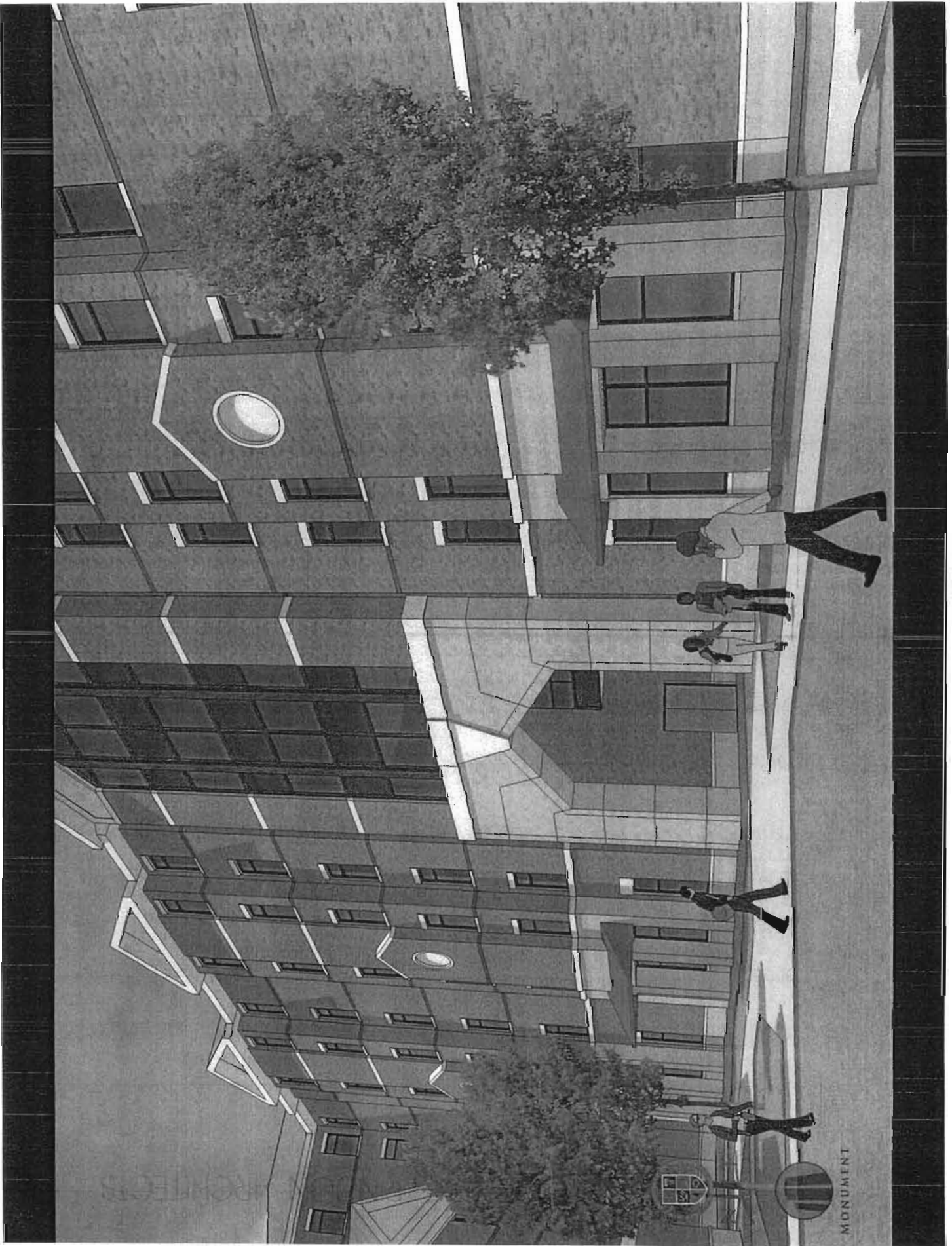
Hank Ross, Chief of Staff to the President, will serve as Staff to the Committee. The Steering Committee will be interacting with the campus community as they proceed with the development of a shared governance model for implementation in the 2011 calendar year.

Thanks,

Bob

4C. Report on the Status of the Gateway Project





MONUMENT





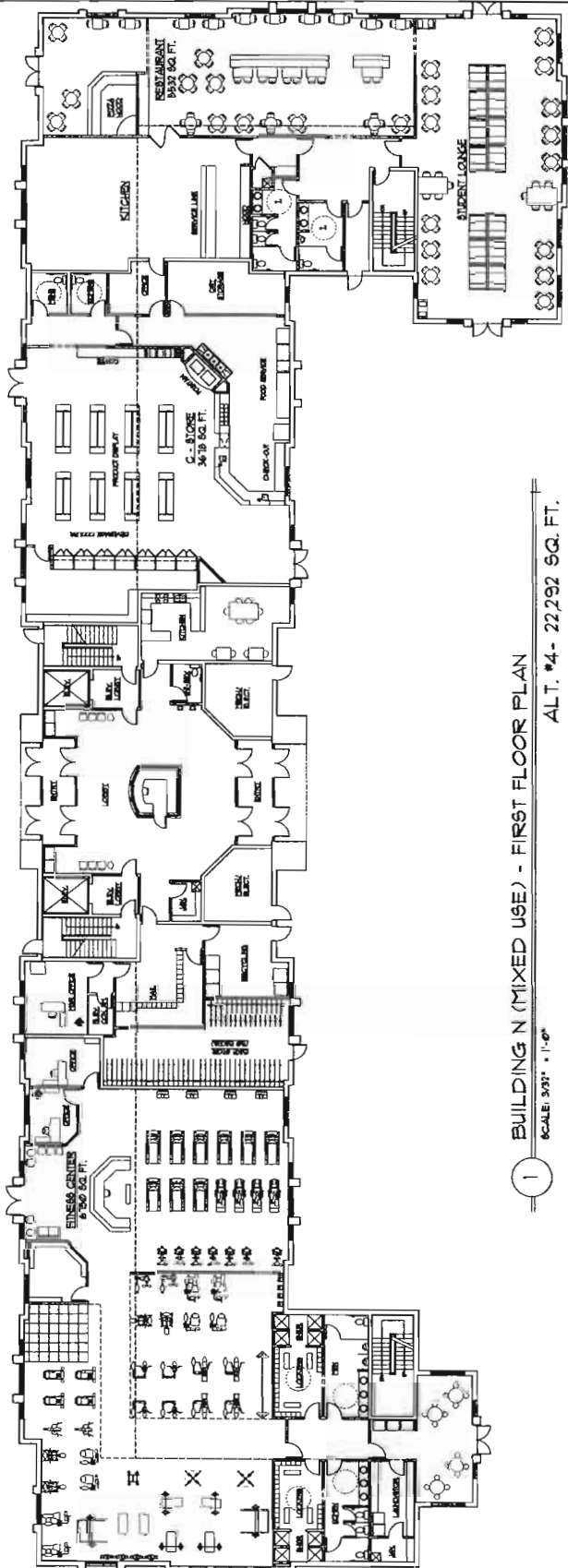
NEW JERSEY INSTITUTE OF TECHNOLOGY
A NEW GREEK VILLAGE AND HONORS COLLEGE STUDENT FACILITY FOR
COLDEN & STARR STREET
NEWARK, NEW JERSEY
ADRIAN RINCON ARCHITECTS, INC. 21 HANLY STREET GREENVILLE, SC 29601 864-242-7314

DESIGNED BY:	INT
CHECKED:	INT
DATE:	03.18.11
SCALE:	AS NOTED
JOB NUMBER:	0912
REVISIONS:	

DESCRIPTION

SHEET

BUILDING - N



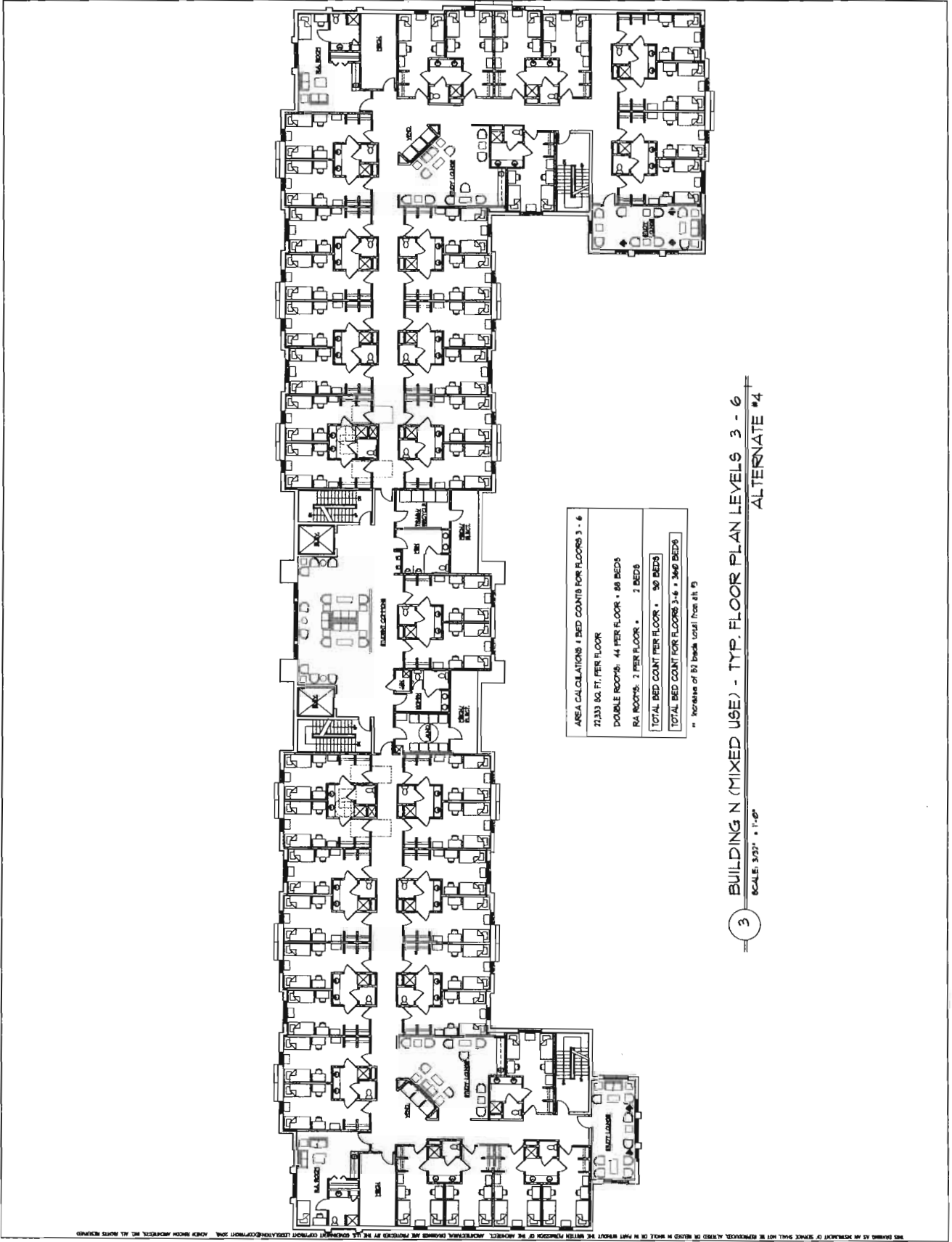
1 BUILDING N (MIXED USE) - FIRST FLOOR PLAN
SCALE: 3/32" = 1'-0"
ALT. #4- 22,292 SQ. FT.



AGNEW PINCON ARCHITECTS, INC. 81 HANLY STREET GREENVILLE, SC 29601 864-742-2514
NEW JERSEY INSTITUTE OF TECHNOLOGY
COLDEN • WARREN STREETS
NEWARK, NEW JERSEY

DRAWN BY: MZ
CHECKED: MZA
DATE: 03-18-11
SCALE: AS NOTED
JOB NUMBER: 0512
REVISIONS:

DESCRIPTION
SHEET
BUILDING - N



Altenkirch, Robert

From: Robert A. Altenkirch <Office.of.the.President@njit.edu>
Sent: Wednesday, May 18, 2011 7:15 AM
Subject: Middle States Self Study Visiting Team Chair Named

MEMORANDUM

To: NJIT Faculty, Staff and Students
From: Robert A. Altenkirch
Date: Wednesday, May 18, 2011
RE: Middle States Self Study Visiting Team Chair Named

As you know, we are presently preparing for our 2012 team visit conducted as part of our re-accreditation by the Middle States Commission on Higher Education. We are honored to have Robert Palazzo, Provost and Professor of Biology at Rensselaer Polytechnic Institute, serve as the chair of the team. Dr. Palazzo will schedule his preliminary visit to us in the fall of 2011, and he will return to lead the visiting team during the spring of 2012.

We are making excellent progress in preparation for the final stages of the self study, and I encourage you to visit our web site to learn more about the work of faculty, staff, students, administrators, alumni, and members of the Board of Trustees to document the many ways in which NJIT fulfills its mission:

<http://www.njit.edu/middlestates/>

When we solidify the dates of Dr. Palazzo's arrival, we will let you know so you can join me in welcoming him to NJIT.

Thanks,

Bob

NEW JERSEY INSTITUTE OF TECHNOLOGY

SCHEDULE OF INVESTMENTS
AS OF APRIL 30, 2011

	WELLS FARGO	JP MORGAN CHASE	CITY NATIONAL BANK	4/30/2011 TOTAL	4/30/2010 TOTAL
Cash and cash equivalents:					
Money market funds	\$ 38,436,883	\$ 2,287,657	\$ -	\$ 40,724,540	\$ 21,241,785
	<u>38,436,883</u>	<u>2,287,657</u>	<u>-</u>	<u>40,724,540</u>	<u>21,241,785</u>
Investments:					
Certificate of deposit	-	-	500,000	500,000	500,000
U.S. Treasury and government agency bonds	<u>4,320,438</u>	<u>-</u>	<u>-</u>	<u>4,320,438</u>	<u>7,651,336</u>
	<u>4,320,438</u>	<u>-</u>	<u>500,000</u>	<u>4,820,438</u>	<u>8,151,336</u>
Total	\$ <u>42,757,321</u>	\$ <u>2,287,657</u>	\$ <u>500,000</u>	\$ <u>45,544,978</u>	\$ <u>29,393,121</u>

**4D. Update on Middle States
Self Study for 2012**

4E. Report of Gifts and Fund Raising Activities

Summary - 2009 (7/1/2008 to 4/30/2009) vs 2010 (7/1/2009 to 4/30/2010) vs 2011 (7/1/2010 to 4/30/2011)

Comparison of Total Giving Year to Date:

	2009			2010			2011		
All Sources:	\$8,737,456			\$6,838,296			\$4,753,131		
All Sources without Gifts in Kind:	\$7,184,995			\$5,754,516			\$4,290,402		
Matching Gifts:	\$138,983			\$130,752			\$93,555		
Category	\$ Giving	%	#	\$ Giving	%	#	\$ Giving	%	#
Alum	\$2,469,620 ¹	28.26	3,866	\$2,446,794 ²	35.78	3,699	\$1,716,157 ³	36.11	3,143
Corp	\$3,534,887 ⁴	40.46	332	\$3,058,714 ⁵	44.73	297	\$1,989,122 ⁶	41.85	262
Foundations	\$2,013,158 ⁷	23.04	18	\$502,203	7.34	10	\$641,467	13.50	11
Friends	\$511,525 ⁸	5.85	379	\$639,967 ⁹	9.36	411	\$271,442	5.71	564
Other	\$208,266	2.38	26	\$190,617	2.79	17	\$134,943	2.84	15
Totals:	\$8,737,456	100.00	4,621	\$6,838,296	100.00	4,434	\$4,753,131	100.00	3,995

Year End Total Comparison to 2007 Base Year

Total Dollars	% of FY 07 Funds Raised	% of Year Elapsed
2007 \$8,205,293	100%	100%
2008 \$13,324,197	163%	100%
2009 \$9,391,314	114%	100%
2010 \$7,882,525	96%	100%
2011 \$4,753,131	57%	83%

¹ Alumni – Spatz Bequest \$997K, N. Nudenberg Bequest \$284K, Naimoli \$218K

² Alumni – Reif Bequest \$1.3M, Naimoli \$114K

³ Alumni – Adams Bequest \$613K, Reif Bequest \$175K, Naimoli \$111K

⁴ Corporations – Anonymous \$1.9M

⁵ Corporations – FMC \$504K, Anonymous \$314K, Schering \$300K, Apollo Solar \$300K

⁶ Corporations – Anonymous \$383K

⁷ Foundations – Stabile \$1M, Ridgefield \$505K, Kessler \$223K

⁸ Friends – Klenke Bequest \$150K, S. Nudenberg Bequest \$70K

⁹ Friends – Klenke Bequest \$92K, Taranto \$77K, S. Nudenberg Bequest \$30K

4F. Operating Statement Year to Date

Schedule A

New Jersey Institute Of Technology
Statement of Current Fund Revenues and Expenditures
For the Ten Months Ended April 30, 2011
(Dollars In Thousands)

Restricted Funds				Unrestricted Funds				
FY2011 Budget	FY2011 YTD	84% of Budget			FY2011 Budget	FY2011 YTD	84% of Budget	
		FY2011	FY2010				FY2011	FY2010
Revenues								
Education and General								
				Tuition and Fees	\$ 122,301	\$ 121,289	99%	98%
\$ 74,596	\$ 72,300	97%	91%	Appropriations, Contracts, Gifts	67,313	56,630	84%	84%
				Other sources	12,691	8,979	71%	83%
				Allocated Balances	5,895	4,913	83%	83%
74,596	72,300	97%	91%	Total	208,200	191,811	92%	92%
				Auxiliary Enterprises	15,171	14,767	97%	99%
74,596	72,300	97%	91%	Total Revenues	223,371	206,578	92%	92%
Expenditures								
Educational and General								
1,175	1,173			Instruction	75,648	69,907	92%	90%
40,745	42,139			Research	7,030	5,676	81%	83%
413	322			Public Service	3,485	2,158	62%	109%
273	169			Academic Support	19,703	16,540	84%	77%
1,687	1,417			Student Services	14,424	11,933	83%	83%
303	289			Institutional Support	30,915	23,244	75%	68%
				Operation and Maintenance of Physical Plant	16,415	10,649	65%	75%
30,000	26,791			Financial Aid to Students	20,601	19,725	96%	99%
74,596	72,300	97%	91%	Total Educational and General	188,221	159,832	85%	84%
				Transfers	19,979	16,294	82%	72%
74,596	72,300	97%	91%	Total	208,200	176,126	85%	83%
				Auxiliary Enterprises	9,780	8,407	86%	84%
				Auxiliary Transfers	5,391	4,426	82%	83%
				Total Auxiliary	15,171	12,833	85%	84%
74,596	72,300	97%	91%	Total Expenditures & Transfers	223,371	188,959	85%	83%
				Excess Of Revenues Over Expenditures And Transfers	\$ 0	\$ 17,619		

New Jersey Institute Of Technology
Expense Report
For the Ten Months Ended April 30, 2011
(Dollars in Thousands)

	Current Month	FY2011 YTD	FY2011 Budget	84% of Budget		
				Actual Year to Date	Includes Commitments Prior Year	Current Year
Academic						
Salaries & Fringe Benefits	\$ 14,199	\$ 96,797	\$ 104,893	92%	99%	101%
Equipment Purchases	125	1,278	2,868	45%	71%	59%
Financial Aid to Students	24	19,725	20,601	96%	99%	96%
<i>Other Operating Expenses:</i>						
Materials & Supplies	72	894	1,735			
Travel & Development	157	1,331	1,480			
Library Collections	59	981	1,209			
Other General Operating	402	4,933	8,104			
Total Other Operating	690	8,139	12,528	65%	83%	75%
Total Academic	15,038	125,939	140,890	89%	97%	97%
Support						
Salaries & Fringe Benefits	3,536	25,495	31,344	81%	98%	97%
Equipment Purchases	4	207	436	47%	52%	54%
Utilities	624	6,060	10,386	58%	92%	90%
<i>Other Operating Expenses:</i>						
Materials & Supplies	55	739	1,243			
Travel & Development	69	324	344			
Other General Operating	(312)	1,068	3,578			
Total Other Operating	(188)	2,131	5,165	41%	76%	82%
Total Support	3,976	33,893	47,331	72%	93%	93%
Transfers	1,635	16,294	19,979	82%	82%	98%
Total Academic, Support & Transfers	20,649	176,126	208,200	85%	95%	96%
Auxiliary Enterprises	652	8,407	9,780	86%	99%	98%
Auxiliary Transfers	443	4,426	5,391	82%	100%	99%
Total Auxiliary Expenses	1,095	12,833	15,171			
Total Unrestricted Expenses	21,744	188,959	223,371	85%	94%	97%
Restricted Expenses	6,785	72,300	74,596	97%	115%	121%
Total Expenses And Transfers	\$ 28,529	\$ 261,259	\$ 297,967	88%	99%	103%

4G. Schedule of Short Term Investments

Chairperson's Closing Statement

BOARD OF TRUSTEES

**RESOLUTION RE: CLOSED SESSION TO DISCUSS PERSONNEL MATTERS,
REAL ESTATE AND CONTRACT MATTERS.**

**WHEREAS, THERE ARE MATTERS THAT REQUIRE CONSIDERATION BY
THE BOARD OF TRUSTEES THAT QUALIFY UNDER THE OPEN PUBLIC
MEETINGS ACT FOR DISCUSSION AT A CLOSED SESSION.**

**NOW, THEREFORE, BE IT RESOLVED, THAT THE BOARD OF TRUSTEES
SHALL HAVE A CLOSED SESSION TO DISCUSS MATTERS INVOLVING
PERSONNEL, REAL ESTATE AND CONTRACTS TO TAKE PLACE ON
JULY 14, 2011 AT 9:30 AM, EBERHARDT HALL NJIT ALUMNI
CENTER BOARD ROOM.**