

**NEW JERSEY INSTITUTE OF TECHNOLOGY**  
**BOARD OF TRUSTEES**  
**MINUTES OF PUBLIC MEETING**  
**(April 5, 2012)**

1. The meeting was called to order by Chairperson Wielkopolski at 9:40 a.m. in Eberhardt Hall, NJIT Alumni Center Boardroom, NJIT Campus, Newark, NJ. Also in attendance were Vice Chairs DeCaprio and DePalma (through videoconferencing), and Board Members Babineau, Beachem, Bone, Cistaro, Garcia and Slimowicz. Absent: Board Members Dahms, Knapp, O'Brien, and Sugla. Administrative members in attendance included President Bloom, Treasurer Mauermeyer, Secretary Stern, Vice Presidents Dees and Johnson and Interim Vice President Gentul.
2. In accordance with the New Jersey Open Public Meeting Act, Chairperson Wielkopolski 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 the New Jersey Institute of Technology which was mailed to the Star Ledger, The Herald News and Vector on April 20, 2011. The Schedule was also mailed to the City Clerk of Newark on April 20, 2011, for filing with that office and posting in such public place as designated by said Clerk.”

3. Board Secretary Stern noted that there are members of the public who had registered to speak at the meeting.

The first speaker was Dr. Dale Gary, who indicated he would cede part of his time to Dr. Jonakait, the next speaker. He had delivered a motion relative to sabbatical leaves. This is an issue that the faculty cares deeply about, and it was brought before the University Committee on Academic Affairs. The whole motion will not be read; however, it is requested that there be redress for the treatment of the faculty members who did not have their sabbatical leaves approved.

Dr. Mill Jonakait spoke next, noting that a portion of Dr. Gary's time had been ceded to her. She is a Distinguished Professor and Chair of the Faculty Council, who unanimously approved her remarks. There is long overdue communication between the Board and the faculty which was welcome, and had not existed in the past. She stated that there was a cloud that remains from the presidential search, and believes that the faculty members of the search committee have been unfairly labeled as irrational or having been the cause that the search process stopped. The five faculty members are among the most respected in the university, and the faculty voted overwhelmingly to support them. They wanted a full search without any conflict of interest, and none of the things they sought occurred. She discussed the events following the walkout of the five faculty members from the Presidential Search Committee proceedings, and stated that the Board did not reach out for the members; she also spoke of cancelled meetings. The search did not follow the Faculty Handbook and failed to comply with guidelines. There were public misstatements, and the university has deemed discussion

of the certain documents confidential. We must communicate better. Faculty have come to perceive that their legitimate prerogatives are disregarded.

Dr. Horacio Rotstein spoke next and distributed a letter to the Board. He is from the Department of Mathematical Sciences. He stated that his work goes beyond contractual efforts. He has collaborated with scientists both here at the university and outside. Sabbatical leaves allow research to be developed. The consequences of leaving the university are balanced by the benefits. His sabbatical denial has had a profound impact upon his work. This in turn will affect his future. He had made commitments in advance. The unexpected denial by the university of his sabbatical application has caused unexpected hardship and impacts his ability to maintain credibility. He believes that this was a short sighted decision.

Dr. Amit Bose, from the Department of Mathematical Sciences next spoke. He thanked the Board for their dedication. He related an example of teaching students who asked that the class be held outside in the nice weather. Although he had previously not done so in the past, he agreed this time to listen to the students and taught outside. He discussed this as an example of listening to others' concerns and taking action. He stated that the faculty is asking the Board to take action, and suggested the following actions. He stated that Interim Vice President Gentul should be told not to deregister students during the semester; the Board should freeze tuition and re-do the Presidential Search. He stated that if the Board was unwilling or unable to take action, they should resign their appointments.

4. BY A MOTION MADE BY MR. CISTARO, SECONDED BY MS. GARCIA AND UNANIMOUSLY APPROVED, the Board voted to approve the minutes of the February 2, 2012 and February 23, 2012 meetings of the Board of Trustees.
5. Provost Gatley described the next subject for action, which is a Resolution to Approve BA in Theater Arts and Technology. Increasingly, technology is growing, as exemplified by our focus on Digital Everywhere. The external review for this program is in the Board Materials.

BY A MOTION MADE BY DR. DeCAPRIO, SECONDED BY MS. GARCIA AND UNANIMOUSLY APPROVED, the Board voted to APPROVE THEATER ARTS AND TECHNOLOGY.

6. BY A MOTION DULY MADE BY DR. DeCAPRIO, seconded by MR.SUGLA AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION RECOGNIZING DR. MENGCHU ZHOU.
7. President Bloom made a Statement regarding the newly established Donald Payne Scholarship. Eighty Percent (80%) is institutional money; there is no specific amount, but it will be awarded to at least one undergraduate student.

BY A MOTION DULY MADE BY DR. DeCAPRIO, SECOND BY MR. BONE AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION TO ESTABLISH THE DONALD PAYNE SCHOLARSHIP.

8. President Bloom gave an update on the Warren Street Village. We have begun clearing blacktop on the site. There is a groundbreaking ceremony scheduled for May 1<sup>st</sup>, 2012. We are continuing to recruit Greek organizations. Treasurer Mauermeyer reported that we had a successful bond sale, with three or four years well oversubscribed. At the end of the day we were 25-30 points below; everything was done right on schedule. The overall rate, including the cost of issuance was 4.3%. He commended the senior staff for a great effort on the project. Moody's and Standard and Poor's maintained their ratings, affirming the A1 and A+ respective ratings. The Board congratulated the staff on their efforts.
9. President Bloom reported on the Strategic Plan, and Middle States accreditation visit. With respect to the Strategic Plan, we will review this in more depth at a special meeting of the Board on May 23<sup>rd</sup>, starting at 9 a.m. There will be one more working meeting on the Campus Plan. With respect to Middle States, they are restricted in what they can speak about, but they did meet with a large representation of the senior staff, academic administration, faculty, staff and students. The team was on campus for 2 ½ days, and participated in an informal dinner on Sunday at the beginning of the visit. President Bloom thanked Chairperson Wielkopolski, Vice Chair DeCaprio and Board Member Garcia, who met with the team. The Middle States Report contains 14 standards by which we are measured, and working groups were formed to respond to each standard. The preliminary response is that we have met all 14 standards. In two weeks, we will get a report, and we then have ten days to review and respond in order to correct factual statements. The feedback we have received is that the Committee was exceedingly impressed by NJIT, and noted that we have made a disproportionate impact relative to our means. The opportunities we have to improve are noted as retention and graduation rates; a need to improve the diversity of the faculty, and campus governance. We need to have a consensus plan with respect to shared governance. In two years, we need to report back to Middle States. The team will not return, but we need to update them. Chair Wielkopolski stated that the Board appreciates the efforts of everyone involved.
10. Treasurer Mauermeyer discussed the Operating Statement Year to Date, the Schedule of Short Term Investments and the Report on Endowment. At this point, essentially all revenues except appropriation are now in. On the Supplemental Schedule, we are on target with spending, including commitments and will end the year with a balanced budget. Some of that includes unrestricted giving, which we are watching. With respect to Short Term Investments, we have about \$67 million, as a result of refinancing. This is the highest point of our cash position, comprising funds to carry us through August, and the source of our capital projects. Regarding endowments, we are at the close of the quarter. He referred to the materials in the Board Book, noting that we review and continue to monitor performance as the market changes. We have come back to approximately the same level as where we were, after a hiatus of several years. Board Member Sugla is representing the Board of Trustees on the Joint Committee following the resignation of Derrish Wolfe, and it is recommended that he continue.
11. Board Member Cistaro reported on Gifts and Fund Raising Activities. We've raised a total of \$7 million this year, significantly more than last year. The footnotes contained in the report included in the Board Materials indicates the bequests we have received. We are up

in the net of bequests by 23%. The alumni amount has increased 27% and the number of alumni donors has increased 4%.

12. The Board next heard a Presentation of the College Plans, which began with a presentation of a summary of the Academic Plan by Provost Gatley. He reviewed the priorities for inclusion in the Strategic Plan, and discussed language from the UMDNJ Advisory Report with respect to NJIT. We will discuss the vision for the future of the respective colleges, and how that vision distinguishes their colleges from the competition.

The College of Science and Liberal Arts has a broad portfolio of missions. It includes general education and service courses, as well as pre-professional education, along with career viable majors. Its goals are to build on established research strengths. Many of its faculty are acknowledged in their field. It is facing significant attrition over the last decade.

The Newark College of Engineering goals include growing MS and PhD enrollment. We are looking to include more technology in the classroom, strengthen interdisciplinary research and increase the visibility of NCE through outreach.

The College of Architecture and Design has experienced a pedagogical shift from teaching to learning (passive to active). There is a mandatory collaborative studio component, and a shift in the faculty profile, from part-time to more full time faculty. There is an emphasis on undergraduate research, and the common foundation year. We are rethinking the Fine Arts Program, and evaluating whether it is a good fit for the College.

The School of Management has been energized with the hire of a new Dean. It seeks to actualize the original intent, which was to combine management with the technological disciplines. We are looking at innovative, interdisciplinary programs with UMDNJ.

The College of Computing Sciences is growing and will continue to grow with emphasis on Digital Everywhere. It focuses upon hands-on learning. The goal is to stay ahead of the rapid pace of new programs in emerging areas.

The institutional issues include data-driven decisions firmly rooted in gap analysis. We have ongoing recruitment of outstanding faculty and instructional staff, and need to focus on the creation of appropriate spaces, with regular refreshment of technological infrastructure. The number of doctoral students is declining, even as the dollar value of sponsored research grows. We need to improve graduation and retention rates. Vice Chair DeCaprio noted that this is the single largest driver. Provost Gatley noted that we would still need to increase faculty even if we were not faced with faculty retirement. We need to consider hiring more than the positions anticipated for the first phase of hiring. He believed the Board will be pleased by the planned additions to the faculty. Board Member Cistaro asked if there were a model of efficiency, relative to the strategic plan. If we only recruit what the departments requests, the future will look like the past.

Planning spaces are the number one student issue. This gives reality to team based learning. Also, we need to focus on technology infrastructure, so that the university's appearance

matches our reputation. The decline in PhD students is of concern. To address that we intend to benchmark student stipends, and actively recruit more PhD applicants.

Regarding graduate and retention rates, we need to review our curriculum, with a focus on undergraduate advising to allow flexibility of choice. We have to help students find their area. Only 47% of students who indicate a preference for engineering get engineering degrees. Engineering Technology is deemed to be a second choice, and it should be regarded as a viable option. Dr. DeCaprio agreed that we need to pay more attention to advising so that we do a better job of identifying which program a student should be in. Provost Gatley noted that Dean Deek is working hard on that objective. We need to improve our marketing strategy by showing all the things that we do. As soon as we do that, we can improve retention and graduation rates. Board Member Garcia agreed that a support system is very important. Chairperson Wielkopolski agreed with the move to strip out certain programs that aren't working.

Interim Vice President Gentul gave a Capacity Update. There is a strong relationship to the issues identified by Provost Gatley; capacity is impacted by our enrollment strategy. The usable classroom occupancy depends upon the time of day. The most available seats are in the upper levels. We do need large classrooms, and the faculty need more "smart" classrooms. There is a demand for an upper level biology lab. Our dining facilities are at capacity Tuesday and Thursday evenings. We have a need for study spaces and tutoring spaces, as well as for function and meeting spaces. We have replacement parking for the former Lot 16, and the demand for parking will increase for 2013.

Interim Vice President Gentul also discussed our retention strategy. We are looking at math curriculum revisions, academic advising improvements, increasing a sense of community, focusing upon the progress to degree attainment, focus upon issues of GPA, Financial Aid, Computing Facilities, and the parental college experience. We are also working on programmatic and support initiatives to reach our retention goals. In many ways, we are on track.

The Board discussed our space needs, and the possible reconfiguration of dining space.

13. Jean Llewellyn, the Executive Director of Strategic Communications presented a branding report. From 2004, there has been a 30% increase in the NJIT name recognition. We've updated the NJIT Magazine, and increased recruitment advertising. We have more area visibility, through ads in NJ Path and the Newark Airport. In fact, we received an award for the PATH campaign. Nationally, our visibility has increased through the NY Times and public television, and we engage the web and social media as well. We are finishing a roll out of a new design for the website. There is growth in media coverage, and an increased awareness of NJIT. From 2001 to 2011, awareness has increased from 48% to 76%. There is a positive perception of NJIT, and more positive "word of mouth." We've increased in the national rankings. Looking ahead, our priorities are to leverage the Inauguration event; promote the campus expansion; showcase NJIT as a leader in workforce development, highlight our R & D collaborations, expand social media, and co-brand NJIT with major

partners at events. President Bloom added that word of mouth is important, and we need to focus on state-wide activities, through our partnerships and relationships.

14. The Chairperson read a resolution regarding Closed Sessions to discuss Personnel, Real Estate, Contract and Legal Matters to be held immediately following this Public Session and on Thursday June 7, 2012 at 8:30 a.m. 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 closed sessions;

WHEREAS, it is not known precisely at this time when or if the contents of the discussions may be disclosed; however, no less frequently than annually, NJIT will cause the minutes of the closed sessions to be reviewed and disclose the discussion provided that the basis for conducting the closed session no longer exists and disclosure of the discussion will not adversely impact NJIT;

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 immediately following this meeting and on June 7, 2012 at 8:30 a.m., Eberhardt Hall, NJIT Alumni Center Board Room. The subjects of these meeting to include review of personnel and legal matters.

The next Public Session of the Board will take place on Thursday, June 7, 2012 at 11:00 a.m., Eberhardt Hall Board Room, following the Closed Session of the Board.

15. The public session adjourned at 12:05 p.m.